



AGENDA - SPECIAL COMMITTEE OF THE WHOLE

Tuesday, November 13, 2018, 8:30 A.M.

COUNCIL CHAMBERS, CITY HALL, 1 CENTENNIAL SQUARE

Located on the traditional territory of the Esquimalt and Songhees People

Pages

A. APPROVAL OF AGENDA

B. CONSENT AGENDA

C. READING OF MINUTES

D. UNFINISHED BUSINESS

D.1 Strategic Planning

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Session two of three workshops held to discuss strategic planning initiatives.

E. LAND USE MATTERS

F. STAFF REPORTS

G. NOTICE OF MOTIONS

H. NEW BUSINESS

I. ADJOURNMENT OF COMMITTEE OF THE WHOLE



Council Member Motion

For the Committee of the Whole meeting of November 13th

Date: November 8, 2018 **From:** Mayor Helps
Subject: Strategic Planning Process

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.

In the first planning session (see agenda below) we developed through collaboration and consensus the document attached as Appendix A which is the very beginnings of a four year strategic plan. This document will be developed further through our November 13th and November 20th sessions.

Tuesday November 6th 8am-2pm

Agenda

- a.) Learn about the projects currently underway
- b.) Determine which of the projects we will discontinue

Tuesday November 13th 8:30am-3:00pm

Agenda

- a.) Review, revise if necessary and reaffirm work from November 6th
- b.) 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?
- c.) 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.
- d.) Big ideas – what are the high level actions needed to achieve these objectives?
- e.) 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 20th 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 6th – 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

APPENDIX A

2019-2022 Strategic Plan, Humble Beginnings

These Principles and Values were developed during orientation and will be included as part of the prologue or preamble to the plan.

Victoria City Council 2018-2022 Declaration of Principles and Values – DRAFT

In order to create a culture of deep respect, to build the relationships we need to do the work, and to aspire to be our highest selves even when it feels hard and when difficult decisions could stand to divide us, we are committed to:

1. Governing with **integrity, transparency** and an unwavering dedication to **public service**.
2. Welcoming **diversity** and fostering a spirit of **inclusion** and **equity** in everything we do.
3. **Leading** with **creativity** and **courage**.
4. **Deep listening** and **critical thinking**.
5. Assuming that everyone is here with **good intention** to make the community better.
6. Nurturing a culture of **continuous learning** with each other, staff and the public.
7. Working **collaboratively** and **cooperatively** with each other, staff and the public while welcoming a **diversity of opinion and thought**.
8. Practicing **generosity, curiosity** and **compassion**.
9. Being **patient, kind** and **caring**.
10. Bringing a spirit of **open-mindedness** and **open-heartedness** to all of our work.
11. Keeping a **sense of humour** and **light-heartedness** with each other.
12. Reviewing these principles once a quarter with the same **humility, honesty** and **candour** with which we govern.

This is the outcome of the first strategic planning session. This is the very beginning of the process. The elements here are items that remain unfinished from last Council term and have been proposed for carry forward for the 2019-2022 Strategic Plan as well as items added by motion at the November 8th Council Meeting.

What Council would like to get out of the planning process:

- Generation of great ideas
- Understand how we work together
- Open conversation and candid dialogue
- An overall understanding of what four years will look like and how we will include the community
- To learn more about what we've been doing as a city and what we need to do
- Relationship building
- Learning how to work together
- Collaborative
- Transparent
- Make some hard decisions
- Strong strategic plan that will advance social and ecological justice

What Council would like to see in the plan:

- A clear path forward but one that is also flexible enough to address emerging issues
- Practical and achievable, not just a wish list
- Include the public
- Achievable *and* aspirational
- Include what we've heard from citizens *and* what we're passionate about
- Tied to the budget
- Address a broad spectrum of things so that there is something for everyone in the plan and it tends to the day to day of the city
- A bold and achievable plan, where we measure and report on our progress
- Tackle the toughest issues, have a clear path from day one

2019 Actions (uncategorized by "Objective" as Objectives haven't been set yet.)

2019 Actions	Description
Youth Strategy	Development of specific initiatives, action plan and budget requirements to support implementation of the Youth Strategy.
Real Estate 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.
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 <ul style="list-style-type: none"> - Develop city wide strategy for additional house conversion opportunities, new ground-oriented housing forms and lock-off suites - Consider a secondary suite grant program for accessible suites that serve an aging population - Incentivize and mandate the creation of family appropriate two and three bedroom rental units - Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing 	Actions remaining from 2015-2026 Victoria Housing Strategy and added at the November 8 Council meeting.

2019 Actions	Description
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.
Trans Inclusion 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.
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.
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.
Waste Reduction Strategy - Phase 1	An in-depth study of available options and strategies for reduction of corporate, municipal and regional solid waste. Strategy development is underway, with consultant support – a report to Council will follow completion of this initial phase.
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.
Renters Advisory Committee	A standing committee of council to provide input to council on polices to increase rental housing stock; improving conditions and well-being for renters in Victoria; strategic priorities for the city relating to renters; the impacts of provincial and federal legislation affecting renters; enhancing access and inclusion for renters in developing municipal policy and civic life.

**There were some sticky notes with annotations. These thoughts can be incorporated when the Head of Strategic Real Estate holds a real estate priorities workshop with Council in the coming months*

2020 Actions	Description
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.

2021 Actions	Description
Ship Point Plan and Funding Strategy	Draft Ship Point Master Plan conceptual site design complete consultation continuing.

2019-2022 Actions	Description
Local Area Plans - one per year	A series of projects to prepare 10 new neighbourhood plans. Plans completed at the end of 2018 include Burnside Gorge and Victoria West. Draft neighbourhood 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.
Bike Master Plan Implementation	The approved bike master plan includes 32 km of an All Ages and Abilities (AAA) network throughout the city. Phase 1 of the cycling network implementation is 5.4 km of routes in the downtown core. Pandora and Fort Street are complete, and Humboldt, Wharf and Vancouver Street are the remaining Phase 1 projects that are underway and to be completed in late 2019.

Operational Priorities

These were identified as operational priorities rather than as strategic priorities. They are flagged here and will likely find their way into the plan’s introduction.

- Heritage Conservation and designation of properties as possible
- Continuous improvement with regard to open government
- Creating and maintaining a high-quality public realm