



AGENDA - SPECIAL COMMITTEE OF THE WHOLE

Monday, October 25, 2021, 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

Meeting will recess for a lunch break between 12:30 p.m. and 1:30 p.m.

Pages

A. APPROVAL OF AGENDA

B. CONSENT AGENDA

C. READING OF MINUTES

D. UNFINISHED BUSINESS

E. LAND USE MATTERS

F. STAFF REPORTS

F.1. 2022 Draft Financial Plan

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A report regarding an introduction of the draft 2022-2026 Financial Plan for Council's review and discussion.

Link to the 2022-2026 Draft Financial Plan

F.1.a. Presentation

F.1.b. Questions for Additional Resource Requests (Appendices A, B & C)

F.1.c. Questions for Departments

G. NOTICE OF MOTIONS

H. NEW BUSINESS

H.1. Council Member Motion: Advocacy for Mental Health and Support Services

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A Council Member Motion regarding Advocacy for Mental Health and Support Services.

I. ADJOURNMENT OF COMMITTEE OF THE WHOLE



Committee of the Whole Report

For the Meeting of October 21, 2021

To: Committee of the Whole **Date:** October 8, 2021
From: Susanne Thompson, Deputy City Manager and Chief Financial Officer
Subject: 2022-2026 Draft Financial Plan

RECOMMENDATION

That Council receive this report for information and give further consideration upon conclusion of budget presentations and discussion.

EXECUTIVE SUMMARY

The draft 2022 Financial Plan, the City's third budget during the COVID-19 pandemic, continues to deliver the over 200 services and programs our community relies on. The City's approach to service delivery is one of collaboration between departments and every service is indeed the joint effort of multiple teams. The draft budget is forecasting improvements in revenue recovery and includes investment in infrastructure upgrades and funding for Strategic Plan initiatives. While the challenging situation from the pandemic continues, the City's financial strength has provided multiple options for successfully navigating through this difficult period and, at the same time, has enabled supporting the community in several ways including providing additional grants and extending due dates and reducing penalty amounts for property taxes.

Over the last number of years, staff have been working on bridging asset information gaps and the 2022 draft budget has incorporated this new information enabling longer-term planning for assets such as fleet, facilities and parks. Staff continue to initiate ongoing review and assessment of critical infrastructure, such as electrical assets and retaining walls, informing long-range planning. The budget also includes funding to deliver initiatives in the Climate Leadership Plan as well as related plans such as the Green Fleet Plan and the Electric Vehicle Strategy. A new feature in the Financial Plan document is the addition of carbon allocations which include GHG emissions 'budgets' based on the emissions reduction pathway in the City's Corporate Energy and Emissions Management Plan.

As directed by Council, the application of an equity lens for the 2022 Financial Plan was conducted as a pilot and modelled after the City of Toronto's Equity Responsive Budgeting approach. Four departments completed equity assessments for a new or changed service/program, and these are included as part of supplementary requests in Appendix A. This was the City's first attempt at completing these assessments. Feedback from the staff involved was that the assessment tool was a useful way to learn and apply the four dimensions of equity (structural, procedural, distributional, and intergenerational). At the same time, the equity assessment pilot did not prove to be an effective way to look at entire program areas when tied to specific budget requests. Staff expressed that they

were limited in their ability to determine the impacts of their projects on specific equity-seeking groups, and articulated the need for Equity Responsive Budgeting to be grounded in community-determined priorities and needs. The pilot will inform future options on equity assessments for programs and services, which staff will bring to Council for consideration at a later date.

Staff also continued implementing efficiencies, and examples are now included throughout the Financial Plan document. As previously reported, the pandemic resulted in the need to shift some services online and most office staff have continued to work, at least partially, remotely. The City was well positioned to pivot immediately to online service provision and work-from-home arrangements through the collaboration platform in Office365 which enables secure “anywhere access” to information and has advanced collaboration capability.

Earlier this year, Council approved the continuation of several mitigation strategies to enable achieving Council’s direction for a property tax increase of no more than inflation plus 1% while minimizing impacts to service delivery and asset management. Vacancy management to achieve cost savings through slightly delaying posting of vacant positions; travel, conferences and training budget savings based on anticipated actuals; and use of the remaining Restart Grant are sufficient to achieve this goal and there is no need to adjust the capital budget or capital funding.

Council direction on a maximum tax increase of inflation plus 1% is provided through the Strategic Plan. The Consumer Price Index for Victoria (CPI) has ranged from 1.1% to 3.2% this year. The rate of inflation published at the time this draft was put together (August) was 3.2%, and the average rate to date (January to August) is 2.25%. Assuming inflation remains in that range for the remaining months of this year, the resulting maximum tax increase target would be 3.25% or \$4.8 million.

Although Council direction relates to tax increases only, the draft financial plan also outlines user fee increases to show the impact to households and businesses for both utility fees and property taxes. Together with a 3.25% property tax increase, the total impact for an average household would be \$115 or 3.13% and for a typical business \$256 or 3.22%.

Each year, difficult decisions between competing priorities are made during the financial planning process. In addition to the services, programs and capital projects that are incorporated in the draft Plan, supplementary requests from staff to address capacity challenges, additional complexity, public safety or legislative requirements; resource requirements for Strategic Plan action items; and report-backs related to all motions referred to the financial planning process are outlined in Appendices A, B, and C.

Four sessions have been scheduled (October 25, 26, November 1 and 2) where staff will outline the budget and answer any questions Council may have. After the final day of discussions, Council direction will be sought on utility rate increases necessary to sustain the utilities in order to have those in effect by January 1, 2022. First reading of the Financial Plan Bylaw is scheduled to take place on November 4 signalling that Council is satisfied that the plan is ready to receive public input. A Town Hall/e-Town Hall meeting is scheduled on November 17. Upon completion of the public consultation, Council will have an opportunity to consider the feedback and make changes to the financial plan before giving final approval prior to May 15 as required by legislation. A summary of the public input will be included in the final financial plan document. Tax notices will be sent out once the financial plan and tax rate bylaws have been adopted by Council.

After the detailed presentations have concluded, staff will recommend that Council:

1. Direct staff to bring forward the Five-year Financial Plan Bylaw, 2022 to the November 4, 2021 daytime Council meeting for consideration of first reading.

2. Direct staff to bring forward bylaws outlining sewer utility, stormwater utility and water utility user fee increases for 2022 to the November 18, 2021 daytime Council meeting for consideration of first, second and third readings.
3. Upon completion of public consultation, direct staff to bring forward direct-award grants and other grants as outlined in this report for consideration of approval
4. Upon completion of public consultation, consider funding additional grant requests, supplementary requests, resource requirements for financial plan motion report backs and 2022 Strategic Plan action items, as determined by Council

PURPOSE

The purpose of this report is to introduce the draft 2022-2026 Financial Plan for Council's review and discussion prior to consideration of first reading of the 2022 Five Year Financial Plan Bylaw to initiate public consultation.

BACKGROUND

Legislation and Policies

Section 165 of the *Community Charter* requires that a financial plan be approved annually following public consultation as required by section 166. The financial plan must be approved before the tax rate bylaw is approved, and before May 15 as required by section 197.

Three policies guide the financial planning process: Financial Sustainability Policy; Reserve Fund Policy; and Revenue and Tax Policy. These are attached as Appendix E. In addition, the City's Strategic Plan sets a maximum property tax increase of inflation plus 1%.

Process and Financial Plan Content

The Financial Plan is the end result of a larger planning process. The draft Financial Plan is developed based on direction provided through the Strategic Plan, various master plans, condition assessments, and strategies. The priorities identified in each of these plans feed into the draft Financial Plan. Significant consultation with the public is also part of developing many of these plans.

The majority of the City's funding comes from property taxes and utility user fees (approximately \$203 million or 77% in 2022.) The City has some additional revenue sources, including those from parking, construction permit fees, recreation, Victoria Conference Centre, business licences and property leases. The pandemic continues to impact some of these revenues and the draft financial plan includes best estimates for these revenues.

In June, 2021 Council directed staff to include a number of mitigation strategies in the draft 2022 Financial Plan to achieve Council's direction of a maximum tax increase of inflation plus 1%. Vacancy management to achieve savings by slightly delaying posting vacant positions; travel, conference and training budget savings based on anticipated actuals; and the remaining Restart Grant to offset revenue losses have been incorporated into the draft. Staff had also suggested that the capital budget may need to be reduced to allow reallocation of funding; however, the other mitigations strategies are sufficient to achieve Council's direction and therefore staff are not recommending reducing the capital budget or capital funding.

The financial plan focuses on priorities and outcomes, outlining services and capital projects including costs, revenues and benefits of each to demonstrate the value tax and rate payers receive. Emphasis is also placed on staff and community involvement in the planning process.

Approximately 70 staff from across the organization are involved in compiling the information for the financial plan and detailed reviews of all departmental budget submissions have been completed by staff.

Equity Lens and Framework

In June 2019 Council directed staff to “*Embed distributional, procedural, structural and inter-generational equity into the City's corporate policies guiding hiring, staff training and professional development, procurement and civic engagement*” as well as lead a workshop with Council on equity values; the workshop was held in October 2019. In January 2020, a staff report summarized the results of the workshop and Council further directed staff to use the feedback on equity values, guiding principles for framework development, equity considerations, and implementation considerations as the foundation for the equity lens and framework, and for initial application to include the financial planning process and budget development.

The application of an equity lens for the 2022 Financial Plan was conducted as a pilot and modeled after the City of Toronto's Equity Responsive Budgeting approach. A template along with instructions and individual department support was provided by Resilience Planning, the consulting firm that has been retained to develop the Equity Framework. Four departments participated in the pilot by completing equity assessments for a new or changed service, and these are included as part of supplementary requests in Appendix A.

In addition to the budget pilot, staff in the new Office of Equity, Diversity and Inclusion have advanced work on the Equity Framework and are planning to bring this to Council later this fall, along with a Community Profile to help inform program and service design. Engagement staff have been working with Simon Fraser University's Centre for Dialogue to renew the Engagement Framework with an equity lens and anticipate the updated draft to Council in early 2022. The City, through the Human Resources Department and Office of EDI, has also engaged trained facilitators to deliver equity related training. Work is currently underway begin to roll-out training related to accessibility and anti-racism early next year.

The City's Purchasing Policy was updated in early 2020 and now includes social procurement criteria. Additionally, in March 2021 the Province of British Columbia provided a grant to the City of Victoria for the purposes of the ongoing development and expansion of the British Columbia Social Procurement Initiative (BCSPI). The expanded BCSPI will support all interested local governments as well as School Boards, Health Regions and publicly funded Post-Secondary Institutions in the province in implementing social procurement.

ISSUES & ANALYSIS

Each year as staff develop the budget, service levels are assessed to determine resource requirements and delivery options. The majority of the City's services are delivered by City staff, augmented by contracted support for specialized expertise or work volumes beyond existing capacity. Delivery methods are evaluated and, if warranted, additional staff may be added by shifting existing budgets from contracted services.

The City has a team-based approach to service delivery and multiple departments are involved to achieve results. A great example of this is the recently purchased 'FireBolt' electric vehicles that the City's Fire Department received in the spring. This initiative was a collaborative team effort between the Fire Department, the Fleet Division at Public Works, the Climate team in Engineering and the Purchasing Division in Finance.

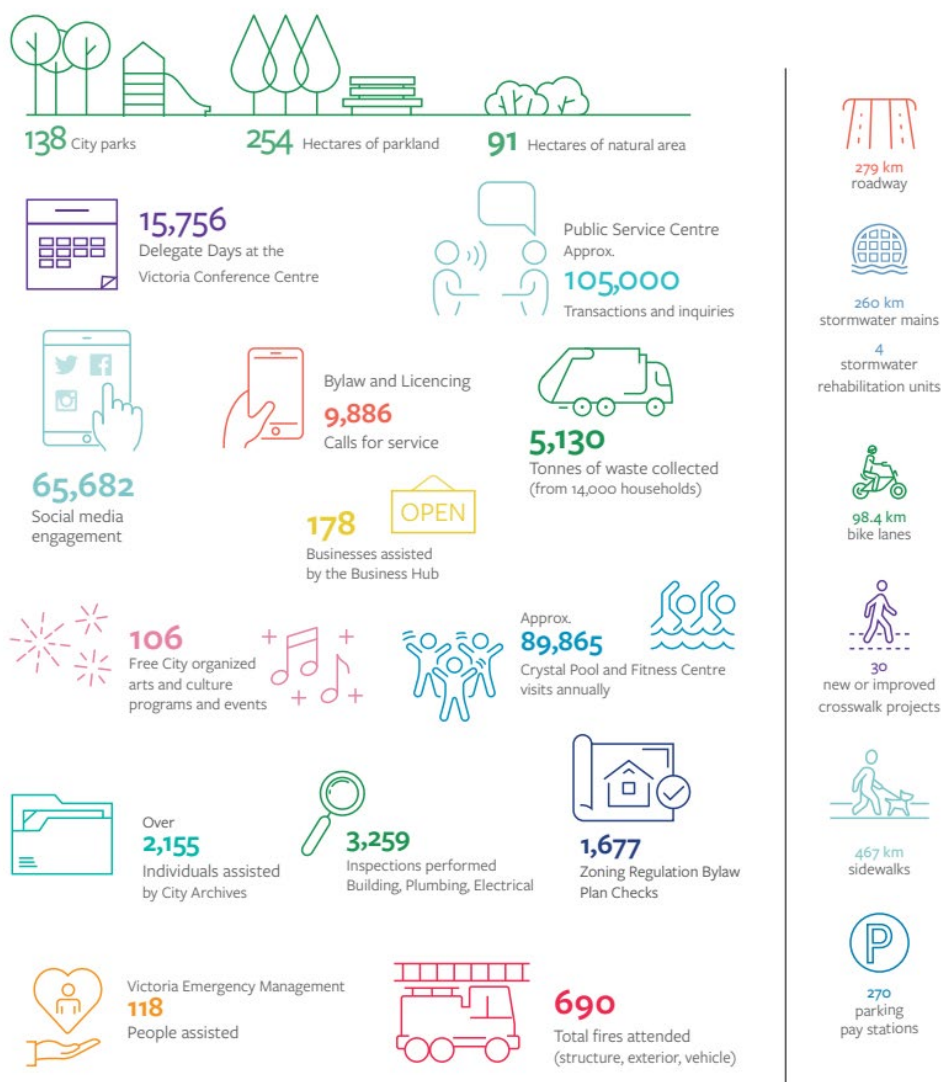
Operating Budget

Overview

As outlined in the draft Financial Plan, the City delivers approximately 200 services, and over 200 capital projects are included.

Highlights of City Services

Maintain:



The draft financial plan maintains services at current services levels. No automatic inflationary increases are included in the budget and departments have to justify each increase they request. The main cost drivers are salary increases, insurance, software licencing, costs related to new asset maintenance, as well as reduced revenues compared to pre-pandemic conditions for parking and Victoria Conference Centre.

The draft plan result in a tax increase of no more than inflation plus 1% (3.25%.) The impact would be \$87 for an average household and \$225 for a typical business.

Property Tax Impact	Tax Increase	
	Dollars \$	Percentage %
Cost Drivers		
Salaries and Benefits	\$ 2,302,920	1.56%
Fleet Costs - fuel and maintenance	222,670	0.15%
Insurance	183,540	0.12%
Security	141,180	0.10%
Software Licensing	130,000	0.09%
Reduction in Youth Bus Pass Program	(175,000)	-0.12%
New Assets Operating Impacts	197,790	0.13%
Facility Re-opening Adjustments		
Recreation - revenue increases	(1,020,370)	-0.69%
Recreation - expense increases	955,220	0.65%
Victoria Conference Centre - revenue increases	(982,650)	-0.67%
Victoria Conference Centre - expense increases	531,920	0.36%
Revenue Increases		
Parking	(1,943,200)	-1.32%
Leases and Rental Properties	(185,230)	-0.13%
PILT Revenue	(612,700)	-0.41%
Business Licenses	(299,950)	-0.20%
Fortis	(35,000)	-0.02%
Rezoning - Hearing Fees	(25,000)	-0.02%
Capital Investment		
Building and Infrastructure Reserve	500,000	0.34%
New Property Tax Revenue from New Development	(500,000)	-0.34%
Vehicle and Heavy Equipment Reserve	310,000	0.21%
2021 Mitigation Strategies		
Vacancy Management	\$ 3,000,000	2.03%
Training and Development	350,000	0.24%
Restart Grant	4,100,000	2.78%
2022 Mitigation Strategies		
Vacancy Management	- 3,400,000	-2.30%
Training and Development	- 325,000	-0.22%
Restart Grant	- 1,740,000	-1.18%
Other Changes	23,500	0.02%
City Total	\$ 1,704,640	1.15%
Police Total	\$ 2,978,740	2.02%
Greater Victoria Public Library	\$ 114,000	0.08%
Draft Financial Plan Property Tax Increase	\$ 4,797,380	3.25%

Utilities

The major cost drivers for the City's utilities are salaries, materials and equipment, and increased funding for the capital budget. For the average household there would be an annual increase of \$13 for water, \$5 for stormwater, \$6 for sewer and \$4 for solid waste.

Water Cost Drivers	Dollars \$	Percentage %
Salaries & Benefits	\$ 46,730	0.21%
CRD Water Purchase	\$ 100,000	0.45%
Materials & Equipment	\$ 64,510	0.29%
Transfer to Capital	\$ 442,000	1.99%
Total	\$ 653,240	2.94%

Sewer Cost Drivers	Dollars \$	Percentage %
Salaries & Benefits	\$ 38,550	0.47%
Materials & Equipment	\$ 50,530	0.62%
Transfer to Capital	\$ 193,000	2.38%
Total	\$ 282,080	3.47%

Stormwater Cost Drivers	Dollars \$	Percentage %
Salaries & Benefits	\$ 49,400	0.71%
Materials & Equipment	\$ 40,290	0.58%
Transfer to Capital	\$ 162,000	2.31%
Total	\$ 251,690	3.60%

Solid Waste & Recycling Cost Drivers	Dollars \$	Percentage %
Salaries & Benefits	\$ 36,300	1.08%
Materials & Equipment	\$ 25,230	0.76%
Total	\$ 61,530	1.84%

Staff are proposing to bring forward bylaws for rate increases to the November 18 daytime Council meeting for consideration of first, second and third readings followed by adoption at the November 25 daytime Council meeting. Bringing the bylaws forward in this manner will authorize the increases to come into effect on January 1, 2022.

Greater Victoria Public Library (GVPL)

The City's estimated share of the GVPL's operating and facility maintenance budget request, and the City's lease and building costs for its branches is \$5.68 million, which is an increase of approximately \$114,000 which equates to a tax increase of 0.08%. The Library Board is scheduled to consider the 2022 budget the third week of October and the City will receive their formal budget request once approved.

Victoria and Esquimalt Police Board

The VicPD 2022 budget was approved by the Police Board on September 21, 2021 and the City's Financial Plan includes the City's share of the core budget request which equates to an increase of \$2.98 million. This includes \$330,000 which is the result of the second year phase-in of the new funding formula, which shifts funding obligation to Victoria from Esquimalt.

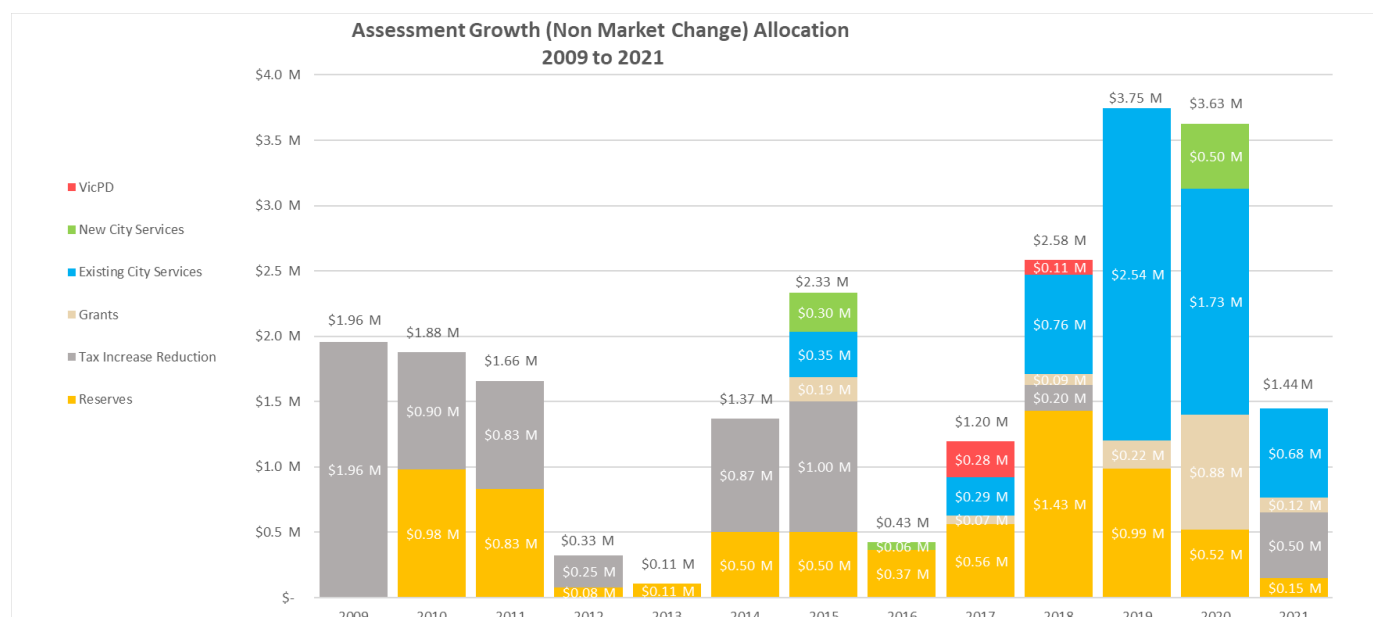
New Property Tax Revenue from New Development (Non-Market Change)

As per the Financial Sustainability Policy, the first \$500,000 of new property tax revenue resulting from new construction is transferred to reserve.

For the 2022 Financial Plan, as part of the 2021 financial planning process, Council approved allocating \$218,960 for the grant to South Island Prosperity Partnership and \$20,000 for the grant to Theatre SKAM, and these amounts have been incorporated.

Any additional new property tax revenue from new development has not been factored into the draft 2022 Financial Plan. A conservative early estimate for total new property tax revenue from new development, based on information provided by BC Assessment, is \$850,000. However, this is based on incomplete information and this amount will likely change before it is finalized. The final amount will not be known until the end of March when BC Assessment has finalized the assessment roll for the year.

Over the last decade, Council has used the majority of the new tax revenue for capital investment (savings in reserves) and reducing the annual tax increase and to fund new services as illustrated in the graph below:



The following table outlines the uses of assessment growth revenue for the last six years:

2016		2017		2018		2019		2020		2021	
Real Estate Function	\$60,000	Police Budget	\$277,000	Buildings and Infrastructure Reserve	\$1,428,286	Urban Forest Management Plan	\$858,000	Victoria Civic Heritage Trust	\$500,000	Property Tax Increase Reduction	\$500,000
Buildings and infrastructure Reserve	\$365,000	Buildings and Infrastructure Reserve	\$250,000	Property Tax Increase Reduction	\$197,234	Buildings and Infrastructure Reserve	\$862,545	Community and Senior Centre Funding	\$234,333	Five Bylaw Officers - Sheltering	\$491,000
Total	\$425,000	Accessibility Reserve	\$250,000	Fire Prevention Officer	\$121,000	Real Estate Function	\$250,000	Children's Book Prize	\$5,000	Additional Legal Resources	\$187,070
		Real Estate Function	\$135,000	Police Civilians	\$114,814	Houseplexes and Townhomes Planners	\$240,000	Reduction of Recreation Fee Increase	\$16,500	Bike to Work Grant	\$7,500
		Tree Care	\$128,000	Transportation Planner	\$104,000	Transportation Planner	\$200,000	Housing Reserve Fund	\$400,000	Part Time Coordinator Grant - Various Neighbourhoods	\$100,000
		Fleet Reserve	\$61,722	Park Planner	\$103,000	Disability Coordinator	\$128,500	Asset Management Position - 1 FTE	\$89,000	Pro Art Alliance Grant	\$10,000
		Community Centre - gymnasium at 950 Kings Rd	\$49,000	Building Project Administrator	\$99,000	Vehicle and Heavy Equipment Reserve	\$123,545	Climate and Environment - Community Energy and Emissions Specialist - 1 FTE	\$108,000	Building and Infrastructure Reserve	\$149,370
		Arts and Culture Support	\$25,000	Sustainability Waste Management Engineer	\$99,000	Climate Grant Writer	\$117,000	Climate and Environment - Training and Development for Staff	\$10,000	Total	\$1,444,940
		Community Garden Volunteer Coordinator	\$6,000	Correspondence Coordinator	\$87,000	Mayor's Office Support	\$114,000	Climate and Environment - Zero Waste Strategy - 1 FTE	\$100,000		
		Distribution of Mulch to Community Garden Operators	\$6,000	Graphic Design Support	\$81,000	Climate Outreach Specialist	\$106,000	Grants - Neighbourhood Grants	\$28,116		
		Victoria Heritage Foundation Grant	\$5,125	Parks Natural Areas Support	\$63,000	Increased grants to Community and Seniors Centres	\$106,000	Grants - Victoria Civic Heritage Trust	\$2,250		
		Victoria Civic Heritage Trust Grant	\$2,153	Festival Investment Grant	\$50,000	Business Analyst - Information Systems	\$102,000	Grants - Victoria Heritage Foundation	\$5,962		
		Medallion Challenge Trophy	\$500	Community Garden Program	\$15,000	Talent Specialist	\$96,500	Health and Safety Position - 1 FTE	\$108,000		
		Total	\$1,195,500	Victoria Heritage Foundation	\$10,716	Asset Management Technician	\$85,500	Managing Growth and New Development - Secretary - Planning 1 FTE	\$72,500		
				Food Systems North Park Neighbourhood Association	\$6,000	LIFE Program Extension	\$74,000	Managing Public Spaces - Centennial Square Clean Up	\$35,000		
				Victoria Heritage Trust	\$2,186	Indigenous Artist in Residence	\$72,000	Urban Agriculture - Volunteer Coordinator Grant	\$50,000		
				Victoria Community Association Network Grant	\$900	Festival Investment Grant	\$50,000	Urban Agriculture - Start Up Grants	\$30,000		
				Community Garden Volunteer Coordinator Grants Inflation	\$864	Community Garden Program	\$30,160	Lowering Property Tax Penalty	\$201,500		
				Total	\$2,583,000	Strategic Plan Grants	\$20,000	Buildings and Infrastructure Reserve	\$61,374		
						Youth Leaders in Training (YLIT)	\$20,000	Vehicle and Heavy Equipment Reserve	\$61,373		
						Support Department Overhead	\$19,000	Equity and Inclusion - Equity and Inclusion Coordinator - 1 FTE	\$107,900		
						Mayor's Travel Budget	\$15,000	Create Victoria Implementation Position - 1 FTE	\$113,400		
						Town Hall Meetings	\$12,000	Equity and Inclusion - External Community Liaison - 2 FTE	\$215,900		
						Council Catering	\$10,000	Equity and Inclusion - Accessibility and Inclusion Recreation Role - 1 FTE	\$52,000		
						Living Wage	\$9,000	Housing - Tenant Ambassador - 1 FTE	\$107,900		
						Constituency Funds	\$8,000	Housing - Housing and Development Summit	\$15,000		
						Urban Food Table	\$6,000	Housing - Social Planner - 1 FTE	\$125,111		
						Community Input Process	\$5,000	Arts and Culture - Canada Day Special Duty Policing	\$107,000		
						My Great Neighbourhoods Grant	\$3,000	Arts and Culture - Festival Investment Grant Program	\$25,000		
						Victoria Civic Heritage Trust Grant	\$2,250	Arts and Culture - Special Duty Policing	\$53,000		
						Poet Laureate Program	\$2,000	Arts and Culture - Special Events In Kind Services	\$19,000		
						Total	\$3,747,000	Childminding - Committees	\$1,800		
								Climate and Environment - Building Energy and Emissions Specialist - 1 FTE	\$108,000		
								Heritage Position - 5 FTE	\$50,000		
								Managing Growth and New Development - Secretary - Legislative Services - 1 FTE	\$80,500		
								Managing Growth and New Development - Development Services 1 FTE	\$142,500		
								Reconciliation and Indigenous Relations - Witness Reconciliation Program	\$30,000		
								Sustainable Mobility Strategy - Transportation - 1 FTE	\$142,600		
								NeighbourHub - 709/711 Douglas Street	\$11,460		
								Total	\$3,626,979		

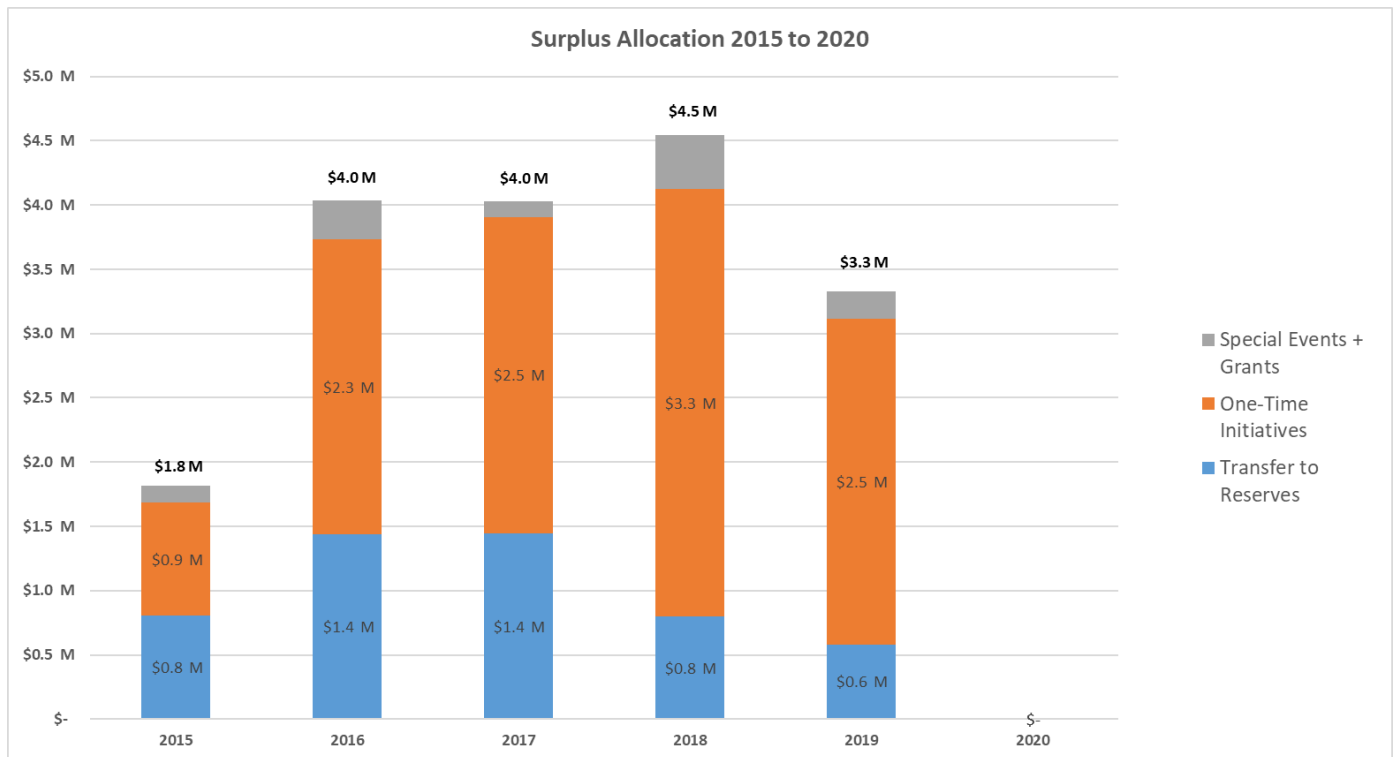
Legend

Reserves
Property Tax Increase Reduction
Grants
Existing City Services
New City Services
VicPD

2021 Surplus

2021 is the third pandemic budget and the City continues to experience significant revenue reductions compared to pre-pandemic years. Council approved several mitigation strategies to avoid a deficit. Pursuant to legislation, should a deficit be the year-end result, that deficit must be carried forward to the following year and must be funded first. Fortunately, the mitigation strategies will avoid a deficit, but the revenue losses may offset the reduction in expenses and may result in no surplus for the year as was the case in 2020; however it is too early in the year to determine.

For historical reference, the following graph and table outline the surplus allocation for the past six years:



2015		2016		2017		2018		2019	
Buildings and Infrastructure Reserve	\$ 552,721	Buildings and Infrastructure Reserve	\$ 1,440,209	Buildings and Infrastructure Reserve	\$ 482,609	Victoria Housing Reserve	\$ 750,000	Housing - Housing Reserve Fund	\$ 250,000
Parks Overnight Sheltering Support and Clean-Up	\$ 313,000	Accelerated Local Area Planning (2018-2019)	\$ 500,000	Vehicles and Heavy Equipment Reserve	\$ 482,608	Zero Waste Strategy	\$ 400,000	Climate and Environment - Oil to Heat Pump Incentive Program	\$ 100,000
Accessibility Capital Fund	\$ 250,000	South Island Prosperity Project (SIPP)	\$ 220,000	Greenways Acquisition Fund Reserve	\$ 482,608	Overnight Sheltering – Support & Clean Up	\$ 362,000	Climate and Environment - Climate Action Program Investments	\$ 165,000
Crosswalk Projects	\$ 200,000	Vulnerable Population Pilot Project	\$ 204,891	Victoria Housing Strategy Implementation	\$ 250,000	Housing Initiatives	\$ 300,000	Climate and Environment - Zero Waste Strategy	\$ 200,000
Arboriculture (Urban Forest Mgmt Plan Implementation)	\$ 128,500	Parks Overnight Sheltering	\$ 200,000	South Island Prosperity Project	\$ 220,000	Traffic Calming Initiatives	\$ 250,000	Grants - South Island Prosperity	\$ 220,000
Cultural Plan	\$ 116,000	Parks Infrastructure	\$ 158,000	Mental Health Integration	\$ 216,575	Accessibility Framework	\$ 250,000	Grants - Bike to Work Week	\$ 7,500
Senior Parks Planner	\$ 103,000	High Risk Tree Removal	\$ 150,000	Overnight Sheltering – Support & Clean Up	\$ 200,000	Citizens' Assembly	\$ 250,000	Grants - Storage Facilities for Our Place	\$ 50,000
Real Estate Function Consulting	\$ 100,000	Canada 150 Festivities	\$ 150,000	Neighbourhood Transportation Management	\$ 180,000	South Island Prosperity Project	\$ 220,000	Managing Public Space - Overnight Sheltering Support and Clean Up	\$ 362,000
Broad Street Mail Repairs	\$ 15,000	Songhees and Esquimalt First Nations Long House	\$ 110,000	High Risk Tree Removal	\$ 150,000	MSP Premiums	\$ 200,000	Managing Public Space - Bylaw Position - 1 FTE	\$ 189,000
Sidewalk Power-Washing	\$ 15,000	Parks Planning Temporary Support	\$ 103,000	Heritage Planner (2 year term)	\$ 120,000	Community Centre Funding	\$ 170,424	Strategic Plan Support Services - Legal Services	\$ 84,500
India Mela and Dragon Boat Society 80% FIG Grants	\$ 11,200	Victoria Housing Strategy Implementation	\$ 100,000	Engagement Advisor	\$ 109,000	Public Washroom - South End of Douglas St	\$ 150,000	Tree Care - Tree Planting	\$ 140,000
Traffic and Parking Improvements	\$ 8,000	Correspondence Coordinator	\$ 87,000	Downtown Public Realm Plan Implementation	\$ 105,000	Tree Preservation Bylaw	\$ 110,000	Urban Agriculture - Pilot City-sponsored community partnership for spring distributions of gardening materials	\$ 8,000
City of Victoria Youth Council Additional Request	\$ 6,000	Install Symbol of Lekwungen People	\$ 75,000	Community Benefit Hub (2 year)	\$ 100,000	Parks Planner	\$ 107,250	Youth Initiatives - Youth Program Implementation	\$ 30,000
Total	\$ 1,818,421	Adaptive Management Framework	\$ 55,000	Downtown sidewalk cleaning & snow removal	\$ 99,500	Planner - Development Services	\$ 107,250	Property Tax Penalty	\$ 1,000
		Temporary Moveable Child Friendly Play Feature in Centennial Square	\$ 50,000	Parks Arboriculture	\$ 97,000	Neighbourhood Led Neighbourhood Planning	\$ 100,000	By Election	\$ 170,000
		City Studio (2018-2019)	\$ 50,000	Speed Reader Boards	\$ 85,000	Reconciliation Training	\$ 76,350	Buildings and Infrastructure Reserve	\$ 166,088
		Public Works Master Plan	\$ 50,000	International Ice Hockey Federation World Junior Hockey Championship	\$ 70,000	Support Department - Engagement	\$ 75,000	Vehicle and Heavy Equipment Reserve	\$ 166,087
		Seasonal Special Events Traffic Control Support	\$ 50,000	Secretary Planning	\$ 67,000	Secretary - Planning	\$ 72,500	Equity and Inclusion - Gender Diversity Training for All Staff	\$ 28,000
		Solid Waste Management Strategy	\$ 50,000	Condition Assessment Pilot Project	\$ 60,000	Secretary - Legislative Services	\$ 72,500	Equity and Inclusion - Welcoming City Strategy	\$ 50,000
		City's Truth and Reconciliation Commission Calls to Action Task Force	\$ 50,000	Inclusion Policy and Program	\$ 60,000	Support Department - Legal Services	\$ 65,000	Equity and Inclusion - External Contractor	\$ 75,000
		Car Free Day (2018-2020)	\$ 45,000	Environmental Performance Audit	\$ 50,000	Senior Centre Funding	\$ 63,900	Arts and Culture - Create Victoria Cultural Infrastructure Grant Program	\$ 100,000
		Development Services Temporary Support	\$ 42,000	Professional Certification/Project Management	\$ 50,000	55+ Games BC 2021	\$ 55,000	Arts and Culture - Create Victoria Cultural Spaces Roadmap	\$ 25,000
		Zoning Updates	\$ 30,000	Witness Reconciliation Program	\$ 50,000	Victoria 2020 Francophone Games	\$ 50,000	Banfield Park to Sekirk Bike Route	\$ 35,000
		Youth Strategy	\$ 30,000	Accessibility Framework	\$ 40,000	Our Place extended hours	\$ 50,000	Climate and Environment - Oil to Heat Pump Incentive Program	\$ 300,000
		2017 Canadian Capital Cities Organization Annual Conference	\$ 20,000	Traffic Signal Timing Update Study	\$ 40,000	Buildings and Infrastructure Reserve	\$ 48,326	Climate and Environment - Climate Champion Program	\$ 50,000
		Temporary installation of table tennis and chess tables in Centennial Square	\$ 11,000	Pioneer Square Archaeological Reporting	\$ 37,000	Youth Strategy Coordinator	\$ 30,000	Greater Victoria Coalition to End Homelessness - Pandora Task Force	\$ 50,000
		Victoria Community Association Network	\$ 1,200	Extra Bridge Coverage	\$ 30,000	Best Practices in Respectful Facilitation Training & Engagement	\$ 30,000	Placemaking - Engagement Costs	\$ 8,000
		Fairfield Community Centre Insurance Administration	\$ 500	Single-Use Checkout Bag Regulation	\$ 30,000	Greenway Plan and Design Standard	\$ 30,000	Protocol	\$ 20,000
		Total	\$ 4,032,800	Youth Strategy Liaison	\$ 30,000	Government Street Pedestrian Only	\$ 25,000	Reconciliation and Indigenous Relations - Reconciliation Training	\$ 34,650
				Youth Leaders in Training Program	\$ 20,000	Rental Initiatives	\$ 20,000	Reconciliation and Indigenous Relations - Truth and Reconciliation Dialogues	\$ 80,000
				Step Code Implementation	\$ 10,000	Municipal Alcohol Policy - Late Night Task Force	\$ 15,000	Reconciliation and Indigenous Relations - Indigenous Relations Function	\$ 75,000
				Ending Violence Association of BC	\$ 2,500	Childcare at City Hall for Public Hearings	\$ 11,000	Strategic Plan Support Services - Engagement	\$ 75,000
				Total	\$ 4,026,400	MacDonald Statue	\$ 10,000	Banfield Park Swimming Dock Study	\$ 15,000
						Council Conflict of Interest	\$ 10,000	Total	\$ 3,329,825
						Childcare Strategy	\$ 5,000		
						Late Night Task Force (Harassment)	\$ 2,500		
						Total	\$ 4,544,000		

Five-Year Operating Budget

To develop the future years of the five-year operating budget a number of assumptions have been incorporated including: no changes to services or service levels; collective agreement increases (if in place); known cost increases, such as hydro, at already announced rates; and unknown cost increases (the majority) at an inflationary factor of 2%.

Supplementary Operating Budget Requests

Before any requests for increased funding is brought to Council for consideration, staff first evaluate each need and possible ways to meet those needs without requesting additional funding; this includes process improvements that create efficiencies and free up existing staff time, shifting resources between areas, or exploring funding opportunities. The supplementary requests brought forward for consideration this year are outlined in Appendix A.

Resource Requirement Related to the Strategic Plan and Financial Plan Motions

The Strategic Plan contains several action items to be initiated in 2022 that have resource requirements and those are outlined in Appendix B. Council also passed a number of resolutions directing staff to report back as part of the 2022 financial planning process and these are outline in Appendix C.

The public consultation process may result in additional funding needs. It is recommended that Council consider supplementary requests, and resource requirements related to the Strategic Plan and financial plan resolutions for report-backs along with feedback from public consultation on the draft Financial Plan.

Capital Budget

Guiding Documents and Considerations for Infrastructure Investment

The majority of the City's infrastructure investment is guided by asset master plans as well as the City's Official Community Plan, Neighbourhood Plans, regional plans and the Strategic Plan. These master plans use a range of criteria to determine priorities.

Underground utilities (sewer, storm drains and water) have 20-year asset master plans in place. Asset management planning, and lifecycle costing and analysis include:

- Risk assessment and service delivery
- Condition assessment and remaining design life
- Capacity requirements including future population growth
- Enhance resiliency to meet climate change, tsunami and seismic hazards
- Reduce rain inflow and infiltration to sewers
- Optimizing energy use

Additional factors taken into account are:

- Coordination with transportation or other right-of-way improvements (bundle projects)
- Number and location of other projects in neighbourhood in consideration of social impacts – network traffic flows

For transportation projects, there are many and varied programs and services provided including crosswalks, sidewalks, road paving and traffic calming. Each program considers a number of criteria, but the overall principles for all transportation projects are:

- Road safety
- Use of standards, established criteria and best practice

- Consistency of implementation to maintain system integrity
- Promoting projects fairly and equitably with the most impact and greatest benefits
- Fiscal responsibility and prudence
- Coordination opportunities

The 2022 Financial Plan includes additional recommended asset condition assessments for bridges, retaining walls, marine assets and electrical infrastructure to allow longer-term, multi year budget planning for infrastructure.

The Parks and Open Spaces Master Plan was developed through city-wide consultation with residents and other stakeholders, to assess community needs and examine investment priorities. The goals of the Plan include a focus on serving the needs of all citizens (*Foster Engaging Experiences for Everyone*). The ongoing maintenance work relating to “grey” and “green” assets in parks and open spaces is primarily driven by condition assessment data, which provides an objective measure of the state of assets in these public spaces.

The City’s investments in buildings are typically based on a few key factors, including data relating to the physical condition of these assets and systems, as well as the service priorities of occupants of these buildings. In the past three years, increased focus has been directed to quantifying and addressing physical accessibility needs, as well as energy performance, in line with the City’s overall strategic plans.

Incorporated into both the operating and capital budgets is funding to implement the City’s Green Fleet Plan and Electric Vehicle Strategy. This year, electric vehicle purchases are proposed to be funded through Gas Tax and an increase to the funding for the Vehicle and Heavy Equipment Reserve is proposed which will assist in reducing the funding gap in future years.

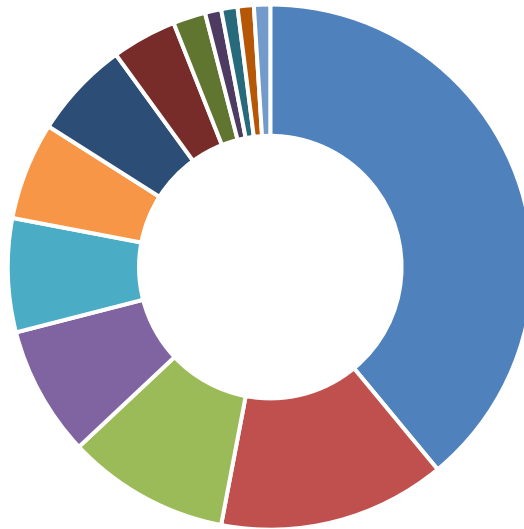
Overview

The draft capital budget for 2022 totals \$97.1 million, which includes \$33.8 million for the new fire hall which is under construction. The following chart outlines the proposed capital investment:

Capital Expenditures by Category

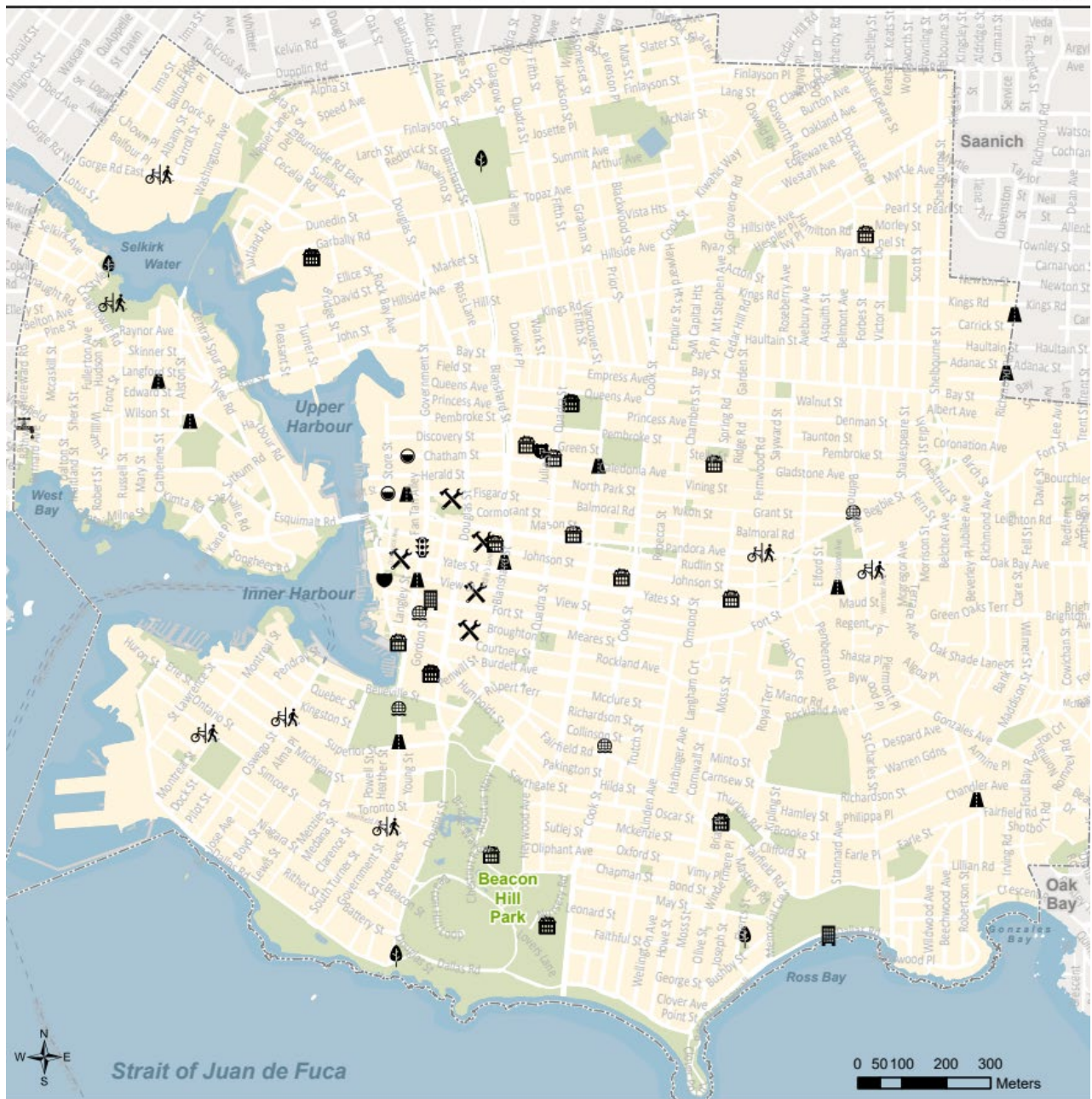
2022 Budgeted Category Expenditures (\$97.1 million)

- Facilities 39%
- Active Transportation 14%
- Equipment 10%
- Sanitary Sewers 8%
- Complete Streets 7%
- Waterworks 6%
- Stormwater 6%
- Parks 4%
- Street Infrastructure 2%
- Traffic Safety 1%
- Police 1%
- Structures 1%
- Contingency 1%



Each project has also been mapped to provide a geographic picture of where the planned capital investment is proposed to take place.

Draft 2022 Capital Projects



- | | |
|-----------------------|-----------------------|
| Active Transportation | Traffic Safety |
| Complete Streets | Sanitary Sewers |
| Equipment | Stormwater |
| Facilities | Street Infrastructure |
| Parks | Structures |
| Police | Waterworks |

The capital budget was developed based on the principle that all asset groups are allocated some funding. In addition, as outlined above, the annual capital investment needs are determined through asset master plans and condition assessments. Asset master plans outline the level of funding that is considered sustainable to maintain current service levels and the priorities for infrastructure investment. Over the last several years, additional work has been undertaken to fill information gaps and this year's capital plan now includes longer-term information for fleet, parks and facilities.

Capital plan funding levels are determined through policy decisions, taking into account the City's risk tolerance. Historically, Council has increased property taxes for capital projects that address deferred maintenance for roads, facilities and storm drains. Since 1999, Council has increased annual capital budget funding through property taxes from \$2.5 million to \$11.6 million. As per the Financial Sustainability Policy, additional funding decisions through an increase in property taxes, will be considered by Council based on proposed projects identified by staff.

Historically, the City's capital plan has been funded by a combination of property taxes, utility user fees, grants, debt and reserves. Ongoing programs are typically funded by property taxes/user fees or reserves. Larger projects, such as a bridge replacement or construction of an arena, have primarily been funded through grants and debt, which is consistent with the City's debt policy.

The 2021 capital budget includes projects that are underway but will not be completed before year-end. The funding for these projects must be carried forward to 2022. The budgets for these projects will be added to the 2022 capital plan to reflect remaining amounts once year-end has been completed.

Reserves and Debt

The City's Reserve Fund Policy was updated in 2015, including a methodology for determining target balances. The minimum target balances have already been achieved for all reserves. However, the minimum balances are only one part of the equation and recommended capital budget spend levels also need to be taken into account as outlined in the section above in this report. The following table outlines the estimated uncommitted year-end reserve fund balances based on the assumption that all planned work for 2021 will be completed:

Description	Balance at Dec 31, 2021	2022 Budget Transfers In	2022 Budget	Projected Balance Dec 31, 2022
			Transfers out & Committed	
Capital Reserves				
Equipment & Infrastructure				
Police				
Police Vehicles, Equipment & Infrastructure	983,966	1,340,000	1,340,000	983,966
Police Emergency Response Team	575,214	61,750	7,700	629,264
City		-		
City Equipment	9,796,746	957,580	3,741,000	7,013,326
City Vehicles & Heavy Equipment	2,646,026	1,500,000	2,631,000	1,515,026
City Buildings & Infrastructure	22,835,541	5,907,400	8,931,000	19,811,941
Accessibility Capital	1,155,374	250,000	-	1,405,374
Parking Services Equipment and Infrastructure	17,272,317	3,550,000	350,000	20,472,317
Multipurpose Equipment and Infrastructure	1,055,794	153,740	50,000	1,159,534
Recreation Facilities Equipment and Infrastructure	1,245,039	28,300	-	1,273,339
Archives Equipment	33,172	-	-	33,172
Artificial Turf Field	198,181	99,470	-	297,651
Gas Tax	9,297,659	3,833,000	11,584,000	1,546,659
Water Utility Equipment and Infrastructure	28,412,435	1,770,000	-	30,182,435
Sewer Utility Equipment and Infrastructure	28,076,896	400,000	1,955,000	26,521,896
Stormwater Utility Equipment and Infrastructure	3,449,933	100,000	235,000	3,314,933
Tax Sale Lands Fund	1,558,770	50,000	-	1,608,770
Parks and Greenways Acquisition Fund	1,392,630	-	-	1,392,630
Tree Conservation	648,867	-	64,530	584,337
Local Amenities Reserve	331,045	-	-	331,045
Development Cost Charges	12,216,364	-	6,178,000	6,038,364
Downtown Core Area Public Realm Improvements	226,209	-	-	226,209
Total Capital Reserves	143,408,179	20,001,240	37,067,230	126,342,189
Operating Reserves				
Financial Stability Reserves				
City	10,919,650	100,000	405,000	10,614,650
Police	1,377,027	-	500,000	877,027
Debt Reduction	51,837,862	3,147,370	33,727,000	21,258,232
Insurance Claims	4,189,441	-	-	4,189,441
Water Utility	935,695	-	-	935,695
Sewer Utility	852,114	-	-	852,114
Stormwater Utility	456,309	-	-	456,309
Victoria Housing Reserve	4,320,902	660,000	-	4,980,902
Climate Action Reserve	891,298	223,960	320,280	794,978
Art in Public Places	495,216	150,000	150,000	495,216
Development Stabilization Reserve	10,395,604	-	-	10,395,604
Parks Furnishing Dedication Program	26,676	32,500	32,000	27,176
Total Operating Reserves	86,697,794	4,313,830	35,134,280	55,877,344
Total City Reserves	230,105,973	24,315,070	72,201,510	182,219,533

The City currently has approximately \$62.1 million in outstanding debt. According to the Financial Sustainability Policy, debt servicing charges should be kept at a maximum of 7% of the prior year's property tax levy. Currently, there is approximately \$3.1 million of budget room for debt servicing, which is transferred to the Debt Reduction Reserve. This is the funding that Council has set aside for the replacement of Fire Department Headquarters. There are some smaller debt issues falling off in 2022; however, the next significant debt issue to retire is in 2031. The following table outlines the current debt issues, year of retirement and the annual debt servicing costs.

Final Year	Issue	MFA Issue - Purpose	2022 Principal & Interest
<u>Non-Self Financing Areas</u>			
2022	102	Burnside Gorge Community Centre	\$ 163,644
2022	102	City Hall Accessibility	162,992
2024	105	Crystal Gardens	249,198
2031	115	Johnson Street Bridge Replacement (CMHC)	743,242
2033	79	Multipurpose Arena	375,514
2033	80	Multipurpose Arena	435,514
2034	81	Multipurpose Arena	435,514
2034	130	Johnson Street Bridge Replacement	1,475,097
2036	139	Johnson Street Bridge Replacement	320,186
2037	142	Johnson Street Bridge Replacement	659,671
Total			\$ 5,020,574
<u>Self Financing Areas</u>			
2023	103	Parkades	\$ 137,594
2024	105	Parkades	130,394
2025	110	Parkades	345,704
Total			\$ 613,692

Allocation of Annual Gas Tax Funding

The City receives annual funding from the Federal Government through their gas tax program. The expected amount for 2022 is \$3.83 million. Each year, amounts received are transferred to the City's Gas Tax Reserve which Council approves allocations from through the annual capital plan. The majority of the projects funded through the gas tax reserve to-date have been storm drain infrastructure projects. For 2015 to 2021, Council allocated funding for the David Foster Harbour Pathway implementation, storm drain brick main replacement, LED streetlight replacement, and Bicycle Master Plan implementation. With the expected amount for 2022, the gas tax funding available is \$13.1 million.

The City is required to report annually through the Union of BC Municipalities on which projects have been funded using gas tax and the agreement outlines which types of projects are eligible. The draft capital plan includes gas tax funding for storm drain projects, Bicycle Master Plan implementation and electric vehicles for a total allocation from the reserve of \$11.584 million.

20-Year Capital Plan

For many capital investments, such as water, stormwater, sidewalks and complete streets projects, longer-term asset master plans identify the priority order of renewals for a number of years. Those

plans also indicate the estimated funding for those renewals. For these investments, ongoing budgets have been included in the 20-year capital plan.

Where future year budgets are yet to be determined due to scoping work underway, the capital plan indicates “TBD” (to be determined).

It can be difficult to determine the exact funding needs far into the future, therefore all future year amounts are best estimates only.

Outstanding Council Motions

Council passed a motion to set aside \$110,000 in funding for a future longhouse in Beacon Hill Park. The funding is set aside in reserve until the First Nations are ready to proceed.

Council also set aside a matching grant of \$250,000 in relation to Vic High School sports facility refurbishment. Some design work was undertaken before the School District paused the project and \$237,000 remains in reserve.

Grants

As directed by Council, grants have been grouped into five categories: direct-award grants, festival investment grants, community garden volunteer coordinator grants, My Great Neighbourhood grants, and Strategic Plan grants, which include micro-grants. Over the last number of years, Council has directed a few grants to be allocated outside of the established programs and these have been grouped under “other grants”. Per Council direction, the majority of grants have been increased by inflation.

Additional Grant Requests

The Victoria Heritage Foundation has requested additional funding of \$27,579 which is a 10% lift in the grant plus a 1.8% cost of living increase. The Victoria Civic Heritage Trust is meeting on October 18, 2021 and will forward their request after that meeting.

Organization	2020 Funding	2021 Request	Increase
Victoria Heritage Foundation	\$230,212	\$257,791	\$27,579
Victoria Civic Heritage Trust	\$118,850	TBD	TBD

Council direction for the two heritage organizations is to include their base budget in the draft financial plan and bring forward any grant increase requests separately.

This additional grant requests are included in Appendix D.

The proposed funding for the direct-award grants, excluding the additional requests listed above, is as follows.

Organization	Type of Grant	2021 Final Budget	2022 Draft Budget	Change
Victoria Civic Heritage Trust	Building Incentive	\$ 920,000	\$ 920,000	\$ -
Victoria Civic Heritage Trust	Operating	118,850	118,850	0
Victoria Heritage Foundation	Operating	230,210	230,210	0
Victoria Youth Council	Operating	26,000	26,000	0
Quadra Village Community Centre	Operating	75,750	78,020	2,270
Quadra Village Community Centre	Youth Programming	8,960	9,230	270
Quadra Village Community Centre	Lease Grant	44,060	44,060	0
Fernwood Community Centre	Operating	75,750	78,020	2,270
Fernwood Community Centre	Youth Programming	8,960	9,230	270
Vic West Community Association	Operating	75,750	78,020	2,270
Vic West Community Association	Youth Programming	8,960	9,230	270
Vic West Community Association	Facility (janitorial)	36,280	37,370	1,090
Fairfield Community Place	Operating	75,750	78,020	2,270
Fairfield Community Place	Youth Programming	8,960	9,230	270
Fairfield Community Place	Facility (janitorial, recycling)	48,180	49,630	1,450
Fairfield Community Place	Liability Insurance	5,610	6,000	390
Fairfield Community Place	Youth Outreach	15,000	15,000	0
Cook Street Village Activity Centre	Operating	75,750	78,020	2,270
Cook Street Village Activity Centre	Facility (strata fees)	23,600	24,310	710
Victoria Silver Threads	Operating	75,750	78,020	2,270
Victoria Silver Threads	Facility (lease)	122,390	122,390	0
Burnside Gorge Community Centre	Operating	75,750	78,020	2,270
Burnside Gorge Community Centre	Youth Programming	8,960	9,230	270
Burnside Gorge Community Centre	Youth Outreach	10,000	10,000	0
James Bay Community School Centre	Operating	75,750	78,020	2,270
James Bay Community School Centre	Youth Programming	8,960	9,230	270
James Bay Community School Centre	Facility (janitorial, recycling)	51,340	52,880	1,540
James Bay New Horizons	Operating	75,750	78,020	2,270
James Bay New Horizons	Facility (janitorial)	28,520	29,380	860
Oaklands Community Centre	Operating	75,750	78,020	2,270
Oaklands Community Centre	Youth Programming	8,960	9,230	270
Oaklands Community Centre	Facility (janitorial)	17,610	18,140	530
Cool Aid Downtown Community Centre	Operating	75,750	78,020	2,270
Seniors Outreach	Operating	30,000	30,000	0
Victoria Community Association Network	Operating	920	950	30
Blanshard (Hillside Quadra)	Per capita base (0.80 times population)	5,880	6,682	802
Burnside/Gorge	Per capita base (0.80 times population)	5,290	5,700	410
Downtown (incl Harris Green)	Per capita base (1.60 times population)	8,550	10,036	1,486
Fairfield Gonzales	Per capita base (0.80 times population)	12,780	14,639	1,859
Fernwood	Per capita base (0.80 times population)	7,620	8,661	1,041
James Bay	Per capita base (0.80 times population)	9,350	10,617	1,267
North Jubilee	Per capita base (1.60 times population)	5,010	5,630	620
North Park	Per capita base (1.60 times population)	5,550	6,296	746
Oaklands	Per capita base (0.80 times population)	5,530	6,284	754
Rockland	Per capita base (1.60 times population)	5,700	6,461	761
South Jubilee	Per capita base (1.60 times population)	3,590	4,030	440
Vic West	Per capita base (0.80 times population)	5,960	6,773	813
Total		\$ 2,705,350	\$ 2,749,810	\$ 44,460

Note: The City provides janitorial services to Quadra Village Community Centre and Fernwood Community Centre and Cook Street Village Activity Centre; no support is provided to Burnside Gorge Community Centre

It is recommended that Council consider all grant requests upon completion of the public consultation.

Public Information and Consultation

The draft budget and materials are available for public review, and the Budget Town Hall and e-Town Hall is scheduled for November 17, 2021. An online survey will also be conducted. City Council will consider the draft financial plan in conjunction with public input in December and January.

The City's budget outreach and engagement will include a number of different tools and tactics to inform and engage the public about the draft 2022 Financial Plan. A special section of the City's website - [Victoria.ca/budget](https://victoria.ca/budget) – will provide a one-stop hub for budget information and engagement opportunities. A budget summary brochure will give people a plain-language overview of the operational and capital budgets, as well as highlights of the City's programs and services planned for the coming year. Those who want to dive more deeply can review the full Financial Plan. Details on the Budget Town Hall and the online budget survey will also be hosted here. Budget consultation will be actively promoted through social media, advertising, digital display boards at City Hall, the City's Connect community e-newsletter, direct stakeholder and neighborhood outreach, and media outreach.

Although the City has increased participation broadly over the past five years, we continue to work on reaching traditionally under-represented groups and reducing barriers to participation to ensure feedback on the Financial Plan represents an accurate reflection of the community, to the greatest extent possible. We will continue to place a particular focus on connecting with renters in Victoria, as they represent 61% of the population, but at times in past engagements have participated less than those who own a home, possibly due to a misconception that the budget is only connected to property taxes. We will continue to work with the City of Victoria Youth Council and other youth-serving organizations to encourage youth to participate in this important engagement process. We will also continue to reach out to the business community, which pays nearly 50% of taxes in Victoria.

Timeline

The following table outlines the proposed timeline for this year's process.

Dates	Task
October 25, 26, November 1, 2, 2021	Budget presentation and discussion
November 4, 2021 Daytime Council	First reading of Financial Plan bylaw
November to December 2021	Public consultation
November 17, 2021	Town Hall / e-Town Hall meeting
December 2021/January 2022 Committee of the Whole	Present consultation results and seek direction on changes to Financial Plan and Strategic Plan
April 2022 Committee of the Whole	Final report on Financial Plan including incorporated changes; report on tax rates
April 2022 Council	Second and third reading of Financial Plan bylaw; first, second and third reading of tax bylaw
April 2022 Council	Adoption of Financial Plan bylaw and tax bylaw

Accessibility Impact Statement

Initiatives and projects within the Financial Plan support accessibility improvements.

Strategic Plan

The draft Financial Plan is aligned with the Strategic Plan and contains funding for many of the action items within the Strategic Plan. Appended to this report are funding requirements for additional Strategic Plan action items for Council's consideration during this year's financial planning process.

Impacts to Financial Plan

The 2022-2026 Financial Plan will replace the current year's plan.

Official Community Plan Consistency Statement

The many initiatives included within the financial plan are consistent with many policies within the Official Community Plan including support for infrastructure asset management objectives, in particular, policy 11.4 to maintain and enhance the allocation of resources for civic infrastructure repairs, upgrades and replacement.

CONCLUSIONS

The financial planning process is part of a much larger planning process, and the Financial Plan is created through direction and input from numerous plans and strategies, which typically have involved significant public consultation. Each year, Council is faced with making challenging decisions to balance competing needs and priorities.

Respectfully submitted,

Jo-Ann O'Connor
Deputy Director of Finance

Susanne Thompson
Deputy City Manager and Chief Financial Officer

Report accepted and recommended by the City Manager

List of Attachments

Appendix A – Supplementary Requests
Appendix B – Strategic Plan Action Items Resource Requirement Assessment
Appendix C – Financial Plan Motion Report Backs
Appendix D – Additional Grant Requests
Appendix E – Financial Sustainability Policy, Revenue and Tax Policy, Reserve Fund Policy

APPENDIX A

Draft 2022-2026 Financial Plan

Supplementary Budget Requests



Managing Growth and New Development

BACKGROUND:

- Steady high volume of development applications over the past several years.
- Application review is more complex due to new processes, policies and regulations.
- The change in City regulations regarding garden suites has resulted in staff spending significantly more time on this function compared to previous years.
- Updates to the Tree Protection Bylaw resulted in 40% increase in tree permits, an 18% increase in applications with tree impacts due to a substantial increase in the number of trees protected on private property (50% increase).

ISSUE TO BE SOLVED:

- Strong development market and complexity of policy and process has increased workloads for staff.
- Delay in the processing of development applications.

BENEFITS:

- Additional resources will help with maintaining current service levels.

2022 Supplemental Requests Ongoing:

Planner Position (1 FTE)	\$118,000
Urban Forest Positions – Permit Applications (2 FTE)	\$210,000

*Could be funded from Permit Revenue



Supporting Affordable Housing

Equity Assessment

BACKGROUND:

- Victoria Housing Strategy, Phase Two: 2019-2021 is an action-oriented strategy with concrete measures to be complete over a four-year period.
- Total # of actions is 47; 13 are complete and ongoing, 16 are in progress and 18 are to be initiated.
- Remaining actions focus on aligning City housing policies and initiatives with the Equity, Diversity and Inclusion Framework, creating opportunities for community to engage on housing policy development and increase housing data tracking and analysis.

ISSUE TO BE SOLVED:

- Continued implementation of the remaining Victoria Housing Strategy actions.

BENEFITS:

- To increase the supply and diversity of non-market and market housing across the housing spectrum throughout Victoria that meets the current and future needs of low and moderate income households.

2022 Supplemental Requests

Ongoing: Planning Assistant Position (1 FTE) \$ 90,000

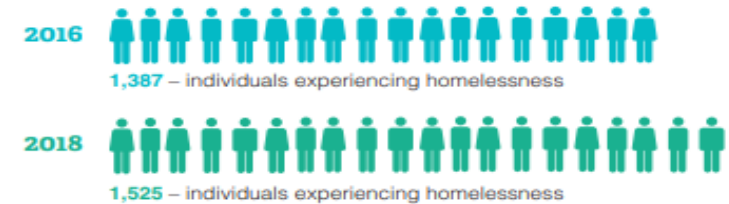
One Time: Project Support – Victoria Housing Strategy Implementation \$ 250,000

City of Victoria Median Household Income, by Tenure

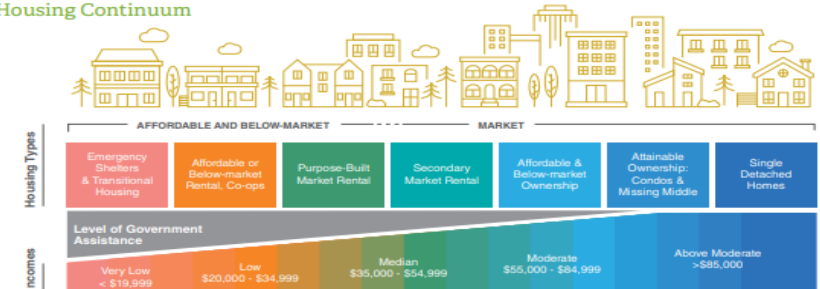
Source: Statistics Canada, 2016 Census of Population (custom data)



Point-in-Time Count, Greater Victoria



Housing Continuum



Supporting Arts and Economic Development

BACKGROUND:

- Phase one of the Arts & Innovation District action item from *Victoria 3.0* began in 2021.
- The Business Ambassador has been fully committed to managing the Build Back Victoria program due to Covid-19.
- Economic Development staff are identified as lead and/or support for *Victoria 3.0* action items.

ISSUE TO BE SOLVED:

- Continued implementation of *Victoria 3.0* actions in 2022 and in future years.
- Reduced level of service and support to the business community and new business openings.

BENEFITS:

- Progress into the second phase of the Arts and Innovation District plan.
- To build a strong and resilient local economy.
- Maintain high level of service and support to the business community.

2022 Supplemental Requests

Ongoing: Economic Development Position (1 FTE) \$120,000

One Time: Arts and Innovation District Master Plan Consulting \$240,000



Supporting Youth Initiatives

BACKGROUND:

- The City's Youth Strategy has been implemented to better engage and include youth in community and local government initiatives.
- Since 2017, the City has approved one time funding of \$30,000 annually to fund a part-time position.

ISSUE TO BE SOLVED:

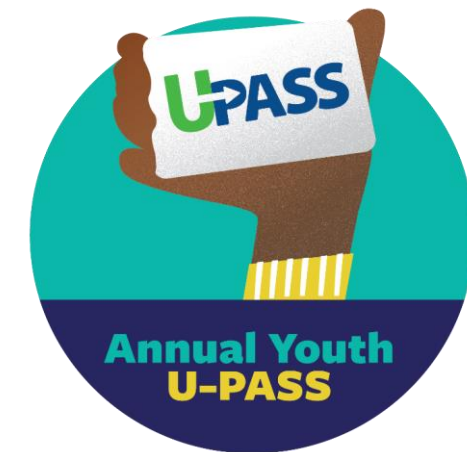
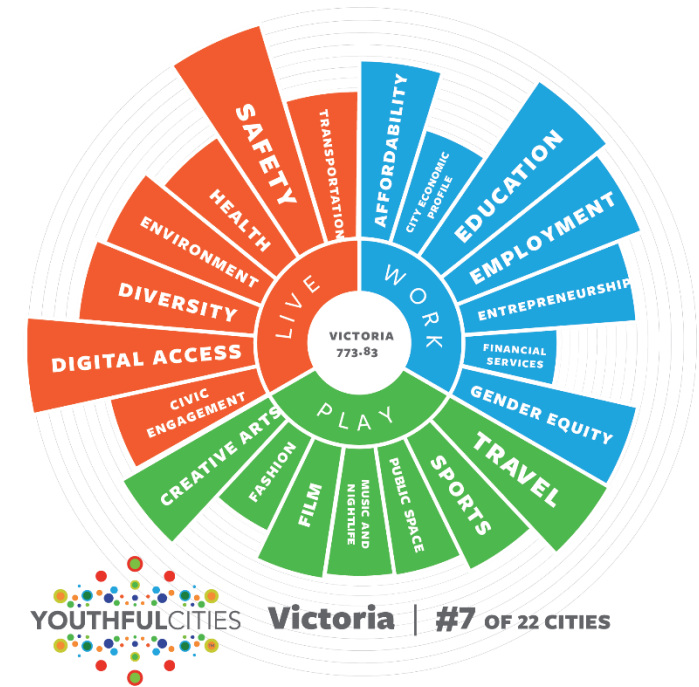
- Continued ongoing implementation of the Council approved Youth Strategy Initiatives.

BENEFITS:

- Result in a more coordinated and effective delivery of youth programs to meet the needs of the community.

2022 Supplemental Requests

Ongoing: Youth Project Coordinator Position (1 FTE) \$80,000



Supporting Road Safety

BACKGROUND:

- Vision Zero is a systems-based model for improved road safety that prioritizes human life over ease of mobility convenience.
- Go Victoria identified the current absence of a systematic, integrated and data driven approach to community harm reduction on city roadways.
- Further complementary data collection and analysis can help guide capital investments and programs citywide, which will support improved road safety among equity seeking groups.

ISSUE TO BE SOLVED:

- Implement a Vision Zero approach to guide future investments and programs, establish relationships with stakeholders and agencies, supported by enhanced data collection and analysis.
- Furthering equity in the City's road safety program.

BENEFITS:

- Systematic approach to road safety that is objective, consistent, cost effective and measurable.
- Intentional and early integration of equity into the development of road safety program development and investments.
- Increased community well being by decreasing risk of death or life-altering injury from road collisions.

2022 Supplemental Requests

Ongoing:	Vision Zero Planner Position (1 FTE)	\$118,000
One Time:	Vision Zero program development and action plan (\$50,000 for 2 years)	\$100,000



Supporting Employee Health and Safety

BACKGROUND:

- Occupational Health and Safety (OHS) legislation requires employers to identify workplace hazards, mitigate risks and train workers.
- Injury claims related to strains and sprains accounted for 42% of the City's time-loss injury claims between 2016 and 2020. Training is key to changing behaviors that contribute to these types of incidents.
- Developing effective adult learning programs requires expertise not within the core competencies of our 4 Health and Safety Advisors, who spend 25% of their time coordinating and developing safety training.

ISSUE TO BE SOLVED:

- Reduce risk of injury for employees, contractors and the public.
- Develop and implement a robust OHS training program to a required standard.

BENEFITS:

- Increased Health and Safety Advisor capacity to focus on technical guidance and high risk activities to reduce workplace incidents.
- Fewer injury claims will lead to cost savings through lower WorkSafe BC premiums and lower the cost of retraining and overtime to maintain services.

2022 Supplemental Requests Ongoing:

Training Professional Position (1 FTE) \$125,000



Supporting Climate Leadership

BACKGROUND:

- Zero Waste Victoria (ZWV) is a plan to reduce waste disposal by 50% by 2040 and was approved by Council in December 2020.
- Council also approved a Short -Term Action Plan to guide zero waste initiatives from 2021 to 2023.
- The plan included one-time funding for two 2-year term staff positions; funding for those positions will end December 31, 2021.

ISSUE TO BE SOLVED:

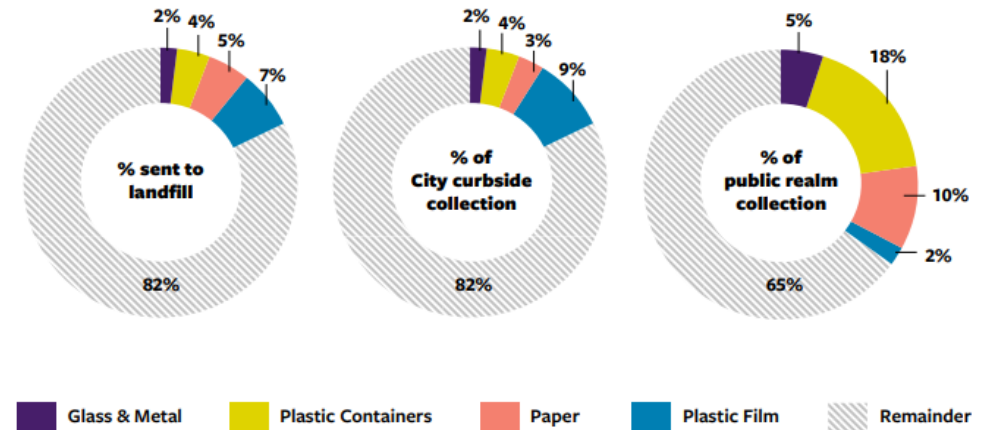
- Continued implementation of the Zero Waste Strategy.

BENEFITS:

- Achieve Council's Strategic Objectives related to waste reduction and single-use item regulations.
- Implement ZWV actions and develop enhancements to solid waste services.

2022 Supplemental Requests Ongoing:

Zero Waste Positions (2 FTE's) \$ 219,000



Supporting Enhanced Public Spaces

BACKGROUND:

- Due to Covid-19, city streets are increasingly being used to support non mobility uses such as patios for bars and restaurants, commercial retail activity, placemaking and street activation.
- Build Back Victoria (BBV) program was established in 2020 and has successfully delivered new ways to use public streets for public and private use.
- The program has been very popular and the City has issued 113 permits over the past 12 months for the commercial use of public space; a ten-fold increase from before the program was introduced.

ISSUE TO BE SOLVED:

- BBV program has been developed, planned, implemented and administered with no additional staff, though with impacts on other service areas including capital programs for traffic calming and crosswalk upgrades plus other transportation planning work.

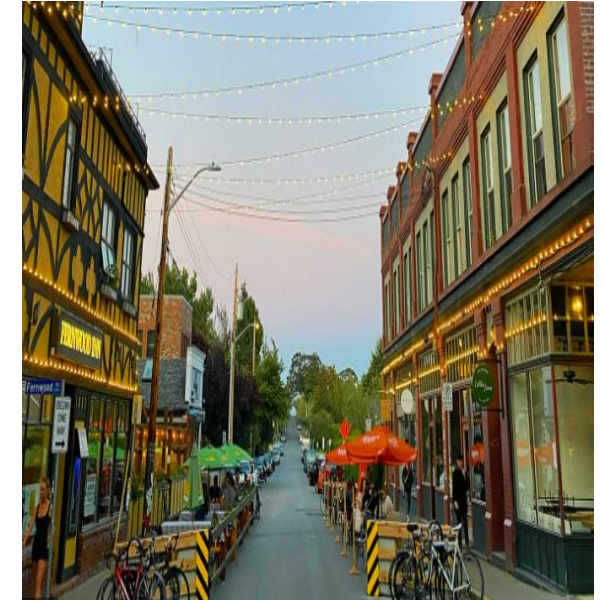
BENEFITS:

- Ensuring continued success of the program with development of associated by-law updates and ongoing management of expanded use of city streets for commercial and public use.

2022 Supplemental Requests

Ongoing: Street Activities and Operations Position (1 FTE) \$107,000

One Time: Street Activities Consulting \$100,000



Supporting Parks and Public Spaces

BACKGROUND:

- For several years, the City has approved annual one-time funding to mitigate the negative impacts of outdoor sheltering in parks, public spaces and city streets, resulting from a regional homelessness situation.
- Throughout 2020 and early 2021, parks, open spaces and streets were used for temporary shelter by a significantly higher number of people experiencing homelessness than at any point in recent years.
- Although an increased number of people seeking shelter have been housed, there remain significant impacts on city services within parks, open spaces and streets.

ISSUE TO BE SOLVED:

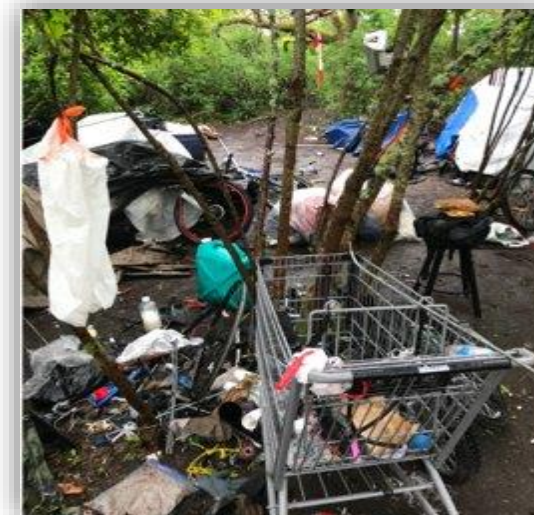
- City parks and streets are not designed to accommodate sheltering and this activity has significant impacts on safety and cleanliness that continue to require on-going and expected multi-year city services.

BENEFITS:

- Reduce risks to the health and safety of those using public spaces, City staff, as well as reduced damage to vegetation and ecosystems and to provide consistent and timely service 7 days a week without impacting other service areas.

2022 Supplemental Requests Ongoing:

Sheltering Support (including 8.4 FTE's) \$1,133,000



Supporting Food and Pollinator Growing Initiatives

BACKGROUND:

- *Get Growing, Victoria!* provides vegetable seedlings and garden materials to local citizens and are distributed in partnership with organizations to communities, including individuals facing barriers to accessing gardening materials or healthy, affordable food.
- In previous years, grants provided to partner organizations were funded by an underspend in the Community Garden Volunteer Coordinator grant that is no longer available due to increased volume in community gardens.

ISSUE TO BE SOLVED:

- To fund and support partner organizations that deliver services such as seedling transportation, distribution and educational components for the program.

BENEFITS:

- Maintain current level of food seedlings distributed to the community.

2022 Supplemental Requests Ongoing:

Get Growing Victoria Grant Program \$27,000



Get Growing, Victoria! – 85,700 vegetable seedlings were grown and distributed by over 60 community partners to residents, including citizens disproportionately impacted by the COVID-19 pandemic.

Investing in Infrastructure

BACKGROUND:

- The City’s electrical asset is a significant investment to be safely maintained, improved, and modernized.
- The City has over 150 traffic signals and 3,100 streetlights and associated electrical service panels, traffic controllers and underground ducting with an estimated total replacement value of \$84 million.
- Traffic signals and street lighting are critical road and public safety systems that demand a high standard of design, operation and maintenance.
- Traffic signals present new opportunities to gather mobility data and analytics and deliver connected, safe and efficient improvements for all road users.

ISSUE TO SOLVE:

- To have a dedicated in-house Transportation Electrical Designer.

BENEFITS:

- To reduce the City’s reliance on external engineering consultants to undertake and “sign-off” on electrical designs.
- Comprehensive and standardized industry accepted electrical standards and design.

2022 Supplemental Requests Ongoing:

Transportation Electrical Designer Position (1 FTE) \$107,000



349 km of
water mains



270 parking
pay stations



279 km
roadways



237 km of
sanitary mains



1,806 hydrants



260 km of
stormwater mains



98.4 km of bike
lanes



467 km
sidewalks

Improving Customer Service and Accessibility

BACKGROUND:

- The City's website is near end of life and requires a significant upgrade or replacement.
- Accessibility improvements have been made to the current website, though a new website could likely achieve a higher level of accessibility compared to the current site.
- Need for the City to address further transformation in the way the City interacts with clients and to improve efficiencies and effectiveness.

ISSUE TO BE SOLVED:

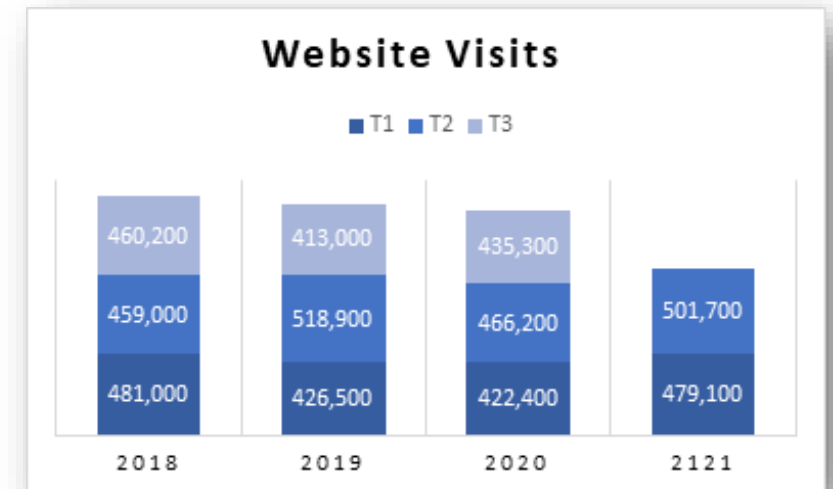
- End of life technology, user interaction and accessibility.

BENEFITS:

- City's website to stay current, improve customer service and enable increased accessibility.

2022 Supplemental Requests One Time:

- No funding needed in 2022; scoping work can be achieved with existing resources. The implementation funding will be included in 2023 Information Technology (IT) budget consistent with how all IT projects are brought to Council for consideration.



In T2 2021, there was an increase of 35,427 (7.6%) user sessions on the City's website compared with T2 2020.

Support for Advisory Committees, Working Groups and Task Forces

BACKGROUND:

- Council has approved several new task forces, working groups or advisory committees.
- Each group has regular meetings that require staff time to support committee management.
- Committee management is taking up to 45% of the time of the new Equity, Diversity and Inclusion Coordinators.
- Additional committee work also impacts other departments including Legislative Services and Engagement.

ISSUE TO BE SOLVED:

- To have an ongoing position to support the coordination and administration of existing advisory committees and task forces that do not have dedicated staff support.

BENEFITS:

- City's staff can focus on workplan deliverables, specifically for the Office of Equity, Diversity and Inclusion.

2022 Supplemental Requests Ongoing:

Committee Administrator Position (1 FTE)	\$95,000
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Supporting Newcomer Sport and Recreation

BACKGROUND:

- Accessing community physical activity and sport is often challenging for newcomers.
- Sport and physical activity can play a vital role in a one's physical and mental health, along with connections to community.
- The Newcomer Sport and Recreation Initiative is a project that will support new Canadians in accessing sport and recreation opportunities.

ISSUE TO BE SOLVED:

- Identifying and addressing barriers to participation in sport and recreation programs by new Canadians.

BENEFITS:

- Increase the participation in sport and recreation programs for new Canadians.

2022 Supplemental Requests

Ongoing:	Recreation Program Assistant Position (.50 FTE)	\$40,000
One Time:	Consulting Support	\$30,000

Supporting Bylaw Services

BACKGROUND:

- The number of hours bylaw officers are spending to prevent daytime sheltering has increased even with the reduction in the number of people sheltering in City parks.
- Disproportionate amount of time being dedicated to parks and public space patrol; dealing with difficult, confrontational and sometimes violent situations related to unauthorized sheltering.
- The complexity and volume of calls are significantly moving upwards and the call backlog is increasingly growing.
- Workload of current complement of bylaw officers is unsustainable.

ISSUE TO BE SOLVED:

- Enforce all city bylaws and resolve the large volume of calls waiting for investigation.
- Provide adequate staffing levels to prevent encampments.

BENEFITS:

- Ensure the city can monitor and enforce its bylaws in a timely and effective manner.
- Increased capacity to manage public space disorder and improve public safety.

2022 Supplemental Requests Ongoing

*Bylaw Support \$1,070,000

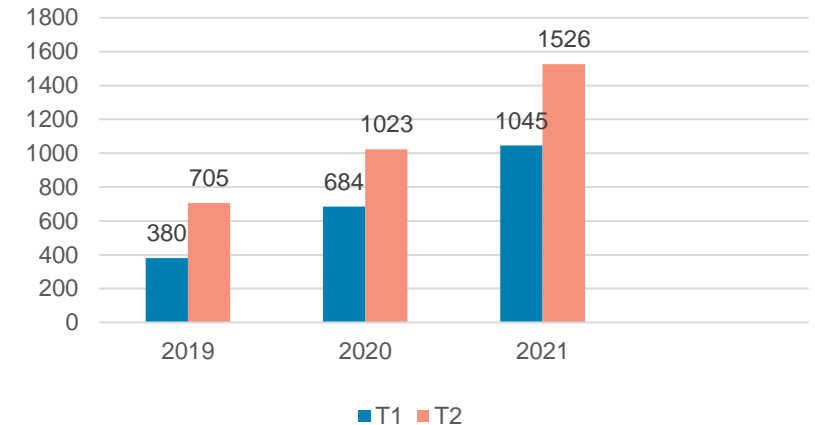
*Bylaw Support - Police \$ 276,000

*Mayor and Council request an additional \$2.7 million from the Province through the Strengthening Communities unallocated funds to cover these costs in 2022 and 2023 until the Province's Complex Care program is fully operational in our region. (NB At the time of Provincial announcement of funding there was \$24 million of the \$100 million indicated as unspent).

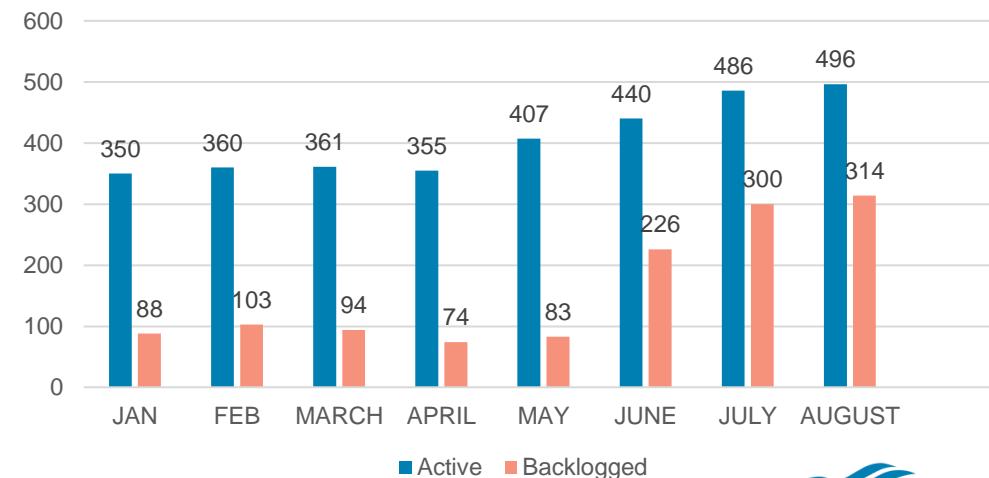
Draft 2022-2026 Financial Plan | Supplemental Requests

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

Calls for Service



Call Backlog



Appendix A

<u>2022 Budget Requests</u>	<u>FTE</u>	<u>Ongoing</u>	<u>Ongoing Tax</u> <u>% Increase</u>	<u>One Time</u>	<u>Capital</u>
<u>Supplemental Requests</u>					
Development Services Planner	1	118,000	0.08%	-	-
Urban Forest Positions - Permit Applications	2	210,000	0.14%	-	-
Ongoing Implementation of Victoria Housing Strategy	1	90,000	0.06%	250,000	-
Art and Innovation District Plan	1	120,000	0.08%	240,000	-
Youth Project Coodinator	1	80,000	0.05%		-
Vision Zero Implementation	1	118,000	0.08%	100,000	-
OHS Training Professional	1	125,000	0.08%	-	-
Zero Waste	2	219,000	0.15%	-	-
Street Activities and Operations	1	107,000	0.07%	100,000	-
Sheltering Support	8.4	1,133,000	0.77%	-	-
Get Growing Victoria Grant Program	-	27,000	0.02%	-	-
Transportation Electrical Designer	1	107,000	0.07%	-	-
Website Replacement	-	-	-	-	-
Committee Administrator	1	95,000	0.06%	-	-
Newcomer Sport and Recreation	0.5	40,000	0.03%	30,000	-
Bylaw Support	TBD	1,070,000	0.72%	-	-
Bylaw Support - Police	2	267,000	0.18%	-	-
Total Supplemental Request	23.9	3,926,000	2.66%	720,000	-

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

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PLANNER DEVELOPMENT SERVICES

1. REQUEST DESCRIPTION

1 FTE - Planner

2. REQUEST RATIONALE

For the past several years, the Development Services Division has managed the high volume of development applications by re-assigning unspent budget items and developer “expediting fees” to support additional resources equivalent to 1.5 FTEs to move development applications forward more efficiently. For 2021, resources have only been able to support a temporary, half-time position to assist with work volumes (filled by a retired staff member). This reduction in available resources has resulted in a redistribution of development applications representing a 12.5% increase in each team member’s workload. As a consequence, more applications are being managed by fewer staff and it is taking longer for development proposals to progress through the application review process.

Although there was a small dip in application volumes in 2020 (advent of COVID), the real estate development economy remains very strong and the number of pre-applications, complex development enquiries has reached an all-time high. Over the past several years, the Division’s application workload has also increased due to these high volumes and increasingly complex processes, policies and regulations. Compounding the situation further, is the additional staff time dedicated to processing delegated garden suite proposals; staff have tracked these efforts and determined that this work alone, requires half of a position.

An additional permanent Planner position would allow the Development Services team to better respond to application volumes, including garden suites and to manage the overall increased regulatory and processing complexity.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

While affordable housing projects will continue to be prioritized, target turnaround timelines for other application types (office, commercial, hotel, strata residential, industrial) will lag.

Perhaps most significantly, the overall economic health of the City, including the potential to expand the tax base of the City, will deteriorate. The construction industries will be impacted, and skilled trades will leave the region in search of more robust job markets if new construction sites (small and large) are not expeditiously opened-up for redevelopment.

Process and regulatory improvements as well as policy work related to short-term planning initiatives (rapid deployment of affordable housing work / expanded delegation / garden suite program improvements / communication and education regarding recent Conversion

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

Bylaw improvements and incentives) have already been severely curtailed and would be further reduced.

4. **FINANCIAL IMPACT**

The annual salary and benefit costs associated with this position would be \$118,000. In the long run this will be offset by increased tax revenues and application fees.

5. **ONE-TIME OR ONGOING FUNDING**

Ongoing. Given application volumes and increased complexity of process and policy, this position is needed on a permanent basis.

Additionally, attracting temporary staff is nearly impossible as people will not relocate to southern Vancouver Island for a temporary placement and there is no pool of qualified professionals in situ. Moreover, applicants who do apply to temporary positions, are rarely experienced nor the best-suited, which creates a situation where we attract less than ideal staff into the organization, who are then eligible for recall.

6. **FTE REQUIRED**

1 FTE

URBAN FOREST SERVICES

1. REQUEST DESCRIPTION

Additional staff capacity to address the review of an increased volume and complexity of applications relating to tree impacts and property development proposals.

2. REQUEST RATIONALE

The Urban Forest Services (UF) work unit reviews all permit applications to ensure alignment with bylaws and to mitigate unnecessary impacts on the urban forest.

In 2020, the City received an independent assessment on the permit review process relating to tree impacts. The review outlined recommendations associated with internal process improvements and additional resourcing to meet the volume, timelines and ultimately more effectively manage the permit review workload.

Several of the recommendations have been implemented, including efficiencies to improve certain processes. Meanwhile, the assessment noted a resource deficiency to meet the volume of permits.

In 2019, staff reviewed 1,439 permit applications with a team of three Urban Forest employees. In 2020, staff reviewed 1700 permits, including resubmissions. To provide context regarding resourcing levels, the City of Surrey's Urban Forest team processes approximately 1,400 permits annually with the support of nine staff, and the District of Saanich processes approximately 1,100 permits annually with the support of six staff.

In addition, staff have assessed the implications of the 2019 updates to the *Tree Protection Bylaw* on capacity. As previously noted, the change to the size of "protected trees" resulted in approximately 50% more trees being "protected". The impact of this change was calculated in 2020, with a 40% increase in the number of tree permits, and an 18% increase in development-related permits with tree impacts.

Adding two more positions to the Urban Forest team will "right-size" this work section, allowing the City to improve service to the public, with more timely responses to permit applications and inquiries, and also mitigate the impacts to other staff teams and their service deliverables.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

If the proposal is not approved, delays to the review of all application types will continue. Operational staff will continue to assist with the review process, resulting in impacts to the delivery of other Urban Forest objectives.

To respond to the current volume of permit reviews, Urban Forest staff are often pulled from other areas of operations to assist. The reallocation of these staff impacts other services, such as delayed response time to work requests, reduced supervision, delays to work planning, and delays in tree inventory and related asset management work.

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

Despite the temporary reallocation of resources, permit processing times are regularly delayed.

4. FINANCIAL IMPACT

The recommendation is for two technical Urban Forest roles to support the review of permit applications. Total financial impact is anticipated to be approximately \$210,000.

5. ONE-TIME OR ONGOING FUNDING

Ongoing

6. FTE REQUIRED

2 FTE

VICTORIA HOUSING STRATEGY INCLUDING EQUITY ASSESSMENT

1. REQUEST DESCRIPTION

This budget request is to support ongoing implementation of the Victoria Housing Strategy.

2. REQUEST RATIONALE

The Victoria Housing Strategy, Phase Two: 2019-2022 is an action-oriented strategy with concrete measures envisioned to be implemented over a four-year period. There are 47 actions in the strategy (originally 44 plus three new actions added due to COVID-19 response). Significant progress has been made since adoption of the strategy. Of the 47 actions, 13 are complete and ongoing, 16 others are in progress and 18 actions are left to be initiated. The existing budget allocated to in-progress projects is anticipated to be expended by the end of 2021. Additional budget is needed to finish implementing the strategy.

The remaining actions focus on aligning new and existing City housing policies and initiatives with the Equity, Diversity and Inclusion Framework, creating multiple new opportunities for community members to engage and collaborate in housing policy development, particularly under-served and under-represented groups, and increasing the City's housing data tracking and analysis to inform policy decisions. This work will also lay the foundation for consultation on the next phase of the Housing Strategy.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

If the budget request is not approved, remaining actions in the strategy will be delayed. Staff would be able to commence some aspects of project work (like data collection and best practices research), but projects would not advance beyond initial stages as many require consultant support and engagement, each which have associated costs. It may also be more challenging to reach equity-seeking groups during public engagement without additional resources.

4. FINANCIAL IMPACT

Implementing the remaining Housing Strategy actions and supporting ongoing housing operations as part of the City's Housing Service will require \$340,000. A portion of this (\$250,000) would be a one-time project budget for consultant support and engagement costs for a variety of remaining Housing Strategy actions.

5. ONE-TIME OR ONGOING FUNDING

A portion of this supplemental request is a one-time project budget of \$250,000 plus an ongoing budget 90,000 for a permanent full-time employee (FTE), described below.

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

6. FTE REQUIRED

One FTE is required for a Planning Assistant dedicated to supporting ongoing housing projects, including Victoria Housing Strategy implementation and ongoing data collection, monitoring and reporting. This is an ongoing cost of \$90,000.

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

2022 SUPPLEMENTARY BUDGET REQUEST

EQUITY RESPONSIVE BUDGET PILOT PROJECT

INITIATIVE NAME:

Victoria Housing Strategy Implementation

INITIATIVE TYPE: New and enhanced service

DESCRIPTION:

Safe, affordable, and appropriate housing at its core means having a home that meets our needs at a cost we can afford. This can mean a home that will accommodate a growing family; it can mean an affordable, well functioning apartment; it may be a home that is accessible to those with a range of abilities, or a home that allows seniors to age in place; and for residents who are struggling with homelessness, it may be a place to call home for good.

Victoria ranks as one of the least affordable places to live in Canada. The wage and housing affordability gap has grown so large that not only do low-income Victorians struggle with finding affordable housing, but even moderate-income earners are also facing challenges. A healthy vacancy rate is said to be 3% –7%; and while the City of Victoria's rates are slowly improving – from 0.5% in 2016 to 2.3% in 2020, they remain low. More housing supply is needed to improve the situation, but it needs to be the right kind; Victoria needs affordable, accessible, attainable housing that people of all ages, stages, or equity seeking groups can afford.

No matter our specific needs, housing is a human right, and the *Victoria Housing Strategy 2016-2025* is the City's commitment to ensuring that every Victorian has a safe and affordable place to live.

Phase One of the Strategy (2016 – 2018) focused on improving housing affordability in Victoria and represented the City's first formalized response to its housing crisis. Phase Two (2019 – 2022) builds on achievements and experience from Phase One by refining existing policies and adding a range of new and bold approaches to achieving housing affordability and choice for all. The strategy is comprised of 47 actions broken into five thematic goals:

- focus on renters and renter households
- increase supply of housing for low to moderate income households
- increase housing choice
- track progress and improve existing policies and processes
- try new and bold ideas

Phase Two of the Strategy was informed by a comprehensive seven-month consultation process where over 2000 community members contributed through focused discussions with key housing sector actors and underrepresented groups, and more broadly through multiple other public forums. These public consultations contributed to the refinement of existing draft actions, the creation of new strategy actions, the identification of five thematic goals for *Phase Two*, and identified multiple opportunities for partnership and collaboration.

The 47 *Housing Strategy* actions are aligned with and help realize the City of Victoria Strategic Plan (2019 – 2022) key strategic objective of Housing Affordability and Section 13 of the Official Community Plan (OCP) Broad Objectives on Housing and Homelessness. Eleven *Housing Strategy* actions were initially prioritized based on the City's capacity and their level of impact on the creation and preservation of housing. However, in June of 2020, City Council re-organized *Housing Strategy* priority

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

actions to better respond to the COVID-19 pandemic and the mounting housing insecurity faced by renters.

The 18 remaining activities focus on three thematic areas:

- Amending existing City housing policies to align with the EDI Framework and address barriers to affordable, safe and secure housing while developing complementary new policies that encourage suitability, inclusivity and accessibility.
- Creating multiple new opportunities for community members to engage and collaborate with staff on the development of housing policy and housing initiatives, specifically targeting underserved and underrepresented groups. These initiatives will also lay the foundation for consultations on *Phase Three* of the *Housing Strategy*.
- Increasing the City's housing data tracking and analysis capacity in order to improve reporting and transparency, inform policy decisions, and assess the efficiency and effectiveness of *Housing Strategy* activities.

SERVICE LEVEL IMPACT:

Victoria continues to experience challenges with housing affordability. Data shows that the cost of housing in Victoria continues to go up, while suitable options and availability remain low. With over 60% Victoria's population renting their homes - and 21% of the population in core housing need¹ - chronically low vacancy rates, continually increasing rents, and limited rental supply are a major cause of concern for many.

The *Victoria Housing Strategy 2016 – 2025* is the City's guiding document to respond to this challenge. A comprehensive analysis of quantitative and qualitative data (e.g., personal stories) informed the development of *Phase Two*, and provided an intersectional understanding of the broad and diverse housing challenges faced by Victorians today.

In 2020, the Victoria Housing Needs Assessment was published; it reaffirmed the focus of the *Housing Strategy* and provided a more robust and detailed understanding of the challenges that lay ahead. The Assessment identifies key areas of local need, including affordability, rental housing, housing for seniors, families (especially single-parent families), single person households, people with disabilities, and those experiencing or at risk of homelessness. The Assessment also identifies vulnerable populations who are in Core Housing Need², including, but not limited to young adults, Indigenous peoples, recent immigrants, racialized groups, people with disabilities and those with mental health issues including substance use disorder.

Finally, The Housing Strategy Annual Review reports on progress made over the course of the previous year. The Review, first published in 2019, replaces the annual Housing Reports with an expanded set of indicators, including the affordability, size, type, and tenure of housing created; it follows the City's adaptive management framework, by assessing Victoria's shifting conditions and emergent issues across the housing continuum as well as monitoring progress against Strategy indicators.

EQUITY IMPACT STATEMENT:

¹ More than one fifth (21%) of Victoria's households (9,065) are in Core Housing Need. Of those households in Core Housing need, 86% are renters. Approximately 46% of renters in Victoria spend over 30% of their income on rent and utilities, and 22% spend more than 50%.

² Core Housing Need is defined by Canadian Mortgage and Housing Corporation to identify households living in housing that is inadequate, unsuitable, and/or currently unaffordable, and unable to afford the median rent of alternative local housing.

DIMENSIONS OF EQUITY

Structural

- Acknowledge and address harm that has been done
- Commit to not perpetuating harm
- Address underlying root causes of inequities

Procedural

- Prioritizing those who have been excluded from planning processes and would be most impacted
- Transparent, clear and inclusive engagement processes

Distributional

- Equitable distribution of resources and services
- Prioritizing areas that have been traditionally underserved (and misserved) by municipal practices
- Ensuring that this does not perpetuate or exacerbate harm

Transgenerational

- Decisions consider generational impacts and do not result in unfair burdens on future generations



STRUCTURAL:

When we talk about structural equity (institutions), think of policies, practices, programs, cultural representations, and other norms of the City as an organization that perpetuate inequity. Please answer the following questions in your response:

How has your understanding of structural inequity (i.e. historical and current lack of opportunities, access to resources, etc. for equity-deserving groups within the systems and the City) informed the development of the budget initiative?

In what ways does my initiative challenge structural causes of inequities?

Does my initiative acknowledge and/or address harm that has been done to marginalized communities? If so, how?

City zoning bylaws have a fraught history; while they are an effective tool to organize land use and minimize conflicts between different activities to protect public health, safety, and welfare of citizens and the environment, they have also been used to exclude low-income and minority residents from living in certain neighborhoods (a practice known as *exclusionary zoning*). Policy and zoning limitations around housing diversity and community service uses can have a disproportionate impact on underserved and miss-served groups, disconnecting them from their community, opportunities, and practices. If meaningful and comprehensive engagement is not a key part of new housing policy development, the intersectional impacts of these policies may be overlooked resulting in the creation of policies that perpetuate systemic harm towards marginalized communities instead of addressing structural inequities as intended.

Phase Two attempts to address these structural equity issues around accessing safe, suitable, and affordable housing through the refinement of existing and/or creation of new policies, targeted changes to zoning bylaws and guidelines that protect and encourage a range of housing, and reducing barriers

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

to the creation of new housing, while also creating the space to try innovative new ideas for achieving housing goals.

Examples of Housing Strategy Projects that attempt to address structural inequities include:

- The Missing Middle Project attempts to create more housing options in Victoria neighbourhoods by proposing regulatory changes to make it easier to build ground-oriented housing choices for families and other types of households seeking alternatives to the detached house. The zoning changes contemplated for missing middle housing also present opportunities to reduce barriers to accessibility in the city's Traditional Residential areas.
- Staff are exploring 'pre-zoning' for apartments and missing middle to create more opportunities for purpose-built rental and affordable housing.
- Developing a Secured Rental Project with a dedicated Secured Market Rental policy, early engagement workshops, and attempt to make it easier and faster for developers to get approval to build affordable housing through delegated authority and exclusion on rezoning for affordable rental projects.

PROCEDURAL:

When we talk about procedural equity (agency and power), think about the degree of involvement around decision making you are giving to communities who are impacted (especially disproportionately impacted) by your work (policies, strategies, regulations, etc.). Please answer the following questions in your response:

How have community members traditionally excluded from planning processes engaged with my proposed initiative?

How will the community be included in decision-making? Where do they have decision-making abilities (e.g., community meetings, key actor groups, increased outreach, etc.)?

How does my proposed initiative build community capacity and power in communities most impacted by inequities?

How does my budget initiative build on my department's capacity to engage with and include communities most impacted by inequities (e.g., improved leadership opportunities, advisory committees, targeted community meetings, key actor groups, increased outreach, etc.)?

In addition to existing City public engagement forums, *Phase Two* creates multiple new engagement opportunities directly targeting underserved members of the community in order to ensure their concerns are represented in new housing policies and initiatives and empower them through leadership opportunities and representation in key actor groups. These community outreach, decision-making and capacity building forums include:

Completed 2019-2020:

- Renters Advisory Committee - Representing the diverse perspectives and experiences of renters and renters' advocates.
- Tenant Planner - A new dedicated staff position to support tenant and rental housing related work.
- Tenant Engagement Toolkit – New guidelines to increase renter participation in public engagement processes.

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Underway in 2021:

- Support the rapid development of affordable housing - Advance and support the rapid supply of affordable and supportive housing with government partners and non-profit housing providers through the creation of a Non-Market Housing Working Group, reviewing possible reductions of fees and tax exemptions, and streamlining of the development approval process.

Targeted for 2022/2023 Initiation:

- Indigenous Housing Working Group - a working group of key indigenous actors to develop more inclusive housing policy that considers the needs and voices of indigenous citizens.
- Housing Policy Working Group - a working group of key housing stakeholders to meet quarterly to review progress on *Housing Strategy* items, and flag new items for consideration.
- Housing Champions - A team to promote informed awareness and acceptance of affordable housing projects and housing/social initiatives in the community.
- Building Blocks Public Talk Series – A quarterly educational series open to the public that will include sessions on housing issues and innovative housing solutions.

DISTRIBUTIONAL:

When we talk about distributional equity (distribution of resources, financial or otherwise), we are talking about the costs (both literally and figuratively) and the burdens, benefits and rights that are derived from policies, strategies, regulations, etc. Please answer the following questions in your response:

What communities will be most impacted by my proposed initiative? Who will benefit from it? Who may be burdened by it? (e.g., racialized communities, low-income communities, people with disabilities, people experiencing homelessness, newcomer communities, LGBTQ2S+ community, women, single-parent families, etc.)

How does my initiative prioritize communities that have been traditionally misserved or underserved?

If applicable, how does my department's budget initiative create contracting opportunities for those who have been marginalized, racialized people, women and emerging small businesses?

Multiple actions in *Phase Two* of the *Housing Strategy* aim to either reduce the time and costs associated with building affordable and rental housing or create incentives and build interest for smaller scale developments like *garden suites* and *tiny homes*. These actions are focused on addressing gaps in the housing continuum, in order to improve access to safe, affordable and suitable homes for underserved or vulnerable groups in Victoria. This work both contributes to lowering the threshold for access to sustainable housing and increases the supply; it will primarily benefit those with very low incomes to moderate incomes or who are experiencing core housing need.

Additionally, the *Phase Two* commits to improving the City's ability to track, interpret, and report on housing statistics in Victoria in order to better inform policy decisions focused on creating safe and affordable housing for the most under served and vulnerable members of our community. This commitment includes the publication of the *Housing Strategy Annual Review*, which monitors progress made and improves the City's understandings of diverse housing needs, areas of focus, and emergent or persistent distributional inequities. Improved housing information management will help measure the effectiveness of *Housing Strategy* actions, improve staff capacity to quickly identify problems and make corrections, reduce barriers for more inclusive housing through information sharing, and provide more comprehensive information to support future affordable housing policy decisions.

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TRANSGENERATIONAL:

When we talk about transgenerational equity we are looking at impacts across generations. This speaks to the responsibility we all have to move forward with decisions that do not cause harm for future generations. Transgenerational equity ensures that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations. Please answer the following questions in your response:

In what ways does my initiative centre equity for future generations?

In what ways does my initiative solve a problem today that will not be passed onto future generations?

Improvements made to the accessibility, volume, and quality of affordable housing in Victoria today will benefit all members of the community for decades to come. As the population of Victoria continues to increase, so to will the need to ensure an adequate supply of affordable, suitable, secure and accessible housing stock. The *Housing Strategy* actions proposed in this budget not only contribute to increasing Victoria's housing affordability, supply and choice for current community members, but; through the review and updating of key policies to be more equitable and inclusive, increased opportunities for engagement, incentives for affordable housing development, and improved housing information management, will continue to support future generations of Victorian's right to safe and affordable housing. The *Strategy* puts in place policies that will help residents to stay in Victoria throughout their lives, i.e.: preventing tenant displacement, creating housing options for families with children, young people moving out or seniors downsizing/aging in place, and helping to break the cycle of chronic homelessness (by preventing homelessness in youth, there is a significantly less chance that someone will experience homelessness later in life)

IDENTIFYING IMPACTS

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
Indigenous	Increased opportunity for engagement with a specific focus on the housing needs of the Indigenous community.	Engaging with city staff takes time that community members may not have due to other commitments, thus, potentially limiting level or consistency of engagement. ³
Persons with disabilities	Greater awareness and adoption of barrier-free design in new construction by developers will increase housing	Increased cost of development could be passed on to end user. ⁴

³ Staff will attempt to address and mitigate identified *Potential Negative Impacts* as much as possible through effective and transparent communication on all actions, comprehensive engagement efforts, and new actions to address specific gaps in the Housing Strategy.

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	choice for persons with disabilities.	
Seniors	More opportunities for aging-in-place and intergenerational housing options that will maintain social support networks.	There is a potential that people who do not own their homes are excluded from currently proposed actions on intergenerational housing. ⁴
Racialized and other traditionally marginalized communities	Updated policy language will be more inclusive and reflect the diversity of our community members.	There is a risk of creating a false sense of hope in some marginalized groups since specific issues that pertain mostly to a unique group may remain unaddressed due to limited staff capacity or limitations of municipal jurisdiction. ⁴
People in core housing need and people experiencing homelessness	More safe and affordable housing will be available, response gaps will be identified, and people will have more capacity to advocate for themselves and their families.	
Households with low-income	More opportunities for engaging with renters and more affordable housing available to the community. As well as improvements to tenant protections to prevent displacement and keep people housed.	Challenges to engaging with people due to stigma and lack of availability mean that their voices are not heard. ⁴

This budget proposal's overall impact is **High-Positive**, in that it supports multiple marginalized, underserved, and vulnerable groups in the community by improving access and simultaneously removing barriers to affordable housing.

The creation of a permanent position dedicated to supporting Victoria's housing program as well as managing housing data analysis and reporting will have compounding effects on the sustainability of

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housing policy decisions and the ability to measure performance of housing actions in order to improve public transparency and make required corrections quickly.

FUNDING REQUEST:

ONE TIME REQUEST			
Housing Strategy Theme		Consultant (\$)	Engagement (\$)
1	Focus on renters and renter households	10,000	15,000
2	Increase supply of housing for low to moderate income households	19,000	2,000
3	Increase housing choice	65,000	16,500
4	Track progress and improve existing policies and processes	55,000	10,000
5	Try new and bold ideas	37,000	20,500
Sub Total		186,000	64,000
One-Time Total		250,000	
ONGOING REQUEST			
1	FTE Planning Assistant	90,000	
GRAND TOTAL		340,000	

ECONOMIC DEVELOPMENT

1. REQUEST DESCRIPTION

Additional staff position for the Economic Development division to support ongoing deliverables for the Business Hub and departmental objectives outlined in *Victoria 3.0* that impact economic recovery and economic inclusion in support of the City's vision to be a dynamic place to live and invest.

2. REQUEST RATIONALE

Victoria 3.0 action #1.6; 'Develop a Business Hub Expansion Strategy (2020-2021)' – create an additional position in the Business Hub to support the functions of the Business Ambassador to implement *Victoria 3.0*. Deferring this action was one of the City's COVID-19 mitigation strategies.

Since the pandemic, the Business Ambassador has been fully committed to managing the Build Back Victoria program, in addition to all ongoing and existing deliverables and responsibilities of the Business Hub operations while also implementing new action items from *Victoria 3.0*. Furthermore, the Head of Business & Community Relations is responsible for overseeing the Victoria Conference Centre, Arts Culture & Events, and Neighbourhoods' divisions without Managerial support or administrative staff. The Head also oversees the Economic Development division and participates in the delivery of the actions outlined in *Victoria 3.0*.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

The primary role of the Business Ambassador is to oversee the operations of the Business Hub; engaging with business owners and residents to support navigating City processes and act as a liaison to relevant agencies in the community to positively impact business openings or expansions. The Business Ambassador regularly evaluates and reports on results of initiatives, work plans and programs and provides updates to City management and Council with insights from monitoring industry trends and their impact on the character of Victoria. As Victoria begins its economic recovery, staff anticipate regular services provided through the Economic Development Department will be significantly increased.

It's also anticipated the Build Back Victoria (BBV) program could continue through to 2022, and additional work has been identified to examine how the program might continue in a more permanent pathway beyond BBV when it comes to an end.

In addition, *Victoria 3.0* actions outlined for 2022 are:

- Develop a Mitigation Strategy
- Develop a Retail Strategy
- Work with the Federal Government to develop the Municipal Nominee Program
- Arts & Innovation District – phase 2

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Furthermore, many actions in the future years of the *Victoria 3.0* action plan have identified Economic Development staff as the lead deliverable or support; resulting in staff capacity being heavily impacted.

Without an additional staff position, some of these expected services and deliverables may not be achieved or could be impacted negatively, e.g. poor service as a result.

4. **FINANCIAL IMPACT**

\$120,000 for salary and benefits

5. **ONE-TIME OR ONGOING FUNDING**

Ongoing funding

6. **FTE REQUIRED**

One FTE required

ARTS AND INNOVATION DISTRICT

1. REQUEST DESCRIPTION

This budget request is to support Arts and Innovation District master planning.

2. REQUEST RATIONALE

The Arts & Innovation District is proposed to be a hub of cross-sector collaboration, a place where research and development lead to ideas that are commercialized (turned into products and services), where new high-value, future-oriented jobs are created and where Victoria's arts and culture sector can continue to flourish. In 2021, staff commenced planning for the Arts & Innovation District by commissioning two studies: 1) a land economics and market potential study, and 2) a review of existing environmental conditions to identify possible constraints within the district. This work will be followed by stakeholder engagement in the fall of 2021 consisting of focus groups with key sectors interested in the future of the district and a workshop setting directions for future policies and land use regulations.

For this process to continue into 2022, a budget request is proposed to fund the second phase of planning. This phase will require a planning process to ensure that emerging policies and zoning regulation updates will be economically viable and attract investment.

This planning phase will include a charrette (workshop) process to identify policies and approaches for land use, urban design, public space and mobility that support the key objectives, as well as implementation strategies and potential partnerships.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

If the budget request is not approved, planning and regulatory updates for the Arts and Innovation District will not be able to proceed, and implementation of Victoria 3.0 will be delayed. This may slow the development of future key employment uses for the district.

4. FINANCIAL IMPACT

Arts and Innovation District master planning will require a budget of \$240,000 for consultant support that includes further technical studies (transportation assessment and shoreline conditions study), engagement costs including charrette support, post-charrette work including land economics testing of options, development of a public realm strategy, preparation of policies, guidelines and regulations, and architectural testing to assess new policies, design guidelines and zoning regulations.

5. ONE-TIME OR ONGOING FUNDING

One-time funding

6. FTE REQUIRED

No FTEs are required. The project and consultant team will be managed and supported by existing City staff positions.

YOUTH PROJECT COORDINATOR

1. REQUEST DESCRIPTION

The supplemental request is for ongoing funding to support the implementation of the Youth Strategy and enhance the overall delivery of programs and services for youth offered by the City.

2. REQUEST RATIONALE

Council has directed staff to implement the Youth Strategy and ensure such services are included as a part of the Financial Plan on an ongoing basis.

The City currently directly invests nearly \$1.9 million in youth-related programs and services, through multiple departments and external partners. In recent years, Council has approved a part-time resource to help lead the implementation of the recommendations contained within the Youth Strategy. Although progress has been made, there is an opportunity to improve the pace of implementation and develop long-term capacity within the City team to support the eventual renewal of the Strategy in the coming years.

Firstly, this dedicated role will be moved from the Engagement department to the Recreation team, which offers programming for youth. Within this supportive environment, the staff member would have colleagues with a similar skillset and focus, which is likely to result in improved outcomes.

Secondly, staff have identified benefits associated with changing the status of the role, from temporary part-time to a full-time position. This adjustment would allow the City to recruit and develop a valuable new colleague, enabling the organization to further enhance and expand services for youth over the long-term.

This updated model is aligned with Council's recent direction and would result in a more coordinated and effective delivery of programs to meet local needs.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

If not approved, the City will likely be unable to effectively advance the remaining Youth Strategy initiatives and would forego the additional benefits described above.

4. FINANCIAL IMPACT

Over the past three years, the City has approved \$30,000 to fund a temporary, part-time position. Staff recommend an additional investment of approximately \$50,000 to change the status of this role to permanent, full-time. The proposed total budget in 2022 is \$80,000.

Service/ Resource	2022 Proposed Budget
Labour	\$80,000

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5. ONE-TIME OR ONGOING FUNDING

Ongoing

6. FTE REQUIRED

1 FTE

VISION ZERO INCLUDING EQUITY ASSESSMENT

1. REQUEST DESCRIPTION

Transportation Planner – Vision Zero – Transportation Division – Engineering & Public Works

2. REQUEST RATIONALE

The City of Victoria has adopted Vision Zero through Go Victoria. Vision Zero is a systems-based model for improved road safety that prioritizes human life over ease of mobility convenience. In recent years, the City has made notable progress developing a safe, convenient, and inclusive transportation system with ongoing investments and improvements for all modes of transportation. One area of transportation planning and operations which historically has not always benefited from a sustained focus is road safety. While all transportation projects and programs are designed in a manner that seeks to improve safety, Go Victoria identified the absence of a systematic, integrated and data driven approach to harm reduction on municipal roadways.

Staff are planning to develop a structured Vision Zero approach that can guide future investments and programs, establish more formalized relationships with stakeholders and agencies who have an interest in road safety supported by enhanced data collection and analytics capabilities.

This presents an important opportunity in the preliminary planning and development of the Vision Zero program to integrate an equity lens. Transportation decisions can have equity impacts and community or individual concerns about road safety are not always aligned with objective data sets. Sometimes the issues raised with the City are biased towards those with higher levels of education, the availability of time and capacity, and strength of organizational and communication skills. Fundamentally, road safety investments and priorities should be evidence-based using reliable data from sources such as ICBC, Victoria Police, Island Health and staff knowledge of the transportation network. This ensures that the city approaches to harm reduction are objective, consistent, cost effective and the impacts are measurable. The data sources traditionally available to staff, do not however provide insights about whether and to what extent the current and future policies, strategies and investments are missing particular equity seeking groups within our community or biased towards others.

This position would be responsible for:

- Undertaking equity analysis of road safety data with information available through National Census (2016 / 2021) and Regional Origin & Destination Strategy (2017 / 2022)
- Assessing and developing improved data collection and analytics in conjunction with academic institutions, health authorities, police, fire and ICBC with consultant support
- Developing and undertaking data collection and analysis associated with equity seeking groups with consultant support
- Collecting user insights to road safety

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- Formalizing City road safety reporting metrics
- Contributing to regional road safety policy development at the Capital Regional District level
- Establishing formal relationships with local and regional road safety stakeholders and agencies in areas of data sharing, education and outreach

See the attached Equity Assessment for further information. Examples of where there is a lack of full understanding of the intersection between Vision Zero and Equity may include:

Structural:

It is not well understood or documented to the degree to which people who have been persistently marginalized have been considered and involved with transport planning or road safety activities. These efforts may not acknowledge that past policies and investments have not necessarily met the needs of all our community and may have caused harm to some, such as people of low income, newcomers, children, or transit riders.

Procedural:

While data is important, it does not tell the full story on its own. This initiative is intended to support road safety planning, operations, and infrastructure design by collecting new, less “traditional” sources of information and analyzing data to allow for more equitable decisions on road safety improvements and policies.

Distributional:

Through data collection, trend analysis and information from targeted outreach, staff can better understand the distribution of road safety issues across different neighbourhoods in the city – including demographics, income and access to services.

Transgenerational:

This project would use data to understand road safety investment opportunities to support:

- Preventing death and serious injury for current generations
- Delivering improved infrastructure to create safer options for current and future generations
- Offering improved safety, connectivity and choices for those who cannot or don’t want to drive

3. **SERVICE LEVEL IMPACT IF NOT APPROVED**

This position will advance the development of a systematic approach to road safety in the city under Vision Zero to reduce the number of people killed and injured on our roads. In

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addition, there is an opportunity to fully integrate equity into the development of the program.

If not funded, on-going road safety investments and program designs will advance without a full understanding of the impacts, both negative and positive, on different equity seeking groups in the community.

4. **FINANCIAL IMPACT**

\$118,000 – Transportation Planner

\$100,000 – (\$50,000 per year for 2 years)

The proposed two-year funding will be used to support data collection, complete assessments and studies and gather insights from potentially marginalized communities to support a broader program of directing future road safety investments to improvements that will have the greatest returns for the community in terms of decreasing risk of death or life-altering injury resulting from road collisions.

5. **ONE-TIME OR ONGOING FUNDING**

Transportation Planner – On-going

Study funding – 2 years

6. **FTE REQUIRED**

1 FTE

2022 SUPPLEMENTARY BUDGET REQUEST
EQUITY RESPONSIVE BUDGET PILOT PROJECT

INITIATIVE NAME: Vision Zero Program Support

INITIATIVE TYPE⁴: NEW AND ENHANCED SERVICE

DESCRIPTION:

The City of Victoria has adopted “Vision Zero” through its 2019 Sustainable Mobility Strategy, Go Victoria. Vision Zero is a systems-based model for improved road safety that prioritizes human life over ease of mobility convenience. Supporting a road network that serves all residents with safe and reliable transportation options, while eliminating fatalities and life-altering injuries, is an ambitious goal.

Currently, road safety improvements and streetscape regulations are based on several factors, as described below.

- Technical warrant systems, manuals, standards and/or guidelines
- Collision data (ICBC and Vic PD)
- Public concerns / complaints
- Agency needs (BC Transit; Victoria Fire etc.,)
- Operational data (volume, speeds, turning movements, trip length)
- Asset condition / renewal requirements
- Capital project coordination opportunities
- Political direction (provincial or municipal)
- Introductions of new technologies or mobility services

It is recognized that not all neighbourhoods are starting from the same place in terms of road safety or access to safe mobility options. Concerns about road safety are commonly raised by community members - many of which come from the safest neighbourhoods.

Data from other cities demonstrates that communities with the most unsafe intersections or roads are not typically reporting conditions or concerns. These communities are also often underrepresented in engagement efforts on policy initiatives and infrastructure improvement projects. People who walk, bike, or roll from IBPOC and/or low-income communities in some cities are also disproportionately likely to suffer severe injuries or death from traffic collisions.

Transportation planning decisions can have significant equity impacts. Examples include:

- The planning, location and design of transportation infrastructure.
- The degree of public involvement in transport planning and policy development.

⁴ **Type can be one of three:** Service Level Reduction; Efficiencies; New and Enhanced Service

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- The number of travel modes available in a geographic area (walking, cycling, private automobile, transit, taxi, car share, air travel, delivery services, etc.).
- Affordability, as different travel modes are more affordable than others and may not be as safe or readily available in all neighbourhoods
- Roadway quality and experience (traffic speeds, delay, safety, physical condition, etc.).
- Parking facility supply, location, regulation, price and design.
- Public transportation service quality (frequency, speed, reliability, safety, comfort, etc.).
- Vehicle ownership and operating expenses.
- Parking fees (including exemptions and discounts).
- Public transit fares (including exemptions and discounts).
- Fitness level (use of physically active modes, such as walking and cycling).
- Land use accessibility (density, mix, connectivity, location of activities, etc.).
- Universal design (accommodation of people with disabilities and other special needs).
- Air, noise and water pollution emissions.
- Aesthetic impacts of transportation facilities and traffic activity.
- Impacts on business activity, property values, and economic development in an area.
- Traffic and parking regulation and enforcement.

In order to support policy decisions and infrastructure investments that can support reduced fatalities and life-altering injuries in an equitable manner, the Transportation Division proposes to establish a new full-time staff position and 2 years of seed funding for the purposes of collecting, analyzing and supporting data-based decisions to further Vision Zero efforts and further equity based decision making within capital programs.

Staff envision that the Vision Zero Data Analytics project will involve collaborating and coordination across transportation and road safety groups but also among non-transportation agencies, institutions, non-profits and academic institutions. This may involve examining existing data (mode selection, vehicle trip length, car ownership rates, collision reports, speed data, volume data, turning movements etc.) as well as gathering new quantitative data from community partners (eg: Island Health, who have access to hospital data).

New qualitative data may also be sought out directly from equity-seeking groups. For example:

- Perceptions and experiences of different roads, intersections and crossing types among different groups
- Quality of transportation options available to different groups
- Access to and affordability of alternate modes of transportation
- MVA compliance rates among users who encounter different groups

The full-time permanent staff position along with 2 years of funding will help the Transportation Division prioritize and invest in projects, initiatives and programs where they are needed most while engaging with the community to collect meaningful data to support Vision Zero goals. Seed funding will be used to complete vision zero action plan and programming to support a broader program of directing annual capital funding to roadway safety improvements that will have the greatest returns for the community in terms of decreasing risk of death or life-altering injury resulting from road collisions.


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SERVICE LEVEL IMPACT:

Official Community Plan (2012)
Go Victoria – Sustainable Mobility Strategy (2019)
Child Care Strategy (2019)
Seniors Action Plan (2020)
Accessibility Framework (2020)
Engagement Framework (2021 Update)

EQUITY IMPACT STATEMENT (RESPOND TO THE FOUR DIMENSIONS OF EQUITY):

DIMENSIONS OF EQUITY	
Structural	<ul style="list-style-type: none">Acknowledge and address harm that has been doneCommit to not perpetuating harmAddress underlying root causes of inequities
Procedural	<ul style="list-style-type: none">Prioritizing those who have been excluded from planning processes and would be most impactedTransparent, clear and inclusive engagement processes
Distributional	<ul style="list-style-type: none">Equitable distribution of resources and servicesPrioritizing areas that have been traditionally underserved (and missed) by municipal practicesEnsuring that this does not perpetuate or exacerbate harm
Transgenerational	<ul style="list-style-type: none">Decisions consider generational impacts and do not result in unfair burdens on future generations

RESILIENCE
PLANNING

Transportation planning decisions can have significant and diverse equity impacts. The quality of transportation options and infrastructure available affects people’s economic and social opportunities. Transport expenditures also represent a notable share of household expenditures. In the City of Victoria, transportation affordability and access to transportation services is a critical factor in cost of living. Transportation infrastructure requires significant public resources (funding and space), the allocation of which can favor some people over others. Transport planning decisions can affect development location and type, and therefore housing accessibility, land values and local economic activity. Transport planning decisions can affect employment opportunities and economic development which have distributional impacts. Transportation pricing policies can also introduce unintended consequences among those who need vehicles for employment. Additionally, land use policies have influenced the

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spatial distribution of housing and employment, which has resulted in disproportionate access to transportation services and infrastructure.

STRUCTURAL:

When we talk about structural equity (institutions), think of policies, practices, programs, cultural representations, and other norms of the City as an organization that perpetuate inequity.

It is not well understood or documented to the degree to which people who have been persistently marginalized have been considered and involved with transport planning activities.

Decades of historical transportation planning and capital investments have focused on moving people, goods and services in fastest way possible. This has resulted in the prioritization of automobile-based travel which has created a reliance on this mode for many residents and introduced new safety risks for the public.

Speed limits have been set to prioritize vehicle travel and curb space has been prioritized for vehicle storage. This has sometimes come at the expense of safety and comfort for other non-motorized uses and compromises available public space for walking, rolling, cycling, accessible parking or even greenspace.

Additionally, land use policies have influenced the spatial distribution of housing and employment, which may have resulted in disproportionate access to transportation services and infrastructure.

The project is based on acknowledging that past policies and investments have not necessarily met the needs of all of our community and may have caused harm to persistently marginalized communities by failing to prioritize road safety into locations within the municipality that have needed it most.

PROCEDURAL:

When we talk about procedural equity (agency and power), think about the degree of involvement around decision making you are giving to communities who are impacted (especially disproportionately impacted) by your work (policies, strategies, regulations, etc.). Please answer the following questions in your response:

Transportation infrastructure designs typically receive input from people who have the time, capacity, and knowledge to participate. City-wide engagement practices have typically focused on quantity of responses and extent of reach for inviting participation. No priority weighting is given to feedback from persistently marginalized groups.

While data is important, it does not tell the full story on its own. Assessing which needs are greatest requires data combined with an on-going community engagement process. This budget initiative is intended to support transportation planning, operations, and infrastructure design by collecting new information, involving the community, and analyzing data to provide more equitable decisions on road safety improvements and policies.

This proposed investment will intentionally seek out information, insights and data from those who are typically underrepresented in planning processes to inform City efforts to achieve Vision Zero. Part of the process will be to educate transportation team members on the gaps and broader needs of persistently marginalized groups. Special considerations may be given to:

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- Identifying specific groups (low income, car-less, disabled, women, newcomers).
- Identifying specific geographic areas (neighbourhoods, streets, blocks)
- Identifying locations of important public services and destinations (employment centers, hospitals, daycare centers, schools, etc.)
- Evaluating transportation policies and infrastructure plans according to how they affect different group's access to safe mobility options.

These efforts will also help us when working with the Engagement Division to design processes that invite inclusive participation of traditionally underserved and underrepresented communities.

NOTE: This may require new approaches to compensating people to provide data and insights with respect to their transportation needs and safety concerns. Consideration of corporate policy.

DISTRIBUTIONAL:

When we talk about distributional equity (distribution of resources, financial or otherwise), we are talking about the costs (both literally and figuratively) and the burdens, benefits and rights that are derived from policies, strategies, regulations, etc. Please answer the following questions in your response:

Road safety policies and infrastructure investments have several inputs (described above). This would help to formalize more equitable investments in road safety in order to prioritize equity across the municipality and contribute to a more welcoming streetscape environment for all users.

Through data collection, trend analysis and information from targeted outreach, staff can better understand the distribution of road safety impacts and influences across different neighbourhoods in the City – including access to key mode types, demographics, income and access to services, and street design.

The outcomes of investments / policies may positively impact experiences for some people such as:

- Reduced risk of death or life-altering injuries
- Improved perceived sense of safety
- More travel options
- Reduced travel time
- Improved personal fitness
- Quicker interventions in road safety improvements

The outcomes of investments / policies may negatively impact experiences for some people:

- Lengthening motor vehicle travel time
- Reducing on-street parking or loading availability
- Reducing motor vehicle travel speeds
- Increased experience of tension / road rage associated with changes

Qualitative data collection could be contracted out to a third party to create opportunities for racialized people, women and emerging small businesses. This would need to be affirmed through the RFP Evaluation Criteria that is developed for such services.

NOTE: There may need to be space given to receive feedback on other safety related issues (not just involving roads, vehicles etc).

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TRANSGENERATIONAL:

When we talk about transgenerational equity, we are looking at impacts across generations. This speaks to the responsibility we all have to move forward with decisions that do not cause harm for future generations. Transgenerational equity ensures that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations. Please answer the following questions in your response:

This project will use data and analyze opportunities to provide more equitable investments in road safety improvements. The focus will be on:

- Preventing death and serious injury for current generations
- Avoiding social and economic impacts of collisions
- Delivering improved infrastructure to create safer options for current and future generations
- Offering improved safety and choices for those who cannot drive
- Culture change resulting from education and benefits of Vision Zero
- Prioritize life and wellbeing over decisions that prioritizes efficiency

The interagency structure is designed to build continuity and capacity within support organizations to ensure long-term sustainability. The tools and process changes implemented as a part of this initiative will be passed on to future generations and adjusted as needed. Involving children and youth will help to perpetuate positive outcomes of participation.

IDENTIFYING IMPACTS

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
People with Low Income	<ul style="list-style-type: none">• Decreased risk of death or life-altering injury resulting from road collisions (H)• Increased access to reliable and affordable forms of transportation (M)• Increased potential for improvements in areas that have been traditionally underserved (M)• Potential for reduced household transportation costs, improved personal health, and improved air quality (M)	<ul style="list-style-type: none">• Barriers to participating in engagement processes (L).• Additional time to travel in private automobile, which could be required for employment (L)• Infrastructure improvements may result in gentrification of neighbourhoods (L)

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People who take Transit	<ul style="list-style-type: none"> • Increased transit service performance (L) • Decreased risk of death or life-altering injury resulting from road collisions (H) • Increased access to reliable and affordable forms of transportation (M) • Improved options for long-distance or multi-modal trips (L) • Potential for reduced household transportation costs, improved personal health, and improved air quality (M) 	<ul style="list-style-type: none"> • Challenge to engage this community if they are commuters (not local residents) (L)
People who Bike	<ul style="list-style-type: none"> • Decreased risk of death or life-altering injury resulting from road collisions (H) • Increased access to reliable and affordable forms of transportation (M) • Potential for reduced household transportation costs, improved personal health, and improved air quality (M) 	<ul style="list-style-type: none"> • Challenge to engage this community if they are commuters (not local residents) (L)
People who Walk / Roll	<ul style="list-style-type: none"> • Decreased risk of death or life-altering injury resulting from road collisions (H) • Increased access to reliable and affordable forms of transportation (M) • Potential for reduced household transportation costs, improved personal health, and improved air quality (M) 	<ul style="list-style-type: none"> • Challenge to engage this community if they are commuters (not local residents) (L)
People With Disabilities	<ul style="list-style-type: none"> • Decreased risk of death or life-altering injury resulting from road collisions (H) • Increased access to reliable and affordable forms of transportation (M) 	<ul style="list-style-type: none"> • Competing needs for different types of disabilities (M) • Limited scope: does not factor in access to transportation services or

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	<ul style="list-style-type: none"> Improved transportation connections between home, services, and recreation opportunities like parks and playgrounds (L) Potential for reduced household transportation costs, improved personal health, and improved air quality (M) 	housing (L)
People whose first language is not English.	<ul style="list-style-type: none"> Decreased risk of death or life-altering injury resulting from road collisions (H) Increased access to reliable and affordable forms of transportation (M) Potential for reduced household transportation costs, improved personal health, and improved air quality (M) 	<ul style="list-style-type: none"> Barriers to participating in engagement processes (L). Barriers to communicating complex information (L)
Caregiver Status	<ul style="list-style-type: none"> Decreased risk of death or life-altering injury resulting from road collisions (H) Increased access to reliable and affordable forms of transportation (M) Improved transportation connections between home, services, and recreation opportunities like parks and playgrounds (L) Potential for reduced household transportation costs, improved personal health, and improved air quality (M) 	<ul style="list-style-type: none"> Barriers to participating in engagement processes (L) Additional time to travel in private automobile, which could be required for employment (L)
Employment requirement to drive (delivery; taxi; etc)	<ul style="list-style-type: none"> Reduced frequency and severity of road incidents/crashes causing disruptions to network (M) Less traffic on the road 	<ul style="list-style-type: none"> Additional time to travel in private automobile (L)

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	<p>(more people choosing alternate modes) freeing up capacity for motorists (M)</p> <ul style="list-style-type: none"> • Potential for reduced household transportation costs, improved personal health, and improved air quality (M) 	<ul style="list-style-type: none"> • Reduced income from delays associated with infrastructure changes (L) • Reduced access to road space for vehicle storage / loading (L) • Increased challenges with adapting to changes to streetscape layouts and signal operations (M)
Older adults	<ul style="list-style-type: none"> • Decreased risk of death or life-altering injury resulting from road collisions (H) • Increased access to reliable and affordable forms of transportation (M) • Improved transportation connections between home, services, and recreation opportunities like parks and playgrounds (L) • Potential for reduced household transportation costs, improved personal health, and improved air quality (M) 	<ul style="list-style-type: none"> • Increased challenges with adapting to changes to streetscape layouts and signal operations (M)
Children / Youth	<ul style="list-style-type: none"> • Decreased risk of death or life-altering injury resulting from road collisions (H) • Increased access to reliable and affordable forms of transportation (M) • Less dependency on guardian (M) • Improved transportation connections between home, school, services, and recreation opportunities like parks and playgrounds (L) • Potential for reduced household transportation costs, improved personal 	<ul style="list-style-type: none"> • Limited scope: Not factoring in other non-roadway safety improvements (L)

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	health, and improved air quality (M)	
Women	<ul style="list-style-type: none"> • Decreased risk of death or life-altering injury resulting from road collisions (H) • Increased access to reliable and affordable forms of transportation (M) • Potential for reduced household transportation costs, improved personal health, and improved air quality (M) 	<ul style="list-style-type: none"> • Limited scope: Not factoring in other non-roadway safety improvements (L)
Newcomers	<ul style="list-style-type: none"> • Increased opportunity to partner with agency organizations to communicate/educate (L) • Improved transportation connections between home, school, services, and recreation opportunities like parks and playgrounds (L) • Potential for reduced household transportation costs, improved personal health, and improved air quality (M) • Decreased risk of death or life-altering injury resulting from road collisions (H) 	<ul style="list-style-type: none"> • Limited scope: Not factoring in other non-roadway safety improvements (L) • Barriers to participating in engagement processes (L). • Barriers to communicating complex information (L)
Immigrants	<ul style="list-style-type: none"> • Increased opportunity to partner with agency organizations to communicate/educate (L) • Improved transportation connections between home, school, services, and recreation opportunities like parks and playgrounds (L) • Potential for reduced household transportation costs, improved personal 	<ul style="list-style-type: none"> • Limited scope: Not factoring in other non-roadway safety improvements (L) • Barriers to participating in engagement processes (L). • Barriers to communicating complex information (L)

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	<p>health, and improved air quality (M)</p> <ul style="list-style-type: none"> • Decreased risk of death or life-altering injury resulting from road collisions (H) 	
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FUNDING REQUEST:

	2022 (\$) Ongoing	2022 (\$) One Time	2023 (\$) One Time
Transportation Planner (1 FTE)	118,000		
Funding for studies		50,000	50,000
Total	118,000	50,000	50,000

OCCUPATIONAL HEALTH AND SAFETY TRAINING

1. REQUEST DESCRIPTION

Budget allocation to hire a dedicated Training Professional to coordinate, develop and deliver to City staff required Occupational Health and Safety (OHS) training that will meet the City of Victoria specialized health and safety training priorities.

Once the OHS training program is established, the position would add capacity to the City's overall training program. Additional organizational training priorities could then be actioned including maximizing the City's investment in and use of the new Learning Management System scheduled for implementation in the 2022 fiscal year.

2. REQUEST RATIONALE

Occupational Health and Safety legislation requires employers to identify workplace hazards and mitigate risks. Staff training is a necessary organizational control put in place to mitigate risk and reduce workplace injury and illness.

In addition, the BC *Workers Compensation Act* and the Occupational Health and Safety (OHS) Regulation include various clauses that identify mandatory training.

- This training and certification must be conducted in accordance with an acceptable training standard or be provided by a person or agency acceptable to the WorkSafe BC Board.

BC Labour market outlook predicts that as BC's workforce retires their replacements will come mostly from young people starting work (56%) and international immigrants (31%). It is predicted that young people entering the workforce for the first time will now be the largest part of the replacement workforce – emphasizing the need for the City to focus on safety training for young and new workers.

- Statistically, workers between the ages of 16 and 25 are more likely to be involved in a workplace incident.

Adult education and training design is a specialty. Developing and providing training to meet established competency levels is required in industrial settings to reduce risk.

Adult learning is complex and not included in the core training of Occupational Health and Safety professionals. Training professionals have the expertise required to assess priority learning needs, design learning, uncover barriers that could impede learning, and assess staff competence post learning.

Injury claims related to strains, sprains and occupational disease are on the rise.

- Between 2016 and 2020 strains and sprains accounted for 42% of the City's time-loss injury claims.
- A learning expert can most effectively work with individuals, operational areas and safety professions to support shifts in behavioural habits to reduce injuries.

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Currently, OHS training is supported in part by Managers and Supervisors in each operational area and when time permits by Health and Safety Advisors.

- The current approach does not support robust OHS training needs assessments, design or assessment of outcomes to a required training standard.
- A dedicated internal training professional who can develop and delivery training would add flexibility and the ability to customize OHS training to meet the City's needs, reducing dependence on external vendors.
- A more robust training function would enable a proactive approach to training versus what at present is mainly reactive, supporting a reduction in workplace incidents and injuries.

An improved OHS training program has the potential to reduce WorkSafe BC premiums and the hidden costs of workplace incidents such as retraining and overtime to maintain services.

- Health and Safety Advisors currently spend 20-25% of their time on training coordination. That capacity could be redirected to focus on high-risk areas, technical guidance, and field level visits to reduce serious incidents and injuries.
- A more consistent approach to health and safety training in the COV would significantly reduce vulnerability to prosecution\penalties resulting from a workplace incident.

The new position would also increase capacity within the Learning and Development program.

3. **SERVICE LEVEL IMPACT IF NOT APPROVED**

Health and safety training would continue as is and be managed by individual operational areas and current health and safety advisors.

- This will impact the ability for Human Resources to effectively implement health and safety initiatives.
- Operations may not have the capacity to deliver important health and safety training.

Increased risk of non-compliance with WorkSafe BC.

- It would be impossible or extremely challenging for a robust and consistent OHS training philosophy to be developed and delivered to COV staff. This would result in increased risk of potential regulatory penalties from WorkSafe BC in the event of a workplace incident.
- High risk work sites that require City OHS Advisor attention, may not receive that support due to time required to organize and coordinate OHS training.

Potential efficiencies in centralizing development and delivery of all City training may not be identified or actioned.

4. **FINANCIAL IMPACT**

\$125,000 for occupational health and safety training

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5. ONE-TIME OR ONGOING FUNDING

On-going

6. FTE REQUIRED

1 FTE

ZERO WASTE VICTORIA

1. REQUEST DESCRIPTION

The purpose of this request is for 2 ongoing full-time positions for the continued implementation of the Zero Waste Strategy.

2. REQUEST RATIONALE

Council approved one-time funding for two 2-year term staff positions to support the development of Zero Waste Victoria. The one-time funding will run out by December 2021. Staff resources are required for the ongoing implementation of solid waste engineering and planning functions.

The 2021 – 2023 short-term action plan approved by Council with the adoption of Zero Waste Victoria in December 2020 requires ongoing staffing resources to implement the program effectively. Without staff resources, the City will be unable to implement identified actions and current programs.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

The City will be unable to meet Council Strategic Objectives related to waste reduction and single-use item regulations. Solid waste engineering and planning capacity will be reduced delaying the delivery of Zero Waste actions and enhancements to solid waste services including fleet replacement, improvements and expansion to the residential collection service, and public space recycling.

4. FINANCIAL IMPACT

2 FTE positions - \$219,000

5. ONE-TIME OR ONGOING FUNDING

Ongoing

6. FTE REQUIRED

2 FTE

STREET ACTIVITIES AND OPERATIONS COORDINATOR

1. REQUEST DESCRIPTION

Street Activities and Operations Coordinator - Transportation Division, Engineering & Public Works.

2. REQUEST RATIONALE

Some city streets are increasingly being used to support objectives beyond moving people, goods, and services with increasing demands to permit and support other non-mobility uses such as patios for bars and restaurants, commercial retail activity, placemaking and street activation.

This represents an evolution in how the City's largest public space is used and aligns with several established objectives to create a safe, healthy and vibrant city. These uses, however, must also be developed, managed and regulated in a way that is fair, equitable, safe and properly balances the many competing demands from the public, the private sector, as well as considering current and future mobility needs.

There are several current street-based programs and initiatives that require support including community-led initiatives delivered through the My Great Neighbourhood Grant Program, special events such as parades and festivals, as well as economic development activities such as filming. Support for these programs is covered through existing resources. The COVID-19 pandemic has brought into focus both the community and economic benefits of a broader use of streetscapes and highlighted areas of required policy development and on-going operational and management resources.

The Build Back Victoria (BBV) program was established in 2020 to deliver new ways to use public streets for public and private use. The program was rapidly designed and delivered by existing staff that would normally support traffic calming, traffic signal programs, transportation planning and capital project delivery. The City has issued 113 permits over the past 12 months for the commercial use of public space representing a ten-fold increase from before the program was introduced.

The coordinator position would be responsible for:

- A comprehensive update to the existing sidewalk café and parklet bylaw including design standards, accessibility requirements and fee structures.
- Reconciling other BBV programs (flex spaces, mobile vendors, loading zones, road closures) within existing bylaws or establishing new bylaws.
- Management of the on-going review, permitting, implementation and inspection of public parklets, private patios, lane and street closures for the purposes of creating new and improved public spaces.

In addition, this position would support implementation of the City's Placemaking Toolkit as well as policy and bylaws which manage curb-space in support of priorities identified in

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Go Victoria, including emerging mobility services. The position would be integrated with other business units involved in the management of city streets including Arts & Culture, Special Events, Neighbourhoods Team, Business Hub, Business Licensing, Bylaw Services, as well as Street Occupancy and Permitting.

Given the significant shift in the last year on how some city streets are used and the recognition of the contribution this has made to both the social and economic health of the city, staff will continue to assess future staffing and organizational structures to support integrated, multi-faceted streets services.

3. **SERVICE LEVEL IMPACT IF NOT APPROVED**

The BBV program will come to an end in its current form after bylaw expiration (currently scheduled October 2021). Maintaining the current approach of supporting these needs with interim resources will mean that the on-going review, approval and inspection of street curb uses (sidewalk cafes, parklets) as well as support for initiatives like My Great Neighbourhood Grant will continue to be undertaken by staff normally responsible for other transportation planning, capital delivery and operations.

This will result in:

- Limited and ad hoc inspections, monitoring (and ultimately enforcement) of installations with continued ineffective oversight of all aspects such as safety, accessibility and unpermitted encroachments.
- Inconsistent and less regulated design standards
- Inequitable and inconsistent fees
- Delays to reviewing and processing permit applications
- Absence of newer Council approved policies
- Inability to support and maintain some of the BBV programs like Mobile Vending or Flex Spaces

4. **FINANCIAL IMPACT**

\$107,000 – Street Activities and Operations Coordinator

\$100,000 – Analysis / consultant support for bylaw update / program development

5. **ONE-TIME OR ONGOING FUNDING**

Street Activities and Operations Coordinator - On-going

Study/consultant support for bylaw update and program development – One-time

6. **FTE REQUIRED**

1 FTE

SHELTERING SUPPORT PROGRAM

1. REQUEST DESCRIPTION

The purpose of this program is to allow the City to safely and effectively address impacts related to sheltering in parks and other public areas, without impacting other service areas.

2. REQUEST RATIONALE

For several years, the City has approved annual investments to mitigate the negative impacts of outdoor sheltering in parks, public spaces and city streets, resulting from a regional homelessness situation. Throughout 2020 and early 2021, parks, open spaces and streets were used for temporary shelter by a significantly higher number of people experiencing homelessness than at any point in recent years, requiring an expansion of this program. Fortunately, many of these citizens have now been accommodated indoors as a result of collaborative efforts involving the City, Province, Island Health, and many other local stakeholders.

However, the City continues to experience outdoor sheltering activity, in parks, open spaces and streets and the issues relating to safety and cleanliness continue to require attention. City parks and streets are not designed to accommodate sheltering and this activity, even at reduced levels, continues to have significant and varied impacts, including:

- A continued high level of debris being dumped including furniture, shopping carts, wood, personal belongings and bicycles plus hazardous material such as broken glass needles and sharps and other biological hazards
- Damage to property, including natural assets, such as trees, vegetation, boulevards, garden beds, through cutting, digging, burning, and staking and street furniture including graffiti as well as theft and vandalism of assets such as signs and garbage cans.
- Known risk of fire due to open burning for heat, cooking, and presence of combustibles

The level of funding requested ensures that the City can provide customised, consistent and timely public health and safety support services seven days a week. In addition, this level of funding accounts for specific operational conditions and requirements including some field staff working in pairs as well as additional personal safety training and PPE for those staff who have chosen to undertake this work. The recommendation for increasing the 2021 budget level for street cleaning in 2022 reflects the rising impacts of sheltering in these service areas, with, for example, on average four tonnes of debris being collected and hauled for disposal from sheltering service areas each week. While daily and sometimes twice daily visits are being made to particular locations, which is typically a higher level of service than for other areas of the city, the level of cleanliness generally remains lower. The additional budget would allow for increased staff presence in areas of high risk, additional scheduling of crews and enhanced ability to provide timely response to matters such as removal of abandoned items, cleanup of unsafe or unsanitary materials and enhanced litter control, needle pickup and graffiti removal. Given these services have

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been required for several years and an expectation that there will continue to be a demand for them moving forward, staff recommend the funding be added to the City's budget on an ongoing basis.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

If the proposed budget is not approved, the City would experience a reduction in other core service levels such as the maintenance and cleaning of park and street amenities, given other operational staff would be required to manage these impacts.

4. FINANCIAL IMPACT

Service/ Resource	2021 Approved Budget	2022 Proposed Budget	Notes
Park Clean-up Services	\$656,000	\$323,000	Seven days a week (3 staff)
Street Cleaning Services	\$500,000	\$625,000	Seven days a week (4 staff)
Portable Toilet Services, Janitorial Services	\$254,000	\$160,000	Seven days a week (1.4 staff)
Temporary Infrastructure & Contracted Support	\$330,000	\$25,000	
Total Supplemental Request	\$1,740,000	\$1,133,000	

5. ONE-TIME OR ONGOING FUNDING

Ongoing

6. FTE REQUIRED

4 FTE within Engineering & Public Works and 4.4 FTE within Parks, Recreation, and Facilities

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GET GROWING VICTORIA GRANT

1. REQUEST DESCRIPTION

The supplemental request is for ongoing funding to support Direct Award Grants to partner organizations that deliver services such as, seedling transportation, distribution, and educational components for the *Get Growing Victoria!* program.

2. REQUEST RATIONALE

Get Growing, Victoria! provides vegetable seedlings and garden materials to local citizens. The seedlings are grown in the City's nursery and distributed in partnership with organizations to communities, including individuals facing barriers to accessing gardening materials or healthy, affordable food.

The grants provided to partner organizations help to cover the costs associated with supporting the program in several ways:

- delivering seedlings to rural communities and to organizations facing transportation barriers;
- distributing seedlings in each City of Victoria neighborhood and;
- providing education materials, resources, and other support to help novice gardeners grow the seedlings successfully.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

In previous years, grants provided to partner organizations were funded by an underspend in the Community Garden Volunteer Coordinator grant. This funding source is no longer viable as the City has seen an increase in the volume of community gardens.

If the funding requested is not approved, the program would operate at a reduced capacity resulting in a reduction in the number of food seedlings distributed to the community.

4. FINANCIAL IMPACT

Service/ Resource	2022 Proposed Budget
Grant Funding	\$27,000

5. ONE-TIME OR ONGOING FUNDING

Ongoing

6. FTE REQUIRED

N/A

TRANSPORTATION ELECTRICAL DESIGNER

1. REQUEST DESCRIPTION

Transportation Electrical Designer – Transportation Division – Engineering & Public Works

2. REQUEST RATIONALE

With over 150 traffic signals and 3,100 streetlights with an estimated total replacement value of \$84M, the city's electrical asset is a significant investment to be safely maintained, improved, and modernized.

The traffic signal system also presents new opportunities to gather mobility data and analytics and deliver responsive, connected, smart, safe and efficient improvements for all road users.

Currently the Engineering & Public Works Department has no dedicated in-house electrical designer and is reliant on external engineering consultants to undertake and "sign-off" on electrical designs. Public works has a small team responsible for essential maintenance and operation of electrical assets.

The electrical designer would be responsible for:

- Electrical design of the growing City owned EV infrastructure
- The review and approval of increasingly large and complex electrical system designs associated with land development projects
- Leadership in the planning of electrical asset management and identifying new emerging needs.
- The electrical design for the City's transportation capital program including pedestrian crosswalks, new traffic signals, traffic signals re-builds, and uninterrupted power supply systems for traffic signals
- Updating existing and developing new electrical design specifications and standards for city projects and maintenance
- Supporting the delivery of an expanded fibre optic network and the development and implementation of "Smart City" technologies in areas such as mobility and safety data and analytics plus connected traffic signal networks identified within Go Victoria
- Oversight of a planned 2022 city-wide traffic signals condition assessment recommended as part of the 2022 Financial Plan to inform future year investment strategies

3. SERVICE LEVEL IMPACT IF NOT APPROVED

Maintaining the current reliance on external design consultants and reallocation of staff resources from other operational areas will have the following service impacts:

- Increased times for land development review and approvals
- Absence of internal standards and designs for maintenance and improvements to city electrical infrastructure

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- Increased costs of using external electrical design consultants for capital projects
- Limited ability to respond to and leverage new opportunities to improve road safety, system resilience and operations
- Impacts on other essential maintenance and operational work due to staff being reassigned to electrical design priorities
- Inconsistent electrical design and standards resulting in future additional costs and inefficiencies for city electrical asset maintenance
- Lack of asset management capacity to identify optimal replacement strategies

4. FINANCIAL IMPACT

\$107,000 for a Transportation Electrical Designer position

5. ONE-TIME OR ONGOING FUNDING

Ongoing

6. FTE REQUIRED

1 FTE

WEBSITE REPLACEMENT INCLUDING EQUITY ASSESSMENT

1. REQUEST DESCRIPTION

This request is for the lifecycle replacement of the City’s website to stay current, improve customer service and enable increased accessibility (see attached equity assessment.)

2. REQUEST RATIONALE

One of the many learnings from the recent pandemic is a need for the City to address further transformation in the way in which the City interacts with clients, as well as numerous possibilities for streamlining processes to improve efficiency and effectiveness in areas such as, but not limited to, digital transactions, information dissemination, and communications. The City’s website is near end of life and requires a significant upgrade or replacement. Although accessibility improvements have been made, a new website could likely achieve a higher level of accessibility compared to the current site. A large part of the work to be undertaken relates to the content available on the website, much of which is not in accessible format.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

Should this request not be funded, the website would continue to be ‘tweaked’ but could only achieve limited improvements. As with all technology, eventually it would become obsolete.

4. FINANCIAL IMPACT

Replacing the website is a large project requiring input from departments across the City. To ensure successful implementation, the first critical step is fulsome scoping to ensure the replacement meets the numerous needs. The scoping of the work to be undertaken in 2022 can be achieved through existing resources. That scoping exercise will determine the funding required in 2023 for the replacement of the website, and following the regular process for IT budget requests, would be included in the IT capital budget for Council’s consideration.

5. ONE-TIME OR ONGOING FUNDING

One-Time

6. FTE REQUIRED

To be determined through the scoping exercise in 2022.

2022 SUPPLEMENTARY BUDGET REQUEST

EQUITY RESPONSIVE BUDGET PILOT PROJECT

INITIATIVE NAME: Website Replacement (Victoria.ca)

INITIATIVE TYPE: New and Enhanced Service

DESCRIPTION:

This is a two-year project to replace the City of Victoria's current website to modernize and address deficiencies which are resulting in issues related to accessibility and user experience, including:

- Inability to achieve 100% accessibility for people using a screen reader
- Limitations to host on-line forms and conduct on-line transactions
- Poor search function capability resulting in unnecessary time to find information
- Thousands of webpages with dated information that should be removed or archived
- Photos and images that do not reflect the community (i.e., lack ethno-cultural diversity, age distributions, people with disabilities, etc.)

By addressing these concerns, the results are anticipated to be a better user experience including, but not limited to:

- Fully accessible for individuals using screen readers
- Improved ability to host more online forms and on-line transactions
- Overall content refresh to ensure information is current and relevant
- Ability to host quick, on-going user evaluation surveys to identify continuous improvements

SERVICE LEVEL IMPACT:

The current site is limited to 80% accessibility and needs to be updated with current technology and accessibility standards. The goal of this initiative is to get 100% accessibility per the Accessibility Framework Short Term Action Plan. The project will also advance open government and allow for information more accessible to the larger audience interested in City services and programs. The project will impact every department and program area.

The current City website receives approximately 1.5 million visits per year. Based on feedback from staff, the number of visits is likely inflated due to the poor search function capability and resulting in phone calls from the public on a daily basis to find information. This is resulting in unnecessary time and energy required by customers and staff.

EQUITY IMPACT STATEMENT (respond to the four dimensions of equity):

Structural:

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When we talk about structural equity (institutions), we want you to think of policies, practices, programs, cultural representations, and other norms of the City as an organization that perpetuate inequity. Please answer the following questions in your response:

1. How has equity informed the development of my budget initiative?
2. In what ways does my initiative challenge structural causes of inequities?
3. Does my initiative acknowledge and/or address harm that has been done to marginalized communities? If so, how?

The new website will address structural equity and include an acknowledgement that the City is located on the homelands of the Songhees and Lekwungen people on each web page as a new standard. Language will also be modernized to remove gender bias and ensure that photos and images reflect the diversity of the community and staff that work for the City.

The project is part of an overall digital strategy for the future to ensure access for people that have traditionally not been able to access information remotely or rely on special accommodations to get access to information or conduct transactions on-line.

Procedural:

When we talk about procedural equity (agency and power), we want you to think about the degree of involvement around decision making you are giving to communities who are impacted (especially disproportionately impacted) by your work (policies, strategies, regulations, etc.). Please answer the following questions in your response:

1. How have community members engaged with my proposed initiative?
2. How does my proposed initiative build community capacity and power in communities most impacted by inequities?
3. How will the community be included in decision-making? Where do they have decision-making abilities (e.g., community meetings, key actor groups, increased outreach, etc.)?
4. How does my budget initiative build on my department's capacity to engage with and include communities most impacted by inequities (e.g., improved leadership opportunities, advisory committees, targeted community meetings, key actor groups, increased outreach, etc.)?

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This project is a result of feedback from the accessibility community in Victoria and as stated in the Council approved Accessibility Framework, which was developed in partnership with the accessibility community, that the City is committed to “Continue to update the City’s website to be compliant with latest Web Content Accessibility Guidelines”.

In addition to providing access to website content for individuals with visual impairments, the improved functionality to undertake more transactions electronically, will reduce the need for individuals with mobility impairments or other barriers to come to City Hall. Outside of technical improvements, the project will include broad community engagement to better understand information needs of the community - and potentially expand the site information to better link to partner and other government websites.

As part of addressing procedural equity, content in the website will be revised to address acknowledgement of past harm, and more up to date information and data for the community. The community will be engaged to understand what information needs they have now, and through implementation, as we collect information on an on-going basis to understand what information or resources the public requires. This includes general satisfaction ratings, feedback on whether the individual found the information they are looking for, and redistribution of the prominence of the information that is most commonly requested. There is also an opportunity for general comments outside of quick satisfaction ratings to continually improve the site and content.

Distributional:

When we talk about distributional equity (distribution of resources, financial or otherwise), we are talking about the costs (both literally and figuratively) and the burdens, benefits and rights that are derived from policies, strategies, regulations, etc. Please answer the following questions in your response:

1. What communities will be most impacted by my proposed initiative? Who will benefit from it? Who may be burdened by it?
2. How does my initiative prioritize communities that have been traditionally misserved or underserved?
3. If applicable, how does my department’s budget initiative create contracting opportunities for those who have been marginalized, racialized people, women and emerging small businesses?

In advance of renewing content, the project will develop a strategy that will lay out a set of requirements for the site to reflect Victoria’s value of being a welcoming and inclusive city. This includes new content, tools and resources for the community related to equity.

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The project initiative will impact every resident, business or visitor seeking information on Victoria. That said, the project in its' initial phases will focus on the 'customer journey' and working through a process mapping that is intended to reveal barriers and issues that city staff are not aware of (discovery phase). The disability community and other equity seeking groups will be involved in the project through initial feedback on limitations of the site, as well as testing the site prior to launch.

This project will include social procurement criteria to select consultants using community social benefit criteria as part of the evaluation process. This can include employment opportunities for women and youth and support for local businesses. In some cases, short term contract opportunities may present opportunities for short term testing and feedback.

Transgenerational:

When we talk about transgenerational equity we are looking at impacts across generations. This speaks to the responsibility we all have to move forward with decisions that do not cause harm for future generations. Transgenerational equity ensures that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations. Please answer the following questions in your response:

1. In what ways does my initiative centre equity for future generations?
2. In what ways does my initiative solve a problem today that will not be passed onto future generations?

The current website technology is 10 years old and is at its end of life. There have been significant advancements in website technology in this time. A new website gives the City and opportunity for improvement and self management now and in the future which will save ongoing costs.

IDENTIFYING IMPACTS

When defining impacts, use the following Equity Impact Level reference scale (and provide some detail):

High Positive – consequences that significantly address a major barrier, need or root cause of inequity and will have a significant and long-lasting impact on a large number of people in the impacted equity-seeking group

Medium Positive – consequences that address a barrier faced by the need of an equity-seeking group and will have a measurable impact on people in the impacted equity seeking group

Low Positive - small impact on a small number of people in the impacted equity-seeking group

Low Negative – minor consequences that can be alleviated easily by impacted individuals

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Medium Negative – serious consequences that undermine well-being, deny opportunities and useful services

High Negative – severe consequences that threaten basic needs from being met; high risk of violence or danger

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
Persons with Disabilities	Ability for individuals with visual impairment to access all site content and images	
First Nations	Land acknowledgement imbedded throughout the site as a new standard for each page	Land acknowledgement may be interpreted as tokenism and lacking action
Person with Low English Literacy	Remove jargony language so materials on the website are more accessible to the broader Victoria community Simplified language throughout the site to ensure newcomers learning English or individuals with low literacy levels are able to access information and services	Reports and documents of a technical nature on the site will continue to be at an advanced reading level or contain technical jargon.
Racialized Communities	The website will better reflect the diversity of Victoria in photos and images	

The budget proposal overall impact is medium positive, in that it supports the removal of barriers to accessing information on the City's website for people with visual impairments, allows for better access for all members of the public to conduct transactions 24-7 with mobility impairments or other barriers to conduct business with the City during business hours, and will adopt a new standard to ensure content is at an appropriate literacy level. The project will also ensure that the new website photos and images reflect the diversity of the community.

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Funding Request:

The scoping exercise will take place in 2022 using existing resources.

As per the regular process for IT budget submissions, the request to implement the project will be included in the IT capital budget for Council's consideration in 2023.

SUPPORT FOR ADVISORY COMMITTEES, WORKING GROUPS AND TASK FORCES

1. REQUEST DESCRIPTION

The supplemental request is for ongoing funding to support the coordination and administration of existing advisory committees and task forces that currently do not have dedicated staff support.

2. REQUEST RATIONALE

Over the last several years, Council has approved the creation of several new task forces, working groups or advisory committees including the Accessibility Advisory Committee, Welcoming City Advisory Committee, Renters Advisory Committee and IDPAD Committee.

Each committee or task force has regular meetings that require significant staff time to support logistics – this includes schedule meetings, minute taking, develop agendas, monitor attendance, process honoraria payments, distribute transcripts, post meeting minutes on Victoria.ca, coordinate orientation for new members, and manage increasing volumes of public correspondence and inquiries.

Currently, it is estimated that work related to Committee management is taking up to 45% of the time of the new Equity, Diversity and Inclusion Coordinators, resulting in less available capacity to advance the equity framework and other Council approved plans and strategies.

The on-going recruitment of committee members is also an area where Legislative Services is impacted in terms of updating applications, working with Engagement on advertisements, and maintaining contact listings as members change, and file management.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

If not approved, existing staff will be required to continue supporting the committees, which will significantly impact workplans, specifically for the Office of Equity, Diversity and Inclusion.

4. FINANCIAL IMPACT

The volume of work currently stemming from these committees is equal to 1 FTE and would require an annual budget of \$95,000 to cover salaries, benefits and employer costs.

5. ONE-TIME OR ONGOING FUNDING

Ongoing

6. FTE REQUIRED

1 FTE

NEWCOMER SPORT AND RECREATION INITIATIVE INCLUDING EQUITY ASSESSMENT

1. REQUEST DESCRIPTION

This proposal is for consulting and staff capacity to implement an initiative focused on identifying and addressing barriers to participation in sport and recreation programs by new Canadians.

2. REQUEST RATIONALE

Accessing community physical activity and sport is often challenging for newcomers, yet sport and physical activity can play a vital role in a one's physical and mental health, along with connections to community.

The Newcomer Sport and Recreation Initiative is a project that will support new Canadians in accessing sport and recreation opportunities. The scope of this initiative includes collaboration amongst sport, regional government partners, and settlement agencies to create a shared vision in delivering tailored quality sport experiences to diverse populations in the Victoria.

Project objectives include:

- clarity about the needs of newcomers and barriers that exist; the development of tools and processes to better meet these needs;
- an implementation plan for the City and other service providers for max community benefit;

Recreation staff will lead and implement this initiative with a focusing on service delivery within the city, including local service providers.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

If the proposed budget is not approved, the City and local service providers would have limited ability to make timely improvements to increase the participation in sport and recreation programs by new Canadians.

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4. **FINANCIAL IMPACT**

The funding proposal includes a budget for a consultant to lead research and public engagement, as well as develop recommendations in collaboration with stakeholders, for implementation. A new staff member is proposed to support the development and implementation of ongoing programs.

Service/ Resource	2022 Proposed Budget	Notes
Environmental scan, development of tools and materials	\$30,000 (one-time)	Consultant support
Implementation of recommendations and new programs	\$40,000 (ongoing)	Recreation Program Assistant (.5FTE)
Total Supplemental Request	\$70,000	

5. **ONE-TIME OR ONGOING FUNDING**

The request includes one-time funding for consulting costs as well as ongoing funding for additional staff support to implement ongoing newcomer focused programs.

6. **FTE REQUIRED**

.5 FTE

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2022 SUPPLEMENTARY BUDGET REQUEST EQUITY RESPONSIVE BUDGET PILOT PROJECT

INITIATIVE NAME: THE NEWCOMER SPORT AND RECREATION INITIATIVE

INITIATIVE TYPE⁵: NEW AND ENHANCED SERVICE

DESCRIPTION:

The Newcomer Sport and Recreation Initiative is a new program that will identify and reduce barriers to newcomers when accessing sport and physical activity programs in Victoria. The City will collaborate with sport groups, regional government partners, and settlement agencies to develop and implement actions that support newcomers to develop physical literacy, including sport-specific skills, and help facilitate or expand connections within the community.

SERVICE LEVEL IMPACT:

The goal of this program is increased newcomer participation in sport and physical activity programs as participants, coaches, and volunteers.

Although intended to be inclusive, evidence suggests that barriers relating to language, discrimination and accessibility have a negative impact on participation in current sport and physical activity programs. This initiative seeks to investigate and address such issues and provide new tools for service providers, resources, that will lead to meaningful opportunities for participation by newcomers.

The proposal's objectives align with the City's Equity, Diversity and Inclusion Framework as well as the Welcoming City initiative in Council's 2019-2022 Strategic Plan.

⁵ **Type can be one of three:** Service Level Reduction; Efficiencies; New and Enhanced Service

EQUITY IMPACT STATEMENT (RESPOND TO THE FOUR DIMENSIONS OF EQUITY):

DIMENSIONS OF EQUITY

Structural

- Acknowledge and address harm that has been done
- Commit to not perpetuating harm
- Address underlying root causes of inequities

Procedural

- Prioritizing those who have been excluded from planning processes and would be most impacted
- Transparent, clear and inclusive engagement processes

Distributional

- Equitable distribution of resources and services
- Prioritizing areas that have been traditionally underserved (and missed) by municipal practices
- Ensuring that this does not perpetuate or exacerbate harm

Transgenerational

- Decisions consider generational impacts and do not result in unfair burdens on future generations



STRUCTURAL:

When we talk about structural equity (institutions), think of policies, practices, programs, cultural representations, and other norms of the City as an organization that perpetuate inequity. Please answer the following questions in your response:

1. How has your understanding of structural inequity informed the development of the budget initiative?

Access to sport and recreation services is critical for the long-term health and well-being of individuals. The City acknowledges that existing programs being delivered in parks and recreation facilities have not been developed with an intentional focus on meeting the needs of newcomers, and as a result participation of these residents is low. Newcomers to Victoria can face financial, transport, cultural, language and racial barriers to accessing these critical services. Recreational activities can play a vital role in a newcomer's sense of belonging and connection to their community. It is recommended that the City invest resources to better understand the needs of newcomers as well as the unintentional consequences of the existing approach to program development, in order to address this structural barrier in the City's service delivery model.

2. In what ways does my initiative challenge structural causes of inequities?

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

Based on the known barriers to sport and physical activity, programs and services for newcomers to Canada, a collective approach is best suited to challenge structural causes of inequity in sport and recreation. Theory suggests social change springs from cross-sectoral collaboration whereby individuals from different sectors come together over a common agenda with a unified goal. This initiative will bring together sport, regional government partners and settlement agencies to develop programs and policies that consider the diverse needs of newcomer populations in Victoria.

3. Does my initiative acknowledge and/or address harm that has been done to marginalized communities? If so, how?

The project will include an in-depth review of the barriers to participation in sport and physical activities for newcomers to Victoria. As noted above, sport and recreation programs have excluded many newcomers, as to-date the needs of these communities have not been well-understood by service providers. This situation will be addressed through training, process changes, and awareness building to increase newcomer participation in sport and physical activity programs as participants, coaches, and volunteers.

As part of the review, an assessment of the offering of recreation and sport opportunities not traditionally supported by traditional public programming will be explored.

PROCEDURAL:

When we talk about procedural equity (agency and power), think about the degree of involvement around decision making you are giving to communities who are impacted (especially disproportionately impacted) by your work (policies, strategies, regulations, etc.). Please answer the following questions in your response:

1. How have community members traditionally excluded from planning processes engaged with my proposed initiative?
This initiative has not been launched, therefore there has been no community engagement to date. However, settlement agencies and organizations with lived experience will be thoroughly involved in the planning and execution of this initiative.
2. How will the community be included in decision-making? Where do they have decision-making abilities (e.g., community meetings, key actor groups, increased outreach, etc.)?

The community will have opportunity to participate through feedback on the identification of barriers as well as shaping the development of program design and delivery. Engagement will include: focus groups, surveys and interagency panel discussions.
3. How does my proposed initiative build community capacity and power in communities most impacted by inequities?

Staff will work with sport groups, regional government partners, and settlement agencies in Victoria to build community capacity in supporting newcomers to Victoria through physical literacy development and quality sport and physical activity programs and services.

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4. How does my budget initiative build on my department's capacity to engage with and include communities most impacted by inequities (e.g., improved leadership opportunities, advisory committees, targeted community meetings, key actor⁶ groups, increased outreach, etc.)?

This initiative will build capacity within the department, as well as organizational partners such as community centre operators, school administrators, and representatives of sport organizations through training, process changes and awareness building.

DISTRIBUTIONAL:

When we talk about distributional equity (distribution of resources, financial or otherwise), we are talking about the costs (both literally and figuratively) and the burdens, benefits and rights that are derived from policies, strategies, regulations, etc. Please answer the following questions in your response:

1. What communities will be most impacted by my proposed initiative? Who will benefit from it? Who may be burdened by it?
The populations most impacted by the proposed initiative include newcomer adults, children and youth. Benefits will include improved access and pathways to sport and physical activity opportunities, skill development, increased social contact and sense of community. It should be acknowledged that support from all providers is necessary to achieve regional benefits.
2. How does my initiative prioritize communities that have been traditionally mis served or underserved?

The initiative will involve an environmental scan of barriers many newcomers experience when accessing sport and recreation services and prioritize actions the specific barriers identified.

3. If applicable, how does my department's budget initiative create contracting opportunities for those who have been marginalized, racialized people, women and emerging small businesses?

A consultant will be required to conduct the environmental scan of barriers to accessing recreation and sports programs. The recruitment of the consultant will follow the City's social procurement policy.

TRANSGENERATIONAL:

When we talk about transgenerational equity we are looking at impacts across generations. This speaks to the responsibility we all have to move forward with decisions that do not cause harm for future generations. Transgenerational equity ensures that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations. Please answer the following questions in your response:

⁶ We use the term Key Actor Groups in place of stakeholders because the origin of the word stakeholder is literally when colonizers staked their claim on stolen land, thereby becoming "stakeholders".

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1. In what ways does my initiative centre equity for future generations?

The initiative aims to break down barriers through actions including training, process changes, and awareness building. These objectives are intended to provide long-term, sustainable improvements to access and participation.

2. In what ways does my initiative solve a problem today that will not be passed onto future generations?

The interagency structure is designed to build continuity and capacity within support organizations to ensure long-term sustainability. The tools and process changes implemented as a part of this initiative will be passed on to future generations and adjusted as needed. Involving children and youth will help to perpetuate positive outcomes of participation.

IDENTIFYING IMPACTS

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
Newcomers	Removing barriers to participation – language, awareness, literacy	
Children	Develop physical literacy, improve confidence, and make social connections	
Youth	Develop physical literacy, skills and improve confidence, motivation, leadership and sense of belonging in the community through participation	
Low income	Create pathways to participation	
Racialized Communities	Opportunity to make community connections	

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

FUNDING REQUEST:

Position (FTE)	2022 (\$)	On-going (\$)
Consultant Support	\$30k	
Program Assistant .5 FTE	\$40k	\$40k
Total	\$70k	\$40k

BYLAW SUPPORT

1. REQUEST DESCRIPTION

This request is for additional bylaw support including bylaw officers and an exempt bylaw position to manage growing responsibilities in the workforce.

2. REQUEST RATIONALE

Since May 1, 2021, due to the Provincial Government supply of additional indoor housing options as well as the end of 24/7 sheltering, there has been a dramatic decrease in the number of people sheltering in City parks. However, there has been no corresponding decrease in the number of hours bylaw officers are spending to prevent daytime sheltering/encampments from reoccurring, as there are still many people outside who are not able to access appropriate housing to meet their needs. There is therefore a disproportionate amount of time being dedicated to parks and public space patrol which is exacerbating an already backlogged queue of other calls for bylaw services. Residents are waiting an excessive amount of time to have their complaints addressed, violations are lingering, service delivery complaints are rising, and the public is expressing frustration with service delivery levels that do not meet their expectations.

Despite the temporary addition of three bylaw officers in June 2021 (term ending May 2022) through the Strengthening Communities Grant, officers continue to carry a high call load, the volume of calls for service continue to increase and the backlog is growing. Bylaw Services' capacity to enforce bylaws other than those related to outdoor sheltering is diminishing.

Hiring for the two remaining temporary bylaw officers through grant funding is unlikely to be sufficient to provide adequate relief and resolve the large volume of calls waiting for investigation.

The workload on the current complement of bylaw officers is unsustainable. Staff are exhibiting signs of stress and stress related sick leave is increasing as a result of the disproportionate amount of time dealing with difficult, confrontational, and sometimes violent situations related to unauthorized sheltering. Bylaw staff also carry a high number of non-sheltering related bylaw investigations in response to complaints from community members and are feeling the pressure from community partners, the public, City staff, and complainants to work faster, often causing them to work through rest breaks and stay after hours.

Leading this team, the bylaw manager's role and responsibilities have expanded significantly over the past two years. The manager's duties now include high level strategic planning, leading change, and community collaboration, creating and chairing committees and working groups as well as reporting to senior leadership and the Mayor and Council. The manager is engaged with numerous legal matters before the courts as well as other regulatory processes. Because of the high level of public accountability as it relates to bylaw contact with the vulnerable population, training, professional standards, procedures, and administrative processes require ongoing review and updating. Additionally, there is a vast amount of time spent on essential bylaw officer safety, investigating incidents,

APPENDIX A – 2022 SUPPLEMENTAL BUDGET REQUESTS

assessing risk, and implementing hazard controls. There is not enough time for the single exempt leader to adequately fulfill the large volume of duties using the amount of care and attention required. As a result, duties are downloading onto supervisors which then cascades to additional duties downloading to senior bylaw officers.

Additional staff resources and careful consideration of additional bylaws requiring enforcement are recommended. Further analysis of the division's organizational structure and roles is required to ensure additional staffing resources are optimized to meet demand.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

If insufficient enforcement and administrative capacity continues, public confidence in the City's ability to monitor and enforce its bylaws will decrease and violations will continue to linger, which is a reputational risk for the City and could result in negative impacts on community members. Finally, stress on employees is not sustainable and is starting to result in negative health consequences.

4. FINANCIAL IMPACT

The funding request for the additional bylaw support is \$1.07 million which includes funding for positions as well as required equipment, training and supplies.

5. ONE-TIME OR ONGOING FUNDING

Ongoing

6. FTE REQUIRED

Composition to be determined, but within the funding envelope above

BYLAW SUPPORT – POLICE

1. REQUEST DESCRIPTION

This request is for bylaw support for additional police resources (as an optional resource under the Framework Agreement).

2. REQUEST RATIONALE

For staff safety reasons, bylaw officers require the assistance and participation of dedicated police officers as they conduct enforcement activities in parks and public spaces. Recently, due to a significant reduction in available police resources there has been insufficient capacity to fill these essential special duty assignments resulting in service gaps and increases in sheltering concentrations in various areas of the city.

Police officers not only provide support for bylaw officers as they conduct their primary duties, but also provide needed protection and support to high-risk unsheltered persons, (women, children and Indigenous) connect unsheltered people with resources and supports outside operating hours of service, and ease community tensions between housed and unhoused, including mitigating confrontation.

The Victoria Police department has seen a reduction in the number of deployable police resources in the past year. Recently, due to a significant reduction in available police resources there has been insufficient capacity to fill these essential bylaw special duty assignments resulting in service gaps and increases in sheltering concentrations in various areas of the city.

3. SERVICE LEVEL IMPACT IF NOT APPROVED

When police officers are unable to accompany bylaw officers in their work, there is no attendance to areas of significant concentrated sheltering, the areas that require the most support, thereby encouraging encampments to grow and the problems to exacerbate.

4. FINANCIAL IMPACT

\$276,000 for two full time police officers available to bylaw services 7 days a week.

5. ONE-TIME OR ONGOING FUNDING

Ongoing

6. FTE REQUIRED

2 FTE - Police Officers

Appendix B - Strategic Plan 2022 Action Items

Pages	New Strategic Plan Objectives and Actions for 2022	Ongoing \$	Ongoing Tax % Increase	One-time \$	Capital \$	In Draft Financial Plan
2. Reconciliation and Indigenous Relations						
2	Increase protection for Indigenous cultural heritage sites in land use and development processes	-	-	-	-	No, defer until Indigenous Relations function has been established.
No Report Back	Establish an Indigenous Relations function					No. To be considered once options have been developed by consultant.
3	Deliver the experiential portion of the reconciliation training to those interested participants first	-	-	16,000	-	No
No Report Back	Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations					No. To be considered once Indigenous Relations function has been established.
3. Affordable Housing						
4	Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month	-	-	-	-	No, defer to 2023
5	Consider a grant program for secondary suites including those that are accessible and serve an aging population	-	-	-	-	No, defer to 2023
6	Allow tiny homes and garden suites on lots that already have secondary suites or duplexes	-	-	-	-	No, defer to 2023
4. Prosperity and Economic Inclusion						
7	Talk with industrial landowners, managers and users about industrial land — its use, zoning, taxation, etc. — review industrial land use and values every five years	-	-	-	-	See supplemental request for Arts & Innovation District master planning
8	Explore land use and business licence regulations to limit predatory lending and pay-day loans	-	-	-	-	Existing capacity
5. Health, Well-Being and a Welcoming City						
9	Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free	-	-	-	-	Complete and ongoing
6. Climate Leadership and Environmental Stewardship						
No Report Back	Initiate a Parks and Open Spaces Acquisition Strategy to identify priorities for parkland acquisition that align with Official Community Plan, Parks and Open Spaces Master Plan, and other approved City plans	-	-	-	-	Yes
7. Sustainable Transportation						
11	Explore the expansion of fare-free public transit to low income people, seniors and other residents	Est \$10.14 million	6.87%	-	-	No
8. Strong, Livable Neighbourhoods						
12	Review the Ship Point Improvement Plan and consider funding options	TBD	-	-	100,000	No
14	Review CALUC process including clear terms of reference for increasing diversity (youth, renters, etc.), capacity building, term limits and a transparent and democratic process for selecting members.	-	-	-	-	No, defer to 2023
Total		\$10.14 million plus TBD	6.87%	\$16,000	\$100,000	

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

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APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

INDIGENOUS CULTURAL HERITAGE SITES

Increase protection for Indigenous cultural heritage sites in land use and development processes.

BACKGROUND

British Columbia's heritage includes archaeological sites - the physical evidence of how and where people lived in the past. The provincial *Heritage Conservation Act* recognizes the historical, cultural, scientific, spiritual and educational value of archaeological sites to First Nations, local communities and the public. Under this Act, the provincial Archaeology Branch is responsible for maintaining and distributing archaeological information and deciding if permits can be issued to allow development to take place within protected sites.

To acknowledge *Heritage Conservation Act* procedure, the City modified its permit forms to specifically note the need for development applicants to comply with the Act. Permit applications state that the owner/applicant is responsible for ensuring compliance with the *Heritage Conservation Act*, including steps to determine whether or not a site is an archaeological site. Under Section 36 of the *Heritage Conservation Act*, it is an offence to alter an archaeological site without first obtaining a permit to do so from the Province of British Columbia.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Any increased protection beyond this current process would be a significant body of work; and staff do not have the capacity to undertake this project in 2022. In addition to staff resources, consultant support would also likely be needed to help identify potential Indigenous cultural heritage sites.

It is recommended that this be postponed until an Indigenous Relations function is established.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

RECONCILIATION TRAINING

Deliver the experiential portion of the reconciliation training to those interested participants first.

BACKGROUND

In support of the City's Strategic Objective - Reconciliation and Indigenous Relations – the City has offered knowledge based online San'yas: Indigenous Cultural Safety Training to staff. This specific learning, offered by the Provincial Health Services Authority of BC, is intended for non-health professionals working in organizations such as justice, education, business, and government.

It was recognized that some key job roles and work areas would benefit from additional learning that is delivered face to face and experiential. An example of experiential learning that has been locally offered is the KAIROS blanket exercise.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

The financial implications of contracting an external vendor to deliver experiential reconciliation learning for four half day events ranges from \$9,000 to \$16,000 dependent upon the vendor program selected and learning setting available. This learning would be delivered in small to medium sized groups with initial participation estimated at 100 staff.

Human resource implications are estimated at 0.35 FTE, including staff time required to contract a vendor, administer the program and participate in the learning events. This can be achieved through existing staff capacity.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

TINY HOMES

Allow moveable tiny homes in all backyards that currently allow garden suites and rents of no more than \$500 per month.

BACKGROUND

As part of Phase II (2019 – 2022) of the Victoria Housing Strategy, the City is committed to encouraging a range of housing options to meet the needs of Victoria residents. Tiny homes in back yards are part of the new housing types and locations identified to improve housing options that meet specific needs.

There are some cases where tiny homes (usually mobile ones) have been permitted in BC but there are several hurdles. A permanent/fixed tiny home would not meet current BC Building Code requirements (minimum square footage requirements for living, kitchen, bath space, etc.) to which the City cannot grant exemptions. A tiny home built as a mobile unit would not be subject to the BC Building Code, but they are not currently defined as an allowable housing type under the City's residential zoning regulations.

In 2019, actions specific to new and preserved housing supply were prioritized and were ranked based on their level of impact. This included a range of initiatives including Missing Middle Housing, Village & Corridors Planning, the Market Rental Revitalization Strategy, and others. Tiny homes were identified as a lower impact initiative and was anticipated to occur in the later part of the Strategy. It is also necessary to understand how the Missing Middle housing initiative resolves, as the City is striving to achieve multiple objectives around housing, climate leadership and urban forest, all which are affected by infill site planning.

In June 2020, Council re-prioritized the Housing Strategy actions to focus on housing insecurity for renters in response to the pandemic and prioritized the following initiatives:

1. Create a Rental Property Standards of Maintenance Bylaw
2. Create a Rental Property Licensing Bylaw
3. Initiate a rent bank pilot project
4. Advance and support the rapid supply of affordable and supportive housing with government partners and non-profit housing providers.

Of the priority actions above, creation of a Rental Property Standards of Maintenance Bylaw and a regional Rent Bank pilot program are complete, and staff are continuing with ongoing management and implementation of both initiatives. Supporting the rapid supply of affordable and supportive housing is underway with zoning bylaw amendments in preparation and consultation planned. The creation of a Rental Business Licensing Bylaw was underway in 2021, but the project needed to be adapted to complement recent Provincial legislative improvements to the *Residential Tenancy Act* that came into effect on July 1, 2021. Work to revise a draft bylaw is anticipated to continue through 2021. As a result of these other strategic priorities and staff capacity, it is anticipated that initiating the Tiny Homes initiative in 2022 will be challenging, and it is recommended that this item be deferred to 2023.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

As it is recommended that this action be deferred until 2023, it will have no financial or human resource implications in 2022.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

SECONDARY SUITES GRANT PROGRAM

Consider a grant program for secondary suites including those that are accessible and serve an aging population.

BACKGROUND

As part of Phase II (2019 – 2022) of the Victoria Housing Strategy, the City is committed to creating more housing supply of all types and for all incomes to meet current housing demand and anticipated growth. Construction costs have a direct relationship to housing costs for the end user; the higher the cost to create the housing, the higher the rent. A secondary and garden suite grant program, in conjunction with improvements to the City's Garden Suite Policy and Guidelines, would help to decrease construction costs and increase the overall supply of housing for Victoria residents.

In 2019, actions specific to new and preserved housing supply were prioritized and were ranked based on their level of impact. This included a range of initiatives including Missing Middle Housing, Village & Corridors Planning, the Market Rental Revitalization Strategy, and others. The secondary suites grant program was identified as a lower impact initiative and was anticipated to occur in the later part of the Strategy.

In June 2020, Council re-prioritized the following Housing Strategy actions to focus on housing insecurity in response to the pandemic:

1. Create a Rental Property Standards of Maintenance Bylaw
2. Create a Rental Property Licensing Bylaw
3. Initiate a rent bank pilot project
4. Advance and support the rapid supply of affordable and supportive housing with government partners and non-profit housing providers.

Of the priority actions above, creation of a Rental Property Standards of Maintenance Bylaw and a regional Rent Bank pilot program are complete, and staff are continuing with ongoing management and implementation of both initiatives. Supporting the rapid supply of affordable and supportive housing is underway with zoning bylaw amendments in preparation and consultation being planned. The creation of a Rental Business Licensing Bylaw was underway in 2021, but the project needed to be adapted to complement recent Provincial legislative improvements to the *Residential Tenancy Act* that came into effect on July 1, 2021. Work to revise a draft bylaw is anticipated to continue through 2021. As a result of the other strategic priorities and staff capacity, it is anticipated that initiating a grant program for secondary suites will be challenging in 2022, and it is recommended that this item be deferred to 2023.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

As it is recommended that this action be deferred until 2023, it will have no financial or human resource implications in 2022.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

TINY HOMES AND GARDEN SUITES

Allow tiny homes and garden suites on lots that already have secondary suites or duplexes.

BACKGROUND

The City's Zoning Regulation Bylaw currently permits lots zoned for single-detached dwellings to have either a secondary suite or a garden suite (not both) as an accessory residential use. These zoning permissions do not extend to lots zoned for duplexes or multi-unit residential.

As part of Phase II (2019 – 2022) of the Victoria Housing Strategy, the City is committed to encouraging a range of housing options to meet the needs of Victoria residents. Tiny homes and garden suites are part of the new housing types and locations that can help improve housing options that meet specific needs.

In 2019, actions specific to new and preserved housing supply were prioritized and were ranked based on their level of impact. This included a range of initiatives including Missing Middle Housing, Village & Corridors Planning, the Market Rental Revitalization Strategy, and others. Tiny homes were identified as a lower impact initiative and was anticipated to occur in the later part of the Strategy. It is also necessary to understand how the Missing Middle housing initiative resolves, as the City is striving to achieve multiple objectives around housing, climate leadership and urban forest, all which are affected by infill site planning.

In June 2020, Council re-prioritized the Housing Strategy actions to focus on housing insecurity for renters in response to the pandemic and prioritized the following initiatives:

1. Create a Rental Property Standards of Maintenance Bylaw
2. Create a Rental Property Licensing Bylaw
3. Initiate a rent bank pilot project
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Of the priority actions above, creation of a Rental Property Standards of Maintenance Bylaw and a regional Rent Bank pilot program are complete, and staff are continuing with ongoing management and implementation of both initiatives. Supporting the rapid supply of affordable and supportive housing is underway with zoning bylaw amendments in preparation and consultation planned. The creation of a Rental Business Licensing Bylaw was underway in 2021, but the project needed to be adapted to complement recent Provincial legislative improvements to the *Residential Tenancy Act* that came into effect on July 1, 2021. Work to revise a draft bylaw is anticipated to continue through 2021. As a result of these other strategic priorities and staff capacity, it is anticipated that initiating the Tiny Homes initiative in 2022 will be challenging, and it is recommended that this item be deferred to 2023.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

As it is recommended that this action be deferred until 2023, it will have no financial or human resource implications in 2022.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

INDUSTRIAL LAND

Talk with industrial landowners, managers and users about industrial land – its use, zoning, taxation etc. – review industrial land use and values every five years.

BACKGROUND

On May 27, 2021, Council approved funding to initiate a plan for the Rock Bay Arts and Innovation District as part of the implementation of *Victoria 3.0 - Recovery Reinvention Resilience - 2020-2041*. While addressing only one part of the City's industrial land base, this project being initiated in fall 2021 will provide the basis to engage key industrial stakeholders through related conversation.

This project will serve to provide updated industrial zoning for the Rock Bay district within the Downtown Core Area, which is also a key implementation item of the *Burnside Gorge Neighbourhood Plan* (2017). The industrial lands within Rock Bay represent one important part of the City's industrial land base, therefore updated zoning will also provide the basis for engaging with industrial stakeholders in other parts of the city and continuing to update industrial zones as resources permit.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

The Arts and Innovation District planning project has an initial approved budget of \$117,000. Additional funding for consulting work would be required to complete the project in 2022, alongside existing staff resources. This is being requested through a supplemental request for Arts & Innovation District master planning.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

PREDATORY LENDING

Explore land use and business licence regulations to limit predatory lending and pay-day loans.

BACKGROUND

In British Columbia, a payday loan is generally defined as a short-term loan up to \$1500 that is provided to an individual with the understanding that it must be repaid fully along with interest and fees on the next payday. Payday loans differ from a loan provided through a bank or credit union as they are often provided to individuals with limited or poor credit scores and have higher interest rates and fees. Failure to repay tends to result in additional interest and fees that continue to increase the borrower's debt level. As a result, a borrower may have less money available for other day to day expenses as most of their pay is being directed to the payday loan.

In response to this Strategic Plan action, staff propose to initiate this project in 2022 through a review of the existing location and distribution of payday loan businesses within Victoria along with potential amendments to the Zoning Regulation Bylaw and Zoning Bylaw 2018 to better define and regulate this use. Staff will also present Council with options for amending the Business Licence Bylaw to result in greater protection for consumers.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

It is anticipated that this project will be completed as an operational workplan project with no further financial or staffing resources.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

BARRIER FREE BUSINESSES

Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free.

BACKGROUND

Council directed staff to create a program to make businesses barrier free under the Health, Well-Being and a Welcoming City objective of the 2019-2022 Strategic Plan.

There were two areas of focus discussed for this action at the November 20, 2018 Committee of the Whole meeting; 1) barrier free for anyone with an accessibility issue, e.g. heritage buildings without an elevator and 2) barrier free for immigrants and newcomers from an economic development perspective.

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.

Regarding buildings barrier free for anyone with an accessibility issue, the City is not able to provide a program to assist a property owner to upgrade or renovate heritage and/or other buildings. However, the City is supporting the Victoria Civic Heritage Trust (VCHT) in the implementation of accessibility considerations and requirements in their existing grant programs for non-residential heritage buildings. Staff have also provided the VCHT with resources on accessibility for heritage buildings to share with building owners and businesses.

Accessibility requirements of the BC Building Code (BCBC) apply to new construction, renovations and where there is a change of use and are applied according to the code, and in the case of existing buildings, a pragmatic application of code and accessibility requirements is applied according to the BCBC. The BCBC is applied in the circumstances described above where there is construction or a change of use, but the BCBC does not apply retroactively to existing buildings where no work or a change of use is proposed.

Where a new development or construction requires a Development Permit those proposals are reviewed for consistency with Council approved Design Guidelines. Different guidelines apply to different locations (referred to in the Official Community Plan as Development Permit Areas) and several of these documents contain guidelines relating to universal accessible design. City staff encourage applicants to comply with the relevant guidelines in new developments and, where appropriate, in Permits for renovations to existing buildings.

The Business Hub continues to collaborate with industry partners and associations such as VIATEC, Greater Victoria Chamber of Commerce, Small Business BC and several others to connect businesses to resources focused on an inclusive and welcoming business environment. For example, Community Futures of British Columbia has two programs to provide support for Persons with Disabilities, who are interested in being self-employed or already operate a business.

With reference to potentially partnering with the Downtown Victoria Business Association (DVBA), in 2019 and 2020 the DVBA worked with the Rick Hansen Foundation to promote and introduce businesses to a low or no cost opportunity to receive The Rick Hansen Foundation Accessibility Certification (RHFAC). The RHFAC program is a national rating system that measures and certifies the level of meaningful access of buildings and sites. The rating helps to better

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

understand the physical accessibility of your business/building, how you can improve, and identify barriers for your community, customers, or employees.

In response to barrier free for immigrants and newcomers from an economic perspective, the following actions outlined in the City's economic action plan called *Victoria 3.0* support newcomer businesses.

- A Welcoming Cities task force was initiated in November 2020. A report to Council with a proposed strategy is expected in October 2021. Work will align with the international Welcoming Standard, which includes a focus on employment and economic inclusion. Specifically:
 - Assist immigrant job seekers with information, training, and networking.
 - Support immigrant entrepreneurs and business owners in starting, building, and growing their companies.
 - Engage local employers and chambers of commerce to create welcoming, equitable and safe work environments.
 - Plan for inclusive economic development and integrate welcoming into existing economic development efforts.
 - Build financial knowledge and skills in the immigrant community.
 - Support immigrant workers through education on workplace rights and legal advice on workplace issues.
- Business Hub materials and information are being translated in other languages to maximize the ease of understanding and compliance - this action signifies that the City is open to newcomer businesses and businesses run by new Canadians and wants them to feel part of the community. The goal is to translate materials into two priority languages per year. In 2021, the 'How to Start a Small Business' flatsheet was translated to French and Mandarin.

Prior to Victoria 3.0, the Business Hub initiated Small Business Information Sessions and in response to the Victoria 3.0 action to Support Newcomer Businesses, in 2019, held a session focused on Immigrants, Newcomers and Refugees in partnership with the Inter-culture Association of Greater Victoria. The goal is to host another of these focused sessions in 2022.

Staff are confident this strategic plan action has been delivered, but also consider these initiatives on-going. Staff will continue to connect businesses to resources and to collaborate and encourage businesses to create more inclusive and welcoming business environments.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

There are no financial or human resource implications.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

FARE-FREE PUBLIC TRANSIT EXPANSION

Explore the expansion of fare-free public transit to low income people, seniors and other residents.

BACKGROUND

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

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

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

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

The following financial analysis assumes a U-Pass arrangement for eligible persons:

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

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

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

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

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

SHIP POINT

Review Ship Point Implementation Plan and consider funding options.

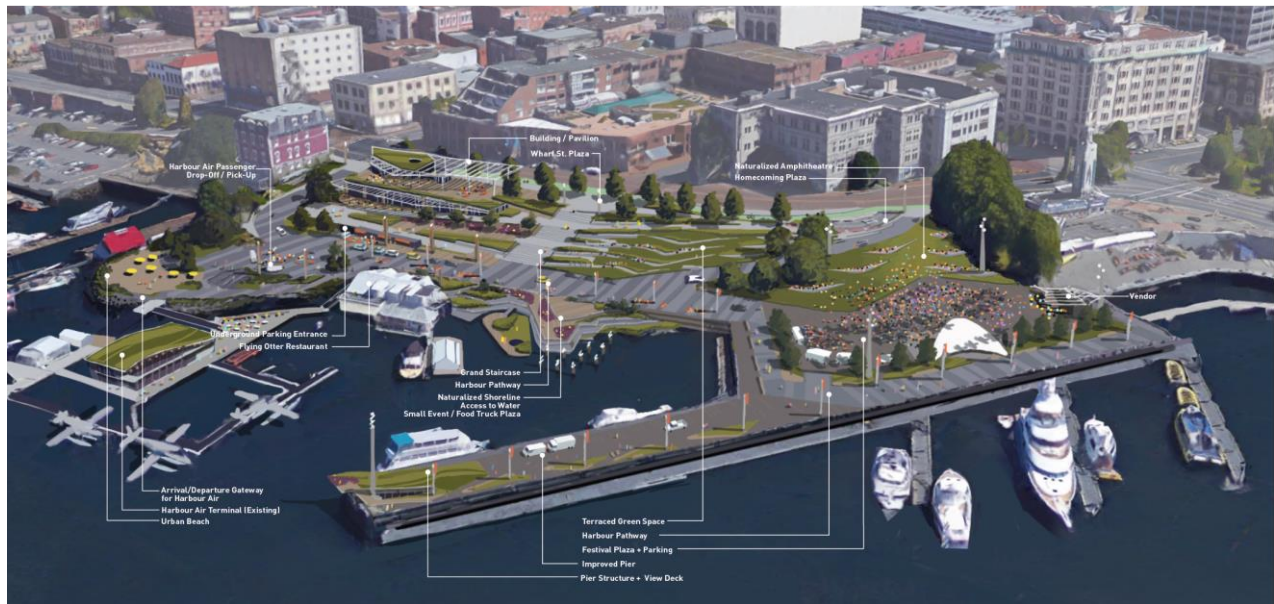
BACKGROUND

In March 2017, Council directed staff to undertake a [master planning process](#) to develop a detailed site plan and implementation strategy for Ship Point as a signature waterfront destination within the Inner Harbour.

In the fall of 2017, Council approved the [Ship Point Concept Design](#) and directed staff to move forward with preliminary design, Class C cost estimates, and a detailed phasing and implementation strategy. This work was concluded in May 2018 and included the following:

- Functional design and Class C cost estimates for each phase of the Plan
- Required seawall replacement, fill removal and ground restoration and surface improvements along with phasing, an implementation strategy and cost estimates.
- An interim strategy to support activation and programming for “upland” portions of the site (events, festivals, markets, food trucks, kiosks, etc.) until such time as a vision, implementation and funding strategy is confirmed for upland portions (i.e. parking lot area)
- Coordination with associated City initiatives and programs
- An implementation and phasing strategy including opportunities for funding and partnerships and to inform funding priorities as part of financial planning and budgeting processes.

SHIP POINT CONCEPT DESIGN (2017)



In 2018/2019, early engineering condition assessments identified work required to maintain the continued use of Ship Point on both the City and Greater Victoria Harbour Authority portions of the site. Due to other strategic priorities, further consideration of the overall draft Ship Point Master Plan was postponed.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

In 2021 Council requested that staff review the draft Plan in 2022 and report back to Council on opportunities for a reduced scope, provide funding options, and to undertake some targeted engagement.

Engineering condition assessments undertaken for the site as part of the previous master planning process plus ongoing monitoring and evaluation, has indicated that the sea wall will require restoration over the short to medium term. The deteriorating condition of the seawall has necessitated on-going maintenance and repairs over the past years, most recently including replacement of a section of the wall in Summer 2021. Further remediation and repair work is anticipated to be required and increase in scope with a need to transition from reactive-based repairs and maintenance to more proactive work in the next few years.

A key finding from the Master Plan was that engineering and geotechnical requirements associated with the seawall, shoreline and other site restoration are a necessary first step in the overall development of Ship Point and further, that these requirements comprise a significant portion of the construction costs for the initial phases of site redevelopment. Since development of the draft Master Plan in 2018, the need to take a more proactive approach to the engineering components of the plan has become more evident and independent of the scope of any interim or ultimate uses of the site. The engineering remediation work outlined above will need to be advanced first. It is recommended that any associated surface improvements and interim activation and programming of the site, aside from special events and festivals, be deferred until after an implementation plan has been established.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

In 2022, a combination of staff and consultant resources are required to:

- Update the current engineering design options to include new information from recent capital work at Ship Point, new sea level rise modelling from CRD and preliminary planning on enhanced multi modal access from Wharf Street in advance of developing a phasing and implementation plan and starting detailed sea wall and ground condition remediation design work in 2023
- Explore alternative seawall restoration and subsurface ground/harbour pathway improvement options and trade-offs
- Update and refine the broader conceptual phasing and implementation plan and highlight any challenges or opportunities for temporary activations and site programming
- Develop a funding strategy based on the proposed implementation strategy including engineering capital project financial plan submissions for 2023 and future years.

Consultant fees to undertake this engineering work are estimated to be \$100,000. This project would be managed by existing staff within Engineering & Public Works with input from Parks Recreation & Culture and Sustainable Planning and Community Development, anticipated to be 0.1 FTE for both.

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

CALUC PROCESS REVIEW

Review the Community Association Land Use Committee (CALUC) process including clear terms of reference for increasing diversity (youth, renters etc.), capacity building, term limits and a transparent and democratic process for selecting members.

BACKGROUND

The CALUC process is monitored, reviewed, and adjusted as needed and on an ongoing basis. The membership requirements for the CALUCs have been an important topic since the system was first established and they have been refined over time to improve the CALUC process.

The most recent full review was in 2016. As part of this review, at Council's direction, standardizing CALUC membership requirements was discussed with the CALUCs. Overall, the CALUCs thought the current Terms of Reference were sufficient and adding more detailed requirements would reduce flexibility. While some thought that membership term limits may help regenerate membership, others felt that it may result in the knowledge base being lost. There was also a concern that more stringent requirements may result in an insufficient number of volunteers being available which would have detrimental impacts on development application processes. On this basis, Council amended the following membership requirement to the CALUC Terms of Reference:

Anyone who is interested in their neighbourhood and who is looking beyond their own self-interest is encouraged to join the CALUC. Membership policies regarding how a person joins, length of term, maximum committee size, etc. are set by each CALUC; however, CALUC membership must be established through a fair, well publicized and open process on at least an annual basis. Size: Three members or more.

At the time, the CALUCs agreed that they would follow the prescribed CALUC process to ensure that the desired outcomes and deliverables are met, which, they felt, would make standardizing membership unnecessary. To support the CALUCs in understanding their role in the development application process, staff provided training in 2017, and since then have provided this training upon request.

Since concluding the last full review in December 2016, staff have continued to adapt the CALUC process, as well as the development application process more generally, to respond to increasing complex development proposals. More recently, processes have been modified for the evolving impacts associated with the COVID-19 pandemic.

Given current application demands and staff capacity, it is anticipated that completing a more fulsome review of the CALUC process in 2022 will be challenging. It is recommended that this item be deferred to 2023 and that, in the interim, staff continue to monitor the processes on an ongoing basis and adjust as needed.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

As it is recommended that this action item be deferred until 2023, it will have no financial or human resource implications in 2022.

Appendix C

<u>Financial Plan Motions - Report Backs</u>	<u>FTE</u>	<u>Ongoing</u>	<u>Ongoing Tax %</u>	<u>One Time</u>	<u>Capital</u>
			<u>Increase</u>		
Cultural Infrastructure Grant Program	-	250,000	0.17%	-	-
Banfield Park Shoreline Access	-	-	-	-	-
Food and Pollinatory Growing Initiatives	-	25,000	0.02%	-	-
Food Forest and Allotment Gardens	-	-	-	-	90,000
Ross Bay Cemetery Gate	-	-	-	-	-
Tenant Support	-	-	-	15,000	-
Building Deconstruction	-	-	-	90,000	-
Child Care	-	-	-	5,000	-
Senior's Action Plan	-	-	-	15,000	-
Anti-Racism Training	-	-	-	32,000	-
Internship Program	-	-	-	-	-
Burnside/Gorge Pathway Lighting	-	-	-	-	-
Motor Vehicle Act Pilot Project	-	-	-	-	-
Crossing Guards	-	-	-	-	-
Strategic Plan Grant Program	-	TBD	-	-	-
Our Place Extended Hours and Storage of Belongings	-	100,000	0.07%	-	-
Kings Road Park	-	-	-	150,000	-
New Assessed Revenue Policy Update	-	-	-	-	-
Report Back on Homelessness	1	140,000	0.09%	-	-
Bowker Creek Daylighting	TBD	TBD	-	-	4,300,000
Topaz Park Improvements	-	-	-	-	100,000
Total	1	515,000	0.35%	307,000	4,490,000

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

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APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

CULTURAL INFRASTRUCTURE GRANT PROGRAM

Evaluation of the grant program and options for ongoing funding.

BACKGROUND

In March of 2021, Council directed staff to report back in T3 2021 on grant allocations and evaluation of the grant program and options for funding this program on an ongoing basis.

The update report was presented at the October 7, 2021 Committee of the Whole meeting and Council passed the following motion:

1. Receive this staff report for information with details of grant recipients and program evaluation for the 2021 Cultural Infrastructure Grant Program.
2. Consider approving ongoing funding to the Cultural Infrastructure Grant Program for \$250,000 annually from new assessed revenue as part of the 2022 Financial Planning process.
3. Approve the revised Cultural Infrastructure Grant Program guidelines.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

To continue the grant program as outlined in the staff report dated October 7, 2021 would require ongoing funding of \$250,000.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

BANFIELD PARK SHORELINE ACCESS

Investigating the feasibility of enhancing access to the Banfield Park shoreline for those with mobility challenges.

BACKGROUND

The Banfield Park waterfront is at a significantly lower elevation than the rest of the park, and the steep grades do not currently allow for access to the shoreline for those with mobility challenges. Council has instructed staff to determine the feasibility of enhancing Banfield Park for access to the shoreline.

To assess the potential interventions required to provide barrier-free access to the shoreline a technical study is required. The study will analyze the options, impacts, and costs to provide barrier-free access to the shoreline.

The scope of work required includes hiring a consultant to collect and analyze data, prepare draft concepts and complete cost estimates. Staff will report to Council with the result of the analysis upon completion.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

The feasibility study is estimated to cost \$120,000 and these resources have been included in the 2022 Draft Financial Plan as part of the *Parks Environmental and Technical Studies Program*.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

FOOD AND POLLINATOR GROWING INITIATIVES

Expand *Get Growing, Victoria!* and provide start-up funding to support the *Food Tree Stewardship* program.

BACKGROUND

In 2021, the demand for *Get Growing Victoria!* seedlings exceeded the available supply. The City currently provides 80,000 seedlings to the community through the program. An increase of 20% in seedlings grown in the City's nursery would result in 100,000 seedlings distributed to the community and further address current demand of the program.

Since 2016, the City has offered a *Food Tree Stewardship* program, which encourages citizens' stewardship of food-bearing trees on City land as an asset for promoting food security, food education, and urban forest growth. One of the food systems targets is for all neighbourhoods to have community food trees by 2022. To date, 61 percent of neighbourhoods have community food trees, and only ten food trees have been planted on public land under the Food Stewardship Program.

In August 2021, after receiving a report on opportunities to expand food and pollinator programs, Council approved both of these initiatives for consideration in the 2022 Financial Plan.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

The resources required to expand *Get Growing, Victoria!* by 20% requires additional on-going operating funding of \$15,000 annually.

The resources required to help address financial barriers for community organizations wishing to participate in the *Food Tree Stewardship* program is \$10,000 for on-going annual grant funding.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

FOOD FOREST AND ALLOTMENT GARDENS

Council has directed staff to report on resource requirements for: (i) a new City-led program to develop and manage "Food Forests" and allotment gardens on City land; and (ii) the inclusion of food-bearing trees within the inventory of trees maintained by the City.

BACKGROUND

To identify the key considerations and resources required to develop and operate a City-managed "food forest", allotment gardens, and to expand food-bearing trees in parks and green spaces. Staff recommend first developing a plan that would guide such work. This initial phase would assess suitable locations, examine opportunities and trade-offs, identify risks to be managed, engage community members, and deliver concept plans and cost estimates.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Should Council approve this recommendation, the previously approved City-built, community-operated allotment garden (engagement and design work) would be deferred to 2023, given staff capacity. A one-time capital expense of \$90,000 is recommended for the 2022 Financial Plan, to allow an independent consultant to develop the plan with staff.

Any future capital and operating costs would be determined upon completion of the study and brought to Council for future consideration.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

ROSS BAY CEMETERY GATE

The Old Cemetery Society has proposed to fundraise in order to design, construct and install a new gate for Ross Bay Cemetery.

BACKGROUND

In 2021, Council directed staff to report back on the mechanisms required to complete this project as soon as possible, possibly before the heritage alteration permit expires in November 2021 and report back on what will need to be dropped from existing work to accomplish this project.

For some time, the City has been in communication with the Old Cemetery Society regarding the proposed donation of a new gate at an entrance to Ross Bay Cemetery. However, due to other priorities, including responses to the pandemic, staff have been unable to dedicate resources to support this project.

Due to the volume of community “donation” proposals received in recent years, the City has developed a new program to assist Council with the review, prioritization and approval of such proposals as part of the annual Financial Planning process.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

The Old Cemetery Society has offered to fundraise and donate resources to build the gate. However, staff resources are required to develop the necessary legal agreement, provide design and construction oversight, and administer the park permit process.

Deferral of another discretionary initiative, the design work for the Vic West Skatepark Lighting project, to 2023 is recommended to assign staff resources to support the Ross Bay Cemetery Gate proposal. The Vic West Skatepark Lighting project could be completed as part of the Vic West Park Improvement Plan (Phase 2), tentatively planned for 2023.

Should Council approve this direction, the City will renew the Heritage Alteration Permit before it expires on November 20, 2021, and will support the Old Cemetery through the remainder of the development process in 2022, pending the Society’s ability to procure the required resources to complete their responsibilities.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

TENANT SUPPORT

Improve awareness and undertake tenant capacity building through partnership with Shift initiative, including honoraria.

BACKGROUND

One of the Victoria Housing Strategy's primary goals is focusing on renters and their needs. Supporting renters is important because 61% of the population currently rent their homes and this proportion continues to increase in both Victoria and the region as home ownership becomes increasingly out of reach for even higher income earners.

One of the key Housing Strategy actions in supporting this goal is to increase renter participation in public engagement processes as a part of all housing initiatives in the City. To achieve this action and improve tenant awareness of their rights and protections, the City of Victoria has been invited to participate as one of five municipalities across Canada in the Shift Demonstration Project.

Shift is a national effort to operationalize a human rights approach to housing and will engage with tenants to build their capacity so that they are better equipped to respond to notices or threats of eviction, with a fulsome understanding of their rights and entitlements. The Shift will develop a toolkit and interactive training to build capacity and understanding of the human right to housing within the City of Victoria. This capacity building will include education and outreach related to existing City policies and bylaws such as the Rental Standards of Maintenance Bylaw, as well as related tenant rights, including recent changes to Provincial 'renoviction' requirements for landlords and tenants.

The Shift Initiative is an international organization led by Leilani Farha, former UN Special Rapporteur on the right to adequate housing, in partnership with United Cities Local Government (UCLG) and the Office of the High Commissioner for Human Rights (OHCHR).

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

A \$15,000 budget would fund the rollout of the toolkit and training with relevant municipal departments, tenant advocacy groups, and other key actors within the City. This funding would help to efficiently achieve a key Housing Strategy objective by supporting the collaborative work provided by Shift Demonstration Project.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

BUILDING DECONSTRUCTION

To develop enabling elements for the implementation and compliance of the new building material salvage and reuse bylaw including the design and configuration of the administrative system and to develop industry supporting training and communication resources.

BACKGROUND

Up to 37% of Victoria's landfilled material is generated from the construction sector. Much of this material results from minimal oversight of demolition waste management, which leads to the disposal of reusable and recyclable resources. Emerging deconstruction services in the region and the vintage of Victoria's housing stock present the City with an opportunity to motivate the industry to substantially reduce the amount of reusable building material sent to the landfill while fostering community well-being by stimulating local economic activity and innovation in the construction industry.

The built environment is identified in Zero Waste Victoria as an area with substantial waste reduction opportunities and Council directed staff to address demolition waste reduction as part of Zero Waste Victoria's short-term action plan (2021 – 2023).

In April 2021, Council directed staff to draft a bylaw to motivate the salvage of reusable and recyclable materials from an initial subset of building demolitions centred around the demolition and replacement of new single-family houses. Staff have initiated analysis and stakeholder consultation to inform the technical specifications of the bylaw and industry stakeholders are also being consulted to inform staff of the supports needed from the City to ensure successful compliance and implementation of the regulation.

A draft bylaw is planned to be presented for Council's consideration in early 2022 with implementation anticipated to begin in summer 2022.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Through industry feedback received during previous staff outreach, there is a high level of industry support for the new bylaw. To maintain this support and sustain future collaboration, the identified funding would help ensure that any bylaw ultimately adopted would be effectively integrated into the city's processing, approvals and inspections systems. In addition, the funding provides for implementation supports that will provide the industry with training and education to maximize the salvage of valuable materials and products and to identify local and regional markets for these materials. Lastly the funding provides for assessment and analysis of future updates to the bylaw to other building/demolition sectors.

A \$90,000 budget is required to fund the following key activities:

- \$30,000 - Configuration of the City's permit administration system to allow staff to process eligible demolition projects under the new reusable and recyclable materials bylaw.
- \$45,000 - Industry education, training and communications to support stakeholders successfully transition to the new bylaw.
- \$15,000 - Analysis to inform future expansion of the bylaw to additional building types including assessment of the quantity and value of potential salvageable materials from commercial, multifamily and institutional building demolitions.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

CHILD CARE

Implementation of Child Care Action Plan.

BACKGROUND

In 2019, the Mayor's Childcare Solutions Working Group was awarded a Community Childcare Planning Program grant from the Province. The Community Childcare Planning Program was set up to provide funding for local governments to engage in childcare planning activities in order to develop a community childcare space creation action plan. Urban Matters was hired as an external consultant for this work and their *Child Care in Victoria* report included a community profile analysis, background policy research, a childcare providers survey, focus groups, in-depth interviews with key stakeholders, and a series of workshops with the Mayor's Childcare Solutions Working Group and city staff.

The work was largely undertaken pre-pandemic, and the overall need was further exacerbated due to COVID-19 resulting from health and safety rules and impacts on childcare providers, caregivers, programs, availability, and other associated difficulties. Findings at the time of engagement and analysis show that there was a gap of 4,233 spaces between the number and types of childcare spaces available in the City of Victoria and what is needed by families. Since the report went to Council in October 2020 many changes have also developed at the provincial and federal level further emphasizing the strategic importance and urgent nature of this work.

With the hiring of a Social Planner in mid-June 2021 there is now capacity to focus on childcare as a main priority moving forward. The recommendations contained at the end of the report suggest steps to improve the state of childcare in Victoria in the areas of process, policy, partnerships, advocacy, and education and training. Staff will therefore be reporting back with an Implementation Plan for these recommendations including budget implications, responsibility, and timelines.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

These implications are currently being assessed as part of the draft Implementation Plan which will be going to Council by the end of 2021. A minimum of \$5,000 one-time funding will be required as an initial step to engage with key partners including the Child Care Solutions Working Group and update data and information to accurately implement and monitor the Child Care Action Plan.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

SENIORS' ACTION PLAN

Implementation of Seniors' Action Plan 2020: Roadmap for an Age-Friendly Community

BACKGROUND

A Seniors' Action Plan was developed in 2020 by a Council-appointed Seniors' Task Force which represented a diverse range of community interests and complements a number of plans and strategies already underway. The recommendations were categorized using the World Health Organization's (WHO) eight recommended topic areas for Age-Friendly Communities. At the time the Plan was developed, resources had not been identified for ongoing implementation of the Plan, therefore, at the November 19, 2020 meeting, Council passed the following motion:

1. Adopt the City of Victoria Seniors' Action Plan 2020;
2. Refer the plan for Council's consideration in the 2021 Financial Planning process;
3. Direct staff to apply for the UBCM Age-Friendly grant to create a list of actions that overlap between the Seniors' Action Plan, the Accessibility Framework and other city programs, and create an age-friendly implementation plan;
4. Approve the formation of a Seniors' Advisory Committee and direct staff to report back with draft Terms of Reference and resource requirements for this committee, and additionally on resources required to work with partner Seniors' Serving agencies in convening an annual Seniors' Summit.

In some cases, the Seniors' Action Plan is strongly aligned with existing work that is currently in progress, such as local area planning and zoning updates for more diverse housing choice. The Plan also shares similar objectives with the Victoria Housing Strategy and Accessibility Framework. There is some capacity in 2022 to commence a Barrier-Free Housing and Universal Design initiative, and while this action is not explicitly listed in the Seniors' Action Plan, the plan includes many related actions on accessible housing that support broader objectives of aging in place, which the Barrier-Free Housing and Universal Design initiative can begin to address.

Implementation of many of the other actions in the Seniors' Action Plan are new initiatives that will require scoping and further assessment of resource implications across multiple City departments.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

The Barrier-Free Housing and Universal Design initiative will require \$15,000 to support engagement and analysis.

Other short-term actions such as vetting the recommendations with City staff and creating a public educational campaign of seniors' projects that are already underway across various city departments can be accommodated through existing staff resources to inform the 2023 budget process.

Additional work including the formation of a Seniors' Advisory Committee and annual Seniors' Summit could be budgeted for in 2023.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

ANTI-RACISM TRAINING

Development and implementation of anti-racism training for all City staff, beginning with Council and senior management.

BACKGROUND

On July 23, 2020, Council approved the following Council Member Motion regarding the International Decade for People of African Descent as follows:

1. *That the City of Victoria joins the government of Canada, the province of Ontario, the cities of Toronto and Ottawa, in acknowledging the International Decade for People of African Descent for the purpose of promoting respect, protection and fulfillment of all human rights and fundamental freedoms of people of African descent, as recognized in the Universal Declaration on Human Rights.*

Council directed staff to report back on the resource implications of how to implement the International Decade of People of African Descent from 2021-2024 including:

- *Raising awareness in the general public about the heritage and culture of people of African descent and around the International Decade of People of African Descent's broader goals and actions in Victoria.*
- *Delivering anti-racism including anti-black racism training to prevent systematic racism in city policy, bylaws, programs, and services.*

Staff have established a roster of vendors qualified to deliver various EDI related training including anti-racism training for City staff. Council approved the inclusion of \$18,000 in the 2021 Financial Plan to hire a consultant to develop and implement anti-black anti-racism training for all City staff, beginning with Council and senior leaders. Staff are currently working with a vendor on content customization and establishing dates for on-line training and/or in person sessions. No additional resources are required for 2021.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Staff anticipate additional financial and human resources implications in the 2022 and 2023 fiscal years to expand the training to additional groups of staff.

Financial implications for 2022 are estimated at \$25,000 to \$32,000 assuming up to 10 training sessions, depending on staff capacity to participate, to accommodate all supervisors and other key staff groups. Staff will work with the contracted vendor to assess emerging and/or additional learning needs related to anti-racism beyond the introductory training. While no new FTEs are being requested, total staff time for delivery and attendance of anti-racism training is estimated at 0.5 FTE.

Financial implications for 2023 are estimated at \$25,000 to \$32,000, dependent on the number of sessions delivered, whether they are in person or on-line, and identification of any additional anti-racism workshops or training. While no new FTEs are being requested, total staff time for delivery and attendance of anti-racism training is estimated at 0.6 FTE.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

INTERNSHIP PROGRAM

Implications of creating an internship program at the City for under-represented populations.

BACKGROUND

Internship programs are typically designed to provide students or recent graduates with relevant work experience to assist them in finding employment in their field of study. Interns are placed with an organization for a defined period of time, ranging from weeks to months, may be paid, partially paid or unpaid, and may receive academic credit (when students). Employers may benefit by using internships to source talent for future employment opportunities.

Successful internship programs have interns contribute to real projects or tasks to gain valuable and practical work experience; assign each intern a coach or mentor to support their development; provide for knowledge transfer between interns and experienced professionals; and provide networking opportunities within the organization and/or their industry.

There are many types of internship programs, and a number of organizations and educational institutions source interns for placement in a variety of organizations within a particular profession or field of expertise, such as IT, accounting, business administration or engineering. In recent years, a number of non-profit organizations have emerged to expand employment opportunities for specific populations through partnership arrangements. For example:

- The ONYX Initiative is a not-for-profit organization committed to expanding the Black talent pipeline by developing mutually-beneficial partnerships to close the systemic gap that exists in the recruitment and selection of Black college and university students for roles in corporate Canada. The ONYX Initiative graduates are provided with a complete training program designed to prepare them for the application and interview process as well as support their development of professional capabilities and skills for a new workplace.
- BC Tech's Digital Lift internship program provides skilled individuals with hands-on experience at technology companies across the province. The internships specifically aim to help Indigenous Peoples, women, rural youth, and transitioning workers gain real world experience working in the tech sector by preparing individuals through a 4-month paid virtual internship.

Other organizations focus on partnering with employers to provide employment experience for people with disabilities, skilled newcomers to Canada, or other under-represented equity groups within a particular industry or profession.

Staff are aware of several municipalities in Canada that have either partnered with non-profit organizations or created their own internship program to increase workforce diversity. Some have chosen to prioritize or focus their programs on different equity groups. These programs have required union support, or alternatively, been limited to work performed by non-union employees. The City's collective agreement with CUPE Local 50 requires all regular and temporary positions performing work of the bargaining unit to be filled based on qualifications, experience, skill and ability, with current employees with seniority having first consideration over external applicants.

As part of the 2021 Financial Planning process, Council approved \$7,000 to retain a consultant with experience in successfully establishing programs to provide employment opportunities to underrepresented groups, including internal and external consultation.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Staff require a better understanding of the intended purpose and outcomes of a City internship program before proceeding to retain a consultant to develop options for an internship program, including potential financial and human resource implications. To make an accurate assessment of resource needs, program objectives regarding: scope, such as which under-represented equity groups we wish to engage through this program; and scale, including number of interns and length of terms, must be understood. Desired outcomes of the program must be identified, including whether this will be established on an ongoing basis, and if so, frequency of intake.

Additional information will allow a determination of resources required for:

- Project planning
- Outreach to potential partner organizations and evaluation of appropriate partners
 - Contingency should appropriate partners not be identified or should the program need direct sourcing of interns by City employees
- Initial candidate assessment by Human Resources, including mapping of education, skills and interests for appropriate intern placement
- Departmental assessment and identification of appropriate and meaningful project work
- Matching of internship candidates with participating Departments and organizing meetings with Department leaders
- Training for participating Managers and Supervisors
- Intern and program assessment and evaluation to determine success of desired program objectives

To be effective, such a program should meet employment needs identified by under-represented equity groups within our local communities and be developed in partnership with non-profit or community organizations with experience and expertise with inclusive hiring and mentorship supports.

Effective and successful internship programs require a high investment of staff time and resources both in Human Resources and in the functional/operational areas where interns are assigned to ensure they receive the appropriate supervision, mentorship and coaching support. Given the City's relative size, it would be practical to initiate a program focused on business areas with the capacity to participate and provide the appropriate supports, meaningful projects and dedicated training for leaders in advance of placements.

Once the scope is better defined, Human Resources staff would also initiate discussions with CUPE Local 50 to negotiate any agreements required to implement the program.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

BURNSIDE/GORGE PATHWAY LIGHTING

Implications of lighting upgrades in Burnside Gorge (Galloping Goose, Burnside Bridge and Cecelia Ravine) in collaboration with the CRD where necessary, including treatments that require less infrastructure i.e., solar lighting treatments.

BACKGROUND

The Galloping Goose Trail land is owned by the Province of BC Ministry of Transportation (BCMOT) and operated by the Capital Regional District (CRD). City staff are currently liaising with the CRD and BCMOT on a major City-led project on the Galloping Goose for Spring/Summer 2023 to replace the existing sanitary sewer that is located under the trail and adjacent Cecelia Creek, north of the Selkirk Trestle and under the Gorge Road Bridge.

The CRD recently completed a study and public consultation process on improvements to the Galloping Goose including trail widening and lighting as a part of the Regional Trails Management Plan. The section of the trail in Victoria, between the Selkirk Trestle and the Switch Bridge, was identified as the highest priority for upgrades through the technical review process and confirmed by the public.

The replacement of the sewer is expected to require the full closure of the Galloping Goose for several months and as such, there are opportunities to coordinate trail improvements at the same time, including lighting, thereby reducing costs, and minimizing the overall impacts to users.

Staff have assessed the option of temporary lighting, which is not recommended due to:

- The upcoming 2023 capital project and associated benefits of an integrated design and implementation approach with consistent lighting design and standards on the regional trail network
- Potential opportunities to work with CRD and Province of BC to finance portions of trail upgrades in the area, including lighting
- Outcomes of the CRD assessment undertaken four years ago that determined that due to the physical nature of the Galloping Goose being in a ravine and surrounded by mature forest, there is insufficient sunlight to provide consistent and adequate solar lighting, especially through winter months, confirmed through staff conversations with local solar light supply companies
- The risks of adding “spot” lighting outside of a comprehensive treatment and potentially creating dark spots with unintended safety and personal security outcomes
- Magnitude of “throw away” costs for construction, communication, and site management requirements for implementing lighting solutions which would only be in place for a short time
- Electrical design and implementation staffing resources to deliver this project being redirected from other initiatives which would provide longer term benefit

The earliest possible construction date for lighting is 2023, as 2022 will be used for detailed design. In addition, staff are working to complete the AAA Gorge Road cycling project in 2022 so that there is a safe and comfortable detour through the duration of the Galloping Goose closure.

Staff recommend advancing the proposed lighting project in 2023 so that the lighting design can be undertaken comprehensively with implementation (full or phased) pro-actively integrated into

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

the sewer replacement project and regional trail upgrade initiatives and maximize opportunities for external funding opportunities.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Staff are collaborating with partners at MOTI and the CRD to develop detailed designs and cost estimates for trail widening and lighting, with no City funding required at this time. Recommendations for future staff resources will be assessed through the 2023 Financial Planning process.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

MOTOR VEHICLE ACT PILOT PROJECT

Motor Vehicle Act Pilot Project(s) Resourcing Requirements.

BACKGROUND

The Province amended Part 13 of the BC Motor Vehicle Act (MVA) to enable pilot projects to research, test, and evaluate new technologies and policies to improve active transportation options and road safety.

In January 2021, Council directed staff to apply to the Province of BC to plan, design and deliver a MVA Pilot Project to reduce default speed limits on roads without a continuous center line from 50km/hr to 30km/hr. The pilot would allow the use of gateway signage rather than 100's of speed limit signs on every street, to communicate a lower default speed limit to road users.

Lowering speed limits aligns with the City's Mobility Strategy, Go Victoria, and objectives identified in the Official Community Plan. Council also identified a 2021 action to reduce speed limits on local streets as a part of its 2019-2022 Strategic Plan.

Several other municipalities in the region including the District of Oak Bay, Township of Esquimalt, District of Saanich and Town of Sidney have since followed Victoria and agreed to undertake the same 30 km/h pilot project. The original intent was for municipalities to initiate the MVA pilot in 2021 and deliver over a 3-year period.

The Province of BC has not yet, however, released its call for proposals for the second phase of the Pilot Program.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Resources are required to participate in the Motor Vehicle Act Pilot Program to:

- Plan and design to establish a consistent, predictable and effective reduced default speed limit pilot
- Implement the pilot including required signage and bylaw updates
- Educate the public and deliver outreach to help establish a culture of community "road safety stewardship"
- Post implementation evaluation and reporting

The total estimated budget for the 3-year pilot was \$315,000 consisting of a temporary 2-year staff position and resources to support physical streetscape changes, user education and data collection. Of this, \$135,000 was anticipated to be required in 2021, \$160,000 in 2022 and the remaining \$20,000 in 2023.

As a part of the 2021 Financial Plan, Council approved the first year of resources (\$135,000) for both staffing and implementation. The Province of BC has not yet released its call for proposals and as such, the temporary staff position has not been filled and none of the funds have been spent. These existing funds of \$135,000 can be carried over to 2022 with subsequent requests of \$160,000 and \$20,000 to be included in the 2023 and 2024 financial plans respectively.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

CROSSING GUARDS

To report back on funding mechanisms for supplementing existing grant funding for paid adult school crossing guards in Victoria from December 2021 to June 2022.

BACKGROUND

The City of Victoria has a long history of supporting road safety initiatives at schools. The Transportation Division has undertaken comprehensive improvements to support safe, accessible infrastructure at and adjacent to elementary, middle and high schools. Measures have included:

1. New crosswalk installations and upgrades
2. Parking restrictions to improve sightlines between children and drivers
3. Cycling and pathway facilities
4. Speed humps
5. Sidewalk upgrades, widening and curb cuts
6. Modifications to transit stops
7. High-visibility school zone signs, road markings and “bollard zones”
8. Pedestrian controlled traffic signals and pedestrian-leading interval signal changes

These projects have been completed as a part of broader efforts towards achieving Vision Zero goals and are implemented annually through funding from both ICBC and various transportation capital programs. Staff also seek to meet annually with PACs across the municipality and ensure that school administrators know how to reach staff to identify existing or emerging safety concerns.

Infrastructure investments, along with speed zone enforcement through Victoria Police, encouragement initiatives such as the “School Streets Program” and the “Ready, Set, Roll Program” (a comprehensive school travel planning initiative run through the CRD), the delivery of youth cycling skills courses, and support for School Crossing Guard programs further complement and support school safety.

In addition to the projects and initiatives described above, for the last 30 years, the City has also provided grant funding to different agencies to support paid adult crossing guard programs at elementary schools in the municipality. This service has been facilitated through different organizations over the years including the Victoria Federation of Parent Advisory Councils, Beacon Community Services, and more recently the Greater Victoria Crossing Guard Association (GVCGA). This Association was established in 2018 and is currently responsible for the hiring of crossing guards, arranging funding, insurance and liability and general management of the program.

In School District 61, school crossing guards are funded through a mixture of contributions from local governments (Oak Bay, Saanich, Esquimalt, View Royal, Victoria), fundraising by Parent Advisory Councils, agency partners (such as the GVHA) and community foundations. The School District has been reluctant to fund the crossing guard program and the Mayor has written to the Board requesting a jointly funded sustained program.

The GVCGA applies for an annual grant under the Strategic Plan Grant Program. In 2021 they applied for \$61,400 to support 8 crossing guards at 7 locations within the City of Victoria. They received partial funding in the amount of \$21,490. The locations are generally based on historical

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

service sites which have had crossing guard services for multiple years.

As Council passed a subsequent motion to investigate further funding options for crossing guards as a part of the 2022 financial plan, rather than reduce services with the 2021 funds awarded by the City, the Association continued funding all 7 locations. As such, the current funding will only last until December 1, 2021. A letter from the GVCGA that outlines their request for additional funds to continue services through June 2022 is attached.

A second letter, also attached, has more recently been submitted to the City and provides notice that without stable annual funding the Association will not be able to provide crossing guard services after June 2022. Following initial staff conversations with the GVCGA, it is believed that if stable funding were available, crossing guard services could continue for the 2022/2023 school year and potentially beyond.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Currently, staff at the District of Saanich apply a warrant-based approach to identify locations adjacent to public schools where a crossing guard is required (from strictly a road safety perspective) and then provides annual funding to the GVCGA to cover services at only those locations. Locations are therefore determined by staff rather than through an application-based grant process. This model has been generally well received by the GVCGA because it provides certainty through a single annual funding allocation at a set time each year. It also means that as engineering investments are made to improve road safety, the number of crossing guards can be reduced.

Should Council wish to provide funding to cover all 7 intersections until June 2022, the GVCGA estimates that the additional cost to keep the 8 school crossing guards (one location has two guards operating) between December 2021 and June 2022 is \$40,000. Annual funding for all of these locations would be approximately \$62,000.

Another option for Council's consideration is for the City to implement the same warrant-based approach as the District of Saanich for the remainder of the school year. This option would remove crossing guard services at 4 of the 7 locations starting in January 2022 and only retain services at the 3 remaining locations.

The GVCGA may be willing to continue to provide service past June 2022 if Victoria moves to a similar model where dedicated funding is in place on an annual basis.

For the 2022/2023 year, should Council desire a hybrid approach, staff could re-assess all crossing locations in proximity to all public schools (not just those that have been historically served) to determine recommended locations for crossing guard services, guided by both a technical warrant system and staff judgement. Council could then allocate dedicated funding through the 2023 Strategic Planning Grant based on staff recommended locations.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

Greater Victoria Crossing Guards Association

GVCGA

1225 Glyn Oak Place, Victoria, BC V8Z 5J4
email: admin@gvcga.com phone: 250-744-5026

August 27, 2021

Honourable Mayor Helps and Esteemed Council

Thank you for the Strategic Grant we received this summer. We are aware the council discussed the shortfall to what is required to fully support the service we provide.

We understand that Council has moved to discuss options of shared funding with the Greater Victoria School District Board, or to move to a different way of funding this service. We look forward to hearing about your progress in these endeavours.

At this time it is necessary to state that funding from the City of Victoria Strategic Grant is sufficient to provide services through December 2021. The Greater Victoria Crossing Guards Association is only able to provide service through December 17, 2021 which is the last day of classes prior to winter break. If there are no additional funds arranged before December 1, 2021 there will be no GVCGA staff working the intersections in the City of Victoria come January 2022.

We determined it is not our responsibility to determine which intersections warrant our service and did not want to loose any staff if funding were to become available in the winter.

Please refer our letter dated August 20, 2021 for our cessation of providing this service beyond June 2022.

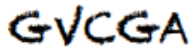
Regards,



Audrey Smith
President
Greater Victoria Crossing Guards Association
1225 Glyn Oak Place
Victoria BC V8Z5J4

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

Greater Victoria Crossing Guards Association



1225 Glyn Oak Place, Victoria, BC V8Z 5J4
email: admin@gvcga.com phone: 250-744-5026

August 20, 2021

Honourable Councils of:

City of Victoria
District of Oak Bay
District of Saanich
Town of View Royal

Macaulay PAC Chair
Esteemed SD61 School Board Chair and Trustees
SD61 Superintendent and Administrators
VCPAC Chair and PAC Chairs/Presidents

The Greater Victoria Crossing Guards Association (GVCGA) was organized to address the immediate need to replace the crossing guards management service previously provided by Beacon Community Services for many years which they would no longer be providing. They were turning their focus to other activities. The new association was to at least to serve as a stop gap measure to allow time to find a more long term solution if the stand alone crossing guard association was not viable. At the time of organization it was thought that three years would be sufficient time to determine if a singular service association could be viable. The Association's understanding was that the local governments were willing to fully fund the services and to collaborate on the warrant metrics for the intersections in which we work. Some of that warrant collaboration has occurred thus far. We appreciate the financial support we have received over this time and the working relationships we have built together.

The three year term completed in June 2021. The executive has determined that the association is not viable in the current situation. Under the current mixed funding models through five different municipalities and jurisdictions is not sustainable. The lack of dependable year over year funding that keeps up with the costs associated with the service in a timely manner is the greatest obstacle to our viability. We are not able to plan for the school year without sustained funding throughout the Greater Victoria area in which we work. We do appreciate that both the District of Oak Bay and the District of Saanich have made the decision move to a budget line item for the service we provide. This funding has proven to give us confidence in those positions. However, it is not enough for the association to continue due to the tenuous nature of grant funding from the other three jurisdiction in which we work. The GVCGA is not equipped to do extensive fundraising campaigns in order to pay for the services established by previous leaders. We also are not able to continue to provide a bridging financing scenario it seems it required for more than a month. The Executive recommended to the membership at the AGM to end our services June 23, 2022 the last day of school. A resolution was officially approved at that meeting in July.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

Greater Victoria Crossing Guards Association

GVCGA

1225 Glyn Oak Place, Victoria, BC V8Z 5J4
email: admin@gvcga.com phone: 250-744-5026

We are willing to assist all involved during transition of the management services to another community service provider or several solutions if that is what is required. Hopefully something can be arranged that is more resilient to the funding concerns which we have encountered. The staff members we have at this time are dedicated, willing and able to continue working as crossing guards for the rest of this school year as funding is made available and very likely for future years as well if we can successfully transition to a new accepted and funded management model.

The children and their safety crossing the high traffic areas near schools is our main concern and we take that responsibility seriously. We hope something can be organized to continue to provide this support to the safe and healthy mode of travel to and from school.

Sincerely,

A handwritten signature in blue ink that reads "Audrey Smith, President". The signature is fluid and cursive.

Greater Victoria Crossing Guards Association Executive

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

STRATEGIC PLAN GRANT PROGRAM

Implications and potential funding source for increasing the Strategic Plan Grant Program budget.

BACKGROUND

Each year, grant requests under the Strategic Plan Grant Program has far exceeded the available budget. The following table outlines requests compared to budget for the last five years:

Year	Requests	Budget Available
2017	\$989,360	\$537,500
2018	\$1,069,916	\$506,500
2019	\$1,005,393	\$483,050
2020	\$1,208,772	\$592,285
2021	\$1,357,723	\$472,615

Notes: Budget is net of allocation for micro grants; in some years, the budget has shifted due to some grants being moved out of the Strategic Plan Grant process; in 2020 Council provided additional funding due to COVID.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Staff assumed that Council did not wish to reallocate funding from an existing grant program. Therefore, the recommended funding option is to allocate from new property tax revenue from new development (new assessed revenue). Another option would be to increase property taxes. Each \$50,000 equals a 0.034% tax increase.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

OUR PLACE EXTENDED HOURS AND STORAGE OF BELONGINGS

Options for adding ongoing funding for grants to Our Place for extended hours and storage of belongings.

BACKGROUND

Over the last several years, Council has awarded grants to Our Place on an ad-hoc basis. The following table summarizes those grants from 2016 to 2021:

Year	Description	Amount Paid
2016	Strategic Plan Grant (extended hours)	\$50,000
2017	Strategic Plan Grant (extended hours)	\$50,000
2018	Strategic Plan Grant (seniors program initiative)	\$20,000
	Next Steps Employment Program	\$25,000
	Extended Hours (new spring/summer operating hours)	\$25,000
	Storage Facility (construct & operate 6 hours/day x 7 days/week)	<u>\$130,000</u>
		\$200,000
2019	Strategic Plan Grant (seniors social inclusion)	\$30,000
	Extended Hours (April to Oct, match winter hours)	\$50,000
	In-kind Services (staffing & police for July 28 block party)	<u>\$1,493</u>
		\$81,493
2020	Strategic Plan Grant (integrated re-housing program focus on first-time homelessness)	\$22,000
	Extended Hours (April to Oct, match winter hours)	\$50,000
	Storage Facility	<u>\$50,000</u>
		\$122,000
2021	Extended Hours (spring and summer)	\$50,000
	Storage Facility	<u>\$50,000</u>
		\$100,000
Total		<u>\$603,493</u>

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Staff assumed that Council did not wish to reallocate funding from an existing grant program such as the Strategic Plan Grants, or that Our Place would be required to apply for a grant under an existing program. Therefore, the recommended funding option is to allocate funding from new property tax revenue from new development (new assessed revenue) and include \$100,000 for the storage of belongings and extended hours as part of the “Other Grants” budget. Another option would be to increase property taxes, which equates to a 0.07% tax increase.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

KINGS ROAD PARK

That Council consider an additional donation of up to \$150,000 as part of the 2022 budget deliberations for King Rd Park.

BACKGROUND

On July 22, 2021, Council passed the following resolutions:

“That the City provide a donation of \$250,000 to Saanich for the preservation of the King’s Road Community Nature Sanctuary subject to:

1. The District of Oak Bay making a contribution of at least \$60,000.
2. Preservation of the entire 2.2 hectare parcel.
3. A plaque or other appropriate measure recognizing the City’s contribution on behalf of its residents.
4. Registering a covenant on title to ensure that the parcel remains green space in perpetuity.
5. An agreement, that would require repayment of the grant (adjusted for inflation) if the land is used for a purpose other than publicly accessible community green space.
6. That Council request that Saanich consider whether to incorporate Bowker Creek or an Indigenous place name into a permanent name for this green space.

That Council consider an additional donation of up to \$150,000 as part of the 2022 budget deliberations.”

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Allocating an additional \$150,000 is equivalent to a 0.10% property tax increase. However, since this is a one-time allocation, funding source options could be 2021 surplus, if any is available, or the 2022 contingency budget.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

NEW ASSESSED REVENUE – POLICY UPDATE

Report back with options for a policy to ensure that a portion of new assessed revenue is allocated to the neighbourhood where the new development occurs.

BACKGROUND

The Financial Sustainability Policy guides the use of new assessed revenue as follows:

Growth in Property Tax Base

The City is surrounded by other municipalities and has no ability to expand. However, re-development is occurring that brings in new property tax revenue. This new revenue must be estimated using the best available data. The City recognizes that any new developments or re-developments increase demand on existing infrastructure and may result in the need to expand that existing infrastructure.

Policy 1.0

Conservative estimates of non-market change assessment revenue will be included in the budget based on information provided by BC Assessment, the Planning and Development Department and the Finance Department.

Policy 1.1

To balance infrastructure upgrade needs with ongoing operating funding requirements, the first \$500,000 of assessment growth (non-market change) property tax revenue will be transferred to infrastructure reserves and the remaining balance allocated as determined by Council.

As part of the annual financial planning process, Council allocates the available funding from new assessed revenue.

New assessment, or non-market change (NMC) which is the terminology used by BC Assessment, includes more than assessments on new developments/construction. It essentially includes all adjustments that are not related to the market, such as deletions (demolitions), additions (renovations and new construction), classification changes, zoning changes, exemption changes and corrections.

Development of properties typically occur over several years, with the first year sometimes resulting in a reduction in property taxes due to demolitions of improvements before new construction is completed and added to the assessment roll.

Staff's interpretation of the motion is to recognize that construction can be disruptive to a neighbourhood and some improvement of public space within the neighbourhood could compensate for that disruption.

To provide funding for such public space improvements, one option Council could consider is allocating the total amount generated in NMC in a year by neighbourhood as part of the annual financial planning process. However, this option would not take into account the previous amount collected on properties before the new construction was completed, nor would it remove any adjustments that are included in NMC not related to new construction. Therefore, the recommended option would be to provide a breakdown by neighbourhood of the "net new"

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

property tax amounts for larger new construction upon completion, and consider allocating that funding to projects within the neighbourhoods where the net new funding was generated. This is the approach that was used to fund the sx^wenx^wəŋ tənəx^w library branch in James Bay.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

This policy change can be made without additional financial or human resources.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

REPORT-BACK ON HOMELESSNESS

In August, Council endorsed recommendations outlined in the report-back on homelessness.

BACKGROUND

Two recommendations from the report were referred to the 2022 financial planning process as follows:

That Council:

Consider the approval for a full-time staff position in the 2022 budget with a focus on resolving system barriers to ending homelessness in the city.

Review the funding and service agreement with the Greater Victoria Coalition to End Homelessness and consider providing an equitable amount of funding to the Aboriginal Coalition to End Homelessness in the 2022 budget.

In July 2021, Council received a report from the Homelessness Advocate “COVID 19: The Beginning of the End of Homelessness: Report on the Barriers and Recommendations to Ending Homelessness” which identified an extreme shortage of housing affordable to the lowest income group as the most critical barrier to ending homelessness.

The report identified that the COVID-19 public health emergency led to new activity on the issue of homelessness in the City of Victoria. In the absence of one lead agency, Victoria spearheaded the Community Wellness Alliance to provide leadership, strategic oversight, and shared accountability to address safety and health issues related to homelessness in the City of Victoria. This group worked in partnership with senior governments and local agencies to secure temporary hotel accommodation, coordinate health and outreach services to parks where people were sheltering-in-place, and secure 192 new supportive housing units in the City of Victoria and 280 in total in the region which benefitted people who are currently temporarily housed in the City of Victoria.

While several city departments (public works, parks, bylaw, and police) were responding on the front lines of homelessness, community planning was making contributions to Victoria’s Housing Strategy and the new Rental Property Standards of Maintenance bylaw, and the Tenant Planner position was created to provide related support and education.

Notwithstanding these existing positions, it was identified that in the absence of a staff role or department to lead the City’s involvement in homelessness, the City’s approach would continue to be largely reactive and would not fully support the removal of systemic barriers to ending homelessness.

The recommendations are supported by Strategic Plan Objective #3 Decrease in homelessness (Point-In-Time Count numbers go down) and Strategic Objective #5 Advocate to the Province and/or the CRD to measure homelessness and better coordinate between service providers. The recommendations are consistent with the Official Community Plan. Section 13. Housing and Homelessness envisions housing affordability enabled across the housing spectrum,

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

particularly for people in core housing need, as well as working with local partners and senior governments to address homelessness.

The purpose of the proposed full-time staff position is to implement actions and a focus on resolving systemic barriers to ending homelessness in the City of Victoria, including:

- To accelerate the shift within the City of Victoria, and with partners in the region, from managing, responding, and reacting to homelessness to advising on how to achieve housing for all.
- To identify gaps where the City can contribute most meaningfully, to complement the work of non-profits and other levels of government.
- To accelerate the shift to real-time, person-specific data on unhoused individuals seeking housing.
- Complete an annual state of homelessness report to inform the public on progress towards realizing the right to housing for all, as part of the annual housing update.
- Advise on municipal data collection to advance progress on implementation of Canada's Right to Housing Legislation.
- To communicate information regarding systemic barriers to ending homelessness to the new Federal Office of the Housing Advocate and the provincial office of homeless coordination.
- To provide support to the city's homelessness initiatives, including those funded by the city.
- To identify drivers of homelessness and assess municipal policy and programs to ensure they are in keeping with the City's commitment to progressively realize the right to housing.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

A job description has yet to be developed for this position, but given the likely scope of work, it would be a fairly senior position dedicated to supporting, assessing and reporting out on municipal policy and programs to ensure they are in keeping with the City's commitment to progressively realize the right to housing. The estimated budget required for salary, benefits and employer costs is \$140,000.

Currently, the Greater Victoria Coalition to End Homelessness receives \$100,000 from the City under the service agreement the Coalition has entered into with the CRD.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

BOWKER CREEK DAYLIGHTING

Report back with high level cost estimate of the implications of daylighting Bowker Creek in the Clawthorpe Park, Doncaster and North Jubilee Spirit Garden.

BACKGROUND

The Capital Regional District coordinates the Bowker Creek Initiative (the BCI) with the City of Victoria, District of Saanich and District of Oak Bay as municipal partners. The BCI work collaboratively to protect and enhance the ecological, social and economic health of the Bowker Creek watershed.

In 2011, Council endorsed the *Bowker Creek Blueprint – A 100 Year Action Plan to Restore Bowker Creek*, which was developed to guide the implementation of the *Bowker Creek Watershed Management Plan* (2002). In 2020, a Daylighting Feasibility Study (DFS) was completed to support the overall goal of returning Bowker Creek to a naturalized condition.

In February 2021, Staff presented a report to Council that included details of the DFS. Council directed that staff report back in the 2022 Financial Plan process with a high-level cost estimate of the implications of daylighting Bowker Creek in the Clawthorpe Park, Doncaster and North Jubilee Spirit Garden.

Using the proposed creek cross sections from the DFS, further refinements were made to the scope of work for daylighting the specified sections of Bowker Creek. High-level Class 'C' cost estimates were produced that incorporate the work needed to implement daylighting on sections identified by Council and are listed below.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Financial Implications:

The following are Class C cost estimates for design, construction, and restoration of sections of Bowker Creek and exclude property acquisition costs:

- *Clawthorpe Park* – \$1,780,000 (Appendix A)
- *Doncaster Green* – \$1,540,000 (Appendix B)
- *North Jubilee Spirit Garden* – \$980,000 (Appendix C)

Human Resource Implications:

The following human resource implications are in addition to the above financial implications.

- *Public Engagement* – Likely extensive given the impacts and opportunities within established city public parks and open spaces but to be determined once project scope and timelines are established.
- *Project Management* – These projects are not identified as current priorities within the Stormwater Management Plan, which has a focus on system condition and asset renewal. Additional staff resources of approximately 1 FTE within E&PW would be required to

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

manage one or all of the projects and it is anticipated that the work will be undertaken by external consultants.

- *Parks planning, design and maintenance* – None of these locations are identified as current park improvement priorities so should one or all of these locations be advanced, additional FTE requirements will be required once project scope and timelines are established.

The Council motion is specific to providing high level financial assessments of daylighting individual sections of the creek. Should Council wish to advance one or all of the projects, staff would undertake a more comprehensive assessment of broader project scope, prioritization, delivery approach and level of staff resources within E&PW, PR&C and other City groups given the need to undertake community consultation

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

APPENDIX A - CLAWTHORPE PARK

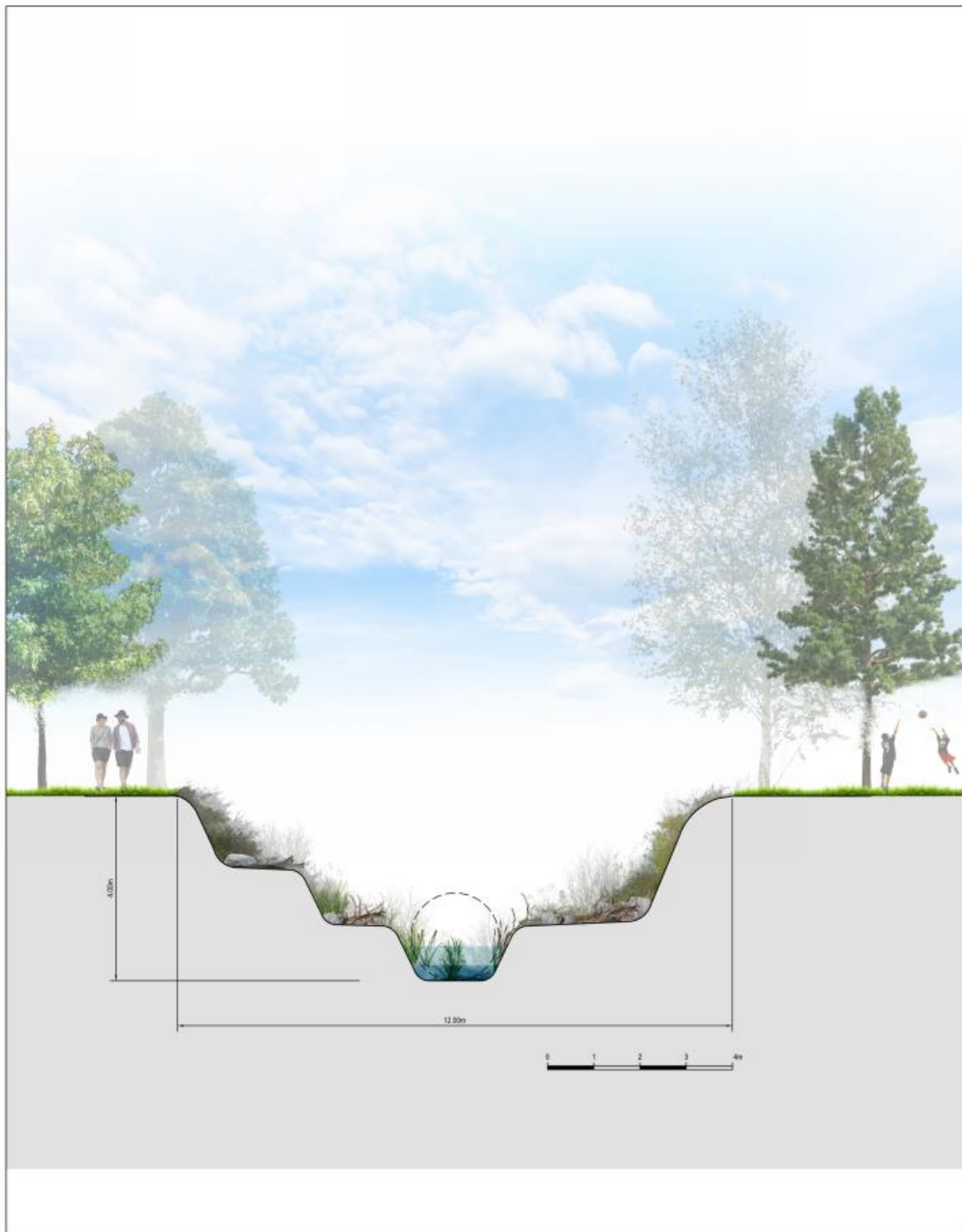
Clawthorpe Park Proposed Daylighting Location

The existing Bowker storm main runs along Clawthorpe Avenue and the north edge of Clawthorpe Park. The proposed daylighting alignment would integrate Bowker Creek into Clawthorpe Park. Statutory rights of way and/or property acquisitions will be required.



APPENDIX A - CLAWTHORPE PARK

Clawthorpe Park Proposed Creek Cross Section



ISL BOWKER CREEK DAYLIGHTING FEASIBILITY STUDY
ILLUSTRATED CROSS-SECTIONS
FIREMAN'S PARK

EXHIBIT 7.1
32297
2020-02-21

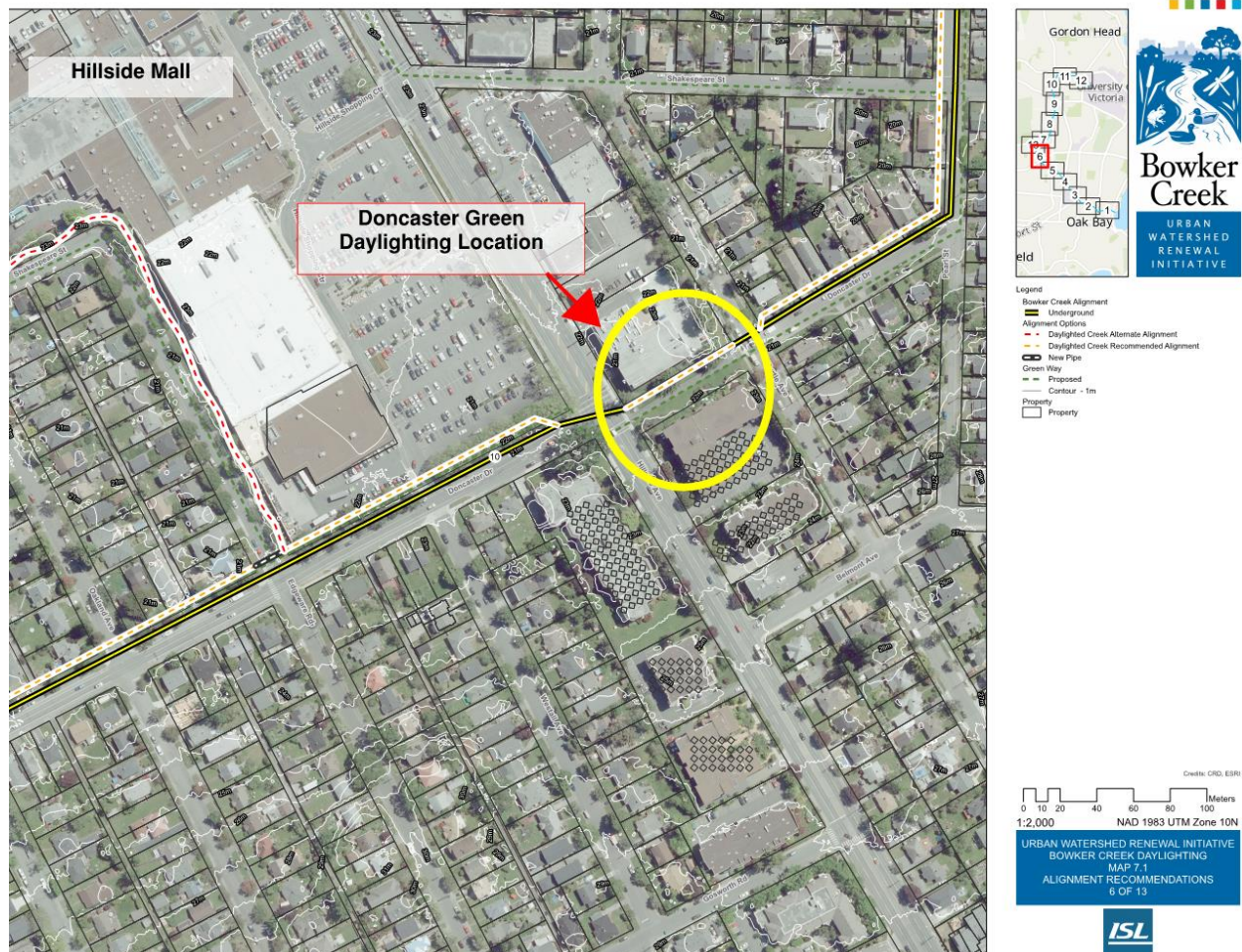
APPENDIX B – DONCASTER GREEN

Doncaster Green Proposed Daylighting Location

Doncaster Green has a narrow 20m wide ROW between multi-storey commercial and residential buildings. The existing storm main is about 5m deep and is adjacent to a 7m deep sanitary sewer. As a result of the limited available width and the depth of the trunk, retaining walls are required to retain side slopes.



Doncaster Green looking north from Myrtle Avenue along existing Bowker Creek pipe section



APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

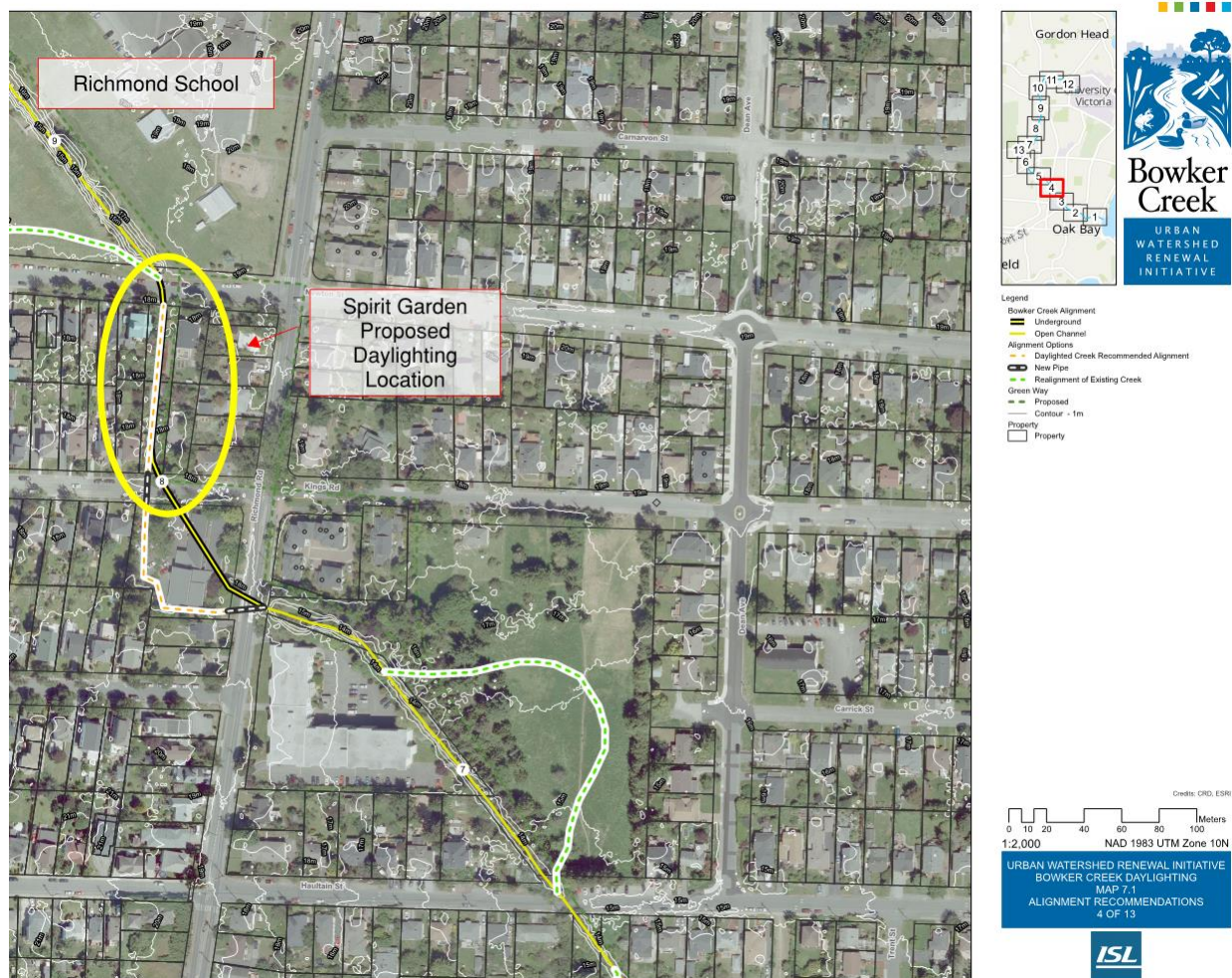
APPENDIX C – SPIRIT GARDEN

Spirit Garden Proposed Daylighting Location

The existing storm main is within Spirit Garden, a narrow section of City parkland that has granular pathways and benches. Based on the depth of the storm main and the available width of the park, it is possible to daylight with some retained sides. This would leave enough room for a path on the east side but little room for gardens.

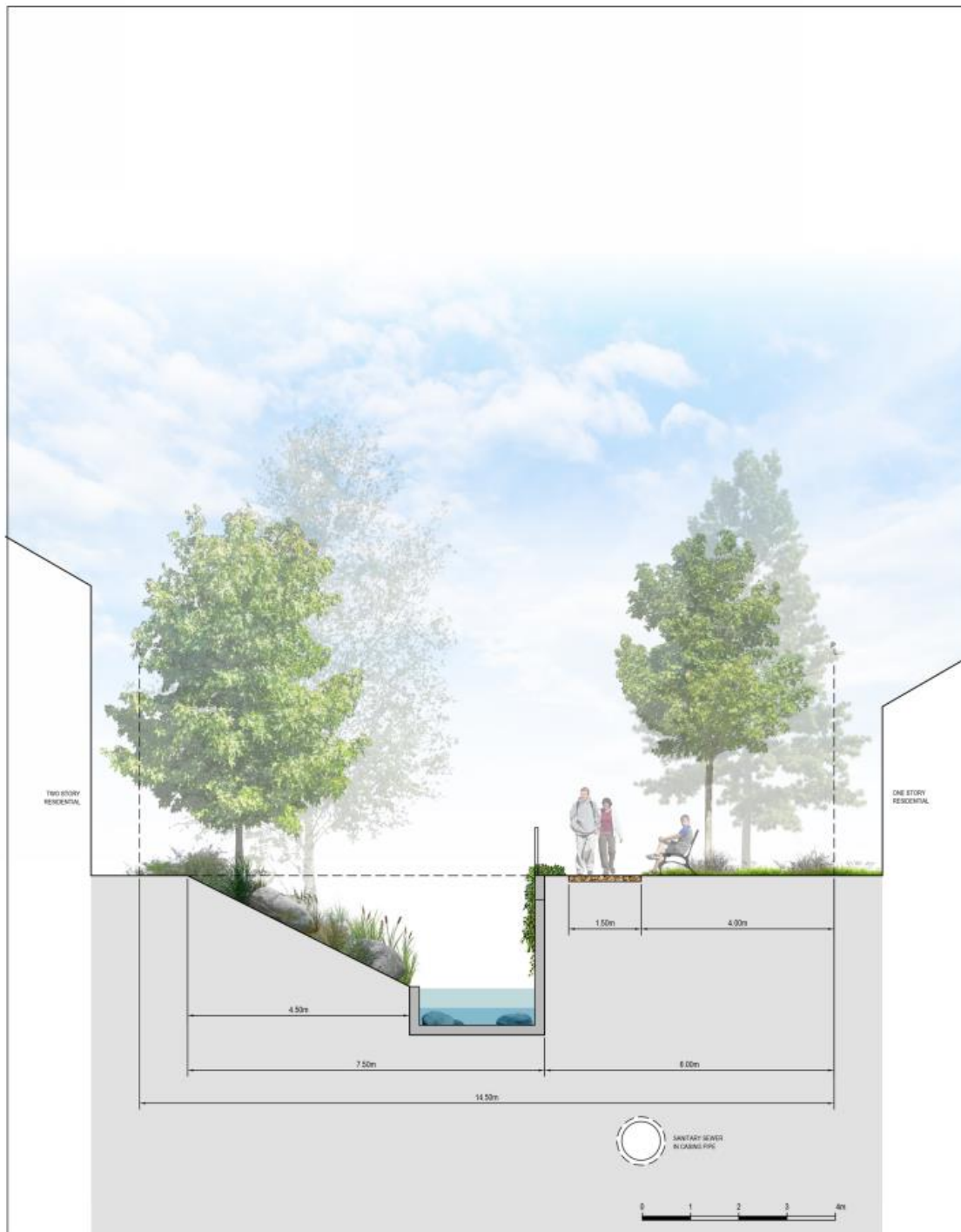


Spirit Garden looking south from Newton Street along existing Bowker Creek pipe alignment



APPENDIX C – SPIRIT GARDEN

Spirit Garden Proposed Creek Cross Section



BOWKER CREEK DAYLIGHTING FEASIBILITY STUDY
ILLUSTRATED CROSS-SECTIONS
SPIRIT GARDEN

EXHIBIT 7.2

32297
2020-02-21

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

TOPAZ PARK IMPROVEMENTS

Council has directed that staff include the following in the next phase of implementation of the Topaz Park Improvement Plan:

1. An accessibility washroom complete with adult change table, lift and sling, contrasting floor tiles, and grab bars;
2. Engage the Accessibility Advisory Committee on potential additional accessibility provisions for this washroom;
3. And, ensure that the skateboard park design doesn't prohibit a covered portion skateboard park and include this potential expenditure as part of the long-term capital plan.

BACKGROUND

Accessible Washroom

The 2022 Draft Financial Plan includes resourcing to complete the design work associated with a second phase of investments based on the Topaz Park Improvement Plan, listed in the Park Redevelopment Program. However, the current budget proposal does not include resources to upgrade a public washroom facility.

The 2022 Draft Financial Plan currently does include resourcing to upgrade public washrooms in Beacon Hill Park, however, based on the recent Council direction, these funds may be allocated to the design of an upgraded washroom in Topaz Park instead. As with such infrastructure projects, design and construction would require more than one year to complete. The scope of work includes research and analysis, detailed design, tender documents, cost estimates, and consultation with the Accessibility Advisory Committee.

Covered Skateboard Area

The approved conceptual design of the new skatepark in Topaz Park will not prohibit the future addition of a covered area to provide shade for athletes. However, staff recommend that the City first explore the feasibility of adding a covered area at the skatepark in Vic West Park, including soliciting feedback from the community. The rectangular configuration of the Vic West Park skatepark lends itself well to the potential addition of a roof structure, which may be accomplished in a cost-effective manner.

A covered skateboard area could also include integrated lighting, which is another City priority for this park.

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

Accessible Washroom

Should Council wish to include the Topaz Park washroom upgrade as part of the 2022 Draft Financial Plan, deferral of the facilities Public Washroom Improvement Program - Beacon Hill Park Universal Washroom Upgrade would be necessary. The Beacon Hill Park Washroom Upgrade would be moved to 2023, and an additional \$100,000 would need to be added to the 2022 Draft Financial Plan to complete the design of the Topaz Park washroom.

APPENDIX C – FINANCIAL PLAN MOTIONS – REPORT BACK

Covered Skateboard Area

Staff recommend including resources in the 2023 Financial Plan to design a covered skateboard area at Vic West Park. The Vic West Park Improvement Plan – Phase 2 is included in the draft workplan under the Park Redevelopment Program.

October 10, 2022

Susanne Thompson
Director of Finance
City of Victoria
#1 Centennial Square
Victoria, BC V8W 1P6

Re: 2022 Grant Funding Request (REVISED)

Dear Ms. Thompson,

The Victoria Heritage Foundation (VHF) respectfully submits our 2022 direct-award funding request as approved by our Board of Directors on September 28, 2021.

The year 2021 saw the highest increase in grant applications since 2016, resulting in a shortfall of \$75,000.00 in funding. In order to stretch the budget as far as possible, and to assist as many properties, as possible, the VHF reduced its foundational funding goal of a 50/50 matching grant down to 34%. These grants leveraged at least \$76,190 in private investment. This still resulted in a significant budget shortfall. In addition, some homeowners opted to defer their projects until 2022.

The City of Victoria established the VHF in 1983 to administer a financial grant program to support the conservation of heritage-designated homes and to encourage additional designations. The program has been successful for 38 years, with 89% of the City's 422 designated homes receiving at least one grant towards restoration, enhancement and vital maintenance. Grants were approved across nine of Victoria's neighbourhoods. Continued support for the grant program upholds the City's Official Community Plan's commitment to enable and support heritage conservation through incentives. Since 1983 the VHF grant program has supported the community, small business, and local contractors and suppliers, while contributing to sustainable construction and the safety of homeowners through home improvement.

The VHF grant program helps and encourages homeowners to undertake a variety of work on their homes that meet a number of Council's Strategic Priorities. The rebuilding and reinforcing of chimneys, for example, increases the seismic resistance of the structure and plays a role in post-disaster recovery. The installation of storm windows increases the home's energy efficiency, to a standard that meets, or exceeds, the performance of new, energy-efficient windows. In addition to the added safety the program provides homeowners with, it also incentivizes the retention of existing homes and materials, which has been shown to be more environmentally sustainable than new construction. This includes the diversion of building materials being directed to landfill.

In 2021, VHF volunteers contributed countless volunteer hours towards the success of the VHF and its programs. The organization undertakes education projects, including our comprehensive website, neighbourhood walking tour brochures and the award-winning, four-volume, series: *This Old House: Victoria's*

Heritage Neighbourhoods, furthering knowledge and awareness of Victoria's built heritage. Th VHF also assists the City's Planning Department in researching potential new designations, when requested. In her greeting in the newly revised edition of: *This Old House, Volume Three: Rockland, Burnside, Harris Green, Hillside-Quadra, North Park and Oaklands*, Mayor Helps wrote: "Much of Victoria's charm and character stem from its unique collection of well-preserved historic buildings, many of which date back to the early days of settlement in British Columbia. These superb examples of 19th and 20th century architecture create a sense of pride among owners and the community. These heritage buildings are symbols of permanence and stability in an ever-changing world."

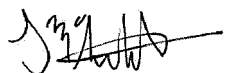
2022 Grant Request

VHF's Annual Report includes financial statements that document our yearly expenditures and budget allocations. The Annual report is also available to view on our website at victoriaheritagefoundation.ca.

1.8% Cost of Living (BC Stats for Victoria B.C., July 2020-July 2021)
10% increase in base funding.

If approved this increase of \$27,579 would bring our annual funding from the City to \$257,791. This amount would guarantee 35%-45% grants for homeowners, as well as fund education awareness projects and our operating costs. Construction costs, in general have continued to increase significantly. Building code, seismic requirements and hazardous material abatement also contribute to rising costs.

Respectfully,



Theresa McFarland,
Board President



Chris Hoggarth,
Treasurer



Maria Buhne,
Executive Director

cc: Karen Hoese, Director, Sustainable Planning & Community Development
Andrea Hudson, Assistant Director, Sustainable Planning & Community Development
John O'Reilly, Senior Heritage Planner
Laura Saretsky, Heritage Planner, VHF Board
Charlayne Thornton-Joe, Council Liaison, VHF Board

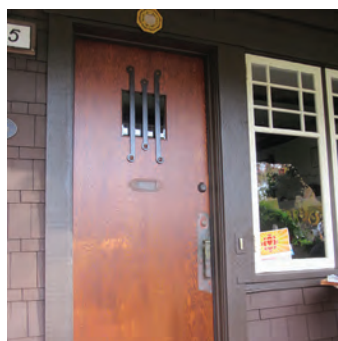
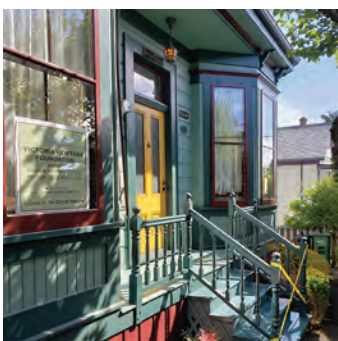
2021 VHF HOUSE GRANTS			
ADDRESS		PROJECT	GRANT
215	Wilson	Prep and paint, MPDA	\$8,792
212	Raynor	New window, including storm and related woodwork repairs	\$2,073
353	Moss	Window repairs	\$2,256
3140	Balfour	Window repairs	\$682
2103	Fernwood	Gutters	\$2,901
1844	Hollywood	Chimney rebuild and repointing	\$3,280
737	Vancouver	Prep and paint, MPDA	\$9,288
43	Lewis	Re-roof	\$4,742
1231	Montrose	17 storm windows, installation	\$3,880
1116	Catherine	32 storm windows, installation	\$8,500
806	Linden	Prep and paint, MPDA	\$9,432
614	Seaforth	Prep and paint, MPDA	\$6,570
953	Empress	Gutters on rear dormer	\$699
1209	Yukon	Woodwork repairs	\$5,319
638	Battery	Prep and paint, MPDA	\$9,288
1320	Rockland	27 storm windows, top floor	\$5,968
811	St Charles	2 and 7 storm windows, suites 5 and 8	\$2,170
428	Heather	Prep and paint, MPDA	\$9,648
1964	Fairfield	Prep and paint, MPDA	\$6,974
223	Robert	New windows, installation	\$8,500
1124	Fort	4 new windows, installation	\$1,078
1001	Terrace	Windows, door, leaded glass	\$4,435
968	Balmoral	Masonry repair	\$8,500
2645	Fernwood	5 new windows, installation, repairs	\$3,390
2736	Fifth	Woodwork repairs, gutters, downspouts, chimney	\$8,500
106	Medana	Engineer, seismic	\$15,000
938	Collinson	Re-roof	\$4,677
1609	Gladstone	Chimney restoration	\$6,390
#5 906	Pemberton	3 chimneys	\$7,650
340	Wilson	Prep and paint, MPDA	\$9,266
1335	Johnson	Window repairs, 10 new sashes including paint	\$3,127
601	Trutch	Stucco repairs	\$634
31 GRANTS		@ 34% FUNDING	\$183,609



VICTORIA
HERITAGE
FOUNDATION

2020

ANNUAL
REPORT



155 Rendall St

built: 1889; 1910

for: Alexander & Mary Whyte

Heritage-designated: 1977



VHF Grants

1988	woodwork repairs	\$2,593
1989	gutters, woodwork, storms	\$2,519
1990	windows, prep & paint	\$4,439
1992	roof, cresting, chimneys	\$3,090
2011	back porch	\$1,797
2020	prep & paint	\$13,231



photo: M. Seyler



photo: Hallmark Heritage Society Archives



photo: VHF files



photo: VHF files



photo: VHF files



2020 REPORT FROM VICTORIA HERITAGE FOUNDATION PRESIDENT Theresa McFarland

The Victoria Heritage Foundation (VHF) has been responsible for administering the City of Victoria's residential grant program for heritage-designated houses since 1983. The economic incentives residents receive assist with the appropriate maintenance, repairs and rehabilitation of heritage homes. As a result, the City of Victoria is known for its charming and distinct heritage neighbourhoods and streetscapes.

In 2020, the VHF, like every other sector, was impacted by the Covid-19 pandemic. However, the VHF was successfully able to limit the impact to the grant program by quickly pivoting and moving all its board and committee meetings online. Our volunteers and Executive Director rose to the occasion and continued the important work of the organization while ensuring the safety of volunteers, contractors, and homeowners. Due to the commitment of our volunteers and Executive Director, the VHF successfully maintained last year's increased amount homeowners received for grants at 50% and provided grants to 24 heritage conservation projects helping to preserve the City's heritage resources.

The Board would like to thank its council liaison, Councilor Sarah Potts, who stepped down from their term with the board in November and welcome back Councilor Charlayne Thorton-Joe to the councilor liaison position. We'd also like to thank Senior Heritage Planner, John O'Reilly, for their continued support.

The work of the House Grants and Education Committees are fundamental to the functioning, decision-making and administration of the VHF. These committees are only possible because of the generosity of the many volunteers who dedicate their valuable time, expertise and enthusiasm to the organization. On behalf of the Board, I would like to sincerely thank you for your contribution to continuing the work of the VHF during this unprecedented year.

A handwritten signature in black ink, appearing to read "Theresa McFarland", with a long horizontal line extending to the right.

A BRIEF HISTORY OF THE VICTORIA HERITAGE FOUNDATION

The Victoria Heritage Foundation (VHF) is a not-for-profit organization under the Societies Act that supports owners of Heritage Designated buildings in the City of Victoria which were originally intended as single-family or duplex houses.

In 1978 the City of Victoria began allotting direct grants to heritage homeowners, through a system of tax rebates. In 1982 it was learned that the Municipal Act did not allow for such grants to be given directly to private individuals. The City then became the first municipality in BC to establish an arms-length, not-for-profit society, to administer City grant funds for Heritage Designated buildings. The Victoria Heritage Foundation was established in May 1983 to act on the City's behalf, using annual funds provided by the City, to disperse grants to owners of Heritage Designated residences towards rehabilitation costs.

The original 1983 Purposes of the Society, which just mandated the conservation of Heritage Designated houses, were amended by City Council to read:

- a) To promote, at the discretion of the Foundation, the conservation of buildings originally intended as single family or duplex residences, including ancillary buildings, which are protected heritage properties, situated within the boundaries of the City of Victoria, in the Province of British Columbia; and.*
- b) To undertake projects as defined by the Board of Directors of an educational nature for the promotion of the conservation of built heritage.*
- c) To raise funds to fulfill the objectives of the society.*

VHF began by sharing a space in the Carr House with the Hallmark Society. The office was then moved briefly to space at the University of Victoria. In January 1987 the VHF office was located on the top floor of the St. Ann's Academy building until 1988 when rehabilitation initiatives at St. Ann's began. Since then VHF has operated from the home offices of the Executive Director.

HOUSE GRANTS PROGRAM

In 1983 the Victoria Heritage Foundation assumed responsibility for administering the City's funding program to promote the conservation of Victoria's built heritage through the House Grants Program, husbanded carefully by the House Grants Committee.

This was the first such funding program in the Province of British Columbia, and it is still the most comprehensive program for houses. VHF's House Grants Program allocates grants on a priority basis for: structural work such as foundations and seismic upgrading, roofs, chimneys, gutters and drainage systems, exterior rehabilitation including preparation and painting, woodwork, windows and doors. Outbuildings, fences, gates and masonry walls, and specific interior features may be eligible if they are also designated and funding is available.

Between 1978 and 1982, under the City's direct tax rebate system, the reimbursement was up to 100%, depending on the cost of the work. From 1983 to 1990, the ratio was 50% for the most part. The rate then declined steadily, due to the increase in new house designations and applications, with no corresponding increases in the City grant until 2000. This resulted in a considerable reduction over the years in the actual ratio of grant to cost.

Grants are a percentage of total project costs and can vary from year to year based on the number of applications, cost of projects and the grant VHF receives from the City. In 2020 the grants were set at 50% of a maximum annual project cost of \$25,000 and \$30,000 of grant funds per 10 years per house. In 42 years, VHF and the City of Victoria have contributed to 1,413 projects for the rehabilitation and maintenance of 379 Heritage Designated and Covenant houses.

EDUCATION PROGRAM

The Education Committee became active in 1985. In 1997, at the request of the Education Committee, the Board sought permission from the City to look at the building plans stored in the City Hall attic, in order to produce a more fully researched update of our 1991 "James Bay Neighbourhood Heritage Walking Tour" brochure. These plans had never been catalogued and were found to contain a wealth of valuable historical information. Cataloguing of the building plans started in January 2000 with a great number of volunteers. The plans were completed in 2006 and volunteers continued to catalogue plumbing, water or building permits.

In 1999 the VHF's Education Committee began updating of the City's *This Old House* book, first published in 1978, and reprinted in 1984 and 1991. The Committee began by cataloguing the residential building plans, with the help of a \$15,000 grant from BC Heritage Trust. Work on *This Old House* began in 1999 with a student grant from Heritage Canada Foundation. VHF's Education Committee members and volunteers began their concentrated efforts towards this book in 2000. By 2003, it was realized that the new book would require several volumes to cover the then-600 buildings on the City's Heritage Register in the residential neighbourhoods, including churches, schools, commercial, institutional and apartment buildings. The fourth and final volume of *This Old House* was published in late 2009. The series has received four awards for outstanding achievement in Heritage Advocacy. The Victoria Heritage Foundation has an ongoing goal to update all four volumes as they sell out and new designations are added to the Heritage Register.

In 2002, VHF agreed with the City of Victoria's Heritage Planner to undertake the research for the new Heritage Designation and Register requests to the City, as the work also needed to be done for the *This Old House* project. Two separate contracts from the City for doing Statements of Significance on 28 houses also ensued in later years.

The first "Neighbourhood Heritage Walking Tour" brochure was initiated in 1991. To date there are ten "Neighbourhood Heritage Walking Tour" brochures, covering sections of Fairfield, Fernwood, James Bay (2), North Park, Hillside-Quadra, Burnside, Vic West, Oaklands and Gonzales.

VHF's do-it-yourself brochures were named "Your Old House" at the suggestion of heritage consultant and founding VHF Board Member Don Luxton. The first four were written and produced in 2000 in collaboration with the Heritage Society of BC (now Heritage BC) and with funding from BC Heritage Trust (now Heritage Legacy Fund). The Vancouver Heritage Foundation joined as a later partner in the process.

A series of lectures began through collaboration with Historic Seattle in 1998. Originally the Craftsmen Bungalow Society of Victoria took the major initiative for this, but VHF picked it up after four years, and the Craftsmen Bungalow Society of Victoria, an unincorporated group of Arts & Crafts enthusiasts, donated their residual profits to the VHF Education Committee.

"Your Old House Rehabilitation Workshops" were coordinated in various ways since 1990, and since 1996, VHF partnered with the Saanich Heritage Foundation.

This history of the Victoria Heritage Foundation is based on a report written in 2009 by Jennifer Nell Barr, Executive Director of VHF from 1986-2008.

ORGANIZATION

Board of Directors

The VHF Board of Directors is comprised of up to 15 members including the City's Heritage Planner and a representative from City Council. The Board meets one evening per month at City Hall to oversee the work of its Committees and to administer its programs. Board members should be informed of the programs and projects of the Board, as well as those of its Committees and other complementary organizations. They promote the Victoria Heritage Foundation in the community, demonstrate leadership and look for opportunities, while maintaining a long-range outlook.

House Grants Committee

House Grants Committee members are appointed by the Board. The Committee consists of volunteer inspectors that include professionals, trades people, homeowners and other interested persons, who have house construction, rehabilitation or related experience. House Grant Committee members meet one evening a month to draft policies and review grants. They provide the essential function of House Grant Inspectors, guiding both the homeowner and the Board regarding appropriate rehabilitation work. Inspectors make site visits before, during and after project completion. From February to April, new grant applications are reviewed and the yearly list of accepted projects is established. Members perform on-site inspections to ensure the work is being done according to the approved application. Upon project completion, inspectors provide reports to the Committee, Executive Director and the Board. VHF has established clear guidelines and priorities for approving applications. The House Grants Committee annually reviews policy issues and the program's "Application Guidelines & Conditions", and "Rehabilitation Requirements".

Education Committee

Education Committee members are appointed by the Board. The Education Committee promotes the preservation and public awareness of built heritage in Victoria. Projects to date have included: the production of educational booklets entitled "Your Old House" for rehabilitation and maintenance of elements of old houses; the development of "Neighbourhood Heritage Walking Tour" brochures; the cataloguing the City of Victoria's house plans & permits, and historical research and architectural descriptions on properties requesting Heritage Designation or Registration. The Committee has also produced and updated the four volumes of *This Old House*, detailing properties in the residential neighbourhoods on Victoria's Heritage Register. The Education Committee has sponsored special events such as lectures by renowned experts and Your Old House Workshops.

Administration

The administration and day-to-day operations of VHF are carried out by the Executive Director. This is a part-time contract position. While the VHF's mailing address is at Victoria City Hall, the Executive Director operates from a home office.

Volunteers

Volunteers are the backbone of this organization. Board members, Committee members and other volunteers continue to donate many hours to the work of VHF. Some volunteers work on specific or ongoing projects, while others volunteer as needed for special events. Volunteers are not required to attend meetings, although they are occasionally invited to meet Committee members and report on their projects. New volunteers and ideas for promoting the work of the Victoria Heritage Foundation in the community are always welcome.

2020 BOARD & COMMITTEE MEMBERS, CITY OF VICTORIA LIAISON, STAFF & VOLUNTEERS

Board of Directors

Theresa McFarland, VHF President, BC Govt, provincial heritage registrar
 Andrew Rushforth, VHF Director, House Grants Committee co-chair, structural engineer
 Pamela Madoff, VHF Vice-President, heritage advocate, retired City Councilor
 Chris Hoggarth, VHF co-Treasurer, (since June 2020)
 Carmen Leung, VHF co-Treasurer, (since June 2020)
 Stephen Lyons, VHF Legal Advisor, lawyer
 Colin Gareau, VHF Director, realtor
 Maggie Graham-Bell, VHF Director, conservator consultant
 Ben Schweitzer, VHF Director & House Grants Committee co-chair, project manager
 Keith Thomas, VHF Director & Education Committee chair, researcher
 Jeff Sheldrake, VHF Director, BC Govt, executive director
 Sarah Potts, VHF Director, Council liaison
 John O'Reilly, VHF Director, senior heritage planner

House Grants Committee

Christine Belzile, joiner RSE
 Neil Garneau, restoration technician
 Veronica McEllister, architectural technologist
 Davyd McMinn, carpenter/woodworker
 Sean Nowak, joiner/woodworker
 Lee Ottewell, licensed building inspector
 Andrew Rushforth, structural engineer
 Ben Schweitzer, project manager

Education Committee

Jennifer Barr, retired heritage consultant
 Jackie Krismer, retired teacher
 Audrey Prendergast, retired librarian
 Keith Thomas, researcher
 John Veillette, retired museum collections manager

VHF Contract Staff

Brigitte Clark, executive director

Other Volunteers

John Adams	Mark Aitken	Colin Barr
Patrick Dunae	Ron Greene	Russell Fuller
Robert Hill	Lotus Johnson	Donald Luxton
Dorothy Mindenhall	Heather Morgan	Margaret Narain
Susan Nickum	Sherri Robinson	Nick Russell
Sharon Russell	Stuart Stark	Ken Sudhues
Leona Taylor	Drew Waveryn	Greg Windwick
Jim Wolf		

2020 HOUSE GRANTS PROGRAM

The Victoria Heritage Foundation's house grants help to offset the high costs of rehabilitating and maintaining a heritage-designated property. VHF grants encourage homeowners to undertake appropriate rehabilitation of their property's character-defining elements. The grants help to ensure that the work is compatible with the character and era of the property and follows the *Standards and Guidelines for the Conservation of Historic Places in Canada*. These standards of heritage conservation aim to sustain heritage places for the long term, along with the many benefits they offer the community.

2020 started out as usual with many preliminary grant inquiries. Victoria's building boom was still evident with a shortage of skilled trades and high construction costs. Shortly before the March 31st grant application deadline, the COVID19 virus became a worldwide pandemic and a state of emergency was declared. While there was a lot of uncertainty at first, VHF adapted with the help of video conferencing and file sharing. As restrictions eased, projects proceeded and VHF inspectors were able to conduct site visits. While we missed our in-person committee meetings, we were fortunate to be able to continue the important work of the Victoria Heritage Foundation through challenging times.

In 2020 VHF has once again helped to fund many traditional exterior wood storm windows. Storms windows are sustainable retrofits that reduce demolition and carbon emissions while improving building performance and preserving the original character-defining historic windows. Page nine highlights some additional benefits and shows the number of storm windows funded over the years.

The grant percentage in 2020 was 50%. This was the funding percentage for many years after VHF was created in 1983. Since then grant percentages have decreased as demand outpaced the funding received from the City. It is hoped that the matching grants can be maintained in future years to assist with the significant increases in construction costs.

VHF and heritage homeowners benefit from the practical knowledge and commitment of our volunteer house grants inspectors. Their continued support and advice is valued and greatly appreciated.

The following page lists 2020 grant projects that were successfully completed. A summary of statistics of the Victoria Heritage Foundation's and the City of Victoria's funding assistance for protected heritage houses over the past 42 years can be found on the last page of this report.

2020 HOUSE GRANTS



1260 Denman St
rebuild chimney



1270 Balmoral Rd
seismic upgrades

2020 HOUSE GRANTS

ADDRESS		PROJECT	GRANT \$
110	Medana St	re-roof	\$12,500
27	Olympia Ave	woodwork repairs - E side	\$3,456
126	South Turner St	gutters & downspouts	\$1,090
1209	Yukon St	chimney, re-roof	\$9,342
1310	Topaz Ave	sleeping porch restoration	\$9,844
1421	Grant St	paint W & S sides, MPDA, new windows	\$11,315
1448	Pembroke St	12 new windows, window repairs	\$6,204
1141	Fort St	window repairs, 11 storms	\$6,697
642	Battery St	part prep & paint, MPDA	\$6,614
953	Empress Ave	8 basement storms	\$1,297
1320	Rockland Ave	window repairs, storms	\$11,450
1449	Elford St	re-roof, storms	\$12,500
2645	Fernwood Rd	19 storms	\$5,919
242	Robert St	woodwork, prep & paint W side, MPDA	\$6,925
155	Rendall St	prep & paint, MPDA	\$13,231
252	Memorial Ave	woodwork repairs	\$2,940
1140	Arthur Currie Ln	window repairs	\$3,938
1857-59	Fern St	storms, door repairs	\$9,022
1449	Pembroke St	re-roof main	\$7,324
1260	Denman St	chimney, prep & paint, MPDA	\$9,024
1270	Balmoral Rd	front porch restoration, seismic	\$10,563
435	Kipling St	front door repair, storms	\$1,249
2254	Belmont Ave	storms	\$8,594
140	Government St	stone foundation repair	\$3,308
24 GRANTS		@ 50% FUNDING	\$177,504

In 2020:

- 24 projects completed totaling \$177,504 in grants
- homeowners invested a minimum of \$355,008
- grants were 50% of project costs
- maximum eligible project cost was \$25,000
- average grant was \$7,396
- projects were completed in seven neighbourhoods

2020 EDUCATION PROGRAM

The Victoria Heritage Foundation's Education Committee's mandate is, "to undertake projects of an educational nature for the promotion of the conservation of built heritage."

The pandemic cancelled all the annual community events that VHF looks forward to, including Fernfest and Ross Bay Villa's BC Confederation Day.

This Old House

Work started on the four-volumes of *This Old House - Victoria's Heritage Neighbourhoods* in 1999. Completed in 2009, the series has received several heritage awards. Volumes are updated as they sell out. Over 8,200 copies of *This Old House* have been sold to date.

This year, work continued on updating and revising Volume Three - Rockland, Burnside, Harris Green Hillside-Quadra, North Park & Oaklands.

Neighbourhood Heritage Walking Tour Brochures

In 2020 VHF's tenth neighbourhood heritage walking tour brochure was completed for the northern part of the Gonzales neighbourhood. The pandemic forced closures at the Tourist Info Centre and City Hall, reducing the demand for the printed brochures. On the other hand, homeowners with brochure boxes in front of their houses, reported an increased demand from families and small groups exploring their neighbourhoods. Online web map versions accessed from the VHF website include photos of all the properties.

Cataloguing of Permits & Plans

The Education Committee began cataloguing the residential building plans in 2000. Since then, building, plumbing and water permits have been added.

The pandemic lockdown provided an opportunity to complete the transcription of 260 handwritten pages of the City of Victoria's building permit ledger from 1921-1936. Thanks to Nick and Sharon Russell for their work on this. There are now over 20,000 entries in a searchable database of building permits for residential buildings from the 1870s to 1936. It is hoped that the latest entries will be added to the inventory of building documents accessible to the public on the University of Victoria's vihistory.ca website.

Volunteers

In 2020 VHF members & volunteers contributed over **3,040 hours** towards the work of the Victoria Heritage Foundation. Their commitment, time and expertise stretches our resources and promotes relationships that support heritage conservation. We are grateful for the continued support of our members and volunteers, without whom we could not have delivered our programs in 2020.

This Old House Volumes

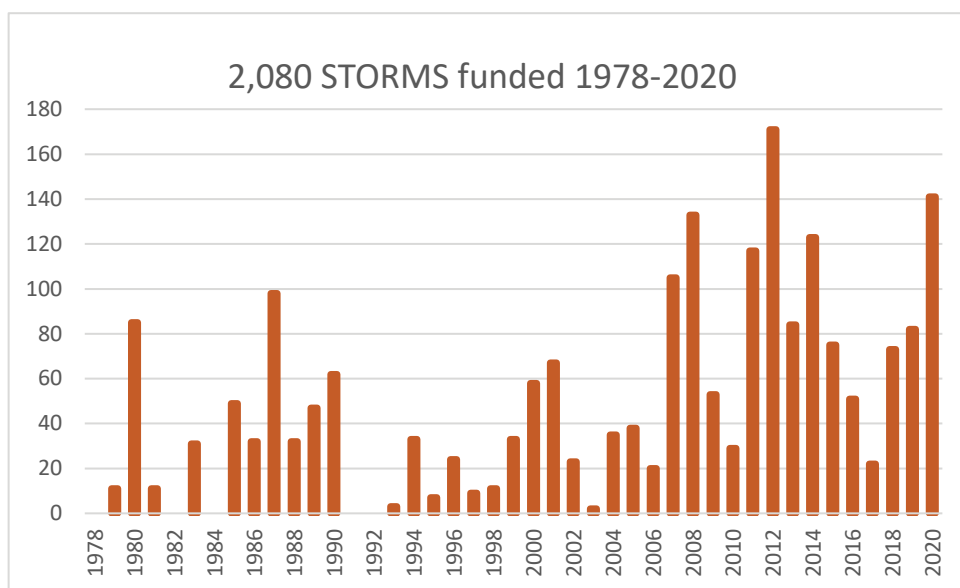
1. Fernwood & Vic West (2013)
2. James Bay (2018)
3. Rockland, Burnside, Harris Green, Hillside-Quadra, North Park, Oaklands (2014)
4. Fairfield (2009)

Neighbourhood Heritage Walking Tours

1. James Bay № 1 - Emily Carr Walk
2. James Bay № 2 - Ogden Pt-Inner Harbour
3. Fernwood - Fernwood Village
4. Hillside-Quadra - Smith Hill
5. North Park - Central Park
6. Fairfield - Southwest Fairfield
7. Burnside - Burnside-Gorge
8. Vic West - Vic West-Gorge
9. Oaklands - Oaklands Rise
10. Gonzales - North Gonzales

Benefits of traditionally made wood storm windows:

- historically accurate
- retains, protects & complements original windows
- prevents heat loss by 40-50%
- reduces draughts
- reduces sound transference
- similar energy savings as full thermal window replacement
- more cost effective and longer lasting than replacement windows
- removable for washing and painting



VICTORIA HERITAGE FOUNDATION

Financial Statements

For the year ended December 31, 2020

(Unaudited)

Anthony R. Lobmeier

Chartered Professional Accountant

REVIEW ENGAGEMENT REPORT

To The Board of Directors of Victoria Heritage Foundation

I have reviewed the accompanying financial statements of Victoria Heritage Foundation (the "Foundation") that comprises the statement of financial position as at December 31, 2020 and the statements of operations and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Practitioner's Responsibility

My responsibility is to express a conclusion on the accompanying financial statements based on my review. I conducted my review in accordance with Canadian generally accepted standards for review engagements, which requires me to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, I do not express an audit opinion on these financial statements.

Conclusion

Based on my review, nothing has come to my attention that causes me to believe that the financial statements do not present fairly, in all material respects, the financial position of Victoria Heritage Foundation as at December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Victoria, BC
June 8, 2021

Chartered Professional Accountant

VICTORIA HERITAGE FOUNDATION
STATEMENT OF FINANCIAL POSITION

As at December 31, 2020

(Unaudited)

	2020	2019
ASSETS		
Current		
Cash (Note 2c)	\$ 142,306	\$ 146,720
Account receivable	102	972
GST receivable	1,662	1,513
Prepaid expenses	2,755	2,945
Inventory (Note 2d)	<u>1,213</u>	<u>1,773</u>
	<u>\$ 148,038</u>	<u>\$ 153,923</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 2,816	\$ 3,264
Grants payable	<u>64,700</u>	<u>54,714</u>
	67,516	57,978
NET ASSETS		
Net assets		
Unrestricted net assets	<u>80,522</u>	<u>95,945</u>
	<u>\$ 148,038</u>	<u>\$ 153,923</u>

On behalf of the board:

 Director
 Director

The accompanying notes are an integral part of
these financial statements

VICTORIA HERITAGE FOUNDATION

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

For the year ended December 31, 2020

(Unaudited)

	2020	2019
Revenues		
Grant - City of Victoria	\$ 226,803	\$ 220,841
Publication revenue	199	1,860
Interest income	<u>671</u>	<u>1,317</u>
	227,673	224,018
Grants For Heritage House Restoration	<u>176,701</u>	<u>156,688</u>
	<u>50,972</u>	<u>67,330</u>
Expenditures		
Insurance	2,129	3,238
Memberships and dues	206	256
Office	35	2,753
Professional fees	3,024	2,921
Education Committee	314	810
Publication costs	1,829	1,740
Sub-contracts	58,315	56,169
Telephone	<u>543</u>	<u>513</u>
	<u>66,395</u>	<u>68,400</u>
Deficiency of revenues over expenditures	(15,423)	(1,070)
Unrestricted net assets, beginning of year	<u>95,945</u>	<u>97,015</u>
Unrestricted net assets, end of year	<u><u>\$ 80,522</u></u>	<u><u>\$ 95,945</u></u>

The accompanying notes are an integral part of
these financial statements

VICTORIA HERITAGE FOUNDATION

STATEMENT OF CASH FLOWS

For the year ended December 31, 2020

(Unaudited)

	2020	2019
Cash flows from operating activities		
Excess (deficiency) of revenues over expenditures	\$ (15,423)	\$ (1,070)
Changes in non-cash working capital		
Accounts receivable	870	928
Inventories	560	1,722
Prepaid expenses	190	(172)
Accounts payable and accrued liabilities	(448)	(114)
Grants payable	9,986	4,910
Due from government agencies	(149)	1,424
Deferred revenue	<u>-</u>	<u>(298)</u>
Cash flows from operating activities	<u>(4,414)</u>	<u>7,330</u>
Net increase (decrease) in cash	(4,414)	7,330
Cash, beginning of year	<u>146,720</u>	<u>139,390</u>
Cash, end of year	<u>\$ 142,306</u>	<u>\$ 146,720</u>

The accompanying notes are an integral part of
these financial statements

VICTORIA HERITAGE FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2020

(Unaudited)

1. Purpose of the organization

The Victoria Heritage Foundation ("the Foundation") was incorporated June 9, 1983 under the Society Act of British Columbia. The Foundation administers the City of Victoria's funding program for heritage houses. The purpose of the Foundation is to promote the conservation of buildings originally intended as single family or duplex residences, including ancillary buildings, which are protected heritage properties, situated within the boundaries of the City of Victoria, in the Province of British Columbia and to undertake projects of an educational nature for the promotion of the conservation of built heritage. The Foundation is a non-profit organization as described in paragraph 149(1)(l) of the Income Tax Act and therefore is not subject to either federal or provincial income taxes.

2. Significant Accounting Policies

The financial statements were prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and include the following significant accounting policies:

a. Revenue Recognition

(i) Grants

The society follows the deferral method of accounting for contributions, which includes government grants. Unrestricted contributions, including the annual operating grant from the City of Victoria, are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions are recognized as revenue in the year in which the related expenses are recognized.

(ii) Publications and services

Revenue is recognized at the time of shipment or when the service is rendered.

(iii) Interest income

Interest income derived from a cash savings account is recognized as received and from a redeemable guaranteed investment certificate accrued monthly.

b. Donated Services

The work of the Victoria Heritage Foundation is dependent on volunteer services. The value of donated services is not recognized in these statements.

c. Cash

Cash consists of bank deposits and short-term investments with maturity or redemption dates of less than 90 days. The short-term investment consists of a redeemable guaranteed investment certificate which is recorded at amortized cost, which approximates current market value.

d. Inventories

Inventories are measured at the lower of cost and net realizable value. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition and is determined using the weighted average cost method. Net realizable value is the estimated selling price in the ordinary course of business, less any applicable variable selling costs.

e. Use of Estimates

The preparation of financial statements in conformity with Canadian Accounting Standards for Not-for-Profit Organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known. Actual results could differ from these estimates.

VICTORIA HERITAGE FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2020

(Unaudited)

3. Economic Dependence

The Foundation is economically dependent on an operating grant from the City of Victoria representing 99.6% of total revenue (2019- 98.6%).

4. Financial Instruments

Under the standards for recognizing and measuring financial instruments, all financial assets are classified into one of the following four categories: held for trading, held to maturity, loans and receivables or available for sale. All financial liabilities are classified into one of the following two categories: held for trading or other financial liabilities.

The Foundation's financial assets and liabilities are classified and measured as follows:

Asset/ Liability	Category	Measurement
Cash	Held for trading	Fair value
Accounts receivable	Loans and receivable	Amortized cost
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost
Grants payable	Other financial liabilities	Amortized cost

Financial instruments measured at amortized cost are initially recognized at fair market value and then subsequently at amortized cost with gains and losses recognized in the statement of operations in the period in which the gain or loss occurs.

a. Fair Value of Financial Instruments

The fair value of a financial instrument is the estimated amount the Foundation would receive or pay to settle a financial asset or financial liability as at the reporting date.

The fair values of amounts receivable, accounts payable and accrued liabilities and grants payable approximate their carrying values due to their nature or capacity for prompt liquidation.

b. Risks and Concentrations

The Foundation is exposed to various risks through its financial instruments, without being exposed to concentrations of risk. The following analysis provides a measure of the Foundation's risk exposure at the balance sheet date.

(i) Cash flow risk

The Foundation is exposed to cash flow risk resulting from the possibility that future cash flows associated with a monetary financial instrument will fluctuate in amount. The exposure to cash flow risk arises from its deposits with a major credit union which earns interest at market rates. The Foundation has no interest bearing liabilities.

(ii) Credit risk

Credit risk is the possibility that other parties may default on their financial obligations. At year end, the maximum exposure of the Foundation to credit risk in cash was \$142,306 (2019- \$146,720). This risk is minimized by ensuring that the Foundation's funds are held in major financial institutions.

VICTORIA HERITAGE FOUNDATION
NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2020

(Unaudited)

5. Financial Instruments (continued)

b. Risks and concentrations (continued)

(iii) Liquidity risk

Liquidity risk is the risk that the Foundation will not be able to fund its obligations as they come due, including being able to liquidate assets in a timely manner at a reasonable price. The Foundation monitors forecasts of cash flows from operations and maintains its financial assets in the form of cash. Investment income is not a primary source of revenue. The Foundation has not entered into any derivative transactions.

(iv) Price risk

The Foundation is not exposed to significant price risks in the form of currency risk, interest rate risk or market risk as it has no material financial assets other than cash.

6. Remuneration

On November 28, 2016, the British Columbia Societies Act came into force. Included in the new Act is a requirement to disclose remuneration paid to all directors, the ten highest paid employees and all contractors who are paid at least \$75,000 annually.

During the year, the Foundation paid no remuneration to the Board of Directors, had no employees and had no contractors whose remuneration was in excess of \$75,000.

1978 - 2020 FUNDING FOR PROTECTED HERITAGE HOUSES

Year	No. of New Designated Houses	Total Designated Houses	City Funding \$	Administration & Education Costs \$	¹ Total House Grants Paid \$	Admin/Ed. & House Grants Spent \$	No. of House Grants	No. of 1 st -time House Grants	House Grant %	Minimum Paid by Designated Homeowners \$
1974	3	3								
1976	8	11								
1977	53	64								
<i>City of Victoria grant program for heritage-designated houses instituted 1978; funded by tax rebates</i>										
1978	11	75	48,866		48,866	48,866	19	18	100	
1979	7	82	55,470		55,470	55,470	27	25	100	
1980	7	89	81,198		81,198	81,198	36	17	100	
1981	3	92	92,591		92,591	92,591	30	7	100	
1982	2	94	35,942		35,942	35,942	12	6	100	
<i>Victoria Heritage Foundation created by Victoria City Council May 1983; City funds VHF through annual grant</i>										
1983	2	96	65,972	3,038	60,584	63,622	23	4	50	60,584
1984	10	106	73,081	20,833	41,849	62,682	21	8	50	41,849
1985	16	122	64,141	² 30,000	49,494	79,494	26	8	50-75	45,000
1986	16	138	62,404	7,000	49,273	56,273	22	4	50	49,273
1987	11	149	60,000	7,622	52,224	59,846	27	10	50	52,224
1988	8	157	77,000	7,559	68,190	75,749	24	7	50	68,190
1989	12	169	80,000	11,265	68,577	79,842	26	9	50	68,577
1990	8	177	80,000	10,380	74,751	85,131	29	15	50	74,751
1991	15	192	80,000	8,815	74,576	83,391	27	12	40	111,864
1992	6	198	80,000	9,748	65,897	75,645	27	10	30	153,760
1993	8	206	80,100	10,847	71,562	82,409	30	6	33	143,124
1994	6	212	80,100	8,634	74,483	83,117	24	9	45	91,035
1995	10	222	80,100	9,564	69,225	78,789	28	13	35	128,561
1996	9	231	80,100	10,823	73,449	84,272	31	7	35	136,405
1997	9	240	80,100	14,870	65,203	80,073	35	9	25	199,617
1998	5	245	80,100	14,592	62,491	77,083	33	8	25	204,303
1999	20	265	80,100	20,990	58,736	79,726	31	6	25	196,812
2000	16	281	105,000	34,607	70,309	104,916	34	9	25	281,236
2001	18	299	118,000	39,187	78,255	117,442	39	14	29	269,875
2002	14	313	125,000	56,831	71,311	128,142	38	16	25	285,244
2003	12	325	125,000	43,043	73,957	117,000	34	7	25	295,828
2004	9	334	128,775	38,546	74,777	113,323	37	7	20	373,885
2005	7	341	136,351	82,200	83,811	166,011	49	12	20	419,055
2006	6	347	151,059	50,164	91,397	141,561	45	13	25	365,588
2007	11	358	168,746	103,043	123,770	226,813	51	9	27	422,607
2008	11	369	175,809	65,484	114,344	179,828	52	12	23	497,148
2009	5	374	196,139	124,836	98,900	223,736	42	10	25	395,600
2010	8	382	194,452	63,149	85,603	148,752	36	7	25	342,412
2011	6	388	189,368	62,990	135,378	198,368	38	2	30	451,260
2012	8	396	189,368	69,077	157,341	226,418	50	7	30	524,470
2013	8	404	193,931	62,729	181,023	243,752	53	11	35	517,209
2014	6	410	191,734	63,399	172,243	235,642	48	7	35	505,456
2015	1	411	189,368	63,579	131,277	194,856	39	3	35	375,077
2016	7	418	205,000	65,905	143,599	209,504	36	9	34	422,350
2017	0	418	210,125	63,034	124,677	187,711	25	0	38	328,097
2018	2	420	220,841	69,309	166,404	235,713	31	1	40	416,010
2019	2	422	220,841	68,400	157,801	226,201	24	1	50	407,628
2020	2	424	226,803	66,395	177,504	243,899	24	4	50	355,008
Totals	424	424	\$5,268,075	\$1,862,487	\$3,908,312	\$5,470,700	1,413	379		\$10,076,972

¹ House Grant figures differ from Financial Statements, which show House Grants approved for the year, minus cancellations.

155 Rendall St

built: 1889; 1910

for: Alexander & Mary Whyte

Heritage-designated: 1977



VHF Grants

1988	woodwork repairs	\$2,593
1989	gutters, woodwork, storms	\$2,519
1990	windows, prep & paint	\$4,439
1992	roof, cresting, chimneys	\$3,090
2011	back porch	\$1,797
2020	prep & paint	\$13,231



photo: M. Seyler



photo: Hallmark Heritage Society Archives



photo: VHF files



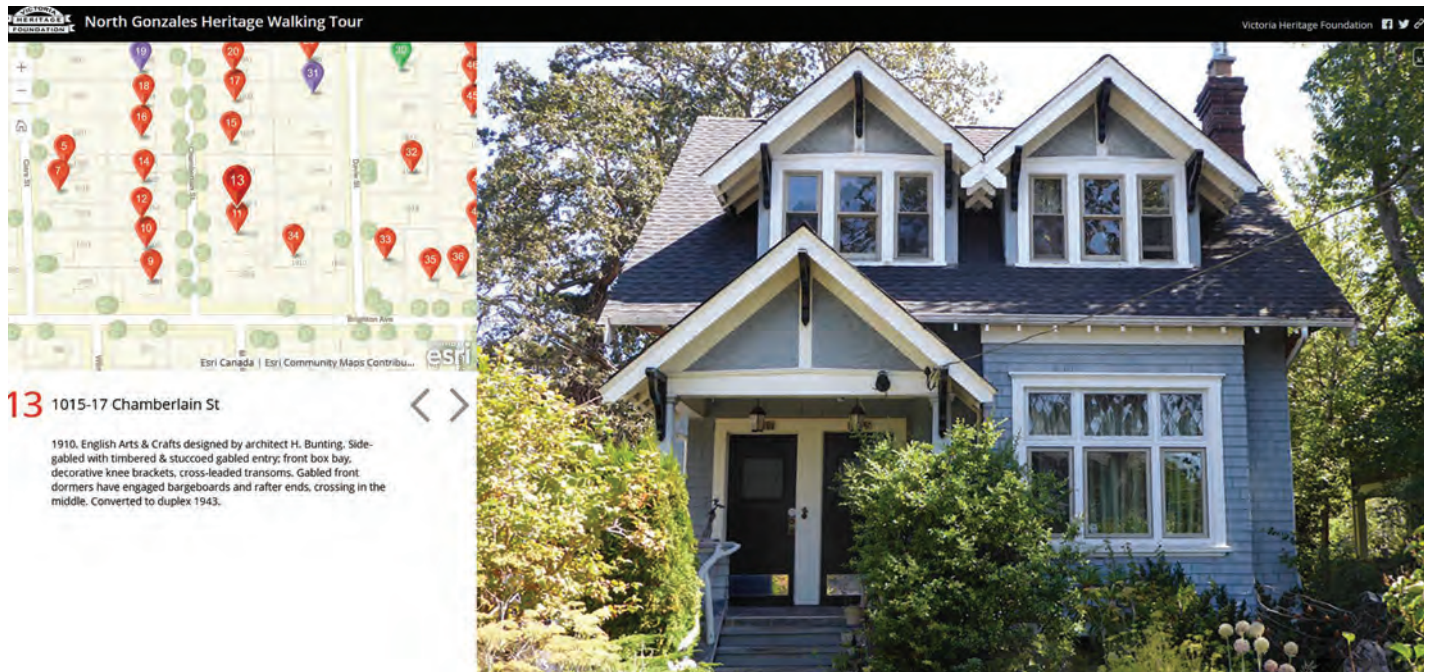
photo: VHF files



photo: VHF files

North Gonzales Heritage Walking Tour

VHF's latest neighbourhood heritage walking tour brochure for the North Gonzales neighbourhood was completed in 2020. The North Gonzales route is between the eastern boundary of Victoria, south of Oak Bay Avenue between Foul Bay Road and Richmond Avenue. The area includes a diversity of historic houses on quiet, walkable tree-lined streets. The self-guided walking tour briefly describes some of the buildings along streets beginning and ending at the commercial strip on Oak Bay Avenue.



Print versions of all ten neighbourhood heritage walking brochures are available from Victoria City Hall, the Tourist Info Centre on the Inner Harbour and locations in the neighbourhoods. Web app versions of the tours can be accessed from the VHF website.

<p style="text-align: center;">Department of Finance Policies and Procedures</p> <p>Financial Sustainability Policy</p>	
<p>Authorized by: Council</p>	<p>Date of issue: January 20, 2009 Date of amendment: October 1, 2015</p>

Purpose

The purpose of the Financial Sustainability Policy is to guide the City's financial planning to meet financial obligations while providing high quality services.

Primary Objective

The policies shall be designed and structured to develop principles that guide, support and respect the direction of the community so that tax payers can look forward to stable, equitable and affordable property taxation.

Policies

1. Growth in Property Tax Base

The City is surrounded by other municipalities and has no ability to expand. However, re-development is occurring that brings in new property tax revenue. This new revenue must be estimated using the best available data. The City recognizes that any new developments or re-developments increase demand on existing infrastructure and may result in the need to expand that existing infrastructure.

Policy 1.0

Conservative estimates of non-market change assessment revenue will be included in the budget based on information provided by BC Assessment, the Planning and Development Department and the Finance Department.

Policy 1.1

To balance infrastructure upgrade needs with ongoing operating funding requirements, the first \$500,000 of assessment growth (non-market change) property tax revenue will be transferred to infrastructure reserves and the remaining balance allocated as determined by Council.

2. Property Tax Increase

Rising costs of existing services at existing service levels must be recognized. One-time revenues or non-renewable reserves should not be used to fund on-going operating expenses.

Policy 2.0

Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at existing service levels and then considering other enhancements. (Also see Policy 3.)

3. New Services and Major Enhancements to Existing Services

The property tax increase established under Policy 2 allows the City to provide the same level of service to the existing tax base. It is not designed to provide for new services or major enhancements to existing services.

Policy 3.0

New services or enhancements to existing services will be funded by one or a combination of the following:

1. A reduction in the cost of existing services. This may include a reallocation of resources from one area to another.
2. An increase in non-tax revenues.
3. A further increase in property taxes.

4. Efficiencies, Demand Management and Service Level Changes

As a sound business practice, departments strive to find and explore efficiencies throughout the City's operations. The City does not have the resources to meet all of the demands that are made. Demand must be managed to make sure that expectations reflect our fiscal realities and the need to contain expenditures. Areas where service level changes may be possible must be identified and brought forward for Council's consideration.

Policy 4.0

Business Plans will identify demand management strategies and will include options for service level changes and alternative service delivery models.

5. Alternative Revenues and External Funding

To diversify its revenue base, the City continually looks for new revenue sources that are consistent with the City's Five-year Financial Plan and 20-year Capital Plan.

Policy 5.0

All departments will make every effort to access external funding from non-City sources including other levels of government. All departments will endeavour to develop partnerships, strategic alliances and shared project funding to assist in the reduction of expenditure to the City. Any additional funding can be used to reduce property tax increases, increase service levels and/or provide new services.

Policy 5.1

Grants should be sought for known infrastructure needs or identified priorities in the City's Strategic Plan even if they are not included in the financial plan due to limited funding or pending Council decision.

6. Infrastructure Maintenance and Replacement

Much of the City's infrastructure is at or nearing the end of its life. The City has an inventory and performs condition assessments of its assets on an ongoing basis. This allows the City to develop and update plans to keep the infrastructure in a proper state of repair to avoid costly failures.

Policy 6.0

The City will establish and maintain an inventory of its infrastructure. A maintenance/replacement plan will be developed utilizing best practices, to keep existing infrastructure in an acceptable condition. This program will be included in the Five-year Financial Plan and the 20-year Capital Plan.

Policy 6.1

The City will depreciate its infrastructure over the useful life of the assets and a sustainable funding strategy will be developed.

Policy 6.2

Each year, Council will consider a property tax increase dedicated to increasing capital infrastructure investment.

7. Self Financed Programs

The City has several self financed programs: Water Utility, Sewer Utility, Stormwater Utility and Solid Waste and Recycling Utility. The costs for self financed programs should be fully funded by user fees. The Water and Sewer Utilities have established reserves. Any surplus or deficit is transferred at the end of each year to or from each reserve.

Policy 7.0

The City's self financed programs are to be fully funded by user fees including corporate overhead, equipment replacement, debt financing, transfers to reserves and capital expenditures.

Policy 7.1

To ensure that programs remain self funded, user fees for each will be adjusted annually to offset any changes in costs.

8. Debt Management

The maximum amount that the City can borrow from external sources is set by the Community Charter. Debt should only be incurred for one-time capital expenditures and not for on-going programs. Borrowing for one-time capital expenditures allows the cost of the project to be spread out over the useful life of the asset. This results in the costs being paid by future beneficiaries as well as current taxpayers.

Policy 8.0

Debt from external sources should only be incurred for one-time capital projects. These projects should be identified as debt-funded projects in the Five-year Financial Plan and 20-year Capital Plan. A separate report, including a business case, to Council is required seeking approval for proceeding with the borrowing process.

Policy 8.1

Every attempt should be made to keep the debt servicing charges at the current budget level of 7% of the property tax levy by adding new debt only in the years when other debt issues are retired. This will minimize the impact on property taxes as a result of new debt.

Policy 8.2

Debt for Self-financed entities (Water Utility, Sewer Utility, Stormwater Utility, Solid Waste and Recycling Utility and Parking Services) can be incurred if supported through a business case, without consideration of Policy 8.1 which only applies to projects that impact on property taxes.

Policy 8.3

As an alternative to external borrowing, funds in the City's Debt Reduction Reserve can be borrowed with a maximum repayment term of 15 years at an interest rate equal to the lost investment interest

9. Fees and Charges

Fees and charges are a significant portion of the City's revenues. They will be reviewed on a regular basis to avoid major changes and to provide users with adequate notice of those changes. Any review will include an analysis of the City's costs in providing the service as well as a comparison to other municipalities.

Policy 9.0

Fees and charges will be reviewed annually and adjusted where appropriate. Departments should consider a minimum increase equal to inflation (CPI.) The users will be provided with no less than 2 months notice of those changes. Fee bylaws should, when appropriate, include an annual increase equivalent to the Consumer Price Index for Victoria.

10. Surplus

Surplus represents non-renewable savings and should not be used for operating purposes or for on-going capital programs.

The Financial Stability Reserves (Operating Fund, Police Department, Water Utility, Sewer Utility, and Stormwater Utility) were established to ensure ongoing financial stability and fiscal health of all City Entities. They are funded from the year-end surplus in each respective fund.

Policy 10.0

Surplus will only be considered as a funding source for one-time expenditures. Any surplus not used for one-time expenditures will be transferred to infrastructure reserves, financial stability reserves and/or debt reduction reserves. (Also see Policy 11.)

11. Reserve Funds

The City has a number of reserve funds established for various purposes. The City strives to develop appropriate reserves to meet future financial obligations with respect to City equipment and infrastructure, fiscal needs and employee benefit obligation.

Policy 11.0

Each reserve fund is governed by the City's Reserve Fund Policy that outlines the purpose, the types of expenditures permitted and the desired levels of each reserve.

12. Capital Projects and Programs

Capital projects and programs are funded from a variety of sources including a capital property tax levy, grants and reserves. Once the project or program is completed, its on-going maintenance costs need to be included in the operating budget and future upgrade and/or replacement costs need to be included in the capital plan. These on-going and future costs must be clearly understood before a capital project is approved.

Policy 12.0

Each capital project or program submitted for consideration must clearly state the full initial cost as well as future costs, including operating and upgrade/replacement costs. In addition, the source of sustainable funding for such costs has to be demonstrated.

13. Re-budgeted Capital Projects and Programs

Every year, some capital projects and programs are not completed in the year they were budgeted for. In such instances, a request to re-budget the portion of the project or program that is yet to be completed is submitted to Finance.

Policy 13.0

Requests to re-budget capital projects underway are granted. However, other capital items may be scaled back or deferred to accommodate the re-budget request.

Policy 13.1

Requests to re-budget capital projects that have not been started are not granted. These projects will be considered and prioritized along with all other capital items being put forward.

Policy 13.2

Requests to re-budget capital programs are not normally granted. However, should such a request be granted, next year's program will be scaled back to accommodate the re-budget request.

14. Large Scale Capital Projects

Some capital projects are very large in scale and have various phases.

Policy 14.0

Large scale capital projects will be budgeted in at least two phases. Phase one is for planning and design. Phase two and any subsequent phases are for implementation/build.

<p align="center">Department of Finance Policies and Procedures</p>	
Revenue and Tax	
Authorized by: Council	Date of issue: February 16, 2009 Date of revision: January 29, 2015

Purpose

The purpose of the Revenue and Tax Policy is to outline the proportions of revenue sources, the distribution of property taxes among property classes and the use of permissive property tax exemptions.

Objectives

- To provide tax payers with stable, equitable and affordable property taxation while at the same time providing high quality services.
- To support the OCP and other City plans as well as complement the Regional Context Statement.

Policies

1. Revenue Proportions by Funding Sources

Property taxes are the main source of revenue for the City and pay for services such as police and fire protection, bylaw enforcement, and infrastructure maintenance. Property taxes provide a stable and consistent source of revenue for services that are difficult or undesirable to fund on a user pay basis. Therefore, property taxes will continue to be the City's major source of revenue.

However, it is the City's desire to charge user fees where feasible. Some programs, such as recreation, are partially funded by user fees. The City also has several self-financed programs that are fully funded by user fees. These include Water Utility, Sewer Utility, Stormwater Utility, and Garbage Utility.

Policy 1.0

User pay funding will be used for such services that are practical and desirable to fund on a user pay basis.

Services that are undesirable or impractical to fund on a user pay basis will be funded by property taxes.

Policy 1.1

The City will continue to explore alternative revenue sources to diversity its revenue base.

2. Distribution of Property Taxes Among Property Classes

Market value changes that result in uneven assessment changes between property classes result in a tax burden shift to the class experiencing greater market value increases unless tax ratios are modified to mitigate the shift.

Until 2007, it was Council's practice to modify tax ratios to avoid such shifts. This equalization practice provided an effective tax increase that was equal for all classes. It is important to be aware that this practice only avoids shifts *between* property classes. There is still a potential for shifts *within* a property class where one property has experienced a market value change that is greater than the average for that class.

However, starting in 2007, business and industrial tax ratios have been held constant in recognition of the larger tax burden that has been placed on those classes. This resulted in higher tax increases being passed on to the residential class compared to business and industrial.

The pressure continues across the country to reduce the tax burden on the business and industrial classes. In recognition of this, and the desire to support a healthy business environment, Council's goal is to have a business class tax burden that is equitable.

In 2012, a comprehensive review of the Revenue and Tax Policy was conducted to determine if Council's objective of reducing the tax burden on the business class was appropriate and if so, that the mechanism of achieving the objective (reduction of tax ratio) was the most effective mechanism to achieve the goal. The review concluded that additional relief for the business tax class was warranted. However, the tax ratio was not the best mechanism of achieving that goal. As a result, Council approved the following policy objective: *To reduce the business property tax class share of the total property tax levy to 48% over three years (2012-2014). The redistribution excludes impact of new assessment revenue. The total redistribution of the tax levy was \$1.51 million.*

In 2015, an update review was completed and based on the findings, policy 2.0 was amended to maintain the current share of taxes among tax classes.

Policy 2.0

Maintain the current share of distribution of property taxes among property classes, excluding the impact of new assessment revenue, by allocating tax increases equally. Business and industrial classes will be grouped as outlined in Policy 2.1.

Policy 2.1

Tax rates for the light and major industrial tax classes will be equal to the business tax rate to support the City's desire to retain industrial businesses.

Policy 2.2

Farm Tax Rates will be set at a rate so taxes paid by properties achieving farm status will be comparable to what the property would have paid if it were assessed as residential.

3. Use of Permissive Property Tax Exemptions

The City continues to support local non-profit organizations through permissive tax exemptions. Each year, a list of these exemptions is included in the City's Annual Report.

In addition, the City offers a Tax Incentive Program to eligible owners of downtown heritage designated buildings to offset seismic upgrading costs for the purposes of residential conversion of existing upper storeys. The exemptions are for a period up to ten years.

The City encourages redevelopment of lands within the City and the use of environmentally sustainable energy systems for those developments through revitalization property tax exemptions.

Policy 3.0

Permissive property tax exemptions are governed by the City's Permissive Property Tax Exemption Policy, which outlines the criteria for which property tax exemptions may be granted.

Policy 3.1

Heritage property tax exemptions are governed by the City's Heritage Tax Incentive Program.

Policy 3.2

Revitalization property tax exemptions are governed by the City's Revitalization Tax Exemption (Green Power Facilities) bylaw.

<p align="center">Department of Finance Policies and Procedures</p>	
Reserve Funds	
Authorized by: City Council	Date of issue: September 30, 2004
	Revised: January 2020

PURPOSE

The purpose of the Reserve Fund Policy is to provide guidance with respect to the development, maintenance, and use of City Reserve Funds.

GUIDING PRINCIPLES

All Reserves Funds must be established, maintained and used for a specified purpose mandated by this policy, statute, or City by-law.

Annual operating surpluses are to be transferred to the Equipment and Infrastructure Reserve or the appropriate Financial Stability Reserve in each fund and used in accordance with the priorities outlined in this policy.

The City shall strive to develop appropriate reserves to meet future financial obligations with respect to City equipment and infrastructure, fiscal needs and employee benefit obligations.

PRIMARY OBJECTIVES

Reserves shall be established and expended to:

1. Ensure Stable & Predictable Levies

The City recognizes that unstable and unpredictable tax levies can adversely affect residents and businesses in Victoria. In order to maintain stable and predictable levies, the City will maintain sufficient reserves to buffer the impact of unusual or unplanned cost increases and revenue reductions over multiple budget cycles.

2. Provide for Operating Emergencies

The City is exposed to unusual operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues, environmental hazards and so on. It may not be feasible, or cost-effective, to absorb the costs of such emergencies during one budget cycle. The City will maintain adequate reserves to avoid such emergencies, extensive service interruptions, and prevent risks to infrastructure and public safety.

3. Finance New Capital Assets

Use of Reserves for financing new capital assets is an effective means of matching one-time funds to one-time capital projects. In addition, the City requires financial resources to quickly respond to opportunities that could provide capital infrastructure through private sector partnerships, and other alternative service delivery methods.

4. Safeguard and Maximize Existing Assets

The City has an inventory of specialized machinery, equipment and technology systems necessary for the efficient delivery of services to the public, which needs to be replaced on well-defined lifecycle standards. The City also has a need to provide insurance against unforeseen losses of these and other assets and claims against its assets where it is found legally liable.

GENERAL CRITERIA

Reserves shall be established, maintained and used in accordance with the following General Criteria.

1. Least Cost to Taxpayers

Reserves should support the least cost alternative in the long-term for delivering standards of service adopted by Council. This means they will be used to:

- Buffer the effects of large cost increases and revenue reductions and allow time to adjust City service costs or revenue generation to avoid unnecessary tax increases, and
- Provide internal capital financing which is more cost-effective than external borrowing or leasing.

2. Fairness & Equity to Taxpayers

Reserves should serve to balance the impact of the operating costs and capital costs, on both current and future taxpayers by:

- Applying Reserves derived from one-time revenue sources to one-time capital or operating projects.
- Applying Reserve Funds and current revenues in a ratio, which recognizes the appropriate sharing of savings from current taxpayers with contributions from future taxpayers (this will likely require repayment of all, or a portion of, Reserves from future rates or user fees).

3. Meets Statutory and Legal Requirements

Reserves must meet the requirements of the Community Charter, Federal statutes, City By-Laws or any other contract or judgment enforceable by law.

4. Meets Accounting Standards

Reserves must meet generally accepted accounting principles (GAAP) and accounting standards applicable to local governments (PSAB).

POLICY ADMINISTRATION

The Director of Finance shall be responsible to:

- Ensure the Reserve Funds are established and maintained in compliance with this Policy.
- Conduct an annual review of the Reserve Funds and report the results to City Council.
- On an “as required basis”, recommend revisions or amendments to this Policy, due to changes in applicable statutes, accounting standards, or economy.

ADMINISTRATIVE CRITERIA

1. Unique Corporate Purpose

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes
- Eliminating those with redundant or outdated purposes, and
- Re-focus departmental reserves to corporate purposes and strategic plans.

2. Interest and Calculation Method

All Reserves Funds will earn interest each year. Interest will be calculated based on the audited fund balance at the end of the prior year. The interest rate used will be the determined on an annual basis.

3. Minimum and Maximum Balances

A minimum and maximum balance shall be established for each Reserve Fund. A minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. A maximum balance ensures that it does not grow beyond its intended purpose.

4. Repayment Period

If funding is borrowed from a reserve, a time period shall be specified for the repayment or replenishment to its specified minimum or maximum balance.

5. Business Case Requirements

A business case shall be provided specifying the purpose, benefits and method of repayment for each proposed Departmental use of a reserve fund, except as provided by statute, City by-law or Council policy. A business case will be subject to the applicable budget, ranking or other prioritization process, and Council approval.

RESERVE FUNDS

City of Victoria Reserve Funds are established under the authority of the Community Charter and are each supported by a bylaw that outlines the purpose and use of each fund.

A description of each of the different types of Reserve Funds covered by this policy is outlined below:

FINANCIAL STABILITY RESERVES

Description

Financial Stability Reserves are required to ensure the ongoing financial stability and fiscal health, of all City Entities. Each reserve is funded from the year-end surplus from the appropriate entity (i.e. Operating Fund, Police Department). For the Water, Sewer and Stormwater Utilities, 50% of each utility's surplus are to be applied to the respective financial stability reserve until they reach target balances and the remainder to the respective equipment and infrastructure reserve.

- **Debt Reduction** – This reserve was established to provide a source of funds to finance internal borrowings, local improvements and paying down the City's outstanding debt. It is currently being funded from the City's share of surpluses identified in MFA Sinking Funds and payment holidays on debt issues.
- **Reserve for Insurance Claims** – This reserve was established to provide a source of funds for liability claims not covered under our Insurance Policies.

Guidelines for Using Funds

A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Financial Stability Reserve Funds.

All appropriations from Financial Stability Reserves are to be considered in accordance with the following priorities.

1. Operating and Environmental Emergencies

- These appropriations are the highest priority and are based on public safety and demand nature of the expenditure.

2. Revenue Stabilization and Operating Contingency

- These appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City's ability to adjust in the short-term.

3. Innovation Fund

- As an incentive to encourage creativity and innovation, appropriations may be made to fund departments and/or workgroups that would like to explore innovative and creative solutions directed towards making the Corporation more efficient and effective.
- Business cases requesting use of these funds require that the replenishment methods be specified. These would include future departmental cost or service level adjustments or additional revenue generation necessary to "top up" the accounts over a three-year period.

EQUIPMENT AND INFRASTRUCTURE

Description

Equipment and Infrastructure Reserves are established to create a funding source for buildings and infrastructure capital projects, new equipment purchases and capital equipment replacement programs. Currently, the city has established equipment and infrastructure reserve funds for the following purposes:

- **Police Vehicles, Equipment and Infrastructure** – This reserve is to fund the replacement and purchase of Police vehicles and equipment. This reserve is funded by annual budget contributions included in the Police operating budget.
- **Police Emergency Response Team Vehicles and Equipment** - This reserve is to fund the replacement and purchase of equipment for the Regional Emergency Response Team. The reserve is funded by the annual surplus from the ERT Program.
- **Victoria Conference Centre Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Conference Centre building and furnishings. This reserve is also used to fund equipment replacements and new equipment purchases. The reserve is funded by the annual surplus from the Conference Centre.
- **City Equipment** - This reserve is to fund the replacement and purchase of City equipment. This includes equipment replacement programs, computer equipment and software, office furniture, etc. This reserve is funded by annual budget contributions included in the City operating budget.
- **City Vehicles and Heavy Equipment** – This reserve is to fund the purchase and replacement of City vehicles and heavy equipment. This reserve is funded by annual budget contributions included in the City operating budget.
- **City Buildings and Infrastructure** – This reserve was established to provide a source of funds to properly maintain City Buildings and Infrastructure. This reserve is funded by annual budget contributions that are increasing by \$500,000 per year until the reserve attains an adequate funding level. This increase is subject to annual Council approval.
- **Parking Services Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the City parkades. The reserve is also used to fund Parking Services equipment replacement and new equipment purchases. This reserve is funded from annual budget contributions included in the City's operating budget.
- **Multipurpose Equipment and Infrastructure** – This reserve was established to provide funding for equipment replacement and maintaining the Multipurpose Facility. This reserve is funded by annual budget contributions from the City's operating budget and RG Properties.
- **Recreation Facilities Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain City Recreation Facilities. The reserve is also used to fund equipment replacement and new equipment purchases for City Recreation Facilities. This reserve is funded from user fees assessed on tickets to events and facility rentals.
- **Archives Equipment** – This reserve is to fund the purchase and replacement of Archives material and equipment. The funding for this reserve comes from grants and donations.
- **Artificial Turf Field** - This reserve was established to provide a source of funds for replacement of the Finlayson field carpet and amenities and for future development of artificial turf fields. This reserve is funded from the fees collected from the rental of the Finlayson field.

- **Gas Tax** - The Governments of Canada, British Columbia and the UBCM entered into the Gas Tax Agreement on September 19, 2005. The Agreement is focused on achieving three environmental sustainability outcomes: reduced greenhouse gas emissions, cleaner water and cleaner air. The Community Works Fund provides annual contributions into this reserve.
- **Water Utility Equipment and Infrastructure** - This reserve was established to provide a source of funds to properly maintain the Water Utility Infrastructure. The reserve is also used to fund Water Utility equipment replacement and new equipment purchases. The reserve is funded by annual budget contributions from the Water Utility and 50% of the Water Utility's surplus until the target balance has been met within the Water Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Water Utility Equipment and Infrastructure Reserve.
- **Sewer Utility Equipment and Infrastructure** - This reserve was established to provide a source of funds to properly maintain the Sewer Utility Infrastructure. The reserve is also used to fund Sewer Utility equipment replacement and new equipment purchases. The reserve is funded by annual budget contributions from the Sewer Utility and 50% of the Sewer Utility's surplus until the target balance has been met within the Sewer Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Sewer Utility Equipment and Infrastructure Reserve.
- **Stormwater Utility Equipment and Infrastructure** - This reserve was established to provide a source of funds to properly maintain the Stormwater Utility Infrastructure. The reserve is also used to fund Stormwater Utility equipment replacement and new equipment purchases. The reserve is by annual budget contributions from the Stormwater Utility and 50% of the Stormwater Utility's surplus until the target balance has been met within the Stormwater Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Stormwater Utility Equipment and Infrastructure Reserve.

Guidelines for Using Funds

Use of equipment and infrastructure reserves is restricted to the following types of purchases:

- Major construction, acquisition, or renovation activities as defined in the Capital Asset Policy that add value to the municipal physical assets or significantly increase their useful life. Some examples include:
 - Renovation and construction projects pertaining to new or existing city buildings,
 - Renewal, replacement, enhancement or construction of city infrastructure, sewers, storm drains, water distribution systems, buildings, roads, sidewalks, traffic systems, parks, etc.
- Vehicles and heavy equipment, individual pieces of equipment and ongoing annual equipment replacement programs as defined in the Capital Asset Policy.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

EMPLOYEE BENEFIT OBLIGATIONS

Description

Reserves for employee benefit obligations will be established where the City is incurring a retirement benefit liability or other employee related liability, which the City is obligated to pay at some future date. Current reserves established include:

- **Police Retirement Benefits** – This reserve is to fund retirement benefits (one months pay and vested sick leave) accrued to retiring Police officers. This reserve is funded by annual contributions included in the Police operating budget.
- **Police Employee Pension Buybacks** – Police employees are entitled to purchase additional pension service time related to their probation period, provided they were not covered by pension. The City is obligated to pay 50% of the cost once the employee retires or reaches 55 years of age. This reserve was established to fund the City's share of costs for employees purchasing pension service for probation periods. This reserve is funded by annual contributions included in the Police operating budget.
- **Police Pension Corporation Over Contributions** – This reserve was established to accumulate the City's share of Police pension over contributions. These amounts are payable to the employee upon retirement. This reserve is funded from pension contributions refunded to the City by the BC Pension Corporation.
- **City Retirement Benefits** - This reserve has been established to help fund retirement benefits (one months pay and vested sick leave) accrued to retiring City Employees. This reserve is funded by annual contributions included in the City's operating budget.
- **City Employee Pension Buybacks** - City employees are entitled to purchase additional pension service time related to their probation period provided they were not covered by pension. The City is obligated to pay 50% of the cost once the employee retires or reaches 55 years of age. This reserve was established to fund the City's share of costs for employees purchasing pension service for probation periods. This reserve is funded by annual contributions included in the City's operating budget.
- **City Pension Corporation Over Contributions** - This reserve was established to accumulate the City's share of Firefighter pension over contributions. These amounts are payable to the employee upon retirement. This reserve is funded from pension contributions refunded to the City by the BC Pension Corporation.

Guidelines for Using Funds

Use of funds is restricted to the purpose for which each fund was established. Funds may only be accessed to supplement funding a retirement payout.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from these Reserve Funds. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

DEVELOPMENT COST CHARGES

Description

This reserve is required by the Community Charter to account for the proceeds from development cost charges levied against new developments. The reserve is funded from the proceeds of development cost charges levied.

Guidelines for Using Funds

Use of these funds is governed by the Development Cost Charge Bylaw and restricted to the funding approved projects as allowed by that bylaw.

Note: *An adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, an amendment to the Development Cost Charge Bylaw is required to create additional reserve fund categories, delete categories or shift funds between categories.*

TAX SALE LANDS

Description

The Tax Sale Lands Reserve was established to account for proceeds from any sales of City land and buildings. This reserve is funded from all sales of City land and buildings.

Guidelines for Using Funds

These funds are available for building and land purchases and improvements, and capital expenditures required for preparing City properties to sell (i.e. remediation, servicing, etc.)

Note: *A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.*

PARKS AND GREENWAYS ACQUISITION

Description

This reserve was established to provide a source of funds for purchasing Park Lands. It is currently funded from 10% of the proceeds of any City land sale.

Guidelines for Using Funds

These funds are available for purchasing park lands or lands to be developed into a park.

Note: *A Council Resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.*

LOCAL AMENITIES

Description

This reserve tracks and accounts for monies received from a developer, for public amenities related to specific developments (i.e. pathways, parks, docks, etc.). This reserve is funded from contributions by developers.

This reserve also tracks and accounts for monies received under the City's Tree Preservation Bylaw related to removal of trees due to development or through cash donations.

Guidelines for Using Funds

Use of these funds is restricted to the purpose for which each contribution was based on, including uses outlined in the Tree Preservation Bylaw for tree replacement.

Note: *A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.*

VICTORIA HOUSING

Description

This reserve has been established to provide a source of funds to help fund housing projects including projects that fall under the Secondary Suite Incentive Program. The reserve is funded by annual contributions included in the City's Operating Budget.

Guidelines for Using Funds

Use of these funds is restricted to the funding of housing projects including those that fall under the Secondary Suite Incentive Program.

Note: *A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.*

DOCKSIDE AFFORDABLE HOUSING

Description

This is a reserve that has been established to provide a source of funds to help fund affordable housing projects in Dockside. The Dockside Master Development Agreement outlines certain requirements around affordable housing that the developer has to meet. There is an option to provide cash instead of the affordable housing requirements. Those funds would be put into this reserve. In addition, the reserve is funded by 20% of the building permit fees applicable to the Dockside development.

Guidelines for Using Funds

Use of these funds is restricted to the funding of affordable housing projects in Dockside.

Note: *A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.*

CLIMATE ACTION

Description

This reserve has been established to provide a source of funds for funding climate mitigation and adaptation strategies that target energy and GHG reductions associated with facilities or transportation of either City-owned assets or community public lands and services. This reserve is funded by the Climate Action Revenue Incentive Program (CARIP) grants.

Guidelines for Using Funds

Use of these funds is restricted to the funding of climate change initiatives.

Note: *A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.*

ART IN PUBLIC PLACES

Description

This reserve has been established to provide a source of funds for art in public spaces and expand opportunities for artists and members of the public to participate in the process. The Arts in Public Places policy outlines the funding formula for this reserve.

Guidelines for Using Funds

Use of these funds is restricted to the funding of art in public places initiatives.

Note: *A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.*

DOWNTOWN CORE AREA PUBLIC REALM IMPROVEMENTS

Description

This reserve has been established to assist in funding improvements that tangibly and visibly improve the physical condition, appearance and function of the public realm within the Downtown Core Area and provide a public benefit to the overall surrounding area.

This reserve is funded by monetary contributions provided to the City of Victoria as part of the Density Bonus System described in the *Downtown Core Area Plan*. The *Downtown Core Area Plan* outlines the funding formula for this reserve.

Guidelines for Using Funds

Use of these funds is restricted to the funding of public realm improvements that support the objectives and policies of the *Downtown Core Area Plan*.

Note: *A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.*

PARK FIXTURE DEDICATION PROGRAM

Description

This reserve has been established to assist in funding the maintenance costs of the capital assets acquired through the Park Fixture Dedication Program.

This reserve is funded by monetary contributions provided to the City of Victoria as part of the total cost of the dedication. The maintenance contingency is a percentage of the amenity capital cost.

Guidelines for Using Funds

Use of these funds is restricted to funding the maintenance of the dedicated park fixture over the estimated useful life.

Note: *A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.*



Committee of the Whole Report

For the Meeting of October 25, 2021

To: Committee of the Whole **Date:** October 21, 2021
From: Councillor Potts, Councillor Dubow and Councillor Isitt
Subject: Council Member Motion: Advocacy for Mental Health and Support Services

BACKGROUND:

The City of Victoria and Township of Esquimalt Councils received a presentation from the Victoria Esquimalt Police Board on October 19, 2021. The Board presented both Councils with a significant budget increase request of 7.05%, including 6 new officers and 5 new civilian staff.

During the meeting, the Chief of Police stated that an additional 18 officers and 3 civilian staff -- totalling 32 new positions -- would be required to address our community challenges. The Chief of Police attributed this requirement to downloading of responsibilities by senior levels of government: "There's been so much downloading" on police; "There needs to be investments in health, social work, mental health response, addictions."

But, health matters are not crimes. On September 12th, just 40 days ago, in Victoria, a man in mental health distress was shot and killed by police. We are losing our community members to the overdose epidemic at an unimaginable rate. Officers are being personally impacted, some unable to work due to the stresses of addressing health matters for which they are not equipped or trained for.

Evidence, experience, and police themselves tell us that health matters cannot be solved by responses that are not health based.

We look to our Provincial government, who hold the jurisdiction of health and housing matters, and who are leaders in deploying evidence-based responses, for support and a response to our local health challenges.

RECOMMENDATION

That the Mayor write, on behalf of Council, to the Minister of Municipal Affairs, the Minister of Mental Health and Addictions, the Minister of Public Safety, the Minister of Housing, and the Victoria-Beacon Hill MLA asking the Province:

1. What measures is the Province taking to address the areas within provincial jurisdiction of health, social work, mental health response and addictions in the City of Victoria?

2. What provincial health measures will be in place in the next 12 months in the City of Victoria?
3. What investments can the City of Victoria make through the 2022 budget to support the Province in the rapid implementation of measures to address the opioid epidemic, the mental health emergency and the intersecting housing crisis?

Respectfully submitted,



Councillor Potts



Councillor Dubow



Councillor Isitt