

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

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INDIGENOUS CULTURAL HERITAGE SITES

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

BACKGROUND

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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

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

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RECONCILIATION TRAINING

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

BACKGROUND

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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

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

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TINY HOMES

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

BACKGROUND

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

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

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

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

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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

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SECONDARY SUITES GRANT PROGRAM

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

BACKGROUND

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

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FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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

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TINY HOMES AND GARDEN SUITES

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

BACKGROUND

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

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

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FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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INDUSTRIAL LAND

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

BACKGROUND

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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

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PREDATORY LENDING

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

BACKGROUND

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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

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BARRIER FREE BUSINESSES

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

BACKGROUND

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

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

The purpose of this report is to respond to what the City has done and is able to do given the legal constraints of section 25 of the *Community Charter* that prohibits granting assistance to business.

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

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

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

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

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

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

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

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

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

There are no financial or human resource implications.

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FARE-FREE PUBLIC TRANSIT EXPANSION

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

BACKGROUND

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

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

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

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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

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

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

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

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

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

SHIP POINT

Review Ship Point Implementation Plan and consider funding options.

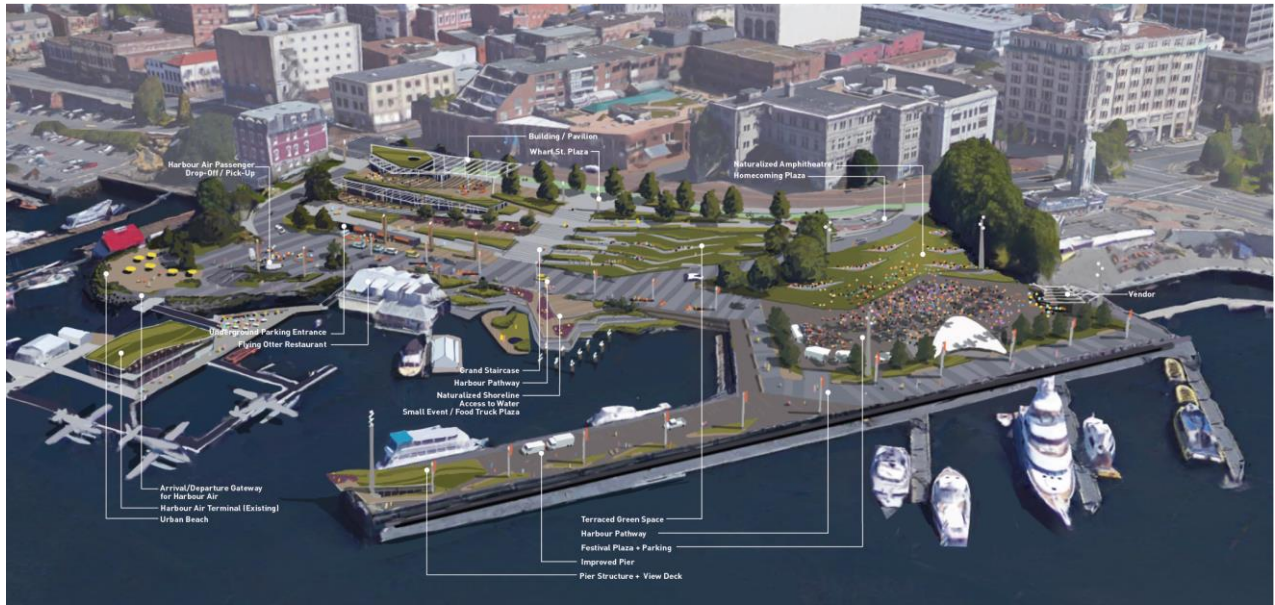
BACKGROUND

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

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

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

SHIP POINT CONCEPT DESIGN (2017)



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

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

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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

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

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

APPENDIX B – 2022 STRATEGIC PLAN RESOURCE REQUIREMENTS

CALUC PROCESS REVIEW

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

BACKGROUND

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

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

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

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

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

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

FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

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