



AMENDED AGENDA
SPECIAL GOVERNANCE & PRIORITIES COMMITTEE
MEETING OF FEBRUARY 5, 2015, AT 12:00 P.M.
COUNCIL CHAMBERS
CITY HALL, 1 CENTENNIAL SQUARE

Page

CALL TO ORDER

APPROVAL OF THE AGENDA

STRATEGIC PLANNING

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| 1. | Strategic Planning Process | 3 - 5 |
| 2. | Strategic Planning Session - Actions and Outcomes
February 3, 2015 | 7 - 23 |

[Addenda]

ADJOURNMENT



Council Member Motion

For the Governance and Priorities Committee meeting of January 26 2015

Date: January 26th 2015 **From:** Lisa Helps
Subject: Strategic Planning Process

Recommendation

That Council adopt the following strategic planning process.

Summary

The objective of the strategic planning process is to end up with a concrete strategic plan that will guide the decisions of Council and the work of staff for the next four years. Once in place, the plan will be reviewed on a regular basis and updated according to emerging priorities and the will of Council.

In order to have a plan with concrete outcomes that reflects the will of council and the aspirations of the public, we need to do three things. First, we need everyone on council to feel good about the strategic planning process and ensure there is room for everyone's ideas to be considered. Second, we need to focus the discussion on concrete problems and concrete solutions. Third, we need to share the plan with the public and ask for high-level input before we adopt it.

Monday January 26th 9:00-3:00

In camera, Council, City Manager, Director Citizen Engagement and Strategic Planning

Strategic Planning Warm-Up with Tracey Lorenson

A facilitated session with Tracey Lorenson to agree on some high level principles for working together, develop a sense of what a strategic plan is and what we want it to do, and begin to discuss high-level goals.

Objectives:

- a.) Stretch our 'working together' muscles
- b.) Discuss what each person would like to get out of the strategic planning process and out of the experience of working together for the next four years
- c.) Agree on some basic principles and values for working together
- d.) Begin to identify themes and one high level goal that the plan can aim to achieve

Wednesday January 28th 9:00am-1:00pm

In camera, Council, City Manager, Director Citizen Engagement and Strategic Planning

Section 1 Where We Are and Where We're Going

A facilitated discussion to flesh out the problems we'd like to solve and some agreement on the

desired reality we'd like to get to.

Objective:

Come to agreement about what is wrong and where we would like to take the City, at a very high level (agree on a shared goal) in the next four years.

Section 1 – Where We Are and Where We're Going

1. Start by listing the top ten things that we think are wrong with the city.
2. Distil everything that is wrong into one sentence.
3. If our answer to number two is the current reality, then, in one sentence, what is our desired reality?

Monday February 2nd 9am–12 pm

Public

Sections 2 and 3 Big Dreams and Reality Check and Learning From Elsewhere

A facilitated discussion led to flesh out everyone's big ideas, blue sky scenarios, as well as small things we'd like to see. This is also a structured opportunity for people to bring ideas they've seen work well in other places.

Objectives:

- a.) Begin to identify some of the really big things we'd like to accomplish in the next four years as well as some of the smaller, easier wins. These will tie into the final day of planning.
- b.) Share ideas and success stories from other places and assess which, if any we might like to pilot in Victoria. These will tie into the final day of planning.

Section 2 – Big Dreams and Reality Check

1. If the City of Victoria had all the time and all the resources in the world what would we do? (Dream big!)
2. If the City had little time and few resources, what would we do?

Section 3 – Learning From Elsewhere

3. What cities in the world do you think Victoria has something to learn from?
4. What are some concrete things we can learn from these cities?

Tuesday February 3rd 9am – 3pm

Public

Section 4 Passions, Outcomes and Concrete Actions (Part 1)

A facilitated discussion to bring everything together into high-level concrete outcomes and actions. This will loop back to where we started in order to make sure that the things we said were 'wrong' in Question 1 Section 1, are addressed by the outcomes and actions we agree to. This will be the meatiest session and this is where we will actually begin to make decisions.

Objectives:

- a.) Learn more about what each Councillor is interested in working on
- b.) Determine the high-level plan 'headings' or 'priorities'
- b.) Begin to settle on high level outcomes (deliverables) and actions

Section 4 – Passions, Concrete Outcomes and Actions

1. What are you passionate about working on?
2. Now, get concrete about your passions! At the end of four years, we will have achieved these **ten concrete outcomes**:
 - 1.
 - 2.
 - etc.
3. List the actions we think the City can take to achieve these outcomes.

Thursday February 5th 12pm – 4pm

Public

Section 4 Passions, Outcomes and Concrete Actions (Part 2)

A facilitated discussion to bring everything together into high-level concrete outcomes and actions. This will loop back to where we started in order to make sure that what the things we said were 'wrong' in Question 1 Section 1 are addressed by the outcomes and actions we agree to. This will be the meatiest session and this is where we will actually begin to make decisions.

Objectives:

- a.) To clean up and tie up our work from the previous four sessions
- b.) To make decisions on the high-level plan 'headings' or 'priorities'
- c.) To make decisions on the high level outcomes (deliverables) and actions
- d.) To direct staff to produce a draft strategic plan for input from Council and the public

Respectfully Submitted



Mayor Helps



STRATEGIC PLANNING SESSION – ACTIONS AND OUTCOMES
Tuesday, February 3, 2015

OBJECTIVE #1: Enhance and Steward Green Space and Food Systems

2015 ACTION:	Invest in Begbie Green, Ships Point, and Greenspace in other “have-not” park neighbourhoods. Create a micro-giant for volunteer coordination of our commons and community gardens.
2016 ACTION:	Work through draft policy to bring on three high profile pilot projects. Address deer as an issue.
2017 OUTCOME:	Boulevard garden opportunities are seen in all neighbourhoods.
2018 OUTCOME:	Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.
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2015 ACTION:	Invest in Begbie Green, Ships Point, and Greenspace in other “have-not” park neighbourhoods. Create a micro-giant for volunteer coordination of our commons and community gardens.
2016 ACTION:	Complete at least two of the “special sites” along the David Foster Harbour Pathway corridor.
2017 OUTCOME:	Community wellness and economic vitality with opening of waterfront park at Ships Point.
2017 OUTCOME:	Done something interesting (and potentially interim) with Ships Point that points it to a better use than parking lots.
2017 OUTCOME:	Increase parks space including development of Ships Point.
2017 OUTCOME:	David Foster Harbour Pathway will be celebrated for its way finding that links all harbour front developments.

OBJECTIVE #1: Enhance and Steward Green Space and Food Systems (Cont'd)

2015 ACTION:	Commit to high-quality park and festival site at Ships Point. Consult public on specific design, and complete work with capital budget.
2016 ACTION:	Hold a place making activity at Ships Point to further flesh out the site plan in the Harbour Principles. Allocate money in 2018 capital budget to complete.
2017 OUTCOME:	Community wellness and economic vitality with opening of waterfront park at Ships Point.
2017 OUTCOME:	Done something interesting (and potentially interim) with Ships Point that points it to a better use than parking lots.
2017 OUTCOME:	Increase parks space including development of Ships Point.
2017 OUTCOME:	David Foster Harbour Pathway will be celebrated for its way finding that links all harbour front developments.
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2015 ACTION:	Identify opportunities to link to City budget (Parks Master Plan).
2015 ACTION:	Complete Parks Master Plan.
2015 ACTION:	Create inventory of City-owned land for food production and partner with citizens and groups to increase cultivation.
2016 OUTCOME:	Enhance recreational opportunities and ecoustial plotcution and green space through implementation with multi-year funding of Parks Master Plan.
2016 OUTCOME:	Increased food security and resilience with increased food production on City-owned land – does not mean in parks.
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2015 ACTION:	Look to see how Vancouver was able to create garden on Davies Street and replicate model.
2016 OUTCOME:	Allotment/community garden on private property downtown.
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2016 ACTION:	Dog Park – Begin process to identify locations, best practices, and move forwards having one opened.
2016 OUTCOME:	A fenced dog park is created in an existing park.

OBJECTIVE #2: Striving for Excellence in Planning and Land Use

2015 ACTION: Hire the best City planners in Canada to lead our Planning Department.

2018 OUTCOME: Enliven public space. Make Victoria a people-centered place.

2015 ACTION: Identify as staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors.

2016 OUTCOME: Local Area Planning focused on urban villages and transportation corridors.

2016 OUTCOME: Create a **O.P/**Heritage Conservation Area on Dallas Road between Cook Street and Clover Point.

2015 ACTION: Identify as a staff priority: Work through planning process to deliver acceptable form and density for proponent and community.

2016 ACTION: Work through planning process to deliver acceptable form and density for proponent and community.

2016 OUTCOME: South Block is through Phase 1.

2015 ACTION: Establish predictable flat fee per square metre fee for bonus density.

2016 OUTCOME: Streamline land use policies.

2015 ACTION: Make a decision with regard to whether we are going to delegate more decision-making authority to staff.

2015 ACTION: Empower the City Manager to make/lead the changes required to streamline our processes at City Hall.

2016 OUTCOME: Reduced processing time for all types of applications from building permit to rezoning.

OBJECTIVE #2: Striving for Excellence in Planning and Land Use (Cont'd)

2015 ACTION: Increased emphasis on place making in our planning. Including active transportation impacts listed in all planning and land use.

2018 OUTCOME: Enliven public space. Make Victoria a people-centered place.

2016 ACTION: Complete the Douglas/Blanshard Corridor Master Plan and allocate funds in Financial Plan for quality-of-life infrastructure.

2016 OUTCOME: Housing, employment and economic boom in Douglas/Blanshard Corridor through incorporation of Master Plan, with substantial new low-cost units, mixed use, and quality-of-life infrastructure.

OBJECTIVE #3: Facilitate Social Inclusion and Community Wellness

2015 ACTION: The City facilitates a collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health care services including harm reduction.

2015 ACTION: The City facilitates a collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health care services including harm reduction. (Repeated)

2016 ACTION: A Councillor-led process with occasional staff contributions as required for specific issue-based advice; e.g. land use, zoning, maintenance, etc.

2017 OUTCOME: Create accessible health services for Victoria's most marginalized people.

2017 OUTCOME: Create accessible health services for Victoria's most marginalized.

2015 ACTION: Complete public consultation and then re-invest in our public pool and fitness centre.

2015 ACTION: Consult public on desired enhancement to Crystal pool and tender improvements by Q1 2016.

2016 ACTION: Invest in public pool and fitness facility.

2016 ACTION: Work through Facilities Assessment and community engagement ... and seek out possible funding partners.

2016 OUTCOME: Crystal Pool will have identified future and appropriate funding.

2017 OUTCOME: Crystal Pool issues are resolved.

2017 OUTCOME: Increase City revenue and recreational opportunities with refurbished Crystal Pool.

2017 OUTCOME: Enhance quality of life.

2017 OUTCOME: Victoria will have a modern, inclusive public pool and fitness facility.

2017/2018 ACTION: Initiative discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivery many programs.

2018 OUTCOME: Public recreation and cultural facilities are first rate because they are provided efficiently.

OBJECTIVE #3: Facilitate Social Inclusion and Community Wellness (Cont'd)

2015 ACTION: Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the housing trust fund.

2015 ACTION: Continue to keep this as a focus and work with partners to create/identify opportunities.

2017 OUTCOME: Victoria will be closer to ending chronic homelessness.

2018 OUTCOME: Coalition to End Homelessness completes its mandate to end homelessness.

2016 ACTION: Continue collaborating with Vic High on new/upgraded school and community sports facility at Vic High. Expect \$ expenditure in 2016.

2017 OUTCOME: Create opportunities for accessible sports and fitness by children and adults.

2016 ACTION: Seniors centres increased programming options that are not pirated and competitive.

2018 OUTCOME: City's seniors facilities will grow their memberships by 50%.

OBJECTIVE #4: Create Prosperity Through Economic Development

2015 ACTION:	Create an Economic Development Task Force (Mayor-led, few staff resources), to advise on the set up of an Economic Development Office. (Economic reserve fund can fund start-up of office.) Will need business plan to show viability.
2015 ACTION:	Gathered a diverse group of people (15) to form an Economic Development Task Force.
2015 ACTION:	Task Force created with actions for downtown business attraction and retention.
2015 ACTION:	Complete Municipal Incomes Strategy.
2015/2016 OUTCOME:	Set up of Economic Development Office, some such body to do economic development.
2016 OUTCOME:	Downtown will be the hub of both large and small business.
2016 OUTCOME:	Reduced retail and commercial vacancies downtown.
2016 OUTCOME:	Strengthened our relationship with the Provincial and Federal governments.
2016 OUTCOME:	Improve health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.
2016 OUTCOME:	Work closely with our two largest economic drivers: 1) Tech sector and 2) Tourism.
2018 OUTCOME:	Victoria is the heart of commerce and business in the Region.
2018 OUTCOME:	Taxpayers and businesses perceive tax levels fair and reasonable.
2018 OUTCOME:	Increased media income from \$28,000 to something more livable.
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2016 ACTION:	Invite them (Sister City delegations) for 2017 "Canada 150" events.
2017 OUTCOME:	Victoria will have hosted delegations from each of our Sister City partners.
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2016 ACTION:	Create and implement a plan to revitalize and brand Douglas Street as our "Main Street".
2017 OUTCOME:	Downtown vibrancy – a draw for visitors and residents alike.

OBJECTIVE #5: Complete a Multi-Modal and Active Transportation Network

2015 ACTION: Develop task force including property owners - ? Local Area Improvement Project.

2015 OUTCOME: Extend Government Street Mall.

2015 ACTION: Form Transportation Advisory Committee and implement a Transportation Planning Bylaw, mandating collaborating neighbourhood process and “complete streets” lens for all projects.

2015/2016 OUTCOME: Improve quality of life, public safety, air quality, place making, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.

2015 ACTION: Designate location for E&N station as close as possible to the new bridge.

2016 ACTION: Move to full-time bus lanes on Douglas and fewer stops (in accordance with Rapid Bus plans).

2016 OUTCOME: Public transit is available to all and rivals private automobile speed.

2018 OUTCOME: Walking is safe, comfortable and enjoyable.

2015 ACTION: Collaborative design and completion of network of 4-8 high quality cycling corridors by 2016.

2015 ACTION: Build protected cycling facilities, more bike parking, and start an Active Transportation Advisory Committee. Begin to see all planning/xx through multi-modal lense.

2015 ACTION: Designate money in 2015, 2016, 2017 and just build it (cycling network).

2016 OUTCOME: Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.

2018 OUTCOME: Victoria is a national leader for cycling infrastructure and complete streets planning with a completed cycling network.

OBJECTIVE #5: Complete a Multi-Modal and Active Transportation Network (Cont'd)

2016 ACTION: Belleville and David Foster Harbour Pathway - Identify financial opportunities to move this forward.

2016 ACTION: Belleville Terminal – Work with partners to find financial support for this.

2016 ACTION: Work in partnership with ferry operators, First Nations and Province. City has role to play in Belleville Phase 2. Allocate money in 2017 Capital Budget for Belleville Street.

2017 ACTION: Prioritize sites and identify funding opportunities (waterfront walkway).

2017 OUTCOME: Completion of waterfront walkway.

2017 OUTCOME: David Foster Way almost completed.

2017/2018 OUTCOME: Belleville Terminal will be completed.

2017/2018 OUTCOME: Completed Phase 1 / 2 of the Belleville Terminal Project. Phase 2 = David Foster Way improvements to Belleville Street public realm.

2016 ACTION: Sign pedestrian only lanes just as prominently as streets. Distinguish between “No Exit” and “No Exit for Motor Vehicles”.

2016 ACTION: Review policy for desired right of way widths for road dedications and statutory right of ways.

2018 OUTCOME: Walking is safe, comfortable and enjoyable.

2017 ACTION: Keep the (Johnson Street Bridge) process moving forward and support staff.

2017 OUTCOME: Johnson Street Bridget is complete.

OBJECTIVE #6: Engage and Empower the Community

2015 ACTION: Create Councillor liaison position/role to reach out and work with Esquimalt and Songhees Nations.

2015 OUTCOME: Improve relationship with nearby First Nations. (Ongoing)

2015 ACTION: Make open government actions routine – require automatic posting of reports, etc. (Create and implement a plan and timeline for open government enhancements.)

2018 OUTCOME: Transparent government.

2015 ACTION: Identify dedicated staff to work with CAs (community associations) to inform, collaborate, educate CA Boards and staff on City processes, expectations and opportunities.

2015 ACTION: Create “great neighbourhoods initiative” based on Edmonton’s model, amend to fit our local circumstances.

2016 OUTCOME: Build capacity of neighbourhood/community associations. (Ongoing)

2016 OUTCOME: Empowered neighbourhood residents, place makers and others to lead and implement projects.

2015 ACTION: Utilize online tools, established youth networks and learn from other cities to improve the City’s youth engagement.

2017 OUTCOME: More youth are engaged in city programs, civic issues, and the broader community. (Ongoing)

2016 ACTION: Participatory budgeting. Be engaged in a meaningful two-way conversation with staff.

2018 OUTCOME: Rebuilt trust with the public in terms of meaningful public engagement.

OBJECTIVE #7: Enhance Council's Governance and Practices

Note: Actions and Outcomes were moved to appear under other Objectives.

OBJECTIVE #8: Make Victoria More Affordable

2015 ACTION: Increase City contribution to Affordable Housing Trust Funds. Lobby other cities to do the same.

2018 OUTCOME: Create more affordable housing.

2015 ACTION: Complete Municipal Housing Strategy, include income mixed zoning.

2015 ACTION: Form an Affordable Housing Task Force to research and analyze innovative housing policy solutions. Looking at zoning, bylaws, and specifically at inclusionary zoning. To be implemented this term.

2015 ACTION: Work with developers, BC Housing, and private sector landlords. Think and act outside the box. Be willing to pilot new ideas, e.g. Inclusive zoning, tax exemption.

2016 OUTCOME: Substantial increase in construction of new low-cost housing units with implementation of income-mixed zoning.

2017/2018 OUTCOME: Increased the range of affordable housing not only for those in need of supports but also for regular working people.

2018 OUTCOME: Increased affordable housing stock, specifically rental.

2018 OUTCOME: 250 new garden suites are in process.

2015 ACTION: Limit annual property taxes to maximum; the rate of inflation plus 1%.

2018 OUTCOME: Increase affordability and fairness.

2016 ACTION: Drive more garden suites and secondary suites through an incentive program.

2016 ACTION: Look to re-instituting incentives for suites.

2018 OUTCOME: 250 new garden suites are in process.

2016 ACTION: Continue to push for a National Housing Strategy. Consideration of a CRD Housing Levy.

2018 OUTCOME: Increased affordable housing stock, specifically rental.

OBJECTIVE #9: Build the Financial Capacity of the Organization

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| 2015 ACTION: | Complete and implement Municipal Property Acquisition and Management Strategy. |
| 2015 ACTION: | Create an integrated facilities and real estate arm at City Hall or in Economic Development Office staffed by people who understand business and the market. |
| 2015 OUTCOME: | Substantially more revenue and strategic influence for City with implementation of Municipal Property Acquisition and Management Strategy. |
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| 2015 ACTION: | Complete a full long-term infrastructure and facilities assessment. Move forward with Real Estate Management Plan including property acquisition and investment. |
| 2018 OUTCOME: | Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets and put these to best and highest use including market rate commercial leases. |
| 2018 OUTCOME: | Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property. |
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**OBJECTIVE #10: Plan for Emergencies Including Climate Change
Short and Long-Term**

2016 ACTION: Consider a requirement to upgrade heritage buildings for seismic protection even where use is not changed, combined with subsidy program.

2018 OUTCOME: Our heritage buildings will survive a major earthquake. (Ongoing)

2016 ACTION: Plans to move fire hall forward, worked on and completed.

2018 OUTCOME: Fire hall issues are resolved.

2016 ACTION: Align VEMA's budget through Victoria Fire Department and work with Planning.

2017 OUTCOME: City will have increased the capacity of VEMA.

2017 ACTION: Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed.

2075 OUTCOME: Year 2075 – Our low-lying areas will be protected from flooding.

OBJECTIVE #11: Nurture Our Arts, Culture and Learning Capital

2015 ACTION: Embark upon development of a Cultural Master Plan.

2015 ACTION: Embark upon development of Art Culture Master Plan.

2015 ACTION: Identify staff resources required (to development plan).

2016 ACTION: Create an Arts and Culture Master Plan for Victoria.

2016 OUTCOME: Cultural Master Plan.

2016 OUTCOME: Arts and Culture Master Plan.

2017 OUTCOME: Establish an Arts Centre as cultural hub.

2018 OUTCOME: Support for arts and culture will be increased, inclusive and strategic.

2015 ACTION: Identify scope and develop budget strategy (for a new Central Library).

2017 OUTCOME: New Central Library.

2015 ACTION: Support the 2015 event (WCMA/BOW with Rifflandia) and fund an Economic Impact Study linked to a Cultural Master Plan.

2018 OUTCOME: Successful WCMA/BOW event with Rifflandia will see Region being asked to bid for the JUNOS.

2015 ACTION: Work with the CRD to increase number of funding partners for McPherson Theatre.

2015 OUTCOME: Increase number of funding partners for the McPherson Theatre.

OBJECTIVE #12: Innovate and Lead

2015 ACTION: Be bold.

MISCELLANEOUS – To be allocated

Pink Stickie (Big dream idea):

- Deliver affordable public services.

Orange Stickies (Look to for Best Practices):

- Almost every other city in North American and Europe – Sewage treatment system.
- Madison – Water quality, can swim downtown
- Saanich – Collection of organics and leaf pick-up
- Malmo
- Surrey (among others) – Efficient and convenient collection of recycling, garbage and garden waste within a single system.

Green Stickies (Action):

- Support the amalgamation process.
- Continue discussion on sewage treatment options.
- Begin the discussion of sewage treatment sites for different treatment options.
- Figure out how to collect recyclables in closed wheeled totes. Make garbage less convenient, not more.

Purple Stickie (Outcome):

- To support and work with the Province of British Columbia in the study of the potential for amalgamation in the Region with the intention of putting a recommendation in front of the public.