

2021

Engagement Summary

Village and Corridor Planning **Stage 2**

Quadra, Fernwood & North Park

Villages, Corridors & Surrounding Areas





Phase I Village and Corridor Study Area

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A Community for Everyone

Background

The Broader Engagement Process

Working Group

A Working Group was formed at the start of the planning process to help reach diverse stakeholders. Members include residents recommended by community organizations, neighbourhood associations, land use committees, the local business community, the arts and culture community, the Intercultural Association, the Native Friendship Centre, the Renters Advisory Committee, the Disabilities Resource Centre, and a diverse cross-section of residents.

The working group has supported the design and implementation of engagement activities, participated in workshops and walkshops, reviewed materials, and provided connections within the community. Over the course of the planning processes membership evolved, with some members stepping down due to capacity

issues and others joining, but the group continued to represent a diverse cross-section of the community.

For more information about the Working Group roles, responsibilities, and composition, see the [Working Group Terms of Reference](#) on the project website.

Community-Led Planning

Each neighbourhood association was provided a planning grant to complete community-led planning work that would help to inform the final outcomes of this process. The diverse approaches to this work led to increased involvement of community members, deep discussions, and new ideas.

The Fernwood Community Association prepared and implemented a survey in fall 2019 (mail-in and online, with over 400 responses), and hosted a focused discussion circle on housing and affordability. The North Park Neighbourhood Association hosted community events during the early engagement process, and prepared and implemented an online survey (with over 250 responses). The Hillside-Quadra Neighborhood Association commissioned an equity study that looked at the needs of the Hillside-Quadra neighbourhood using a variety of statistics,

including socio-economic status, housing options, and access to services and amenities. Detailed findings of community-led planning work were shared with the City as part of the input to the key directions provided in the accompanying Planning Summary and Key Directions Document. More information on this work can be made available through the community associations.

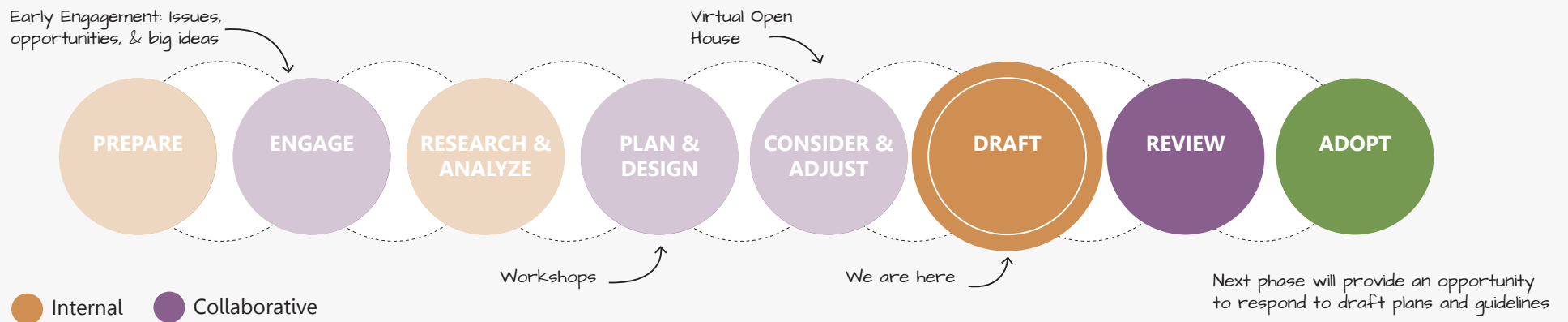
For more information about the community-led planning objectives and funding criteria, see the [Neighbourhood Funding Terms of Reference](#) on the project website.

Early Engagement

Between January 2020 and March 2020, the City explored Issues, Opportunities, and Big Ideas together with the community. Key components of this process included a survey, community pop-ups and discussions, and a “Meeting in a Box” tool. Through these efforts the City reached over 1,000 residents. The result was a sampling and illustrative synopsis of what people love about these places today and what they would like to see improved in the future. See the [Early Engagement Summary Report](#) for details.

Where We Are Now

The City is now reporting out on the second phase of engagement and providing the resulting key directions for developing draft neighbourhood plans and design guidelines that will be shared with the community for another round of input. A quick summary of the process is available in the *How We Got Here Photo Gallery* on the project page.



A Focus on Equity

After lessons learned from previous local area planning processes, this process included a strong focus on equity and diversity in engagement – including reaching people who tend to be underrepresented in community engagement. These underrepresented groups include those who rent, families with children at home, single parent families, low-income residents, those who lack stable housing, minority populations, youth, Indigenous residents, Canadian newcomers, and other equity-seeking populations.

The formation of the Working Group was centred around the desire to reach these diverse residents. The feedback and input from Working Group members continually challenged older approaches to engagement and brought forward new ideas to reach people where they are, slow conversations down, simplify language and remove jargon, and promote participation in meaningful ways (including in different languages and with targeted questions).

Pivoting in a Pandemic

Toward the end of the early engagement phase, the World Health Organization declared the COVID-19 pandemic and public health restrictions were put in place. While the restrictions presented the challenge of rethinking what the next phase of engagement could look like, it also presented the opportunity to pivot in a way that brought greater emphasis to equity in engagement.

The virtual focus, the ability to connect in new and different ways, and the ongoing support and thoughtful contributions from the Working Group resulted in an engagement approach that felt different from those previous, but one that resulted in a diversity of voices providing meaningful feedback.



Stage Two Engagement Process

Engagement: from Broad to Focused to Broad



Early Engagement in the spring of 2020 was broad, diverse, and far-reaching.

In the fall of 2020, emphasis focused during the Planning and Design Workshops so concepts could be developed together with the community.

These concepts were then presented to the broader public during another diverse and far-reaching Virtual Open House.

How does this compare to similar processes?

The Planning and Design Workshop series, modeled after intensive planning charrettes, are similar to what the City has done in previous neighbourhood planning processes (adapted to be virtual as described in the following sections.).

The Virtual Open house was designed to provide interactive elements that would fulfill the same objectives as a public pin-up and open house that would typically follow a charrette. It included a survey element (which would also traditionally be included online).

Virtual Workshop Series

Approach and Adaptations

Where a typical process may include an all-day event (on a Saturday), with the walkabout incorporated into the process, the approach was modified to take place over several days. The process included a voluntary walkabout on the weekend, followed by two consecutive virtual workshops held on weekday evenings. In total, five intensive, two-hour evening workshops were held (two each for Quadra / Fernwood-North Park and one joint pin-up), as outlined to the right.

The physically distanced walkabout included interested workshop participants and covered both areas over the course of the day. Additionally, physically distanced and virtual walk-about were held with staff and consultants. These walkabouts, early engagement findings, technical studies, and urban design analyses, informed the **Planning and Design Brief** that participants received in advance of the workshops to inform the discussion.

40
participants




Screenshot from one of the virtual workshops.

Series 1: Quadra		Series 2: Fernwood - North Park		Joint: Study Area
<p>Workshop 1: Setting Directions</p> <ul style="list-style-type: none"> Review Design Brief. Breakout groups to explore and develop concepts. Plenary report back with draft directions. 	<p><i>design team work time</i></p>	<p>Workshop 2: Mid-Point Check-in</p> <ul style="list-style-type: none"> Brief presentation of draft concepts and directions. Roundtable discussion, refinement, and next steps. 	<p><i>design team work time</i></p>	<p>Final Workshop: Joint Pin-up</p> <ul style="list-style-type: none"> Review refined concepts. Finalize draft directions to prepare for broad public review.

Summary of Workshop Series.

Virtual Tools

In place of in-person participation, the workshops were held virtually via Zoom (organized through a consultant) and included breakout rooms. The workshops made use of a digital whiteboard tool called Miro, which replicated, and in many cases improved upon, the interactive elements of a typical in-person process, including: drawings

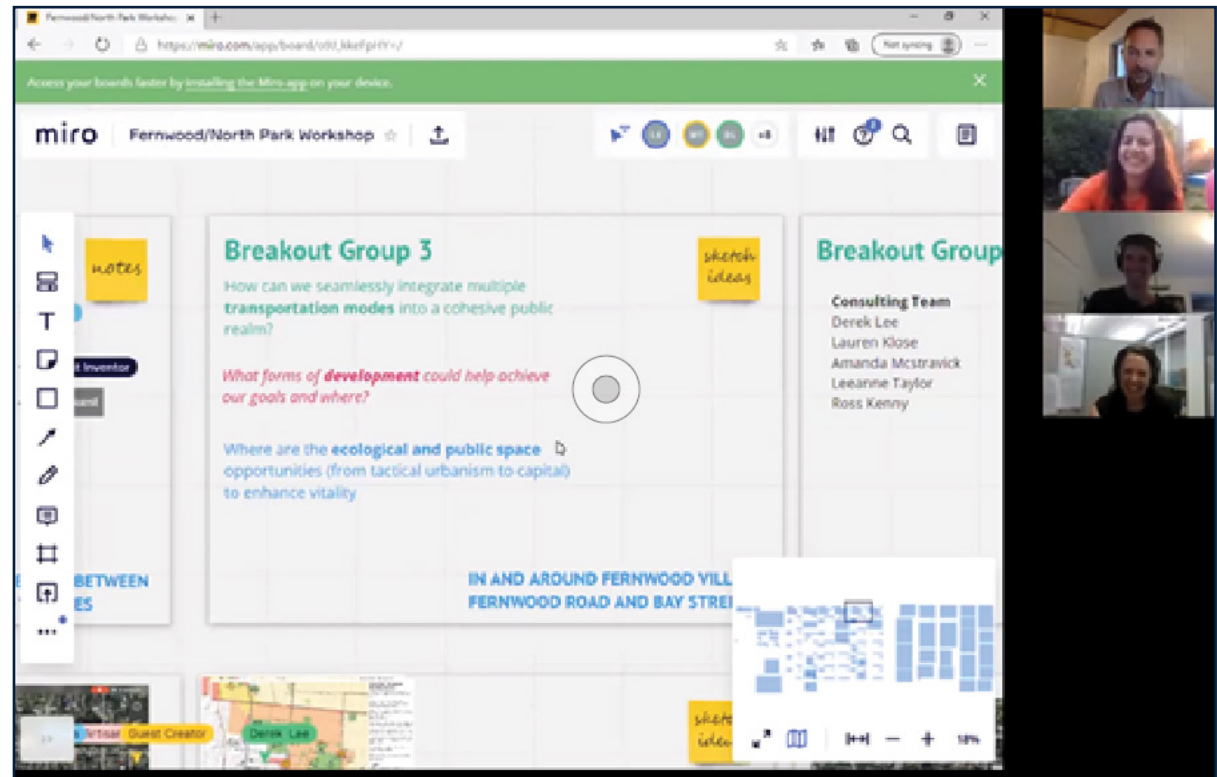
- Real time drawings of people’s ideas by architects and urban designers.
- Sharing of maps, aerials, street views, and precedent images.
- Digital sharing of agendas, discussion questions, and background materials.
- Opportunity to provide feedback with digital “sticky notes” on specific drawings and concepts.
- Ability to participate via video, sound, in the chat space, or on the white board, depending on capacity and comfort level (also included ability to join by phone).

The diverse ways to participate meant people who may be less comfortable voicing opinions in a large group setting or were less familiar with the content could still participate (for example in the chat spaces or with digital “sticky notes”), resulting in a greater quantity and diversity of inputs and ideas. The physically distanced walkabouts provided opportunities to share for those who are more comfortable in a physical setting.

Recruitment and Attendance

For a typical charrette process, the series would be open to the public and in previous circumstances a single workshop may have seen attendance of about 80 over the course of the day. Given the limitations of the virtual setting, and the increased staff capacity required for each breakout room (to facilitate, illustrate, note-take, manage chat spaces, and manage technical issues), attendance had to be limited to a degree.

About 40 people were recruited for each of the two series. Attendees included Working Group members, participants from or recommended by community associations, land use committees, community organizations, and diverse stakeholder organizations (such as the Metis Nation of Greater Victoria, the Intercultural Association, the Youth Council, arts and culture organizations, local businesses, and others) for a diverse cross-section of different ages, incomes, backgrounds, and housing situations.

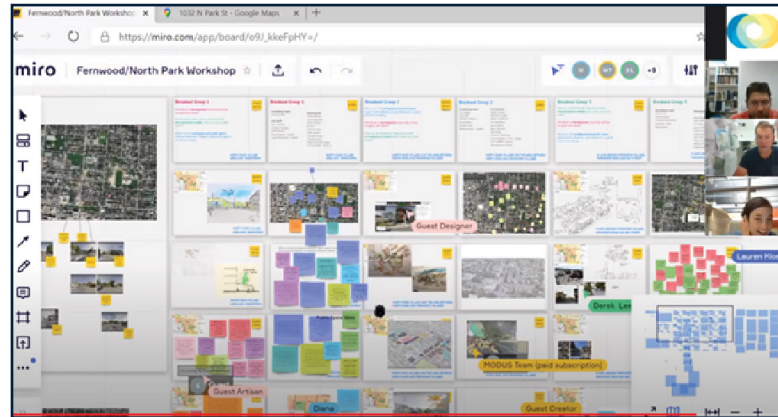


Screenshot from one of the virtual workshop breakout groups with the digital whiteboard.

Outcomes

Between the workshops, planners and urban designers took the ideas generated and priorities identified to flesh out concepts. These were reviewed at the mid-point check-in by the workshop participants and then refined and compiled for a joint pin-up session. These final concepts formed the content for the open house that would follow. Big ideas and key concepts from the workshops went through an inter-departmental review at the City to confirm potential for them to be realized but were left largely intact for broader community review during the virtual open house.

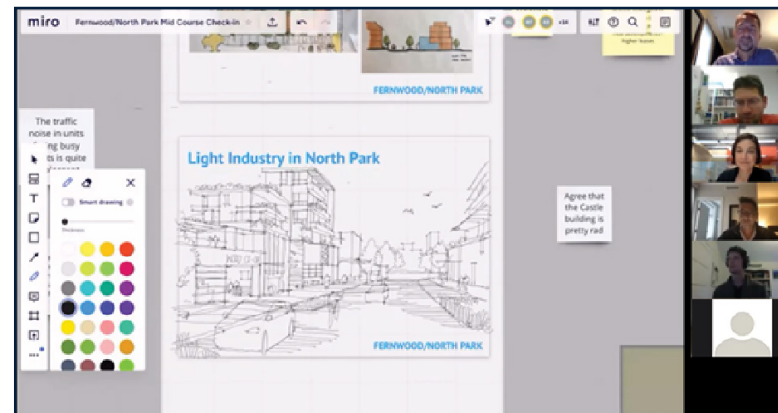
The shorter, evening workshops, and voluntary weekend walkabout provided an added degree of flexibility and enabled a diversity of participants. Lunch was provided for those who attended the walkabout, making half or full day of participation easier. A map of the route with key questions was provided to those who preferred to go independently. Targeted recruitment and organized breakout groups helped to ensure that a balance of interests and perspectives could be heard.



The digital whiteboard during a workshop, with concepts, maps, illustrations, and participant sticky notes.



Planning and design team work time between workshops.



Concepts being presented and reviewed at a mid-point check-in.

Virtual Open House

Following an interdepartmental review, the concepts generated during the workshops were translated into a virtual open house for broad public feedback. In total, the Virtual Open house received over 8,800 visits, with over 6,400 unique “aware” visitors.

A priority at this phase of engagement, due to the circumstances and stresses of the pandemic, was to remain flexible and responsive to the community. Different elements were added to this phase over time, and the online engagement was extended to reflect the desires of the community. In total, the Virtual Open House ran for over three months (from December 8 to March 15). The Open House had several components, described in the following pages with stats that illustrate how they were used and received.



6,400+ visited at least one page.

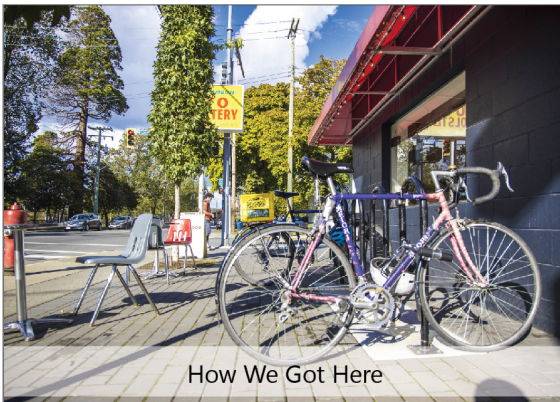
2,000+ visited multiple pages, viewed information, or engaged.

637 took a survey, asked a question, or contributed to a forum.



How We Got Here Photo Essay

The [How We Got Here Photo Essay](#) provided a quick and easy way for people to understand what the City is doing, where process stands, and what brought it to this stage. The photo essay is kept up-to-date and remains available on the project page. Photos were viewed by 112 visitors, 586 times.



586
views 

Surveys

Surveys brought forward the big ideas and key concepts and asked about general support, additional ideas, and some specific question (regarding trade-offs). They were visually focused (using illustrations and images from the workshops) and included background information and proposed directions for realizing the concepts. In total, there were 627 unique contributors and 869 submissions.

- [Fernwood 2040](#) (311 contributors)
- [Hillside-Quadra 2040](#) (209 contributors)
- [North Park 2040](#) (144 contributors)
- [Housing and Amenities Survey](#) for the entire study area (204 contributors)

Detailed statistics regarding participation are included in the next section. Full copies of each survey are provided through links below:

- [Fernwood 2040 Survey](#)
- [Hillside-Quadra 2040 Survey](#)
- [North Park 2040 Survey](#)
- [Housing and Amenities Survey](#)

869
submissions 

Background Materials

Background materials from earlier phases remained available, including the Village and Corridor Planning Backgrounder and the Planning and Design Brief. Additional materials were added to support understanding of the objectives, concepts, and ideas, including:

- [Victoria's Housing Futures](#) is a document that describes the city's future housing needs and ways to meet them. It was provided, with a summary of key findings, at the start of the Housing and Amenities Survey to provide an understanding of shared values, needs, and objectives related to future housing (211 downloads).
- The [Placemaking Toolkit](#) was a concept that was discussed throughout engagement; a brief summary to describe the idea was included to inform participants in the survey (101 downloads).
- Big Ideas Diagrams were created for each neighbourhood area to summarize the ideas that came out of the workshops.

300
downloads 

Videos – Virtual Tours

Three videos were created, one for each village area, to help people understand the concepts that were developed in context. The videos included ideas, illustrations, and precedent images that were generated in the workshops and were set up as a “virtual tour” of the local area. The scripts provided a sense of what a typical day in 2040 might feel like if the concepts are realized. They were voiced by local performers recruited through SKAM Theatre Company. An additional overview video was prepared to provide a quick summary of the process.

- Fernwood 2040 (733 views)
- Hillside-Quadra 2040 (546 views)
- North Park 2040 (479 views)
- Local area planning overview video (168 views)

The videos were included at the start of the corresponding survey and discussion forum to provide a quick overview of the concepts before participants reviewed and responded to them in detail. They remain available on the website.

1,946
views 

Discussion Forums

The intent of the discussion forums was to provide a space, outside of standard social media, where community members could engage virtually with one another (and with the City as desired) in considering the big ideas being presented. Forums were set up for each neighbourhood area and for housing and amenities for the entire study area. Each forum provided background information (including, respectively, the three village area videos and the Victoria’s Housing Futures document) and a prompt to engage. There were 17 unique contributors and 34 contributions to the discussion forums.

- Fernwood Forum (5 contributors)
- Hillside-Quadra Forum (7 contributors)
- North Park Forum (0 contributors)
- Housing and Amenities Forum (7 contributors)

34
contributions 

Q & A Section

In addition to regular contact information provided on the website for direct questions and concerns, the project page included a Q&A Section which allowed people to post a question that could be answered privately or publicly (if of interest to others). In total, 9 contributors asked 10 questions.

10
questions 

Positive responses were received about the flexibility of the virtual open house – residents could participate at their leisure, with detailed feedback, questions, or discussions, or quickly by indicating level of support on a scale of 1-5 in the survey.

Virtual Focus Groups

Virtual Focus Groups

While the Virtual Open House ran, the City organized a series of virtual focus groups to ensure diverse perspectives were heard (particularly from equity seeking populations). The idea for the focus groups arose through the Working Group, who also helped to provide key connections in the community. These focus groups turned out to be an important step in picking up where traditional engagement tends to fall short.

The City worked with community groups and organizations to arrange, design, and recruit for the focus groups in ways that worked best for that particular community. A flexible approach to the design of the discussion, timing, format, and degree of participation helped ensure diverse involvement. Honoraria was also offered to encourage participation.

In addition to the Virtual Open House participants, an estimated 200 people participated in virtual focus groups and community meetings and presentations.

~200
participants



Parents Focus Group – The City coordinated with the Single Parent Resource Group and local community centres to recruit a diversity of parents who have kids at home, focused on concepts that might most impact them, and made the timing and format accessible for working parents.

Canadian Newcomers and Newcomers Youth Focus Groups – The City partnered with the Inter-Cultural Association (ICA) to design specific sessions that could be accessible to Canadian newcomers (including those who speak English as a second language), recruited through the ICAs channels, and used an existing youth group to have a discussion with newcomer youth (3 sessions in total).

Indigenous Focus Group – The City coordinated with the Metis Nation of Greater Victoria and the Native Friendship Centre to recruit a diversity of urban Indigenous residents, focused on concepts that might most impact them, and hosted a second discussion meeting with the participants to make space for the desired discussion.

Youth Focus Group – The City virtually attended a Victoria High School Social Studies course to present concepts in an accessible and meaningful way; as part of the course students took the survey after the discussion.

Other Community Conversations, Presentations, and Focused Discussions

The City also reached out or responded to other community groups, organizations, and residents to provide presentations, promote engagement, and collect feedback at regular or specially organized meetings, including:

- Fernwood local business discussion.
- North Park local business and service providers focused discussion.
- Tolmie Village local business discussion.
- Bay Street local business discussion.
- Haultain Corners local business visits.
- Evergreen Terrace Community Connections Group discussion.
- Quadra Village CREW (youth group) walkshop and distanced meeting.
- Urban Food Table discussion.
- Renters Advisory Committee regular meeting.
- Active Transportation Advisory Committee regular meeting.
- Community Association, CALUC, and VCAN regular, special, and public meetings.
- Finlayson Street area residents reached out for a presentation and discussion.

Concurrent “Real World” Opportunities

The City heard during engagement that virtual participation is not suitable for all residents. Given the public health restrictions and staff capacity, there were limits to how staff could respond to this concern, but through the support of the Working Group, several “real world” opportunities were implemented.

Paper surveys were made available at City Hall, each community centre, and the Belfry Theatre in Fernwood Square. Some were also delivered and picked-up directly to residents or businesses at their request. However, there was little uptake of paper surveys (2 in total).

The City developed another “**Meeting in a Box**” tool (which had some success in the first round of engagement). This tool was intended to provide residents with a way to host their own discussion. However, just one was submitted to the City in this phase (possibly because it was not made available until later in the process and not a key focus in promotions).

A **self-guided walking** tour pamphlet was prepared and included a map of the locations throughout the neighbourhoods where large boards and posters were put up with key concepts for the future of that location. These pamphlets were made available at local coffee shops, retailers, grocery stores, and restaurants. They promoted the walking tour and provided details about how to participate in the survey.



Staff engaging with residents at a Fernwood community board near the Compost Education Centre.



A community board at Blackwood Park.



Promotions at the Save-on Foods Memorial Arena.

Promotions and Recruitment: Reaching Diverse Audiences

The long timeline of the virtual open house offered multiple opportunities to promote the engagement in diverse ways and contributed to increased involvement.

Mailers went out to all residents, businesses, and property owners in the study area at the start of the virtual open house.

Community boards illustrated the concepts being considered with information about how to get involved, and pamphlets were distributed throughout the community that provided a map for a self-guided walking tour to see them all in context.

Community signage such as the digital display at the Save On Foods Memorial Centre and the digital information board at Royal Athletic Park were used to remind residents of engagement opportunities.

Flyers promoting the survey and virtual open house were distributed multiple times over the course of the virtual open house to stores, coffee shops, restaurants, community centres, shopping bag stuffers at two major grocery stores, little free libraries, Crystal Pool, an arts school, and food distribution programs. Two versions, one with more detailed information, and one simple, bold version to promote involvement were used throughout.

Posters promoting the survey and virtual open house were provided to local businesses, community centres, and put up on community boards.

Earned media, including an interview on CBC Radio 1 On the Island, discussed some key concepts and promoted involvement.

Paid advertisements including in the Village Vibe and via an online advertising campaign.

Regular stakeholder updates via email lists, the City's communications mediums (Have You Heard, Enews, Neighbourhood Hotshots, and Latest News), and community association newsletters.

Social media was used throughout the process, promoting the survey, sharing the concepts, and engaging with targeted questions. Targeted posts and paid promoted posts contributed to the success of reaching diverse audiences via social media. Partner organizations also helped to share via social media, including in private community groups.

Based on the website traffic and survey submissions following social media posts this medium had the greatest impact in generating awareness and engagement.



A promotional social media post was translated into six languages to reach diverse audiences (Arabic translation show to the left).

Takeaways for Future Engagement

The following are a few lessons learned that will be brought forward for future engagement opportunities:

Virtual engagement opportunities can increase diversity. While some residents expressed concern that virtual engagement approaches could be difficult for some to access or simply less desirable, many noted that the ease and flexibility that a virtual setting provided (particularly for focus groups and the open house) made participating much more appealing.

Plain language should be a priority in engagement materials. Based on best practices for inclusion and equity, it is recommended that a grade 6-8 reading level be used in engagement, which can be challenging when trying to convey complex planning concepts. The next stage of engagement will work to address this through providing layers of information and engagement opportunities, as suggested by the Working Group.

Translation takes time. Translation of promoted posts and options to translate virtual materials was a good step towards greater inclusion. However, identifying the appropriate languages, finding translators, and

accurately fleshing out terms takes time. In the future, materials should be identified for translation early in the process.

Participants desire a variety of ways to submit feedback. While online engagement reduces barriers for some, printed materials or the opportunity to provide feedback over the phone, or in person (when public safety protocols allow) are also important.



Who We Heard From

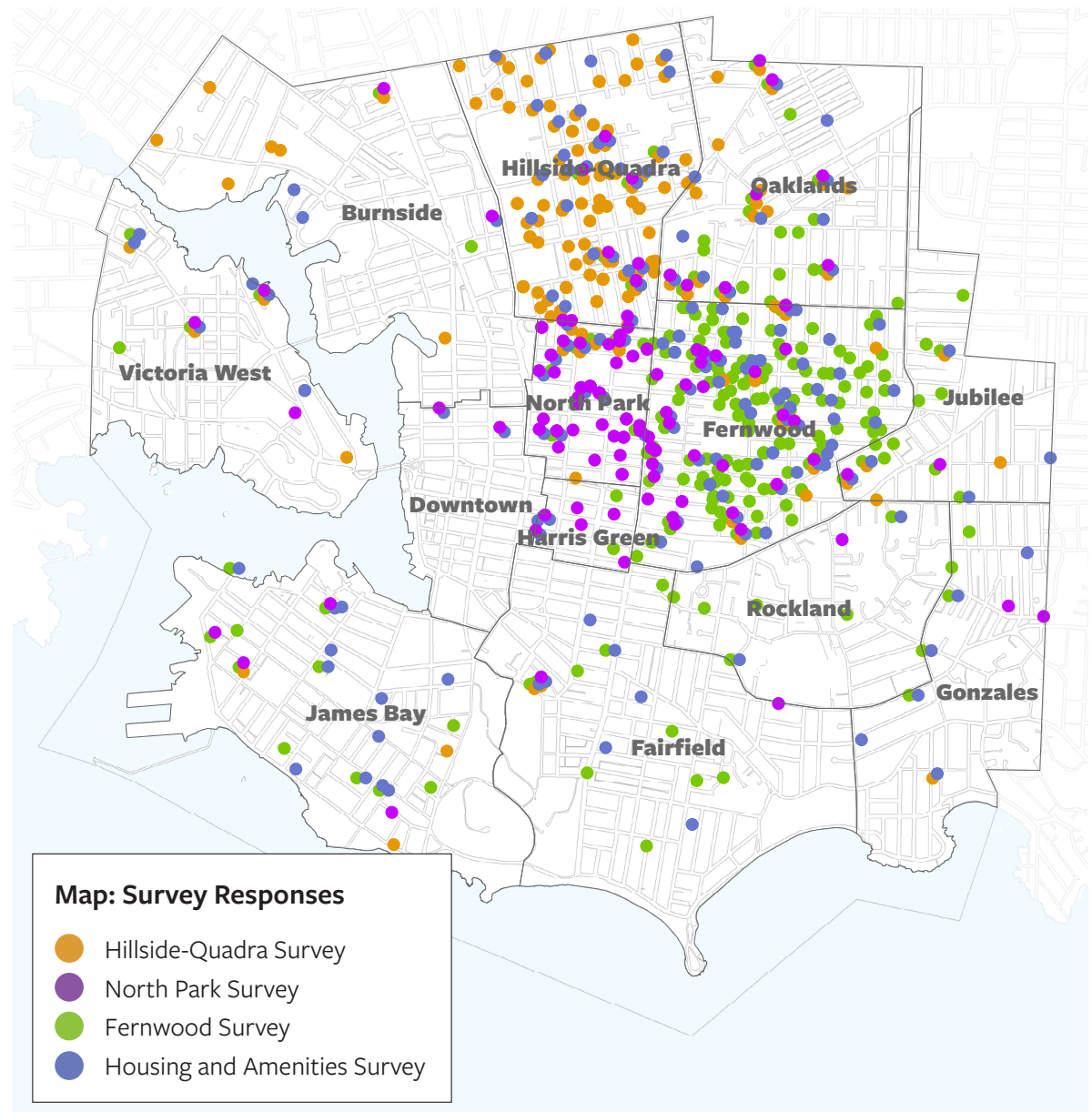
Where Participants Live

A key engagement objective was to hear from anyone who lived, worked, or spent time in the study area. The map below illustrates that we heard from residents across the city who may have an interest in affected villages and corridors, but that most participation was from residents of the three neighbourhoods in the study area (Hillside-Quadra, North Park, and Fernwood), as well as the nearby Oaklands Neighbourhood.

Understanding the Data

The Have Your Say engagement platform requires registration to participate in most components (non-registered users can view content and download documents, including paper surveys). Registration asks questions that allow the City to better understand who is engaging, including postal code. Other questions were asked in the surveys to better understand the diversity of participants.

It is important to note that the statistics in this section apply only to virtual open house participants and do not reflect the diversity captured through other means, including the focus groups and conversations.



Survey Demographic Summary

A series of demographic questions was asked in each survey to better understand who is participating. A summary of all surveys is provided here, breakdowns for each survey are available in Appendix 2.

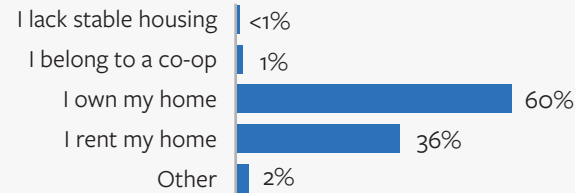
Looking Beyond the Survey for a Diversity of Voices

The voluntary surveys conducted in this and similar processes are one tool used to collect feedback on draft ideas and concepts.

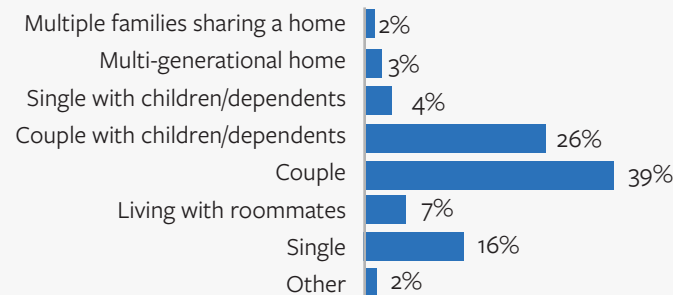
While the surveys in this process succeeded in reaching more diverse audiences than comparable surveys in the past, the respondents still do not perfectly mirror the diversity of the city.

Other engagement activities including focus groups, workshops, and community conversations attended by renters, new Canadians, and diverse household types help to fill in gaps and provide a deeper understanding.

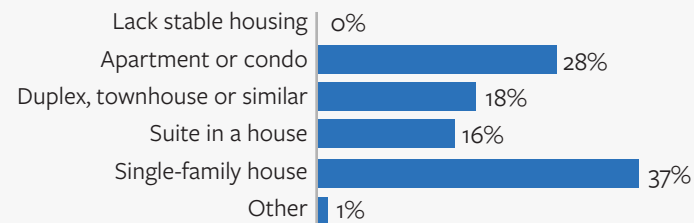
Housing Tenure



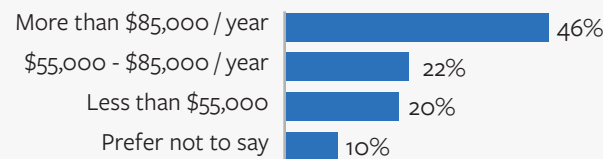
Housing Composition



Housing Type



Household Income



627 individuals completed surveys.

At a high-level it appears renters may have been somewhat underrepresented at 36% of respondents (compared to about 60% Victoria households).

Larger households are potentially somewhat overrepresented: the most common types were those who live with a partner or spouse (39%). While single-persons and those with roommates were only 23% of respondents (compared to roughly half of Victoria households). Single-parent families participated at a rate similar to the city proportions.

Residents of single-detached housing were over-represented in the sample. More than half of respondents lived in a single-family home or suite, compared to 24% of Victorian households, while 28% of respondents lived in an apartment or condo building and 18% in missing middle housing (townhouse or similar attached form).

Respondents reported diverse incomes: 48% reported household incomes higher than the City’s “moderate income” of \$85,000 per year, while 22% earned a “moderate income” (\$55,000 - \$85,000) and 20% earned less than moderate income (less than \$55,000 annually). This in part may reflect that respondents tended to come from larger households than the city average.

Demographic Comparisons

The Virtual Open House generally, and the surveys specifically, saw greater diversity in participation than previous planning processes (based on the statistics collected). However, the survey data still show underrepresentation of some groups, especially those that may be part of equity seeking populations. This fact reinforces the need for diverse engagement approaches, like the virtual focus groups that ran concurrent to the survey.

About Comparative Statistics

Comparative statistics are provided as a reference point, but do not provide an “apples to apples” comparison of representation; they are at the household scale while survey statistics are for individuals.

For example, larger households may appear to be somewhat overrepresented, but a two-person household has twice as many individuals who may complete a survey so the degree of over-representation, if any, is not clear. Unfortunately, individual comparative statistics are not readily available and the household comparative statistics should only be considered a loose indicator of representation.

Demographic Category	Metric	Survey Respondents (individuals)	City of Victoria (households)
Age	15-24	3.3%	12.8%
	25-34	23.0%	22.6%
	35-44	35.8%	13.7%
	45-54	18.3%	14.3%
	55-64	9.9%	14.6%
	65-74	7.3%	12.3%
	75-84	2.3%	5.9%
	85+	.2%	3.7%
Housing Tenure	I rent my home	37.4%	60.6%
	I own my home	62.6%	39.4%
Family Size	I live alone	15.9%	48.4%
	I live with one or more roommates	6.8%	8.1%
	I live with partner/spouse	39.4%	24.8%
	I live with my partner/spouse and one or more children (or adult dependents)	28.7%	10.8%
	I am a single parent with one or more children	4.5%	7.4%
	I live in a multi-generational home OR two or more families sharing the same home	4.7%	0.5%
Housing Type	Detached home (single-family house)	38.1%	14.0%
	Suite in a house (including basement, above-ground suite or a garden suite)	15.9%	10.0%
	Duplex, townhouse or similar attached home	18.2%	7.0%
	Apartment or condo in a multi-family building	27.9%	68.0%
Household Income	Less than \$55,000/year	22.7%	52.0%
	\$55,000-\$85,000/year	24.6%	18.0%
	More than \$85,000/year	52.7%	30.0%

Engagement Themes

General Support for Proposed Directions

Most directions in the survey received support from participants. On a scale of 1 (do not support) to 5 (fully support), 60% or more participants responded with a 4 or 5 for most of the directions. Focus groups and community conversations reinforced this support and offered opportunities to explore further why some directions received less support, and what alternatives might work well. Many of the ideas that emerged in the focus groups were reflected in survey comments as well.

There were fairly consistent levels of support among different population groups. Respondents identifying as renters tended to be somewhat more supportive of housing concepts (for example, locating housing off-corridors) and proposed amenities. Overall, however, support was generally consistent.

Broad Themes and Prominent Concerns

This section provides high-level findings of what we heard. Detailed feedback and analysis is available in the Summary and Draft Directions Reports. The themes here provide a broader context and may inform other city-wide initiatives.

Note: related survey comments are shown in italics.

Equity

Equity was a common theme throughout the engagement process and came up in many different contexts. Comments revealed that people have different ideas about what equity means and how it can be achieved.

Equity in engagement and decision making was another common theme. Some residents expressed concern that the growing shift to online engagement excludes some equity-seeking populations, while others felt it provided more flexibility for some to engage. Additionally, some residents felt that a virtual focus meant that neighbours would miss the chance to hear different perspectives. Others felt the extensive engagement process was stalling opportunities to move forward with

implementation that would address key issues like housing affordability and climate action.

Many participants focused on the need to address the housing crisis as a fundamental way to resolve inequities in the city. the potential for displacement of current renters emerged as a common concern. In other areas, however, there is some disagreement as to what equity means and how it can be achieved.

Many stakeholders, both owners and renters, see expanding the availability of non-market and affordable housing options as critical to achieving equity and maintaining the ability of diverse people to live in Victoria in the future. Focus groups brought up the intense need for affordably priced housing options for singles and families of different sizes, including larger or multi-generational families. Many felt adding more housing choice of different types and tenures, both market-rate and below-market or non-market, especially while protecting existing rental housing, as important to meet needs.

On the other hand, some believed that their neighbourhood had too much concentration of affordable housing and thus more should not be created. Yet a few others felt that new

market-rate housing should be discouraged outright because it is not affordable to the lowest-income earners.

Multi-family Housing Throughout the City

Related to ideas of equity, the location of housing (particularly of non-market or higher density housing) was a common theme. It was brought up several times that other communities (Fairfield, Gonzales, and Oak Bay were often singled out) accommodate less multi-family or affordable housing despite having a high concentration of parks and amenities that could support it.

There was also a strong theme to make room for multi-family housing in diverse locations and frustration with single family zoning. While most participants understood the benefits of locating housing along transit corridors, there was recognition that apartments and condos serve diverse populations (and will more in the future), including renters, families, and seniors with mobility issues. People were supportive of housing that is 4-6 storeys (generally) off corridors, in neighbourhoods, and on “green leafy” streets.

“Six story is good, but really if you want to control house prices much larger swaths of the greater victoria area need to be six story. This is the case for places like Paris for example. I suspect that this will not provide enough supply to help control house prices. Villages are the nexus of growth and

community in Victoria. Will the city provide a nucleus for new village centers in other locations throughout Victoria to provide a similar growth of density? Such as thriving Estevan Village in Oak Bay vs. Oak Bay Village. Are there small village centers possible with vision and support at the intersection of Dominion and Craigflower streets? What about Lang and Cedar Hill?

“Single family zoning is out of place as the dominant form of zoning in this proximity to the city and the robust villages (NP, Fernwood, Quadra Village).

Notwithstanding the general support for medium density, multi-family housing throughout the city, some participants still noted that they hope the “character” of the neighbourhood be preserved, that new development should be “compatible” with the area, or, in some more specific cases, that 4 storeys should be a max height.

These sentiments and the general support for multi-family housing are integrated into the proposed directions for the current phase of local area planning but should also be considered in future land use and housing plans. Relevant comments were also forwarded to the Missing Middle Housing Initiative.

Accessibility and Adaptable Housing

In addition to support and desire for housing in the right locations, there were many comments that related to housing

type – including accessible and adaptable housing for those with accessibility barriers. While local governments do have tools to ensure a greater supply of diverse, accessible housing is encouraged, they are not typically implemented through local area plans (but rather via a city-wide mechanism).

Diverse Family Housing

There is a strong demand for more family-friendly housing, including in multi-family rental and condo buildings (noting that 32% of Victoria’s families with children at home live in multi-family buildings). In addition to the desire for units with more bedrooms or lock-off units that can meet the needs of larger families and be adapted to diverse family sizes, there is a desire for thoughtful building design that includes ample storage space, on-site and functional outdoor space, etc. Like accessible housing, encouraging more family-friendly housing is something that would be done city-wide. Again, the Missing Middle Housing Initiative will play a role in this, but it will be further addressed through a city-wide family housing policy.

“The City and Provincial governments need to incentivize non-luxury, 3-4-bedroom apartments for working families close to the core. Developers are not building homes for families in Fernwood, because the margin on more, smaller and higher-end condos is better. This can be reversed if various levels of government work together to prioritize higher-density housing that can accommodate a family (3-5 people).

A 15-Minute City

The 15-minute city, an idea emerging from France that took hold and made waves throughout the world during this engagement period, came up frequently. The general idea of a 15-minute city is that all residents can meet most of their needs within a short walk or bicycle ride from home. This concept reflects the existing approach in Victoria's OCP to creating a connected network of complete communities. Participants expressed great appreciation for the city's network of walkable villages and want to see that framework reinforced in the future to ensure equitable access for a diversity of household types and incomes.

Many ideas emerged through engagement that could enhance the quality and vibrancy of villages – both those that are currently being planned for and others around the city. In addition to access to shops and services, ideas include increased access to amenities and open spaces, support for arts and artisan production spaces, and desire for car-free gathering space in each village. Many of these elements, including locating community amenities, arts and cultural spaces, are considered in the current phase of local area planning.

It was also noted that parts of the city are not within in walkable access to a large urban village, particularly northern and eastern portions of Fernwood, Oaklands, and Hillside-Quadra. This was reflected in retail and spatial analysis as well, and new village areas are being proposed.

Advancing Climate Action

Climate action, particularly as it relates to integrated land use and transportation was another common theme. There is wide recognition that the City's plans, including the *Official Community Plan*, *Climate Leadership Plan*, and *Go Victoria*, the sustainable mobility strategy, need to continue to be implemented to address the climate crisis.

“ I see three legitimate options at this point with our twin housing and climate crises - grow super tall with vertical suburb high-rises, grow out with sprawling suburbs of low rises (exacerbating the climate crisis), or densify our cities with a mix of reasonable household sizes in 4-6 storey buildings. I think the last option is the best. I like Lloyd Alter's term “Goldilocks density” - enough to support active and public transit and accessibility to services without a need for vehicles, while supporting a cohesive neighbourhood.

Other ideas often emerged that are already being implemented through the *Climate Leadership Plan*, including green building design, electric vehicles, and waste management.

Rethinking Retail

The future of retail and the changing retail landscape was a common theme in discussions of future land use changes. Residents greatly appreciate the local stores and restaurants in the city and neighbourhoods and want to seem them flourish and adapt. Despite recognition

that some additional retail will be needed, particularly in those areas lacking easy access to a large urban village, residents wanted to ensure existing businesses would remain supported.

“ The General Store on Haultain is strong in support of local producers, Damascus on Hillside at Cedar Hill (strong in Middle eastern products), small grocer at Gladstone (wealth of South African products) Hearth (raw food) are anchors. I'm afraid a grocery at Bay and Fernwood would kill them.... How about small production facilities expanding on idea of Cold Comfort and Mt Royal bagel shop that would attract people to the 'hood as destination for procuring best foods in town. Another covered market would not be a bad thing - especially if prepared foods could be ordered ahead for people short on time to cook.

Other than being thoughtful about land use approaches, participants posed new ideas to support local business, including: rethinking parking requirements for commercial uses, providing more support for establishing Business Improvement Areas (BIAs), providing more flexibility in zoning and land use to establish and nurture small business, and contemplating the use of public spaces to support local businesses. *Victoria 3.0*, the City's long term economic action plan, includes a focus on supporting local businesses. Additionally, retail analysis conducted for this process will feed into a broader retail strategy for the city to support recovery and resilience.

Modernizing Parking

Parking in and near the village areas was a key topic of discussion, and the same needs in other villages around the city were often highlighted. Many of the comments point to a city-wide consideration of parking management in and near villages and advancing the incremental shift toward car-light living while supporting accessibility.

“ ... the incentive is pretty clear to me personally -- I way prefer livable space or green space to highways and parking lots. But I am not sure that most people are ready to forego the SUV and rely on their feet, bikes, scooters and public transit in the manner required by a truly densely populated and cosmopolitan city. As we begin to transition towards that city, people may need additional incentive, or be shown that it can work.

I'm not buying the parking rationale. It is high time the City changed the by-law that says one parking spot must be provided per unit. This is wasteful. It adds to the costs of development and unit price, and it takes up valuable public space for parking. New buildings should be built with the understanding that at least 20% of units will NOT have individual parking, nor would there be street parking provided. People in these units should be encouraged to car-share or use other transport modes. If they insist on having personal vehicles they can pay to garage it privately somewhere else.

Some key recommendations that have support from the community and are supported by

technical analyses are included in the draft key directions for each area, however, most concerns would be addressed through the advancement of curb side management per the directions in *Go Victoria*, the City's Sustainable Mobility Strategy.

Indigenous Spaces and Reconciliation

Indigenous residents emphasized the need for gathering spaces where Indigenous people of different nations and backgrounds can gather for events, cultural practices and cultural production. This includes a need for both outdoor spaces (Na'tsa'maht at Camosun College was provided as an example) and indoors spaces. Qualities desired for outdoor spaces include Indigenous design features that serve not only Indigenous residents, but to educate all community members; ability to conduct cultural practices that may involve burning sage or producing traditional products and arts; and for outdoor spaces, features that allow comfort for longer events: weather protection, washrooms.

Indigenous residents also indicated a desire for plantings that reflect native plants (as opposed to manicured imported species) and arts and historical interpretation that reflect Indigenous heritage, make spaces more welcoming, signify that these lands belong to Indigenous peoples, and educate the broader community.

All of this feedback is valuable to city-wide arts, culture, and public space planning.

Engaging and Implementing

Some participants expressed a desire to shift focus from engagement to implementation and concern that concepts would never be realized without the right policy and regulatory tools or a clear path secure funding (e.g., for amenities). Some implementation is city-wide in nature as noted above in the sub-sections (e.g., a family housing policy) and others are locally specific and noted in the *Planning Summary and Key Directions Report*.

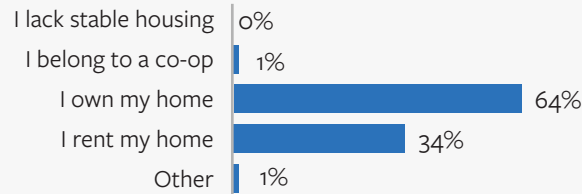
However, others expressed a desire for increased engagement and more opportunities to hear directly from a diversity of neighbours so they can understand other perspectives, local desires, and support general community-building. A Community-Led Action process is being considered to support such initiatives.

Appendix

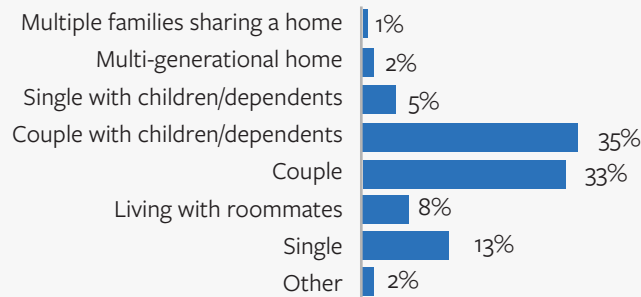
Participant Demographic by Survey

Hillside-Quadra Survey Respondent Demographic Summary

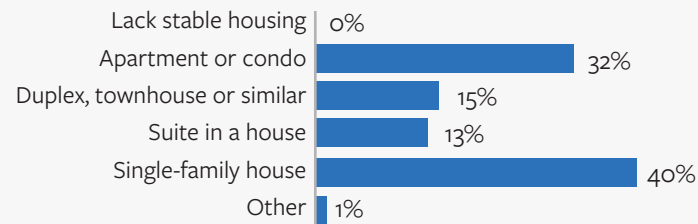
Housing Tenure



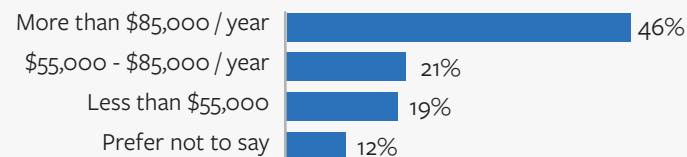
Housing Composition



Housing Type



Household Income



209 individuals completed the Hillside-Quadra survey. Like other surveys, renters were under-represented: 35% of respondents were renters (compared to about 60% both in the neighbourhood and city-wide).

Larger households were somewhat over-represented: the most common household type were those who live with a partner or spouse (32%), 35% were two-parent families with children, and almost 5% were multi-generational homes or homes shared by two or more families. Single-parent families completed the survey at a rate similar to their proportion of the population: 5% were single-parent families. Single-person households were under-represented: 14% lived alone and 8% with roommates (compared to half of Victoria households being single-person).

Residents of single-detached houses and ground-oriented attached (“missing middle”) housing were over-represented in the sample: more than half of respondents lived in a single-detached home, either indicating a “detached home” (40%) or “suite” (13%) compared to about 30% of Victorians. On the other hand, 32% lived in an apartment or condo building, and 15% in missing middle housing (townhouse or similar attached housing).

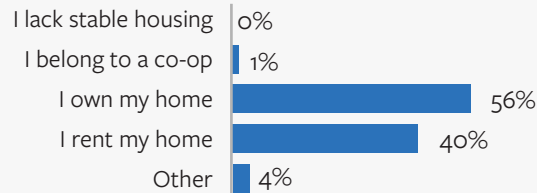
Respondents reported diverse incomes: 54% reported household incomes higher than the City’s “moderate income” limit of \$85,000 per year, while 24% earned a “moderate income” (\$55,000 - \$85,000) and 22% earned less than moderate income (less than \$55,000 annually). This in part may reflect that respondents tended to come from larger households than the city average.

Demographic Category	Metric	Hillside-Quadra Survey Respondents (individuals)	Hillside-Quadra (households)	City of Victoria (households)
Age	15-24	2.2%	15.9%	12.8%
	25-34	24.0%	26.4%	22.6%
	35-44	38.5%	18.0%	13.7%
	45-54	19.0%	14.2%	14.3%
	55-64	11.2%	13.2%	14.6%
	65-74	2.8%	7.7%	12.3%
	75-84	1.7%	3.3%	5.9%
	85+	.6%	1.2%	3.7%
Housing Tenure	I rent my home	35.1%	59.0%	60.6%
	I own my home	64.9%	41.0%	39.4%
Family Size	I live alone	13.9%	39.0%	48.4%
	I live with one or more roommates	8.1%	11.0%	8.1%
	I live with partner/spouse	32.5%	22.0%	24.8%
	I live with my partner/spouse and one or more children (or adult dependents)	35.4%	15.0%	10.8%
	I am a single parent with one or more children	5.3%	12.0%	7.4%
	I live in a multi-generational home OR two or more families sharing the same home	4.8%	1.0%	0.5%
Housing Type	Detached home (single-family house)	39.9%	26.6%	14.0%
	Suite in a house (including basement, above-ground suite or a garden suite)	13.0%	9.8%	10.0%
	Duplex, townhouse or similar attached home	14.9%	8.2%	7.0%
	Apartment or condo in a multi-family building	32.2%	54.4%	68.0%
Household Income	Less than \$55,000/year	22.9%	52.6%	52.0%
	\$55,000-\$85,000/year	24.0%	21.5%	18.0%
	More than \$85,000/year	54.1%	25.9%	30.0%

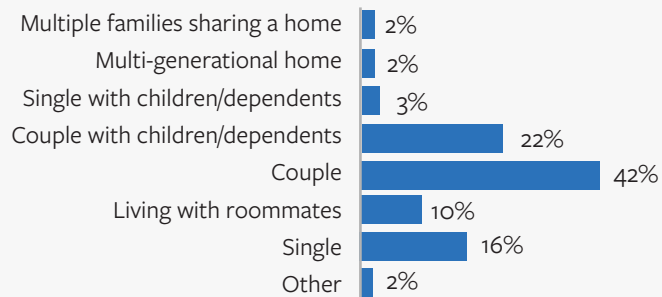
Note: Comparative statistics are provided as a reference point, but do not provide an “apples to apples” comparison of representation; they are at the household scale while survey statistics are for individuals.

North Park Survey Respondent Demographic Summary

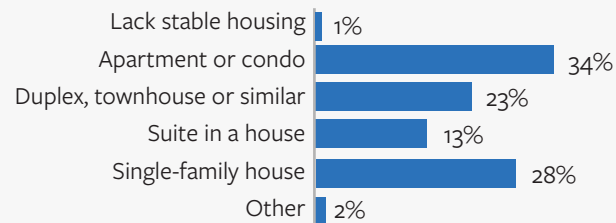
Housing Tenure



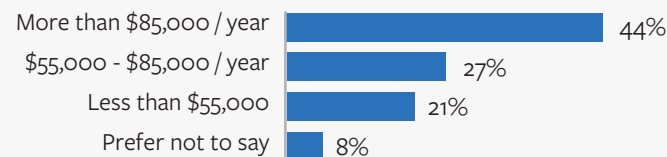
Housing Composition



Housing Type



Household Income



145 individuals completed the North Park survey. Like other surveys, it attracted a diverse population, but less diverse than the neighborhood as a whole, where 79% are renters (compared to about 60% city-wide).

Larger households were somewhat over-represented: the most common household type were those who live with a partner or spouse (43%), 23% were two-parent families with children, and over 4% were multi-generational homes or homes shared by two or more families. Single-parent families completed the survey at a rate similar to their proportion of the population: 4% were single-parent families. Single-person households were under-represented: 18% lived alone and 10% with roommates (compared to half of Victoria households being single-person).

Residents of single-detached houses and ground-oriented attached (“missing middle”) housing were over-represented in the sample: a little less than half of respondents lived in a single-detached home, either indicating a “detached home” (30%) or “suite” (13%) compared to about 30% of Victorians. On the other hand, 35% lived in an apartment or condo building, and 23% in missing middle housing (townhouse or similar attached housing).

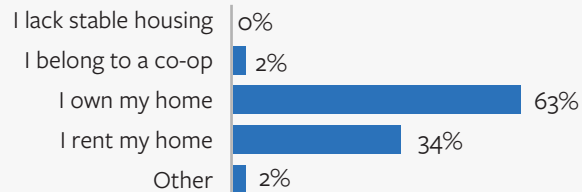
Respondents reported diverse incomes: 48% reported household incomes higher than the City’s “moderate income” limit of \$85,000 per year, while 29% earned a “moderate income” (\$55,000 - \$85,000) and 23% earned less than moderate income (less than \$55,000 annually). This in part may reflect that respondents tended to come from larger households than the city average.

Demographic Category	Metric	North Park Survey Respondents (individuals)	North Park (households)	City of Victoria (households)
Age	15-24	2.4%	14.1%	12.8%
	25-34	28.3%	27.3%	22.6%
	35-44	33.1%	13.8%	13.7%
	45-54	20.5%	12.3%	14.3%
	55-64	7.1%	14.1%	14.6%
	65-74	7.1%	12.3%	12.3%
	75-84	1.6%	4.2%	5.9%
	85+	0.0%	1.8%	3.7%
Housing Tenure	I rent my home	41.5%	79.0%	60.6%
	I own my home	58.5%	21.0%	39.4%
Family Size	I live alone	17.7%	59.0%	48.4%
	I live with one or more roommates	9.9%	11.0%	8.1%
	I live with partner/spouse	42.6%	16.0%	24.8%
	I live with my partner/spouse and one or more children (or adult dependents)	22.7%	6.0%	10.8%
	I am a single parent with one or more children	3.5%	8.0%	7.4%
	I live in a multi-generational home OR two or more families sharing the same home	3.5%	0.0%	0.5%
Housing Type	Detached home (single-family house)	29.5%	3.6%	14.0%
	Suite in a house (including basement, above-ground suite or a garden suite)	12.9%	4.0%	10.0%
	Duplex, townhouse or similar attached home	23.0%	7.1%	7.0%
	Apartment or condo in a multi-family building	34.5%	85.3%	68.0%
Household Income	Less than \$55,000/year	22.9%	68.7%	52.0%
	\$55,000-\$85,000/year	29.0%	16.3%	18.0%
	More than \$85,000/year	48.1%	15.0%	30.0%

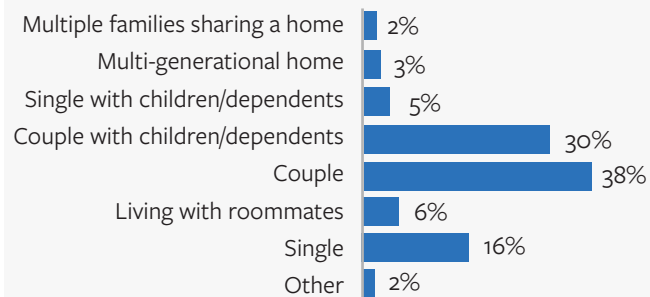
Note: Comparative statistics are provided as a reference point, but do not provide an “apples to apples” comparison of representation; they are at the household scale while survey statistics are for individuals.

Fernwood Respondent Demographic Summary

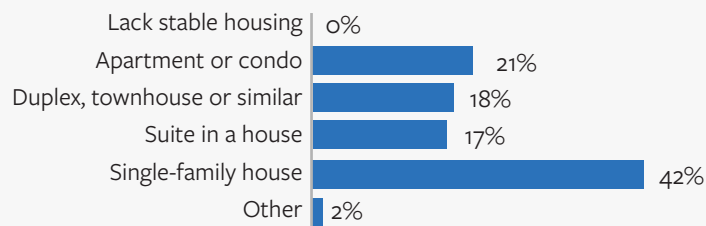
Housing Tenure



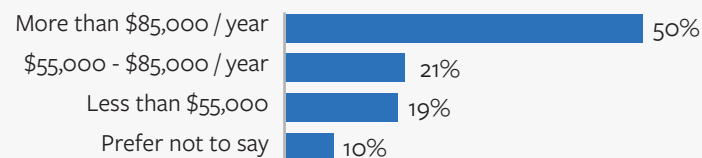
Housing Composition



Housing Type



Household Income



311 individuals completed the Fernwood survey. While it attracted a diverse participation, like in other surveys renters were under-represented: about 35% of respondents were renters (compared to about 66% in Fernwood and 60% city-wide).

Larger households were somewhat over-represented: the most common household type were those who live with a partner or spouse (39%), 30% were two-parent families with children, and over 4% were multi-generational homes or homes shared by two or more families. Single-parent families completed the survey at a rate similar to their proportion of the population: 4% were single-parent families. Single-person households were under-represented: 16% lived alone and 7% with roommates (compared to half of Victoria households being single-person).

Residents of single-detached houses and ground-oriented attached (“missing middle”) housing were over-represented in the sample: more than half of respondents lived in a single-detached home, either indicating a “detached home” (43%) or “suite” (18%) compared to about 30% of Victorians. On the other hand, 22% lived in an apartment or condo building, and 18% in missing middle housing (townhouse or similar attached housing).

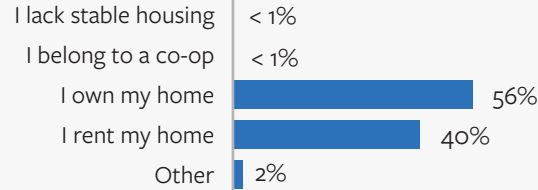
Respondents reported diverse incomes: 55% reported household incomes higher than the City’s “moderate income” limit of \$85,000 per year, while 24% earned a “moderate income” (\$55,000 - \$85,000) and 21% earned less than moderate income (less than \$55,000 annually). This in part may reflect that respondents tended to come from larger households than the city average.

Demographic Category	Metric	Fernwood Survey Respondents (individuals)	Fernwood (households)	City of Victoria (households)
Age	15-24	4.5%	15.4%	12.8%
	25-34	19.7%	28.3%	22.6%
	35-44	35.3%	16.7%	13.7%
	45-54	16.7%	13.9%	14.3%
	55-64	10.4%	12.5%	14.6%
	65-74	10.4%	8.1%	12.3%
	75-84	3.0%	3.3%	5.9%
	85+	0.0%	1.8%	3.7%
Housing Tenure	I rent my home	34.8%	66.0%	60.6%
	I own my home	65.2%	34.0%	39.4%
Family Size	I live alone	15.8%	45.0%	48.4%
	I live with one or more roommates	6.6%	12.0%	8.1%
	I live with partner/spouse	38.9%	22.0%	24.8%
	I live with my partner/spouse and one or more children (or adult dependents)	30.4%	12.0%	10.8%
	I am a single parent with one or more children	4.0%	9.0%	7.4%
	I live in a multi-generational home OR two or more families sharing the same home	4.3%	0.0%	0.5%
Housing Type	Detached home (single-family house)	43.0%	17.1%	14.0%
	Suite in a house (including basement, above-ground suite or a garden suite)	17.5%	12.9%	10.0%
	Duplex, townhouse or similar attached home	17.8%	6.8%	7.0%
	Apartment or condo in a multi-family building	21.7%	63.2%	68.0%
Household Income	Less than \$55,000/year	20.9%	55.1%	52.0%
	\$55,000-\$85,000/year	23.7%	22.6%	18.0%
	More than \$85,000/year	55.4%	22.3%	30.0%

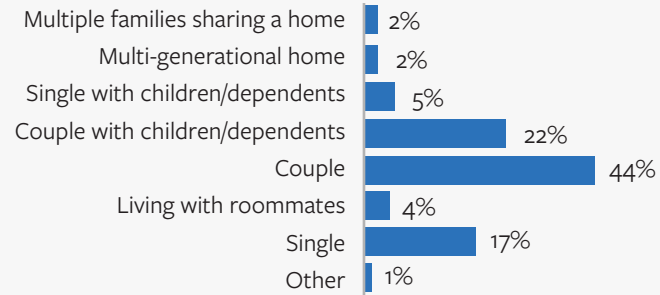
Note: Comparative statistics are provided as a reference point, but do not provide an “apples to apples” comparison of representation; they are at the household scale while survey statistics are for individuals.

Housing & Amenities Respondent Demographic Summary

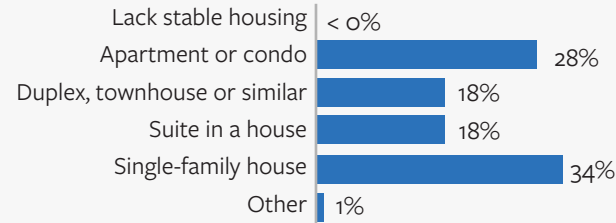
Housing Tenure



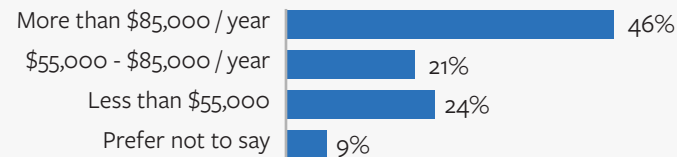
Housing Composition



Housing Type



Household Income



204 individuals completed the Housing and Amenities survey. Compared to the neighbourhood surveys, it attracted a somewhat more diverse participation: 44% of respondents were renters, while 56% were homeowners. This reflects a pattern where broader issues such as housing, as opposed to more geographically focused issues, tend to attract more diverse participation.

Larger households were somewhat over-represented: the most common household type were those who live with a partner or spouse (44%), 22% were two-parent families with children, and almost 4% were multi-generational homes or homes shared by two or more families. Single-parent families completed the survey at a rate similar to their proportion of the population: 5% were single-parent families. Single-person households were under-represented: 17% lived alone and 4% with roommates (compared to half of Victoria households being single-person).

Residents of single-detached houses and ground-oriented attached (“missing middle”) housing were over-represented in the sample: more than half of respondents lived in a single-detached home, either indicating a “detached home” (34%) or “suite” (18%) compared to about 30% of Victorians. On the other hand, 28% lived in an apartment or condo building, and 18% in missing middle housing (townhouse or similar attached housing).

Respondents reported diverse incomes: 46% reported household incomes higher than the City’s “moderate income” limit of \$85,000 per year, while 21% earned a “moderate income” (\$55,000 - \$85,000) and 24% earned less than moderate income (less than \$55,000 annually). This in part may reflect that respondents tended to come from larger households than the city average. 9% preferred not to report income.

Demographic Category	Metric	H&A Survey Respondents (individuals)	Fernwood Neigh. (HH)	HQ Neigh. (HH)	North Park Neigh. (HH)	City of Victoria (HH)
Age	15-24	3.9%	15.4%	15.9%	14.1%	12.8%
	25-34	23.6%	28.3%	26.4%	27.3%	22.6%
	35-44	29.8%	16.7%	18.0%	13.8%	13.7%
	45-54	17.4%	13.9%	14.2%	12.3%	14.3%
	55-64	14.6%	12.5%	13.2%	14.1%	14.6%
	65-74	8.4%	8.1%	7.7%	12.3%	12.3%
	75-84	1.7%	3.3%	3.3%	4.2%	5.9%
	85+	0.6%	1.8%	1.2%	1.8%	3.7%
Housing Tenure	I rent my home	40.3%	66.0%	59.0%	79.0%	60.6%
	I own my home	56.2%	34.0%	41.0%	21.0%	39.4%
Family Size	I live alone	17.4%	45.0%	39.0%	59.0%	48.4%
	I live with one or more roommates	4.0%	12.0%	11.0%	11.0%	8.1%
	I live with partner/spouse	44.3%	22.0%	22.0%	16.0%	24.8%
	I live with my partner/spouse and one or more children (or adult dependents)	22.4%	12.0%	15.0%	6.0%	10.8%
	I am a single parent with one or more children	5.0%	9.0%	12.0%	8.0%	7.4%
	I live in a multi-generational home OR two or more families sharing the same home	5.5%	0.0%	1.0%	0.0%	0.5%
Housing Type	Detached home (single-family house)	33.7%	17.1%	17.9%	3.6%	14.0%
	Suite in a house (including basement, above-ground suite or a garden suite)	18.8%	12.9%	19.5%	4.0%	10.0%
	Duplex, townhouse or similar attached home	19.3%	6.8%	8.2%	7.1%	7.0%
	Apartment or condo in a multi-family building	28.2%	63.2%	54.4%	85.3%	68.0%
Household Income	Less than \$55,000/year	26.1%	55.1%	52.6%	68.7%	52.0%
	\$55,000-\$85,000/year	23.4%	22.6%	21.5%	16.3%	18.0%
	More than \$85,000/year	50.5%	22.3%	25.9%	15.0%	30.0%

Note: Comparative statistics are provided as a reference point, but do not provide an “apples to apples” comparison of representation; they are at the household scale while survey statistics are for individuals.