



REVISED AGENDA - COMMITTEE OF THE WHOLE

Thursday, June 27, 2024, 9:00 A.M. - 2:00 P.M.

COUNCIL CHAMBERS, CITY HALL, 1 CENTENNIAL SQUARE

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

Meeting will recess for a lunch break between 12:00 p.m. and 1:00 p.m.

Pages

A. TERRITORIAL ACKNOWLEDGEMENT

B. INTRODUCTION OF LATE ITEMS

C. APPROVAL OF AGENDA

*D. CONSENT AGENDA

Proposals for the Consent Agenda:

- E.1 - 250 Douglas Street: Development Permit with Variances Application No. 00241 (Downtown)
- F.1 - Victoria Housing Reserve Fund Application - Capital Region Housing Corporation's (CRHC's) project at 1132 Johnson
- F.2 - 2024-2026 Corporate Plan Street
- F.3 - ask Force to Review Council Remuneration Decision

E. LAND USE MATTERS

*E.1 250 Douglas Street: Development Permit with Variances Application No. 00241 (Downtown) 1

Addendum: Presentation

A report regarding a Development Permit with Variances application for the property located at 250 Douglas Street in order to construct an accessory building intended for a bike shelter, and recommending that the application be approved.

F. STAFF REPORTS

*F.1 Victoria Housing Reserve Fund Application - Capital Region Housing Corporation's (CRHC's) project at 1132 Johnson Street 29

Addendum: Presentation

A report regarding a Victoria Housing Reserve Fund grant application from the

Capital Region Housing Corporation to support the construction of a 140-unit affordable housing project at 1132 Johnson Street, and recommending that it be approved.

***F.2 2024-2026 Corporate Plan**

51

Addendum: Updated Appendix A and Presentation

A report regarding the 2024 – 2026 Corporate Plan for information and share timelines for future Strategic Plan Progress Updates.

F.3 Task Force to Review Council Remuneration Decision

83

A report regarding the establishment of an independent task force to review Council's decision related to Council remuneration.

G. NOTICE OF MOTIONS

H. CLOSED MEETING, IF REQUIRED

I. ADJOURNMENT OF COMMITTEE OF THE WHOLE



Committee of the Whole Report For the Meeting of June 27, 2024

To: Committee of the Whole **Date:** June 12, 2024
From: Karen Hoese, Director, Sustainable Planning and Community Development
Subject: **Development Permit with Variances Application No. 00241 for 250 Douglas Street**

RECOMMENDATION

That Council, after giving notice, posting signage, and inviting written comments from the public for Council's consideration, consider the following motion:

- "1. That Council authorize the issuance of Development Permit with Variances No. 00241 for 250 Douglas Street, in accordance with plans submitted to the Planning department and date stamped by Planning on May 27, 2024, subject to:
 - a. Proposed development meeting all City zoning bylaw requirements, except for the following variances:
 - i. increase the size of an accessory building (combined floor area) from 37m² to 71m²;
 - ii. allow an accessory building to be located in the rear and side yard;
 - iii. increase the rear yard site coverage from 25% to 56%;
 - iv. increase the overall site coverage for the property from 14% to 45%;
 - v. increase the accessory building height from 3.0m to 3.1m.
2. That the Development Permit with Variances No. 00241, if issued, lapses two years from the date of this resolution."

LEGISLATIVE AUTHORITY

The Report discusses a Development Permit with Variances Application. Considerations include the appropriateness of the relevant regulations and design guidelines to the accessory building regulations and the impact of the variances.

Enabling Legislation

In accordance with Section 489 of the *Local Government Act*, Council may issue a Development Permit in accordance with the applicable guidelines specified in the *Official Community Plan*. A Development Permit may vary or supplement the *Zoning Regulation Bylaw* but may not vary the use or density of the land from that specified in the Bylaw.

EXECUTIVE SUMMARY

The purpose of this report is to present Council with information, analysis and recommendations for a Development Permit with Variance for the construction of an accessory building intended for a bike shelter for the property located at 250 Douglas Street. The variances are related to the size, placement and height of the bike shelter and the overall site coverage and rear yard coverage for the property.

The following points were considered in assessing this application:

- The proposal is generally consistent with Development Permit Area 16, General Form and Character overall objectives to ensure new construction is a good visual fit in the immediate context. The design of the bike shelter, with a shed roof, and simple vertical cladding elements, complements the multifamily building.
- The bike shelter placement is an accessible, yet unobtrusive location on the property. Visual impact on adjoining residential properties will be minimal and is further reduced by the presence of mature landscaping and fencing. A green roof is proposed on the bike shelter creating a softer visual presence when viewed from the multi-family building.
- The variances are supportable. The R3-H Zone, High Density Multiple Dwelling District, did not anticipate accessory buildings and the resulting applicable regulations are a combination of requirements in this zone and the accessory building regulations specific for low density development.
- The variance to allow placement in the side yard is acceptable as this location is the most practical and accessible location from Douglas Street.
- The variance to increase the size of the bike shelter from 37m² to 71m² is reasonable and functional for the proposed context and use.
- The variance for the height of the bike shelter from 3.0m to 3.1m is supportable, noting that a height of 3.5m is the usual residential standard for an accessory building.
- The bike shelter adds a nominal amount to the overall site coverage and rear yard site coverage, both of which already exceed the maximum allowance, due to the presence of a large carport structure.
- The inclusion of a dedicated bike shelter use by the residents supports active transportation objectives.

BACKGROUND

Description of Proposal

This proposal is to construct an accessory building for use as a bike shelter for the occupants of multi-family development.

The variances requested from the R3-H Zone, High Density Multiple Dwelling District, and Schedule F, Accessory Building Regulations, are related to the size, placement and height of the bike shelter and the overall site coverage and rear yard coverage for the property.

Land Use Context

The area is characterized by multi-family residential buildings along Douglas Street and single family and two-family dwellings along Marfield Avenue, St. Andrews Street and Avalon Road.

Beacon Hill Park is directly across the street from this property.

Existing Site Development and Development Potential

The site is presently occupied by a 96-suite condominium building, constructed in 1962.

Under the current zoning, there is no further development potential on the property.

Data Table

The following data table compares the proposal for the bike shelter Accessory Building Regulations (Schedule F) and with the R3-H Zone, High Density Multiple Dwelling District. An asterisk is used to identify where the proposal does not meet the requirements of the Schedule and Zone, and a double asterisk identifies an existing non-conforming situation.

Zoning Criteria for Accessory Building	Proposal	Schedule F
Location	<i>Rear and side yard*</i>	Rear yard
Combined floor area (m ²) - maximum	71*	37
Height (m) – maximum (see following data table)	3.1	3.5
Storeys – maximum	1	1
Rear yard site coverage (%) – maximum	56*	25
Open site space (%) – minimum		
Separation space from main building (within the site) (m) – minimum	0**(existing carport) 6.4 (for new building)	2.4
Setbacks (m) – minimum		
Rear	1.5	0.6
Side	1.5	0.6

Zoning Criteria for existing building and proposed accessory building	Proposal	R3-H
Site area (m ²) - minimum	4530	2787
Site coverage (m ²) - maximum	45*	14
Open site space (%) – minimum	55	40
Height for an accessory building	3.1*	3.0

Zoning Criteria for existing building and proposed accessory building	Proposal	R3-H
Vehicle parking stalls	90	Existing
Bicycle parking proposed – long term	42	Not required by bylaw due to age of building

Sustainable Mobility

The application for a bike shelter supports multi-modal transportation by increasing the number of bike parking spaces, along with enhanced bike parking, cargo and electric bike parking and maintenance facilities.

Relevant History

The building (commonly referred to as Bickerton Court) was constructed in 1962 and contains 96 suites. At the time of construction, bicycle parking facilities were not mandatory. Since the construction of the building, a bike enclosure has been placed along the north elevation of the main building, however, the owners wish to add an additional permanent and secure bike shelter.

Community Consultation

Consistent with the Community Association Land Use Committee (CALUC) Procedures for Processing Rezoning and Variance Applications, since this is a Development Permit with Variance Application, the original application (June 26, 2023) and revised plans were referred to the James Bay Community Association CALUC for a 30-day comment period. At the time of writing this report, a letter from the CALUC had not been received.

The associated application proposes variances, therefore, in accordance with the City’s *Land Use Procedures Bylaw*, it requires notice, sign posting and a meeting of Council to consider the variances. Given the nominal potential impact associated with the requested variances staff are recommending that the Opportunity for Public Comment be waived. Letters in support of this application have also been received (attached).

ANALYSIS

Official Community Plan: Design Guidelines

The *Official Community Plan* (OCP) identifies this property within Development Permit Area 16: General Form and Character, and the *Design Guidelines for Multi-Unit Residential, Commercial and Industrial Development* are applicable. The Guidelines do not provide specific considerations for accessory buildings; however, the proposed bike shelter meets general good design principles:

- minimal impact on adjacent residential properties
- the scale is appropriate for the use and location
- well-integrated into the existing site in an unobtrusive area
- minimal disruption to existing landscaping
- Crime Prevention Through Environmental Design (CPTED) principles are addressed with a defined pathway and lighting.

Variances

Bickerton Court, constructed in 1962, was placed in the R3-H Zone, High Density Multiple Dwelling District. This zone refers to the R1-B Zone, Single Family Dwelling District, for regulations on accessory buildings, which in turn refers to the accessory building regulations contained in Schedule F. The R3-H Zone has some limited regulations on accessory buildings related to height and site coverage. Given the size of the property (4350 m²), the irregular shape of the lot and the principal use of the subject property (96 units), the standard accessory building regulations, which were intended to regulate accessory buildings on low density building sites, are not appropriate for an accessory building of this nature. The site-specific variances for the size, placement, and height of an accessory building are supportable in this location to accommodate a functional bike shelter.

The bike shelter marginally contributes to the overall maximum parcel coverage for the site as specified in the High Density Multiple Dwelling District and the maximum rear yard site coverage specified in the Accessory Building Regulations (Schedule F). The existing buildings on the site (principal dwelling and parking garages) are currently in excess of this maximum parcel coverage and represent an anomaly in terms of historical approvals on this property.

Other Regulatory Consideration – Schedule C

As noted, at the time of construction of this multi-family building in 1962, the *Zoning Regulation Bylaw* did not have mandatory requirements for bicycle parking. As such, the inclusion of short- and long-term bike parking is voluntary on behalf of the strata corporation and specific adherence to the Schedule C specifications is not required. The proposed layout of the new bike shelter includes 10 larger stalls for cargo bikes or mobility scooters and 32 regular bike stalls that approximate the dimensional standards specified in Schedule C.

Short-time bike racks have previously been installed near the entrances of the building, which will be retained for visitor use.

Accessibility

No accessibility improvements are proposed beyond what is required through the *British Columbia Building Code*. The proposed pathways to the proposed building are designed to be accessible to allow persons with mobility scooters access to the bike shelter.

Sustainability

As indicated in the applicant's letter, the green building features are as follows:

- a wood structure which is considered a renewable resource
- exterior wall cladding to be a combination of plastic lumber, made from recycled plastic
- frosted glass which is recyclable and considered an environmentally friendly material
- a green roof will help with reducing the amount of hard surface run off
- a crushed limestone path to the proposed structure to reduce the amount of hard surface run off
- the structure will not be heated
- energy efficient lighting.

Tree Preservation Bylaw and Urban Forest Master Plan

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

A bylaw protected multi-stemmed cherry is located within the proposed building footprint and will require removal. One replacement tree will be planted on the subject lot.

CONCLUSIONS

This application for a Development Permit with Variances to construct a bike shelter on this property supports active transportation making the storage and access to bikes easier and more secure for the residents. The bike shelter is proposed in an accessible location with minimal visual impact from Douglas Street or adjacent properties. While there are a number of variances associated with this application, these variances are supportable to allow a functional bike shelter appropriate for the size and scale of this property.

ALTERNATE MOTIONS

Alternate Motion 1 – Consider approval after an Opportunity for Public Comment

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

- “1. That Council authorize the issuance of Development Permit with Variances No. 00241 for 250 Douglas Street, in accordance with plans submitted to the Planning department and date stamped by Planning on May 27, 2024, subject to:
 - a. Proposed development meeting all City zoning bylaw requirements, except for the following variances:
 - i. increase the size of an accessory building (combined floor area) from 37m² to 71m²
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 - v. increase the accessory building height from 3.0m to 3.1m.
2. That the Development Permit with Variances No. 00241, if issued, lapses two years from the date of this resolution.”

Alternative Motion 2 - Decline

That Council decline Development Permit Application No. 00241 for the property located at 250 Douglas Street.

Respectfully submitted,

Lucina Baryluk
Senior Planner
Development Services Division

Karen Hoese, Director
Sustainable Planning and Community
Development Department

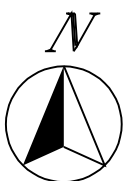
Report accepted and recommended by the City Manager.

List of Attachments

- Attachment A: Subject Map
- Attachment B: Aerial Map
- Attachment C: Plans date stamped May 27, 2024
- Attachment D: Letter from applicant to Mayor and Council, dated June 10, 2024
- Attachment E: Letters from neighbours




BEACON HILL PARK



250 Douglas Street
 Development Permit with Variance No.00241





Revisions
Received Date:
May 27, 2024

BICKERTON COURT - NEW BIKE SHELTER

250 DOUGLAS STREET - VICTORIA, BC

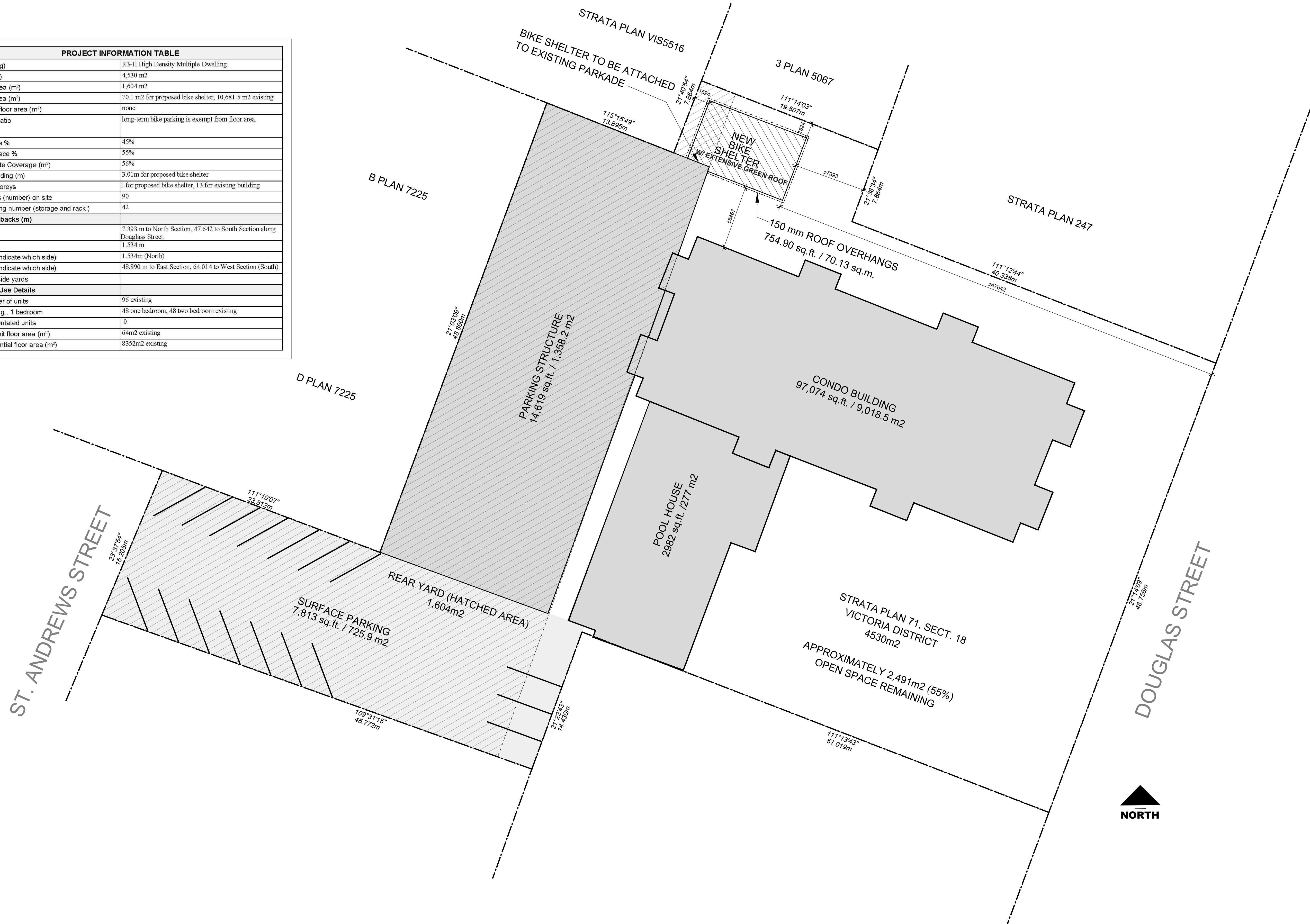


NOTES			
3	TRB	MAY 23/2024	REVISED FOR DP
2	TRB	AUG. 28/2023	REVISED FOR DP
1	TRB	MAR. 02/2023	ISSUED FOR DP
no.	by	date	remarks
Issue			
M. Daniel Westwood Architect Ltd.			
consultants			
seals			
drawn:	T.R.B.		
date:	MAY 23, 2024		
scale:	NTS		
file:	####		
project			
250 DOUGLAS STREET NEW BIKE SHELTER			
VICTORIA, BC			
client			
BICKERTON COURT			
drawing title:			
COVER PAGE			
drawing no.			
A1-0			
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250 DOUGLAS STREET - VICTORIA, BC

LOT 1, SECTION 18, PLAN 14982

PROJECT INFORMATION TABLE	
Zone (existing)	R3-H High Density Multiple Dwelling
Site area (m ²)	4,530 m ²
Rear Yard Area (m ²)	1,604 m ²
Total floor area (m ²)	70.1 m ² for proposed bike shelter, 10,681.5 m ² existing
Commercial floor area (m ²)	none
Floor space ratio	long-term bike parking is exempt from floor area.
Site coverage %	45%
Open site space %	55%
Rear Yard Site Coverage (m ²)	56%
Height of building (m)	3.01m for proposed bike shelter
Number of storeys	1 for proposed bike shelter, 13 for existing building
Parking stalls (number) on site	90
Bicycle parking number (storage and rack)	42
Building Setbacks (m)	
Front yard	7.393 m to North Section, 47.642 to South Section along Douglas Street.
Rear yard	1.534 m
Side yard (indicate which side)	1.534m (North)
Side yard (indicate which side)	48.890 m to East Section, 64.014 to West Section (South)
Combined side yards	
Residential Use Details	
Total number of units	96 existing
Unit type, e.g., 1 bedroom	48 one bedroom, 48 two bedroom existing
Ground-orientated units	0
Minimum unit floor area (m ²)	64m ² existing
Total residential floor area (m ²)	8352m ² existing



NOTES

no.	by	date	remarks
4	TRB	MAY 23 2024	REVISED FOR DP
3	TRB	AUG. 29 2023	REVISED FOR DP
2	TRB	JUN. 19 2023	ISSUED FOR DP REVISION 1
1	TRB	MAR. 02 2023	ISSUED FOR DP

Issue

M. Daniel Westwood Architect Ltd.

consultants

seals

drawn: T.R.B.
date: MAY 23, 2024
scale: 1:200
file: ###

project

**250 DOUGLAS STREET
NEW BIKE SHELTER**

VICTORIA, BC

client

BICKERTON COURT

drawing title:

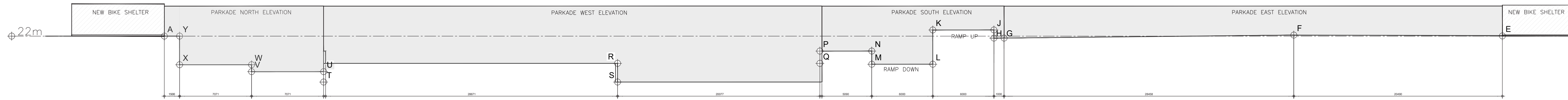
SITE PLAN

drawing no.

A2-0

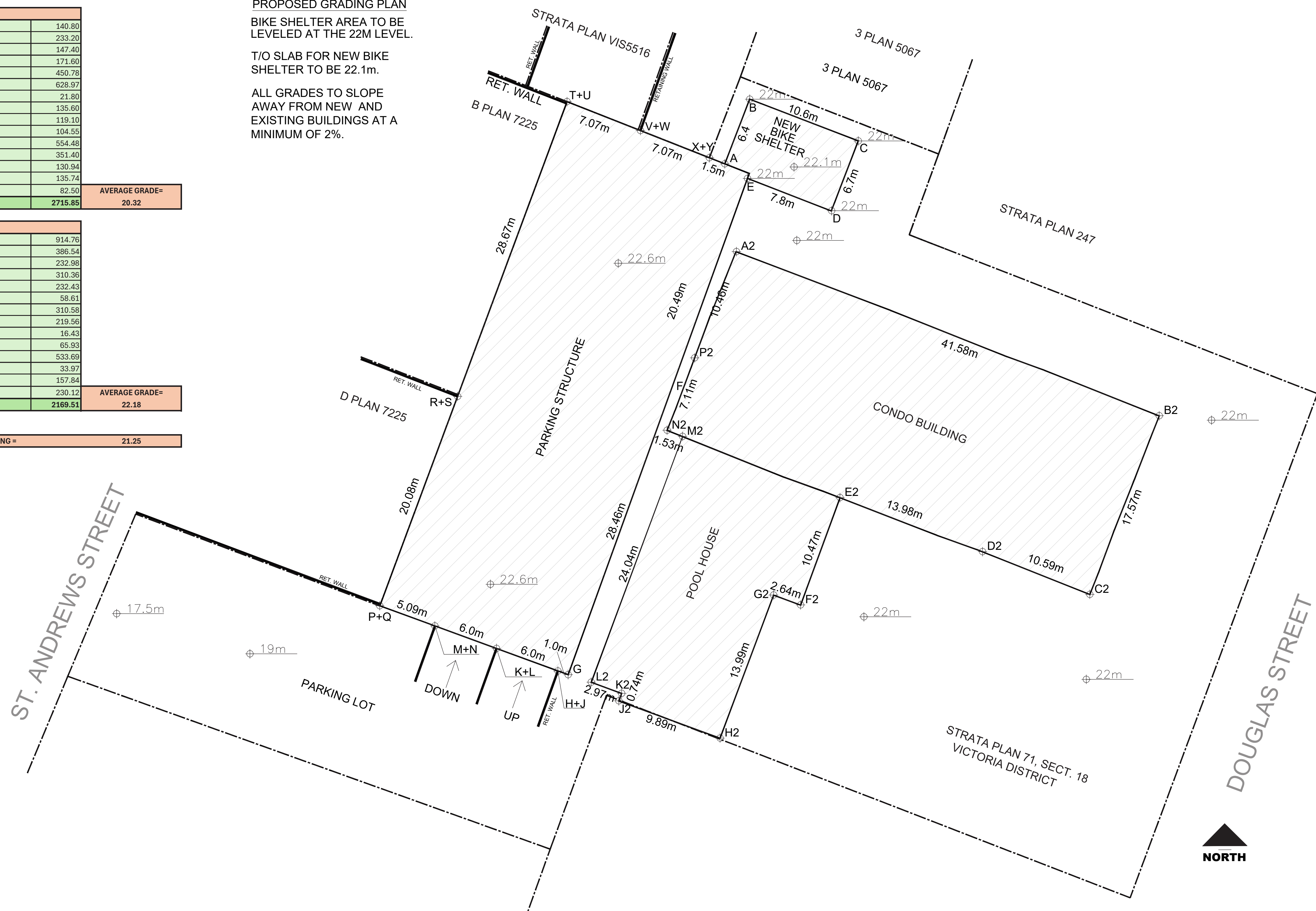
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ELEVATIONS



EXISTING AND PROPOSED GRADES KEY PLAN

PROPOSED GRADING PLAN
 BIKE SHELTER AREA TO BE
 LEVELED AT THE 22M LEVEL.
 T/O SLAB FOR NEW BIKE
 SHELTER TO BE 22.1m.
 ALL GRADES TO SLOPE
 AWAY FROM NEW AND
 EXISTING BUILDINGS AT A
 MINIMUM OF 2%.



GRADE POINTS	AVERAGE OF POINTS	DISTANCE BETWEEN POINTS (METERS)	TOTALS
NEW BIKE SHELTER GRADES INCLUDING EXISTING GRADES FOR ATTACHED PARKADE			
A+B	22.00	6.40	140.80
B+C	22.00	10.60	233.20
C+D	22.00	6.70	147.40
D+E	22.00	7.80	171.60
E+F	22.00	20.49	450.78
F+G	22.10	28.46	628.97
G+H	21.80	1.00	21.80
H+I	22.60	6.00	135.60
I+J	19.85	6.00	119.10
J+K	20.54	5.09	104.55
K+L	19.34	28.67	554.48
L+M	17.50	20.08	351.40
M+N	18.52	7.07	130.94
N+O	19.20	7.07	135.74
O+P	22.00	3.75	82.50
TOTALS	133.68	2715.85	AVERAGE GRADE= 20.32

EXISTING CONDO BUILDING GRADES			
A2+B2	22.00	41.58	914.76
B2+C2	22.00	17.57	386.54
C2+D2	22.00	10.59	232.98
D2+E2	22.20	13.98	310.36
E2+F2	22.20	10.47	232.43
F2+G2	22.20	2.64	58.61
G2+H2	22.20	13.99	310.58
H2+I2	22.20	9.89	219.56
I2+J2	22.20	0.74	16.43
J2+K2	22.20	2.97	65.93
K2+L2	22.20	24.04	533.69
L2+M2	22.20	1.53	33.97
M2+N2	22.20	7.11	157.84
N2+P2	22.20	10.46	230.12
TOTALS	97.82	2169.51	AVERAGE GRADE= 22.18

AVERAGE GRADE INCLUDING CONDO BUILDING = 21.25

NOTES

3	TRB	FEB. 01 2024	REVISED FOR DP
2	TRB	AUG. 28 2023	REVISED FOR DP
1	TRB	MAR. 02 2023	ISSUED FOR DP

no.	by	date	remarks

Issue

**M. Daniel Westwood
Architect Ltd.**

consultants

seals

drawn:	T.R.B.
date:	MAR 02, 2023
scale:	AS SHOWN
file:	####

project

**250 DOUGLAS STREET
NEW BIKE SHELTER**

VICTORIA, BC

client

BICKERTON COURT

drawing title:

**BUILDING GRADING
AND CALCULATIONS**

drawing no.

A2-2

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2	TRB	AUG. 29 2023	REVISED FOR DP
1	TRB	MAR. 02 2023	ISSUED FOR DP

no.	by	date	remarks
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Issue

M. Daniel Westwood
Architect Ltd.

consultants

seals

drawn: T.R.B.
date: MAR 02, 2023
scale: AS SHOWN
file: ###

project

250 DOUGLAS STREET
NEW BIKE SHELTER

VICTORIA, BC

client

BICKERTON COURT

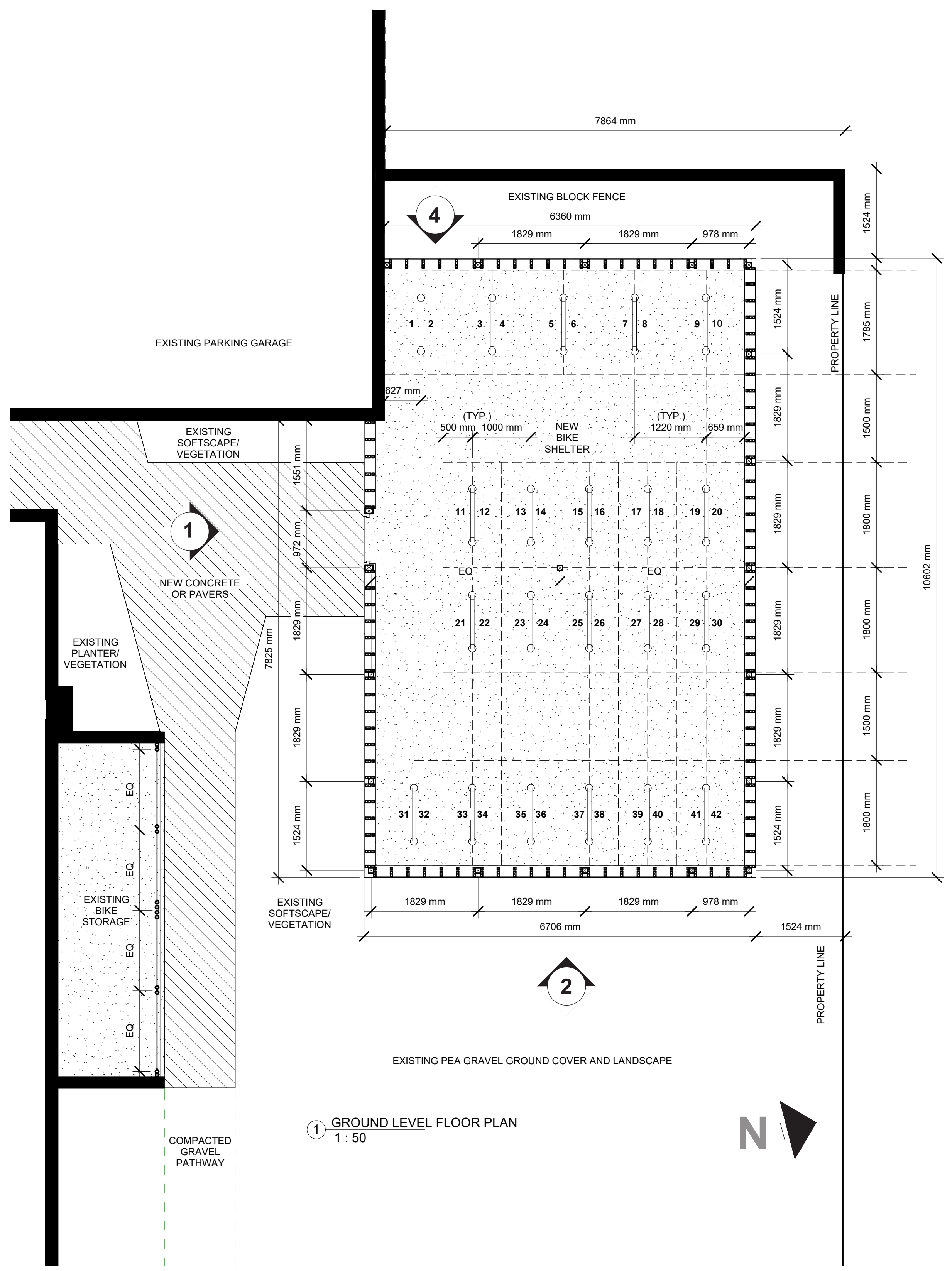
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FLOOR PLAN AND
ELEVATIONS

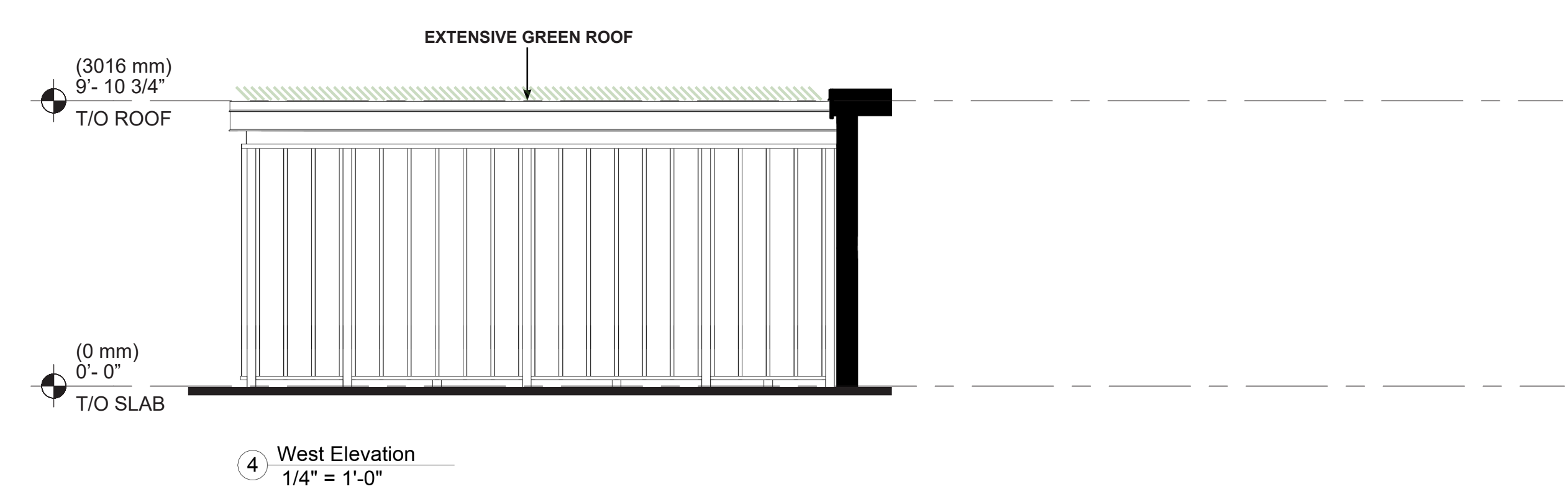
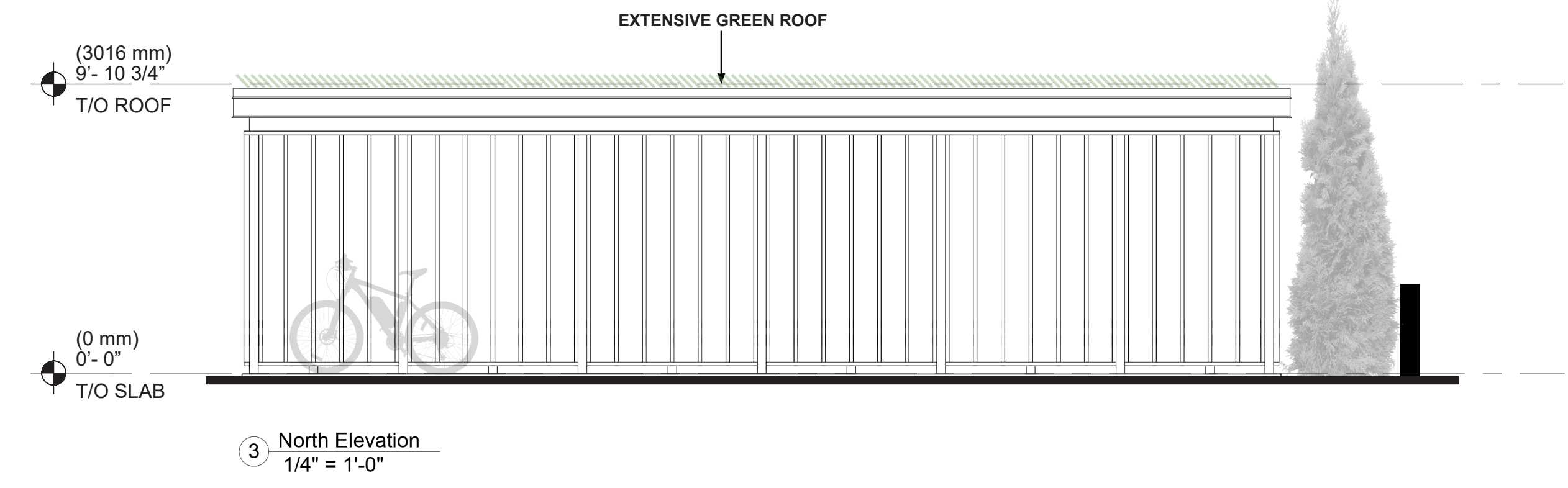
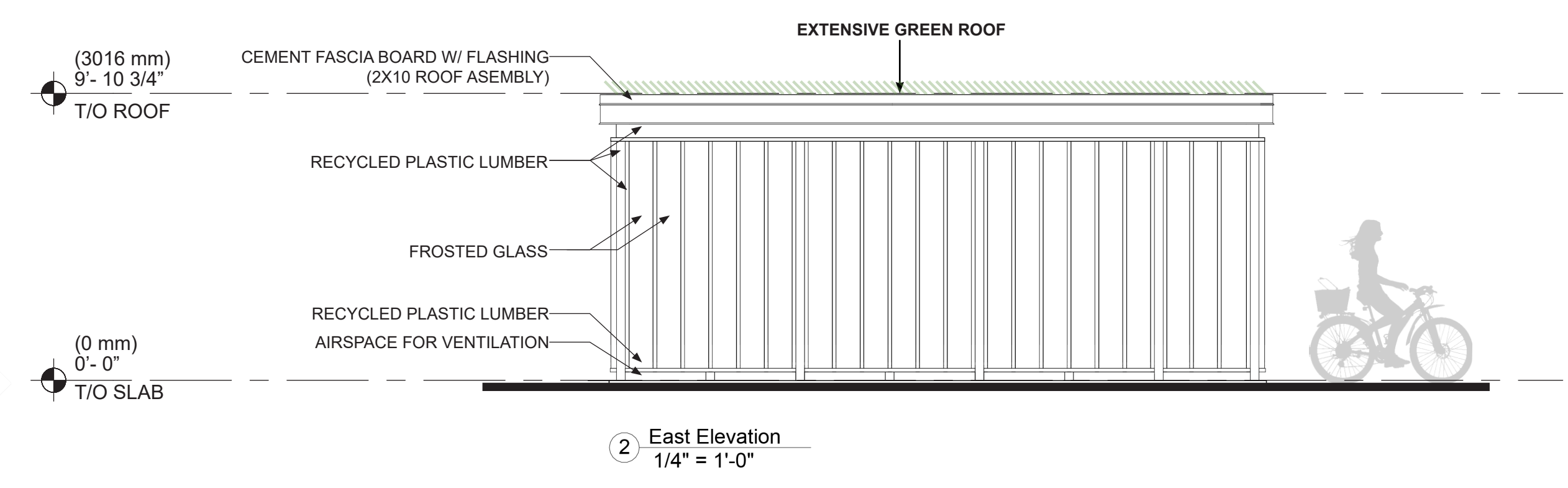
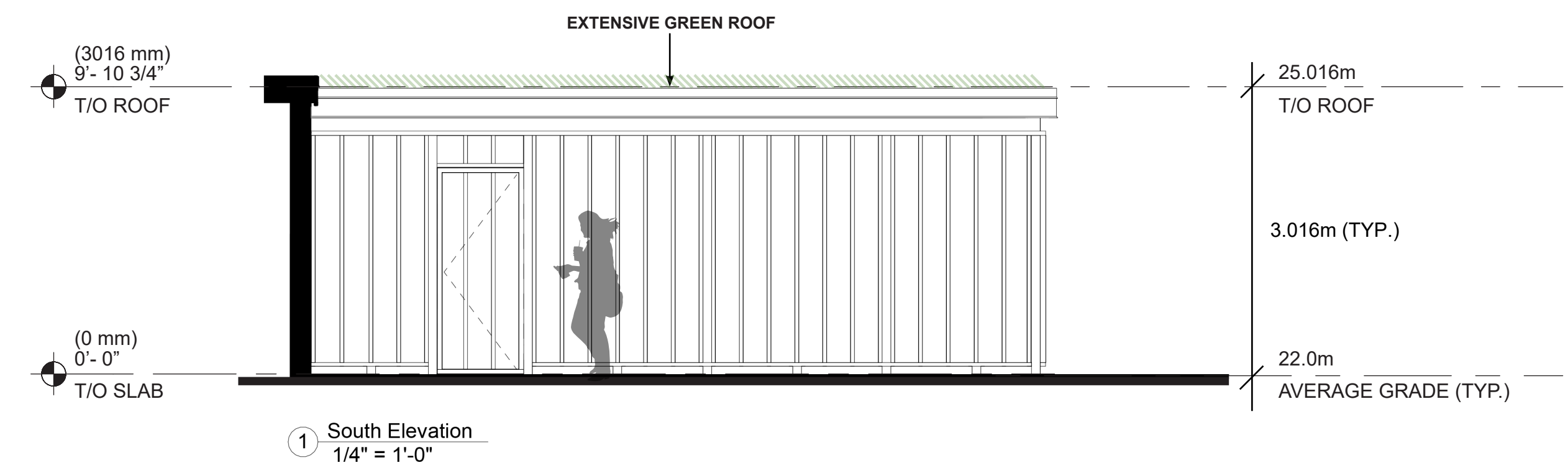
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1 GROUND LEVEL FLOOR PLAN
1 : 50





NOTES

1	TRB	FEB. 01 2024	ISSUED FOR DP
no.	by	date	remarks

Issue

M. Daniel Westwood
Architect Ltd.

consultants

seals

drawn:	T.R.B.
date:	FEB 01, 2024
scale:	AS SHOWN
file:	####

project

250 DOUGLAS STREET
NEW BIKE SHELTER

VICTORIA, BC

client

BICKERTON COURT

drawing title:

PHOTOS OF EXISTING
CONDITIONS

drawing no.

A5-0

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June 10, 2024

Letter to Mayor and Council of Victoria BC

The following describes the proposed bike shelter for Bickerton Court 250 Douglas Street Victoria BC.

Description of proposal

Bickerton Court is a condominium with 96 units. Presently there is only secure covered parking shed for 14 bicycles with additional free standing bicycle racks on the property accommodating another 16 bicycles. This proposed project is to build a new secure bicycle storage structure that will allow secure covered storage for 42 bicycles. By adding future two-tiered racks the shelter will be able to accommodate 96 bicycles. The structure will be located in the underused rear corner of the site. The proposed project is to be made from renewable and recycled building products and will incorporate a green roof to have less environmental impact. The green roof will also make the structure more attractive from the elevated views of the adjacent building suites.

The city of Victoria has invested a great deal into creating bike lanes throughout the city. This proposed structure will allow residents of this 1972 apartment building, that did not provide bicycle storage, a safe place to park both electric and regular bicycles on site allowing more residents to take advantage of the bicycle lane network.

Project benefits and amenities

This proposed project will provide much needed secure storage for nonelectric and electric bicycles. It will provide the owners and renters at Bickerton Court a safe place to store and retrieve their bicycles in a facility that does not detract from the buildings grounds and has very little impact on the environment. This facility will allow more residents to use bicycles as a means of transportation as they will have a safe, secure place to park their bikes.

Neighbourhood

Bickerton court is located on Douglas Street across from Beacon Hill Park. The neighborhood has several high-rise apartment buildings. Although the structure will be visible from some neighbouring buildings, it will be screened by existing trees and the green roof will make it very difficult to perceive.

Design and development permit guidelines

The design of the proposed structure meets the development guidelines. It observes the required setbacks and is located in a low-profile corner of the site. The proposed structure is in an area that is well screened from neighbouring properties by existing trees. Only one small tree is being removed to allow for its construction. Additional planting around the structure will be added to blend it in with the lush site development. The structure will also receive a green roof that will lessen its environmental footprint and make it more appealing from elevated views from Bickerton Court, and the glimpse of the structure that may be possible from neighbouring buildings.

The proposed structure will provide 42 additional bike parking stalls for the 96 suites located in Bickerton Court. The scale of the proposed structure will be of similar height to the adjacent existing parking garage. It has a very simple appearance and is made from materials that will not deteriorate over time.

There was some concern as how the proposed structure would affect the views of the suites that overlook the site. Out of respect to these residents and the neighboring properties, a green roof was proposed that will result in an overall improvement of this corner of the existing site.

Transportation

Bickerton Court was constructed in 1972 and as such the original design had no provision for bicycle parking. There are 96 suites over the area of 45m² and, as such, to meet the current development guidelines Bickerton Court would require 120 long term bicycle parking spaces and 10 short term parking spaces. There is currently 14 secure covered parking stalls and they do not meet the City of Victoria Schedule C requirements. There are presently 16 short term bicycle parking spaces.

The proposed structure will provide an additional 42 long term stalls that will meet the City of Victoria Schedule C requirements. There are also 9 additional bike lockers on site for long term bicycle storage and 4 racks providing 8 short term bicycle parking spaces.

Historically, Bickerton Court has had a policy where no residents can be under the age of 18 and, as such, the majority of the residents have been seniors. This policy is currently under review.

Heritage

Bickerton Court does not have heritage status nor do any of the neighbouring buildings.

Green building features

The proposed structure is a green project. The proposed project is to have a wood structure which is considered a renewable resource. The exterior wall cladding is to be a combination of plastic lumber, made from recycled plastic, and frosted glass which is recyclable and considered an environmentally friendly material. The proposed green roof will help with reducing the amount of hard surface run off. We are maintaining a crushed limestone path to the proposed structure to also reduce the amount of hard surface run off. Finally, the structure will not be heated and will incorporate energy efficient lighting.

Infrastructure

There is adequate public infrastructure and community /recreational services available to meet the needs of this proposal as no new services, sidewalks, or roads are required to facilitate this proposed project.

Sincerely



M.D. Westwood

Architect. MAA MRAIC LEED AP

Victoria City Council
1 Centennial Square
Victoria, BC
V8W 1N9

Name: COLM PLACE
Address: 630 MAR. F. E. A. AVE
Postal Code: V8V 1N6

Dear Mayor and Council,

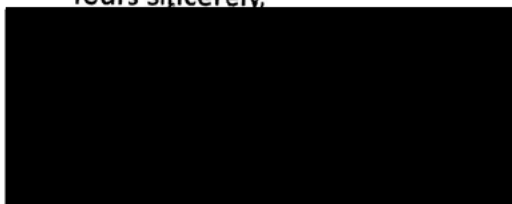
Re: Development Permit Application for 250 Douglas St

It is my understanding that Vancouver Island Strata #71, commonly known as Bickerton Court, at 250 Douglas Street is applying for a development permit that includes a variance to support the construction of an additional building on the property to expand onsite bicycle storage for the residents of the building.

I would like Council to know that I/we support this development, because it promotes the broad goal of promoting more environmentally sustainable ways of moving about our city and this development will allow the residents to store more bicycles and thereby help them contribute to this goal.

We appreciate the residents' efforts to consult their nearby neighbours as well as City Council's leadership in allowing variances of this sort. I/we sincerely hope that Council will also look favourably on this proposal and approve the development as presented.

Yours sincerely,



Victoria City Council
1 Centennial Square
Victoria, BC
V8W 1N9

Name: Gordon + Janis Wheatley
Address: 643 Avalon Rd.
Postal Code: V8V 1N8

Dear Mayor and Council,

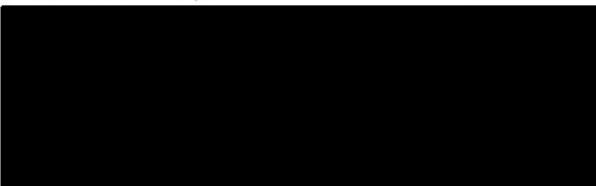
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Yours sincerely,



Victoria City Council
1 Centennial Square
Victoria, BC
V8W 1N9

Name: Karen Melke + Trevor Hoar
Address: 247 St. Andrews St.
Postal Code: V8V 2N7

Dear Mayor and Council,

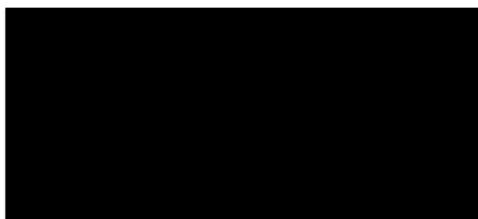
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Yours sincerely,



Victoria City Council
1 Centennial Square
Victoria, BC
V8W 1N9

Name: Marigk Newman
Address: #2 - 651 Avalon Rd
Postal Code: V8V 1N8

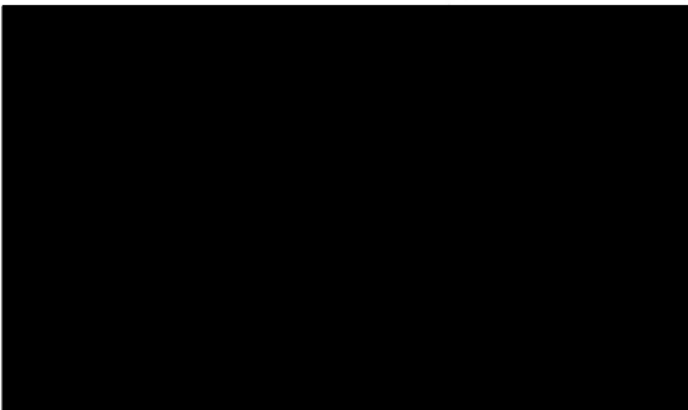
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We appreciate the residents' efforts to consult their nearby neighbours as well as City Council's leadership in allowing variances of this sort. I/we sincerely hope that Council will also look favourably on this proposal and approve the development as presented.



1

2024

CITY OF VICTORIA | Sustainable Planning & Community Development

Development Permit with Variance Application

For 250 Douglas Street



COMMITTEE OF THE WHOLE | June 27, 2024



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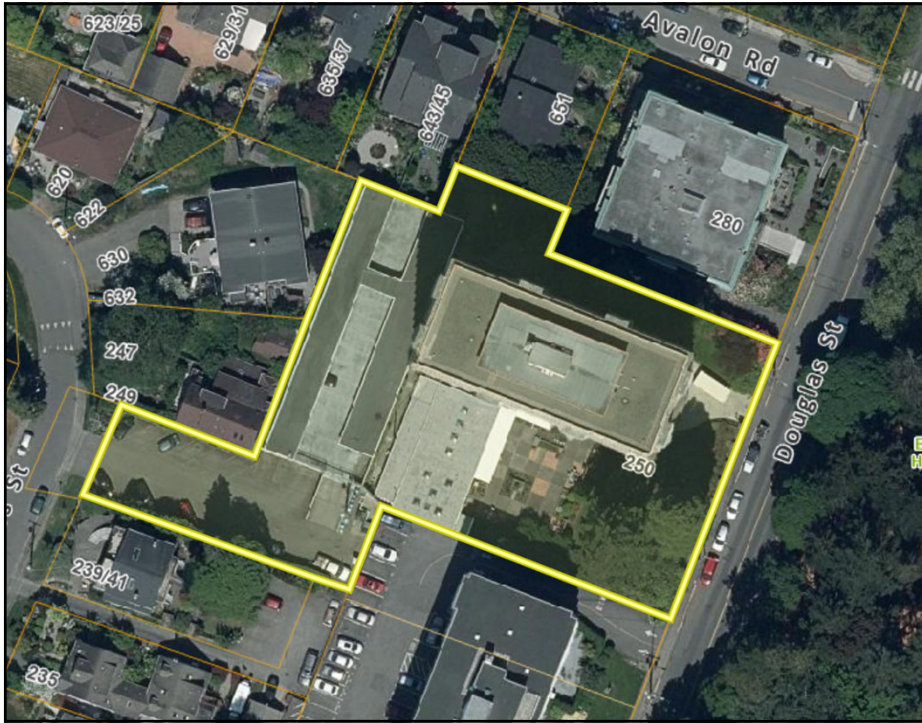
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Subject map



2



3



4

**Subject
Property**



4



Street view



5

Existing bike facilities



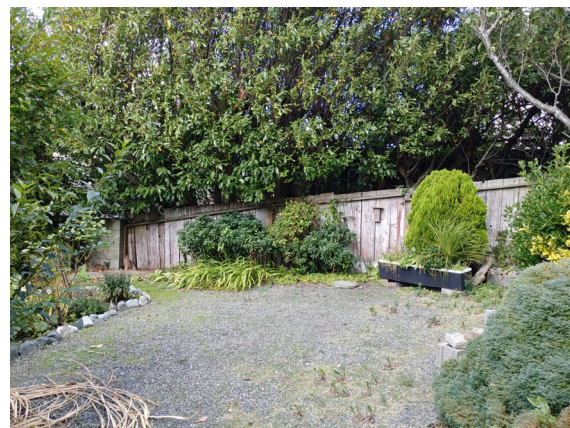
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Path to new bike shelter



7

Location of bike shelter



8



Neighbouring Properties

9



9

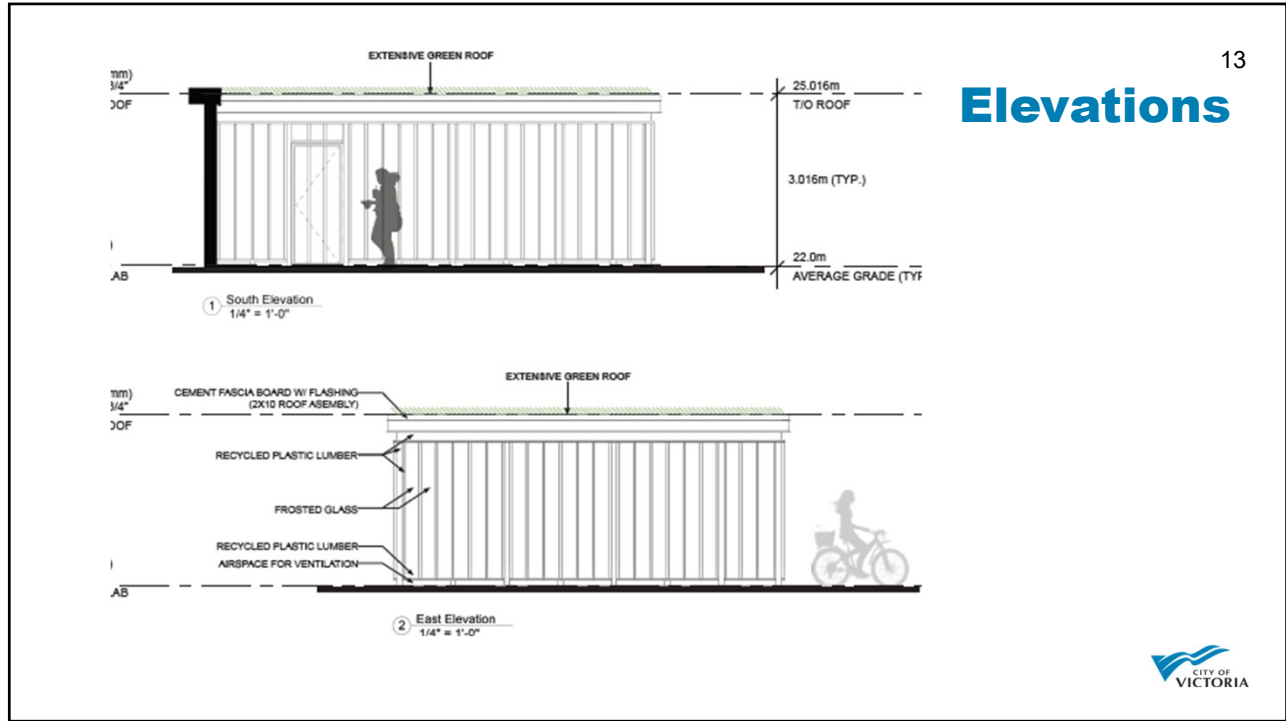


Rendering

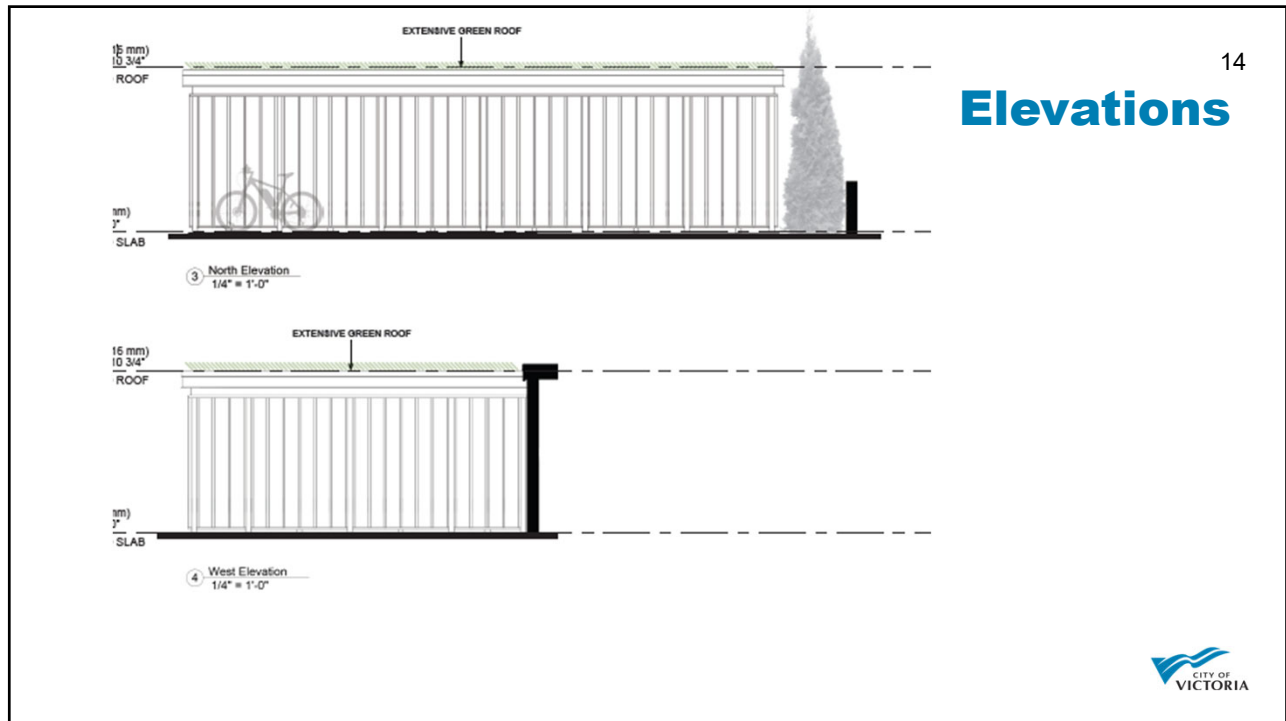
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Committee of the Whole Report For the Meeting of June 27, 2024

To: Committee of the Whole **Date:** June 12, 2024
From: Karen Hoese, Director, Sustainable Planning and Community Development
Subject: **Victoria Housing Reserve Fund Application - Capital Region Housing Corporation's (CRHC's) project at 1132 Johnson Street**

RECOMMENDATIONS

That Council approve a grant from the Victoria Housing Reserve Fund to the Capital Region Housing Corporation (CRHC) in the amount of \$2,400,000 to assist in the construction of a 140-unit affordable rental apartment project at 1132 Johnson Street, subject to the following conditions:

1. The execution of a Housing Fund Grant Agreement in a form satisfactory to the Director of Sustainable Planning and Community Development and the City Solicitor; with terms for the eligible use of the grant, reporting requirements, repayment, indemnification and communication protocols.
2. The applicant fulfills the applicable requirements of the Victoria Housing Reserve Fund Guidelines.
3. \$1,920,000 shall be payable to the applicant upon execution of the Housing Fund Grant Agreement and the remaining balance of \$480,000 shall be payable to the applicant once the City has issued all required occupancy permits for the project.
4. That the passage of this resolution creates no legal rights for the applicant or any other person, or obligation on the part of the City, until and unless all agreements are fully executed by the City.

EXECUTIVE SUMMARY

The Capital Region Housing Corporation (CRHC) submitted a grant application (Attachment 1) to the March 2024 intake of the Victoria Housing Reserve Fund (VHRF). The applicant is seeking \$2,400,000 to assist in the construction of two affordable rental buildings located at 1132 Johnson Street (Attachment 2). The application aligns with the Victoria Housing Reserve Fund (VHRF) Guidelines and would result in 140 units of new housing for individuals and families with very low, low and moderate incomes. The redevelopment project received a Delegated Development Permit in February 2024 and entered into a Housing Agreement in January 2024 securing the proposed units as rental for a minimum of 60 years including 30 of the units secured at shelter rates for those at the greatest risk of homelessness.

The application strongly aligns with the VHRF Guidelines and represents a valuable opportunity to leverage the Regional Housing First Program and Growing Community funds to increase the supply of non-market rental housing in Victoria. With anticipated support from the Federation of Canadian Municipalities' Sustainable Affordable Housing Fund, the project's ambitious energy efficiency goals will be achieved by aligning with BC Energy Step Code – Step 4 and Zero Carbon Step Code emissions targets and providing benefits for the building through reduced energy and greenhouse gas (GHG) emissions and improvements for tenant comfort and health.

While the VHRF does not set a cap on funding assistance, the request of \$2,400,000 is significantly higher than the VHRF per unit guidelines (\$732,500). The applicant indicated that project costs have increased dramatically due to factors such as higher equity contribution requirements for mortgage financing and construction cost escalations associated with inflation. The requested grant would help offset these financial barriers and support the viability of the project, resulting in the delivery of 140 new non-market rental housing units.

If approved, this grant will be subject to the execution of a Grant Agreement.

PURPOSE

The purpose of this report is to present Council with information, analysis, and recommendations for a Victoria Housing Reserve Fund grant application from the Capital Region Housing Corporation to support the construction of a 140-unit affordable housing project at 1132 Johnson Street.

BACKGROUND

The Victoria Housing Reserve Fund provides one-time capital grants to assist in the development and retention of affordable rental housing for households with very low, low, median or moderate incomes. Through this program, the City supports non-profit partners with financial assistance to improve the viability and/or affordability of non-market housing developments that help reduce the risk of homelessness and sustain community diversity.

CRHC submitted an application to the VHRF to support a 140-unit affordable rental housing project at 1132 Johnson Street, also known as "Village on the Green". CRHC is a non-profit affordable housing provider and the largest social housing provider in the capital region, operating approximately 2,000 units of affordable housing across 50 separate developments.

CRHC identified 1132 Johnson as a priority site to redevelop due to the age, condition, and low density of the existing buildings as well as the urban location with close proximity to amenities and transportation networks. Within CRHC's portfolio of assets in Victoria there are limited redevelopment opportunities, especially sites with the potential to significantly increase net new affordable housing units. This project would achieve 102 net new units.

The project received a Delegated Development Permit with Variances on February 22, 2024, through the Fast Track for Affordable Housing (previously named the Rapid Deployment of Affordable Housing) regulatory process. Council approved a housing agreement in January 2024 securing all 140 dwelling units as rental for a minimum of sixty years, including 30 of the dwelling units secured as deep subsidy units at shelter rates.

Although the application strongly aligns with the VHRF Guidelines, the funding request of \$2,400,000 is significantly higher than what the project would be eligible for under the per unit grant amount (\$732,500). However, the VHRF Guidelines specifies that, at Council's discretion, each application may be considered on a project-by-project basis.

The applicant is requesting funding, beyond the per unit guidelines, to help offset the project’s financial pressures and to assist the applicant in delivering affordable housing under challenging market conditions. CRHC, like other non-profit housing providers, is experiencing increasing financial challenges and barriers, putting the viability of projects at risk. The applicant indicated that despite the significant amount of equity secured, the project is facing a considerable equity gap due to interest rate escalations that are creating a high cost of borrowing, rising construction costs, increased building construction standards and financial challenges associated with delivering family-oriented two- and three-bedroom units.

ISSUES AND ANALYSIS

CRHC’s application to construct 140-units of affordable rental housing is consistent with project eligibility criteria and priorities established in the VHRF Guidelines, with the exception of the per unit grant funding request which is significantly above the guidelines. The project’s alignment with the VHRF Guidelines is provided below.

Leveraging Additional Funding

Financial leveraging and partnerships with other government funding or community agencies is a requirement of the VHRF Guidelines. In addition to owning the land, the CRHC has secured and is anticipating a significant amount of financial support (Table 1). Funding is primarily secured through the Regional Housing First Program (RHFP) and Regional Housing Trust Fund (RHTF), providing a combined total of \$13.95 million in Capital Funding for the project. The CRD allocated an additional \$4.2 million in financial support through the Province of B.C.’s Growing Communities Fund.

The project anticipates securing \$5 million in funding from the Federation of Canadian Municipalities’ Sustainable Affordable Housing (SAH) Fund, a fund that supports energy efficiency and reduced GHG emissions of existing and new housing projects.

The requested VHRF grant of \$2.4 million would reduce the current equity gap and support the project’s affordability and long-term viability.

Table 1: Project Equity and Partnerships – Secured and Anticipated

Regional Housing First Program (secured)	\$12,300,000
Regional Housing Trust Fund (secured)	\$1,650,000
Growing Communities Fund (secured)	\$4,200,000
CMHC Seed Funding (secured)	\$71,000
FCM - SAH Study Grant (anticipated)	\$175,000
FCM - SAH Capital Grant (anticipated)	\$5,000,000
<i>VHRF Grant (subject to application)</i>	<i>\$2,400,000</i>
<i>Equity Gap</i>	<i>\$3,200,000</i>
TOTAL	\$28,996,000

Affordability Targets and Funding Assistance

CRHC’s project uses a mixed income approach in order to provide affordable housing to a range of household types and incomes. In accordance with and supported by the Regional Housing First Program (RHFP), 30 units will be provided at the BC Housing Deep Subsidy (shelter) rate and will operate without any ongoing operation subsidies.

Table 2: Unit Composition, Affordability and Funding Request

Unit Type	Number of Units	Proposed Monthly Rent	Target Income Group (BC Housing Target)	VHRF Contribution (based on per unit guidelines)	VHRF Contribution (requested by CRHC)
Studio	30	\$375	Very Low (Deep Subsidy)	\$225,000	\$900,000
	10	\$775	Median (Housing Income Limits)	\$25,000	\$100,000
1-Bedroom	2	\$925	Median (Housing Income Limits)	\$10,000	\$30,000
	45	\$1,900	Moderate (Below Market)	\$157,500	\$450,000
2-Bedroom	28	\$2,350	Moderate (Below Market)	\$140,000	\$420,000
3-Bedroom	25	\$2,700	Moderate (Below Market)	\$250,000	\$500,000
TOTAL	140			\$732,500	\$2,400,000

Project Priorities

The project aligns with a range of project priorities in the VHRF Guidelines, including the following:

- 53 family housing units (two and three-bedroom units)
- 30 deep subsidy (i.e., shelter rate) units for very low-income individuals who are experiencing or at risk of experiencing homelessness. The tenant selection process for these units will prioritize Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence
- 14 fully accessible units (one and two-bedroom units) and the remainder of the units will target CMHC universal design standards.

Additionally, the project aims to:

- target BC Energy Code - Step 4
- align with Zero Carbon Step Code emissions targets
- enhance active transportation amenities
- incorporate on-site amenities including an indoor common area / amenity lounge, private outdoor amenity courtyard, and children’s play area.

Legal Agreements

Successful VHRF applicants are subject to a legal agreement to secure the provision of the funded affordable housing units as well as a Fund Grant Agreement to outline the conditions of the grant.

In January 2024, Council authorized Housing Agreement Bylaw (No. 24-003) for the proposed development securing all 140 dwelling units as rental for a minimum of sixty years, including 30 of the dwelling units secured as deep subsidy units. The housing agreement was a requirement of the Fast Track for Affordable Housing regulatory process and would align with the VHRF guidelines.

Tenant Assistance

CRHC's property at 1132 Johnson Street is currently home to 38 families and individual. Projects that proceed through a delegated development permit are not required to provide a Tenant Assistance Plan; however, CRHC indicated that they are committed to re-house all existing tenants. CRHC specified that they have been working with existing tenants since 2022 to keep tenants informed as the redevelopment progresses. Available CRHC supports to tenants include the following:

- offering eligible and qualifying tenants right of first refusal to move back to the completed redevelopment
- offering tenants choice, and support in finding alternative housing within the CRHC portfolio or with another provider if necessary
- individualized Tenant Relocation Plans to meet the needs of each tenant.

Capacity of the Victoria Housing Fund

The VHRF has a current unallocated balance of \$4,569,724. If Council approves the CRHC's request for a grant of \$2,400,000, which was the only application received for the March 2024 application intake, the remaining unallocated balance would be \$2,169,724. The fund can accommodate the funding request at this time with sufficient funds to support future applications.

OPTIONS AND IMPACTS

Option 1 – Approve the Grant as per the Requested (Recommended)

The VHRF Guidelines specifies that, at Council's discretion, each application may be considered on a project-by-project basis. Allocating the requested grant funding of \$2,400,000 will help reduce the project's equity gap and assist the applicant in delivering affordable rental housing. This recommendation considers the challenging financial conditions, urgent need for non-market affordable rental housing and recognizes there were no other VHRF applications submitted. Moreover, this project aligns with many VHRF Guideline priorities, provides 30 deeply affordable units operating without a subsidy from CMHC or BC Housing and offers affordability beyond the VHRF median income guidelines with 12 units offered at BC Housing's Housing Income Limits. Finally, VHRF is able to accommodate the funding request.

Option 2 – Approve the Grant as per the VHRF Guidelines

According to the per unit grant allocation in the VHRF Guidelines, the applicant would be eligible for \$732,500 which would help support CRHC’s affordable housing redevelopment project. By approving the lesser grant amount more funding would be preserved for future VHRF funding intakes. However, the lower grant will make it more challenging for the project to fill its current equity gap given the various financial pressures facing the project.

Accessibility Impact Statement

The applicant indicated the project will provide 10% of units as fully accessible, including eleven (11) one-bedroom and three (3) two-bedroom units. This exceeds the BC Housing Design Guidelines which requires 5% of the total units as wheelchair accessible. The remainder of the units will target CMHC universal design standards, that aims to design spaces that can be accessed, understood and used by all people regardless of their age or ability.

2023 - 2026 Strategic Plan

Utilizing the VHRF funds for this development can help support strategic plan items, including:

- Enable more market and non-market housing and diversify housing types and distribution.
- Pursue partnerships with other governments and agencies to create more non-market housing and rental housing.

Impacts to Financial Plan

Issuance of a \$2,400,000 grant to the Capital Region Housing Corporation will have no impact on the Financial Plan, as the current VHRF (unallocated) balance of \$4,569,724 is sufficient to fund this application.

Official Community Plan Consistency Statement

This project supports Official Community Plan policies related to working with the Capital Regional District and other partners to increase affordable housing supply.

CONCLUSIONS

The grant application from the CRHC is well aligned with VHRF priorities and would support the construction of a valuable mixed-income non-market housing project that addresses the critical need for affordable rental housing in Victoria. The project will achieve a wide range of community benefits that align with City’s strategic goals related to housing, climate action, and community well-being. Specific community benefits include ambitious energy efficiency and GHG reduction goals, commitment to providing accessible units, inclusion of deep subsidy (shelter-rate) units that will support those at greatest risk of homelessness and a focus on providing family friendly units.

Finally, the funding requested by CRHC will help alleviate the project’s financial pressures and is the only application submitted to the March 2024 intake of the VHRF.

Respectfully submitted,

Nadine Kawata
Senior Planner – Housing Development
Community Planning Division

Karen Hoese
Director – Sustainable Planning & Community
Development

Report accepted and recommended by the City Manager.

List of Attachments

- Attachment 1: CRHC Application to the Victoria Housing Reserve Fund
- Attachment 2: 1132 Johnson Street Aerial Map



Capital Region Housing Corporation T: 250.388.6422
 631 Fisgard Street F: 250.361.4970
 Victoria, BC, V8W 1R7 www.crd.bc.ca/crhc

March 28, 2024

Mayor and Council
 City of Victoria
 1 Centennial Square
 Victoria, BC V8W 1P6

Dear Mayor Alto and Council:

Re: Victoria Housing Reserve Fund – Village on the Green Affordable Housing Redevelopment, 1132 Johnson Street

The Capital Region Housing Corporation (CRHC) is pleased to submit this application for funding through the Victoria Housing Reserve Fund (VHRF) program for the Village on the Green Affordable Housing Redevelopment. The CRHC is seeking a \$2,400,000 contribution from the fund. This contribution will help provide a significant addition of affordable rental housing to the neighbourhood of Fernwood which is an area of the region in great need of additional rental housing options. This housing will be home to low-moderate income families, seniors, couples, single occupants, and very-low-income individuals otherwise at risk of experiencing homelessness.

CRHC Introduction

As the largest social housing provider in the capital region, the CRHC has a mandate to develop and manage affordable housing to meet the needs of people living in the capital region. The CRHC has been operating for almost 40 years and currently provides approximately 2,000 units of affordable housing across over 50 separate developments. The CRHC is committed to increasing housing opportunities that are safe, inclusive, sustainable, and remain affordable as the lives of the families change and grow.

Project Summary

The property at 1132 Johnson Street is owned by the CRHC and currently provides housing to 38 individuals and families in affordable townhouse style units. In an analysis of current assets, this site was identified as a priority site to redevelop due to its current low density, urban location with immediate proximity to amenities and transportation networks, and the age and condition of the existing buildings. The proposed redevelopment will create 140 homes for low-moderate income families and individuals, 30 of which are targeted for those at greatest risk of homelessness. In February of this year the project received planning approval with a Delegated Development Permit through the Rapid Deployment of Affordable Housing Program. As part of this program, affordability of the units has been secured through a housing agreement with the City on a 60-year term.

Project features include:

- 140 affordable rental homes owned and operated by the CRHC
- 53 new family-oriented homes (two and three-bedroom units)
- 14 accessible homes (10% of total homes), with increased adaptability for all remaining units
- CRHC commitment to re-house all existing tenants
- Rental affordability secured
- Target of BC Energy Code - Step 4
- Alignment with Zero Carbon Step Code emissions targets
- Enhanced active transportation amenities, in-suite laundry, indoor common area/amenity lounge, private outdoor amenity courtyard and children's play area

Target Population

The Village on the Green Affordable Housing Redevelopment will provide affordable rental homes for families with 53 units in the redevelopment being two-bedroom or larger and including 25 (15 net new) three-bedroom units. The project has also been designed to accommodate very low-income individuals at risk of experiencing homelessness through the provision of 30 units at BC Housing Deep Subsidy (shelter) rental rates. Priority through the tenant selection process is given to Indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. The housing needs identified for the local area also include individuals and small or single-parent families. Units also target single occupant households including individuals leaving transitional and supportive housing, and youth leaving the care system.

Accessibility

Village on the Green will provide 14 homes that are fully accessible, which is 10% of the total within the development. This exceeds municipal and building code requirements and goes further than the BC Housing Design Guideline requirement of 5% (minimum). These fully accessible units will be a mixture of one-bedroom (11) and two-bedroom units (three). The remaining 126 units are targeting a universal design standard outlined by the Canada Mortgage and Housing Corporation (CMHC). This standard, which is very similar to the provincial Adaptable Dwelling Unit standard, allows for easier future modifications to units to provide increased opportunities for tenants to remain in their units if accessibility needs arise as they age.

Tenant Assistance

Village on the Green is currently home to 38 families and individuals. The CRHC has been working with existing tenants since the onset of the project in 2022 to keep everyone informed and help them understand the support that will be provided through the process. This CRHC commitment to existing tenants includes:

- Offering eligible or qualifying tenants right of first refusal to move back into the completed redevelopment;
- Providing frequent, accurate and timely information as the redevelopment progresses;
- Offering tenants choice, and support in finding alternative housing within the CRHC portfolio or with another provider if necessary; and
- CRHC tenant relocation policy and development of individualized Tenant Relocation Plans to meet the needs of each tenant.

Project Funding & Partnerships

The Regional Housing First Program (RHFP) is a funding partnership between multiple levels of government which includes the Capital Regional District (CRD) (regional), BC Housing (provincial), and the CMHC (federal). The RHFP and Regional Housing Trust Fund (RHTF) portions of the program provide a total of \$13,950,000 in Capital Funding to the Village on the Green project. In addition to this the CRD has allocated an additional \$4,200,000 in financial support through the provincial Growing Communities Fund. The project is also pursuing significant additional federal funding through the Federation of Canadian Municipalities (FCM) Sustainable Affordable Housing (SAH) program which supports municipal non-profit housing projects that demonstrate industry leadership in sustainability and energy efficiency targets. Table 1 below outlines the total equity contributions that are secured and anticipated for the project, further to the contribution requested through this application.

Table 1: Project Equity & Partnerships

(a) Total Project Cost	\$64,834,500
(b) Equity	\$28,996,000
RHFP (Secured)	\$12,300,000
RHTF (Secured)	\$1,650,000
Growing Communities Fund (Secured)	\$4,200,000
CMHC Seed Funding (Secured)	\$71,000
FCM – SAH Study Grant (Anticipated)	\$175,000
FCM – SAH Capital Grant (Anticipated)	\$5,000,000
VHRF Grant	\$2,400,000*
Equity Gap	\$3,200,000
(c) Mortgage	\$35,838,500
(d) Total Cost: (b) + (c)	\$64,834,500

* Based on approval of full VHRF funding request.

Affordability

The Village on the Green Affordable Housing Redevelopment uses a mixed income approach in order to provide affordable housing to a range of household types and incomes (see Table 2). This approach through the RHFP also allows the project to provide a significant number of units (30) at the BC Housing Deep Subsidy (shelter) rate and operate without any ongoing operating subsidies. An additional 12 units will be provided at a rate less than 80% of the median market rate (based on CMHC census data). This additional level of affordability aligns with requirements within the FCM SAH funding program and falls within the Median Income threshold affordability target through the VHRF program guidelines. The remaining 98 units will be affordable to moderate income households and be provided at below-market rates.

Table 2: Affordability Breakdown

Unit Size	Quantity	Affordability Target	VHRF Rent Threshold*
Studio	30	Very Low Income	\$375
Studio	10	Median Income	\$1,125
One-bedroom	2	Median Income	\$1,250
One-bedroom	45	Moderate Income	Below-market
Two-bedroom	28	Moderate Income	Below-market
Three-bedroom	25	Moderate Income	Below-market
Total Units	140	-	-

* Rent thresholds as outlined in VHRF program guidelines. Where BC Housing definitions apply to unit types within primary funding program BC Housing definitions will govern.

VHRF Support

The Village on the Green Affordable Housing Redevelopment will provide affordable homes to 140 families and individuals across an income spectrum that ranges from very low to moderate. Despite the significant amount of equity secured for the project to date (refer to Table 1), the project is subject to financial pressures that are currently creating an equity gap in the project proforma. The project must also operate without any ongoing operational subsidies and therefore the project must obtain additional funding in order to secure financial viability in advance of construction. Some additional financial considerations for the project include:

- Interest rate escalation creating a high cost of borrowing
- High degree of escalation in construction costs within the industry
- Increases to building construction standards that further increase the cost of construction (building code, energy efficiency standards, etc.)
- Primary grant funding is on a per unit basis (regardless of unit type) which puts increased financial pressure on family-oriented developments with larger unit types

The CRHC is seeking a \$2,400,000 contribution from the City of Victoria through the VHRF. Table 3 below outlines the funding request in relation to the affordability breakdown for the project. The CRHC acknowledges that this is a substantial request that exceeds the funding levels within the VHRF program guidelines and will impact the amount of funding available for other projects. This support will provide a significant contribution to the financial viability of the project and help mitigate the financial pressure the project is experiencing. In addition to this request, the CRHC will continue to pursue all funding opportunities in order to secure the remaining equity required.

Table 3: Funding Breakdown

Unit Size	Quantity	Affordability Target	VHRF Rent Threshold*	Funding Request (per unit)
Studio	30	Very Low Income	\$375**	\$30,000
Studio	10	Median Income	\$1,125	\$10,000
One-bedroom	2	Median Income	\$1,250	\$15,000
One-bedroom	45	Moderate Income	Below-market	\$10,000
Two-bedroom	28	Moderate Income	Below-market	\$15,000
Three-bedroom	25	Moderate Income	Below-market	\$20,000
Total	140	-	-	\$2,400,000

* Rent thresholds as outlined in VHRF program guidelines. Where BC Housing definitions apply to unit types within primary funding program BC Housing definitions will govern.

The Village on the Green Affordable Housing Redevelopment provides an exciting opportunity for a significant contribution of affordable rental housing to the neighbourhood of Fernwood and the city as a whole. Like many areas of the region there is great need of new affordable housing options in this part of the City of Victoria. This project also advances important municipal and regional goals on sustainability and aligns with the vision of growth outlined by current municipal and provincial policy. The CRHC is excited to work with the City of Victoria to help realize this project as an important and positive contribution to the community.

Sincerely,



Kevin Lorette, P. Eng., MBA
General Manager, Planning and Protective Services

cc: Ted Robbins, Chief Administrative Officer
Don Elliott, Senior Manager, Region Housing
Rob Fowles, Manager, Planning and Capital Projects

List of Documents Submitted:

- 1) Application Checklist
- 2) Application Form
- 3) Building Plans
- 4) Site Plans
- 5) Capital Budget
- 6) 10-year Operating Budget
- 7) Financial Statements



Sustainable Planning and
Community Development
1 Centennial Square
Victoria, BC V8W 1P6
E housing@victoria.ca

Victoria Housing Reserve Fund Application for Funding

The [Victoria Housing Reserve Fund Program Guidelines](#) contain important information on project eligibility and the application process. Please review the guidelines prior to completing an Application for Funding.

The entire Application for Funding must be completed along with all other documents identified on the Application Checklist. Please attach additional pages if more space is needed.

An appointment is strongly encouraged prior to applying for funding to ensure the project meets eligibility criteria. To make an appointment, or if you have any questions about the criteria or the process, please contact the Community Planning Division at housing@victoria.ca

1. Letter to Mayor and Council

Please include a letter to Mayor and Council providing an executive summary of the proposed project including the amount of funding being requested. Please highlight key aspects of the proposed project and how it meets the objectives of the Victoria Housing Reserve Fund Program as outlined in the Program Guidelines.

2 Proponent Information

Organization Name Capital Region Housing Corporation (CRHC) Non-profit Society Yes No

Contact Person/Position Colin Merriam, Senior Project Planner

Business Address 631 Fisgard Street, Victoria, BC V8W 1R7

Telephone 250.360.5965

Email cmerriam@crd.bc.ca

Date of Incorporation December 10, 1982

Canada Revenue Agency Charity # 100799642RT001

Previous Projects Funded through the Victoria Housing Reserve Fund, if any: Caledonia Redevelopment, Michigan Square Redevelopment

I have read and understand the Victoria Housing Reserve Fund Program Guidelines

I understand funding is a one-time, non-renewable grant

Application Date mm/dd/yyyy 03/28/2024

Applicant Signature 

3. Project Summary

Submission of building and site plans are required as part of the application package.

Address/location of project 1132 Johnson Street, Victoria

Developer and contact information (if different from the Proponent) _____

Project Architect and contact information Paul Hammond, Low Hammond Rowe Architects Inc, 250.472.8013

Owner and Operator of Housing Capital Region Housing Corporation (CRHC)

Housing type (strata/apt etc.), number of units and sizes (bedrooms) 140 rental apartment units



Victoria Housing Reserve Fund Application for Funding

Fund Request Summary

Please list the units which are proposed to receive funding in the table below. Please refer to the VHRF Guidelines for more information about the program's Affordability Levels and Grant Eligibility Amounts.

Unit Type	Number of Units	Monthly Rent Amount	Identify the Affordability Level		Eligible VHRF Grant per Unit	VHRF Total Contribution
			City of Victoria Affordable Rents (Very Low, Low, Median, or Moderate)	BC Housing Rents (Deep Subsidy, RGI, HILs, Below market)		
Studio	30	\$375	Very Low Income	Deep Subsidy	\$7,500 (\$30,000 requested)	\$225,000 (\$900,000 requested)
	10	\$775	Median Income	Housing Income Limits	\$2,500 (\$10,000 requested)	\$25,000 (\$100,000 requested)
1 Bed	2	\$925	Median Income	Housing Income Limits	\$5,000 (\$15,000 requested)	\$10,000 (\$30,000 requested)
	45	\$1,900	Moderate Income	Below Market	\$3,500 (\$10,000 requested)	\$157,500 (\$450,000 requested)
2 Bed	28	\$2,350	Moderate Income	Below Market	\$5,000 (\$15,000 requested)	\$140,000 (\$420,000 requested)
3 Bed	25	\$2,700	Moderate Income	Below Market	\$10,000 (\$20,000 requested)	\$250,000 (\$500,000 requested)
4 Bed						
Total Units	140					\$807,500 (\$2,400,000 requested)

Project Units Summary

Total housing units on existing site: 38
 Total proposed units in the affordable housing project: **Gross** 140 **Net** 102

Target Population or Group as defined in the Program Guidelines (E.g., Seniors, youth, single parent families, persons with disabilities, etc.)

The Village on the Green Affordable Housing Redevelopment will provide affordable rental homes for families with 53 units in the redevelopment being two-bedroom or larger. The project has also been designed to accommodate very low-income individuals at risk of experiencing homelessness through the provision of 30 units at BC Housing Deep Subsidy (shelter) rental rates. Priority through the tenant selection process is given to indigenous people experiencing homelessness, youth experiencing homelessness, and women fleeing violence. The housing needs identified for the local area also include individuals and small or single-parent families. Units also target single occupant households including individuals leaving transitional and supportive housing, and youth leaving the care system.

Support services provided (if any)

The project will accommodate individuals who are transitioning out of supportive housing, or youth leaving the care system, but are now able live without additional on site support.



How does the project meet the objectives and project priorities of the Victoria Housing Reserve Fund Program as described in the Program Guidelines?

The Village on the Green Affordable Housing Redevelopment meets the objectives of the VHRF Program Guidelines by:

- Leveraging financial partnerships with multiple levels of government through various funding programs
- Focus on affordable family housing with larger unit types
- Housing individuals and families at risk of experiencing homelessness with BC Housing Deep Subsidy units
- Mixed affordability approach to accommodate very-low to moderate income households
- Exceeding accessibility requirements of the BC Building Code and BC Housing Design Guidelines

What development approvals are required or have been received?

The project has received a Delegated Development Permit through the Rapid Deployment of Affordable Housing program.

Target Completion Date

Q4 2027

4. Experience and Capacity to Develop and Manage Affordable Housing

Outline the proponent’s experience in the development and management of affordable housing. How does this project compare to this previous experience and the proponent’s capacity to complete the project in the short-term and manage it over the long-term?

As the largest social housing provider in the capital region, the CRHC has a mandate to develop and manage affordable housing to meet the needs of people living in the capital region. The CRHC has been operating for almost 40 years and currently provides approximately 2,000 units of affordable housing across over 50 separate developments. The CRHC is committed to increasing housing opportunities that are safe, inclusive, sustainable, and remain affordable as the lives of the families change and grow. The CRHC Development Services Team is currently managing two development projects currently in construction (Caledonia & Michigan Square), two other similar regional projects also currently in detailed design, and multiple other projects in early design and feasibility.

5. Project Financing and Sustainability

Describe how the funding model will support long-term financial sustainability and housing affordability. Please also attach a detailed Capital Budget and 10-year Operating Budget.

The project has secured primary funding through the Regional Housing First Program (RHFP) and Regional Housing Trust Fund (RHTF). These funding portions combine to provide a total of \$13,950,000 in Capital Funding to the project. In addition to this the CRD has allocated an additional \$4,200,000 in financial support through the provincial Growing Communities Fund. The project is also pursuing significant additional federal funding through the Federation of Canadian Municipalities (FCM) Sustainable Affordable Housing (SAH) program which supports municipal non-profit housing projects that demonstrate industry leadership in sustainability and energy efficiency targets. The Village on the Green Affordable Housing Redevelopment uses a mixed income approach in order to provide affordable housing to a range of household types and incomes. This approach through the RHFP program also allows the project to provide a significant number of units (30) at the BC Housing Deep Subsidy (shelter) rate and operate without any ongoing operating subsidies.

6. Partnerships

List partners in this project (developers, agencies, other levels of government etc.), and detail their involvement.

Through the Regional Housing First Program (RHFP) Village on the Green is a funding partnership between multiple levels of government which includes the Capital Regional District (CRD) (regional), BC Housing (provincial), and the CMHC (federal).

7. Tenant Assistance

Adherence with the [Tenant Assistance Policy](#) is required to be eligible to receive VHRF grant funding. Please identify whether a [Tenant Assistance Plan](#) is required as part of the development approvals for this project:

- Yes, there are tenants at the existing site that will be displaced as a result of the proposed development and a Tenant Assistance Plan has been prepared.
- No, tenants will not be displaced as a result of the proposed development.

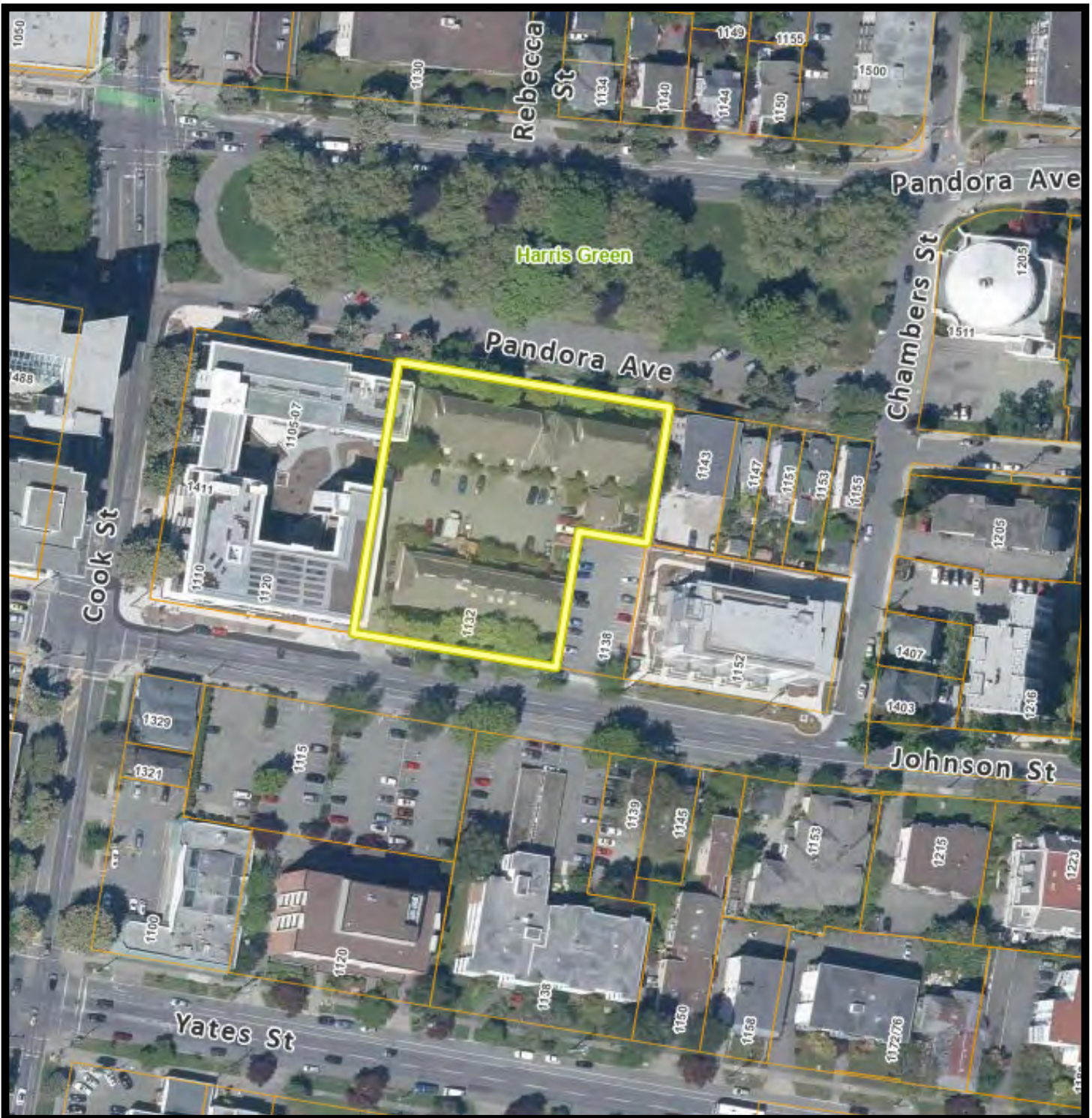
Note: Please be advised that additional information may be requested as part of the Tenant Assistance Plan for Council's consideration.

8. Other Information

Provide any other information that supports your application.

Village on the Green is currently home to 38 families and individuals. The CRHC has been working with existing tenants since to onset of the project in 2022 to keep everyone informed and help them understand the support that will be provided through the process. This CRHC commitment to existing tenants includes:

- Offering eligible or qualifying tenants right of first refusal to move back into the completed redevelopment;
- Providing frequent, accurate and timely information as the redevelopment progresses;
- Offering tenants choice, and support in finding alternative housing within the CRHC portfolio or with another provider if necessary; and
- CRHC tenant relocation policy and development of individualized Tenant Relocation Plans to meet the needs of each tenant.



**1132 Johnson Street
Designated Development Permit No.000634**



2024

CITY OF VICTORIA | Sustainable Development and Community Planning

Victoria Housing Reserve Fund Application

1132 Johnson Street – Capital Region Housing Corporation



1

Background

- Capital Region Housing Corporation (CRHC) affordable rental housing redevelopment project:
 - 1132 Johnson Street (Village on the Green).
 - 140 mixed-income housing units in two 4-6 story buildings.



2 VHRF Application | June 27, 2024



2

Background

- February 2024:
 - Received Delegated Development Permit application (Fast Track for Affordable Housing).
- January 2024:
 - Council approved a Housing Agreement securing rental (minimum 60 years), including 30 shelter rate units.



3 VHRF Application | June 27, 2024



3

VHRF Application Information

- CRHC requesting a \$2.4M Victoria Housing Reserve Fund (VHRF) grant.
- Two affordable rental buildings.
- Housing for families and individuals with very low, low, and moderate incomes.



4 VHRF Application | June 27, 2024



4

Alignment with VHRF Priorities

- Non-profit housing provider.
- Leveraging multiple funding partnerships.
- Serves households with very low to moderate incomes.
- 53 family housing units (two and three bedroom units).
- 30 deep subsidy (shelter rate).
- 12 offered at HIL rates.
- 14 fully accessible units.

Additional Benefits:

- Targeting BC Energy Step Code 4
- Aligns with Zero Carbon Step Code emission targets
- Outdoor courtyard and children’s play area

5 VHRF Application | June 27, 2024



5

Issues and Analysis

- **Affordable Housing:** 140 units (102 net new units).
- **Leveraging:** Regional and Senior Government Funding Programs.
- **Request:** \$2.4 million.
- **Funding Challenges:** Increased construction costs, rising interest rates and equity gap to deliver shelter-rate units without operating subsidy.



Current 38-unit townhouse complex.

6 VHRF Application | June 27, 2024



6

Capacity of Victoria Housing Fund

VHRF current balance:	(\$4,569,724)*
CRHC request for funds:	<u>-\$2,400,000</u>
Remaining VHRF balance if approved:	\$2,169,724

*As of June 3, 2024

- No other VHRF applications received.
- VHRF able to accommodate grant request.

7 VHRF Application | June 27, 2024



7

Conclusion

- 140 mixed-income housing units for families and individuals.
- Revitalize key affordable housing site.
- Leveraging funding from other levels of government.



8 VHRF Application | June 27, 2024



8

Option 1 (Recommended)

That Council approve a grant from the Victoria Housing Reserve Fund to the CRHC in the amount of **\$2,400,000** to assist in the construction of a 140-unit affordable rental apartment project at 1132 Johnson Street, subject to the following conditions:

- Execution of a Housing Fund Grant Agreement.
- Victoria Housing Reserve Fund Guidelines requirements met.
- Grant allocation: \$1,920,000 payable upon execution of the Housing Fund Grant Agreement and the remaining balance of \$480,000 payable when occupancy permits are issued.
- The passage of this resolution creates no legal rights, until and unless all agreements are fully executed by the City.

9 VHRF Application | June 27, 2024



9

Option 2 (VHRF Per Unit Guidelines)

That Council approve a grant from the Victoria Housing Reserve Fund to the CRHC in the amount of **\$732,500** to assist in the construction of a 140-unit affordable rental apartment project at 1132 Johnson Street, subject to the following conditions:

- Execution of a Housing Fund Grant Agreement.
- Victoria Housing Reserve Fund Guidelines requirements met.
- Grant allocation: \$586,000 payable upon execution of the Housing Fund Grant Agreement and the remaining balance of \$146,500 payable when occupancy permits are issued.
- The passage of this resolution creates no legal rights, until and unless all agreements are fully executed by the City.

10 VHRF Application | June 27, 2024



10

and project delivery advice; and support the ongoing development of policies, tools and centralized resources to assist staff with service delivery.

The development of the first Corporate Plan was identified by the Senior Leadership Team as a key deliverable to identify organizational priorities, support internal engagement and provide a framework for on-going service delivery and major initiatives.

ISSUES & ANALYSIS

The 2024 – 2026 Corporate Plan, found in Appendix A, serves three different but equally valuable purposes:

- An accountability tool to help monitor progress of major initiatives which contribute to desired outcomes and strategic priority areas identified by Council and the Senior Leadership Team.
- A prioritization tool to reinforce current commitments and associated resources needed to deliver on approved projects, initiatives and programs.
- A communication tool to articulate the City’s planning framework, our obligations to deliver core services, and our corporate vision, mission and values.

The Corporate Plan will be used by the City’s Senior Leadership Team to ensure that new regulatory obligations and service responsibilities are met and strategic priorities are acted upon over the next three years. All staff will play a role in delivering the Corporate Plan either directly through implementing and supporting projects or by delivering on our mission and championing corporate values.

OPTIONS & IMPACTS

That Council receive the 2024 - 2026 Corporate Plan for information and direct staff to prepare an annual *Strategic Plan Progress Update* in advance of the 2025 and 2026 financial planning processes.

Pending Council support for this recommendation, staff would prepare a progress update on projects, initiatives, policies and investments which deliver on the 2023 - 2026 Strategic Plan, including relevant projects and initiatives from the Corporate Plan, prior to Council’s consideration of the annual financial plan.

Accessibility Impact Statement

Projects highlighted in the Corporate Plan contribute to our on-going commitment to identifying, removing and preventing barriers across services, programs and infrastructure to benefit the community in a way that respects the dignity and independence of people with disabilities. Corporate values and strategic priorities contained within the plan also emphasize inclusion and diversity.

2023 – 2026 Strategic Plan

The Corporate Plan identifies several projects which deliver on Council’s Strategic Priorities. Status updates for the projects will be provided internally to the Senior Leadership Team twice a

year and an annual *Strategic Priorities Progress Update* will be prepared for Council's consideration in advance of both the 2025 and 2026 budget presentations.

Department service levels will continue to be identified within the annual budgeting process and on-going initiatives, operational highlights and accomplishments will be captured through the City's Annual Report.

Impacts to Financial Plan

Capital and operating implications of projects and initiatives identified in the Corporate Plan will be considered through the annual financial planning and budget approval process.

Official Community Plan Consistency Statement

The Corporate Plan features several projects and initiatives which deliver on established policy directions and targets identified within Chapters 6 – 18 of the current Official Community Plan.

CONCLUSIONS

The Corporate Plan is a new approach to communicating organizational and Council strategic priorities and highlights major projects and initiatives over the next three years that will be delivered in addition to core service delivery and on-going programs and initiatives. Operational service profiles will continue to be featured in the annual Financial Plan and accomplishments shared through the City's Annual Report.

At the beginning of the next Council term, staff will work with Mayor and Council to facilitate a renewed process for identifying Council strategic priorities for their term. These, along with organizational priorities, will form the basis for a future 2027 – 2030 Corporate Plan.

Respectfully submitted,

Sarah Webb
Assistant Director
Corporate Planning and Strategic Project Support

Thomas Soulliere
Deputy City Manager

Report accepted and recommended by the City Manager

List of Attachments: Appendix A: 2024 - 2026 Corporate Plan

Corporate Plan 2024-2026



The City of Victoria is located on the homelands of the Songhees Nation and the Xwsepsum Nation.



Table of Contents

Purpose of the Corporate Plan	4
Our Vision, Mission & Values	5
Greetings from the City Manager	6
Reconciliation.....	6
Our Planning Framework.....	7
Organizational Overview	9
2024 Organizational Chart.....	13
Our Strategic Priority Areas	14
Major Projects & Initiatives.....	16
Measuring Progress.....	22
Trends, Pressures, Challenges & Opportunities	24



Purpose of the Corporate Plan

A great city needs a great team to help achieve its vision. To continue meeting the needs, expectations and aspirations of both Council and our community, the City of Victoria has prepared its inaugural Corporate Plan 2024-2026.

This document serves the important function of establishing a vision for our organization and reinforces the values we are committed to as we deliver on our mission each day. It helps staff understand how their work fits into the bigger picture towards achieving City's strategic priorities while underpinning the core services residents and businesses rely on.

The Corporate Plan will be used by the City's senior leadership team to ensure that our new regulatory obligations and core service responsibilities are met, service delivery is continually improved, and strategic priorities are acted upon in 2024, 2025 and 2026.

Our Vision

To lead with purpose and steward a vibrant and resilient capital city.

Our Mission

To deliver high quality services that contribute to a dynamic, healthy organization and diverse community.

Our Values

We will demonstrate and exemplify our values through our teams, worksites, decision making processes, partnerships and investments.

Integrity

We are accountable with public resources and build trust by being professional, responsive and transparent.

Excellence

We nurture passion, talent and skills within our teams and have the courage to lead.

Innovation

We are creative, curious and ready to embrace change.

Collaboration

We listen, engage and work together to achieve common goals.

Inclusion

We welcome diversity and create environments where all employees are empowered to contribute.

Greetings from the City Manager

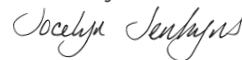
Each day, our teams provide high quality services to meet the changing needs of the community and our organization. Delivering on our mission and vision requires us to be engaged with each other, our partners and the public. It also relies on a strong foundation of values which motivate us to perform our best in everything we do.

Our inaugural Corporate Plan serves three different but equally valuable purposes. First, it is an accountability tool to help the City monitor progress of major initiatives which contribute to strategic priority areas identified by Council and the Senior Leadership Team.

Second, it is a prioritization tool to reinforce current commitments and associated resources needed to deliver on approved projects, initiatives and programs. Finally, it is a communication tool to articulate our holistic planning framework and obligations to deliver core services.

The City's staff, crews, supervisors and leaders are a key part of making Victoria a great place to work, live, play and invest. They are truly the heartbeat of our organization. I am excited about the years ahead and look forward to working together to help Victoria lead with purpose to steward a vibrant and resilient capital city.

Sincerely,



Jocelyn Jenkyns, City Manager

Reconciliation

The City acknowledges the lək'wəŋən People on whose territory Victoria stands in its entirety. We express our gratitude for the grace and generosity of the two Nations in the ongoing opportunity to live and learn among their lands and waters.

As the City navigates and nurtures rich, ongoing relationships with the Songhees Nation and the Xwsepsum Nation, city staff, Mayor and Council strive to make intentional decisions that reflect history of the Nations' centuries of stewardship, meet the needs of our current residents and create a welcoming future for the many people coming to live among us.

As a city government, we commit to deliver on the 32 Calls to Action generated through the Victoria Reconciliation Dialogues and the five Calls to Action for Municipalities identified by the Truth and Reconciliation Commission. Our work continues, every day.

Our Planning Framework

Strategic Plan: Outlines Council’s vision and strategic priorities and informs the work of the organization over their four-year term.



Corporate Plan: Identifies the linkages and the major actions and projects which contribute to Council and organizational strategic priorities between 2024 and 2026.

Financial Plan: A multi-year plan that shows projected revenues and costs and the financial strategy to fund operational services, programs and capital initiatives. Progress is supported by regular budget variance updates and annual analysis of financial statements.

The Official Community Plan (OCP): Guides our multi-decade land use management vision and establishes broad goals and policies to support decision-making.

The Corporate Plan highlights major projects and initiatives that the City will deliver over the next three years in support of strategic priorities identified by Council and the organization’s senior leadership team. Many staff will work directly on the projects and initiatives identified in this plan while other staff will support these priorities by ensuring that their colleagues have the tools and resources they need to deliver excellent services every day. The Corporate Plan informs our annual financial planning, workforce planning and service delivery approaches as we work towards achieving desired outcomes.

Staff will report on progress to Council and the community annually through the publication of audited financial statements and accompanying Annual Report. Over the term of this Plan, the City will also provide regular updates on projects and indicators in this document. The Corporate Plan will be renewed in full in early 2027 working in collaboration with Mayor and Council on the next set of strategic priorities.





Organizational Overview

Located on the southern tip of Vancouver Island on the homelands of the Songhees Nation and the Xwsepsum Nation, Victoria is a forward-thinking, active community. The city is home to a dynamic, thriving economy and vibrant arts and culture scene, with an unparalleled natural environment enjoyed by residents and visitors. It's a place where sustainability, health and well-being are the cornerstones of creating a prosperous and inclusive future.

The City of Victoria is led by the City Manager, Mayor and Council. Governed by legislation such as the Community Charter and the Local Government Act, our organization has 1,200 employees and is responsible for providing essential services such as land management, fire protection, clean water distribution, and managing underground infrastructure, parks, recreation, public buildings and roadways. With additional services and programs offered to accelerate economic development, arts and culture, equity and diversity, climate action and placemaking, the City of Victoria directly impacts and shapes quality of life for residents now and in the future.



CLOCKWISE FROM TOP LEFT: Jeremy Caradonna, Susan Kim, Matt Dell, Stephen Hammond, Krista Loughton, Dave Thompson, Chris Coleman, Mayor Marianne Alto, Marg Gardiner

Mayor and Council were elected to serve a four-year term in October 2022. The City has 12 formally recognized neighbourhoods and appoints a Council Liaison to each. Some members of Council are also appointed to the Board of the Capital Regional District (CRD). Appointments are made by the City to external boards and committees whereas appointments to external subcommittees are made by those external bodies. Council has one committee, Committee of the Whole, comprised of the Mayor and all eight Councillors. The Committee of the Whole focuses on broad policy issues that affect the community or organization, land development regulations and policy, and specific decisions and applications. Mayor and Council are committed to working with First Nations, local and regional governments, as well as provincial and federal partners for the benefit of all Victorians.

ORGANIZATIONAL OVERVIEW

The **City Manager** is accountable for the overall administration ensuring City services and programs comply with regulatory requirements and support established priorities.

The **Senior Leadership Team** is the most senior group of administrative officials in the organization who play a major role in implementing public policy and ensuring Council's decision-making is well-informed. This team is accountable for the oversight of day-to-day operations and services, projects, programs and budgets. Supported by an extended leadership team of managers, deputy- and assistant- directors, department heads are also responsible for achieving regulatory and service objectives and working across the organization to deliver on strategic priorities.

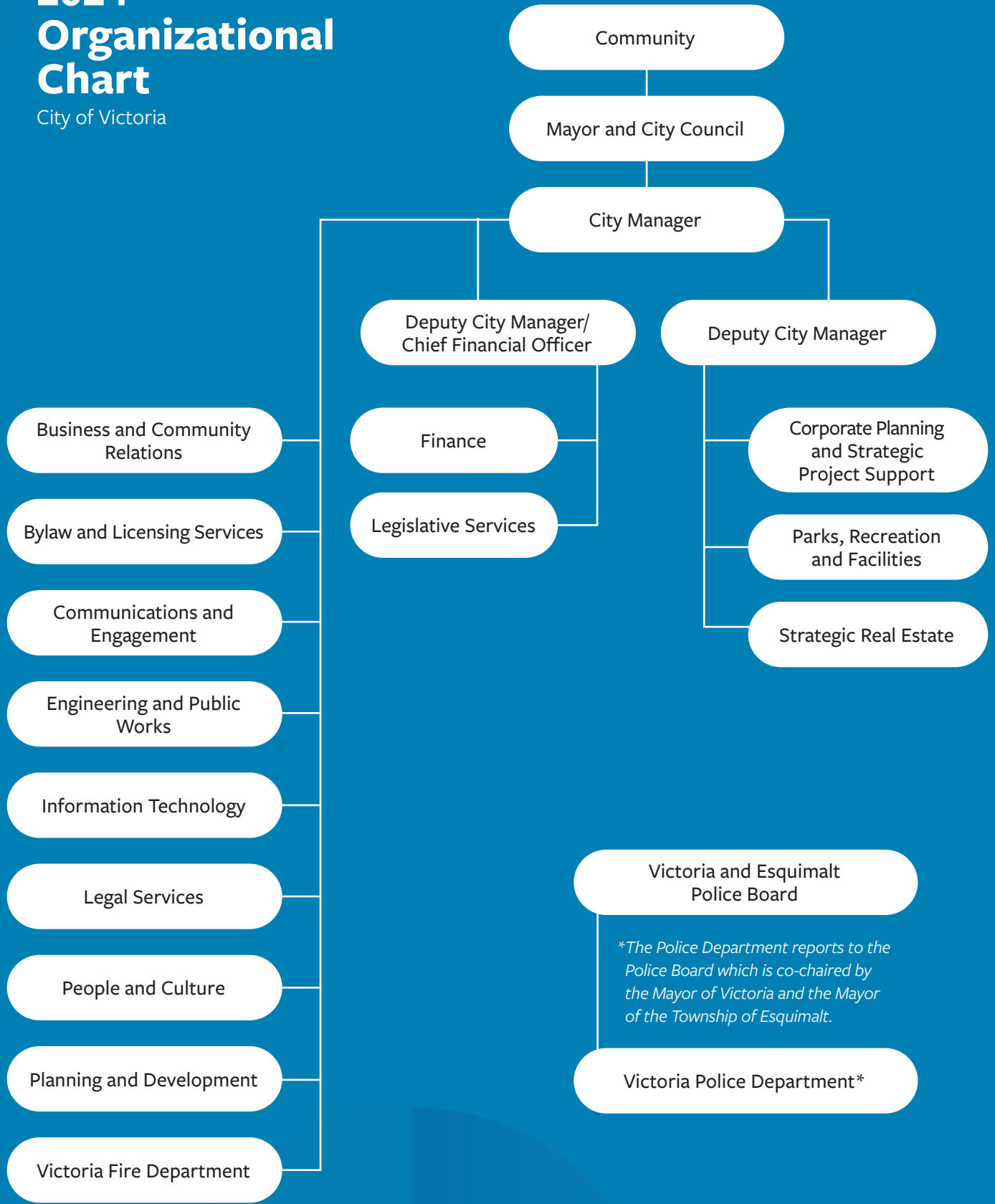


CLOCKWISE FROM TOP LEFT: William Doyle, Kerri Moore, Daniel Atkinson, Tom Zworski, Sheldon Johnson, Curt Kingsley, Derrick Newman, Peter Rantucci, Thomas Soulliere, Jocelyn Jenkyns, Karen Hoese, Susanne Thompson, Mike Palmer. Missing: Jodi Jensen, Jo-Ann O'Connor



2024 Organizational Chart

City of Victoria



**The Police Department reports to the Police Board which is co-chaired by the Mayor of Victoria and the Mayor of the Township of Esquimalt.*

Our Strategic Priority Areas

The Corporate Plan features 11 strategic priorities identified by Council and the organization's senior leadership team. Collectively, these are the focus areas for planned action, investment, process improvements and change over the next three years. Our strategic priorities can be viewed using contexts that are both *foundations* and *lenses*. Foundations are the historical context and work done to date that we are building on and adapting from. Lenses are how we should view the work as we move forward considering the changing environment and external forces facing our teams.

		Strategic Priority Area	Desired Outcome for 2026
COUNCIL PRIORITIES		Housing	We will make it easier to build all types of housing across the city, for everyone.
		Climate Action and Environmental Stewardship	We will respond to climate change with bold action and innovation.
		Transportation	We will create and expand diverse transportation choices.
		Parks, Recreation and Gathering Spaces	We will create more parks, recreation and gathering spaces.
		Community Well-being and Safety	We will create a new vision for community safety and well-being, so people feel comfortable in all neighbourhoods.
		Economic Health and Community Vitality	We will grow our economic health and foster community vitality, working with small business to diversify our economy to fuel opportunities throughout our city.
		Truth and Reconciliation	We will continue our journeys of truth and reconciliation in collaboration with the chiefs and leadership of the two Nations on which our city rests.
		Arts, Culture, Music, Sport and Entertainment	We will nurture arts, culture, music, sport and entertainment as they create an experiential city.
CORPORATE PRIORITIES		Inspired Teams and Organizational Capacity	We will enable our employees to thrive and empower them to do their best work.
		Infrastructure Stewardship	We will effectively plan, design, construct and maintain our built assets and protect, enhance and nurture our cultural and natural assets.
		Service Experience	We will provide exceptional service and deliver the best value for the public, our partners and our departments.

Major Projects & Initiatives

The Corporate Plan highlights 50 major initiatives, programs and projects that will be delivered in 2024, 2025 and 2026 in support of our strategic priorities. The projects are a part of approved work plans and:

✓ Support achieving desired outcomes and strategic priorities

✓ Are highly complex or high-risk

✓ Are of high interest for Council or the public

✓ Lead to future, one time or multi-year capital budget requests

✓ Involve significant cross-departmental responsibilities or changes to how we do business

✓ Have a discreet deliverable or well-defined program with end date

✓ Deliver on complex or new provincial legislation/regulatory obligations

Success of the Corporate Plan depends upon the involvement of diverse subject matter experts with the support of project teams, administrative staff and field crews.

Throughout the next three years, members of the senior leadership team will provide governance, resourcing and decision-making support and empower leads to deliver with both passion and purpose.

Art in Public Places Strategy & Policy Renewal

A review of the City’s public art strategy and associated policy updates to guide funding and processes for programming, development, acquisition and maintenance of public art.

Asset Management Implementation Program

A multi-year initiative that establishes new processes to regularly document and report on levels of service, asset condition and age, risks and the financial health of assets owned by the City.

Building Emissions Reduction Program

Incentives, bylaws and initiatives to target energy retrofits and greenhouse gas emissions reductions in existing commercial and residential buildings.

Centennial Square Revitalization Project

The design and delivery of a multi-year improvement plan to transform and revitalize Centennial Square as a key gathering and vibrant public space.

Central Library Re-Development Project

Explore the feasibility, potential sites and partnership models to inform future delivery of a new Central Library Branch.

Climate Change Adaptation Plan

Prepare a multi-year plan focused on addressing key risks from a changing climate and increasing resiliency for residents and within municipal operations.

Community Safety and Wellbeing Plan

Develop a coordinated strategy to enhance safety, security and wellbeing in partnership with social service providers, community stakeholders, residents and businesses.

Crystal Pool Replacement Project

Design and prepare for the replacement of the Crystal Pool and Wellness Centre to serve the growing population and meet the recreation, health and wellness needs of our community.

Customer Relationship Management Solution

Introduce new technologies to improve customer interactions, facilitate online service requests and support real time data sharing across departments to better respond to public needs and inquiries.

PRIORITY ALIGNMENTS

COUNCIL

CORPORATE

 **Cycling Network Expansion**

Infrastructure improvements and streetscape changes focused on improving road safety and encouraging more people to use active transportation.

 **Development Cost Charge Bylaw Update**

Introduce an updated program and rates to capture changes in infrastructure costs and needs driven by population growth, new development and aligns with best practices.

 **Development Potential Property Tax Relief**

Explore, under new legislation, providing property tax relief for commercial and industrial properties that have experienced significant increases in assessed values due to their development potential.

 **Development Process Modernization**

Deliver targeted strategies and actions to improve and modernize the City's land development processes and accelerate housing approvals and construction.

 **Disaster Debris Management Plan**

Prepare a response plan and deliver training for the management of debris generated from disasters and identify approaches to maximize the recovery and reuse of debris.

 **Douglas Street Transit Priority Project**


Design and deliver infrastructure improvements to support RapidBus services and enhance pedestrian experiences and accessibility on Douglas Street.

 **Electronic Document and Records Management Solution Project**

Update and automate the management and standards of City documents and records to ensure regulatory compliance and safeguarding vital City information.

 **Engineering & Public Works Facility Master Plan**

Undertake technical studies and needs assessment to inform the future renewal of City's Engineering and Public Works Yard.

 **Enterprise Resource Planning (ERP) System Replacement Project**

Update legacy ERP software system with a modern and scalable solution to support the continued automation and management of core business processes in finance and human resources.

 **Enterprise Risk Management**

Introduce a new risk management framework and policy for identifying, evaluating and addressing corporate level risks.

Employee Engagement Action Plans

Develop and implement Action Plans supporting outcomes and findings of the 2023 Employee Engagement Survey.

EV Charging Network

Expand our public network of Level 2 and Level 3 DC fast charging stations.

Equity, Diversity and Inclusion Policies and Plan Updates

Updates to guiding documents and policies which build on current practices and fulfill legislative requirements to support accessibility, equity and inclusion in our community.

Fibre Optic Master Plan

Develop a master plan to support expansion and ongoing stewardship of the existing fibre optic network to meet future community and organizational connectivity needs.

Fire Department Service Delivery & Facility Strategy

Prepare a business case to identify and support future staffing, facility, land and apparatus needs for Fire Department operations in context of anticipated population growth, development and changing risk profile.

Government Street Refresh Project

Deliver initial phases of underground and streetscape upgrades to support pedestrian priority and public realm objectives outlined in the approved vision.

Green Fleet Implementation & EV Lifecycle Assessment

Renew and deliver investments in our electric fleet and equipment, along with associated charging infrastructure, across all departments.

Hazard Risk Vulnerability Assessment & Business Continuity Plan Updates

Respond to new provincial regulations to update city-wide hazard, risk and vulnerability assessments and corporate business continuity plans.

Housing & Support Resources Partnership.

Engage with people experiencing homelessness to support access to appropriate housing solutions and services.

Industry Arts & Innovation District Action Plan

Modernize land use rules to encourage more industry, arts and innovation in Rock Bay and improve public space design and amenities.

Inter-Municipal / Inter-Community Business Licencing

Collaborate with partners to review and update regulations and bylaws for consistency and equity across business license administration, processes and applications.

Integrated Rainwater & Stormwater Management Master Plan

Undertake technical analysis and complete a multi-year master plan to inform future capital infrastructure improvements and diverse strategies to manage rainwater.

Multi-Family Solid Waste Collection

Launch a new municipal service to collect recycling, organics and garbage from apartment buildings, condos and townhouses.

Non-Market Housing Partnership Program

Deliver non-marketing housing solutions in partnership with public and non-profit organizations.

Official Community Plan 10-year Update & Bylaw Modernization

A comprehensive update to our Official Community Plan, zoning and development servicing bylaws to fulfill legislative requirements and meet the needs of our growing population and address the housing and climate crises.

Pandora Community Space & Childcare Project

Construct new community space and childcare facility in partnership with BC Housing’s affordable and supportive housing project on Pandora Avenue.

Park Washroom Improvement Program

Deliver multi-year strategy to upgrade and retrofit park washrooms to support accessibility and safety objectives.

Parking Modernization Project

Introduce new parking regulations and management solutions for off-street, on-street and structured parking.

Permit to Practice

Align internal professional engineering policies, procedures and standards of practice with new requirements under provincial legislation.

Project Management Framework

Renew the City’s internal project management policy, tools and framework.

Red Seal Trades Apprenticeship Program

Launch a new program dedicated to developing skilled trades professionals and preparing for future workforce needs starting with mechanical technicians, welders/fabricators and painters.

PRIORITY ALIGNMENTS

COUNCIL

CORPORATE

■ **Retail Strategy**

Develop a targeted strategy to inform decision making on land use planning, strategic commercial area interventions, and proactive tenant recruitment and retention efforts to encourage diverse retail and amenity-rich sectors in the downtown core and village centres.

■ **Resilience Hub Community Centre Program**

Launch a multi-year initiative to designate Community Centres as Resilience Hubs to support residents, coordinate communications and distribute resources, before, during and following emergency events.

■ **Royal Athletic Park Improvement Strategy**

Create an investment plan that renews stadium infrastructure, increases utilization for competitive and recreational sports activity, and expands opportunities for community and special event uses.

■ **Safety Management System Implementation**

Deploy new safety management system through development of critical programs, training and reporting across all departments and levels of the organization.

■ **Ship Point Seawall Replacement & Shoreline Enhancement Project**

Design and implement the first phase of structural and shoreline improvements for future use of the site in accordance with the Ship Point Master Plan.

■ **Shoreline & Beach Access Improvement Program**

Deliver targeted upgrades to existing infrastructure to support safe, accessible shoreline and beach access.

■ **Staff Leadership Development Program**

Design and launch a new program to support leadership development skills for City employees.

■ **Strategic Revenue Partnerships Project**

Develop a sponsorship asset inventory and valuation and identify strategic options for generating and sustaining alternative forms of revenue to support City infrastructure, services and projects.

■ **Underground Infrastructure Renewal Program**

Complete a multi-year critical underground infrastructure replacement program designed to support population growth and increase resiliency to seismic and climate events.



How we will measure progress

Asset management	Asset health summary reports published and reviewed every two years.
Arts impact	Gross domestic product associated with cultural and creative Industry in Victoria measured every two years.
Conference centre impact	Number of Victoria Conference Centre delegate days and associated estimated economic impact generation measured annually.
Corporate climate impact	Greenhouse gas emissions generated from corporate operations measured annually.
Community climate impact	Greenhouse gas emissions generated by community and measured every two years.
Economic environment	Retail, office and industrial vacancies measured annually.
Employee engagement	Survey participation rates and overall score measured every three years.
Financial sustainability	Ratios of assets to liabilities and financial assets to liabilities measured annually.
Financial flexibility	External debt service costs to taxation revenue and Statutory Reserve Fund balance measured annually.
Financial vulnerability	Government transfers to total revenue measured annually.
Housing diversity	Number of family-oriented and rental housing units approved annually.

OUR STRATEGIC PRIORITY AREAS

Housing affordability	Number of non-market housing units approved annually.
Housing construction	Number of building permits for net-new units of housing issued annually.
Mode share	Combined mode share of all trips made by walking, cycling, micro-mobility and transit measured every five years.
Municipal service continuity	Number of unplanned service disruptions to potable water, sanitary sewer, and garbage / composting pick-up measured annually.
Recreational access	Annual LIFE Program participation rates among eligible households measured annually.
Road safety	Number of injury collisions reported to ICBC on our road network measured annually.
Open space	Number of publicly accessible parks, plazas and gathering spaces added or renewed measured annually.
Public safety	Crime rates and resident satisfaction with Victoria Police services measured annually.
Sustainable growth	Regional share of population and employment measured annually.
Urban forest	Urban forest tree canopy cover measured every four years.
Voter participation	Rate of voter turn-out measured every four years.

Trends, Pressures, Challenges & Opportunities

Our work as a public organization is influenced and shaped by external forces. Trends and pressures create both challenges and opportunities for our municipality as we deliver services, programs and projects internally and to the community. In order to respond to a rapidly changing landscape, the City has to make proactive decisions and simultaneously remain prepared to respond. Over the next three years the City will continue to be influenced by:





CITY OF VICTORIA

Corporate Plan

2024-2026

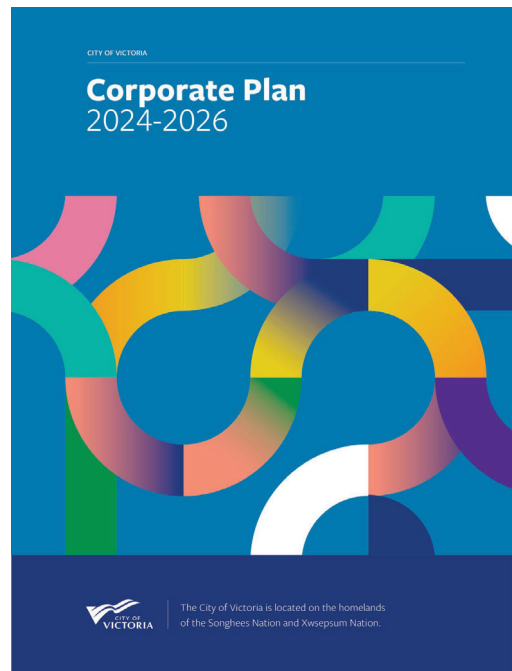


Committee of the Whole - June 27, 2024



Purpose

- To present the 2024 – 2026 Corporate Plan for information and share timelines for future *Strategic Plan Progress Updates*



City's First Corporate Plan

- New approach to communicating a multi-year organizational workplan
- Supports strategic priorities identified by Council and administration
- Communicates our organization's vision, mission and values
- Reinforces planning framework and core services that our community relies upon



3 Committee of the Whole | June 27, 2024



11 Strategic Priorities



4 Committee of the Whole | June 27, 2024



Major Projects & Initiatives

- 50 internal and external focused projects
- Subject to resources through Financial Plan and informed by Council direction
- Senior leadership team provides governance, resourcing and decision-making support

✓ Support achieving desired outcomes and strategic priorities

✓ Are highly complex or high-risk

✓ Are of high interest for Council or the public

✓ Lead to future, one time or multi-year capital budget requests

✓ Involve significant cross-departmental responsibilities or changes to how we do business

✓ Have a discreet deliverable or well-defined program with end date

✓ Deliver on complex or new provincial legislation/regulatory obligations

5 Committee of the Whole | June 27, 2024



Reporting on Council Strategic Priorities

- Staff will prepare a Strategic Plan Progress Update prior to the 2025 and 2026 annual financial planning process
 - Communicate progress and achievements before budget approval
 - Will include several of the projects identified in the Corporate Plan
- Core services, accomplishments and highlights will continue to be profiled in the Financial Plan and Annual Report

6 Committee of the Whole | June 27, 2024



Recommendation

That Council receive the 2024-2026 Corporate Plan for information and direct staff to prepare a *Strategic Plan Progress Update* in advance of the 2025 and 2026 financial planning processes.





Committee of the Whole Report For the Meeting of June 27, 2024

To: Committee of the Whole **Date:** Jun 13, 2024
From: Jocelyn Jenkyns, City Manager
Subject: Task Force to Review Council Remuneration Decision

RECOMMENDATION

That Council receive this report for information.

EXECUTIVE SUMMARY

At the April 4 COTW Council directed the City Manager to strike an independent task force to review Council's decision related to Council remuneration. The motion read as follows:

That consideration of Bylaw 24-027 be postponed until July 25th, and that the City Manager be directed to strike an independent task force comprised of diverse community, non-profit, labour, government, and business leaders, using the UBCM Councillor Remuneration Guide and its terms of reference, a report to be completed by July 1st and the work remunerated with a stipend for task force members, to:

- *Review council's decision on pay and benefits in light of the recommendations of the MNP Governance Review and the information in the remuneration consultant's report;*
- *Conduct interviews with councillors to determine accurate time commitments for city-related work;*
- *Make a recommendation to council on any salary adjustments, benefits adjustments, per diems for committee appointments and conferences, and other compensatory options, and the effective date of any such adjustments;*
- *Task force to be overseen and facilitated by a senior member of City staff, as per recommendations of UBCM guidebook.*

To date, a task force has been established comprised of the following individuals:

- Margaret Lucas, former City Councillor, former City Remuneration advisor and business representative
- Ron Rice, Executive Director, Victoria Native Friendship Centre
- Stephanie Smith, Former President of BCGEU

The Task Force has begun its work, which includes the following:

- Developing Terms of Reference based on adopted Council Member Motion.
- Individual interviews with Councillors.
- Review of Drive Report with an eye to any missing data.
- Review of 2008 Council remuneration report for reference.
- Review will endorse Council decision or make further recommendations.

Next steps:

A report back to Council with the recommendations of the Task Force will be coming forward in the coming weeks.

Respectfully submitted,

Jocelyn Jenkyns
City Manager