



AMENDED AGENDA
SPECIAL GOVERNANCE & PRIORITIES COMMITTEE
MEETING OF FEBRUARY 3, 2015, AT 9:00 A.M.
COUNCIL CHAMBERS
CITY HALL, 1 CENTENNIAL SQUARE

Page

CALL TO ORDER

APPROVAL OF THE AGENDA

STRATEGIC PLANNING

- | | | |
|----|---|--------|
| 1. | Strategic Planning Process | 3 - 5 |
| 2. | Strategic Planning Session Notes - Monday February 2, 2015 | 7 - 21 |

[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 NOTES
Monday, February 2, 2015

1) Enhance and Steward Green Space and Food Systems

Yellow Stickie Ideas (Big Dream Ideas):

- Create more parks and green space.
- Create the waterfront park at Ship Point.
- Develop Ships Point into a superb public realm, festival site, outdoor gathering area, sprinkled with small scale enterprise (e.g. food shops in shipping containers).
- Create more green spaces that will meet the needs of a variety of users and many more will be added and one in the downtown.
- Support the production of food on City-owned land.
- Invest in park land, green space, and food systems.
- Enliven public space! Make Victoria a place for people.

Pink Stickie Ideas (Smaller Dream Ideas):

- Invest in Begbie Green and Ships Point. Micro-grant for volunteer coordination of commons and community gardens.
- Plan to add a park to the downtown and create once fenced dog park.
- Encourage and support citizen and business led initiatives that embrace the public realm and a sense of community well-being.
- Have food trucks in Centennial Square five days a week.
- Boulevard garden opportunity seen in every neighbourhood.
- Plan for including a financial strategy for increasing parks and green space.
- Create the waterfront park at Ships Point.

Orange Stickie (Look to for Best Practices):

- Chicago – downtown waterfront parks
- Madison, Wisconsin – waterfront public realm, parks
- Nanaimo and New York – dog parks
- Portland – use of public space; support for neighbourhood initiatives – place making; food trucks; including skateboarding in transportation planning
- Winnipeg – downtown waterfront public realm; downtown playgrounds
- Vancouver – for using unused private land for community gardens
- Spokane – enhance and steward green space and food systems

2) Strive for Excellence in Planning and Land-use

Yellow Stickie Ideas (Big Dream Ideas):

- Focus new density and build “quality of life infrastructure” in the Downtown/Blanshard/Government Corridor.
- Streamline land use policies.
- Continue to hire the best city planners in Canada.
- Create a Harbour that would rival any other City Harbour.
- Update local area plans.
- More support both human and financial for neighbourhoods through a Department of Neighbourhoods.

Pink Stickie Ideas (Smaller Dream Ideas):

- Focus new density and build quality of life infrastructure in the Downtown/Blanshard/Government Corridor. (corresponding pink stickie)
- Develop a plan to support and enhance neighbourhoods (associations, land use committees, etc.)
- Continue to hire the best city planners in Canada.
- Create a Harbour that would rival any other City Harbour.
- Develop plans for urban villages and transportation corridors.
- Enliven public space. Make Victoria a place for people through: community grants, place making ...

Orange Stickie (Look to for Best Practices):

- Any city with an initiative that might be appropriate to Victoria.
- Portland – transformation of an industrial area
- Chicago – re-development of industrial area
- Vancouver – transformation of industrial area
- San Diego – re-development of Harbour and Industrial area
- Quebec City – strive for excellence in planning and land-use
- Portland – strive for excellence in planning and land-use
- Paris – strive for excellence in planning and land-use
- Halifax (Canada) – multi-layered, multifaceted harbour revitalization

3) Facilitate Social Inclusion and Community Wellness

GROUPING A:

Yellow Stickie Ideas (Big Dream Ideas):

- Refurbish Crystal Pool to make a state of the art pool and fitness centre for the community.
- Reinvest in the Crystal Pool.
- Crystal Pool will be rebuilt or repaired to meet the needs of the users.

Pink Stickie Ideas (Smaller Dream Ideas):

- Crystal Pool future leads to secure community access to recreation.
- Refurbish Crystal Pool – complete public consultation and then re-invest in our public pool and fitness centre.
- Reinvest in the Crystal Pool.

GROUPING B:

Yellow Stickie Ideas (Big Dream Ideas):

- More planning for the reality of a community that will have 30% of its population over 65.
- Recreation facilities that encourage healthy living.

Pink Stickie Ideas (Smaller Dream Ideas):

- Our two dedicated seniors facilities see membership increase by 50%.
- Vic High Community sports facility.

(See next page for GROUPING C)

CONT'D: Facilitate Social Inclusion and Community Wellness

GROUPING C:

Yellow Stickie Ideas (Big Dream Ideas):

- Follow and adopt the “Four Pillar Model” for homelessness, addiction, and mental health.
- Work with community and government partners to open a safe consumption services site(s).
- Facilities such as detox and treatment services for those with mental illness will be provided to meet the needs of all those who require them.
- Support the establishment of supervised-consumption services and addiction treatment services.
- Build more sections of a continuum of health and harm reduction services.

Pink Stickie Ideas (Smaller Dream Ideas):

- Work to end homelessness – continue to increase supportive housing stock and deepen partnerships between the City and frontline service providers.
- Facilitate a collaboration among Island Health, VicPD, **Yes2SCS** and the City to create supervised consumption services embedded in a continuum of health service.
- Continue to support Coalition and work with partners to bring forward solutions.
- Work with community and government partners to open a safe consumption services site(s).
- Support the establishment of supervised consumption services and addiction treatment services.

Orange Stickie (Look to for Best Practices):

- New York – community courts
- New York – community court and services
- Amsterdam – harm reduction
- Many cities for homelessness
- Vancouver – facilitate social inclusion and community wellness + Dr. Peter’s Centre for Safe Consumption
- Calgary – homelessness, mental health and addiction
- Red Deer – lessons on reducing homelessness

4) Create Prosperity Through Economic Development

Yellow Stickie Ideas (Big Dream Ideas):

- Create incentives to attract more small and medium business to the city.
- Keep property tax increases in the line with inflation, or better every year.
- Give a partial revitalization tax exemption for a period of five years to large portions of the downtown to fill vacancies and stimulate entrepreneurships.
- Develop and implement Municipal Incomes Strategy.
- Put forward a complete plan so that businesses, both large and small will be able to thrive and prosper in our city.
- Create an Economic Development Agency that would be for Greater Victoria.
- A prosperous city with good job opportunities.

Pink Stickie Ideas (Smaller Dream Ideas):

- Complete and implement Municipal Incomes Strategy.
- Keep business taxes affordable.
- Limit property tax increases to inflation and 1%.
- Keep property tax increase in line with inflation.
- Revitalize Douglas Street as our main street.
- Make business licence fee one time not annual to create ease for small business.
- Create an Economic Development Task Force to create Economic Development Office at City Hall to fill vacancies and stimulate entrepreneurship, including social entrepreneurship.
- Create an Economic Task Force to come up with ideas that we can move forward on.
- Create an Economic Development Office for Greater Victoria.

Orange Stickie (Look to for Best Practices):

- Portland (USA) – a) vibrant economic retail core, b) residential density built adjacent to transportation corridors
- Portland – local economy; food; quality of life; infrastructure; downtown
- Calgary – saved \$12 million by cutting red tape
- Quebec City – recognizing and showcasing history – tourism; heritage
- Montreal – downtown economy vitality; cycling network; walkability; mass public transit
- Munich – pedestrianized downtown

5) Complete a Multi-Modal and Active Transportation Network

GROUPING A:

Yellow Stickie Ideas (Big Dream Ideas):

- Build a world-class walking and cycling network – a completely separated cycle track through the city and a rich pedestrian realm.
- Neighbourhood-led transportation planning and application of “complete strategy approach to all transportation projects”.
- Complete “whole-city” active transportation plan.
- Develop and implement a multi-modal transportation plan.
- Complete the cycling network by 2016.
- Complete the cycling network included protected facilities, more bike parking, hiring complete streets planners and starting an Active Transportation Authority Committee.
- A public transit system that links the City with suburban areas and other town centres.
- A pedestrian-friendly city that encourages people to walk to their destinations.

Pink Stickie Ideas (Smaller Dream Ideas):

- Review our road-width standards – can we make roads narrower?
- Incremental implementation of multi-modal transportation initiatives.
- Neighbourhood-led transportation planning and “complete streets” lens in all transportation projects.
- Complete the cycling network including protected facilities, more bike parking, and starting an Active Transportation Advisory Committee.
- Complete the cycling network by 2016.
- Complete the five-year cycling objectives in four years and invest in downtown public space.

CONT'D: Complete a Multi-Modal and Active Transportation Network

Orange Stickie (Look to for Best Practices):

- Portland – local economy; food; quality of life; infrastructure; downtown
- Montreal – downtown economy vitality; cycling network; walkability; mass public transit
- Munich – pedestrianized downtown
- Many cities – efficient light rail system
- Melbourne – transportation
- Copenhagen – complete a multi-modal and active transportation network
- Copenhagen – cycling network; place making
- Copenhagen – world leader in cycling infrastructure
- Toronto – public mass transit including street cars
- Fredericton (Historical) – scramble intersections (for pedestrians)
- Edmonton - neighbourhoods

GROUPING B:

Yellow Stickie Ideas (Big Dream Ideas):

- Belleville Terminal and David Foster Way would be completed.
- Complete the harbour front walkway.

Pink Stickie Ideas (Smaller Dream Ideas):

- Street and way finding signs that treat pedestrians equally with motor vehicles.
- Incrementally complete where opportunities become available.
- Incrementally complete the harbour water front walkway as opportunities arise.
- Implement two specific site developments along the David Foster Way Harbour Pathway.

GROUPING C:

Yellow Stickie Ideas (Big Dream Ideas):

- Extend the Government Street Mall.

Pink Stickie Ideas (Smaller Dream Ideas):

- Develop a plan, including financial strategy, to extend the Government Street Mall.

6) Engage and Empower the Community

Yellow Stickle Ideas (Big Dream Ideas):

- Develop adequate community facilities in each neighbourhood.
- Resource neighbourhood associations (human/\$) to enable equal/equitable participation in City services and programs.
- Improve the City's inclusion and engagement of youth.

Pink Stickle Ideas (Smaller Dream Ideas):

- Develop and plan a strategy for the creation of equitable community facilities in our neighbourhoods.
- Hold regular town hall meetings on topics of public interest.
- Improve the City's inclusion and engagement of youth. Utilize online, social media and established youth networks.

Orange Stickle (Look to for Best Practices):

- Seattle – engage and empower the community
- Edmonton – neighbourhoods
- Edmonton – great neighbourhood initiatives
- Vallejo, California – participatory budgeting

7) Enhance Council's Governance and Practices

GROUPING A:

Yellow Stickie Ideas (Big Dream Ideas):

- Create more open government policies and practices and make them routine.
- Buy/licence top-of-the-line engagement software and maximize the participatory elements of as many City processes as possible.
- Complete a full assessment of infrastructure and City facilities. Create a long-term investment plan.

Pink Stickie Ideas (Smaller Dream Ideas):

- (no stickies)

GROUPING B:

Yellow Stickie Ideas (Big Dream Ideas):

- Fewer municipalities in the region and stronger governance.
- Increase the City's capacity for protocol (international focus) and intergovernmental (domestic focus) in light of trend to amalgamation.

Pink Stickie Ideas (Smaller Dream Ideas):

- Victoria will have hosted delegation from each of our Sister City partners.

Orange Stickie (Look to for Best Practices):

- Toronto – regional amalgamation
- Winnipeg – regional amalgamation
- Etc. – regional amalgamation

GROUPING C:

Yellow Stickie Ideas (Big Dream Ideas):

- Bylaw Review including Animal Control Bylaw.

8) Make Victoria More Affordable

Yellow Stickie Ideas (Big Dream Ideas):

- Mandate that low-cost housing be built with all new development, as part of a Municipal Housing Strategy.
- Create more units of affordable housing.
- Implement innovative solutions to make Victoria more affordable. Increase rental stock and the low end of the market.
- Develop non-market housing for all, including artists' live-work units.
- Make Victoria more affordable.
- A range of housing options are achieved including: a) more seniors housing options, b) offer more opportunities for young families to enter housing market.
- Build affordable housing that would recognize and be adaptable for all segments of society (youth, seniors, homeless).
- There will be a diverse options of housing built meeting the needs of all our community.
- Ensure that every person in Victoria has an affordable place to live.

Pink Stickie Ideas (Smaller Dream Ideas):

- Mandate that all low-cost housing be built with a new development, as part of a Municipal Housing Strategy.
- Study and implement bylaw and zoning changes to increase affordable housing stock, including inclusionary zoning and other options which have been effective elsewhere.
- We work towards creating more affordable housing as possible. Support a housing levy.
- Develop a plan and implementation strategy for non-market housing, including artists' live-work.
- Take creative steps (pilot projects) in addition to what we are already doing to enhance affordable housing.
- Government-sector wages and pensions should be similar to the private sector.
- Focus on 200 more garden suite applications.
- Ensure our theatres and cultural facilities are operated efficiently.

Orange Stickie (Look to for Best Practices):

- Vancouver – inclusionary zoning; active transportation investment
- Amsterdam - % of total housing supply under social ownership
- Oslo – % of income equality; social solidarity; interventionist state
- Stockholm – % of income equality; social solidarity; interventionist state; fair childhood education

9) Build the Financial Capacity of the Organization

GROUPING A:

Yellow Stickie Ideas (Big Dream Ideas):

- Increase revenue and effectiveness through a Municipal Real Estate Acquisition and Management Strategy.

Pink Stickie Ideas (Smaller Dream Ideas):

- Further explore commercial sponsorships.
- Update Financial Sustainability Policy including the number and category of reserve funds.
- Increase revenue and effectiveness through a Municipal Real Estate Acquisition and Management Strategy.

GROUPING B:

Yellow Stickie Ideas (Big Dream Ideas):

- Put lots of money in the City's reserve funds, especially the infrastructure reserve.

Pink Stickie Ideas (Smaller Dream Ideas):

- (no pink stickies)

Orange Stickie (Look to for Best Practices):

- Ottawa City (Canada) – use of government partnerships through the NCC.
- Burnaby – property acquisition management
- Surrey – property acquisition management
- Quebec City (Canada) – embracing historic reality of region as foundational to its branding
- Any university/college/institute/city – that harnesses their R&D of an academic economy (Kitchener/Waterloo)

10) Plan for Emergencies Including Climate Change Short and Long-Term

GROUPING A:

Yellow Stickie Ideas (Big Dream Ideas):

- Emergency Management is now in the City's OCP – properly resource the functions so we can become resilient economically to recover from The Big One within a year of the event.

Pink Stickie Ideas (Smaller Dream Ideas):

- Understand the implication of climate change and sea water rise.
- Recognize future sea-level rise in planning for infrastructure and buildings.
- Align VEMA focus through VFD and Planning.

Orange Stickie (Look to for Best Practices):

- Chicago – climate change adaptation through green roofs
- Christchurch (NZ) – What a resilient community does when dealing with cataclysmic emergency conditions.

GROUPING B:

Yellow Stickie Ideas (Big Dream Ideas):

- A new fire hall will be built that will facilitate a mix of uses.

Pink Stickie Ideas (Smaller Dream Ideas):

- Repair fire hall so it meets the needs of the fire department.

11) Nurture Our Arts, Culture and Learning Capital

GROUPING A:

Yellow Stickie Ideas (Big Dream Ideas):

- Increase the City's investment, planning and implementation of the creative and recreational economies.
- Create and Arts and Culture Master Plan – implement this plan and increase opportunities artists, art organizations, and festivals.
- Develop and implement a Cultural Master Plan.
- Develop an Arts Centre as a cultural hub.
- Encourage more public art of all types throughout the city.

Pink Stickie Ideas (Smaller Dream Ideas):

- Success of WCMA/Rifflandia leads to Region being asked to host Junos.
- Develop a Cultural Master Plan.
- Create and Arts and Culture Master Plan. Support the arts boldly, inclusively, and strategically.
- Plan an Arts Centre as a cultural hub.
- Invest in youth arts opportunities.

Orange Stickie (Look to for Best Practices):

- Montreal – vibrancy bursting with Arts
- Montreal – nurture our arts, culture and learning capital
- Ottawa – also economic development – how to be a cultural capital; how to capitalize on being a capital city; how to showcase its history
- Paris, France - how to manage, fund and implement a broad range of public art.

GROUPING B:

Yellow Stickie Ideas (Big Dream Ideas):

- Demolish parking garage across from City Hall and build a new public library.
- Plan and build a new Central library.
- Build or enhance new library with housing attached.

Pink Stickie Ideas (Smaller Dream Ideas):

- Enhance existing Central library.

Orange Stickie (Look to for Best Practices):

- (no orange stickies)

12) Innovate and Lead

Yellow Stickie Ideas (Big Dream Ideas):

- (no yellow stickies)

Pink Stickie Ideas (Smaller Dream Ideas):

- (no pink stickies)

Orange Stickie (Look to for Best Practices):

- Halifax – also Community and Economic Development – how to maximize the presence of colleges and universities; how to be a regional leader among adjacent municipalities; how to make the most having a naval base as a neighbor

MISCELLANEOUS STICKIES

Yellow Stickie Ideas (Big Dream Ideas):

- Invest in infrastructure.
- A sewage treatment that is affordable, innovative and sustainable will be built.
- Develop a cost effective wastewater treatment system for Victoria.
- Waste disposal and recycling systems that encourage reduction, re-use and recycling.

Pink Stickie Ideas (Smaller Dream Ideas):

- Deliver affordable public services.
- Recycling as convenient as waste disposal.
- Deer Management Plan.

Orange Stickie (Look to for Best Practices):

- Almost every other city in North America and Europe – sewage treatment system
- Madison – water quality; can swim downtown
- Saanich – collection of organics and leaf pick-up
- Malmo
- Most other cities – separate recycling and garbage in public waste bins
- Surrey (among others) – efficient and convenient collection of recycling, garbage and garden waste, within a single system.