



## REVISED AGENDA - SPECIAL COMMITTEE OF THE WHOLE

Date: Tuesday, November 6, 2018, 8:00 A.M.  
Location: COUNCIL CHAMBERS, CITY HALL, 1  
CENTENNIAL SQUARE  
Located on the traditional territory of the Esquimalt  
and Songhees People

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A.	APPROVAL OF AGENDA	
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C.	READING OF MINUTES	
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G.	NOTICE OF MOTIONS	
H.	NEW BUSINESS	
H.1	<u>Strategic Planning</u>	1
	<i>A workshop regarding strategic planning initiatives.</i>	
*H.2	<u>2015-2018 Strategic Plan Carry Forward Initiatives</u>	3
	<i>List of current Strategic Plan initiatives for Council's consideration.</i>	
	<i><u>Addendum</u>: Report</i>	
*H.3	<u>Victoria Housing Strategy</u>	7
	<i>Presentation to inform Council of completed and remaining actions in the Victoria Housing Strategy.</i>	
	<i><u>Addendum</u>: Presentation</i>	
I.	ADJOURNMENT OF COMMITTEE OF THE WHOLE	



## **Council Member Motion**

For the Committee of the Whole Meetings of November 6, 13 and 20<sup>th</sup>

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**Date:** November 2, 2018      **From:** Mayor Helps

**Subject:** Strategic Planning Process

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### **Summary**

The objective of the strategic planning process is to end up with a concrete, achievable strategic plan that will guide the decisions of Council and the work of staff for the next four years and to include clearly in the plan how we will engage with the public. Once in place, the plan will be reviewed on a quarterly basis and updated according to a clear process.

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 the following:

1. Ensure that Council feels good about the strategic planning process and like there is room for everyone's ideas to be considered.
2. Assess the initiatives already underway and determine which we will discontinue in order to create capacity for new initiatives in 2019.
3. Determine what is working well – what are the strengths in city hall and in the community?
4. Determine what is not working well and needs improvement.
5. Determine what opportunities exist to build on strengths and improve what's not working.
6. Logically sequence proposed actions to set ourselves up for success.
7. Determine which actions in the plan we will engage the public on and at what level and which we will not.
8. Share the plan with the public and incorporate public feedback before we adopt the final plan.
9. Align the 2019 budget with the 2019 actions in the plan. Do this on an annual basis in order to ensure the resources and capacity necessary to achieve the plan are available while the ongoing operations of the city (approximately 85% of staff time, resources and capacity) are also maintained.

## **Tuesday November 6<sup>th</sup> 8am-2pm**

### **Agenda**

- a.) Learn about the projects currently underway
- b.) Determine which of the projects we will discontinue
- c.) Answer the following questions:
  - i.) What is working well at City Hall and in the City – what are our strengths?
  - ii.) What is not working well at City Hall and in the city and needs improvement?

## **Tuesday November 13<sup>th</sup> 8:30am-3pm**

### **Agenda**

- a.) Review, revise if necessary and reaffirm work from November 6<sup>th</sup>
- b.) Based on what's working well and what needs work, determine high level objectives that need to be achieved by 2022 in order to seize opportunities and fix problems.
- c.) Big ideas – what are the high level actions needed to achieve these objectives?
- d.) As Tracy Lorensen noted at the regional orientation, "If everything makes it in to your strategic plan it is not a strategic plan, it is a letter to Santa." Begin to make the hard choices – what stays and what goes?

*NB* Between November 13 and 20 the Mayor (as facilitator) will develop a proposed logical order of actions to achieve the outcomes. We must use logic. If we do not proceed logically, and if we do not know which action is a prerequisite to which other action, we will fail immediately.

## **Tuesday November 20<sup>th</sup> 8am-2pm**

### **Agenda**

- a.) Review and refine proposed very draft plan.
- b.) Determine which level of engagement is needed for which action (Please review attached City of Victoria Engagement Framework in advance).

## **Thursday December 6<sup>th</sup> – Regular Committee of the Whole Meeting**

Adopt final draft plan and put it forward for public consultation.

Note that the agendas of each day will be fluid. If we accomplish everything in less time than anticipated, we will move on to the next items as time and energy permit.

Respectfully Submitted,



Mayor Helps

2015-2018 Strategic Plan Carry Forward Initiatives	
Initiative	Description
<b>Objective #1: Innovate and Lead</b>	
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<b>Objective #2: Engage and Empower the Community</b>	
Youth Strategy	Development of specific initiatives, action plan and budget requirements to support implementation of the Youth Strategy.
Open Government Plan	Creation and implementation of a plan and timeline for open government enhancements, including an expansion of the types of information that will be released and the frequency of the updates to support local government transparency.
<b>Objective #3: Strive for Excellence in Land Use Planning</b>	
Local Area Plans	A series of projects to prepare 10 new neighbourhood plans. Plans completed at the end of 2018 include Burnside Gorge and Victoria West. Draft neighbourhoods plans prepared for Fairfield and Gonzales (latter on hold as per Council direction). Remaining neighbourhoods are: North Park, Fernwood, Jubilee, Rockland, Hillside-Quadra, Oaklands, James Bay.
Heritage Register	Development of an approach for adding properties to the Heritage Register.
Citizen-Led Conservation Areas	Development of a policy and procedure for Citizen-led Heritage Conservation Areas.
<b>Objective #4: Build the Financial Capacity of the Organization</b>	
Real Estate/Property Strategy	Development of a strategic real estate land acquisition, management and disposal strategy to inform the City's long-term capital planning process to ensure the City is positioned to leverage its real estate portfolio for broader civic priorities.
<b>Objective #5: Create Prosperity through Economic Development</b>	
Street Vending	Assessment of opportunities to increase street vending for both new entrepreneurs and established businesses, including the bike vending pilot project.
Living Wage Policy	Develop a living wage policy and implementation plan for the City of Victoria to be certified under the Living Wage Employer Program.

2015-2018 Strategic Plan Carry Forward Initiatives	
Initiative	Description
Community Benefit Hub	Host and participate as one of nine Vancouver Island and Sunshine Coast municipalities in assessing options for social procurement.
<b>Objective #6: Make Victoria More Affordable</b>	
Market Rental Revitalization	Initiatives remaining are: 1) preparation of a Rental Property Standards of Maintenance bylaw along with a resourcing and enforcement strategy report; 2) expression of interest to seek pilot projects to test out Energy and Seismic Upgrade Incentive Program.
Accelerated Victoria Housing Strategy Implementation	Actions remaining are: 1) Update zoning regulations following local area planning for infill housing, including house conversion regulations; 2) Revisit secondary suite grant program to encourage accessible suites to support aging in place; 3) Consider voluntary guidelines for adaptable housing so accessibility features can be added more easily post-construction; 4) Host a housing workshop focused on non-profit housing by faith communities.
Community Amenity Contribution Policy	Council approved in-principle a draft Inclusionary Housing and Bonus Density Policy that will come into effect March 31, 2019 following further consultation with stakeholders.
<b>Objective #7: Facilitate Social Inclusion and Community Wellness</b>	
Inclusionary Policy	Development of a Trans, Non-binary and Two-spirit Inclusion policy to ensure City facilities, operations and programs are safe, inclusive, and equitable for people of all genders, gender identities, and gender expressions, and their communities.
Accessibility Framework	Development of an Accessibly Framework to guide improvements to facilities and public spaces. Consultation and planning are both underway, with consultant expert support.
Community Sport Facility	Collaborate with SD 61 on a new or upgraded school and a community sports facility at the Vic High site.
Crystal Pool and Wellness Centre Replacement	Replace the existing Crystal Pool and Fitness Centre that has reached its' end of life, including facility design, engagement and strategies to fund the facility.
<b>Objective #8: Enhance and Steward Public Spaces, Green Spaces and Food Systems</b>	
Downtown and Government Street Public Realm	Ongoing implementation of Wayfinding Strategy through phased installation of signage as well as improved furnishings.

2015-2018 Strategic Plan Carry Forward Initiatives	
Initiative	Description
Centennial Square Action Plan	Project to set priorities for short term improvements to the Square and provide a framework for long term planning.
Ship Point Planning and Funding	Draft Ship Point Master Plan conceptual site design complete consultation continuing.
Waterfront Pathway	Establish new connections and enhance or upgrade existing segments of the David Foster Harbour Pathway Plan and develop an associated multi-year capital, project and property strategy to support pathway enhancements along the City's harbour waterfront.
<b>Objective #9: Complete a Multi-Modal and Active Transportation System</b>	
Bike Master Plan	The first phase of cycling network implementation includes 5.4 km of All Ages and Abilities routes in the downtown core, originally intended for completion by the end of 2018. Four phases in total will be completed for the priority network, with longer term projects identified for out-years. Humboldt, Wharf and Vancouver Street are the remaining phase 1 projects, to be completed in late 2019.
Bike Training in Schools	Continue working with SD 61 to encourage development of a school-based bike safety and education program to both promote safe practices, as well as future mobility choices.
Road Width Policy	Review and update the policy for desired right of way widths for road dedications and statutory right of ways.
Sustainable Mobility Strategy	A transportation strategy that will establish sustainable transportation standards, management frameworks, priority action plans, and meaningful performance targets, and will be supported by a series of information and tools. Strategy underway and planned to be completed in 2019.
<b>Objective #10: Nurture our Arts, Culture and Learning Capital</b>	
Long Term CityStudio Business Case	CityStudio Victoria is an innovation hub where City staff, post-secondary students and community members co-create, design and launch projects.
<b>Objective #11: Steward Water Systems and Waste Systems Responsibly</b>	
Waste Management Strategy	An in-depth study of available options and strategies for reduction of corporate, municipal and regional solid waste. Strategy underway, with consultant support starting in late 2018.

2015-2018 Strategic Plan Carry Forward Initiatives	
Initiative	Description
<b>Objective #12: Plan for Emergencies including Climate Change Short and Long Term</b>	
Climate Leadership Plan	Continued implementation of the actions in the published 2018, Climate Leadership Plan.
New Fire Hall	To provide a seismically sound headquarter fire hall to meet the needs of the Victoria Fire Department. Replacement of the Fire Hall #1 currently located at 1234 Yates Street through a Purchase and Sale Agreement (currently undergoing re-zoning process). In addition to the fire hall construction, the developer's plans include building 130 units of affordable housing above the fire hall component of the building.
Drainage Review of Low-Lying Areas	Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed. Engineering analysis for drainage completed and planning/land use considerations to follow.
<b>Objective #13: Demonstrate Regional Leadership</b>	
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ANNUAL REVIEW 2018

# Victoria Housing Strategy



# Purpose

Inform Council of completed and remaining actions in the Victoria Housing Strategy to inform:

- ✓ Strategic Planning
- ✓ New actions as part of update to Strategy

# Background



## Strategic Direction 1

**Increase supply**  
of attainable  
housing for low to  
moderate income  
households



## Strategic Direction 2

**Encourage diversity**  
of housing types,  
tenures, and prices  
across the city and  
within  
neighbourhoods



## Strategic Direction 3

**Build awareness**  
and partnerships  
for affordable  
housing through  
communication,  
education and  
advocacy

# Strategic Direction 1: Increase Supply

Supporting Actions	Status
1. Reduce parking requirements and consider parking innovations that support affordable housing projects.	✓
2. Remove minimum unit size regulations from multi-unit residential zones.	✓
3. Permit garden suites in zoning.	✓
4. Examine ways to increase the number of secondary suites while maintaining livability, safety and affordability.	✓
5. Update zoning following local area planning processes to encourage a variety of housing forms consistent with the OCP including: <ul style="list-style-type: none"> <li>• Additional house conversion opportunities</li> <li>• New ground-oriented housing forms</li> <li>• Lock-off suites</li> </ul>	

# Strategic Direction 1: Increase Supply

Supporting Actions	Status
<p>1. Review and update the Victoria Housing Reserve Fund guidelines based on the following considerations:</p> <ul style="list-style-type: none"><li>a. Basis of fund allocations (per unit, per bedroom, etc.) and limits;</li><li>b. Criteria to encourage family-oriented units;</li><li>c. Evaluation of the fund for funding affordable housing projects outside the city of Victoria.</li></ul>	✓
<p>2. Reconsider policy and guidelines for potential conversion of motel properties as part of local area planning processes.</p>	✓
<p>3. Work with Strategic Real Estate function to determine if affordable housing objectives can be achieved when considering the acquisition, disposal or redevelopment of public properties and lands.</p>	In progress

# Strategic Direction 1: Increase Supply

Supporting Actions	Status
1. Continue the practice of prioritizing non-market housing applications.	✓
2. Expand prioritizing of applications to private sector projects that meet minimum thresholds for target housing types.	✓
3. Consider additional delegated authority initiatives for development applications in future years following monitoring and evaluation of the current level of delegated authority.	✓

# Strategic Direction 1: Increase Supply

Supporting Actions	Status
1. Develop a fiscal strategy that considers the impact of direct funding from the Victoria Housing Reserve Fund and relief from fees, Development Cost Charges and permissive tax exemptions.	✓
2. Revisit the secondary suite grant program for accessible suites that serve an aging population.	
3. Consider yearly contributions to the Victoria Housing Reserve Fund to align with the housing targets outlined in this Strategy as part of future budgeting considerations.	Ongoing

## Strategic Direction 2: Encourage Diversity

Supporting Actions	Status
1. Create an inclusionary housing and density bonus policy within the Downtown Core Area to seek on-site non-market housing as part of amenity contributions for projects above a certain threshold.	✓
2. Establish clear targets for housing types, tenures and incomes to inform negotiations as a supplement to the inclusionary housing and density bonus policy.	✓
3. Consider voluntary guidelines to encourage adaptable housing so accessibility features can be added more easily and inexpensively post-construction.	

## Strategic Direction 2: Encourage Diversity

Supporting Actions	Status
1. Create an inventory of existing affordable rental stock.	✓
2. Consider regulations, policies and incentives to protect and support regeneration of existing affordable rental stock.	✓
3. Review and update the Property Maintenance Bylaw to improve tenant housing quality.	In progress
4. Examine legislative authority for a municipal role in maintaining rental tenant stability.	✓



# Strategic Direction 3: Build Awareness

Supporting Actions	Status
1. Update the housing webpage on the City of Victoria's website to make policies and practices readily accessible and widely understood.	✓
2. Host workshops with external partners and stakeholders to investigate opportunities including but not limited to: <ul style="list-style-type: none"> <li>a. Affordable home ownership programs</li> <li>b. Protecting and regenerating existing affordable rental housing stock</li> <li>c. Non profit housing developments by faith communities</li> </ul>	✓ ✓
3. Use the City's annual Development Summit for ongoing dialogue with the development industry and housing providers to support the provision of affordable housing.	✓
4. Continue to support a Regional Housing First Strategy.	✓

# Next Steps

Consider update to Victoria Housing Strategy informed by:

- Outcomes of Strategic Planning
- Housing Summit – January/February date TBD
  - Input from housing providers, development industry, community, Council and staff