

**CORPORATION OF THE CITY OF COURTENAY
COUNCIL MEETING AGENDA**

*We respectfully acknowledge that the land on which we gather is the
unceded traditional territory of the K'ómoks First Nation*

DATE: December 17, 2018
PLACE: City Hall Council Chambers
TIME: 4:00 p.m.

K'OMOKS FIRST NATION ACKNOWLEDGEMENT

1.00 ADOPTION OF MINUTES

- 1 1. Adopt December 3rd, 2018 Regular Council meeting minutes

2.00 INTRODUCTION OF LATE ITEMS

3.00 DELEGATIONS

1. Andrea Cupelli and Heather Ney, Comox Valley Coalition to End Homelessness
- 7 2. Jan Hesseling, Affordable Housing Vancouver Island Society (AHVIS)

4.00 STAFF REPORTS/PRESENTATIONS

(a) Presentation

1. John Watson, Comox Valley Economic Development Society (CVEDS) - 2019 Work Plan & Innovate 2030 Strategy Update
- 33 • Q4 2018 - Strategic Priorities Report
41 • 2019 Strategic Priorities Work Plan

(b) Development Services

- 47 2. Zoning Amendment Bylaw No. 2930 to allow for a secondary suite at 446 Qualicum Avenue
- 69 3. Zoning Amendment Bylaw No. 2938 - 925 Braidwood Road
- 93 4. Development Permit with Variances No. 1829 - 2109 13th Street (amending Development Permit with Variances No. 1508)

(c) Financial Services

- 107 5. Social Procurement Pilot Project Results

(d) Engineering Services

6. Transportation Master Plan presentation, update and workshop facilitated by John Steiner, Urban Systems

5.00 EXTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

- 127 1. Correspondence - Letter of Congratulations to Mayor and Council from MP Gord Johns

6.00 INTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

- 129 1. Briefing Note - Homeless Encampments
159 2. Heritage Advisory Commission Meeting Minutes October 24, 2018

7.00 REPORTS/UPDATES FROM COUNCIL MEMBERS INCLUDING REPORTS FROM COMMITTEES

8.00 RESOLUTIONS OF COUNCIL

1. In Camera Meeting

That notice is hereby given that a Special In-Camera meeting closed to the public will be held December 17th, 2018 at the conclusion of the Regular Council Meeting pursuant to the following sub-sections of the *Community Charter*:

- 90 (1) (c) labour relations or other employee relations.

9.00 UNFINISHED BUSINESS

1. Delegation Request - Bruce Gibbons, Merville Water Guardians

1. Consider implementing a bylaw that prohibits water bottling in any of the City's zoning
2. Support the Strathcona Regional District resolution to ask the Provincial Government to curtail the commercial extraction of groundwater resources for bottling or bulk water sales
3. Pass resolutions that would achieve designation by the Council of Canadians as a Blue Community, by adopting a water commons framework that
 - a) Recognizes water as a human right
 - b) Promoting publicly financed, owned and operated water and waste-water services
 - c) Bans the sale of bottled water in public facilities and at City events

2. Delegation Request - Maurita Prato, Executive Director, LUSH Valley Food Action Society

Requesting renewal of LUSH's current lease at 6th Street and Harmston Avenue (3 - 5 years) with space for a long-term lease (20 years) and, is seeking provision for ongoing funding and in-kind support within the City's budget with consideration for proper secure on-site storage

10.00 NOTICE OF MOTION

11.00 NEW BUSINESS

1. Mayor Wells - Council Select Committee on Homelessness
- 163 2. Comox Valley Accessibility Committee - Accessible Parking in Downtown Core
- 165 3. Comox Valley Accessibility Committee - Appointment to Committee

12.00 BYLAWS

For First and Second Reading

- 167 1. "Zoning Amendment Bylaw No. 2930, 2018"
(A bylaw to allow for a secondary suite at 446 Qualicum Avenue)
- 169 2. "Zoning Amendment Bylaw No. 2938, 2018"
(A bylaw to rezone property from Commercial Two A Zone (C-2A) to Residential Four A Zone (R-4A) to allow a care facility and associated services - 925 Braidwood Road)

13.00 ADJOURNMENT

NOTE: There is a Public Hearing scheduled for 5:00 p.m. in relation to:

Bylaw No. 2948 - Zoning Amendment 1625 and 1679 McPhee Avenue to permit daycare and family development centre use

Minutes of a Regular Council Meeting held in the City Hall Council Chambers, Courtenay B.C., on Monday, December 03, 2018 at 4:00 p.m.

Attending:

Mayor: B. Wells
Councillors: W. Cole-Hamilton
D. Frisch
D. Hillian
M. McCollum
W. Morin
M. Theos

Staff:

D. Allen, CAO
J. Ward, Director of Legislative and Corporate Services/Deputy CAO
W. Sorichta, Manager of Legislative & Corporate Administrative Services
I. Buck, Director of Development Services
J. Nelson, Director of Financial Services
D. Snider, Director of Recreation and Cultural Services
L. Zervakis, Marketing and Communications Specialist

1.00 ADOPTION OF MINUTES

.01
MINUTES

Moved by Frisch and seconded by McCollum that the November 19th, 2018 Regular Council meeting minutes be adopted.
Carried

Moved by Frisch and seconded by Cole-Hamilton that the November 26th, 2018 Committee of the Whole meeting minutes be adopted.
Carried

2.00 ADOPTION OF LATE ITEMS

3.00 DELEGATIONS

Bruce Gibbons, Merville Water Guardians, made a presentation to Council regarding the protection of groundwater and water sustainability in the Comox Valley in response to a Merville resident's application for licencing for the extraction, bottling and sale of water from the Comox Valley aquifer. The group is advocating for the protection of drinking water for residents and farmers in the Comox Valley and reforms to the Water Sustainability Act to protect groundwater aquifers in BC. The delegation is requesting Council's consideration to:

- Implement a bylaw prohibiting water bottling in any zoning in Courtenay.
- Support the Strathcona Regional District resolution asking the Provincial government to curtail the commercial extraction of groundwater resources for bottling or bulk water sales.
- Pass a resolution to achieve designation under the Council of Canadians as Blue Community by adopting a water commons framework.

Deborah Griffiths, Courtenay & District Museum, presented the 2017/2018 annual report to Council including a summary of events, education programs and accomplishments for the year. Some highlights included visitor attendance logistics and the public vote for the Elasmosaur as the official provincial fossil. Ms. Griffith's extended the museum board and staff's appreciation to Mayor, Council and staff and gave thanks for the City's continued support of the facility and social and natural history programs.

4.00 STAFF REPORTS/PRESENTATIONS

.01 Moved by Hillian and seconded by Frisch that based on the
ZONING AMENDMENT December 3rd, 2018 staff report "Zoning Amendment Bylaw No. 2948 -
BYLAW NO. 2948 1625 McPhee Avenue" Council approve OPTION 1 and proceed to first
1625 MCPHEE and second readings of Zoning Amendment Bylaw No. 2948, 2018; and,
AVENUE
3360-20-1817 That Council direct staff to schedule and advertise a statutory public
hearing with respect to the above-referenced Bylaw on December 17th,
2018 at 5:00 p.m. in City Hall Council Chambers.
Carried

5.00 EXTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

.01 Moved by Frisch and seconded by Hillian that the correspondence
2019 ASSOCIATION from the Association of Vancouver Island and Coastal Communities
OF VANCOUVER (AVICC) regarding the 2019 Annual General Meeting (AGM) and
ISLAND AND Convention "Call for Resolutions" and "Call for Nominations for
COASTAL Executive", be received for information.
COMMUNITIES **Carried**
(AVICC)
RESOLUTIONS AND
NOMINATIONS
0250-20

.02 Moved by McCollum and seconded by Frisch that the letter of
CONGRATULATIONS congratulations dated November 13, 2018, from Premier John Horgan, be
LETTER received for information.
PREMIER JOHN **Carried**
HORGAN
0220-01

6.00 INTERNAL REPORTS AND CORRESPONDENCE FOR INFORMATION

7.00 REPORTS/UPDATES FROM COUNCIL MEMBERS INCLUDING REPORTS FROM COMMITTEES

COUNCILLOR
COLE-HAMILTON

Councillor Cole-Hamilton reviewed his attendance at the following events:

- Morrison Creek Streamkeepers AGM
- Comox Valley Council of Canadians AGM
- Community Drug Strategy Committee - Moderate Risk Drinking
- Immigrant Welcome Centre of the Comox Valley - Local Immigrant Partnership Collaboratory
- Comox Valley Christmas Parade - Judge
- Advancing Collaborative Climate Change Adaptation in BC conference
- Heritage Advisory Commission meeting
- Federal/Provincial Government \$62.8 million grant funding announcement for the water treatment project

COUNCILLOR
HILLIAN

Councillor Hillian reviewed his attendance at the following events:

- Comox Valley Regional District Inaugural Board meeting
- Meeting with staff and BC Housing re: homeless and campsite issues
- Community Drug Strategy Committee - Moderate Risk Drinking
- Comox Valley Community Health Network transition team meeting
- Met with Jan Hesseling, Affordable Housing Vancouver Island Society
- Kus-kus-sum negotiating team meeting with MLA Ronna-Rae Leonard re: funding
- Comox Valley Watershed Advisory Group meeting
- Comox Valley Regional District Board orientation meeting
- Federal/Provincial Government \$62.8 million grant funding announcement for the water treatment project
- Comox Valley Liquid Waste Management Plan public workshop
- Comox Strathcona Waste Management Board Inaugural meeting

COUNCILLOR
MCCOLLUM

Councillor McCollum reviewed her attendance at the following events:

- Comox Valley Regional District Board orientation meeting
- Comox Strathcona Waste Management Board Inaugural meeting
- Comox Strathcona Regional Hospital District Board meeting
- Downtown Courtenay's Annual Moonlight and Magic event
- Met with Jan Hesseling, Affordable Housing Vancouver Island Society

COUNCILLOR
MORIN

Councillor Morin reviewed her attendance at the following events:

- Met with Jan Hesseling, Affordable Housing Vancouver Island Society
- Downtown Courtenay Tree Lighting ceremony
- Comox Valley Regional District Inaugural Board meeting
- Comox Valley Regional District Board orientation meeting

COUNCILLOR THEOS mentioned the Federal/Provincial Government \$62.8 million grant funding announcement for the water treatment project and consideration for contingency fund/value engineering for the project.

MAYOR WELLS reviewed his attendance at the following events:

- Comox Valley Regional District Board orientation meeting and was elected Chair
- Community Council meeting at Salvation Army
- Immigrant Welcome Centre of the Comox Valley - Local Immigrant Partnership Collaboratory
- Downtown Courtenay Tree Lighting ceremony
- Downtown Courtenay Annual Moonlight and Magic event "Viking Edition"
- LIFT Comox Valley Festive Cheer fundraising event for Kus-kus-sum
- Comox Valley Watershed Advisory Group meeting
- Comox Valley Regional District Board orientation meeting
- Federal/Provincial Government \$62.8 million grant funding announcement for the water treatment project
- Comox Strathcona Waste Management Board Inaugural meeting
- Comox Valley Arts Council fundraising event hosted at Prime Chophouse
- Island Coastal Economic Trust (ICET) meeting and North Island Regional Advisory Committee meeting elected Vice-Chair of advisory committee
- Town of Comox Tree Lighting ceremony
- Project Watershed Christmas party
- Comox Valley Christmas Parade
- Chanukah (Menorah) Lighting ceremony at City Hall

8.00 RESOLUTIONS OF COUNCIL

9.00 UNFINISHED BUSINESS

10.00 NOTICE OF MOTION

11.00 NEW BUSINESS

.01 Moved by Frisch and seconded by Theos that Council direct staff to send a letter advising the City of Courtenay's concurrence with the Director reappointment of Mr. Martin Crilly to the Comox Valley Airport Commission.
COMOX VALLEY AIRPORT COMMISSION (CVAC) – CONCURRENCE OF DIRECTOR REAPPOINTMENT
8400-20
Carried

.02
COMOX VALLEY
OVERDOSE
PREVENTION &
MANAGEMENT
WORKING GROUP

Moved by Hillian and seconded by Theos that Councillor Will Cole-Hamilton be appointed as Council representative to the Comox Valley Overdose Prevention & Management Working Group.
Carried

12.00 BYLAWS

.01
BYLAW NO. 2948,
2018
ZONING AMENDMENT
(PERMIT DAYCARE
AND FAMILY
DEVELOPMENT
CENTRE USE)
1625 & 1679
MCPHEE AVENUE

Moved by Hillian and seconded by Frisch that “Zoning Amendment Bylaw No. 2948, 2018” pass first and second reading.
Carried

.02
BYLAW NO. 2931,
2018 ZONING
AMENDMENT (4100
FRASER ROAD)

Moved by Frisch and seconded by Morin that “Zoning Amendment Bylaw No. 2931, 2018” pass third reading.
Carried

.03
BYLAW NO. 2945,
2018,
DEVELOPMENT COST
CHARGE RESERVE
FUND EXPENDITURE

Moved by Frisch and seconded by Theos that “Development Cost Charge Reserve Fund Expenditure Bylaw No. 2945” be finally adopted.
Carried

.04
BYLAW NO. 2947,
2018
FEES AND CHARGES
AMENDMENT
RECREATION
FACILITY RENTAL
AND USER FEES

Moved by Frisch and seconded by McCollum that “Fees and Charges Amendment Recreation Facility Rental and User Fees Bylaw No. 2947, 2018” be finally adopted.
Carried

13.00 ADJOURNMENT

.01 Moved by Hillian and seconded by Frisch that the meeting now adjourn at 5:26 p.m.
Carried

CERTIFIED CORRECT

Corporate Officer

Adopted this 17th day of December, 2018

Mayor



THE EDEN CONCEPT

**Good Housing for All Canadians
A Successful Canadian Business Model**

ROADMAP

From overheated Housing and Rental Markets to reasonably priced Quality Rental Apartments for Canadian Families and Citizens

Jan Hesseling



Introduction

Tent cities appear all over Vancouver Island in numbers we have never seen before. From the **Vital Signs** brochures, we can learn that poverty in our cities is on the rise and currently around 20% of our population is affected by it. Foodbanks are running out of supplies regularly.

Lack of affordable housing is a huge challenge Canada wide.

Some cities in Canada seem to have found a working solution.

The city of Medicine Hat, Alberta solved homelessness by providing shelter to those in need and within a few weeks affordable housing and support so people can start picking up their lives again and earn their own living. The big shift that happened there was in *the mindset of the politicians and citizens.*

Somebody started doing the Math.

Being homeless is extremely stressful and severely impacts your physical health, mental health, and healthy habits. Sooner or later they end up in a hospital.

- One month in the hospital for a homeless person costs our society more than \$ 13,000.00
- One month in a Provincial Jail for 1 person costs our society more than \$ 7,000.00
- One month in a homeless shelter costs our society less than \$ 200.00

During our lifetime all of us will encounter crisis like divorce, passing away of a loved one, losing your job or business, bankruptcy, car, work, and other accidents, run into health and mental health crisis like anxiety, depression, and loneliness, addictions going out of control, etc. To some of us, these personal earthquakes and crisis can even result in temporary homelessness.

Supporting people to get their lives back in control is *considerably cheaper* than criminalizing, condemning, and abandoning them. Giving these people a hand is a more humane solution and feels better too. It improves or community by a reduction in break-ins, shoplifting, robbing, health risks for the public, needles in the street, etc.

Whistler, BC, is a thriving resort town. Twenty years ago when people outside of Whistler started buying up a lot of local real estate, prices went up fast and there was no



affordable housing left for the workforce in Whistler. Even all the couches were surfed to the maximum and workers could not find an affordable place to stay.

No workforce, no business.

There was a **real threat for Whistler turning into a Ghost town**. Something needed to be done to curb this predictable disaster. A mind-boggling challenge that needed an answer.

How can you save your municipality and your residents from the disastrous influence of the housing market dynamics and guarantee a home for all of them at an affordable rate?

The city found a solution and created 1,100 affordable rental units open only to people who worked in Whistler.

The city also found out that some of their working people in the ages between 20 and 40 years not only wanted to work and rent an affordable home in the community, they also wanted to buy a home of their own. The city then created 1000 **restricted ownership houses** for people who had a direct working relationship with the community.

A perfect solution to free the town of the disastrous supply and demand mechanism of the real estate market, and foreign buyers, who were messing up their community and businesses.

Workers in Whistler could now buy at a below market price, a home and have a nest of their own and **become first-time homeowners**. The **restricted ownership concept** allows them to buy a home. The new owners were not allowed to flip the house. They can sell their home back to the Whistler Housing Authority, get their initial price returned plus an inflation correction for every year they owned it.

Our communities on Vancouver Island face similar challenges.

We can solve them if we use these models and our common sense and decide to work together. There will be hurdles to overcome but it's all doable.

The rest of this brochure will give information about successful approaches of others, entrepreneurs as well as non-profit organizations.

Let's work together,

Courtenay, BC, 02 December 2018.

Jan Hesseling



AHVIS 2018 Affordable Housing Vancouver Island Society
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The Eden Concept
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Affordable Housing: Vancouver Island Society

Building a Better Community for All Residents of BC Starts with More Affordable Housing



The Eden Concept

The Eden Concept is **a business model** that enables an ambitious Non-Profit Affordable Housing Society (such as AHVIS) to add a large number of quality apartments to the housing market and rent them out at an affordable rate. AHVIS is focusing on low-and-modest income students, seniors, other adults (especially service workers) and families.

There is a housing crisis in BC. The price of real estate, especially housing, is skyrocketing. Rents have gone up accordingly leaving a large group of renters in a tough situation. High rents are severely impacting their financial situation and, therefore, their quality of life. Debt of Canadian families and other residents is on the rise and are among the highest in the world.

The amount of Non-Profit Housing, as a percentage of all the housing in **Canada**, is **around 4%**. In **Western Europe**, this percentage is **between 33% and 50%**.

Modern societies have changed, and in most of them, there has been a growing need for rental units. Thirty years ago in BC people were able to buy a house of their own if they worked full

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-time. Now when working full-time earning a minimum wage in B.C. it's impossible to save for a down payment of a mortgage. Even with a down payment towards a mortgage no bank will touch a client with a minimum wage.

An increasing group of seniors, students, parents and other minimum/moderate income earners are depending on the rental market creating a high demand for rental units and thus increasing the rents for these already under privileged groups.

In our economy rents are dictated by supply and demand, thus creating high unaffordable rents. In the past 20 years, there has been little to no affordable housing built by the Province. This has created a **backlog in the affordable rental housing** market.

To fill in this backlog, we need to create a large number of units. Adding large numbers of housing to the market will cause the market to cool off and creating more affordable rental units will influence rental costs turning them into more reasonable rents.

*No party or government can, by themselves, create a large enough number of housing units to have such an effect. But **working together we can solve this housing need.***

The Eden business model guarantees a positive outcome. It is based on the following principles:

1. Working together

- 1.1.1.** Municipalities, School Districts, and other **landowning parties donate building lots for free**, allowing the non-profit AHVIS organization to build affordable rental units and thus have a positive impact on our communities and the lives of **our fellow Canadians.**
- 1.1.2.** **Municipalities provide utilities, sewer, electricity, roads, etc. for free (or low fee) and waive taxes.**
- 1.1.3.** Municipalities also **reduce 'red tape'** so units can be built within a short period of time to alleviate the stressful rental housing scarcity situation.



- 1.1.4. **Construction Companies** contract for a reasonable fee and are engaged **for the long-term**. This includes training opportunities for new workers.
- 1.1.5. The plan is to **create large numbers of housing units until the affordable housing need on Vancouver Island is solved**. These needed numbers, to fill in the backlog and keep up with growth, are estimated to be at least **25,000 units** over the next 7 years. (Source: BC Housing Sept 2018)

Based on the latest **Census 2016 Data**

Renter Households spending 50 % or more towards their basic shelter costs.

- *Campbell River 740 Renter Households.*
- *Comox Valley, Courtenay 1,235 Renter Households*
- *Port Alberni 680 Renter Households*
- *Nanaimo 2,995 Renter Households*
- *Duncan 990 Renter Households*
- *Victoria 12,835 Renter Households*

These Households spending more than 50% of their income towards shelter costs and are therefore at risk of homelessness.

Source BCNPHA - BC Non-Profit Housing Association.

<http://bcnpha.ca/research/2016-housing-data/>



Example of what a large-scale affordable housing complex might look like.

2. Using Economies of Scale

2.1.0 Using economies of scale, creating more density, allows us to **bring down construction costs** per unit by **more than 50%**, which means more units for the same cost. The same foundation and roof are now used for more units.

- Building a 5 or 6 storey building instead of a 2 or 3 storey building cuts the costs per unit with 50% needed for foundation and roofing.
- Building more well-designed buildings with the same building plan, allows building crews to become more efficient, which saves time and costs.
- Purchasing building material in bulk also cuts costs.
- Big companies get their finance on better and often very favorable terms with lower interest rates, often less than half of the current mortgage rate.



To solve the housing need on Vancouver Island we need to build with more density.

The planning part is an essential part of our building plans. Building without density creates urban sprawl, more traffic congestion and creates more need for infrastructure like more roads, services e.g. sewer water, etc. and uses more land. Creating more density saves in many ways costs, land, commuting time, etc.

Opting for less density also creates a financial disaster. The costs per unit go up dramatically without being compensated with more incoming rent, thus creating a situation that makes each unit relatively expensive. This creates financial dependence on outside support in perpetuity and a burden for our society. For that reason, we would not start building a number less than a 100 new units.

The Eden Concept embraces economies of scale, which allows a rental Non-Profit Organization to become financially independent and operate without additional financial support in perpetuity.

- 2.1.1 AHVIS devised a plan to use **the same design for our buildings**. This **cuts** the designing **costs** and allows us to build the same well-designed apartment blocks in many different locations.
- 2.1.2 **Procuring large amounts of building material** gives us a better deal and cuts costs.
- 2.1.3 Experienced **building crews become more efficient building the same design more often** and therefore need **less building time**, which, again, cuts costs.
- 2.1.4 Using a Modular approach allows for custom fit solutions and saves again costs and building time.
- 2.1.5 **Property management costs** per unit drop when the number of units is substantial because of lower management costs per unit. You need only one office, one good software set, one management system, etc. The break-even point is reached when managing above 200 units. (Jan Hesseling worked as a business consultant with a Vancouver Island-based property management agency (Remax 2014/2015) to improve their management results. At that



time, these numbers were kept as a guideline in BC. Data from that same period strongly suggests that using a well-designed software system is paramount for an efficient management system as many systems still used in the industry are ill suited, very time consuming and, therefore, expensive to operate.

Rental Units Ardea & Heron's Landing, Victoria, BC.



3. Facing Challenges

3.1.1 Well Being and Education of our Renters

Not only are **we interested in keeping our properties in prime shape**; we are equally **interested in the wellbeing of our tenants.**

The Well-being and Education of our renters are important to us. Happy healthy renters behave better and help save costs.

3.1.2 We will work closely with local organizations to support our renters to *behave as responsible, accountable tenants* who are respectful of fellow residents.



- 3.1.3 We discern three areas of importance:
- A. Financial Education
 - B. Mental Health Support and Addiction Management Education
 - C. basic Nutritional Education, saving costs, boosting health.

Local organizations, such as *Rose Harbour* (a well-organized local women’s shelter in Campbell River) provides **renter training** for their clients, and helps potential renters to manage their finances e.g. to pay their rent on time.

Habitat for Humanity provides **financial literacy training** courses for their potential clients; we can do the same for our renters.

- 3.1.4 Equally important is to educate our renters about **healthy food quality/nutrition**, which can **boost** mental and physical **health** and **save costs** thus having a positive effect on tenants. Ideally, we would like to have community gardens on site or close by to support healthy nutrition.

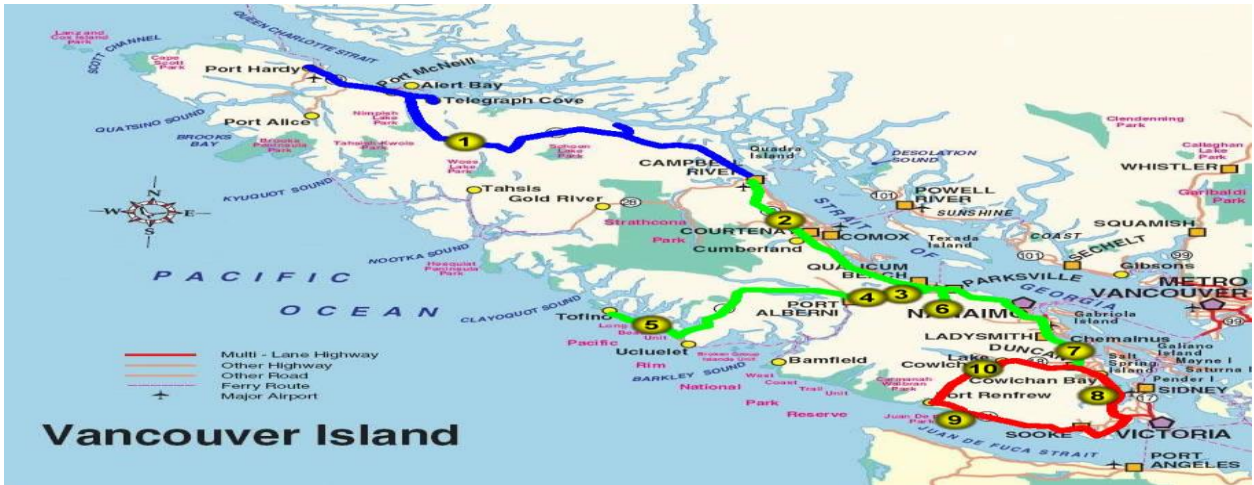
3.1.5 Mental Health and Addiction are a common part of life.

As an Affordable Housing Organization, we need to **use our common sense and be proactive**. We cannot afford to wait until our tenants cause challenges. We need to assess every potential renter situation and figure out what **kind of support** is desired/needed and arrange for that to be supplied. Often, people in lower financial brackets in our society are under more pressure and with that easier victims to expensive and unhealthy habits.

Offering Stress Management Skills Training helps people to master their addictions instead of being managed by it and thus saving, stress, money, relationships and other costs.

- 3.1.6 Again, working closely with local organizations will create a better community** and a better result for **AHVIS** as an affordable rental unit provider. It **will save us grief and costs** and improve overall satisfaction while serving our communities.

A cooperative governance model will also be investigated for AHVIS buildings.



Sustainability

4. Eden Concept - Building Quality

- 4.1.0 Building well-designed apartments (in high performance buildings) will reduce our maintenance and replacement costs, which, in the long run, will save in overall costs.
- 4.2.0 Using concrete as a building material for the interior structure would be preferred. The last 25 years, a large number of innovative building materials appeared on the building market. Using Insulated Concrete Forms (ICF's) as a building material has dramatically increased the Life Span, Durability, Fire-Proofing, Sound Proofing and Air Quality of the Buildings. No more musty apartments.

In Rome, Italy, the Pantheon is the oldest concrete building dating back 1,900 years ago, with an unreinforced dome shape roof of 43 meters, still in good shape and in use after centuries of neglect.

Wood as an organic structural building material is vulnerable to rot, warp, mold and mildew, insect and rodent infestation, highly combustible and with all the used chemicals in engineered wood high in toxic off-gazing.

Wood can be used as a material for decoration purposes to embellish our rental buildings.



4.3.0 Increased Disaster Resilience of our New Buildings



*traditional This image shows the devastation from **Hurricane Katrina**, Florida, August 2005, with sole resilient building (**ICF construction**) standing. All other buildings were North-American soft-wood construction. Wood construction buildings, if built properly can resist wind gusts up to 125 miles per hour, ICF buildings can easily withstand 200 - 300 mile winds without mayor structural damage.*

More info www.amvicsystem.com



Wooden structures are the main cause of fast expanding fires. If not destroyed by fire, a large number of apartment buildings are to be **destroyed because of water damage**. Comparable to a book (also a wood product) that gets wet or has been immersed in water and dries up, will never have the same shape again. Wooden structures don't dry properly after fires and become inhospitable **due to mold and mildew explosions**. There is an endless list of homes that needed to be torn down after a fire and/or water damage.

Duncan, June 2018, 3 units in an apartment burnt down. After successfully extinguishing the fire, the building was immersed in water and 120 units had to be torn down completely.

Parkville, July 2017, a wooden rental apartment caught fire, considerable water damage caused 32 apartments beyond repair.

Fort McMurry, 2016. An enormous fire, **48% of the town burnt completely down, all highly combustible wooden structures**. For this reason building in stone became mandatory 2000 years ago in bigger cities like Rome, Italy. Later in London, England, after the big city fire in 1666, Paris, France followed Amsterdam, Holland, etc.

In 2018 in BC we still continue to build almost 100% temporarily wooden structures which are extremely expensive considering the short lifespan of these organic low-quality building materials. After one generation you are looking into



major renovation costs. (The first quality wood in BC is exported and not available for local builders.)

Concrete/stone residential structures suffer considerable less damage from fires. Stone and concrete do not burn. After an extinguished fire mostly a good clean and a paint job is needed to fix up an apartment. Fire does not damage the structural integrity of the unit or the building and fires do not spread easily from one unit to the next. Water damage is often very limited to the unit on fire and **water does not damage the stone/concrete building.**

Sprinkler systems in wooden structures may help extinguish or contain a fire, but considerable **damage is done because of the water spilled by these systems** and can result in the necessity to demolish the building due to **mold/mildew explosions.**

4.4.0 Residential Comfort

- 4.4.1 Research done on wooden residential rental apartments in Canada show that the **Number 1 Complaint from Tenants is Sound and Noise from other tenants.**



*Improved sound insulation, using **Passive House** design as much as possible will improve the comfort level for our residents. (See 4.5.0)*

- 4.4.2 The Number 2 Complaint is **Smoke Penetrating** through the walls of a wooden building from the neighbors. **Concrete buildings** solve that problem they are considerably **more soundproof** and **do not allow Smoke or Air to penetrate from neighboring apartments.**





4.5.0 We aim for a **Lifespan building standard for our rental apartments** to be a minimum of **60 years** or longer. Our plan is that we would like to enjoy the fruits of our investments well after the amortization period (20 years) has ended, without being forced to make mayor expensive upgrades.

4.6.0 *Passive House:* *By increasing the building-envelope of a structure, the thickness of the outside walls and triple glaze the outside windows, you reduce the impact of outside temperatures and therefore the fluctuations. It saves in heating and cooling costs of the building and increases the well-being of the tenants.*

Our well-insulated apartments will reduce **yearly Hydro Costs by up to 70%**.

It also makes environmental sense as a result of a smaller Carbon foot print.
The extra costs by doubling the outside walls are estimated from 5 – 9% of the building costs. There are already Non-profit organizations building with this new method of building.





5. Creating a Vibrant Community

We will **proactively** influence the creation of a local resident community to enhance the quality of life for our residents. All over Canada there have been and still are taken great and creative initiatives to actively create a better community. We mention a few.

5.1.0

We will **incorporate Community Gardens on the premises**, wherever possible, to allow residents to grow some of their own healthy and fresh food. Designing and attending their communal gardens together will strengthen relationships with fellow tenants and build community.

5.2.0 Every larger building will have a **community room** which **will allow for resident activities**, meetings, etc.

5.3.0 It will have a **kitchen facility** that will allow to prepare a healthy meal or a barbecue for the residents of the building.

5.4.0 To build a community we need a **playground** for the kids or visiting grandkids, next to the housing site. Materials will be provided by the Eden Corporation, the residents themselves will build and maintain the playground.

5.5.0 **Organizing a Talent Event** where residents can show and exchange/barter their skills and expertise to help each other. Computer skills exchanged for technical skills, baby sitting, teaching, cooking, painting, repairing, etc.

5.6.0 Having organized garage sales to sell or barter items.

5.7.0 **All of these activities again will boost the community feeling and belonging** of our residents.



Location of our Rentals

The location of our rental apartments needs to be well planned.

- 5.8.0 Most potential renters have tight budgets and their income does not always allow for having a car to commute to work/school and services.
- 5.8.1 Being as close as possible to public transportation is paramount to save costs, time and unnecessary traffic movements.



Another example of a high-density building that could be dedicated to affordable housing



6. The Rental Apartment Division of AHVIS is run like a business

6.1.1 **Our goals** are to create *Financial Independence* for the non-profit AHVIS and, at the same time, **grow exponentially until the housing need on Vancouver Island is met.**

6.1.2 To be able to do that, we need to operate as a lean business and make sure we **use common sense business guidelines** to avoid turning into an expensive bureaucratic juggernaut.

6.1.3 We will **create a flat organization**, with as few managers as possible and responsibilities delegated low in the organization. Another key cost saving component is recruiting the right professional self-motivated staff who are **open-minded, responsible and self-driven and eager to learn.**
We will support professional education.

6.1.4 **Extra Revenue.**

The ground floor of our buildings will be reserved for **attracting commercial tenants**, like shops, retail, offices and restaurants but also social enterprises such as childcare, medical services, etc. The rental agreements with these tenants will provide extra revenue to support our main goal of gaining financial independence.

The top floor of our apartment buildings can be **rented out at a higher market rent** than the affordable middle section of our apartment buildings thus helping us to be able to offer affordable rents.

No ghetto

This approach will also help us creating a **mixed income tenant population** and **steer away from creating a ghetto.**



7. Our Guiding principles are:

- Financial Independence
- Affordability and Security for our Renters
- Sustainability
- Using Best Practises in the Industry - instead of reinventing the wheel
- Common Sense
- Working Together
- Continuous Learning
- Responsibility
- Self-Driven
- Pro-Active
- Creating Win-Win Partnerships

Courtenay, BC, Trumpeter Landing Apartments



Our designs will incorporate the most recent innovations in the building industry to meet our standards of affordability, sustainability, security, comfort of living, community, and respecting the environment for our children and the generations to come.

AHVIS 2018 Affordable Housing Vancouver Island Society
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8. Financing

Reducing Costs - Generating Revenue

- 8.1.1 We ask our partners to help with donating building lots, providing low fee utilities, waiving of fees and taxes.
- 8.2.1 **We use economy of scale** to reduce construction costs.
- 8.3.1 We **generate extra revenue by renting out the ground floor** for restaurants, retail, office space, childcare, and community rooms.
- 8.3.2 **Our reasonable rents are income-based** so an increase in a renter's income will also increase revenues paid by our tenants. However, our rents will stay affordable and meet BC Housing guidelines of maximum 30% of gross income.





8.4.1 We will create a Community instead of a low-income ghetto.

Our system of mixed income rent will attract a variety of renters with various income levels and **will prevent the creation of a ghetto (and avoid the stigma)** of a solely low-income renters' building.

Principle lenders

- 8.5.1 CMCH Canada Mortgage
BC Housing
Private Investors

Right now, November 2018, most if not all of the existing **Affordable Housing organizations in BC are 100% financially dependent on BC Housing support.** We, at AHVIS, welcome BC Housing as a partner, although we realize that their funds alone are too limited to realize our goal of eliminating the housing need on Vancouver Island. Therefore, we **need to tap into other resources.**

8.5.2 Private Investors

In British Columbia, there are a large group of people who are financially well off. These individuals could donate, or invest in, the Eden Project if they were enticed to do so. Some people really like ***the idea of Making a Difference, contributing to our society, and supporting a significant positive change.***

We could acknowledge their support by activities such as a ***Hall of Fame*** and ***honouring those who contribute to our cause*** with a building named after them or even a street or a park. There are many creative ways of stimulation and recognizing contribution.

8.5.1 We may also start a **Crowdfunding** campaign as a means of making money available to finance our building projects. **We would encourage investment in a community-enhancing project, helping to build a better world.**

8.7.1 **We are developing a financial product** (such as a *Community Investment Fund – CIF*) that allows people to lend us money so we can start building. This product would provide a considerable tax credit for the investor and be **a financially stable investment**



That will hold its value. The financial product is based on guaranteed income-generating rental real estate. By buying into this kind of an investment, investors would get a tax credit and still have access to the amount invested and receive a modest interest rate.

8.8.1 Credit Unions

Credit Unions can help with our banking. They can provide us with a mortgage and/or loans which allows for a lower interest rate which, in turn, allows us to:

- Pay back our initial construction loan in short time; and
- Take on our next large project.



Example of an existing new rental structure in Victoria, BC.

KPL James
architecture

firm

work

distinctions

contact



Client: E Y Properties Ltd.

Services: Architecture

Cost: \$10.5 M

Size: 104 Units

Completion: 2012

Location: Saanich, British
Columbia

Hérons Landing is the first 6-storey wood-frame residential building on Vancouver Island. The project is the first Built-Green Platinum, as well as the first rental building in Greater Victoria in 25 years.

This project comprises two buildings: Herons Landing, with five residential floors in wood frame on one commercial floor in concrete; and the Ardea, with four residential floors in wood frame on two parking floors in concrete.

Offering 104 micro suites, the buildings were designed for single, minimum wage earners, students, seniors, etc., and are

across the street from Tillicum Centre which includes:

- shopping mall
- restaurants
- library
- cineplex
- recreation centre
- community centre

The buildings are adjacent major traffic arteries, bus routes and cycling trail and have reduced parking components (0.5 stalls/unit).



The average building costs of this renter complex are around \$ 100.000 per unit which would allow us to rent them out at an affordable rate with rents from \$ 500 -\$900 per month depending on the size. Expanding the number of units would even lower the costs per unit and make it easier to reach our goal of being financial independent.

http://www.eyproperties.com/herons_landing_and_the_ardea.html



Affordable Rental Apartments ~ Rental Revenue vs Building Costs

Rental Units Ardea & Heron's Landing, Victoria, BC.



Size: 104 rental units

The units vary in size from bachelor to 3 bedroom apartments

Completion: 2012

Costs: \$10.5 M

Location: Saanich, British Columbia

This project comprises two buildings with 4-5 residential floors in wood frame and one commercial floor in concrete. One building has two parking floors in concrete.

The building costs for 2018 are slightly different due to an **innovative passive housing design** which adds an overall 5-7 % to the building costs but reduces the carbon footprint and hydro bill of our renters with more than 66% thus making the units even more affordable.

Our Affordable rents vary depending of the size of the Unit.

A bachelor suit is offered at a rent of \$575 per month.

The rent for three bedroom apartment is \$ 975 per month.

The average affordable rents for this design are \$ 750 per unit.

The total monthly Residential Rent for these buildings will be 104 x \$ 750 =	\$ 78,000.00
Average monthly Commercial Floor Rent	\$ 3,200.00 +
Total Monthly Rental Revenue	\$ 81,200.00

Yearly Gross Rental Revenue 12 x \$ 81,200.00 = \$ 974,400.00

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Comox Valley Economic Development and Tourism (CVEDS) Q4 2018 – Strategic Priorities Report Summary Highlights

Export Navigator Program

Hosted a delegation of Export Service Providers during the quarter from Small Business BC, Business Development Bank of Canada, Export Development Canada, as well as Agriculture and Agrifood Canada. Featured a seminar with Export Navigator Clients on "Export Sales Strategies and Tools for Profiting Beyond the Comox Valley" as well as took the delegation to four client site visits. CVEDS hosted an "Export Pavilion" at the Comox Valley Chamber of Commerce Small Business Expo with the Export Partners.

Small Business Seminar Series

Partnered with a variety of industry and small business support organizations including the Business Development Bank of Canada, Export Development Canada, Small Business BC, Agriculture and Agrifood Canada, Small Scale Food Processors of BC, Certified Organics Association of BC, Foodmetrics Laboratories, Community Futures Development Corporation of Strathcona, to host a series of business and industry professional development workshops during Small Business Month (October), including nine "Ask the Experts" discussion series sessions, and two agriculture specific sessions.

Innovate 2030 – Comox Valley Economic Development Strategic Plan Process

The RFP for Innovate 2030 closed during the quarter and the following proponents were selected; MDB Insights, Community Economic Development Strategy; Salmon Communications, Agrifood / Seafood Innovation Strategy; Innovation Island Technology Association, Technology and Innovation Development Strategy. An Innovate 2030 Advisory Committee kick-off meeting was held Dec. 3 of ~45 entrepreneurs and business leaders, and featured presentations on Defining and Measuring Community Economic Development from Brock Dickinson, Assistant Director of Economic Development Program, University of Waterloo and Jamie Vann Struth, Principal and Economist with Vann Struth Consulting.

Destination Marketing Grant Applications and Collaborations

CVEDS developed, supported and/or submitted grant applications via Destination BC and Investment Ag Foundation for the following initiatives: 2019/20 DBC Cooperative Marketing Partnerships Program (\$250k matching funding – BC Seafood Festival, Après Ski Winter Campaign, Culinary Campaign and Always-on Outdoor Adventure Campaign), as well collaborated with the 2019 BC Ale Trail Campaign application; 2019 Circle Tour Route Campaign applications, 2019 Vancouver Island Mountain Bike Consortium Campaign application. Successfully secured \$75k for matching to the 2019 BC Seafood Industry and Festival Domestic Media Development and Hosting Program.

Small Business, Industry and Consumer Communications

The following communications and outreach has been provided year to date to support small business & industry sectors, and consumer engagement & visitation to the region. This content, plus other regional businesses and industry success stories have been shared via CVEDS various social media channels:

- 42 Discover Comox Valley - Consumer e-Blasts
- 21 Business Counts - Regional Stats and Upcoming Events e-News
- 10 Tourism Industry e-News
- 27 BC Seafood Festival and Expo e-Blasts

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**2018 STRATEGIC PRIORITIES PRELIMINARY UPDATE - Q4 (Oct, Nov, Dec)
COMOX VALLEY ECONOMIC DEVELOPMENT AND TOURISM**

Project	5-Year Plan Reference	2018 - 2019 Actions	Output Measurements	C
BUSINESS RETENTION AND EXPANSION – ACTIONS AND MEASUREMENTS				
PRIORITY PROJECTS				
Export Navigator Pilot Program	Export Development Program	Implement pilot program with Province of BC	Hosted a delegation of Export Service Providers during the quarter from Small Business BC, Business Development Bank of Canada, Export Development Canada, as well as Agriculture and Agrifood Canada. Featured a seminar with Export Navigator Clients on "Export Sales Strategies and Tools for Profiting Beyond the Comox Valley" as well as site visits to 4 clients. As well, CVEDS hosted an "Export Pavilion" at the Comox Valley Chamber of Commerce Small Business Expo with the Export Partners. CVEDS also participated at the Vancouver Island Economic Summit by featuring a display of Comox Valley Agrifood export and export ready products.	IP
Online Tech Database Tool Development	Online Tech Database Tool Development	Development of an online website and database to profile the communities technology assets, companies, and act as a gateway for lead generation	Innovation Island Technology Association (IITA) has been contracted to produce the technology database tool. The draft wireframe, content overview have been reviewed and the project is proceeding to online draft. The tool is intended to assist the Comox Valley in positioning itself for company relocation and Foreign Direct Investment (FDI).	IP
Downtown Interactive Development Map and supporting resources	Downtown, Waterfront and Local Area Enhancement Program	Current, proposed, and major projects are listed and maintained on the online mapping system	Available real estate opportunities and developments maintained in Development Map. 15 current downtown opportunities and 23 developments highlighted. Unique Pageviews 2018; TBD (+% over previous year - map launched May 23 2017).	IP
ONGOING ACTIVITIES				
Provision of business support services, resources and individualized small business planning	Business Visitation & Entrepreneurship Program	Provide referrals and resources on common challenges, issues, and barriers to growth	Information/Referrals Provided: 48 (YTD) Individualized Business Plan Assistance: 20 (YTD) Business Site Visits: 30 (YTD)	IP
		Use current market and business plan resources to guide companies through the business planning and start-up process	Unique pageviews: Businesscomoxvalley.com: 6,056 (YTD) Events page: 397 (YTD) Resources pages: 2,696 (YTD) Start a Business Pages: 923 (YTD) Contact Us/Staff Directory: 788 (YTD)	IP
Seminar series with partners in key small business sectors	Business Visitation & Entrepreneurship Program	Business Counts workshop series that addresses common issues and challenges such as Online Marketing, Financing, Product Development, HR, and Business Succession.	Partnered with a variety of industry and small business support organizations including the Comox Valley Chamber of Commerce, Business Development Bank of Canada, Export Development Canada, Small Business BC, Agriculture and Agrifood Canada, Small Scale Food Processors of BC, Certified Organics Association of BC, Community Futures Development Corporation of Strathcona to host a series of workshops during small business month (October). This featured 9 "Ask the Experts" discussion series sessions along with 2 agriculture specific business development sessions. Also, CVEDS presented on local small business resources to over 60 attendees at the "Prince's Trust Canada; Operation Entrepreneur" event at 19 Wing CFB Comox in November as well as supported the "Transitioning the Family Farm Seminar" hosted by MNP on December 5 to over 40 producers.	C

**2018 STRATEGIC PRIORITIES PRELIMINARY UPDATE - Q4 (Oct, Nov, Dec)
COMOX VALLEY ECONOMIC DEVELOPMENT AND TOURISM**

Project	5-Year Plan Reference	2018 - 2019 Actions	Output Measurements	C
Event Development and Enhancement	Tourism, Arts, Culture and Heritage Development Program	Grow existing signature events and expand one additional event	<p>Launched the Winter Après Ski Marketing Campaign development to secure live après ski events in local F & B businesses and event hosting venues (i.e.. Sid Williams, Native Sons, Filberg, hotels) throughout the region to provide an robust event line up between Jan. 18 to Feb. 10 to drive increased overnight stays in the Comox Valley from winter visitors in partnership with Mount Washington Alpine Resort, Mount Washington Resort Assn, Comox Valley Exhibition, numerous event host venues and performing artists and musicians. Over 35 après ski events are currently booked.</p> <p>Launched an expanded Dine Around Festival participation to encourage F & B industry and tourism attractions to run Dine Around and Sip Around menus, a to encourage a significantly expanded culinary event line up between Feb. 21 to March 17, 2019. This include hosting a Dine Around Festival Launch Mixer to apprise the industry of 'what's new' for 2019 and how to engage, and an F & B and Hospitality Trends and Issues Workshop that saw ~60 industry operators in attendance at both events. This included showcasing the launch of the new Ale Trail that includes the Comox Valley, presented by the BC Craft Brewers Guild.</p> <p>Supported the Courtenay Museum regarding the competition for the official fossil symbol for the Province of BC with communications and marketing support including VIVC Voting display, inclusion in e-blasts to consumers (16k) and industry, as well as boosted posts that generated a total reach of 18550 and 1843 engagements.</p> <p>Held wrap-up meeting with the Comox Valley Cycling Coalition Farm Cycle Committee to review survey results and capture event items to expand or change for the 2019 Comox Valley Farm Cycle . Overall the event was incredibly well received both via the participation stops and the cyclists. The registrants ranked the event using the Net Promoter Score system at 76; a Net Promoter Score of over 50 is considered excellent, and a score of over 70 is considered 'world-class'.</p>	C

**2018 STRATEGIC PRIORITIES PRELIMINARY UPDATE - Q4 (Oct, Nov, Dec)
COMOX VALLEY ECONOMIC DEVELOPMENT AND TOURISM**

Project	5-Year Plan Reference	2018 - 2019 Actions	Output Measurements	C
INVESTMENT ATTRACTION AND PROMOTION - ACTIONS AND MEASUREMENTS				
PRIORITY PROJECTS				
BC Seafood Festival Expo & Buyers Mission	Resident and Entrepreneur Relocation Program/Sustainability-Related Business Opportunities Program	Expand the 2018 BC Seafood Festival, Expo and BC Buyers Mission	An RFP for Event Management Services was developed and posted to BC Bid for the BC Seafood Festival and Expo, in collaboration with BC seafood industry and festival partners. An review committee evaluated the submissions received, to select a firm to undertake the 2019 Festival and Expo. Contracting will be completed in December 2018. TThe Ministry of International Trade aprised CVEDS and regional shellfish producers of the opporutnity to participate in the first Canadian Oyster Festival in NYC, which included a Trade and Consumer events. In addition to attending those events, CVEDS also secured two pop-up Oyster-Bar Take Over events for media and VIP buyers to attend. The initiative was to support an enhanced opportunity to show case BC Pacific oysters east coast buyers and increase awareness of the Destination and the Festival amongst key media.	IP
ONGOING ACTIVITIES				
Destination Marketing	Destination Marketing Program	Market the region as outlined in annual Work Plan	The 2019/2020 DBC Cooperative Marketing Partnership Grant was developed and submitted, with the support and input of the Destination Marketing Advisory Committee for \$500k for destination marketing initiatives including the BC Seafood Festival, Winter Campaign, Culinary Campaign, and Outdoor Campaign. Confirmations were provided to partner in other DBC Cooperative Marketing Partnership Collaborations including: <ul style="list-style-type: none"> • 2019/2020 BC Ale Trail • 2019/2020 Circle Tour Route Campaign • 2019/2020 VI Mountain Bike Consortium Campaign The Courtenay 2019 MRDT 1 Year Tactical Plan was submitted to the DBC MRDT department, as was the Mount Washington Resort Assn. 2019 MRDT 1 Year Tactical Plan.	IP

**2018 STRATEGIC PRIORITIES PRELIMINARY UPDATE - Q4 (Oct, Nov, Dec)
COMOX VALLEY ECONOMIC DEVELOPMENT AND TOURISM**

Project	5-Year Plan Reference	2018 - 2019 Actions	Output Measurements	C
	Visitor Services Opportunity Program	Promote Visitor Centre suite of marketing services	2019 Visitor Services Marketing Program was launched in Q4 with an agreement with Blackpress to undertake sales and design to produce and distribute the official 2019 Comox Valley Vacation Guide, Dine & Drink Guide, Marine & Outdoor Adventure Guide. Instead of also producing the 2019 Arts & Culture Guide, CVEDS will collaborate with the Comox Valley Arts Council to partner in their Art and Culture Guide project.	IP

**2018 STRATEGIC PRIORITIES PRELIMINARY UPDATE - Q4 (Oct, Nov, Dec)
COMOX VALLEY ECONOMIC DEVELOPMENT AND TOURISM**

Project	5-Year Plan Reference	2018 - 2019 Actions	Output Measurements	C
ECONOMIC DEVELOPMENT FACILITATION - ACTIONS AND MEASUREMENTS				
PRIORITY PROJECTS				
5 Year CV Regional Economic Development Plan		Tech and ag sector planning is developed as targeted sectoral strategies to attract and increase investment and productivity	RFP for Innovate 2030 closed during the quarter and the following proponents were selected; MDB Insights, Community Economic Development Strategy; Salmon Communications, Agrifood / Seafood Innovation Strategy; Innovation Island Technology Association, Technology and Innovation Development Strategy. Launch meeting was held Dec. 3 with the Advisory Committee of ~45 entrepreneurs and business leaders and featured presentations on Defining and Measuring Community Economic Development from Brock Dickinson, Assistant Director of Economic Development Program, University of Waterloo and Jamie Vann Struth, Principal and Economist with Vann Struth Consulting.	IP
VI Community Consortium Initiative for Regional Tech Attraction		Support regional efforts to develop technology-oriented website with detailed community profiles on tech-related topics Identify and target companies and industries for digital and direct marketing, selected trade shows, etc.	Nordicity has completed the Technology Attraction Strategy with a Project Committee of the Vancouver Island and Coast Economic Developers Association during the quarter. Partners include the Comox Valley, Campbell River, Port Alberni, Parksville/Qualicum, Nanaimo, and Cowichan. Also, Ucluelet has recently joined the group and will be a partner on activities during 2019.	IP
ONGOING ACTIVITIES				
Data and Resource Updates and Maintenance	Economic Profile and Information Program	Profile current and timely economic and demographic information to local business and investors	Real estate (housing starts, building permits, real estate prices & sales) and tourism (YQQ passengers, VIVC true visitors, and MRDT revenue) statistics updated monthly during the quarter.	IP

**2018 STRATEGIC PRIORITIES PRELIMINARY UPDATE - Q4 (Oct, Nov, Dec)
COMOX VALLEY ECONOMIC DEVELOPMENT AND TOURISM**

Project	5-Year Plan Reference	2018 - 2019 Actions	Output Measurements	C
COMMUNICATIONS - ACTIONS AND MEASUREMENTS				
PRIORITY PROJECTS				
Memorandum of Understanding Agreements		Secure key MOUs with partner organizations to support focus of work plans and enhanced collaboration	MOU updates include: Comox Valley Cycling Coalition (completed) Comox Valley Arts Council (in progress) Comox Valley Airport (in progress) BC Shellfish Growers Assn (completed) BC Salmon Farmers Assn (in progress)	IP
ONGOING ACTIVITIES				
		Update and report on quarterly CVEDS Strategic Plan updates & news	Presentations: Courtenay Rotary Club, Oct 6, CFB Comox New Members Meeting, Oct 15, Village of Cumberland CAO & Staff, Oct 31, Prince's Trust Canada; Operation Entrepreneur, Nov 14 and CVRD General Manager of Planning and Development Services Branch, Nov 29	C
		Provision of key business and industry stats, resources and content to regional stakeholders	# of Tourism Industry e-News: YTD: 10 # of Consumer Tourism e-Blasts: YTD: 42 # of Expo e-News: YTD: 27 # of Business e-News: YTD: 21 CVEDS Twitter followers: Q2: 2,281 (+1%); Q3: 2,269 (-1%); Q4: 2293 (+1%) CVEDS Facebook likes: Q2: 1,350 (+3%) ; Q3: 1,382 (+2%); Q4: 1398 (+1%) VIVC Twitter followers: Q2: 2,242 (+7%); 2,260 (+1%); Q4: 2,277 (+1%) VIVC Facebook likes: Q2: 17,436 (+5%); Q3: 17,493 (0%); Q4:17,488 (-1%)	IP

Notes: The "C" column stands for Completion
In the C column; IP = Progress, C = Complete, O = Ongoing

Comox Valley Economic Development Society

2019 Strategic Priorities Plan - DRAFT

PRIORITY ECONOMIC OUTCOMES

- Increase in Class 6 (Business) property assessment
- Increase in population in core areas and target demographics
- Increase percentage of ALR land Seafood Tenures used for food production
- Increase in hotel room revenue
- Increase in earned media coverage of the Comox Valley
- Increase in exported goods and services

KEY FOCUS AREAS

Business Retention and Enhancement

Investment Attraction and Promotion

Economic Development Facilitation

Communications

PRIORITY PROJECTS

- Export Navigator Program (renewal)
- Small Business E-Commerce Pilot Project
- Google 360 Small Business Verification Project
- Startup DNA Workshop Series – Technology Entrepreneur Support
- Online Tech Database Tool development

- Biz Map Pilot Project – Small Business BC Downtown Incentive Zone Profiles
- Community Food Safety Lab Partnership Project Phase 2; Innovation Centre for Food / Seafood Processing
- Renew and Expand the BC Seafood Expo and Buyers Mission
- MRDT Increase (from 2-3%)

- Innovate 2030; Economic Development Strategic Planning Process*
- Contact Management System
- Indigenous Tourism Partnership - KEDC
- Regional Partnerships and Collaboration:
 - Regional Technology Strategy Implementation
 - Foreign Trade Zone Initiative
 - Shared Services and Product Dev. Master Plan

- Innovate 2030; Stakeholder Engagement
- Memorandum of Understanding Agreements (expansion & renewals)
- Communications & Presentations Report

ONGOING ACTIVITIES

- Provision of business support services, resources and individualized small business planning
- Seminar Series with partners in key small business sectors
- Secure matching funding

- Destination Marketing
- Visitor Services and Fulfillment
- Inbound and Outbound Trade and Investment Delegation Support
- Secure matching funding

- Business and Community Economic Analysis and Surveys
- Data and Resource Updates and Maintenance
- Secure matching funding

- Earned Media Generation and Hosting
- Delivery of timely, relevant & engaging industry, tourism, business content via digital & traditional media
- Secure matching funding

*INNOVATE 2030; this project will take a significant amount of staff time and resources during 2019

BUSINESS RETENTION AND ENHANCEMENT – ACTIONS AND MEASUREMENTS

Priority Projects	2019 Actions	Output Measurements	Economic Outcomes
Export Navigator Program (renewal)	<ul style="list-style-type: none"> Provide Export related business assistance and referrals for small businesses 	<ul style="list-style-type: none"> Contract for 2019 is renewed with Small Business BC 5 new companies are approved for intake businesscomoxvalley.com is leading source of small business export information for local entrepreneurs 	<ul style="list-style-type: none"> 10 companies increase out of province and international sales
Small Business E-Commerce Pilot Project	<ul style="list-style-type: none"> Facilitating a connection for local companies to e-commerce tools through workshops or other resources 	<ul style="list-style-type: none"> Accept 5 companies into program Host 2 workshops on e-commerce with partners and stakeholders 	<ul style="list-style-type: none"> Increased e-commerce sales by local companies
Google 360 Small Business Verification Project	<ul style="list-style-type: none"> Assist local businesses in verifying “Google My Business” listing 	<ul style="list-style-type: none"> 25+ local businesses claim business listing and provided with 360 degree photos 	<ul style="list-style-type: none"> Improved online presence to Comox Valley businesses
Startup DNA Workshop Series – Technology Entrepreneur Support	<ul style="list-style-type: none"> Host workshops series that assist small business and entrepreneurs with business case development, funding, market expansion, and team capacity 	<ul style="list-style-type: none"> Workshops series are hosted in partnership with Innovation Island Technology Association 	<ul style="list-style-type: none"> Increased Technology employment and business growth
Online Tech Database Tool Development	<ul style="list-style-type: none"> Development of an online website and database to profile the communities technology assets, companies, and act as a gateway for lead generation 	<ul style="list-style-type: none"> Website and database are launched Addition of Video and other site enhancements are evaluated for addition 	<ul style="list-style-type: none"> 10 relocation / investment request referrals are received

Ongoing Activity Detail	2019 Actions	Output Measurements	Economic Outcomes
Provision of business support services, resources and individualized small business planning	<ul style="list-style-type: none"> Provide referrals and resources on common challenges, issues, and barriers to growth Use current market and business plan resources to guide companies through the business planning and startup process 	<ul style="list-style-type: none"> Unique pageviews on Business Comox Valley Website exceeds 6,000 Information/referrals provided directly to 50 entrepreneurs and businesses 	<ul style="list-style-type: none"> Increased new business creation and self-employment
Seminar Series with partners in key small business sectors	<ul style="list-style-type: none"> Business Counts Workshop Series that addresses common issues and challenges such as Online Marketing, Financing, Product Development, HR, and Business Succession 	<ul style="list-style-type: none"> 12 workshops host annually are hosted in partnership with key regional industry partners 	<ul style="list-style-type: none"> Improved business management skills, leading to employment and business growth

INVESTMENT ATTRACTION AND PROMOTION - ACTIONS AND MEASUREMENTS

Project	2019 Actions	Output Measurements	Economic Outcomes
Biz Map Pilot Project – Small Business BC Downtown Incentive Zone Profiles	<ul style="list-style-type: none"> Downtown demographics and related investment information is listed in online Downtown Comox and Courtenay Biz Map Profiles for small business 	<ul style="list-style-type: none"> 2 downtown area Biz Map profiles are created in partnership with Small Business BC 	<ul style="list-style-type: none"> Increased business activity and investment in the downtown incentive areas
Community Food Safety Lab Partnership Project Phase 2; Innovation Centre for Food / Seafood Processing	<ul style="list-style-type: none"> Expand the partnership with the BC Small Scale Food Processors and applicable agri-food businesses in development of Innovation Centre 	<ul style="list-style-type: none"> MOU with SSFPA is expanded to include Innovation Centre for Food Business Case for Centre completed 	<ul style="list-style-type: none"> Increased capacity for small business growth in local food processing
Renew and Expand the BC Seafood Expo and Buyers Mission	<ul style="list-style-type: none"> Renewal and Expansion of the 2019 BC Seafood Expo and BC Buyers Mission 	<ul style="list-style-type: none"> International Buyers program is confirmed 40 International Delegates participate in the buyers/media program 	<ul style="list-style-type: none"> Increased production & exports Increased exhibitors and attendance at the Expo
MRDT Increase (from 2-3%)	<ul style="list-style-type: none"> Explore increasing the MRDT from 2%-3% from a broader groups of accommodation providers 	<ul style="list-style-type: none"> MRDT is increased from 2 – 3% 	<ul style="list-style-type: none"> Increase in MRDT revenue and visitation

Ongoing Activity Detail	2019 Actions	Output Measurements	Economic Outcomes
Destination Marketing	<ul style="list-style-type: none"> Market and collaborate as outlined in annual Work Plan Increase stakeholder support and buy-in via leveraging funds Grow existing signature events & expand one additional shoulder season 	<ul style="list-style-type: none"> Accommodation tax (MRDT) annual revenue increase by 5% Leveraged funds increase by 5% Website sessions increase by 10% 5% increase in new events & ticket sales 10% increase in website sessions for site(s) 	<ul style="list-style-type: none"> Increased visits & expenditures Wider recognition of the Comox Valley as a premier, year round event, culinary and outdoor destination
Visitor Services and Fulfillment	<ul style="list-style-type: none"> Engage operators to participate in Online Booking Agreement Program Promote Visitor Centre marketing opps Integrate ongoing social media posting to drive usage of the VIVC services and product sales 	<ul style="list-style-type: none"> Visitors increase by 5% 200 businesses participating 9% increase in gross revenue 	<ul style="list-style-type: none"> Increased per-day spending by visitors Increased tourism revenue local businesses
Inbound and Outbound Trade and Investment Delegation Support	<ul style="list-style-type: none"> Identify, support and host key international inbound and outbound delegations relating to agri-food trade and investment opportunities 	<ul style="list-style-type: none"> 6 trade and investment delegations are supported 	<ul style="list-style-type: none"> Increased international investment in the Comox Valley Increased international business contracts by local companies

ECONOMIC DEVELOPMENT FACILITATION - ACTIONS AND MEASUREMENTS

Project	2019 Actions	Output Measurements	Economic Outcomes
Innovate 2030	<ul style="list-style-type: none"> • Launch of Innovate 2030 strategic plan process in 2018 with completion in 2019 • Tech and ag sector planning is developed as targeted sectoral strategies to attract and increase investment and productivity 	<ul style="list-style-type: none"> • Strategic planning completed with an innovation based approach • Community Economic Development, Agrifood / Seafood Innovation, and Technology and Innovation Development Strategies are completed • Innovate 2030 is approved by Local Government 	<ul style="list-style-type: none"> • Priority outcomes are reviewed, updated and approved by local governments
Contact Management System	<ul style="list-style-type: none"> • Review and analyze best practice software options for contact and lead management 	<ul style="list-style-type: none"> • System is selected and implemented 	<ul style="list-style-type: none"> • System is utilized by CVEDS staff for all industry and business engagement
Indigenous Tourism Partnership - KEDC	<ul style="list-style-type: none"> • Secure a partnership to contract an Indigenous Tourism position to support the expansion of indigenous tourism experiences in the region 	<ul style="list-style-type: none"> • Partnership is secured with K'omoks Economic Development Corporation and Indigenous Tourism position is filled and implemented 	<ul style="list-style-type: none"> • Increased visitation for First Nations culture, history, and related experiences
Regional Partnerships and Collaboration	<ul style="list-style-type: none"> • Regional Technology Strategy Implementation • Foreign Trade Zone Initiative • Shared Services Product Development Master Plan 	<ul style="list-style-type: none"> • Online tech-attraction oriented website is established and other actions are evaluated and implemented in partnership with the VI Coast Economic Developers Association • Workshop / online resources are provided to local business in partnership with VI Economic Alliance concerning FTZ initiative • Master Plan is developed in partnership with Tourism VI and Destination BC 	<ul style="list-style-type: none"> • Increased technology investment and entrepreneur/skilled worker attraction and retention • Increased international sales as a result of FTZ advantage • Increased value of tourism product and related visitation

Ongoing Activity Detail	2019 Actions	Output Measurements	Economic Outcomes
Business and Community Economic Analysis and Surveys	<ul style="list-style-type: none"> • General economic impact analysis information for local major commercial/industrial developments and investments 	<ul style="list-style-type: none"> • 4 economic impact analysis reports are completed 	<ul style="list-style-type: none"> • Increased number and value of development projects
Data and Resource Updates and Maintenance	<ul style="list-style-type: none"> • Profile current and timely economic and demographic information to local business and investors 	<ul style="list-style-type: none"> • Online information is updated quarterly 	<ul style="list-style-type: none"> • Data and resources are utilized daily by local businesses, local governments, investors and others interested in the Comox Valley

COMMUNICATIONS - ACTIONS AND MEASUREMENTS

Priority Projects	2019-2020 Actions	Output Measurements	Economic Outcomes
Innovate 2030; Stakeholder Engagement	<ul style="list-style-type: none"> Implement Stakeholder Engagement Plan including supporting Advisory Committee meetings, development and activation of a range of focus group sessions and business/sector surveys 	<ul style="list-style-type: none"> A robust range of key industry, business groups, community leaders and the wider business community have the opportunity to engage in and provide input into Innovate 2030 	<ul style="list-style-type: none"> The Innovate 2030 Strategy captures a range of insightful practical business and sector-led strategies for long term economic development enhancement
Memorandum of Understanding Agreements (expansion & renewals)	<ul style="list-style-type: none"> Secure, renew or expand key MOUs with partner organizations to support focus of work plans and enhanced collaboration 	<ul style="list-style-type: none"> 6-10 MOUs completed, signed and implemented 	<ul style="list-style-type: none"> Improved program alignment, reduced overlap and stronger outputs result from increased clarity in roles through areas of shared focus of effort
Communications & Presentations Report	<ul style="list-style-type: none"> A summary of all communications and presentations undertaken by CVEDS compiled and shared annually Host the annual 2018 AGM event in May of 2019 	<ul style="list-style-type: none"> Improved understanding of the depth and range of ongoing CVEDS communications including presentations amongst local gov't, business and partner groups 60+ attend CVEDS AGM in May 	<ul style="list-style-type: none"> Businesses, investors, entrepreneurs and partners are more informed about areas of success & opportunities to participate across all economic development initiatives and programs

Ongoing Activity Detail	2019 Actions	Output Measurements	Economic Outcomes
Earned Media Generation and Hosting	<ul style="list-style-type: none"> Expand media content and resources in Press Centre Proactive pitching of story ideas to key media Support media trips in partnership with industry Expand content & resources in News Centre 	<ul style="list-style-type: none"> \$1.5 million earned media value 5% increase in FAM tours hosted 	<ul style="list-style-type: none"> Earned media values support increases in accommodation tax (MRDT), and awareness of Valley businesses, relocation, tourism and investment opportunities
Delivery of timely, relevant & engaging industry, tourism, business content via digital & traditional media	<ul style="list-style-type: none"> Maintain & increase contact database via surveys, contesting, and event registration Disseminate information via regular e-News, e-Blasts, social media posting and press releases Provision of key business and industry stats, resources and content to regional stakeholders 	<ul style="list-style-type: none"> 12 Business e-News 10 Tourism e-News 24 Consumer e-Blasts 10 Seafood e-News 6 Ag e-News 5% increase in social media followers 	<ul style="list-style-type: none"> Businesses and investors are more informed on relevant topics, events that support business retention, enhancement and relocation decisions Increase engagement in tourism and BRE events and services Increase visitor expenditures Increased usage of social media platforms



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council
From: Chief Administrative Officer

File No.: 3360-20-1807
Date: December 17, 2018

Subject: Zoning Amendment Bylaw No. 2930 to allow for a secondary suite at 446 Qualicum Avenue

PURPOSE:

The purpose of this report is for Council to consider a Zoning Amendment to allow a secondary suite on the property located at 446 Qualicum Avenue legally described as Lot 64, District Lot 159, Comox District, Plan 30921.

CAO RECOMMENDATIONS:

THAT based on the December 17th, 2018 Staff report, 'Zoning Amendment Bylaw No. 2930 - 446 Qualicum Avenue' Council approve OPTION 1 and proceed to First and Second Readings of Zoning Amendment Bylaw No. 2930, 2018; and

THAT Council direct staff to schedule and advertise a statutory public hearing with respect to the above referenced bylaw on January 7, 2019 at 5:00 p.m. in the City Hall Council Chambers.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

The subject property is located on Qualicum Avenue in East Courtenay between 4th and 5th Street East. The property is 505 m² and is zoned Mobile Home Residential Subdivision Zone (MH-1) (**Figure No. 1**).

The property is developed with a 91 m² single storey modular home that was built in the mid 1970's and is accessed by a driveway off Qualicum Avenue. Its front, side and rear yards



Figure No. 1: Subject Property Outlined In Red

are landscaped with a combination of lawn, hedging and fencing.

The secondary suite is proposed as an addition to the existing modular home and will be located within the property's rear yard. Adjacent properties along Qualicum Avenue to the north, east, south and west are zoned MH-1 which permits mobile homes, single family residential dwellings (one storey with no basement) and accessory buildings and structures.



Figure No. 2: Existing Street View of Qualicum Avenue

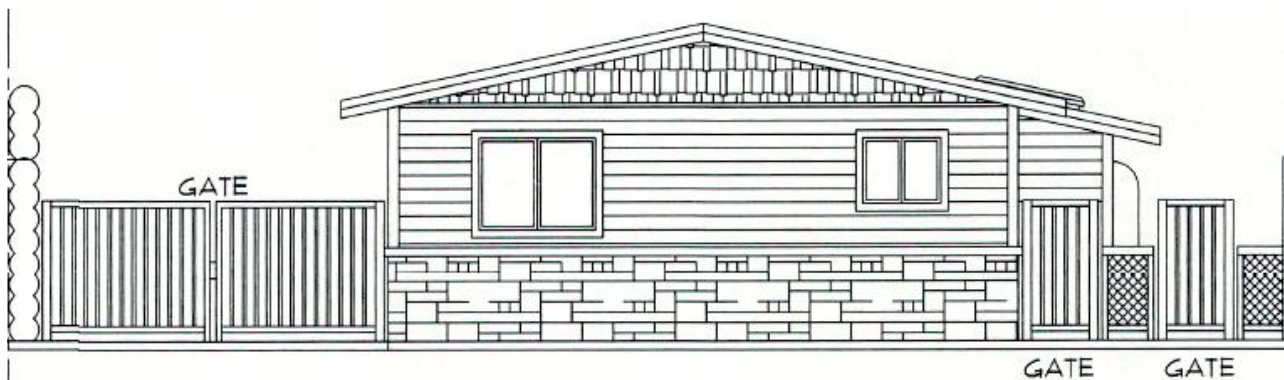


Figure No. 3: Proposed View from Qualicum Avenue

The owner has applied to construct a secondary suite as an addition to the existing modular home. The modular home is currently being rented to the owner's son and the owners would like to construct accommodation for themselves for the periods of the year that they reside in the Comox Valley. The owners are semi-retired and travel out of town for extended periods of time throughout the calendar year. The secondary suite would serve as the owner's home base for periods of the year when they are not travelling.

A review of the elevation and floor plans (**Attachment No. 1**) indicates the proposed suite is 60.1 m² (650 ft²) and includes one bedroom, a bathroom, a living/kitchen area and a small laundry/storage room. The proposal's roofline is articulated and incorporates cedar shingles that will match the roofline of the dwelling. Also, the addition will be sided with light beige vinyl siding to match the siding on the existing

dwelling.

To maintain privacy for adjacent residences the applicant has sited the addition further from the rear and side yard property boundaries than is required in the zoning. The siting of the development will be examined in detail when the owner makes an application to the City for a building permit.

One property to the rear of the site (451 Cowichan Avenue) will be in direct view of the proposed addition. Because this property has a residential accessory building situated in its rear yard between the main residence and the proposed development, staff feels that privacy impacts for the occupants will be minimal.

Two trees were removed as part of a Tree Cutting Permit issued to the owner in May 2018. The owner will be preserving all remaining landscaping including the existing rhododendron, roses bushes and two Japanese maples located in the front yard, a mature cedar hedge that extends along the length of the northern side yard, a cedar hedge that extends along the southern property line and a grand fir tree located in the rear yard.

The proposal includes the addition of a dogwood tree in the property's front yard. Staff notes that the landscaping on the property is consistent with adjacent properties where many of the lots have lawn areas and trees in their front yards adjacent to driveways, landscaped beds adjacent to front building facades and hedging and landscaping extending along the length of their side yards.

The elevation plans illustrate a new gated fence panel with decorative lattice in the southern side yard. This gate will provide a separate entrance for occupants of the suite. Also, within the northern side yard the applicant is erecting two decorative gated fence panels.

DISCUSSION:

OCP Review

The subject property is designated multi-residential within the Official Community Plan (OCP). The OCP includes policy objectives that encourage the preservation of neighbourhood character with any redevelopment proposal (Policy 4.4.2 (7)), supports creating inclusive neighbourhoods for housing (Policy 4.4.3 (5)) and states that secondary suites will be considered as part of a principal single-family residence subject to zoning approval" (Policy 4.4.3(d)).

Secondary suites are also supported in Section 10.3 of the OCP Planning for Climate Change where infill development within existing single family residential neighbourhoods is encouraged. The OCP supports infill development in the form of secondary suites provided the development preserves the integrity and character of the existing neighbourhood. Infill housing is beneficial because it increases Courtenay's rental housing stock, creates diversity in housing types and promotes a more efficient use of land for land that is already serviced.

The site is within a short walking and/or cycling distance to City Parks (Hobson Park, Malahat Storm Park, Hurford Hill Nature Park and Pinegrove Park) and local amenities including Crown Isle Shopping Centre,

Costco and the Comox Valley Aquatic Centre. Also, Valleyview Elementary School, Mark Isfeld Secondary School and North Island College are located within 1.5 km from the property. Transit routes are located within close proximity to the site where residents in this neighborhood can travel a short distance by transit to destinations such as Courtenay's Downtown District.

Affordable Housing Policy

The City's Affordable Housing Policy sets out several strategies that support increasing the provision of affordable housing, including secondary suites. When zoning does not permit secondary suites, Council's practice is to evaluate rezoning applications on a case-by-case basis considering land use policy, servicing and neighbourhood interests.

Zoning Review

If this zoning amendment application is approved and a secondary suite is placed on the property, the development will comply with all applicable zoning regulations for: building height, lot coverage, building setbacks, parking requirements and fence height.

<u>Requirements</u>	<u>Proposal</u>
Total floor space not more than 90.0 m ²	60.1 m ² includes 1 bedroom, 1 bathroom, kitchen/living room and small laundry/storage room)
Floor Area Less than 40% of the total habitable floor space of the building	39.9%
Located within a building of residential occupancy containing only one other dwelling unit	Yes
Located within a building which is a single real estate entity	Yes
Three Parking Spaces <i>(2 spaces for the principal dwelling unit and 1 additional space for the secondary suite)</i>	Three (3) parking spaces: 2-in the driveway and 1 provided in new driveway area in the front yard (off Qualicum Avenue)

FINANCIAL IMPLICATIONS:

Application fees of \$500 have been collected to process the rezoning application. Should the proposed Zoning Amendment Bylaw be adopted, Building Permit application fees will apply at a rate of \$7.50 for every \$1,000 of construction value.

Properties with a secondary suite are charged a second utility fee (sewer, water, garbage) for the additional dwelling unit. Should the rezoning application be approved, the additional utility fees will be charged to the property at the time of occupancy permit. Secondary suites are exempt from paying Development Cost Charges to the City and Comox Valley Regional District.

ADMINISTRATIVE IMPLICATIONS:

Processing Zoning Bylaw amendments is a statutory component of the corporate work plan. Staff has spent approximately 20 hours processing this application. Should the proposed zoning amendment proceed to public hearing, an additional 2 hours of staff time will be required to prepare notification for public hearing and to process the bylaw. Additional staff time will be required to process the subsequent building permit application, including plan checking and building inspections.

The subject property is located within 800 metres of a Provincial Controlled Access Highway and as such the Ministry of Transportation and Infrastructure (MoTI) is required to sign the zoning amendment bylaw prior to third reading of the bylaw. During the application referral process, MoTI indicated that they have no objections to the application.

ASSET MANAGEMENT IMPLICATIONS:

The proposed development utilizes existing infrastructure and is connected to City Services, therefore, there are no direct asset management implications identified with this application. At the time of building permit, the applicant will be required to have a water metre setter installed because the property is currently not serviced with a metre setter. Additionally, the water service may not be consistent with current BC Plumbing requirements for water service sizing. The owner will be responsible for all costs for service upgrades required to meet BC Building Code requirements.

STRATEGIC PRIORITIES REFERENCE:

Development applications fall within Council’s area of control and specifically align with the strategic priority to support meeting the fundamental corporate and statutory obligations of the City. This application also meets the goal to support densification aligned with the Regional Growth Strategy.



OFFICIAL COMMUNITY PLAN REFERENCE:

The proposed zoning amendment is consistent with the following OCP Policies:

Residential Goals

4.4.2(7) - Preserve the integrity and character of existing residential areas with any redevelopment proposal.

Residential Policies

4.4.3 (5) - Lead in creating inclusive neighbourhoods for housing.

Densities

4.4.3 (4d) Secondary suites will be considered as part of a principal single-family residential building subject to zoning approval

Planning for Climate Change

10.3 Objectives and Policies

Objective #2

3b: To encourage incremental infill development in core and suburban settlement areas, the City will: Revise the secondary suite policy to encourage infill development in single-residential neighbourhoods in the form of secondary suites.

REGIONAL GROWTH STRATEGY REFERENCE:

The development proposal is consistent with the RGS Housing Goal to “ensure a diversity of affordable housing options to meet evolving regional demographics and needs” including:

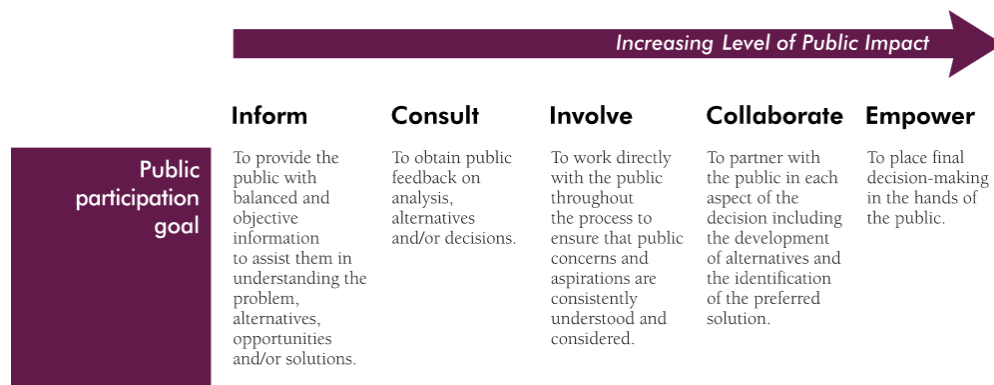
Objective 1-A: Locate housing close to existing services; and

Objective 1-C: Develop and maintain a diverse, flexible housing stock.

CITIZEN/PUBLIC ENGAGEMENT:

Staff will “**Consult**” the public based on the IAP2 Spectrum of Public Participation:

http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum_vertical.pdf



Should Zoning Amendment Bylaw No. 2930, 2018 receive First and Second Readings, a statutory public hearing will be held to obtain public feedback in accordance with the *Local Government Act*.

Prior to this application proceeding to Council, the applicant held a public information meeting on May 12, 2018 at the subject property. According to the information provided by the applicant, 8 people attended the meeting representing 5 property addresses on Qualicum Avenue.

Seven residents submitted comments to the City representing 5 property addresses (on 5th Street East, 4th Street East, Cowichan Avenue and Qualicum Avenue). A review of the public comments suggests 4 households were in support of the application and 3 households were not. The households that were not in support of the application expressed concerns that the development would lead to increases in local traffic and vehicles parking on already narrow and crowded roads. Additionally, residents commented that this application could set a precedent for other similar applications in the neighbourhood and that the small lot

single family MH-1 zoned properties are not suited for secondary suites. All written comments have been included with the meeting summary report in **Attachment No. 2**.

OPTIONS:

OPTION 1: That based on the December 17th, 2018 Staff report, 'Zoning Amendment Bylaw No. 2930 - 446 Qualicum Avenue' Council approve OPTION 1 and proceed to First and Second Readings of Zoning Amendment Bylaw No. 2930, 2018; and

That Council direct staff to schedule and advertise a statutory public hearing with respect to the above referenced bylaw on January 7, 2019 at 5:00 p.m. in the City Hall Council Chambers. (Recommended)

OPTION 2: That Council postpone consideration of Zoning Amendment Bylaw No. 2930 with a request for more information.

OPTION 3: That Council not proceed with Zoning Amendment Bylaw No. 2930.

Prepared by:



Dana Beatson, MCIP, RPP
Land Use Planner

Reviewed by:



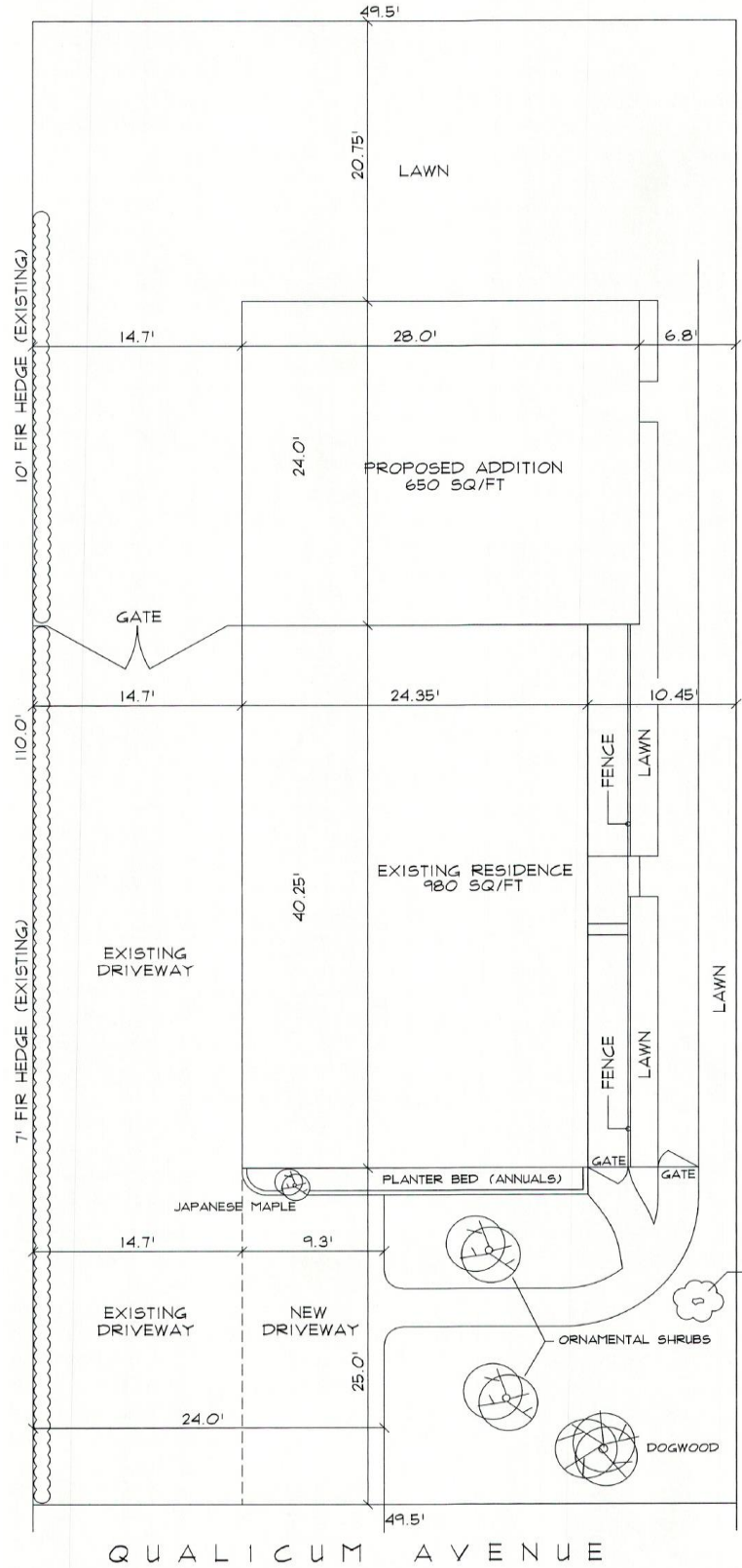
Ian Buck, MCIP, RPP
Director of Development Services

Attachments:

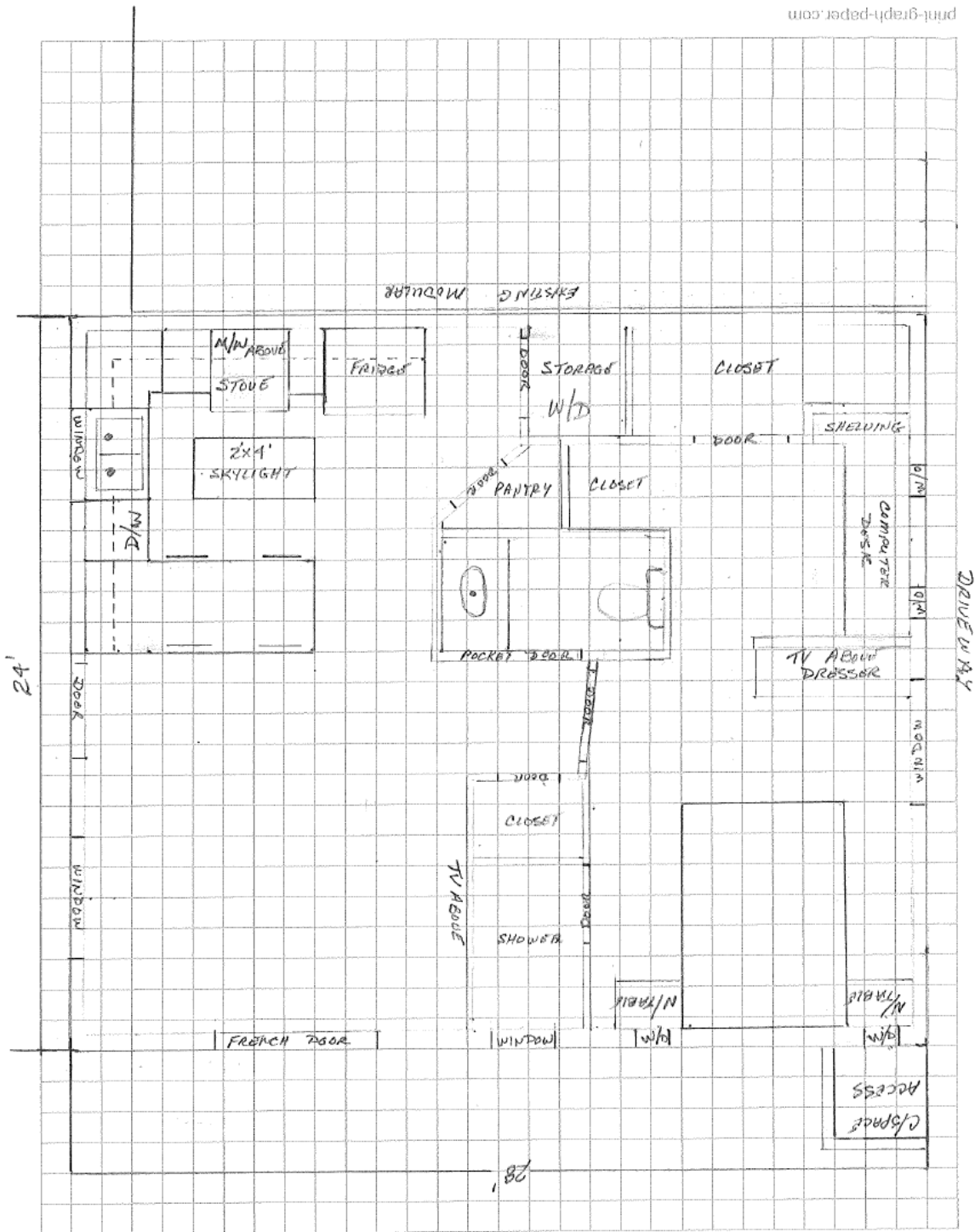
1. *Attachment No. 1: Plans and Elevations*
2. *Attachment No. 2: Public Information Meeting Summary and Public Comments*
3. *Attachment No. 3: Applicant's Written Submissions*

Attachment No. 1: Plans and Elevations

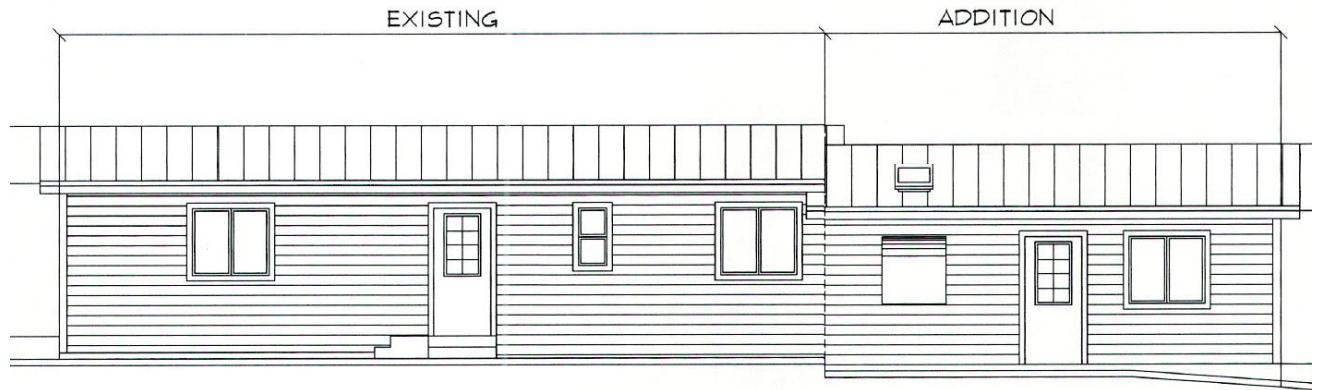
Site Plan



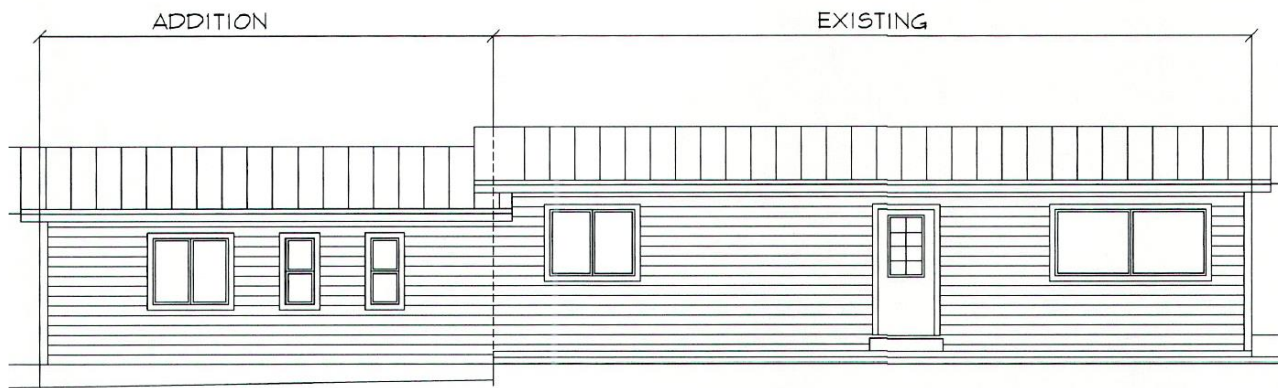
Floor Plan



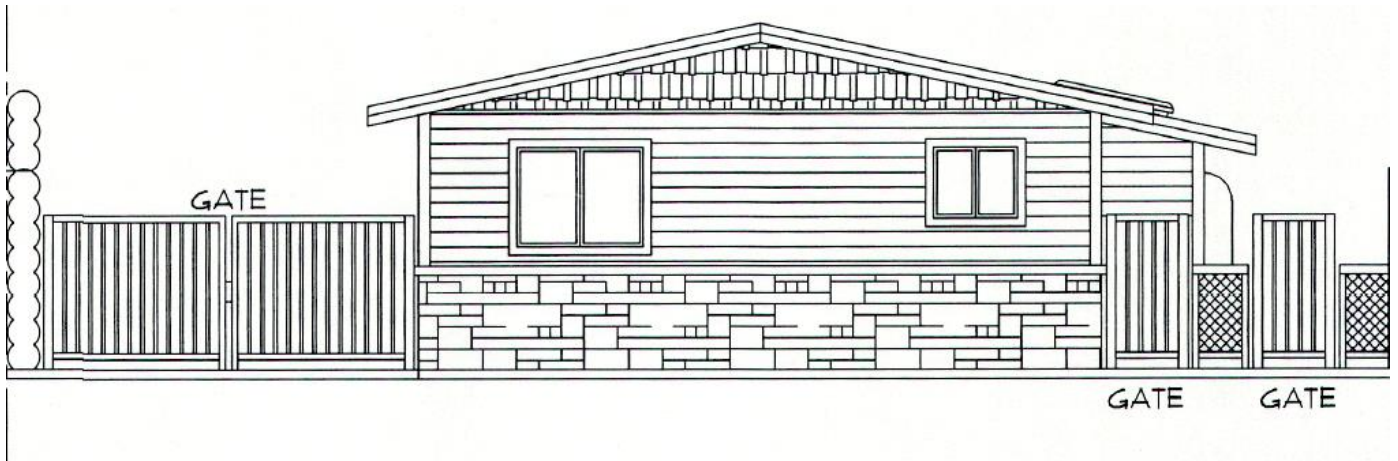
Elevation Drawings



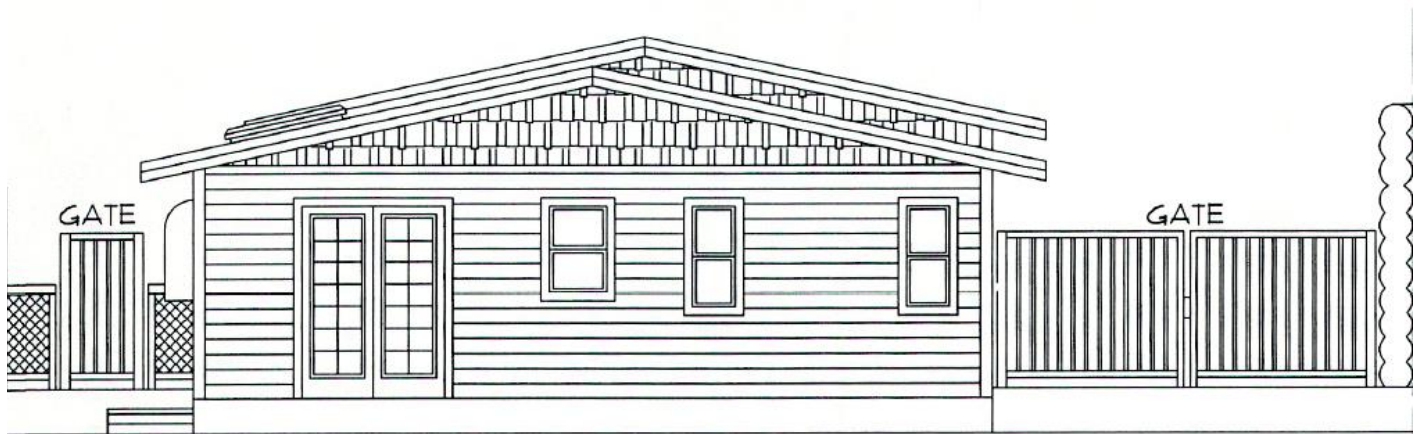
RIGHT ELEVATION



LEFT ELEVATION



FRONT ELEVATION



REAR ELEVATION

Attachment No. 2: Public Information Meeting Summary and Public Comments

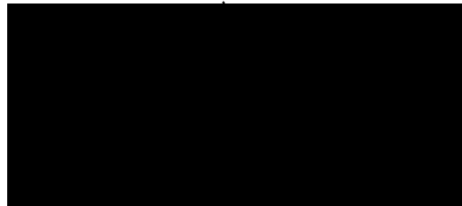
April 25, 2018

Hello neighbour,

Since your property lies within a 100-metre radius of our property at 446 Qualicum Ave, we request your input.

We have made an application to the city of Courtenay to build a 1-bedroom suite at the rear of our current rental property where our son lives, for us to live in. As required by the city bylaws we are holding a public meeting to gather your input and comments. We will be holding this meeting on Saturday May 12, 2018 from 12:00 pm to 4:00 pm, on site at the property. If you have any interest in this change, we look forward to seeing you there. Thank you for your participation, and hopefully support, of our application.

Many thanks,
John and Sherry Torry
446 Qualicum Ave,
Courtenay BC, V9N 6Y3
250-207-0772



D) Information provided at the meeting.

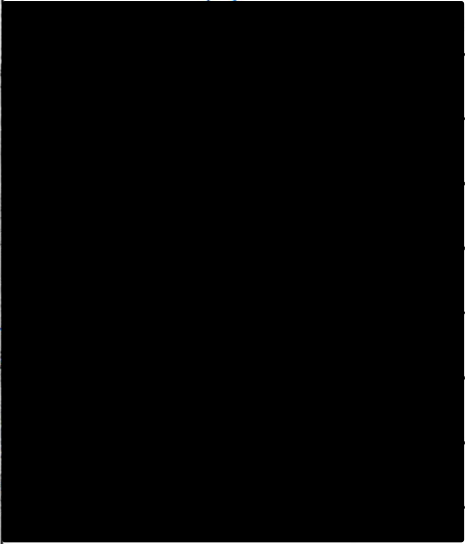
1. A comment sheet for comments or questions to be submitted by anyone who cared to do so, to Development Services Dept. City of Courtenay, 830 Cliffe Ave. (Please see enclosed copy).
2. Site Plans and Floor Plans
3. Staked out and Painted Corners in Back Yard.
4. Billboard in front yard with City of Courtenay Template for the proposed rezoning and addition.
5. John and Sherry on site to answer any questions.

E) A summation of questions raised and major discussion points.

1. Setbacks from property line.
2. 40% Coverage
3. Height
4. Precedent Setting
5. Drainage
6. Detached or Connected
7. Parking
8. New space would be for personal use of John & Sherry Torry
9. Increase in neighbouring property taxes.

The first 8 questions were answered by John & Sherry but #9 was not as they were not certain of the correct answer.

PUBLIC INFORMATION MEETING
May 12, 2018
SIGN IN SHEET
FOR
APPLICATION FOR ZONING BYLAW
AMENDMENT FOR A SECONDARY
SUITE FOR JOHN AND SHERRY
TORRY @ 446 QUALICUM AVENUE,
COURTENAY B.C. V9N 6Y3

NAME (Please Print)	ADDRESS
	455 Qualicum Ave
	11
	447 Qualicum Ave
	456 Qualicum Ave
	438 Qualicum Ave
	438 Junction of Ave
	436 Cowichan
	475 Qualicum Ave

April 25, 2018

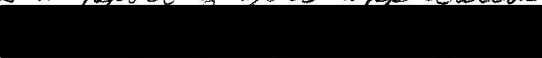
Hello neighbour,

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We have made an application to the city of Courtenay to build a 1-bedroom suite at the rear of our current rental property where our son lives, for us to live in. As required by the city bylaws we are holding a public meeting to gather your input and comments. We will be holding this meeting on Saturday May 12, 2018 from 12:00 pm to 4:00 pm, on site at the property. If you have any interest in this change, we look forward to seeing you there. Thank you for your participation, and hopefully support, of our application.

Many thanks,
John and Sherry Torry
446 Qualicum Ave,
Courtenay BC, V9N 6Y3

250-207-0772


*I'm sorry I never made it to your meeting
I am in total support of your application*

494 - Lewickan

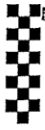
May 2nd, 2018

Hi John & Sherry

I can not make your meeting on Saturday May 12th 2018 due to prior commitments. I have no objection to you building a 1-bedroom suite on your property.

Best of Luck


2195 4th St E
Courtenay BC
V9N 6Y2.



5/13/2018 11:50 FAX 250 338 1080

K & C Frederickson

001

PUBLIC INFORMATION MEETING

May 12, 2018

Rezoning of 446 Qualicum Avenue, Courtenay, B.C. V9N 6Y3

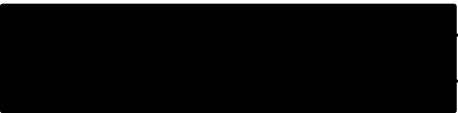
COMMENT SHEET

Name: [REDACTED] Email: [REDACTED]

Address: 436 COWICHAN AVE Phone: [REDACTED]

John and Sherry Torry have applied to the City of Courtenay for a Zoning Bylaw Amendment for a secondary suite at the above address. This project is under review by staff in the Planning Department of the City. Given the information you have received regarding this project do you have any comments or questions?

I HAVE NO OBJECTIONS TO JOHN
+ SHERRY TORRY BUILDING A
SECONDARY SUITE AT THE ABOVE
ADDRESS



Please return your comments by May 19, 2018.

Comment sheets can be submitted by one of the following methods:

1. Drop off or mail your comments to: Development Services Dept. City of Courtenay, 830 Cliffe Ave, Courtenay, BC V9N 2J7
2. Email your comments to planning@courtenay.ca
3. Fax your comments to: 250-334-4241

[REDACTED]

[REDACTED]

Hello neighbour,

Since your property lies within a 100-metre radius of our property at 446 Qualicum Ave, we request your input.

We have made an application to the city of Courtenay to build a 1-bedroom suite at the rear of our current rental property where our son lives, for us to live in. As required by the city bylaws we are holding a public meeting to gather your input and comments. We will be holding this meeting on Saturday May 12, 2018 from 12:00 pm to 4:00 pm, on site at the property. If you have any interest in this change, we look forward to seeing you there. Thank you for your participation, and hopefully support, of our application.

Many thanks,
John and Sherry Torry
446 Qualicum Ave,
Courtenay BC, V9N 6Y3
250-207-0772

Go for it!
[REDACTED]
1085 5th St. East

672 sq'

PUBLIC INFORMATION MEETING

May 12, 2018

Rezoning of 446 Qualicum Avenue, Courtenay, B.C. V9N 6Y3

COMMENT SHEET

Name: [REDACTED] Email: _____

Address: ⁴²⁷~~446~~ COWICHAN AVE Phone: [REDACTED]

John and Sherry Torry have applied to the City of Courtenay for a Zoning Bylaw Amendment for a secondary suite at the above address. This project is under review by staff in the Planning Department of the City. Given the information you have received regarding this project do you have any comments or questions?

THIS REZONING WILL SET A PRECEDENT
IN AN AREA OF SINGLE FAMILY DWELLINGS
ON SMALL LOTS.

I OBJECT TO THE REZONING

Please return your comments by May 19, 2018.

Comment sheets can be submitted by one of the following methods:

1. Drop off or mail your comments to: Development Services Dept. City of Courtenay, 830 Cliffe Ave, Courtenay, BC V9N 2J7
2. Email your comments to planning@courtenay.ca
3. Fax your comments to: 250-334-4241

May 7/18

City of Courtenay

REQUEST BY JOHN & SHERRY TORRY

I am writing concerning the proposed variation request for 446 Qualicum Avenue in Courtenay to build a 1 bedroom suite.

I am within a 100 metre radius and object to this request. We live in a single family neighbourhood with limited parking and I feel we should keep it that way! If we allow this now everyone will be requesting it and the once quiet area that we bought in will become a high traffic area which has increased already since the hospital is close by. The lots are small & should not go up or out.
Thank you

2093 Fifth St. East.

May 07, 2018

To: Courtenay City Hall

Variance Dept.

We live within 100 metre of 446 Qualicum Ave in Courtenay and our neighbours/owners have made an application to build a 1 bedroom suite at the rear of the property. It seems that they are renting the house to their son and want to move back to the area. We understand that they may want to be all together with the cost of housing but this Mobile Home Residential Subdivision is Zoned MH-1. Also it was established in the 70s as small lot to fit into lower income housing, along with narrow streets and most residents only have one driveway. We personally believe that if something is set up a certain way, then it should not be changed for convenience. Other areas in Courtenay have already had lots of flack regarding this same issue.

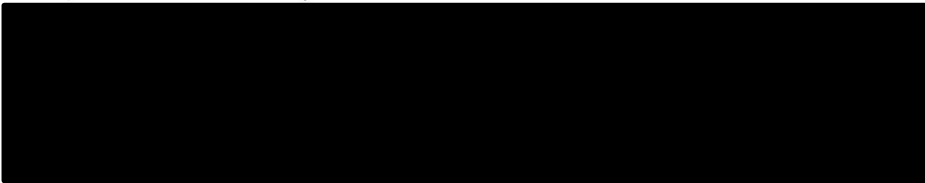
We feel that a suite added to the back of above property would possibly create more traffic and parking issues. We already have owners renting out rooms, possibly to North Island students which we have no control over, but once there is approval for one suite, more will come and the above issues will no doubt happen. In the 70s, not every family had 2 cars as it appears most residents seem to have in this area now. There is lots of parking on the street which in winter appears to be a problem with the removal of snow, and with the narrow streets you already often feel that your weaving your way along. Lots of seniors live in this area, that get home care who are also parking on the streets.

With the current permitted uses, lot sizes, minimum lot coverage, height restrictions and setbacks required, we feel that a suite would be unsuitable for these type of properties.

Thank you for your attention in this matter.


475 Qualicum Ave

Courtenay, B.C. V9N 6Y4



Attachment No. 3: Applicant's Written Submissions

We would like to add a small secondary suite on our property at 446 Qualicum Ave. The house is currently rented to our son. We are retiring soon and would like the house to stay as a rental, whether it is to our son or someone else. We plan to travel quite a bit but need a home base. A secondary suite would afford us the opportunity to keep the house in the rental pool but still have a place to live for the parts of the year when we are in the valley.



STAFF REPORT

To: Council
From: Chief Administrative Officer
Subject: Zoning Amendment Bylaw No. 2938 – 925 Braidwood Road

File No.: 3360-20-1813
Date: December 17, 2018

PURPOSE:

The purpose of this report is for Council to consider a Zoning Amendment application to rezone the property legally described as Lot 8, Section 16, Comox District, Plan 6065 Except Part in Plan 1149RW (925 Braidwood Road) from Commercial Two A (C-2A) to Residential Four A (R-4A) to allow construction of a senior care facility and associated services.

CAO RECOMMENDATIONS:

THAT based on the December 17th, 2018 staff report 'Zoning Amendment Bylaw No. 2938 – 925 Braidwood Road' Council approve Option No. 1 and proceed to First and Second Readings of Zoning Amendment Bylaw No. 2938, 2018;

THAT Council direct staff to schedule and advertise a statutory public hearing with respect to the above-referenced Bylaws on January 7th, 2019 at 5:00 p.m. in City Hall Council Chambers; and

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

The subject property is located on Braidwood Road between Old Island Highway and Back Road, legally described as Lot 8, Section 16, Comox District, Plan 6065 Except Part in Plan 1149RW (925 Braidwood Road). It is currently zoned Commercial Two A (C-2A). The applicant proposes to rezone the property to Residential Four A (R-4A) to construct a 4-storey building intended for a senior residence with a total of 143 units consisting of a mix of independent living rooms and institutional units as well as



Figure 1. Location Map

associated facilities and services such as dining room, game room or theatre. The OCP current land designation of the subject property is *Commercial Shopping Centres* and supports residential uses along major arterial roads.

Zoning classifications in the area are diverse. The property immediately to the northwest was recently rezoned from C-2A to R-4A for the purpose of constructing a rental apartment. Properties to the east along Braidwood Road are zoned C-2A. The majority of the properties on the north side of Braidwood Road are zoned R-4 for multi residential uses. The property at the corner of Ryan Road and Sandwick Road is Public Assembly One (PA-1) for the RCMP (**Figure 2. Zoning Map**).

DISCUSSION:

Official Community Plan Review

The proposal is consistent with the OCP policy that supports higher density residential uses close to major shopping malls and considers it appropriate in commercial areas along major arterial roads. The subject property is in close proximity to major amenities such as a grocery store, retail shops, banks, clinic and other services. It is also in walking distance to Lewis Park and Downtown. Should the rezoning application be approved the subsequent development is subject to the Multi Residential and the Multi Residential Above 3 Storeys Development Permit Guidelines for the evaluation of form and character of the project.

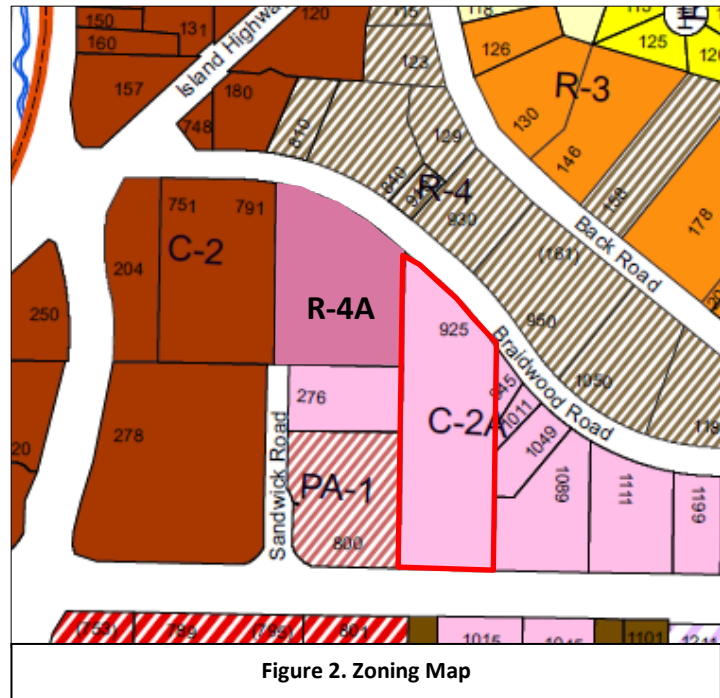


Figure 2. Zoning Map

Zoning Review and Analysis

The future development of the site will be subject to the regulations in the Zoning Bylaw (R-4A) for setbacks, site coverage, building height and landscaping requirements and other applicable standards and regulations such as the Tree Protection Bylaw.

The proposed development shown in **Attachment No. 2** is generally consistent with the regulations and the intent of the zone (R-4A), which permits care facility and associated services. The only exception is that the applicant intends to apply for a variance to the maximum building height limitation at the time of development permit application. The applicant submitted a visual analysis along with other technical studies to present how the proposed building appear before and after construction (included in Attachment No. 2). Staffs’ preliminary review of the proposal suggests that the variance would not negatively impact on the neighbourhood character because of the proposed height. This is mostly due to topography of the site. Overall design and material used as well as articulated roof of the building will make distinctive visual impact to the area. Design details will be further evaluated at the development permit application stage.

Table 1 below provides a comparison of the current C-2A zoning of the property and the proposed R-4A zone.

Table 1. Zoning Requirement Comparison

Zoning Regulation	<u>C-2A</u>	<u>R-4A</u>
Permitted Uses	A range of commercial uses including combined commercial-residential use provided residential use is in a dual use building and located above commercial use	Care facility Accessory commercial services for the personal care and convenience of onsite residents, and Community service limited to adult daycare
Minimum Lot Size	2,500m ²	1,250m ²
Minimum Lot Frontage	20.0m	30.0m
Lot Coverage	50%	Not applicable
Floor Area Ratio	0.6	Apartments – 1.33 Care Facility – 1.0
Front Yard Building Setback	7.5 m 4.5 m if the area between a building and a front lot line is landscaped and lot used for off-street parking	6.0 m
Rear Yard Building Setback	4.5 m – one storey 7.5 m - two storey	6.0 m
Internal Side Yard Building Setback	0.0 m Where a building adjoins a residential zone: 4.5 m for one-storey 7.5 m for two storey	3.0 m or 4.5 m for fourth storey and above 6.0 m where the back of a building is adjacent to or faces a side lot line
Building Height	9.14 m	14.0 m (potential variance request at DPwV)
Useable Open Space	N/A	20.0 m ² per unit for apartment; or 30.0 m ² per one bedroom dwelling unit and 50.0 m per dwelling unit with two or more bedroom.
Parking	1.5 stalls per residential unit (multi family)	Residential Care (0.5 per unit) Institutional care – 1 per 3 beds
Landscaping	<ul style="list-style-type: none"> 4.5 m landscape width along street frontage Landscape buffer 2.0 m in width and height along property lines to screen parking, loading, internal roads and storage areas 	<ul style="list-style-type: none"> 4.5 m landscape width along street frontage Landscape screen 3.0 m in height and width inside all property lines

Landscape

The proposed landscape plan is consistent with the development permit guidelines. The plan indicates that the site will be well landscaped with plants, open spaces, internal pathways and other features such as a water fountain.

The proposed plan indicates that the tree density target will be achieved through the new landscaping. There are four Garry Oak trees on the property, one of them will need to be removed as the result of construction and heavy rot. The large older Garry Oak (estimated to be 200-300 years old) next to the RCMP building will be retained.

Pedestrian Connectivity

Based on a history of pedestrian access through this site between Ryan and Braidwood Roads staff have discussed the idea of incorporating a formal public pathway alongside the development as part of the project. While the applicant appreciates the desire for a connection, based on the nature of the development and relatively small parcel size, they have expressed significant concerns about a public pathway being incorporated in to the development.

From the applicant's stand point, incorporating a public pathway within the site is a significant concern in terms of privacy, health and security of the residents, especially considering the lower level of the building is designed for memory care units. The applicant considers that a public pathway will be perceived unsafe, and consequently increase resident's concerns and impact the business operation. A letter was supplied by the applicant for Council to take their justification into consideration during the decision making process of this application. The letter is attached to the report (**Attachment No. 3**).

Traffic Impact Assessment

The subject property is currently zoned to permit a significant amount of commercial traffic including shopping centre, retail uses and medical clinics. The change in zoning to permit a seniors facility is not expected to alter traffic patterns that are otherwise permitted. However, the City does intend to undertake a small traffic study to review traffic patterns in the immediate area and specifically examine the potential of opening either the end of Back Road at the Island Highway or the end of Braidwood Road at the Island Highway to redirect traffic accessing Ryan Road. Any significant upgrades such as intersection improvements or new road connections to Old Island Highway will be considered for inclusion in the Development Cost Charges program. The applicant is expected to enter into a covenant to provide monetary contribution to the City in the amount of \$5,000 toward this study prior to the final rezoning approval. Additionally, the City intends to perform road upgrades to Braidwood Road over the next few years.

Pursuant to the City's Subdivision and Development Servicing Bylaw, the applicant is responsible for improving the Braidwood and Ryan Road frontages. This will include installation of both sidewalk and bike lane on Ryan Road and cash in lieu of improvements to Braidwood which will be used when the City undertakes the improvements.

FINANCIAL IMPLICATIONS:

The applicant has paid standard zoning amendment application fees. The new development is subject to Development Cost Charges for both the City and the Regional District. This will be collected at the time of building permit issuance based on the final unit count and design.

The applicant will be required to contribute to the 'Affordable Housing Amenity Reserve Fund' and 'Parks Recreation, Cultural and Senior Facilities Amenity Reserve Fund' in accordance with the policy set out in the Official Community Plan. In order to secure the contributions, a Section 219 Covenant will be executed by the applicant and the City prior to the final adoption of the zoning bylaw.

ADMINISTRATIVE IMPLICATIONS:

Processing zoning bylaw amendments is a statutory component of the corporate work plan. Staff has spent 20 hours processing and reviewing this application. Should the proposed bylaws receive First and Second Readings, staff will spend an additional 10 hours in preparation for the public hearing, drafting and registration of a covenant, final reading of the bylaw, and updating the bylaws and maps.

ASSET MANAGEMENT IMPLICATIONS:

There is no direct asset management implications related to the processing of this rezoning application.

STRATEGIC PRIORITIES REFERENCE:

Development applications fall within Council’s area of control and specifically align with the strategic priorities to support meeting the fundamental corporate and statutory obligations of the City and to support densification aligned with community input and the regional growth strategy.

We focus on organizational and governance excellence

- We support meeting the fundamental corporate and statutory obligations

We support diversity in housing and reasoned land use planning

- Support densification aligned with community input and regional growth strategy



- **Area of Control**
The policy, works and programming matters that fall within Council’s jurisdictional authority to act.
- ▲ **Area of Influence**
Matters that fall within shared or agreed jurisdiction between Council and another government or party.
- **Area of Concern**
Matters of interest outside Council’s jurisdictional authority to act.

OFFICIAL COMMUNITY PLAN REFERENCE:

Residential Goals and Policy:

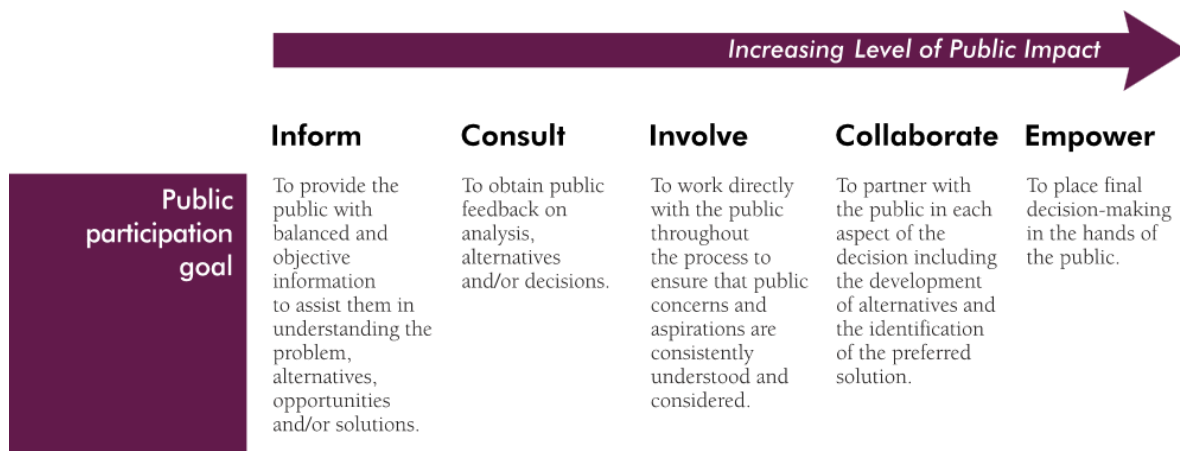
The proposed development is generally consistent with the intent and policies for the commercial and multi residential land use designation. It is also consistent with the surrounding land uses.

REGIONAL GROWTH STRATEGY REFERENCE:

The proposed development is consistent with the following Regional Growth Strategy policies: locating housing close to existing services, directing new residential development to Core Settlement Areas; directing higher density developments to Municipal Areas and increasing housing opportunities within existing residential areas in Core Settlement Areas.

CITIZEN/PUBLIC ENGAGEMENT:

Staff will consult the public based on the IAP2 Spectrum of Public Participation:



Should Zoning Amendment Bylaw No. 2938, 2018 receive First and Second Readings, a statutory public hearing will be held to obtain public opinion in accordance with the *Local Government Act*.

Prior to this application proceeding to Council, the applicant held a public information meeting on October 25th, 2018 between 6:00 and 8:00 pm at Lewis Centre. Property owners and occupiers within 100 metres of the subject property were invited to attend the meeting. A summary of the public information meeting is included as **Attachment No.4**. 13 signed in (though the email states 14), but over 20 people showed up at the meeting and received verbal explanation from the applicant and their business partner including the architect. 5 attendees stayed for the presentation by the applicant and had an opportunity to ask questions. Attendees were generally supportive of the project. Traffic along Braidwood Road seemed an ongoing concern for the residents. The potential height variance and the public pathway did not seem an issue during the meeting. Staff also attended the meeting and observed that the meeting was well informed.

OPTIONS:

OPTION 1: THAT based on the December 17th, 2018 staff report ‘Zoning Amendment Bylaw No. 2938 – 925 Braidwood Road’ Council approve Option No. 1 and proceed to First and Second Readings of Zoning Amendment Bylaw No. 2938, 2018; and

THAT Council direct staff to schedule and advertise a statutory public hearing with respect to the Bylaw 2938, 2018 on January 7th, 2019 at 5:00 p.m. in City Hall Council Chambers.
(Recommended)

OPTION 2: That Council postpone consideration of Bylaw 2938, 2018 with a request for more information.

OPTION 3: That Council not proceed with Bylaw 2938, 2018.

Prepared by:



Tatsuyuki Setta, MCIP, RPP
Manager of Planning

Reviewed by:



Ian Buck, MCIP, RPP
Director of Development Services

Attachments:

Attachment No. 1: Written Project Description

Attachment No. 2: Proposed Plans

Attachment No. 3: Letter from the Applicant on Public Pathway

Attachment No. 4: Public Information Meeting Summary

ATTACHMENT No. 1 (1/3)
Project proposal by the applicant

JM Architecture Inc.

Registered in BC | AB
Joe M. Minten principal
Architect AIBC | AAA | MRAIC

23 July, 2018

The Atrium At Braidwood ~ 925 Braidwood Road

Design Rationale

General Description:

The Atrium at Braidwood is a multi-unit seniors residence providing independent living and care to all seniors. There are 82 units of independent living, 14 units dedicated to memory care and 47 units providing assisted living care within the building.

The proposed four storey building shall be constructed of non-combustible materials throughout and protected by a fire suppression (sprinkler) system and a monitored fire alarm system to meet the most current British Columbia Building Code (2012 edition) regulations.

Pursuant to the Official Community Plan and current Zoning By-laws which regulate the development of all such projects the following description shall provide the reader a design overview of the project as it relates to the OCP guidelines for multi-residential buildings.

The project site is located within zone 5 Commercial Area as noted in Map 5 Development Permit Areas. Although currently zoned as C-2A for Commercial Two A use this proposal seeks to rezone the current land to R-4A with specific amendments to suit the proposed development.

OCP: 8.5 Multi-Residential Guidelines Form + Character



The Atrium at Braidwood is located at the transition of commercial and residential development areas which generally inform both its context and form. As a residence for seniors the building is proposed to reflect strong traditional values through recognizable traditional residential forms such as verandahs, wood like columns, sloped and gabled roofs with timber like truss forms. These are also forms and character seen throughout the greater Courtenay area residential neighbourhoods as evident in a few snap shot views of areas in Courtenay.

The materials used evoke a sense of resilience and durability are stone, shingles, Hardie panel, steel and glass and the colours are both subdued and cheerful. In combination we feel there is a strong sense of respect to community and individual character which harmonizes well to its immediate surroundings.



Bldg 4 -15243 91st Avenue
Surrey, B.C. V3R 8P8
604 583-2003 -T
joe@jarchitecture.ca - E

ATTACHMENT No. 1 (2/3)
Project proposal by the applicant

JM Architecture Inc.

Registered in BC | AB
Joe M. Minten principal
Architect AIBC | AAA | MRAIC

The building fronts on to Braidwood Road by means of a curved access driveway which echoes the topographic contours of the site. A landscaped front yard with paths and trees invite users and guests to the front entry Porte Cochere and interior of the residence. Existing trees are retained where possible and manicured to present an informal screen to the surface parking areas and a welcoming view to the entrance of the building.

The building layout represents two functional wings sheared from each other and shifted to form a long building mass which reduces the apparent bulk of the building as well as providing individual landscape zones on the site. By shifting the form in this manner the building presents a more comfortable relationship to its immediate neighbours and to the community at large. As seen from Ryan Road the building atrium is quite evident and very inviting - creating a vibrant and energetic face to the commercial neighbours opposite the street.

Internally the atrium unites all three floors of the care units and provides a dynamic atmosphere within the complex.

Building Height

The proposed building height of the Atrium at Braidwood will seek council approval for variance to the zoning definition of building height which calculates the height based on the average grade of the 'front' lot line. In this instance the front lot line is described as the property line facing Ryan Road (the shortest lot line facing a street) and is also the lowest of the grades for the property; if used, the height would exceed the 14.0m allowance and be set to 18.18m. No access to the site is permitted from Ryan Road and therefore it should also not be considered the 'front' lot line but rather the 'rear' lot line.

The functioning front lot line is in fact Braidwood Road - this is where the public and residents access the building and should for all intents be considered the 'front' lot line. It is from the Braidwood Road lot line that we propose to calculate the building height and ask that the City of Courtenay agree to do the same.

With this variance accepted the proposed building height will be calculated in the manner of the zoning by-law and be stated as 12.87m well below the allowance of 14.0m.

Signage

A freestanding sign will be proposed at the Development Permit phase and most likely be located to the west of the entry drive. the form and character of the sign shall be integrated to the character of the residence and shall not exceed 2.0m in height.

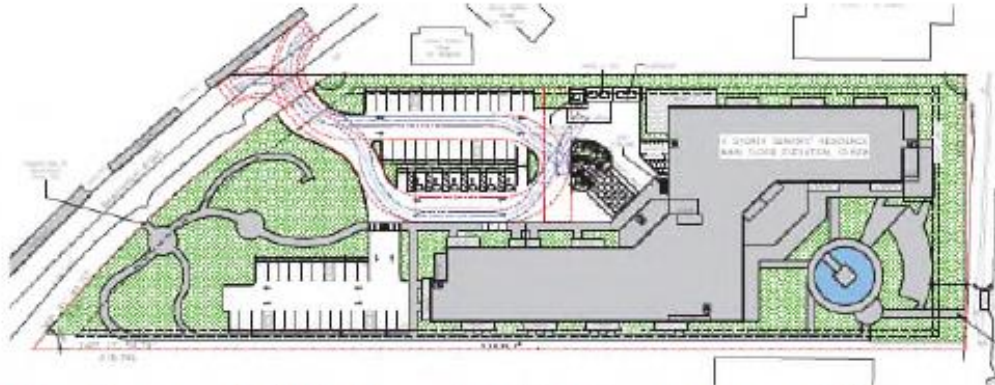
Siting, Landscaping and Screening

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ATTACHMENT No. 1 (3/3)
Project proposal by the applicant

JM Architecture Inc.

Registered in BC | AB
Joe M. Minten principal
Architect AIBC | AAA | MRAIC



The siting of the proposed building has been carefully designed to ensure harmony with the neighbouring properties, internal security of its residents, and adherence to zoning by-laws. The reader shall also reference landscape plans and civil plans which illustrate planting plans, paths and

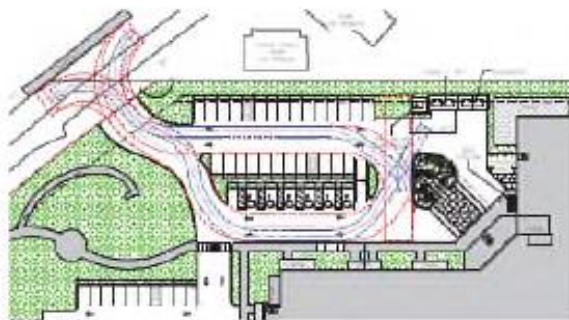
grading/ drainage for the development.

Lighting

Site lighting shall respect the night sky and spread to adjacent lots. Security and safety shall be the guiding principles for selection of fixtures to be presented at the DP phase.

Parking

All parking is located at the surface and to the front of the building. There are two 'pods' of parking which respect the contours of the site as well as lessen the visual impact of the paved areas. All accessible parking spaces are located nearest the front entry of the building. There is a drop off zone under the Porte Cochere and a temporary bus/taxi zone is also next to the Porte Cochere. All emergency and service vehicles have easy access to the building entry points as illustrated in the plan below.



Pedestrian routes from the street to the building and to Ryan street have been defined and provide safe and easy access residents and guests.

end of document

Author:

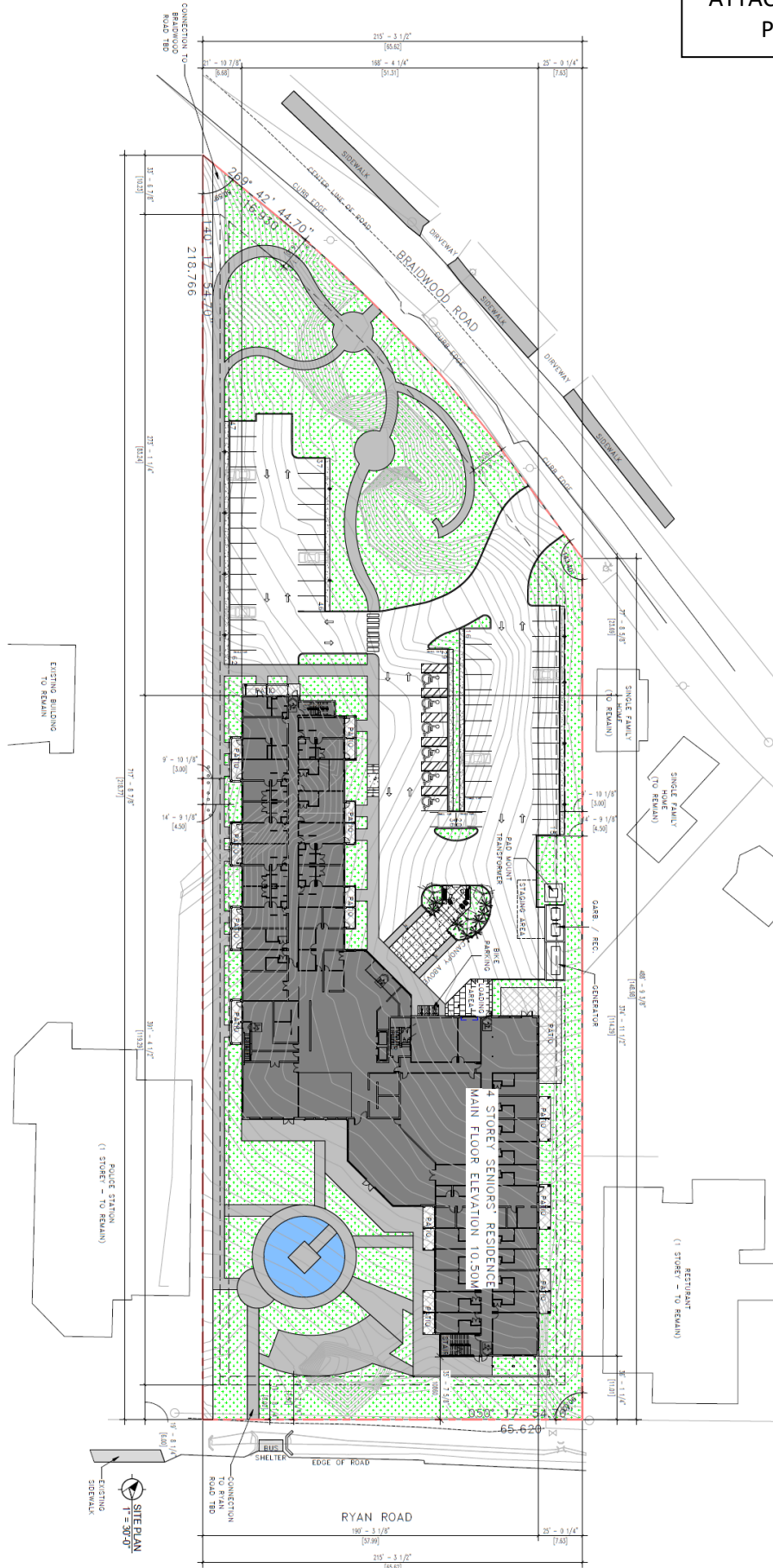
Joe Minten Architect AIBC | AAA | MRAIC
principal

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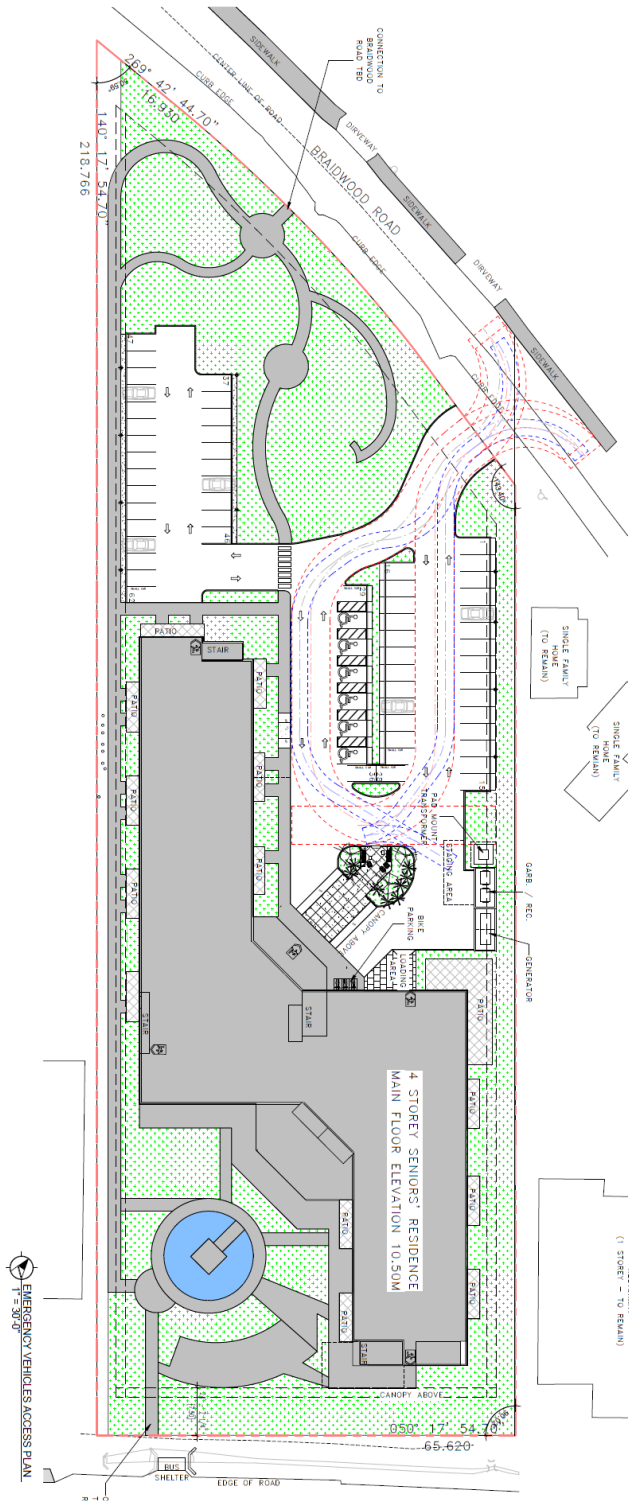


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ATTACHMENT No. 2 (1/8)
Proposed Plans



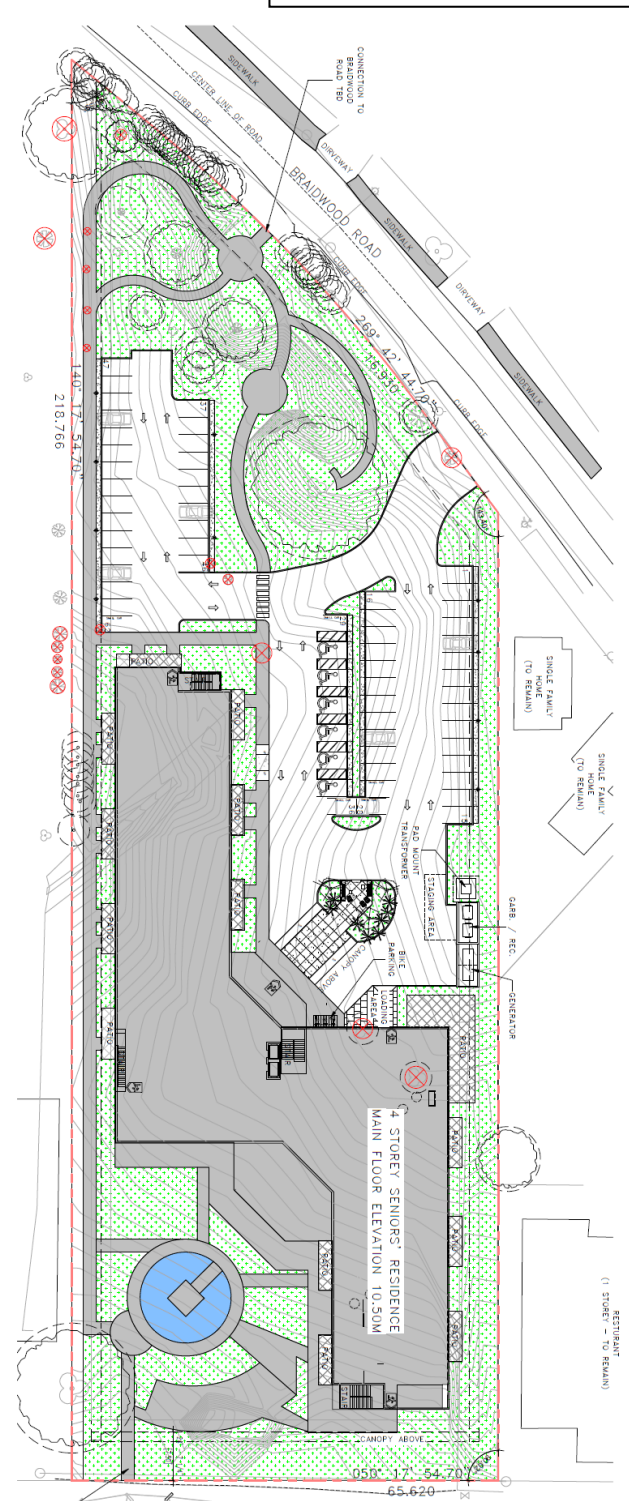
ATTACHMENT No. 2 (2/8)
 Proposed Plans



Traffic Circulation

EMERGENCY VEHICLE PLAN LEGEND

- - - - - FIRE TRUCK TURNING RADIUS
- - - - - TRAFFIC TURNING RADIUS
- - - - - GARB./RECIC. TRUCK TURNING RADIUS



Trees to remain or removed

- TREE / SHRUB - TO REMAIN
- ⊗ TREE / SHRUB - TO BE REMOVED

ATTACHMENT No. 2 (3/8)
Proposed Plans

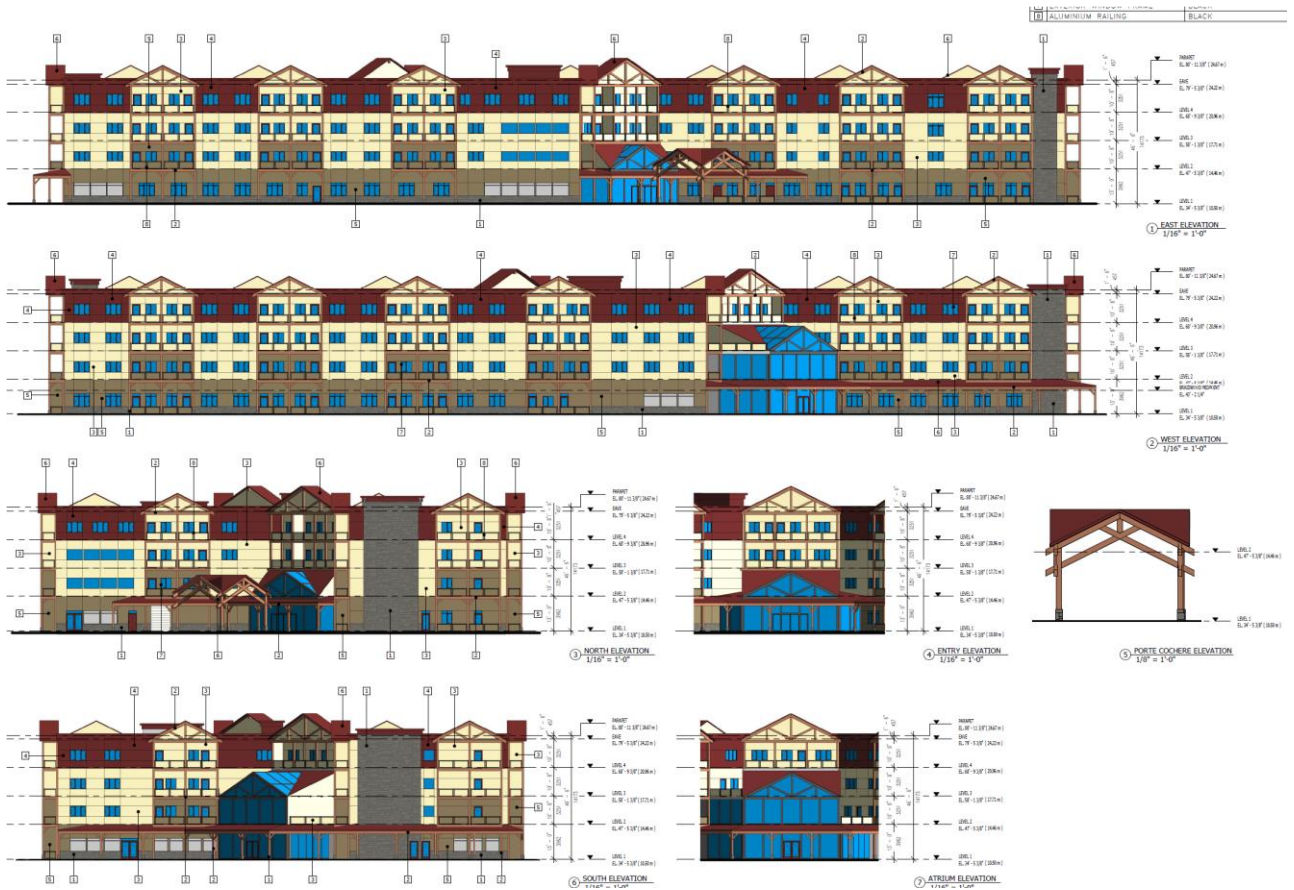
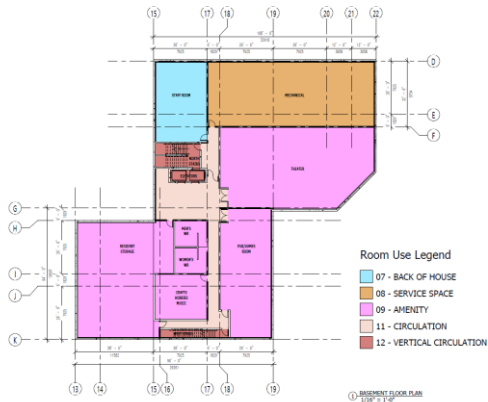


Image of the building (view from Braidwood Road)

ATTACHMENT No. 2 (4/8)
 Proposed Plans



Basement



Main Floor



- Room Use Legend
- 01 - INDEPENDENT LIVING STUDIO
 - 02 - INDEPENDENT LIVING STUDIO PLUS
 - 03 - INDEPENDENT LIVING 1 BEDROOM
 - 04 - INDEPENDENT LIVING 2 BEDROOM
 - 05 - MEMORY CARE STUDIO
 - 07 - BACK OF HOUSE
 - 08 - SERVICE SPACE
 - 09 - AMENITY
 - 10 - FOOD SERVICES
 - 11 - CIRCULATION
 - 12 - VERTICAL CIRCULATION



2nd Floor

- Room Use Legend
- 01 - INDEPENDENT LIVING STUDIO
 - 02 - INDEPENDENT LIVING STUDIO PLUS
 - 03 - INDEPENDENT LIVING 1 BEDROOM
 - 04 - INDEPENDENT LIVING 2 BEDROOM
 - 06 - ASSISTED LIVING STUDIO
 - 07 - BACK OF HOUSE
 - 09 - AMENITY
 - 10 - FOOD SERVICES
 - 11 - CIRCULATION
 - 12 - VERTICAL CIRCULATION

ATTACHMENT No. 2 (5/8)
 Proposed Plans



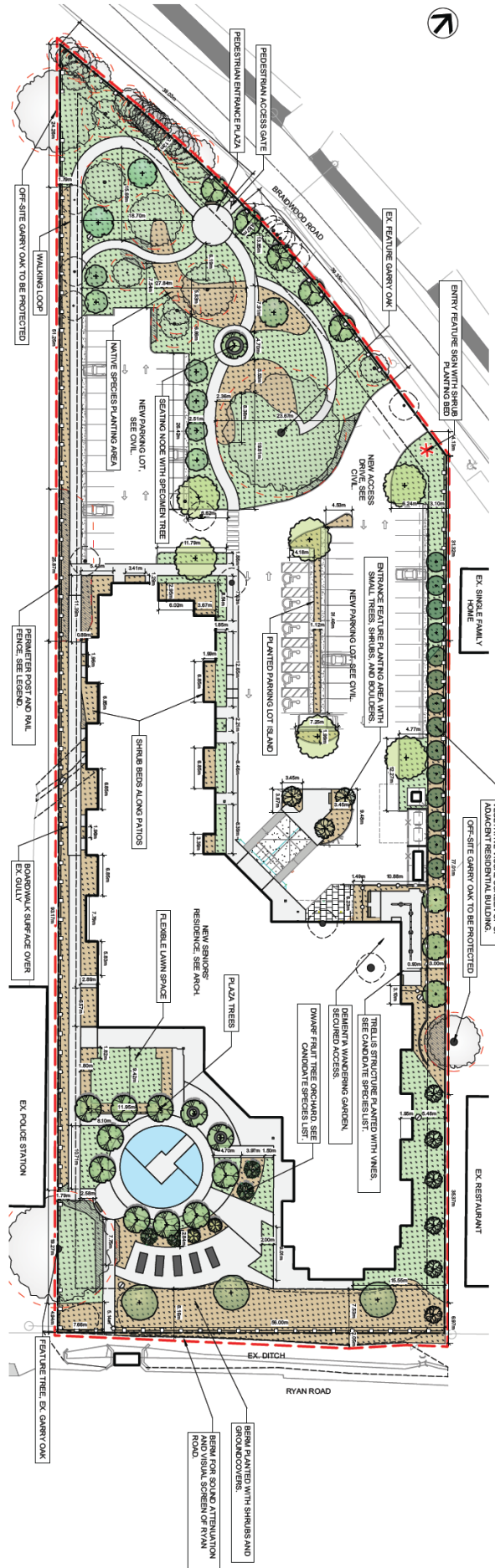
3rd Floor



4th Floor

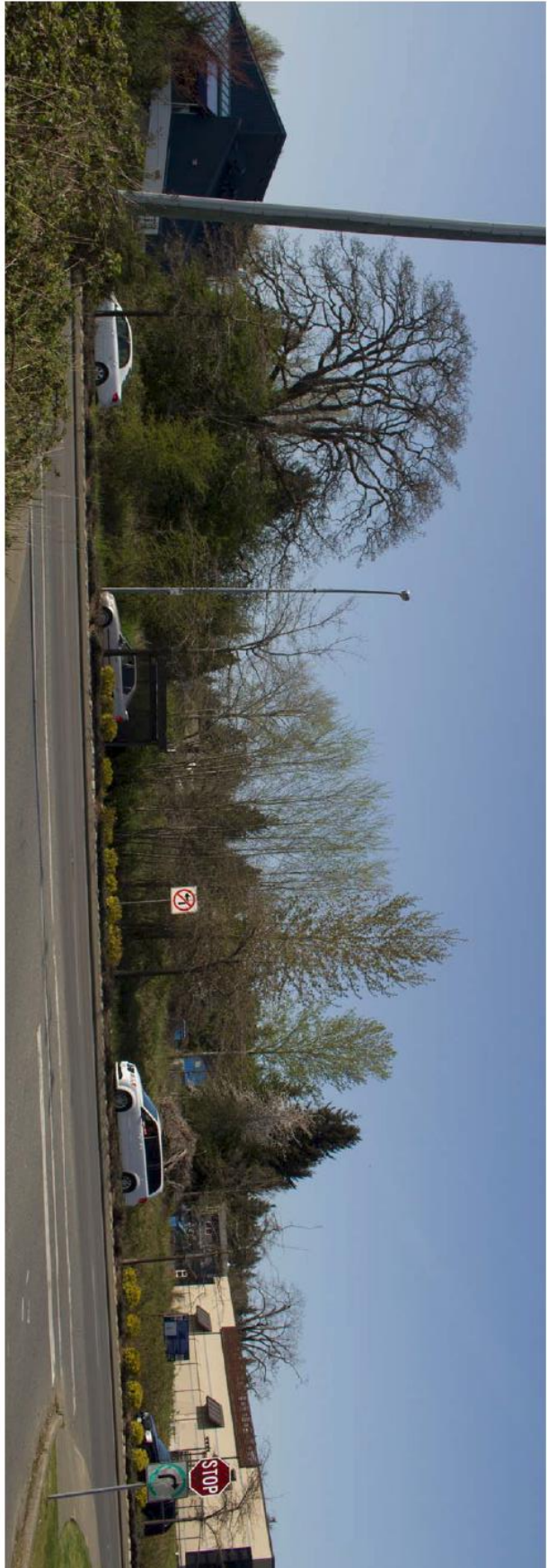
Proposed Landscape Plan

ATTACHMENT No. 2 (6/8)
Proposed Plans



View from Ryan Road

ATTACHMENT No. 2 (7/8)
Proposed Plans



Photograph taken on April 26, 2018 looking across Ryan Road in a northwest direction towards the site



Composite image of a computer-generated rendering of the proposed building and landscaping merged with the above photograph

View from Braidwood



Photograph taken on March 19, 2018 from just inside the property line off of Braidwood Road, looking in a southeast direction

ATTACHMENT NO. 2 (8/8)
Proposed Plans



Composite image of a computer-generated rendering of the proposed building and landscaping, merged with the above photograph

ATTACHMENT No. 3 (1/4)
Letter from the applicant



#407, 158 Promenade Drive
Nanaimo, BC
V9R 6M7

December 3, 2018

The City of Courtenay
Development Services
City Hall – 830 Cliffe Avenue
V9N 2J7

Re: Zoning Amendment Application # 3360-20-1813
The Atrium at Braidwood - Ownership's Position on the Public Path Discussion

To Whom It May Concern:

We had been asked by the Manager of Planning at the City of Courtenay, Mr. Tatsuyuki Setta, to consider providing a public path through our site, for pedestrian traffic to travel between Ryan Road and Braidwood Road. We had many discussions with Mr. Setta, and also discussed the topic with Mr. Ian Buck, the Director of Development Services, and Mr. David Allen, the Chief Administrative Officer for the City.

In response to the City's request, we did allocate some resources to have our Architect and Landscape Architect review all and draft the potential options for a public path, so that we could assess the impact of having a public path through our site. After consideration of the type of development we propose, and the health and safety needs of the seniors who will be living at the site, we must reject the provision of a public path through our site.

Please also refer to the attached site plan to help visualize the physical conditions on the site that some of my comments below refer to.

In our discussions with the City, we were presented with the City's general motivations for considering a public path through our site. In giving consideration to the request, we considered the following needs and rational use of the site:

Physical and Psychological Health and Safety

1. Atrium at Braidwood will be a multiple-care-level seniors' residence, and the safety and security of our residents, and staff, is our highest priority. We must consider not only the physical safety and security of our residents but also the emotional and psychological well-being of our residents. As seniors age and become more frail, both

ATTACHMENT No. 3 (2/4)
Letter from the applicant

physically and emotionally, perceived risks and dangers become just as, if not more, important than real dangers.

- a. Sharing a path with random people at all times of day and night would certainly be perceived as a risk to our residents. We would be irresponsible to permit such a risk to their emotional well-being. We therefore do not want them having to share paths or sidewalks on our site with members of the public who are just passing through.
- b. The possibility is greatly increased, for an incident where one of our residents or staff is injured, either intentionally or accidentally, or for an encounter where they perceive that they are less safe.

Visual Considerations and Special Needs of Memory Care Residents

2. Alternatively, if we were to provide a separate path for the public to pass through our site, it would need to be within the 3m setback along either the southwest property line, or the northeast property line, both of which would remain unacceptable.
 - a. A public path along the southwest property line would mean that along its' entire length, it would be side-by-side with our internal path, and would need to be separated by either a chain-link fence, which would not protect our resident's privacy, or a solid fence, which would create its' own safety and security concerns for the members of the public that use it.
 - b. A public path along the northeast property line, although it would not create any safety, security, or privacy concerns for approximately 50% of its length, the remaining 50% of the path would be side-by-side with a secure "wandering area" for our Memory Care residents who are living with various forms of dementia that require a secure environment to keep them safe, and a calm environment to keep them from getting anxious and potentially agitated. At times, these residents may exhibit seemingly odd behavior (to the general public), so we do not want them "on display", or even subject to verbal abuse by ill-tempered or intoxicated individuals. So a public path alongside this area would definitely not be conducive to the well-being of these residents.

General Public Safety – Ryan Road

3. In addition to our concerns for our residents and staff – and our concerns for the public if they were to use a long, narrow path along the edge of our property – we also felt that it would be a public safety issue to have a public path that exited onto Ryan Road part-way between the controlled intersections at Back Road or Sandwick Road, which would probably only encourage pedestrians to run across Ryan Road to get to the other side – which we understand is currently a concern.

Other Building Design Options

4. One other item that planning and/or the public might question is whether or not a different building design might permit a layout that would accommodate a public path. We considered all layout options of the building. These were already somewhat limited due to the relatively narrow width of the property; however, a further complication, which

ATTACHMENT No. 3 (3/4)
Letter from the applicant

we are very happy to accommodate, was the preservation of two large Garry Oak trees, which are a protected species. The building design considers the canopy and root areas of these Garry Oaks. We are committed to their preservation; however, it further limits even the consideration of any alternate building design which might permit an “out of the way” private path through the site.

In our last meeting with Mr. Setta, Mr. Buck, and Mr. Allen on November 19th, the three gentlemen expressed that they understood, and accepted, our position on the public path discussion, but advised that the final decision rests with Council and could be further reviewed by the Mayor, Councilors, or members of the public. We were advised that a document, that would accompany Mr. Setta’s Report to Council, prior to the first Council Meeting for our Zoning Amendment would be helpful in informing all who review the application why we must reject the request for a public path.

Hopefully this letter, and the accompanying site plan, will illustrate the reasons why we reject having a public path through our site. If anyone has any questions or concerns that they would like to raise with me directly, please email me at the email address below, and I would be happy to respond to your questions or concerns. We are looking forward to providing a high-quality, multiple-care-level seniors’ residence in the Comox Valley, and want to make sure that we are good neighbours, and good corporate citizens.

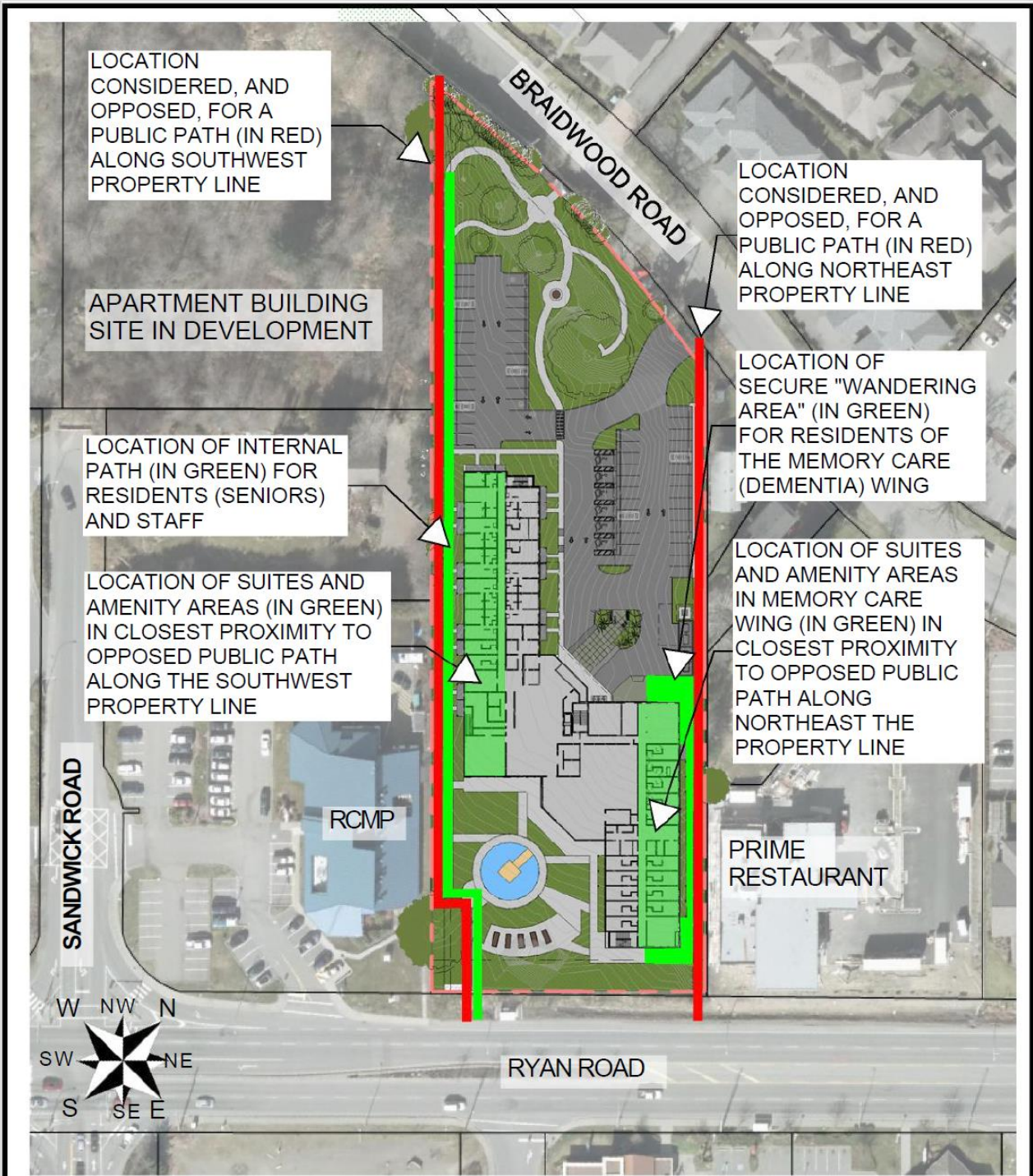
Sincerely,



Bob Armeneau
President – Courtenay Braidwood General Partnership Inc.
Contact: bob.armeneau@altiveris.com

Atrium at Braidwood (atrium.ca) is owned by Courtenay Braidwood General Partnership Inc., which is a joint-venture between Sussex Retirement Living (sussexrl.com) and Altiveris Developments (altiveris.com)

ATTACHMENT No. 3 (4/4)
Letter from the applicant



ATRIUM
at Braidwood

SITE PLAN TO ACCOMPANY
LETTER DATED NOVEMBER
30, 2018 REGARDING PUBLIC
PATH DISCUSSION

ATTACHMENT No. 4 (1/2)
Public Information Meeting

From: [Bob Armeneau](#)
To: [Setta, Tatsuyuki](#)
Cc: [Aurele Simourd](#); [John Cathrae](#); [Ken Craig](#); [Derek Jensen](#); ["Joe Minten"](#); [Mark Colbeck](#)
Subject: The Atrium at Braidwood - Public Information Meeting - Follow Up
Date: October-29-18 12:19:52 PM
Attachments: [2018-10-25 Public Information Meeting Sign-In Sheet.PDF](#)

Hello Tats,

Thank you very much for meeting with us last week, and for attending the Public Information Meeting. Below is a follow-up to the Public Information Meeting, and I will send a follow-up to the meeting that we had with you and Rich – tomorrow.

Public Information Meeting Summary

- Please find a scan of the sign-in sheet attached
 - There are 14 names on the list, but we had over 20 people attend
- As you know, 5 people stayed for our presentation and the Q&A
 - The ‘vocal minority’ were most concerned with parking and traffic – but I don’t think that anything could have been said or done to satisfy them
 - The other 3 attendees seemed most concerned with the protection of the garry oaks, and appeared to be satisfied with my explanations, and being able to review the Arborist’s report
- Of those who had an opinion on the provision of a public path through the site (including those attendees who we spoke to one-on-one before the presentation and Q&A), all of those opinions expressed were against having a public path through the site, and were for directing pedestrians to the controlled crossings at Back Road and potentially Sandwick Road
- The building height did not appear to be an issue with anyone that we spoke to, although it was probably not clear to most that we would need to request a height variance at a later stage
- We did not receive any written comments at the Meeting, but provided comment sheets to the attendees that included instructions on how they could submit their comments to the City (drop off, mail, email, or fax), and asked that they be submitted by October 29

Thanks Tats - if and when the City receives comments, will the City provide those comments to us? And do you have everything that you need now to prepare your report to Council, and hopefully be on the agenda for the December 3 Council Meeting?



Bob Armeneau
Altiveris Group of Companies
Direct Phone/Text: (403) 608-3020
bob.armeneau@altiveris.com

ATTACHMENT No. 4 (2/2)
 Public Information Meeting

PUBLIC INFORMATION MEETING
October 25, 2018
SIGN IN SHEET
 FOR
The Atrium at Braidwood - 925 Braidwood Road

NAME (Please Print)	ADDRESS
	1050 Braidwood
	276 Sandwich Rd
	" " "
	Courtenay BRAIDWOOD Rd.
	COURTENAY 1821 16
	Courtenay B.C.
	1050 Braidwood Rd.
	130 Back Rd.
	2550 STEWART AVE REXFORD
	930 BRAIDWOOD RD COURTENAY
	950 Braidwood Rd #12
	930 Braidwood Rd. #112
	Comox B.C.



STAFF REPORT

To: Council

File No.: 3060-20-1829

From: Chief Administrative Officer

Date: December 17, 2018

Subject: Development Permit with Variances No. 1829 – 2109 13th Street (amending Development Permit with Variances No. 1508)

PURPOSE:

The purpose of this report is for Council to consider an amendment to Development Permit with Variances No. 1508, for a now partially constructed 33 unit townhouse development at 2109 13th Street, to allow an increased side yard setback variance required due to siting error.

CAO RECOMMENDATIONS:

That based on the December 17, 2018 staff report “Development Permit with Variances No. 1829 – 2109 13th Street (amending Development Permit with Variances No. 1508)”, Council approve OPTION 1 and proceed with issuing Development Permit with Variances No. 1829.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

The subject property is located at 2109 13th Street, legally described as Lot B District Lot 96 Comox District Plan EPP58827, as shown in **Figure 1**. The 33-unit project comprises 12 2- to 4-unit buildings, spread across 4 phases of development on a 0.93 hectare lot (2.29 acres). Phases 1 and 2 are currently under construction. Two buildings in Phase 2, which differ slightly in configuration, were mistakenly swapped when plans were reversed during foundation pouring (**Figure 2**). This has caused one of them, Building 11, to encroach into the western side yard setback beyond the variance previously granted. In this regard the foundation of



Figure 1. Location Map

Staff Report - December 17, 2018

Development Permit with Variances No. 1829 – 2109 13th Street (amending Development Permit with Variances No. 1508)

Building 11 will now be sited 4.8m from the property line adjacent to the park.

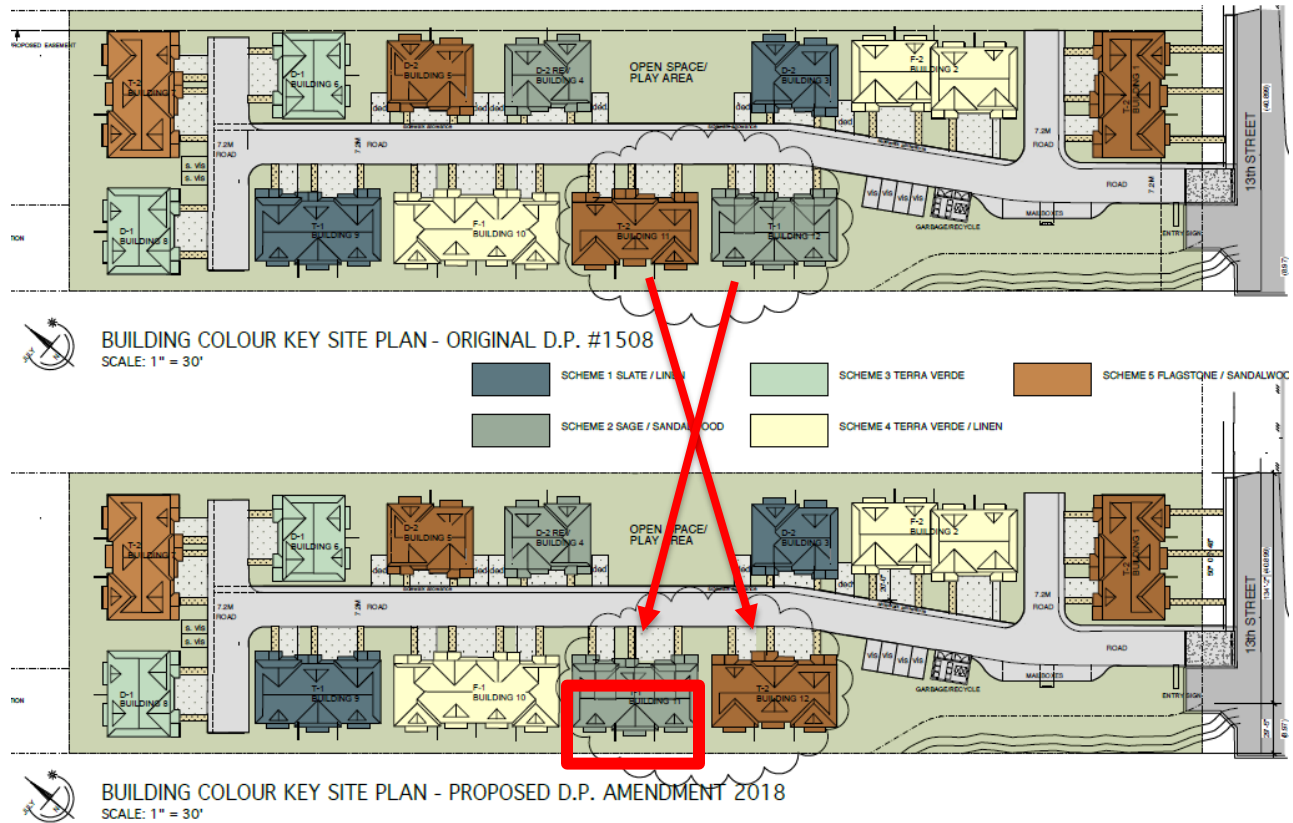


Figure 2. Original and Proposed Site Plans (red box shows area of interest)

When the roof overhangs, including covered porches are included, the proposed side yard setback to Building 11 is 3.3m at the closest point as shown in **Figure 3**. Compared to the original variance this is 0.6m closer.

DISCUSSION:

OCP Multi Residential Development Permit Guidelines

OCP Multi Residential Development Permit Guidelines consideration, including form and character, siting, parking, and landscaping & screening was addressed in the original permit. The swapped-location buildings have similar appearances (**Figure 4**) and primarily differ in that Building 11's central section is recessed in the front and protrudes in the back, while the opposite is true for Building 12.

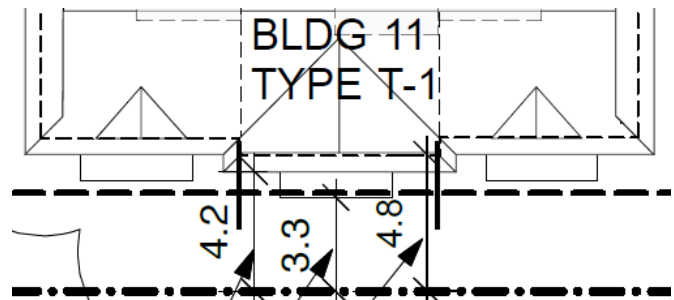


Figure 3. Roof Overhang/Porch Roof/Building Edge Distance to Lot Line (m)

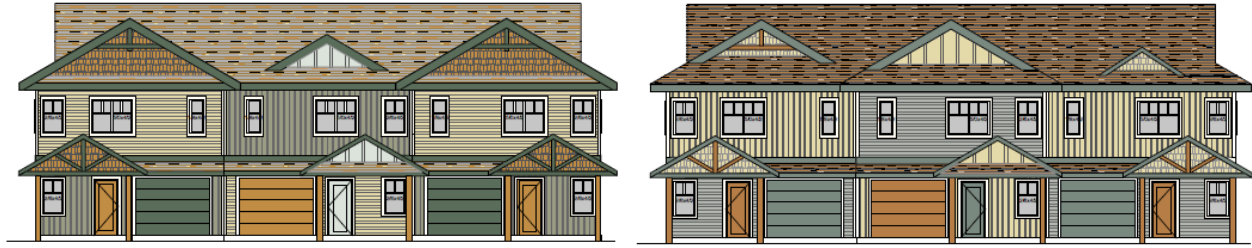


Figure 4. Triplex Front Elevations: Type T1 (now Building 11) Left, Type T2 (now Building 12) Right

Zoning Bylaw Review

At build out the proposed development will meet the provisions of the Residential Three (R-3) zone with the exception of side yard setbacks to the western property line. However, the applicant is choosing to construct the strata development in phases and each of the phasing boundaries is treated as a lot line as the project moves through the subdivision process. These variances have been granted with the original development permit. **Table 1** below shows variances on the property across both applications. **Staff assess the requested variances as minor and supportable.**

Table 1. Variances Granted and Proposed

Requirement	Rear Yard Setback	Side Yard Setback	
	7.5m	4.5m	6m (strata unit back yard)
DPwV 1508 Granted	1.8m (Phase 1) 1.8m (P2) 4.1m and 1.8m (P3)	3.5m (Bldg. 8)	5.4m (Bldg. 11) 5.3m (Bldg. 12)
DPwV 1829 Proposed			4.2m (Bldg. 11 centre unit roof)* 3.3m (Bldg. 11 centre unit deck roof)*
*Building 11 4.8m to wall, 0.6m greater than granted in DPwV 1508			

FINANCIAL IMPLICATIONS:

There are no direct financial implications related to the processing of development applications as the fees are designed to offset the administrative costs.

At the time of building permit approval, the applicant will be required to pay development cost charges (DCCs) and building permit fees for each remaining unit. Pursuant to the covenant entered into at the time of rezoning the applicant is also required to contribute \$500 for each unit built on the lands for the City’s Parks, Recreation, Cultural and Seniors Facilities Amenity Reserve Fund. The City will collect utility fees for water, sewer, and waste collection at time of occupancy permit.

Ongoing City costs associated with development are recovered through property taxation and user fees and include operating and maintenance costs for municipal infrastructure and the provision of protective services and recreational programs.

ADMINISTRATIVE IMPLICATIONS:

The processing of development applications is included in the current work plan as a statutory component. Staff have spent 20 hours reviewing the application, conducting review of the plans and coordinating with the applicant to request additional information.

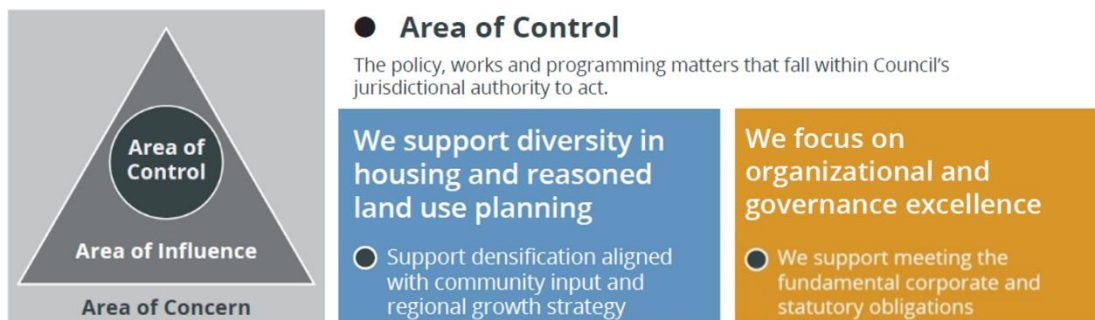
If approved, there will be approximately one additional hour of staff time required to prepare the notice of permit, have it registered on title and close the file. Additional staff time will be required for processing and issuing a building permit and related inspections.

ASSET MANAGEMENT IMPLICATIONS:

There are no direct asset management implications associated with the proposed Development Permit with Variances. The City acquired a small residential lot fronting on Lake Trail Road that is intended for affordable housing as well as a small park and short section of trail as covenanted rezoning conditions.

STRATEGIC PRIORITIES REFERENCE:

Development applications fall within Council's area of control and specifically align with the strategic priority to support meeting the fundamental corporate and statutory obligations of the City. This application also meets the goal to support densification aligned with the Regional Growth Strategy.

**OFFICIAL COMMUNITY PLAN REFERENCE:**

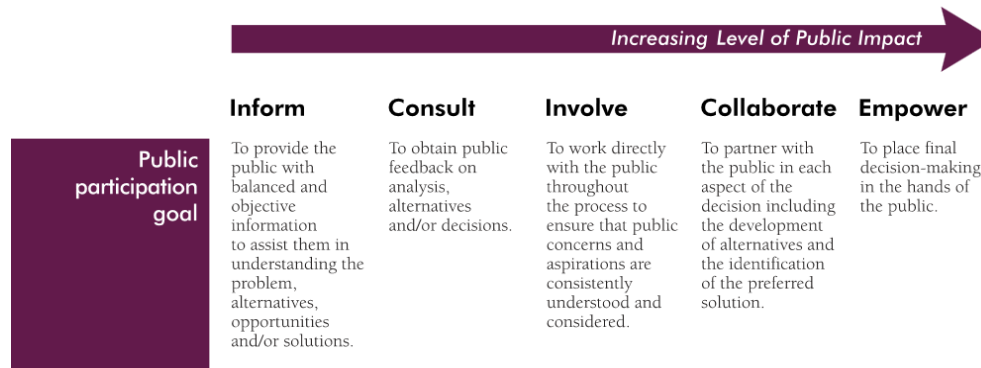
The proposed development is consistent with OCP policy to create compact, complete communities with multi-residential uses located near neighbourhood commercial areas and encouraging active transportation options. The proposed project is also consistent with OCP policy to maintain the character of existing neighbourhoods, and provide housing options for various life stages and incomes.

REGIONAL GROWTH STRATEGY REFERENCE:

The proposed development is consistent with the RGS goals and objectives to ensure a diversity of housing options to meet evolving demographics and needs, and to locate housing in core settlement areas close to existing services.

CITIZEN/PUBLIC ENGAGEMENT:

The level of public input that has been undertaken is "**Consult**". In accordance with the *Local Government Act*, the City has notified property owners and occupants within 30m of the subject property with regard to the proposed amendment.



The applicant held a public information meeting on November 13, 2018 at Building 1, Unit 2 2109 13th Street which had two (2) attendees, neither of whom signed in. The summary of the meeting is attached (**Attachment No. 3**). Public notice was sent out to property owners and occupants who reside within 30 meters of the property lines. To date, Development Services has not received any responses or inquiries.

OPTIONS:

OPTION 1: (Recommended): Approve Development Permit with Variances No. 1829

OPTION 2: Defer issuance of Development Permit with Variances No. 1829 pending receipt of further information.

OPTION 3: Not approve Development Permit with Variances No. 1829.

Prepared by:

Mike Grimsrud
Planner 1

Reviewed by:

Ian Buck, MCIP, RPP
Director of Development Services

Attachments:

1. Attachment No. 1: Applicant's Description and Site Survey
2. Attachment No. 2: Draft Development Permit No. 1829
3. Attachment No. 3: Public Information Meeting Summary and Presented Materials

Attachment No. 1: Applicant's Description and Site Survey

Attachment No. 1 1/2

**PROPOSED AMENDMENT TO DP#1508 FOR
 PARKSIDE MULTIFAMILY DEVELOPMENT, 2109 13TH STREET
 (FORMERLY 2140 LAKE TRAIL ROAD), COURTENAY
 INCLUDING DEVELOPMENT VARIANCE**

NOVEMBER 2, 2018

GENERAL STATEMENT:

The project is comprised of 4 phases of development. Currently Phase 1 and Phase 2 are under construction. The original DP was granted with two variances; one along the north property line against the Makola development and one along the Park side property line.

The bylaw requires side yard setbacks of 4.5 metres, except where the dwelling's backyard faces the side property line, in which case the setback is 6 metres.

Along the Makola property line, all buildings with a backyard are set 6 metres away, however each of the 10 units in question have a small cantilevered roof over the backdoor which encroaches.

Along the Park side, 6 backyards are sited 0.6m closer than the bylaw requests, in addition to the cantilevered roof.

PROPOSED AMENDMENT

In Phase 2, Building 11 was designed and sited to be a Type 2 Triplex. Its neighbour Building 12 was designed and sited to be a Type 1 Triplex. During the construction phase while preparing the foundations the plans were reversed. The amendment is to approve Building 11 to be a Type 1 Triplex and Building 12 to be a Type 2 Triplex. The building facades and colours are similar but they will now be reversed in their location. See attached coloured site plan.

PROPOSED VARIANCE FOR THE SITING OF BUILDING 11:

The current "reversed" siting has resulted in Building 11 encroaching further on the 6m setback along the side property line against the Park.

The building is 21m wide and divided into 3 units of 7m wide each. Only the centre unit encroaches.

It measures 4.82 m setback to the wall and 4.21m setback to the edge of the roof overhang. Additionally, a covered patio has a 3.9m wide roof covering which is setback 3.3 m from the property line.

The variance requested is 1.8m for the 7m wide centre unit with a 2.7m relaxation requested for the patio roof only.

(Building 12 remains covered by the original variance)

See attached Original Site Plan and Revised Site Plan reflecting current and proposed conditions.

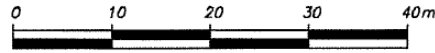
SKETCH PLAN OF BUILDING LOCATIONS ON:

LOT B, DISTRICT LOT 96, COMOX DISTRICT, PLAN EPP58827

PROPOSED PHASED STRATA

PARCEL IDENTIFIER: 030-362-482

SCALE : 1:500



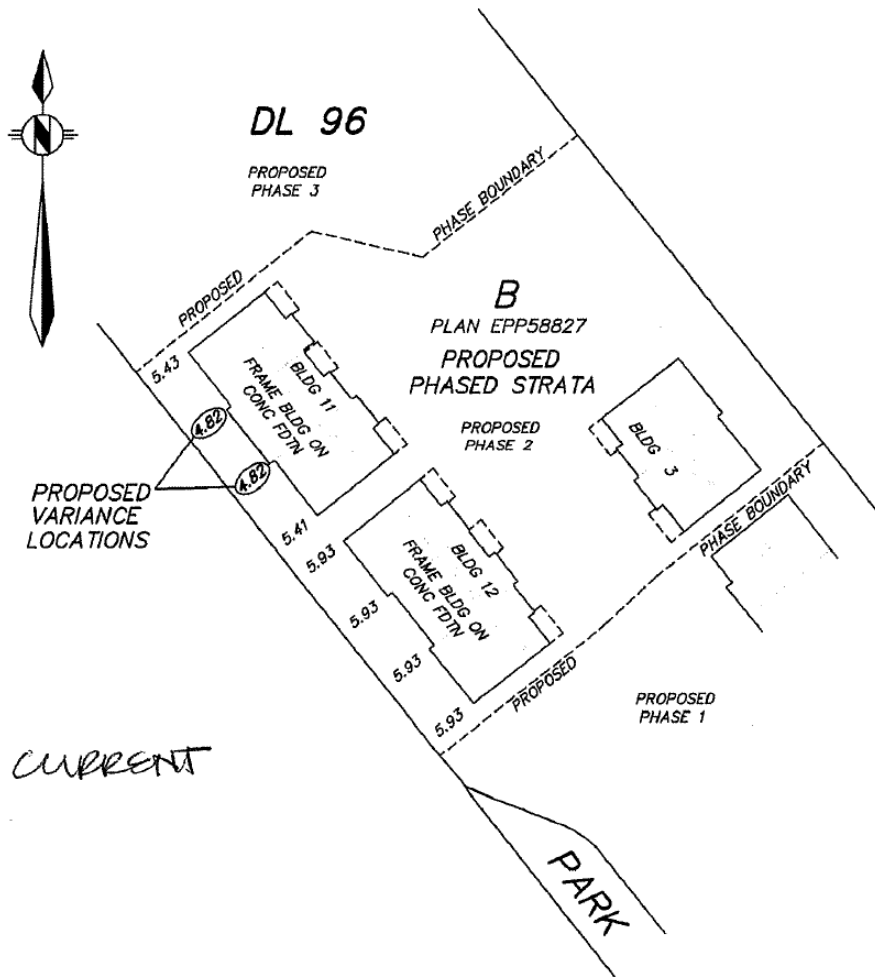
(ALL DIMENSIONS ARE IN METRES)

PARCEL BOUNDARIES SHOWN HAVE BEEN DERIVED FROM PLAN EPP58827 AND SURVEY EVIDENCE AS SHOWN

THE DIMENSIONS SHOWN ON THIS SKETCH PLAN ARE NOT TO BE USED TO DEFINE BOUNDARIES

Attachment No. 1
2/2

CIVIC ADDRESS:
2109 13TH STREET
COURTENAY, B.C.



SEPTEMBER 21, 2018

McElhannay Associates
Professional Land Surveyors
1211 Ryan Road
Courtenay, B.C. V9N 3R6
Tel. (250) 338-5495

File 05267 BLDG 11SK

Attachment No. 2: Draft Development Permit No. 1829**Attachment No. 2
1/4****THE CORPORATION OF THE CITY OF COURTENAY****Permit No. DPwV 1829****DEVELOPMENT PERMIT**

December 17, 2018

To issue a Development Permit with Variances**To:**

Name: Wyonic Properties Ltd., Inc. No.BC0380284
 Address: 2944 Allenby Road
 Duncan, B.C. V9L 6V3

Property to which permit refers:

Legal: Lot B District lot 96 Comox District Plan EPP58827
 Civic: 2109 13th Street

Conditions of Permit:

Permit issued to allow an amendment to Development Permit with Variances No. 1508, for a partially constructed 33 unit townhouse development subject to the following additional variance to the *City of Courtenay Zoning Bylaw No. 2500, 2007*:

- Section 8.3.5 – Despite the setback requirement in this Section, the minimum side yard setback where the back of Building 11 faces a side lot line may be reduced from 6.0 metres to 3.3 metres for porch roof and 4.3 metres for remaining roof projections.

Development Permit with Variance No. 1829 is subject to the following conditions:

- a) Development must be in accordance with the plans and elevations contained in *Schedule No.1*;
- b) Development must be in accordance with Development Permit No. 1508 and its schedules except where superseded above.
- c) No alterations or amendments shall be made without the City's permission. If any amendments are required the applicant shall apply for either an amendment to the development permit or a new development permit.

Time Schedule of Development and Lapse of Permit

That if the permit holder has not substantially commenced the construction authorized by this permit within (12) months after the date it was issued, the permit lapses.

Date_____
Director of Legislative Services

DPwV1829

Schedule No.1: Plans & Elevations
Page 2 of 3

Attachment No. 2
3/4

DATE	BY	DESCRIPTION

**PARKSIDE MULTI FAMILY
COURTENAY B.C.**

ellips architect inc.

3100 13th Street, Courtenay, BC V9N 1A1
250.333.8888
www.ellipsarchitect.com

DATE: 2018.12.14
SCALE: AS SHOWN
PROJECT NO: 1829
DRAWING NO: 2018-12-14-01

PROPOSED: 2018.12.14
REVISIONS: 1. 2018.12.14 - ISSUE FOR PERMIT
2. 2018.12.14 - REVISED PERMIT CONDITIONS
3. 2018.12.14 - REVISED PERMIT CONDITIONS
4. 2018.12.14 - REVISED PERMIT CONDITIONS
5. 2018.12.14 - REVISED PERMIT CONDITIONS



DPwV1829

Schedule No.1: Plans & Elevations
Page 3 of 3

Attachment No. 2
4/4



1 TRIPLEX T1, FRONT ELEVATION
Scale: 1/8" = 1'-0"

COLOUR SCHEME 2 - SAGE / SANDALWOOD
ALSO APPLIES TO D2 REVERSE DUPLEX BUILDING
*REFER TO COLOUR KEY SITE PLAN

PARKSIDE MULTI-FAMILY DEVELOPMENT, COURTENAY B.C.
MAY 4, 2015



1 TRIPLEX T2, FRONT ELEVATION
Scale: 1/8" = 1'-0"

COLOUR SCHEME 5 - FLAGSTONE / SANDALWOOD
APPLIES TO ALL T2 TRIPLEX BUILDINGS
AND 1 D2 DUPLEX BUILDING
*REFER TO COLOUR KEY SITE PLAN

PARKSIDE MULTI-FAMILY DEVELOPMENT, COURTENAY B.C.
MAY 4, 2015

Attachment No. 3: Public Information Meeting Summary and Presented Materials

Attachment No. 3 1/2



ellins architect inc.

architecture • planning • interior design

SUMMARY REPORT OF PUBLIC HEARING
Re: Proposed Amendment to dp#1508 for
Parkside Multifamily Development, 2109 13th Street, Courtenay

A meeting was held on Tuesday November 13, 2018 from 3:00 to 5:00 at The Show Suite in Building 1 at the development site, 2109 13th Street. Notices of the meeting were hand delivered to neighbours on November 1st and the packages were couriered to the out of town adjacent property owners.

EXPLANATION OF PROPOSED AMENDMENT AND VARIANCE:

Building 11 was designed and sited to be a Type 2 Triplex. Its neighbour Building 12 was designed and sited to be a Type 1 Triplex.

During the construction phase while preparing the foundations the plans were reversed. The amendment is to approve Building 11 to be a Type 1 Triplex and Building 12 to be a Type 2 Triplex. The building facades and colours are similar but they will now be reversed in their location.

Boards showing the colour schemes and a site plan were exhibited at the meeting. (See attached copy)

The current “reversed” siting has resulted in Building 11 encroaching further on the 6m setback along the side property line against the Park. The building is 21m wide and divided into 3 units of 7m wide each. Only the centre unit encroaches.

It measures 4.82 m setback to the wall and 4.21m setback to the edge of the roof overhang. Additionally, a covered patio has a 3.9m wide roof covering which is setback 3.3 m from the property line.

The variance requested is 1.8m for the 7m wide centre unit with a 2.7m relaxation requested for the patio roof only.

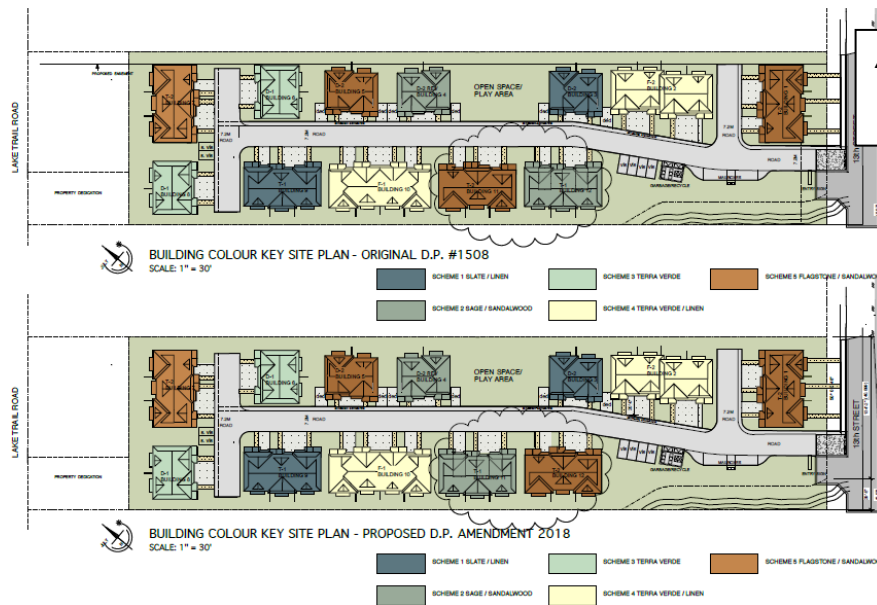
Boards showing the original and revised site plans were exhibited at the meeting. (See attached copy)

ATTENDEES AND COMMENTS:

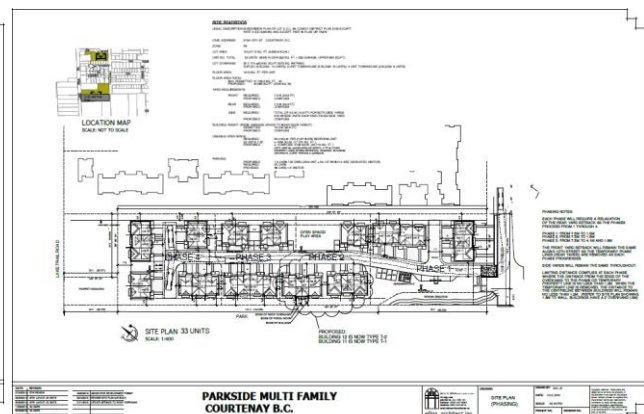
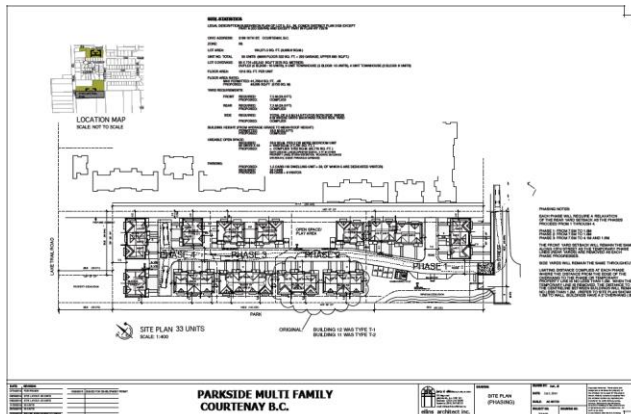
Paul Pearson from Nicon homes was present the entire time. Mr. [REDACTED], the property owner of the property to the west of the site on Arden Road attended, arriving about 3:30 pm. Mr. [REDACTED] was interested to see the development and had no concerns with the variance.

There were no other attendees and no written submissions or comment via other means were received.

Attachment No. 3
2/2



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1 **TRIPLEX T1, FRONT ELEVATION**
Scale: 1/8" = 1'-0"
COLOUR SCHEME 2 - SAGE / SANDALWOOD
ALSO APPLIES TO D2 REVERSE DUPLEX BUILDING
*REFER TO COLOUR KEY SITE PLAN



1 **TRIPLEX T2, FRONT ELEVATION**
Scale: 1/8" = 1'-0"
COLOUR SCHEME 5 - FLAGSTONE / SANDALWOOD
APPLIES TO ALL T2 TRIPLEX BUILDINGS
AND 1 D2 DUPLEX BUILDING
*REFER TO COLOUR KEY SITE PLAN



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council

File No.: 1200-00

From: Chief Administrative Officer

Date: December 17, 2018

Subject: Social Procurement Pilot Project Results

PURPOSE:

The purpose of this report is to inform Council of the results of the Social Procurement pilot project to determine whether the City should develop a Social Procurement Policy for sourcing goods and services.

POLICY ANALYSIS:

At the December 19th, 2016 Council meeting the following resolution was passed:

Moved by Wells and seconded by Hillian that based on the December 19, 2016 Staff Report, "Social Procurement Pilot Project" Council endorse the initiation of a Social Procurement Pilot Project, and authorize staff to proceed with Step 2 which involves the implementation of a social procurement pilot project; and

That the results of the project be summarized in a subsequent report to Council.

EXECUTIVE SUMMARY:

Social Procurement has been a topic of discussion for some time now. In 2016, Staff worked with Urban Systems to develop a Social Procurement Discussion paper for Council's consideration. The Paper outlined a 4-step approach to the development of a social procurement policy for the City. On December 19, 2016, Council initiated Step 2, requesting staff to undertake a pilot project and report on the results.

Janitorial and Landscaping services were suggested as two pilot areas. The RFP for Landscaping Services was delayed until 2018, therefore the focus of the pilot concentrated on Janitorial Services at three City locations. Social Procurement requirements were outlined in the Request for Proposal (RFP) and the responses analysed. Staff found there was no significant increase in time or cost incurred as a result of the inclusion of the social procurement criteria.

CAO RECOMMENDATIONS:

That based on the December 17, 2018 staff report "Social Procurement Pilot Project Results" Council authorize staff to proceed with incorporating Social Procurement criteria into the City of Courtenay's Purchasing Policy.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

The topic of Social Procurement has been discussed over the past three years. In 2016 Staff contacted Urban Systems to assist us with creating a systematic and efficient way to determine whether a Social Procurement program could be implemented in Courtenay. They suggested a four-step approach when developing a Social Procurement Policy. Step 2 was identified as the implementation of a pilot project and subsequent report on the results.

On December 19, 2016, Council passed a motion requesting staff to proceed with the development and implementation of a Social Procurement Pilot Project. The City’s Purchasing Division identified two procurement bid opportunities where Social Procurement evaluation criteria could be applied. The two opportunities identified were:

- A. Janitorial Services – Public Works, Fire Hall and IT Facilities;
- B. Landscaping Services – Boulevards & Park Areas. This opportunity was deferred until 2018.

The City issued a Request for Proposal (RFP) R16-24 Janitorial Services – Public Works, Fire Hall & Information Systems Facilities on November 9, 2016 with the following social procurement criteria.

Table A

Criteria	Social Procurement Evaluation Description	Weighting
A.	Does the vendor hire dis-advantaged persons for on-call, casual or permanent paid employment?	4
B.	Does the vendor provide meaningful work experience for dis-advantaged persons?	4
C.	Does the vendor utilize local entrepreneurs/start-up businesses to support their business?	4
D.	Is the vendor a locally owned and operated business?	3
	Total	15

DISCUSSION:

There were three Respondents to the RFP – Big Island Cleaning from Lantzville, Cinderella’s Cleaning from Courtenay, and Veer Holdings from Victoria. In January 2017, the RFP was awarded to Cinderella’s Cleaning Services from Courtenay.

The Purchasing Division conducted two interview meetings with the Contractor, one on March 3, 2017 and the other on April 25, 2017 to audit whether the vendor was compliant with the Social Procurement Evaluation Criteria stated in their proposal. The details of the interviews are confidential and may identify specific employees, however the following points were learned:

- The concept of social procurement is new to the City’s local vendors who are unsure as to how to respond to social procurement criteria. Providing a more detailed “how to” in the bid opportunity evaluation criteria will assist vendors.

- A Social Procurement educational marketing program would be beneficial to local vendors as well as to City staff impacted by social procurement policies.
- Vendors generally support social procurement but are concerned that it does not fit with their present business model.
- There was no significant increase to the amount of extra Purchasing staff time required relative to the social procurement pilot project. The criteria was straightforward and prescribed in the RFP, which made the time commitment minimal for analysis and performance appraisal purposes.
- When developing a policy, it may be beneficial to consult with First Nations and social advocacy agencies to gather their perspective on the City's social procurement initiative.

The results of the Social Procurement Pilot Project were generally positive. Dialogue was meaningful to all parties concerned and drew attention as to how social procurement impacts businesses and the local economy. It also highlighted the impact it has on local jobs and opportunities for employment and mentoring.

FINANCIAL IMPLICATIONS:

There were no direct additional financial costs incurred with implementing the Social Procurement criteria into the RFP, the awarding of, and the monitoring of the Respondent's compliance with the program.

Should Council direct staff to include Social Procurement in the City of Courtenay's Purchasing Policy, other municipalities will be queried to provide benchmark information for the City's policy. The Social Procurement Policy project could be completed in-house or by a third-party consultant depending on capacity. Staff estimate engaging a consultant would cost between \$15,000 and \$20,000 to complete.

ADMINISTRATIVE IMPLICATIONS:

Incorporating Social Procurement into the City's Purchasing Policy will require participation from all departments impacted. Staff estimate approximately 35 hours to complete.

ASSET MANAGEMENT IMPLICATIONS:

There are no direct asset management implications in this recommendation.

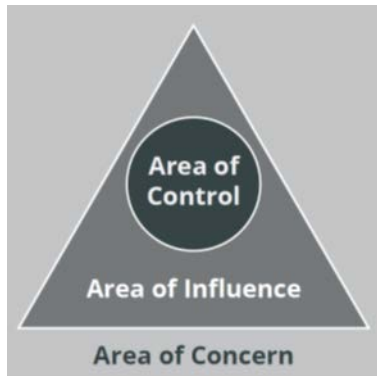
STRATEGIC PRIORITIES REFERENCE:

We focus on organizational and governance excellence

- We support meeting the fundamental corporate and statutory obligations
- We recognize staff capacity is a finite resource
- Communication with our community is a priority, and is considered in all decisions we make
- We responsibly provide services at a level which the people we serve are willing to pay

We actively pursue vibrant economic growth

● Continue to improve our relationship with business in our community



- **Area of Control**
The policy, works and programming matters that fall within Council’s jurisdictional authority to act.
- ▲ **Area of Influence**
Matters that fall within shared or agreed jurisdiction between Council and another government or party.
- **Area of Concern**
Matters of interest outside Council’s jurisdictional authority to act.

OFFICIAL COMMUNITY PLAN REFERENCE:

Not referenced.

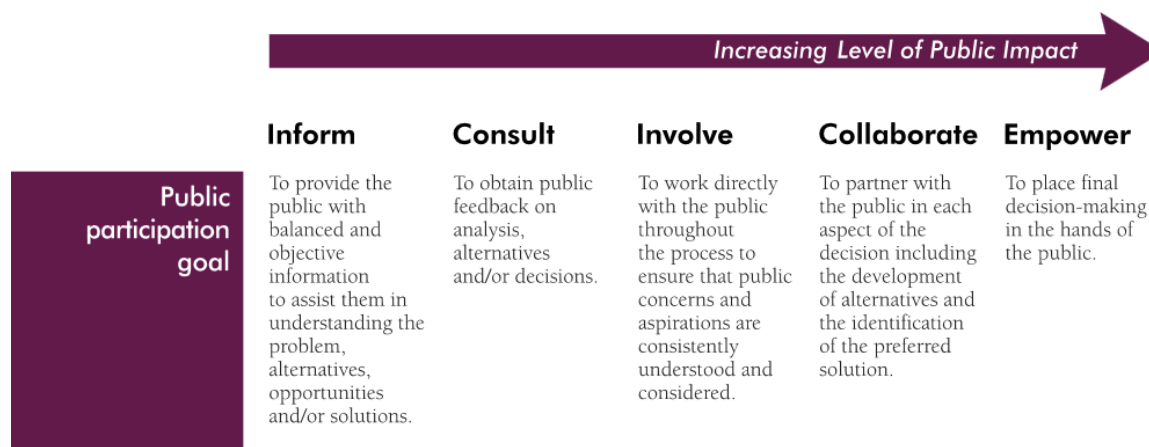
REGIONAL GROWTH STRATEGY REFERENCE:

Not referenced.

CITIZEN/PUBLIC ENGAGEMENT:

Staff would *inform* the public based on the IAP2 Spectrum of Public Participation:

http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum_vertical.pdf



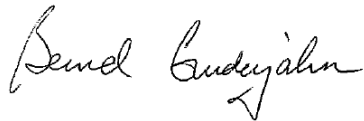
OPTIONS:

Option 1: That Council authorize staff to incorporate Social Procurement criteria into the City of Courtenay Purchasing Policy during the next annual policy review in 2019. (Recommended)

Option 2: That Social Procurement not be included in the City of Courtenay Purchasing Policy.

Option 3: That a Social Procurement Policy be revisited at a later date.

Prepared by:



Bernd Guderjahn, SCMP
Manager of Purchasing

Concurrence:



Jennifer Nelson, CPA, CGA
Director of Financial Services

Attachments:

1. Social Procurement Pilot Project – Report to Council December 19, 2016
2. Urban Systems – Social Procurement Discussion Paper



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council
From: Chief Administrative Officer
Subject: Social Procurement Pilot Project

File No.: 1200-00
Date: December 19, 2016

PURPOSE:

The purpose of this report is for Council to consider endorsing a Social Procurement Pilot Project as a means to determine whether a Social Procurement Framework can be developed for the City to use when sourcing goods and services.

POLICY ANALYSIS:

At the October 19th 2015 Council meeting the following resolution was passed:

Moved by Frisch and seconded by Lennox that

WHEREAS AVICC and UBCM have resolved to support GMO free food;

AND WHEREAS Vancouver Island and BC local governments are working to strengthen their communities through social procurement policies;

AND WHEREAS Courtenay council recently defeated a motion to maintain its current purchasing policy;

THEREFORE BE IT RESOLVED that staff be directed to investigate and provide a report to Council regarding options to pursue both GMO Free Preferential and Social procurement policies.

EXECUTIVE SUMMARY:

As directed from the October 19th, 2015 Council resolution, staff requested Urban Systems to provide a report detailing options for the development of a Social Procurement Policy. A four (4) step approach was presented by Urban Systems. Step 1 – the Discovery Process has been completed. Upon receiving Council’s directions, Step 2 will involve the implementation of a social procurement pilot project and the results of the project will be identified in a subsequent report to Council.

CAO RECOMMENDATIONS:

That based on the December 19, 2016 staff report “Social Procurement Pilot Project” Council endorse the initiation of a Social Procurement Pilot Project, and authorize staff to proceed with Step 2 which involves the implementation of a social procurement pilot project; and,

That the results of the project be summarized in a subsequent report to Council.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
 Chief Administrative Officer

BACKGROUND:

On October 19, 2015, Council passed a motion requesting staff to investigate and provide a report to Council regarding options for a Social Procurement Policy. On May 30, 2016, two representatives from Urban Systems and Sandra Hamilton, a social procurement consultant, met with Committee of the Whole to present and discuss the implementation of a social procurement policy for the City. As a follow up, a half-day workshop was held with staff and Urban Systems to review the implications of a Social Procurement Policy including a Social Procurement Framework development and pilot project.

DISCUSSION:

The Social Procurement Discussion Paper and half-day workshop recommended a four-step approach to developing a Social Procurement Policy.

Phase 1 - Discovery Process

This phase included the presentation of the Social Procurement Discussion Paper by Urban Systems to Council, and the half-day workshop with Urban Systems and City staff.

Phase 2 - Social Procurement Pilot Project

This phase includes the development of Terms of Reference for a pilot project(s). These terms could include:

- a) Stimulating local purchasing and economic development;
- b) Increasing accessibility to municipal contracts for a diverse range of vendors including equity seeking groups (i.e. First Nations);
- c) Promoting youth training and apprenticeship opportunities;
- d) Fostering innovation and entrepreneurialism;
- e) Considering indirect benefits such as life-cycle evaluation criteria;
- f) Building social consciousness and contributing to socially responsible business practices.

Using these terms of reference, a Social Procurement Framework could be applied experimentally for the following procurement competition pilot projects:

#	Pilot Project	Division	Description
1.	Landscaping Services	Parks	Periodic and scheduled landscaping services for City boulevards and park areas not serviced by City staff.
2.	Janitorial Services	Civic Properties	Janitorial Services for the Public Works Administration, Fire Hall and IT Facilities.

The pilot projects above were chosen for their higher applicability of the terms of reference stated above. Additional pilot projects considered were an Expression of Interest for On-Call Trades Contractors, a 2017 Civil Construction capital project and 2017 fleet vehicle replacement procurement competitions.

Social evaluation criteria are proposed to be approximately 15% of the total scoring analysis of these projects. Criteria to be considered are:

- Does the vendor hire dis-advantaged persons for on-call, casual or permanent paid employment?
- Does the vendor provide meaningful work experience for dis-advantaged persons?
- Is the vendor locally owned and operated?
- Does the vendor provide a mentoring or apprentice program?
- Does the vendor utilize local entrepreneurs/start-up businesses to support their business?

A simple matrix outlining the verification methodology for each of the evaluation criteria is attached for consideration (See Attachment # 1).

The Pilot Project will be scheduled for a 6 month trial period, concluding with a report to Council outlining key findings and recommended next steps for *Phase 3 - Policy Development & Implementation* and *Phase 4 - Monitoring, Evaluation and Reporting*.

Below is a table that identifies the amount of local procurement that occurred by the City in 2015 (See pie-chart Attachment #3).

City Purchasing 2015			
Vendor Location/Spend		Cumulative	Vendor Qty
Courtenay	19%	19%	199
Comox Valley	29%	48%	27
VI	23%	71%	144
BC	22%	93%	142
Canada	6%	99%	65
USA/Other	1%	100%	18

Purchase Value Threshold	Invoice Qty
Between \$0 - \$500	2,706
Between \$500 - \$1,000	640
Between \$1,000 - \$2,500	682
Between \$2,500 - \$5,000	320
Between \$5,000 - \$10,000	227
Between \$10,000 - \$25,000	186
Greater than \$25,000	131

FINANCIAL IMPLICATIONS:

The Financial implications are difficult to determine as there may be trade-offs required in order to obtain a good or service locally that meets the social procurement guidelines and limitations.

ADMINISTRATIVE IMPLICATIONS:

Additional staff time to review and verify each of the evaluation criteria will not be significant as the vendor will be requested in the bid opportunity documentation to supply the majority of the information (see Attachment # 2).

The development of the pilot project will require a draft Social Procurement Framework. Future Council approval of a Social Procurement Policy will be contingent on a legal review for compliance with legislation and trade agreements.

ASSET MANAGEMENT IMPLICATIONS:

Not referenced.

STRATEGIC PRIORITIES REFERENCE:

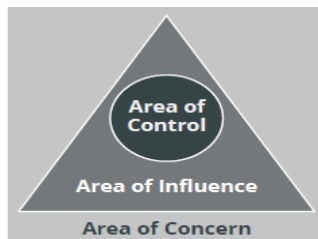
The development of a Social Procurement Framework would align with the following Strategic Priorities of the City:

We proactively plan and invest in our natural and built environment

- Continued focus on asset management for sustainable service delivery
- Focus on infrastructure renewal rather than upgrades
- Continued support for social, economic and environmental sustainability solutions
- △ We look for regional infrastructure solutions for shared services to our community

We invest in our key relationships

- We value and recognize the importance of our volunteers
- We will continue to engage and partner with service organizations for community benefit
- △ We actively engage with our K'ómoks First Nation neighbours on issues of mutual interest and concern
- △ We advocate and cooperate with other local governments and senior governments on regional issues affecting our city



- **Area of Control**
 The policy, works and programming matters that fall within Council's jurisdictional authority to act.
- ▲ **Area of Influence**
 Matters that fall within shared or agreed jurisdiction between Council and another government or party.
- **Area of Concern**
 Matters of interest outside Council's jurisdictional authority to act.

OFFICIAL COMMUNITY PLAN REFERENCE:

Not referenced.

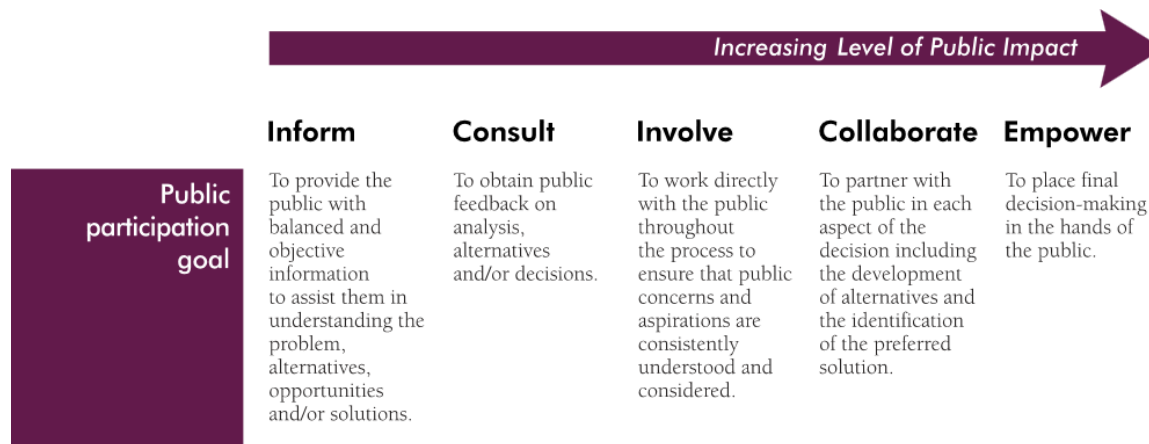
REGIONAL GROWTH STRATEGY REFERENCE:

Not referenced.

CITIZEN/PUBLIC ENGAGEMENT:

Staff would **inform** the public based on the IAP2 Spectrum of Public Participation:

http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum_vertical.pdf



OPTIONS:

Option 1: That Council direct staff to initiate a Social Procurement Pilot Project and authorize staff to proceed with Step 2 which involves the implementation of a social procurement pilot project, with a subsequent report to Council identifying project results. (Recommended)

Option 2: That Council direct staff to hire a third-party to undertake a Social Procurement Pilot Project for the City.

Option 3: That Council takes no action.

Prepared by:



Bernd Guderjahn, SCMP
Manager of Purchasing

Reviewed by:



Brian Parschauer, BA, CPA, CMA
Director of Finance

Attachments:

1. Social Procurement Evaluation Criteria Verification
2. Big Island Building Services – Social Procurement Considerations
3. Pie chart showing 2015 City expenditures by area.

City of Courtenay – Purchasing Division

Social Procurement Evaluation Criteria (Qualitative Factors)		Verification Requirements Per Evaluation Criteria	
		Written Corporate Policy Statement Provided	Written Third Party Confirmation
Does the vendor hire dis-advantaged persons for on-call, casual or permanent paid employment?	3	X See Sample	X
Does the vendor provide meaningful work experience for dis-advantaged persons?	3	X	X
Does the vendor utilize local entrepreneurs/start-up businesses to support their business?	3	X	X
Does the vendor provide a mentoring or apprentice program?	3	X	X
Is the vendor locally owned and operated?	3		
Total	15		

Written Third Party Confirmation Example: Employment Program of B.C. – VIVRS Courtenay

Locally Owned & Operated Confirmation Example: Website, Business License



Courtenay:
Phone (250) 334-1885
Fax (250) 334-1900

Nanaimo:
Phone (250) 390-1811
Fax (250) 390-1011

PO Box 26
Lantzville, BC V0R 2H0

At Big Island Building Services we hire people without regard for physical disabilities, socio-economic status, religion, sexual orientation, race, age or culture. We currently employ two hearing impaired individuals and have accommodated individuals with injuries who are only able to work 1-2 hrs a day. The graphic designer we use has a spinal cord injury, who started working from home after his injury.

Big Island has worked in conjunction with the Work-Ability program in the past as well as vocational rehabilitation.

At Big Island Building Services we do not discriminate regarding an individual's capacity to work. Helping Persons with Disabilities (PWD) find work has many benefits. Not only does it have a positive impact on each individual in terms of his or her own confidence and self-sufficiency but it also teaches inclusion to our other employees.

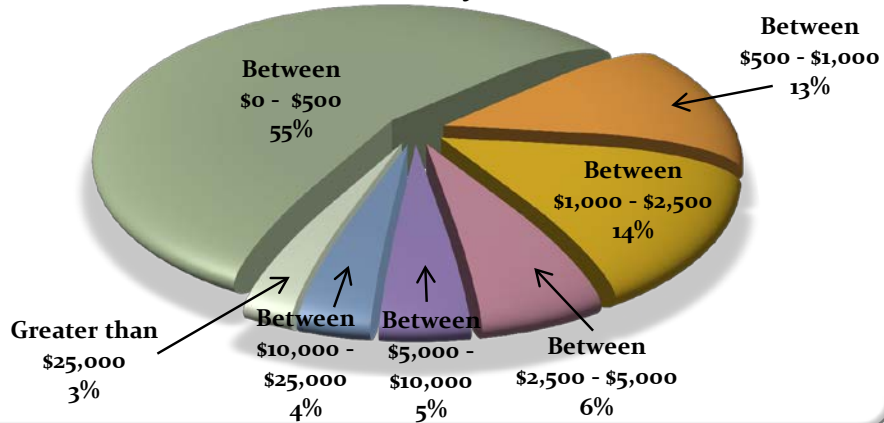
Big Island Building Services Ltd. is a locally owned and operated business providing services from Victoria to Powell River and all communities in between.

YOUR COMPLETE BUILDING MAINTENANCE PROFESSIONALS

Toll Free 1-888-774-4141

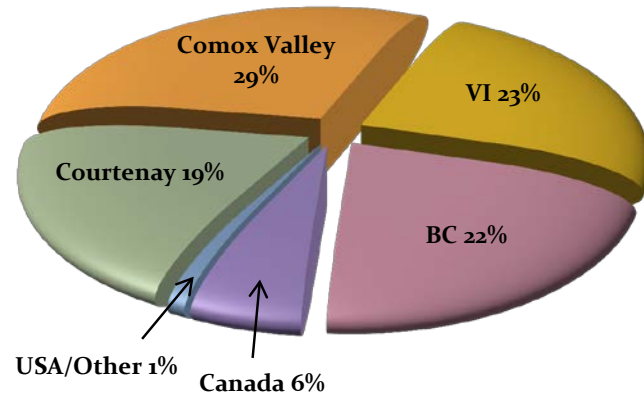
Email: bigisland@shaw.ca

2015 Accounts Payable Invoices



Purchase Value Threshold	Invoice Qty
Between \$0 - \$500	2,706
Between \$500 - \$1,000	640
Between \$1,000 - \$2,500	682
Between \$2,500 - \$5,000	320
Between \$5,000 - \$10,000	227
Between \$10,000 - \$25,000	186
Greater than \$25,000	131
Total Invoice Transactions	4,892

2015 Vendor Location/Spend %



City of Courtenay - Purchasing 2015			
Vendor Location	Spend %	Cumulative	Vendor Qty
Courtenay	19%	19%	199
Comox Valley	29%	48%	27
VI	23%	71%	144
BC	22%	93%	142
Canada	6%	99%	65
USA/Other	1%	100%	18

SOCIAL PROCUREMENT DISCUSSION PAPER

November 2015

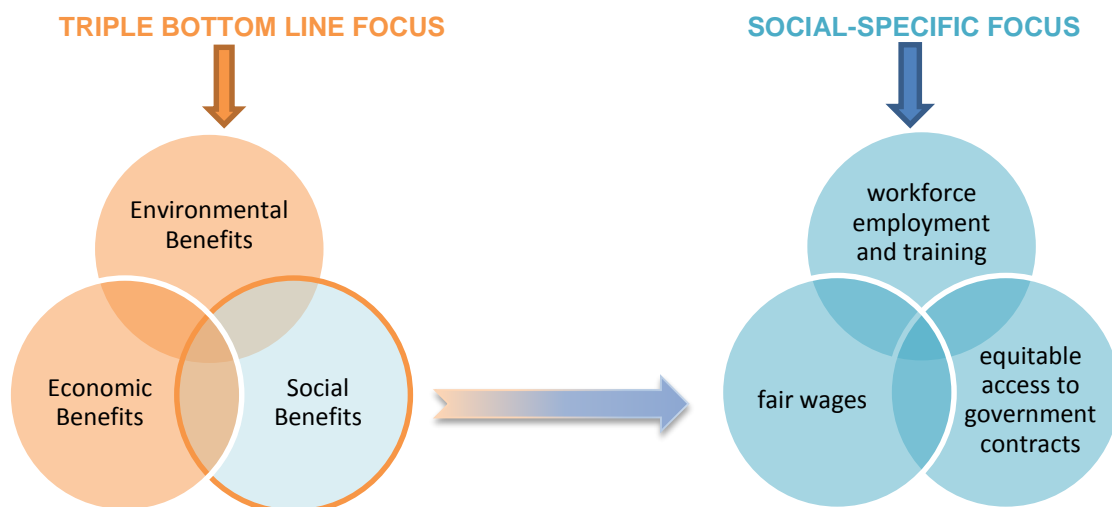
1.0 DEFINING SOCIAL PROCUREMENT

Although there is no single definition of social procurement, the term generally refers to **the strategic and purposeful leveraging of an organization's purchasing power to derive social value.**

Social value is a subjective term that can be interpreted in many different ways. Some define social value in a holistic way that incorporates economic and environmental benefits whereas others relate social value with indicators of individual and community wellbeing such as employment, financial security, and social inclusion.

Social Procurement is also sometimes referred to as Social Impact Purchasing and is also closely related to the concepts of Sustainable Procurement, Triple Bottom Line Procurement, Green Procurement and Corporate Social Responsibility. Regardless of the name, each of these procurement models seeks to strategically leverage purchasing policies and practices to achieve positive societal outcomes.

Some social procurement policies incorporate environmental and economic goals (i.e. a triple bottom line approach) whereas others focus specifically on social goals. The procurement capacity of the organization and the strategic priorities of Council will dictate which strategic goals are included in a social procurement policy.



Below are some examples of community benefits that can be achieved through strategic purchasing.

- Environmental benefits can be realized through the procurement of environmentally responsible products and services;
- Economic benefits can be achieved by buying local goods from local businesses; and
- Social benefits can be achieved by hiring social enterprises that create employment opportunities for chronically unemployed or underemployed citizens.

The first step in the strategic procurement journey is to determine which types of strategic outcomes are desired and what types of objectives will be included within the strategic procurement policy. Some communities incorporate economic, environmental and social objectives into a single procurement policy whereas others create separate policies to address specific objectives.

2.0 SOCIAL PROCUREMENT TRENDS WITHIN THE PUBLIC SECTOR

The core tenets of procurement within the public sector include:

- 1) achieving best-value for money;
- 2) securing high quality goods and services;
- 3) following ethical and transparent purchasing practices; and
- 4) ensuring compliance with legislative requirements and trade agreements.

Some governments have begun to realize that they can positively influence community outcomes by incorporating strategic criteria into their purchasing decisions without compromising any of the above-noted traditional purchasing responsibilities.

The Province of British Columbia recognizes the potential of social procurement to drive positive societal outcomes. In 2014, the BC Ministry of Social Development and Social Innovation developed Social Impact Purchasing (SIP) Guidelines to complement the Ministry of Finance's Core Financial Policies and Procedures. These guidelines define Social Impact Purchasing as: **"a process through which organizations consider not only value for money, but also social and environmental impacts when purchasing goods and services."**¹

The City of Toronto is in the final stages of exploring a social procurement framework which it is testing over a two year pilot process. The City of Toronto describes social procurement in the following way: **"social procurement expands traditional understanding of 'best-value' for public spending to include the generation of positive societal benefits alongside high quality and competitive dollar amounts."**² The pilot process will be used to develop an evidence-based social procurement policy for the City of Toronto in 2015.

Some Canadian municipalities have adopted several different purchasing policies which complement and build on one another. For example, in 2008 the City of Calgary adopted a Sustainable Environmental and Ethical Procurement Policy (SEEPP), which augments its previous Triple Bottom Line and Environmental Policies. According to the City, **"SEEPP supports the purchase of products and services that will protect the environment and the welfare of workers while representing the best value for the corporation."**³

Social Procurement is an emerging trend within Canada and British Columbia, whereas it is more established in the UK and Australia where case studies, handbooks and toolkits have been developed to support municipal decision-makers in assessing the business case for social procurement.

Fully exploring and understanding the investments required to successfully implement and administer a strategic procurement policy is an essential consideration for community leaders. Ensuring that staff have the skills required to enact the policy and that the market is ready to respond effectively to the policy are also critical factors to be considered at the outset.

¹ Social Impact Purchasing Guidelines, BC Ministry of Social Development and Social Innovation 2014

² Staff report for action on Toronto Social Procurement Framework 2013

³ City of Calgary Website

3.0 SOCIAL PROCUREMENT OBJECTIVES

Following are some stated objectives extracted from existing public sector social procurement policies:

- “Increase access to economic opportunities for under and unemployed Toronto residents from disadvantaged communities.”⁴
- “Increase the number of employers who work with the City to promote local workforce development.”⁴
- “Increase diversity in the supply chain by supporting access to all businesses to compete for City contracts.”⁴
- “Develop a supplier community that exhibits leadership in corporate social responsibility through their efforts to continuously improve best practices that protect the welfare of workers and the environment while maintaining a competitive position in the market”⁵
- “Embed ethical, environmental and economic performance criteria into all City supply chain procedures, processes and activities.”⁵
- “Support the purchase of goods and services that will enhance and protect the environment, protect the welfare of workers and represent best value for the corporation.”⁵
- “Advance a corporate culture at the City that recognizes and places a priority on sustainability.”⁵
- “Increased independence and sustainable employment for those in need.”⁶
- “Meaningful independence and community inclusion for British Columbians with disabilities.”⁶
- “A cultural of social innovation throughout the province.”⁶

These objectives provide insight into the purpose and rationale behind some existing public social procurement policies. Before embarking on a social procurement policy, municipal leaders should assess their own organization’s motivation and commitment to role model the types of social values and outcomes that they expect from their supply chain.

4.0 SCOPE AND SCALE OF SOCIAL PROCUREMENT POLICY

The scope and scale of a strategic procurement policy needs to be proportionate to the organization’s capacity to effectively operationalize the policy. Whereas some municipalities have large teams of staff to develop and administer policies, others operate with very limited resources which may limit their ability to manage complex procurement systems. That said, even the smallest of municipalities can incorporate sustainability and/or social principles into their existing purchasing policies if there is a will to do so.

⁴ Staff report for action on Toronto Social Procurement Framework 2013

⁵ City of Calgary - SEPPP

⁶ BC Ministry of Social Development and Social Innovation - Social Impact Purchasing Guidelines 2014

Some questions for municipalities to think about when developing a social procurement policy include:

- What strategic outcomes are we trying to achieve for the community?
- How can municipal procurement be used to influence these outcomes?
- How will stakeholders (internal/external) be engaged and trained?
- What types of procurement are impacted (e.g. capital projects, goods and services)?
- What methods of procurement would be used (e.g. RFP, RFQ, Sole Source, etc.)?
- What technology will be used to communicate opportunities (e.g. BC Bid)?
- What are the minimum/maximum purchase/project values to be included?
- What duration of projects are relevant (e.g. short term/ long term)?
- What other policies are impacted by the social procurement policy?
- What regulatory or trade agreements must be considered?
- How much will the social procurement policy and procedures cost to develop and maintain?
- What are the risks and costs of not implementing this policy?
- What staffing/operational resources will be required?
- How will progress be monitored, measured and reported?

5.0 THE SOCIAL PROCUREMENT PROCESS

Social procurement typically occurs in two ways:

- 1) Purchasing goods or services from socially responsible vendors (e.g. social enterprise); and
- 2) Incorporating social benefit clauses and evaluation criteria into solicitation documents.

Purchasing Goods and Services from Socially Responsible Vendors

Social procurement is an ideal way to bring increased diversity into the municipal supply chain by increasing access to municipal contracts for unemployed or underemployed groups of people (e.g. persons with physical disabilities).

Hiring a social enterprise, (i.e. an organization that earns revenue for the specific purpose of advancing its social purpose) enables a municipality to meet its purchasing needs while simultaneously creating an added benefit to the community.

An example of a social enterprise would be a café that has been created specifically for the purpose of employing women leaving the jail system. The café earns revenue to sustain itself by providing a needed service to the community (economic benefit) while the women gain experience and skills required to effectively transition back into society (social benefit).

Some social enterprises do not have the capacity to fulfill large scale municipal contracts. Municipalities must consider the availability and capacity of socially responsible vendors within their supply chain to ensure that value for price and quality objectives are met. The BC Ministry of Social Development and Social Innovation states that social impact purchasing requires public agencies to consider social value as well as financial value when evaluating supplier options.

When considering the development of a social procurement policy, case studies suggest that collaborating with existing and potential vendors to understand the opportunities and constraints from a supply chain perspective will enhance the overall implementation of the policy.

Social Benefit Clauses and Evaluation Criteria

Social benefit clauses and social evaluation criteria can be included in requests for proposal and other types of municipal solicitation documents. A social benefit clause is a statement requiring proponents to meet certain social criteria as determined by the municipality.

For example, solicitation documents for a large municipal development may include social benefit clauses that require the proponent to demonstrate how they will create youth employment opportunities or divert waste away from the landfill.

Like any solicitation, it is extremely important to clearly define the intended outcomes and the criteria by which proponents will be evaluated. In the case of social procurement, the community's strategic priorities will guide what types of social benefit clauses and evaluation criteria are included in the solicitation. British Columbia's guidelines on social impact purchasing recommend that not more than 10-15% of total point value be attributed to social criteria to ensure that qualifications and price still hold the highest priority.

Influencing Corporate Social Responsibility

Perhaps one of the biggest benefits of the trend towards social procurement is that it will have a positive impact on the social consciousness of the private sector. Many businesses operate on the basis of profit alone whereas others are more aware of their responsibility and contributions to the environmental, social and economic strength of the communities in which they operate. Those that are more socially conscious are more likely to generate positive benefits (or at least minimize harm) for society through their work and their operations.

As the public sector evolves it's thinking towards influencing value-added outcomes, so too will the private sector. The transformative potential of a multi-sector increase in social consciousness cannot be overstated.

6.0 THE BUSINESS CASE FOR SOCIAL PROCUREMENT

Before proceeding with a social procurement policy Council must understand the potential benefits and be assured that the benefits outweigh the risks and costs. Undertaking a thorough cost/benefit and risk analysis will determine the feasibility of the policy and create the confidence that municipalities need to move forward. To develop the business case for social procurement, municipalities will need to consider some of the potential benefits and risks noted below as well as others more specific to their community.

Potential Benefits	Potential Risks and Costs
<ul style="list-style-type: none"> • Stimulate local purchasing and economic development; • Protect the environment and enact climate action principles; • Increase accessibility to municipal contracts for a diverse range of vendors including equity-seeking groups (e.g. First Nations); • Strengthen community assets and infrastructure (e.g. creative designs); • Promote youth training and apprenticeship opportunities; • Foster innovation and entrepreneurialism; • Build social consciousness within the private sector and contribute to socially responsible business practices. 	<ul style="list-style-type: none"> • Can create questions related to probity and concerns about quality/value trade-offs; • Limited capacity of staff to implement and maintain a more complex procurement process; • Costs to develop, pilot, train, implement and manage a social procurement policy; • Limited number of social enterprises or socially conscious suppliers that have the skills/ability to deliver the work; • Existing vendor relationships could be negatively impacted; • Ability to monitor and measure impacts including data, staff time, training; • Social outcomes are not achieved.

7.0 MEASURING SOCIAL IMPACT

Social and sustainable procurement is a relatively new concept in Canada and British Columbia and little empirical evidence exists to quantify and substantiate the return on investment a municipality might realize as a result of implementing a social procurement policy.

According to the Stanford Social Innovation Review, several methodologies exist to measure social value, but few have proven to be entirely effective given that social value is a highly subjective construct. **“Because people’s ethics, morals, and priorities vary, social value assessments that look only at costs and benefits are bound not to influence many members of the public and the politicians who represent them.”**⁷

While we can’t yet quantify the benefits of social procurement, we can certainly estimate the costs of doing nothing. Municipalities that implement a social procurement policy will need to determine how they will measure the success of the policy in achieving their own unique social and strategic objectives.

⁷ Measuring Social Value, Stanford Social Innovation Review 2010



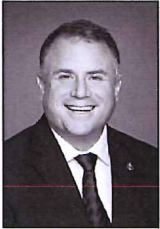
HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

Ottawa

Room 524
Confederation Building
Ottawa, Ontario
K1A 0A6
Tel.: 613-992-0903
Fax.: 613-992-0913

Parksville

Main Community Office
1209 East Island Hwy,
Suite 12
Parksville, BC
V9P 1R5
Tel.: 250-947-2140
Fax.: 250-947-2144



Gord Johns

Member of Parliament
Courtenay – Alberni

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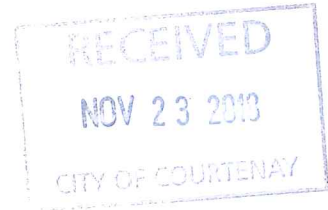
Port Alberni

Satellite Community Office
Open Tuesdays
2533 Port Alberni Hwy
Port Alberni, BC
V9Y 8P2
Tel: 1-844-620-9924

Courtenay

Satellite Community Office
Open Wednesdays
437 5th Street
Courtenay, BC
V9N 1J7
Tel: 1-844-620-9924

November 15, 2018



Dear Mayor and Council,

It is my great pleasure to congratulate you on your election by the voters of Courtenay on October 19, 2018.

Having previously served in local government, I can attest to the immense gratification and sense of accomplishment that you will feel as you work together as a Council and with your partners in the community, in the private sector, and with First Nations and other levels of government.

Once developed, I look forward to reviewing your strategic plan and meeting with you at an opportune time.

Please don't hesitate to contact me at any time on any matter of mutual concern to our constituents.

Best wishes for a successful term in office.

Yours Truly,

Gord Johns, MP Courtenay-Alberni



BRIEFING NOTE

To: Council
From: Chief Administrative Officer
Subject: Homeless Encampments

File No.: 4020-20
Date: December 3, 2018

ISSUE:

The purpose of this briefing note is to inform Council of the role of City bylaw enforcement relating to homeless campers on public and private property and provide additional information for policy-level discussion.

BACKGROUND:

As Council is aware, at any given time there are several homeless camps throughout the City. Some are located on private property and some are on City property (parks and greenspaces).

Staff from several City departments spend a considerable amount of resources each year dealing with complaints relating to homeless camps.

KEY CONSIDERATIONS:

Private Property

When camps are located on private property, staff have taken the position that this is a private trespass, and not a bylaw enforcement issue. Unfortunately the camps can have a serious negative effect on property owners, through the accumulation of debris and hazardous materials.

In the past, staff have initiated voluntary compliance actions on the basis of unsightly debris under the City's Prevention of Public Nuisances bylaw, with limited success. Excerpt from Bylaw No. 2804:

UNSIGHTLY PREMISES

3. *a) No owner or occupier of real property shall allow such property to become or to remain unsightly by the accumulation thereon of any filth, discarded materials, rubbish or graffiti of any kind.*
 - b) An owner or occupier of real property shall forthwith, upon receipt of notice given pursuant to this bylaw, remove all accumulation of filth, discarded materials, rubbish or graffiti.*
 - c) Where an owner or occupier of real property fails to comply with a requirement for removal referred to in subsection b) above, the City by its employees or other persons, at reasonable times and in a reasonable manner, shall enter on the property and effect the removal at the expense of the person who has failed to comply, and that where a person at whose expense removal is carried out does not pay the cost of removal on or before December 31st in the year that the removal was done, the cost shall be added to and form part of the taxes payable on the property as taxes in arrears.*

From our experience, property owners tend to feel that they are not responsible for trespassers and resulting debris. Unfortunately, the City cannot take responsibility for eviction of the campers or clean-up, and can only take actions for clean-up under the Prevention of Public Nuisances bylaw with costs being billed to the property owner, as outlined above.

Technically, private property with trespassing campers is in violation of the City's Zoning Bylaw; however the City has not pursued any actions in this regard. This would require a "long form" court prosecution and injunction, and would likely be very costly without any guarantee of success.

In the present circumstances, intervention on behalf of property owners by the City would violate the existing bylaw, potentially assume an uninsured risk of civil liability, be an improper expenditure of funds, and in some instances, violate the statutory prohibition on providing a benefit to a business.

It may be possible for the City to support other agencies mandated to provide benefits to occupants of camps on private properties, rather than the City providing support to the affected property owners. This approach would require direction for staff to undertake the necessary research and seek a legal opinion.

Public Property

When camps are located on public property, City staff attempt to relocate the campers if possible. We also regularly liaise with the various social agencies to attempt to have the campers moved to available shelter. In addition, we provide the campers with garbage bags to assist in keeping the sites clean, and regularly remove debris in an attempt to avoid a larger problem. As camps grow, this becomes difficult to achieve.

For larger and abandoned camps, the City is left with the task of clean-up, which inevitably involves hazardous materials including the health risks to staff and other residents associated with stabs from discarded syringes.

So far in 2018, the City has spent \$38,000 on a hazardous materials contractor for cleaning up public property. Photos of examples are attached for reference.

As custodians of public spaces – not simply property owners – the City may regulate competing uses of these space and may prohibit the erection of shelters on its public lands, but the authority is not absolute. Courts will defer to elected officials on the specifics of where, when and how to manage homeless use of parks, however, the City must not interfere with the constitutional rights of the homeless to some shelter.

Staff are aware of the relevant case law and the solutions adopted in Victoria and Abbotsford, but it would be prudent to undertake further research and seek a legal opinion necessary before drafting an update to any associated City bylaw(s) or taking substantial financial actions without specific budgetary authority.

Local Government Options, Other Levels of Government and Private Agencies

The following quote from the attachment introduces a far more holistic approach to the issue:

"One of the most pressing issues facing local governments in British Columbia today is the provision of adequate housing. The issues related to the adequacy of housing are multifaceted, with a wide range of causes and solutions that often seem intractable. Whether viewed in terms of the seemingly endless spiral in the prices of market

housing, enabling the creation of rental accommodation, or providing suitable shelter for the homeless and others who lack safe and permanent accommodation, the issues and demands related to housing have assumed a prominent place in the agendas of many local governments.

Local governments can find themselves in a seemingly untenable situation in which the public, advocates and others insist on comprehensive and immediate solutions to demands that seem to be ever-growing, if not endless. Yet local governments can also find themselves lacking resources, know-how and sometimes even consensus in determining and undertaking the appropriate response. This situation can be further exacerbated by a fragmented jurisdictional environment in which resources, goals and powers do not always mesh in a coordinated and efficient manner.

These issues are complex and a comprehensive discussion of them is well beyond the scope of this paper. Instead, this paper will provide an introductory overview of some of the challenges involving the provision of affordable housing, and of tools and approaches that may be available to local governments in British Columbia to assist with the provision of affordable housing, including housing for the homeless.”

Prepared by:



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Senior Advisor, Strategic Initiatives



John Ward, CMC
Director of Legislative and Corporate Services
Deputy Chief Administrative Officer

Attachment:

“Affordable Housing, Inclusionary Zoning, and Housing the Homeless: A 2017 Primer for BC Local Governments”, by James Yardley, Murdy & McAllister, Vancouver BC, for a program held in Vancouver, BC, hosted by Pacific Business & Law Institute, on April 28, 2017

Affordable Housing, Inclusionary Zoning, and Housing the Homeless;

A 2017 Primer for BC Local Governments

These materials were prepared by James Yardley, Murdy & McAllister, Vancouver BC, for a program held in Vancouver, BC, hosted by Pacific Business & Law Institute, on April 28, 2017

Affordable Housing, Inclusionary Zoning, and Housing the Homeless;
A 2017 Primer for BC Local Governments

Introduction

One of the most pressing issues facing local governments in British Columbia today is the provision of adequate housing. The issues related to the adequacy of housing are multifaceted, with a wide range of causes and solutions that often seem intractable. Whether viewed in terms of the seemingly endless spiral in the prices of market housing, enabling the creation of rental accommodation, or providing suitable shelter for the homeless and others who lack safe and permanent accommodation, the issues and demands related to housing have assumed a prominent place in the agendas of many local governments.

Examples of the issues faced are seen in the following sample of reports from the media and elsewhere in the weeks leading up to this conference:

- An international survey of housing affordability based on median house price to median household income ranked Vancouver the third most unaffordable City in the World out of the 406 cities examined, placing Vancouver in the "severely unaffordable" category.¹
- Over 3,600 persons were reported to be homeless in Metro Vancouver in 2017, which represented an increase of 30 percent from the number reported in 2014.² Of that amount, more than 1,000 were "unsheltered". Fifteen encampments having more than four people were observed across nine municipalities in Metro Vancouver.
- A position paper issued through the Regional Homelessness Task Force described the incidence of homelessness in Metro Vancouver as a "state of crisis".³
- The B.C. Rental Housing Coalition issued a report estimating that it would cost \$1.8 billion annually for ten years to address problems of housing affordability in B.C.⁴.

¹ <http://www.demographia.com/dhi.pdf>

² <http://www.metrovancouver.org/services/regionalplanning/homelessness/HomelessnessPublications/2017MetroVancouverHomelessCountFinalReport.pdf>

³ <http://www.metrovancouver.org/services/regional-planning/homelessness/homelessness-taskforce/plan/Documents/HomelessnessStrategy2017.pdf>

Local governments can find themselves in a seemingly untenable situation in which the public, advocates and others insist on comprehensive and immediate solutions to demands that seem to be ever-growing, if not endless. Yet local governments can also find themselves lacking resources, know-how and sometimes even consensus in determining and undertaking the appropriate response. This situation can be further exacerbated by a fragmented jurisdictional environment in which resources, goals and powers do not always mesh in a coordinated and efficient manner.

These issues are complex and a comprehensive discussion of them is well beyond the scope of this paper. Instead, this paper will provide an introductory overview of some of the challenges involving the provision of affordable housing, and of tools and approaches that may be available to local governments in British Columbia to assist with the provision of affordable housing, including housing for the homeless.

What is Affordable Housing?

A threshold issue when dealing with matters of affordable housing is defining what is "affordable housing".

There does not seem to be any universal definition of affordable housing. Instead, according to the Canada Mortgage Housing Corporation (CMHC):⁵

"The term "affordable housing" is often used interchangeably with "social housing"; however, social housing is just one category of affordable housing and usually refers to rental housing subsidized by the government. Affordable housing is a much broader term and includes housing provided by the private, public and not-for-profit sectors as well as all forms of housing tenure (ie. rental, ownership and cooperative ownership). It also includes temporary as well as permanent housing. In other words, the term "affordable housing" can refer to any part of the housing continuum from temporary emergency shelters through transition housing, supportive housing, subsidized housing, market rental housing or market homeownership."

That said, CHMC applies a commonly accepted measure to define what is "affordable" based on the ratio of housing costs to gross income. Under this measurement, renter households should not spend more than 30%, and owner households should not spend more than 32% of their before tax income on housing costs.

⁴ "An Affordable Housing Plan for BC" http://www.housingcentral.ca/SITES/HousingCentral/Affordable_Rental_Housing_Plan/HousingCentral/Affordable_Rental_Housing_Plan.aspx?hkey=433f9af0-e946-4a37-b827-94f68667dc0b

⁵ https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce_021.cfm

The CMHC definition seems to be generally used by local governments and other organizations. The British Columbia Housing Management Commission ("BC Housing") also uses "housing income limits" to determine eligibility for subsidized housing. These are stated to be based on the income required to pay average market rent for an appropriately sized unit in the private market, and can vary by location throughout the Province.⁶

While the *Vancouver Charter* allows Vancouver to consider affordability in the context of a particular development plan or zoning application, affordable housing is not defined in the *Vancouver Charter*. Instead, The *Charter* provides for affordable housing to be defined in the Vancouver's zoning bylaw⁷, but omits any similar reference to definition in development plans.⁸

Rather than just defining affordable housing by shelter type or monetary threshold, housing policy also uses a "housing continuum" as a standard of reference. The continuum consists of a range of shelter and housing options that vary from emergency shelters and similar undertakings at one end, to private market ownership at the other end.

The Housing Continuum

Emergency shelter	Transitional housing	Supportive housing	Subsidized housing	Market rental housing	Market ownership housing
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Emergency/transitional and supportive housing provide emergency accommodation for homeless persons (usually 30-120 days), housing with support services on a time limited or transitional basis (e.g., 18-24 months), or on a long term basis with support services for vulnerable populations that include the homeless, women fleeing violence, and persons with mental illness, addictions, or both. They serve primarily low income individuals.

Non-market rental housing is typically rental housing that is affordable to low income households. This is usually funded by senior government housing programs and managed by non-profit, governmental or cooperative housing agencies.

Market rental housing consists of privately-initiated purpose-built rental housing as well as rental housing supplied through the secondary market such as secondary suites and rented

⁶ <https://www.bchousing.org/housing-assistance/rental-housing/subsidized-housing>

⁷ *Vancouver Charter*, SBC 1953, c. 55, s. 565.1

⁸ *Ibid*, s. 561

condominiums. In 2015, there were 1.9 million units of purpose-built rental housing in Canada, of which 169,586 were in British Columbia.⁹ Over half of these units were built between 1961 and 1980. Over 90 percents of these units are in apartment buildings, with the remainder in row houses. According to CMHC, in 2015, 81 percent of such units had only one or two bedrooms, and few of these units are suitable for large families, with only 11 percent having three or more bedrooms.¹⁰ Consequently, families with children account for only about one-quarter of households in purpose-built rental housing.¹¹ Unlike the case in Eastern Canada, the purpose-built share of the rental market is low in British Columbia, with rented condominiums instead being a significant source of rental housing. Average incomes of renters in purpose-built housing is less than that of renters in the secondary market (\$42,113 versus \$49,058 in 2011).¹²

Market ownership housing refers to housing that is owned by its occupant. This typically is either a free standing house or a strata unit. Such housing can be made more "affordable" through low cost home-ownership options such as multi-unit housing or small lots that are affordable to households with incomes at or below median household income.

In theory, sufficient shelter should be available all along the continuum for those who want it.

Setting the Stage: A (Very) Brief History of Affordable Housing in British Columbia

According to one estimate, 80,000 "affordable, adequate and suitable" housing units were needed in British Columbia in 2016, and 7,000 new rental units will be needed annually over the next decade.¹³ While the specifics of such estimates may be open to debate, there seems to be general consensus of the need to do something about affordability. Historically, the provision of affordable housing in British Columbia has generally been connected to initiatives by government.

The Federal Government

Through the CMHC, the federal government played a significant role in the provision of non-market housing, with most of the federal investment in housing stock being built between 1946 and 1993.

⁹ "A Profile of Purpose-Built Rental Housing in Canada", CHMC, April 2016

¹⁰ Ibid, p. 7-8

¹¹ Ibid, p. 16

¹² Ibid, p. 14

¹³ "An Affordable Housing Plan for BC", supra note 4

In 1993, the federal involvement announced that it would no longer fund "social housing", except on reserve lands. That said, according to CMHC, the federal government has continued to invest approximately \$2 billion annually to provide support for close to 600,000 households in Canada.¹⁴

In recent years there seems to be renewed involvement by the federal government in facilitating affordable housing. Since 2011, federal funding for affordable housing has been provided through the Investment in Affordable Housing (IAH). According to CMHC, the IAH funds the provinces and territories for initiatives like new construction, renovation, homeownership assistance, rent supplements, shelter allowances, accessibility modifications, and accommodations for victims of family violence, and is used to increase the supply of affordable housing across Canada, improve and preserve the quality of affordable housing, improve housing affordability for vulnerable Canadians, and foster safe, independent living.¹⁵

The federal government has a number of agreements in place through CMHC and the provinces, including seven programs that are in place under the CMHC-British Columbia Agreement for Investment in Affordable Housing¹⁶:

- "Affordable Rental Housing Initiative (ARHi)
Financial assistance to create new affordable rental units. This program serves: Renters
- Aboriginal Housing Initiative (AHI)
Financial assistance to create affordable rental housing for Aboriginal people living off-reserve. This program serves: Aboriginal people living off-reserve
- Federal-Provincial Housing Initiative (FPH)
A program that will assist vulnerable British Columbia families and individuals in need including people at risk of homelessness.
- Home Adaptations for Independence (HAFI)
Financial assistance to undertake accessibility modifications to housing occupied by seniors or persons with disabilities. This program serves: Seniors; Persons with disabilities
- Rental Assistance Program (RAP)
Shelter allowance paid to working families to help make rent more affordable. This program serves: Renters
- Shelter Aid for Elderly Renters (SAFER)
Shelter allowance paid to elderly renters (60 years of age and older) to help make rent more affordable. This program serves: Seniors

¹⁴ https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce_021.cfm

¹⁵ <https://www.cmhc-schl.gc.ca/en/inpr/afhoce/fuafho/index.cfm>

¹⁶ <https://www.cmhc-schl.gc.ca/en/inpr/afhoce/fuafho/iah/afhopracca/>

- Homelessness Prevention Program (HPP)
Rent supplements for people at risk of homelessness in need of rental assistance. This program serves: Renters including youth, victims of family violence, Aboriginal people, people leaving the correctional and hospital systems"

In March 2016, the Government of Canada announced an intention to invest \$2.3 billion over two years to develop a "National Housing Strategy" and in November 2016, it released a report that outlined feedback received from consultations during the preceding six months.¹⁷ This was followed by the announcement in the 2017 federal budget of \$11.2 billion to be spent over 11 years on a national housing strategy, the "key elements of which" were described as follows:¹⁸

- "A renewed partnership between the Government and provinces and territories to better support key housing priorities.
- A new \$5 billion National Housing Fund to address critical housing issues, and better support vulnerable citizens.
- Targeted support for northern housing.
- Targeted housing support for Indigenous Peoples not living on-reserve.
- Renewed and expanded federal investments to combat and prevent homelessness.
- Making more federal lands available for the development of affordable housing.
- Expanded funding to strengthen CMHC's housing research activities".

The Provincial Government

In response to the reductions in funding by the federal government for social housing since 1993, provincial governments generally have increasing their roles with respect to affordable housing.

In BC, the Provincial Government has traditionally matched available federal funding on housing, and has provided rent supplements as a means of improving affordability for low-income households.

In 2006, the Province established a strategy known as "Housing Matters BC". According to the Province, while Housing Matters BC is intended to address the full housing continuum, its "main focus" is on "ensuring those most in need of help have improved access to housing and

¹⁷ <https://www.letstalkhousing.ca/pdfs/what-we-heard.pdf>

¹⁸ <http://www.budget.gc.ca/2017/docs/plan/chap-02-en.html>

supports".¹⁹ This is to be pursued through six strategies which have been described as follows by the Province:²⁰

1. The homeless have access to stable housing with integrated access.
2. B.C.'s most vulnerable citizens receive priority for assistance.
3. Aboriginal housing need is addressed.
4. Low-income households have improved access to affordable rental housing.
5. Homeownership is supported as an avenue to self-sufficiency.
6. B.C.'s housing and building regulatory system is safe, stable and efficient."

In a 2014 report, the Province reported that since Housing Matters BC started, the Province had invested \$2.5 billion in housing programs that were used by 98,000 households and, according to the Province, has resulted in the following:²¹

- 11,000 emergency shelter spaces.
- 1,844 year-round permanent emergency shelter spaces.
- Outreach teams for the homeless in more than 60 communities.
- The adoption of the "Housing First" approach to providing housing.
- Building 32 supportive housing developments containing 2,100 units in eight communities.
- Purchasing 24 single room occupancy hotels in Vancouver for low-income persons at risk of homelessness.
- The creation of 1,200 units of affordable rental housing for seniors.
- The development of 5,000 assisted living and supportive senior's housing units
- Support for 800 spaces in transition and safe houses.
- Rental assistance to over 10,000 "working families" who earn less than \$35,000 annually, to assist with entry into private market housing.
- Financial assistance to over 16,000 low income seniors to assist with entry into private market housing.
- Development of 200 units of off-reserve aboriginal housing.
- Operation of an aboriginal homeless outreach program.
- An exemption from the property transfer tax for Canadian citizens or permanent residents who are first time buyers of property in BC that is less than 0.5 hectare in size, used as a principle residence, and valued at less than \$475,000 (since February 21, 2017, increased to \$500,000).

¹⁹ <http://www.housingmattersbc.ca/index.html>

²⁰ *ibid.*

²¹ *ibid.*

- Deferment of property taxes for owners aged 55 or older.

In February 2016, the Provincial government announced a plan to spend \$335 million over five years on over 2,000 units of rental housing. This was followed by another announcement by the Provincial government in November 2016 of a plan to spend a further \$516 million for the construction of another 2,900 rental units throughout the Province.²²

Through BC Housing, the Province provides significant financing for non-market housing units. BC Housing is a Crown Corporation which was established in 1967 with a mandate to develop, manage and administer housing options for low and moderate income households.²³ BC Housing works in partnership with the private and non-profit sectors, provincial health authorities and ministries, other levels of government and community groups to develop a range of housing options.

BC Housing funds various projects throughout B.C. for affordable housing (both rental and fee simple) and housing for the homeless or those at risk of being homeless. BC Housing routinely partners with local governments in the development of these projects. Local governments provide the land and BC Housing provides the construction funds. BC Housing also works in partnership with developers to add affordable housing components to what would otherwise be market housing. On some projects, BC Housing provides ongoing operating funds.

Together, the above information suggests that many of the recent initiatives and resources used by senior governments in relation to housing affordability have been directed to the more vulnerable members of society (i.e., the left side of the housing continuum). While such efforts are clearly necessary, it seems that there remains a large number of other households that could also benefit from steps to increase housing affordability.

Tools Available to Local Government in British Columbia

A variety of tools and legal mechanisms are available to local governments in British Columbia for promoting policy measures in relation to affordable housing. The tools vary with the policy measure being pursued, and range from those that have an indirect impact, to those of a more direct nature.

In broad terms, local governments can draw upon mechanisms including:

²² <http://www.theglobeandmail.com/news/british-columbia/bc-says-2900-affordable-housing-units-to-be-built-within-two-years/article32983738/>; <https://news.gov.bc.ca/releases/2016PREM0145-002468>

²³ <https://www.bchousing.org/about/our-organization>

- Fiscal measures to improve the economics of housing production, such as direct funding, provision of city owned land, and relief from fees.
- The use of development control process to encourage the supply of housing, such as inclusionary policies, density bonuses, small lot zoning, and development of laneway housing.
- Building community awareness and support for measures to facilitate affordable housing, such as inventories of rental housing, streamlined development processes, and advocacy for support from senior governments.
- Provision of direct services through a housing corporation that provides housing and supports to low and moderate income households.

The two statutes that most directly affect local governments in British Columbia with respect to affordable housing are the *Local Government Act*²⁴ ("LGA") and the *Community Charter*²⁵. In the case of the City of Vancouver, the *Vancouver Charter* is applicable.

By and large, most of the tools that can be drawn upon by local governments in B.C. (except for the City of Vancouver) are based on Part 14 of the *Local Government Act*, which deals with planning and land use management. Potential tools include the following.

Zoning for Secondary Suites

Through the power provided by section 479 of the *LGA*, local governments can allow or disallow secondary suites as a permitted use. In recent years several jurisdictions have taken steps to legalize or regularize the use of secondary suites including the Cities of Surrey, Kamloops, Coquitlam, Vancouver.

Limits tend to be placed in the zoning bylaw on the size of suites, the number of suites permitted in a dwelling, the extent to which other uses (e.g., laneway or carriage houses) are permitted, that the suite be in an owner-occupied dwelling, and that parking for the suite be provided.

Beyond designating the zone or zones where such suites are to be permitted, other regulatory issues that often arise for local governments in relation to secondary suites include ensuring that building and related permits are obtained for any construction for suites, providing for recovery of additional fees for utilities and services in relation to the suite

²⁴ RSBC 2015, c. 1

²⁵ SBC 2003, c. 26

(potentially including the installation of a separate water meter for the suite), and requiring that a business license be obtained for secondary suites.

In practice, the main barrier to allowing or encouraging secondary suites as a means of providing affordable housing can be adverse public opinion.

A less direct way for local governments to influence the use of secondary suites is through policies on enforcement of illegal suites. For example, an enforcement policy can stipulate that enforcement be carried out on a complaints basis only, or that a threshold of complaints be met before enforcement occurs.

Laneway Housing

Laneway houses, sometimes called garden suites, granny flats, carriage houses or coach houses, are a form of housing that consists of a separate structure, usually of limited size, that are used as a dwelling that is secondary to the primary residence on the same parcel.

The power to permit laneway houses can be exercised through zoning. Further limits on laneway houses can be sought through covenants under section 219 of the *Land Title Act*.²⁶ Provisions have been enacted allowing laneway housing in recent years in jurisdictions including North Vancouver District, North Vancouver City, Richmond, Coquitlam, Port Moody, Delta, Langley Township, Maple Ridge, Surrey, Vancouver, Victoria and the Sunshine Coast Regional District. It has been reported that others such as Castlegar are considering allowing them.²⁷

The City of Vancouver has stated that laneway housing are to play an important role in increasing the supply of rental housing options in the City. It has been reported that since 2009, when laneway houses were first permitted in the City of Vancouver, over 2,000 laneway houses have been built in Vancouver.²⁸ It was reported in 2013 that the average construction cost of a laneway house was between \$250,000 and \$270,000.²⁹

Prior to 2013, most laneway housing built in the City of Vancouver had a 1 1/2 story configuration, a pitched roof and enclosed parking. Together, these features were linked to complaints by neighbours about shadowing on neighbouring yards, loss of privacy from upper story "overlook", excessive size, and loss of private views. In 2013, following a review of the experience during the previous three years, the City of Vancouver amended its zoning and development bylaw and fees bylaw to encourage the development of more one storey lane

²⁶ R.S.B.C. 1996, c. 250

²⁷ "Castlegar Council looking into allowing carriage houses", Castlegar News, April 20, 2017

²⁸ "Port Coquitlam latest City to fight housing unaffordability with coach homes", CBC News, April 12, 2017

²⁹ "Laneway houses continue to soar in popularity in Vancouver", The Vancouver Sun, December 12, 2013

way houses by increasing the permitted building footprint and decreasing the rear yard setback, requiring an external parking space, providing more living space, and streamlining the permitting process to allow outright review for one story laneway houses.³⁰

While Vancouver's zoning bylaw provides that lane way houses can only be rented, it has also been reported in the media that many are being built for family members³¹.

Relaxation of DCCs and Regulatory Requirements

Development permit applications, particularly if they require rezoning or OCP amendments, can be costly. Developers or non-profits usually have to pay for inspection fees for new housing and, in some communities, development cost charges ("DCCs"). While section 562 of the *LGA* creates a general prohibition against the waiver or reduction of DCCs, an exemption to that prohibition is provided in *LGA* section 563, under which a municipality may, by bylaw, waive or reduce DCCs for an "eligible development". Eligible developments are defined in section 563 to include not-for-profit rental housing, supportive living housing, and for-profit affordable rental housing.³²

A bylaw under section 563 is required to must establish what constitutes an eligible development, the amount or rates of reductions (which can vary by categories or classes of eligible development), and may establish requirements that must be met for a waiver or reduction to be granted.

Section 563 also provides that such waivers or reductions under that section are an exception to the prohibition against assistance found in section 273 of the *LGA* and section 25 of the *Community Charter*.

Some communities relax parking requirements for affordable housing projects to reduce barriers and make projects more effective and financially viable.

The City of Vancouver has reduced ceiling height and sprinkler requirements for secondary suites from what would be otherwise required, and has imposed parking requirements for the properties that vary with the date the house was built (pre-April 20, 2004 construction requires one on-site space, while houses built after that date require two).

³⁰ <http://council.vancouver.ca/20130515/documents/p4.pdf>

³¹ "Vancouver's laneway housing program could be improved", *The Vancouver Courier*, December 31, 2016.

³² Eligible developments are defined to also include the subdivision of small lots that are designed to result in low greenhouse gas emissions, and a development designed to result in a "low environmental impact".

The City of Victoria has introduced a reduced fee for approvals to allow carriage houses in order to provide an incentive for their construction.³³

Section 224 of the *Community Charter* permits exemptions on property taxes to be granted by municipal councils in circumstances that may be related to the provision of affordable housing, such as land or improvements owned or held by charitable or not for profit corporations, local governments or other local authorities, and that are used for specified purposes.

Housing Fund

A local government can start a housing fund to support affordable housing initiatives in cases where a developer wishes to contribute cash instead of affordable housing units in an inclusionary zoning or density bonusing situation. The money is set aside in a separate fund and used for grants to non-profit, affordable/social housing providers. The fund can also be topped up with property taxes or other revenue sources. Typically, local governments request applications from non-profits housing organizations and a local housing committee oversees the allocation of grants.

One example of a housing fund is that established by the City of North Vancouver in 1988 that, in addition to contributions from developers, is reported to have received assistance from provincial grant programs, fees associated with the legalization of unlawful units and other City resources.³⁴ At least five housing developments are reported to have received grants from the fund, resulting in 154 additional units that provide supportive, below-market or affordable housing.

Tiny Houses

The potential of "tiny houses" to help address housing affordability issues has been the subject of recent commentary.³⁵ While there does not appear to be any widely accepted definition of a tiny house, one recent paper has defined them as "a residential building containing a single dwelling unit intended for year-round use, with a maximum width of 8.5 ft. and a maximum floor area of 400 square feet (approximately 37 m²)" that may be constructed on a chassis (in which case it would be a tiny house on wheels) or foundation.³⁶

³³ www.cbc.ca/amp/1.4072161

³⁴ <http://www.cnv.org/city-services/planning-and-policies/housing/affordable-housing>

³⁵ e.g. "B.C. tiny home advocate presses for municipal regulations", CBC News, January 11, 2017

³⁶ "Tiny Houses in Canada's Regulatory Context: Issues and Recommendations" Provincial-Territorial-Municipal Working Group on Tiny Homes, April 4, 2016

The concept of compact dwellings is not new and seems to share values with shelter options such as kit-built homes, travel trailers, mobile homes, and the long term use of recreational vehicles for shelter (such as with Snowbirds).

The main benefit of tiny houses would seem to be their potential to allow dwellings to be constructed at a total cost and use of resources that is less than that for more traditional stand alone dwellings. However, it has also been observed that the cost per square foot of a tiny house may be significantly higher than for a traditional larger home.³⁷

While tiny houses would add a further option to addressing housing affordability, their use, specially on a wide-scale basis, likely faces a number of barriers. Tiny houses may not fit into the current regulatory context for many jurisdictions, with the barriers that include zoning bylaws that specify minimum sizes for parcels or dwellings or categorize them as a form of manufactured home, bylaws that require permanent connections to municipal services, and bylaws that require the owner of the house on land also be the owner of the land.³⁸ The manner in which tiny houses would fit into current and future building regulations is also unclear, unless they can comply with the Canadian Standards Association standard for manufactured homes.³⁹

It is conceivable, if not likely, that tiny homes could encounter at least some community opposition similar to that sometimes faced by proposals for laneway houses, secondary suites, and forms of shelter such as group homes or RV parks. Finally, tiny homes will still have some sort of land tenure requirement that may limit their potential user base to those seeking to enter the market ownership end of the housing continuum, especially if the tenure requirement for regulatory approval is fee simple. Thus, while tiny homes may have a potential role in addressing housing affordability concerns, that role will likely be limited.

Land Banking

Land Banking occurs when a municipality obtains land for the purpose of affordable housing either from a developer who provides land in lieu of affordable housing units or through the direct purchase or acquisition of a parcel of land. The municipally-owned land can then be leased or sold to a developer or non-profit organization below market value for the construction of affordable housing units or price restricted housing.

³⁷ Housing Observer, "Tiny Houses", CMHC, July 2016

³⁸ Tiny Houses, *supra*

³⁹ E.G., see http://www.cmhi.ca/sites/default/files/cmhi/files/Implications%20of%20Major%20Changes_2014-03-21.pdf

Housing Organizations

Many Municipalities work with housing organizations that manage social and affordable housing. A local government can do this through a housing fund, land donations, below market-value leases, or partnerships on projects or programs.

The Vancouver Affordable Housing Agency (VAHA) is an agent of the City of Vancouver that was created in 2014. The mandate of VAHA is to expedite the delivery of diverse housing options having "greater levels of affordability" to help achieve the objectives of the City's Housing and Homelessness Strategy. VAHA states that it is working to deliver 2,500 new homes on City owned lands by 2021 using a model in which the use of City owned land removes the costs of land. VAHA's website identifies eight projects to be constructed by the year 2020 containing 681 units that will house 363 families.

The Whistler Housing Authority is an independent subsidiary of the Resort Municipality of Whistler that was established to provide housing to the local workforce, as Whistler's long-term success as a resort community is contingent upon retaining a stable resident workforce.⁴⁰ The authority owns homes, which are purchased with funds acquired from development cost charges. Participants must be employees that work a minimum number of hours a week within Whistler, or retirees that worked in Whistler prior to retirement in Whistler. Participants are able to buy a home secured through the authority at an affordable purchase price. Once the unit is acquired by the authority, the price of the unit is made affordable through price control regulations, even if resold.

Inclusionary Zoning

Inclusionary zoning refers to a regulatory instrument that either encourages or requires an applicant to make a contribution towards affordable housing as part of a rezoning application, typically by providing affordable housing as part of a residential or mixed use development.

In British Columbia (other than in Vancouver), section 482 of the *LGA* sets out the statutory basis for inclusionary zoning:

"482 (1) A zoning bylaw may

(a) establish different density rules for a zone, one generally applicable for the zone and the other or others to apply if the applicable conditions under paragraph (b) are met, and

⁴⁰ <https://whistlerhousing.ca/pages/legal>

(b) establish conditions in accordance with subsection (2) that will entitle an owner to a higher density under paragraph (a).

(2) The following are conditions that may be included under subsection (1) (b):

...

(b) conditions relating to the provision of affordable and special needs housing, as such housing is defined in the bylaw, including the number, kind and extent of the housing;

(c) a condition that the owner enter into a housing agreement under section 483 before a building permit is issued in relation to property to which the condition applies.

(3) A zoning bylaw may designate an area within a zone for affordable or special needs housing, as such housing is defined in the bylaw, if the owners of the property covered by the designation consent to the designation."

Section 483 of the *LGA* permits local governments to enter into housing agreements for affordable housing. Section 483 states the following:

"483 (1) A local government may, by bylaw, enter into a housing agreement under this section.

(2) A housing agreement may include terms and conditions agreed to by the local government and the owner regarding the occupancy of the housing units identified in the agreement, including but not limited to terms and conditions respecting one or more of the following:

(a) the form of tenure of the housing units;

(b) the availability of the housing units to classes of persons identified in the agreement or the bylaw under subsection (1) for the agreement;

(c) the administration and management of the housing units, including the manner in which the housing units will be made available to persons within a class referred to in paragraph (b);

(d) rents and lease, sale or share prices that may be charged, and the rates at which these may be increased over time, as

specified in the agreement or as determined in accordance with a formula specified in the agreement.

(3) A housing agreement may not vary the use or density from that permitted in the applicable zoning bylaw.

(4) A housing agreement may be amended only by bylaw adopted with the consent of the owner.

(5) If a housing agreement is entered into or amended, the local government must file in the land title office a notice that the land described in the notice is subject to the housing agreement.

(6) Once a notice is filed under subsection (5), the housing agreement and, if applicable, the amendment to it is binding on all persons who acquire an interest in the land affected by the agreement, as amended if applicable.

(7) On filing under subsection (5), the registrar of land titles must make a note of the filing against the title to the land affected.

(8) In the event of any omission, mistake or misfeasance by the registrar of land titles or the staff of the registrar in relation to the making of a note of the filing under subsection (7),

(a) neither the registrar, nor the Provincial government nor the Land Title and Survey Authority of British Columbia is liable vicariously,

(b) neither the assurance fund nor the Land Title and Survey Authority of British Columbia, as a nominal defendant, is liable under Part 19.1 of the *Land Title Act*, and

(c) neither the assurance fund nor the minister charged with the administration of the *Land Title Act*, as a nominal defendant, is liable under Part 20 of the *Land Title Act*.

(9) The Lieutenant Governor in Council may prescribe fees for the filing of notices under subsection (5), and section 386 of the *Land Title Act* applies in respect of those fees."

Section 565.1 of the *Vancouver Charter* essentially tracks section 482 of the *LGA* and also allows the City of Vancouver to grant higher density to developers that provide affordable and/or special needs housing. The City of Vancouver adopted an inclusionary housing policy in 1988 as part of the general plan for the development of the Expo lands in False Creek (first

mentioned in False Creek Policy Broadsheets). The policy required that 20% of all the units in new neighbourhoods created as a result of rezoning be 'affordable'.

Section 565.2 of the *Vancouver Charter* is substantively equivalent to section 483 of the *LGA* and permits the City of Vancouver to enter into a housing agreement for affordable housing.

Apart from the core objective of enabling the provision of affordable housing, the rules and criteria for conditions can vary. In practice, these provisions can result in negotiations between local governments and developers seeking to strike an appropriate balance between increased density and affordable housing. Inclusionary zoning may be combined with other incentives such as fast tracking permits, and, cash-in-lieu options are used by some jurisdictions to fund special affordable housing projects.

Municipalities including Richmond, Whistler and Langford have adopted inclusionary housing policies. The City of Richmond's inclusionary zoning policy offers a density bonus at time of rezoning for multi-family and mixed use developments containing more than 80 residential units in exchange for building at least 5% of total residential floor area as low end market-rental (LEMR) units. These units are secured by a housing agreement registered on title. In some circumstances (apartments less than 80 units and townhouse developments), the City accepts cash contributions in-lieu of built units, which are used for larger scale affordable housing projects. It has been reported that at least 320 LEMR units have been created in Richmond since 2007 and that over 119,000 additional square feet of floor space has been committed to affordable housing in future development phases.

Inclusionary zoning has been widely adopted in the United States since it was first introduced in the 1970s as a response to (1) discrimination in housing based on race through exclusionary zoning practices, (2) growth controls that increased land values, (3) increasing housing affordability problems, and (4) government deregulation that led to scaling back of public subsidies in housing.⁴¹

It has been argued that inclusionary zoning can serve two important community goals.⁴² The first is the provision of affordable housing in connection with private development. Landowners arguably obtain capital gains from appreciating real estate values. Local governments can use inclusionary zoning as a means to access or lever private capital and resources toward increased affordable housing.

⁴¹ "Inclusionary Zoning for the Provision of Affordable Housing: A Comparative analysis of Vancouver and San Francisco", U.B.C. Masters Thesis, October 2009

⁴² Ibid.

The second goal is that inclusionary zoning can help create mixed-income neighbourhoods containing residents of diverse socio-economic backgrounds. However, it has been argued that the socio-economic mixing that can be promoted through inclusionary zoning would not, on its own, assist in remedying social problems. Instead, a more promising benefits of the mixing of different income groups that can occur with inclusionary zoning may be the opportunity to share the community amenities, allow more diverse neighbourhoods.

An international review of inclusionary housing approaches found that they were used in numerous countries throughout the world and were successful at creating affordable housing in England, Ireland and the US.⁴³ This includes over half of all affordable units created in England in 2007-2008, and nearly one third of affordable housing units built in Ireland in the years leading up to 2009.

Perhaps not surprisingly, inclusionary measures seem to be most successful at creating in larger, fast growing markets, rather than housing markets that are in periods of slow growth.

Inclusionary Zoning in Ontario

In December, 2016, Royal Assent was provided in the Ontario Legislature to the *Promoting Affordable Housing Act, 2016*.⁴⁴ Among other things, this statute will amend Ontario's *Planning Act* to permit some municipalities, and to require others, to introduce official plan policies and zoning bylaws to implement inclusionary zoning.

While many of the details of the legislative scheme are to be set out in yet to be released regulations, "key elements" of the amendments include the following:

- In what is probably the most significant aspect of the legislation, certain municipalities identified by regulation will be required to adopt official plan policies and enact zoning bylaws to implement inclusionary zoning.
- In other municipalities, such policies and bylaws will be optional.
- Before adopting inclusionary zoning policies, municipalities must prepare and make public an "assessment report" that is expected will outline the municipality's affordable housing needs and how inclusionary zoning could address them.

⁴³ Calavita, Nico and Mallach, Eds. "Inclusionary Housing in International Perspective" Lincoln Institute of Land Policy, 2010

⁴⁴ S.O. 2016, c. 25

- Official plan policies, zoning by-laws and conditions of subdivision approval that provide for inclusionary zoning will not be subject to appeal to the Ontario Municipal Board by anyone other than the Minister of Municipal Affairs and Housing. Likewise, committees of adjustment (the Ontario equivalent to a board of variance in British Columbia) will not be permitted to authorize minor variances from an inclusionary zoning by-law.
- While the overall intent of inclusionary zoning is to require affordable housing units to be within the same building as market-rate units, municipalities will be allowed to permit affordable units off-site in certain circumstances.
- Municipalities will not be permitted to accept the payment of cash as a substitute for providing affordable housing units.
- Municipalities with inclusionary zoning bylaws will be required to establish a procedure for monitoring the units to ensure they are maintained as affordable for the period of time specified in the municipality's bylaw.

Some matters are likely to be left to Ontario municipalities to specify in their zoning bylaws such as specifying that inclusionary zoning only applies to certain geographic areas or types of applications (e.g., zoning bylaw amendment applications but not as-of-right building permit applications). While the regulations may provide some guidance on this, it is expected that municipalities will have to address transitional matters, such as how to address applications that are in process or approved but not yet constructed.

It will be interesting to watch how the new inclusionary zoning scheme in Ontario will be implemented and the extent to which it creates a lasting and significant increase in affordable housing.

"What Works"; How Do You Know Which Measures Should be Used for What?

While there are a number of tools and mechanisms that local governments can use to facilitate the development and retention of affordable housing, it is also important to determine the relative effectiveness of these measures and the extent to which they are effective at addressing the various parts of the housing continuum.

According to a 2012 report by Metro Vancouver, municipalities in Metro Vancouver have responded to challenges in housing affordability and diversity by adopting over 270 regulatory, fiscal, planning approval process, rental loss prevention, education/advocacy and direct provision measures in the previous two decades⁴⁵.

The Metro Vancouver report referenced a survey which asked municipal staff to rate each measure's effectiveness. Some measures were perceived as effective for several housing types, such as OCP and neighbourhood plan policies in favour of diverse housing choice (Metro Vancouver's Regional Growth Strategy requires that municipalities develop plans and policies that accommodate a variety of housing types and densities).

Other measures were viewed as more effective for facilitating certain housing types. For example, the use of municipally owned land for supportive/transitional and non-market housing, and small single family lot sizes for entry-level homeownership.

The Metro Vancouver survey reported that long term leases of municipally-owned lands to non-profit providers, and the use of affordable housing reserve funds are two of the most commonly used and effective fiscal measures, and were considered by respondents to be effective at facilitating emergency, transitional and supportive housing, and non-market housing (recent provincial government MOUs under the Provincial Homelessness Initiative have required the long-term leasing of municipal land as a condition of funding).

As of the date of the Metro Vancouver report, at least eleven municipalities in the region had established affordable housing reserve funds but not all municipalities had used the funds. Housing reserve funds can assist municipalities to accrue and access funds to make financial contributions towards emergency, transitional and supportive housing projects, as well as other kinds of housing, and can be used to leverage additional funds from other levels of government, and private and non-profit partners. Some municipalities had used the funds for capital grants to support affordable housing projects, while others used the funds to offset municipal development fees. While the funding sources were reported to vary by municipality, typical sources included cash-in-lieu contributions from developers, the sale of municipally owned land, general revenue and private donations. One example cited is the City of Surrey Homelessness and Housing Fund, which was created in 2009 with the transfer of \$9 million from the existing Affordable Housing Reserve Fund, and which is reported to be financed from community amenity contributions and administered by a non-profit society established by the City. Similarly, in 2005 the Capital Regional District established the CRD Regional Housing Trust

⁴⁵“What Works: Affordable Housing Initiatives in Metro Vancouver Neighbourhoods”, November 2012.

Fund with funding sourced from member municipalities based on population and property assessments.⁴⁶

Metro Vancouver reported that several measures were typically employed on any single project, rather than being used in isolation, and that key ingredients can include partnerships with the private sector and non-profit housing sector, affordable financing and in many cases, senior government funding for capital and/or operating expenses.

Reductions in requirements for parking were viewed as being effective for non-market housing.

The Metro Vancouver report also referred to a 2004 study for the Halifax Regional Municipality which examined affordability measures based on potential impact and their financial cost. Measures that could be most effective in the short term were found to be those that do not require significant financial outlays of municipal resources. Regulatory and planning measures were most effective in the short-term because they do not require a substantial financial contribution from municipalities. Perhaps not surprisingly, it also found that with the exception of density bonuses, financial measures were more expensive to implement than regulatory and planning measures.

Housing the Homeless

Of all of the challenges found in affordable housing, one of the most intractable and immediate involves the homeless. While devising and implementing affordable housing for the homeless engages issues related to housing for other groups in society, it can also engage a broader and sometimes unpredictable set of issues that is not as prevalent in other parts of society, especially when in combination with each other:

- substance abuse and addiction,
- mental illness,
- other types of chronic illness,
- lack of financial resources,
- social networks that are unsupportive or do not exist,
- criminal activity,
- lack of vocational training or opportunities,
- undeveloped life skills,
- community antipathy or hostility,

⁴⁶ <http://www.crd.bc.ca/housingsecretariat/trustfund.htm>

- challenges dealing with agencies for matters such as obtaining identification materials.

The most immediate point of contact for many local governments with the homeless is when homeless persons, whether individually or in groups, use public lands such as parks and forested areas for shelter. The response in such situations can involve bylaw enforcement staff, sometimes with or without service providers.

In a number of situations, legal proceedings have been undertaken to obtain compliance with local government bylaws and property rights. In some instances, courts have issued orders permitting limited use of public spaces by homeless persons, usually on an overnight basis if no alternative shelter is available.⁴⁷

A number of local governments have attempted to regulate the use of public lands in a manner that is consistent with the *Canadian Charter of Rights and Freedoms* by enacting bylaw provisions that allow limited use of public spaces for shelter by the homeless when other shelter is not available, while protecting and preserving those spaces, and maintaining the interests of the community at large to use those spaces unimpeded at other times.⁴⁸

Shelter can also be provided to the homeless through extreme weather shelters. These shelters are located throughout British Columbia and provide temporary emergency shelter beds for people who are homeless during periods of extreme cold or wet weather. They are probably at the most extreme point on the "left" of the housing continuum. Local government involvement tends to include the provision of space, some funding, and resources such as bedding to assist in their operation.

However, the provision of shelter in such forms can only really be considered as a short-term fix that is generally not seen as a solution, including by the homeless or advocates for the homeless.

In recent years, the most immediate means used to provide housing for the homeless is by various forms of homeless shelters. Often associated with charitable groups or faith-based organizations, these shelters generally provide communal accommodation for limited periods of time. They are not intended to provide permanent accommodation, but instead opportunities that may or may not be used to obtain other, more permanent accommodation. Shelters often incorporate various codes of conduct. This permits the shelter operator to maintain a degree of control, and also provides a level of predictability for shelter users.⁴⁹

⁴⁷ For example, *Victoria (City) v. Adams*, 2009 BCCA 563

⁴⁸ For example, the City of Abbotsford's Parks Bylaw, 2016.

⁴⁹ For example, policies concerning the use of drugs and alcohol by shelter users while at the shelter include high-barrier, low-barrier, no barrier, dry, wet, and damp.

However, it is not unheard of for homeless persons to express reluctance about using shelters for reasons that include the conditions of the shelters, the policies and rules at the shelters, and the nature of the other occupants.

The most immediate step that local governments usually need to take to facilitate the operation of a homeless shelter is the enactment of the appropriate zoning. While this can engage traditional planning concerns related to impacts and compatible adjacent uses, as might be expected, it can also result in varying degrees of concern, opposition and support being expressed by members of the public.

The next point to the right in the housing continuum after shelters is usually supportive recovery facilities. The role of local governments with respect to such facilities is often facilitative, such as by providing appropriate zoning and possibly through waiver or reduction of development fees. For example, in 2007, the City of Abbotsford amended its zoning bylaw to allow supportive recovery use ("SRU") housing to be located throughout the City. This allows non-profit societies to provide housing for up to 10 people in a house, and programming and support services to those people. There are currently at least 13 SRU's located in Abbotsford, housing up to 130 people.

However, local governments can also take a more active role with supportive housing. The City of Abbotsford again provides an example of that. In 2008, the City entered into a memorandum of understanding with B.C. Housing to cooperate in the development of supportive housing in Abbotsford for people who are homeless or at risk of homelessness. Under the MOU, BC Housing provides funding for affordable housing and the City provides the land for the housing. To date, three projects have been completed under the MOU.

One of the projects has 41 units for women and their children who are homeless or at risk of being homeless. The City provided the land for where the residence is located, approved the rezoning required for the residence to operate, and facilitated the development of the residence by reducing the rate for development costs charges for offsite services to a lower rate than would otherwise be applicable.

More recently, the City of Abbotsford entered into an agreement with BC Housing and a local services provider to construct 30 units of supportive housing for men. The City provided the land and \$250,000 in capital contributions, while BC Housing committed to providing over \$5 million in funding.

Independent of the BC Housing MOU, in partnership with BC Housing the City of Abbotsford also opened a 40-bed low barrier shelter for men and women. The City provided the land and \$750,000 in capital funding towards the purchase of the portable structures used for the shelter, while BC Housing paid for operating costs and oversight of the shelter provider.

What is probably the most significant recent conceptual development concerning housing the homeless is the increasing adoption of "Housing First" as a model to be used. Originating in the United States in the late 1980s and early 1990s, Housing First is premised on the notion that housing is a basic human right, including for persons abusing drugs or alcohol. Thus, a Housing First approach to housing does not require that occupants be clean, sober or otherwise abstain from the use of drugs or alcohol, and differs from the policies and practices followed by many shelter operators until recently, and which continue to be used by some. What is also fundamental to a Housing First approach is that the housing be stable.

An examination of the Housing First model to housing the homeless was undertaken by the Mental Health Commission of Canada in a project called At Home/Chez Soi.⁵⁰ The project was undertaken over four years in five cities (including Vancouver) and was funded with a grant of \$110 million from the federal government. Numerous follow up studies have been undertaken with the data obtained in the project that examine numerous parameters in relation to homeless persons who were provided housing that was either scattered site, communal or "treatment as usual". According to the Final Report by the Mental Health Commission, Housing First can be effectively implemented in cities of different size and cultural composition, it can end homelessness and, when appropriate supports are in place, it can lead to positive outcomes for participants and society generally.

The notion of Housing First appears to be playing an increasing part in the approaches taken by local governments to housing the homeless. This includes recognition of the importance of providing suitable wrap around support for participants. In practice, this may involve the use of an Assertive Community Treatment ("ACT") Team.⁵¹ An ACT Team is a multidisciplinary team that usually consists of a coordinator, a psychiatrist, nurses, social workers, a clinical counselor, a vocational rehab counselor, an occupational therapist, outreach workers and a peer support worker, and operates under standards set by the Ministry of Health. The ACT team provides wrap-around support to its clients, which are people with severe and persistent mental illnesses that impair their functioning in community living. The team visits people where they live, and provides a wide range of medical, work related, daily

⁵⁰ <http://homelesshub.ca/solutions/housing-first/homechez-soi>;
<http://www.mentalhealthcommission.ca/English/resources-issue-topic/mental-health-and-well-being>

⁵¹ <https://www.act-bc.com/>

living and peer support services. An ACT Team can also provide access to rental supplements for its clients

Other program oriented steps that local governments be involved in to assist the homeless obtain housing include

- Facilitating coordination of outreach by service providers to people who are homeless or at risk of homelessness, such as by the sharing of information, identifying duplication of services, providing input to a central intake system, developing assessment tools and developing "community care packs" that can be provided to persons in need.
- Preparing a housing inventory and needs assessment that can be used for intake and referral system for those seeking market housing..

Conclusion

While the challenges associated with facilitating and providing the affordable housing that is needed in our society are great, there are many tools available to local governments to assist in meeting the challenge.

**CITY OF COURTENAY HERITAGE ADVISORY COMMISSION
MINUTES**

Meeting of the City of Courtenay Heritage Advisory Commission meeting held on October 24, 2018 at 10:00 a.m. in the Council Chamber of City Hall.

Present:

L. Burns	R. Dingwall	L. Grant	J. Hagen (Chair)
C. Piercy	J. Fortin	A. Ireson	T. Setta (staff)

Absent:

D. Griffiths

1. Introduction and Opening Remarks

2. Addition to Agenda

None

3. Review and Adoption of Minutes of the September 26th Meeting

Moved by R. Dingwall and seconded by C. Piercy that the September 26, 2018 minutes be adopted.

Carried

4. Old Business

OLD CITY
CLOCK

- Brief note on Commission's presentation at the Council meeting.
- Commission wishes to hear a formal response from Council
- Staff will approach senior management and request advise on this matter.

PIONEER
GRAVES

- Work in progress

RESIDENTIAL
INVENTORY

- Work in Progress
- R. Dingwall noted that contact has been updated
- T. Setta to format the inventory sheet as requested

HERITAGE
ARCHIVE

- L. Burns has completed the list
- Relocation of materials from City Hall to be scheduled.
- Staff to coordinate with internal departments on storage space design, finalizing the complete archive list and database

TRAIN
STATION

- A. Ireson requested staff to ask Council for the decision on whether the Train Station should be on the Province's "watch list"
- New ICF's CAO town meeting is scheduled on November 13th 7-9pm

40 HOUSES

- Members agree with the proposed location along the trail, not in Road Right of Way
- Staff to coordinate the plan internally. Draft and installation quote to be prepared.

IN KIND

- J. Hagen provided 6 hours

- HOURS
- J. Hagen provided 1 hour
 - L. Burns provided 2 hours
 - A. Ireson provided 1 hour

- MUSEUM REPORT
- Bus stop and intersection improvement in front of the Museum has completed and working well
 - Map reading area has relocated
 - Museum to approach 3L development for permission to enter the Provincially designated heritage site in their property

5. New Business

- NEXT WORKSHOP
- November 10th at 9: 15 at the Museum
- BC HISTORICAL FEDERATION
- The 2019 Conference will be in Courtenay/Comox
 - Date: June 7-10, 2019
 - A. Ireson suggested that the Commission to present at the conference (e.g. panel presentation)
- ANNUAL REPORT
- Presented to Council at the October 1st Council meeting.
 - Members thank Lawrence for his contribution
- VOLUNTEER APPRECIATION DAY
- Scheduled on October 11th at Florence Filberg Centre
 - Members are welcome to attend

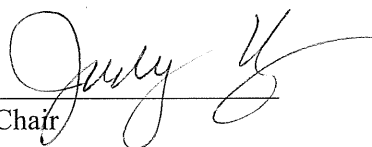
6. For Your Information

- R. Dingwall, L. Grant, L. Burns attended the volunteer appreciation dinner.
- The Commission will send “thank you” card to the City for their continuous support

7. Meeting Adjournment

Meeting Adjourned at 11: 15 a.m.

8. Next Meeting November 28, 2018


Chair

November 28, 2018

Dear Mayor and Council:

Over the past few years, the Heritage Commission has on several occasions been asked to assist the City with advise on the repair of the Courtenay Train Station which was built in 1914.

As it has both Federal and local Heritage Status, we have recently been encouraged by the change in Directorship of the Island Corridor Foundation.

I write to keep the Mayor and Council advised that we heard news today that encourages us that the new ICF management are open to suggestions about the future of the train station. The Heritage Advisory Commission will continue to work to preserve the train station as an important historical site.

Truly yours,

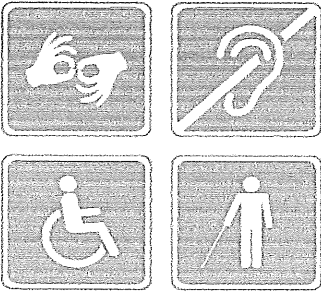
A handwritten signature in cursive script, appearing to read "Judy Hagen", with a long horizontal flourish extending to the right.

Judy Hagen, Chairman
Heritage Advisory Commission

COMOX VALLEY ACCESSIBILITY COMMITTEE

Secretary- Rev. Marg Misener

Cell -250-218-0357 or Email – sewandsew@shaw.ca



Nov. 3, 2018

To Mayor and Council

At this past accessibility committee meeting much time was spent discussing handicap parking in the downtown core. Yes, we agree there is some but not for those who have adaptable vehicles that need flat areas with no grade, that are wide enough to unload wheelchairs and scooters. Can we not accommodate these people, as they are part of this community and should be able to access business and recreational areas that are required. Are there any private lots that could provide 1 or 2 spots in the downtown core or city owned property that is available for such use. Let us become a truly inclusive community and not treat these people as 2nd. class citizens. We are willing to meet to discuss these issues with you. Several members on the committee are affected by the loss of the 4th. street parking for buses and are willing to give ideas for solutions. We have received several messages from disabled citizens, one of which I am enclosing from Karin Watson. We need answers and solutions to this restricting mobility issue.

Yours truly

Rev. Marg Misener

sewandsew@shaw.ca

From:
Date: October 31, 2018 4:50 PM
To: "Marg Misener" <sewandsew@shaw.ca>
Subject: letter from Karin re parking, to include with letter to the City

Here is the letter, as submitted from the website...

From: Karin Watson
Subject: removal of accessible parking spaces on 4th

Message Body:

I am disabled (incomplete quadriplegia C5-6) and drive a van with my mobility scooter on board loaded behind the passenger seat. I drive into Courtenay to shop and run errands and I have been parking in one of the disabled parking spaces on 4th street between Duncan and Cliffe. I unload my scooter from the side of my van by using a small portable ramp. Once I have my mobility scooter I am able to complete my errands comfortably, safely and quickly. The accessible parking spaces on 4th Street were ideal for this. The sidewalk is low and the street in that area is flat and wide and the sidewalk provides ample room for me to unload my scooter without inconveniencing passers by.

The accessible parking spaces have been eliminated and the area is now set up for buses to stop.

The only concession I can see to retain accessible parking is a sign outside the CCCU on a post. The disability decal on the pavement is small and not eye grabbing. There are a number of reasons as to why this parking space is not accessible to me.

- diagonal parking spaces slope down to the sidewalk which means I have to push against gravity to open the side door of my van - my arms are weak.
- the slope also means that my ramp is not as stable
- the position also means I have to unload my scooter into the traffic turning into the Credit Union which is not safe
- because the space is not so obviously for disabled people other drivers use it for brief stops

I am aware there are two accessible spaces outside the bank but these are for customers of the CCCU and do not allow me space to unload my scooter.

I am willing to look for suitable places where disabled parking can be established allowing parallel parking with room to unload my scooter on the passenger side.

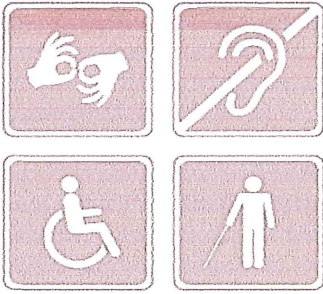
I hope you can assist me.

--
 This e-mail was sent from a contact form on Comox Valley Accessibility Committee
 (<http://cvaccess.ca/contact>)

COMOX VALLEY ACCESSIBILITY COMMITTEE

Secretary- Rev. Marg Misener

Cell -250-218-0357 or Email – sewandsew@shaw.ca



November 2, 2018

To Mayor and Council

As secretary of the Comox Valley Accessibility Committee I have been asked by the committee to contact you. We, as a committee, have been in existence for over 20 years working towards easier accessibility for people with ALL types of disability from blindness, hard of hearing, and numerous other little Obstacles that stop full inclusiveness for all.

I would like to ask you to consider appointing a person to sit on our committee as a permanent contact person to bring our concerns directly to the city. If this is not possible we would like to see the bi-annual meetings (we have had in the past) reinstated. We usually have a number of concerns prepared and are willing to submit to the city, then a mutual chosen date and time are set for the meeting. This has worked well in the past and we hope it can again.

As a committee we were pleased to see two city councillors at our last meeting. We welcome all visitors at any time and relish their input. I am going to include the schedule for our next four monthly meetings.

Tuesday Nov. 27, 2018

Tuesday Dec. 11, 2018

Tuesday Jan. 15, 2019

Tuesday Feb. 19, 2019

We meet at the QF meeting room except perhaps in December. I should know by our next meeting later in December what is the wish of the committee.

Yours truly

Rev. Marg Misener

THE CORPORATION OF THE CITY OF COURTENAY

BYLAW NO. 2930

A bylaw to amend Zoning Bylaw No. 2500, 2007

The Council of the Corporation of the City of Courtenay in open meeting assembled enacts as follows:

1. This bylaw may be cited for all purposes as **“Zoning Amendment Bylaw No. 2930, 2018”**.
2. That “Zoning Bylaw No. 2500, 2007” be hereby amended as follows:

(a) By adding subsection 8.11.1 (4) as follows:

Notwithstanding the provisions of this bylaw a secondary suite is permitted on the property legally described as Lot 64, District Lot 159, Comox District, Plan 30921 (446 Qualicum Avenue).

3. This bylaw shall come into effect upon final adoption hereof.

Read a first time this	day of	, 2018
Read a second time this	day of	, 2018
Considered at a Public Hearing this	day of	, 2019
Read a third time this	day of	, 2019
Finally passed and adopted this	day of	, 2019

Mayor

Director of Legislative Services

Approved under S.52(3)(a) of the *Transportation Act*

Brendan Kelly, Development Technician
Ministry of Transportation and Infrastructure

THE CORPORATION OF THE CITY OF COURTENAY

BYLAW NO. 2938

A bylaw to amend Zoning Bylaw No. 2500, 2007

The Council of the Corporation of the City of Courtenay in open meeting assembled enacts as follows:

- 1. This bylaw may be cited for all purposes as “**Zoning Amendment Bylaw No. 2938, 2018**”.
- 2. That “Zoning Bylaw No. 2500, 2007” be hereby amended as follows:
 - (a) by rezoning Lot 8, Section 16, Comox District, Plan 6065 Except Part in Plan 1149RW (925 Braidwood Road), as shown in bold outline on **Attachment A** which is attached hereto and forms part of this bylaw, from Commercial Two A Zone (C-2A) to Residential Four A Zone (R-4A); and
 - (b) That Schedule No. 8, Zoning Map be amended accordingly.
- 3. This bylaw shall come into effect upon final adoption hereof.

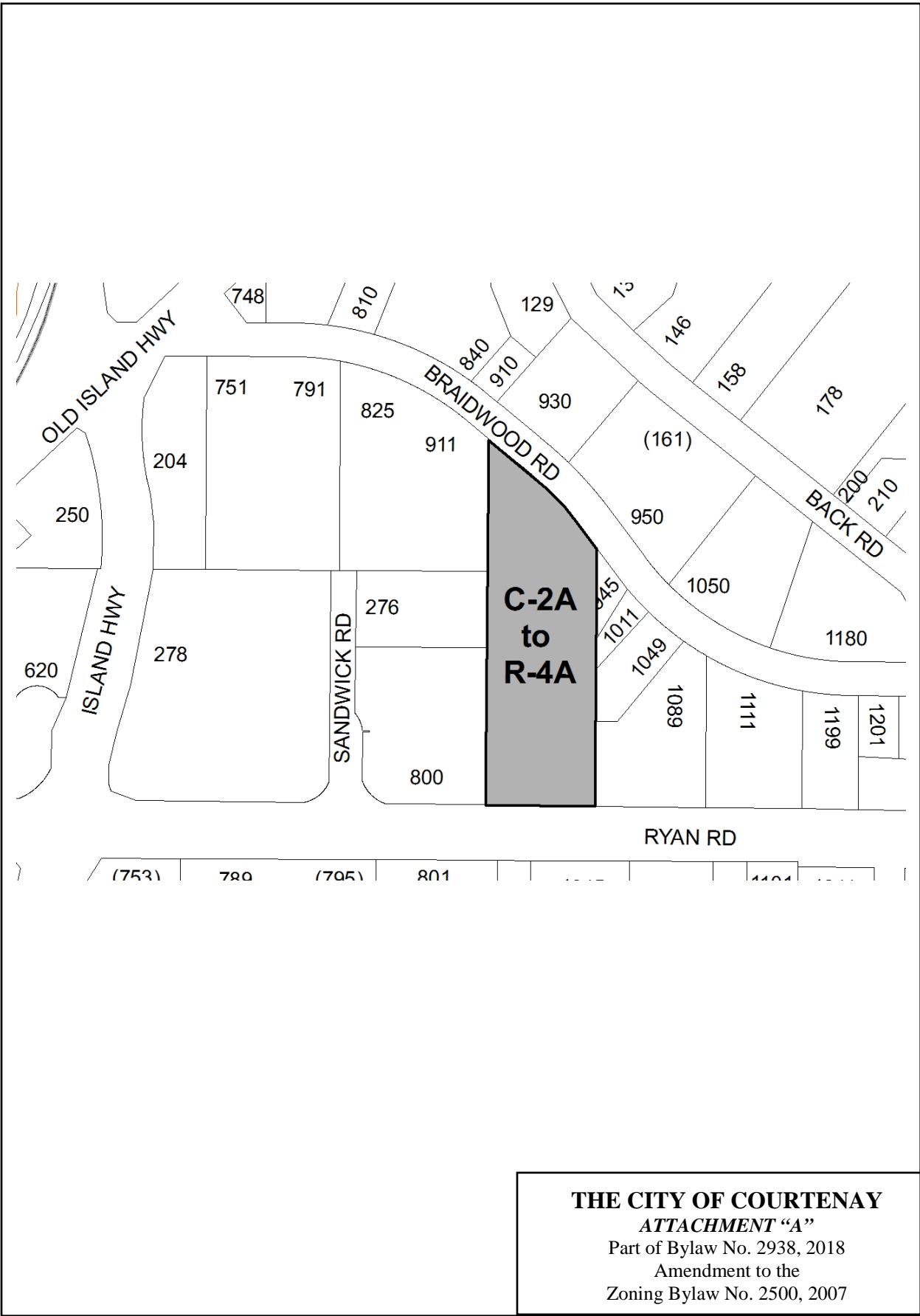
Read a first time this	day of	, 2018
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Considered at a Public Hearing this	day of	, 2018
Read a third time this	day of	, 2018
Finally passed and adopted this	day of	, 2018

Mayor

Corporate Officer

Approved under S.52(3)(a) of the *Transportation Act*

Brendan Kelly, Development Technician
Ministry of Transportation and Infrastructure



THE CITY OF COURTENAY
ATTACHMENT "A"
 Part of Bylaw No. 2938, 2018
 Amendment to the
 Zoning Bylaw No. 2500, 2007