



REVISED AGENDA - SPECIAL COMMITTEE OF THE WHOLE

Date: Tuesday, November 20, 2018, 8:00 A.M.

Location: 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
- E. LAND USE MATTERS
- F. STAFF REPORTS
- G. NOTICE OF MOTIONS
- H. NEW BUSINESS

*H.1 Strategic Planning

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Final scheduled workshop to discuss strategic planning initiatives.

Addendum: Council Motion & Revised Attachment

- I. ADJOURNMENT OF COMMITTEE OF THE WHOLE



Council Member Motion

For the Committee of the Whole Meeting of November 20, 2018

Date: November 18, 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 two planning sessions (see agendas below) we developed through collaboration and consensus the document attached as Appendix A which is the very beginnings of a four year strategic plan.

On Tuesday November 20th we will further refine the plan through the following agenda.

Tuesday November 20th 8am-2pm

Agenda

1. Review and refine proposed draft plan.
 - a. Start with items that are listed as needing more clarity and whether they stay or go (by consensus if possible, through motions if not)
 - b. Review proposed timing of actions (year proposed for implementation) and determine whether anything needs to be moved (by consensus if possible, by motion if not).
 - c. Determine, by motion, which items need to be deleted.
 - d. Address the list of motions included in the chart that are capital or operational rather than strategic items
 - e. Review order of objectives (Mayor to explain proposed current order)
 - f. Time permitting, determine which items will require engagement and which we will simply inform about when we are implementing. (This will help provide information for engagement summit in January).

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,

A handwritten signature in black ink, appearing to read 'Z. Helps'.

Mayor Helps

BACKGROUNDER – Previous agendas

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?

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.

Strategic Objectives

1. Good Governance
2. Reconciliation and Indigenous Relations
3. Affordable Housing
4. Prosperity and Economic Inclusion
5. Health, Well-being and a Welcoming City
6. Climate Leadership and Environmental Stewardship
7. Sustainable Transportation
8. Strong, Livable Neighbourhoods

APPENDIX A

Strategic Objective 1: Good Governance		
2019 Actions	Description	Comments
1. Work with Saanich Council to develop and implement Citizens Assembly process		
2. Develop and pilot a workshop series to train staff and community leaders in appreciative inquiry and consensus building; identify challenging topics for engagement in advance and ensure that everyone involved (staff and community leaders) have adequate training to lead engagement		
3. Work to regionalize police services		
4. Offer childcare at City Hall during public hearings		
5. Improve proactive disclosure of closed meeting records and decisions		
6. Improve timely publication of Council member expenses and financial disclosure statements		
7. Create a lobbyist registry		
8. Create a structure / process for Councilors to share and be accountable for their work on committees and other appointments		
9. Youth Strategy	Development of specific initiatives, action plan and budget requirements to support implementation of the Youth Strategy.	
10. 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.	
11. Renters Advisory Committee	A standing committee of council to provide input to council on policies to increase rental housing stock;	

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Strategic Objective 1: Good Governance		
	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.	
2020 Actions	Description	Comments
12. Allow people to make video submissions to public hearings <i>(requires more clarity)</i>		
13. Council salary review <i>(staff we just recently completed)</i>		
14. Simplify the public hearing process		
15. Hold public hearing only council meetings		
16. Develop and implement processes for convening the community and gathering input on what the community is interested in giving input on - not only engaging when City Hall has a question for the community		
17. Understand why people are withdrawing from civil society and what would draw them back into participating face to face		
18. Begin holding four town halls per year, one per quarter for residents, youth, business, and organized labour (to be continued in 2021 and 2022)		
2021 Actions	Description	Comments
19. Divest municipal funds from fossil fuels		
20. Initiate a governance review		
2022 Actions	Description	Comments
Ongoing Actions	Description	Comments
21. Streamline consistent planning and permit processes <i>(needs more clarity; also there is something similar in Prosperity and Economic Inclusion objective)</i>		

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Strategic Objective 1: Good Governance		
22. Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year		
23. Improve service delivery through learning and input from frontline city workers (LEAN process)		
24. Review local areas plans every five years as a practice (<i>needs more clarity – what level of review? All plans every five years?</i>)		
25. Oversight and personnel committee (<i>needs more clarity – how is this different than the role of Council?</i>)		

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Strategic Objective 2: Reconciliation and Indigenous Relations		
2019 Actions	Description	Comments
1. Create the Victoria Reconciliation Dialogues	Involve the community in reconciliation efforts and create opportunities for residents to learn more about Indigenous history and culture and what it means to live in a city on someone else's lands	
2. Determine appropriate context for the Sir John A MacDonald Statue	Work with the Nations, the community and the Sir John A MacDonald Historical Society	
3. Establish an Indigenous Relations Office		
2020 Actions	Description	Comments
4. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations		
5. Support the restoration of Indigenous place names		
6. Develop and implement an ongoing, mandatory training program for Council and all city staff		
2021 Actions	Description	Comments
7. Pursue co-governance of Meegan (Beacon Hill Park) and shoreline area with the Lekwungen people		
2022 Actions	Description	Comments
8. Increase protection for Indigenous cultural heritage sites in landuse and development processes (<i>needs more clarity, how different from Provincial regulations?</i>)		
Ongoing Actions	Description	Comments
9. Continuing working with and adapting the Witness Reconciliation Program		
10. Create opportunities for Indigenous contractors and employers through city infrastructure projects and contracts	Work the the Coastal Communities Social Procurement Initiative to develop clear process	
11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects		
12. Advocate for First Nations representation on CRD Board		

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Strategic Objective 2: Reconciliation and Indigenous Relations		
13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park		
14. Work with the Songhees and Esquimalt Nations to establish a reburial site		

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Strategic Objective 3: Housing Affordability		
2019 Actions	Description	Comments
1. Define affordable housing and track and measure the creation of affordable housing units		
2. Explore rental only zoning		
3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing		
4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (decommodified) housing		
5. Examine existing city land as possible sites for affordable housing including road-edge remnants, wide roads, Boys and Girls Club		
6. 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.	
7. 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.	

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Strategic Objective 3: Housing Affordability		
8. 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.	
2020 Actions	Description	Comments
9. Create a Small Scale Housing Ambassador position to make it easier for homeowners to create affordable housing		
10. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers		
11. Garden Suites and Tiny Homes <ul style="list-style-type: none"> - Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month - Allow tiny homes and garden suites on lots that already have secondary suites or duplexes - Expand garden suite program to allow larger units on larger lots - Examine grants for garden suites if affordable 		
12. Houseplexes and Townhouses <ul style="list-style-type: none"> - Undertake a city wide planning exercise to identify suitable locations for townhouses and houseplexes - Support houseplexes as a form of multi-unit housing that provide a sensitive transition within neighbourhoods - More family housing including townhouses and rowhouses 		
2021 Actions	Description	Comments
2022 Actions	Description	Comments
Ongoing Actions	Description	Comments
13. Regularly evaluate the city's bonus density policy and the number of units being created as part of it		

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Strategic Objective 3: Housing Affordability		
14. Encourage barrier free housing and universal design in new development		
15. Identify opportunities for affordable housing in neighbourhood plans		
16. Advocate for more affordable student housing		
17. Facilitate, incent and support co-op housing		

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Strategic Objective 4: Prosperity and Economic Inclusion		
2019 Actions	Description	Comments
1. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target		
2. Secure federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub		
2020 Actions	Description	Comments
3. Create a tech advisory committee to better integrate tech and the city at a strategic level		
4. Explore tax relief for businesses affected by city construction		
5. Examine effectiveness of arts and culture grants funding versus direct staff support		
6. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space		
7. 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	Comments
8. Work with the Downtown Victoria Business Association to develop a downtown retail strategy		
9. Explore ways to support "heritage" businesses as neighbourhoods gentrify (<i>requires more clarity</i>)		
10. Implement a community broadband network		
2022 Actions	Description	Comments
Ongoing Actions		Comments
11. Support arts, culture and innovation venue and spaces		
12. Advocate for adequate income and supports to ensure everyone		

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Strategic Objective 4: Prosperity and Economic Inclusion		
has access to a decent quality of life		
13. Support non-transactional approaches to the provision of good and services (<i>requires more clarity</i>)		
14. Hold an Annual Development Summit and continue to improve processing times and process improvements		
15. Support buy local initiatives to promote sustainable local enterprise		
16. Explore/include community ventures in new social enterprise programs (<i>requires more clarity</i>)		
17. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees		
18. Keep cap on annual property taxes to no more than inflation plus one		
19. Continue work to support entrepreneurs and small businesses		
20. Support placemaking entrepreneurs – food trucks, more patio spaces		
21. Support economic opportunities for urban agriculture producers, farm businesses, farmers markets (<i>requires more clarity</i>)		
22. Put a modern value on industrial land and it's use (<i>requires more clarity</i>)		

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Strategic Objective 5: Health, Well-Being and a Welcoming City		
2019 Actions	Description	Comments
1. Create a city-wide childcare strategy and action plan		
2. 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.	
3. 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.	
4. 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.	
2020 Actions	Description	Comments
5. Create a Welcoming City Strategy <ul style="list-style-type: none"> - Staff to join Welcoming City initiatives - Community efforts that promote inclusivity, understanding and collaboration across cultures to learn about and appreciate everyone's unique perspective - Foster a compassionate city - City not to use funds, personnel or equipment to detain people due to immigration status - Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents - Ensure a welcoming and neighbourly atmosphere in our community where all people including immigrants and refugees are welcomed, accepted and encouraged to participate 		

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Strategic Objective 5: Health, Well-Being and a Welcoming City		
<ul style="list-style-type: none"> - City plays role in collective response to fear mongering, racism and human suffering - Foster a welcoming environment that treats all people with compassion and respect 		
6. Create a seniors task force and develop a seniors strategy/action plan		
7. Make Victoria a City of Murals (<i>need more clarity – may be better as an ongoing budget item – see below</i>)		
8. Create a mental health and addictions advisory committee and a peer-informed mental health and addictions strategy (<i>is this something the city should take on given that it's beyond the city's mandate to deliver on these areas? Risk of disappointment and setting up expectations that can't be met</i>)		
9. Create a strategy to attract doctors to the city		
2021 Actions	Description	Comments
10. Urban Agriculture <ul style="list-style-type: none"> - Explore opportunities for increasing food production on private land - Support food infrastructure including farmers markets and storage and distribution (<i>needs more clarity</i>) - Add to inventory of land soil testing and shade evaluation (<i>needs more clarity</i>) - Establish agriculture water rates (<i>needs more clarity</i>) - Honour BC Agricultural Land rates (<i>needs more clarity</i>) - Incentives for and remove barriers to commercial composting and composting in place (<i>needs more clarity</i>) - Neighbourhood food / meal programs (<i>need more clarity – City to create? Or support?</i>) 		

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Strategic Objective 5: Health, Well-Being and a Welcoming City		
- Work with Lifecycles Project Society to bring back the Sharing Backyards Program		
11. Rotating Mural Artist to beautify empty storefronts and large windows		
2022 Actions	Description	Comments
12. Expand Life Pass program to 365 days per year 13. Create or partner to create a sports equipment library 14. Pilot community BBQ stations in parks and neighbourhood public spaces		
2019-2022 Actions	Description	Comments
15. Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library		
Ongoing Actions	Description	Comments
16. Measure wellbeing and use results to inform budgeting process. Set target from 2019 baseline. Increase belonging and wellbeing by X %		
17. Identify and remove barriers to make Victoria barrier-free and apply a barrier free lens to all decisions we make to ensure we're not creating new barriers		
18. Encourage a program to make businesses barrier free (DVBA?) <i>(needs clarity – is this envisioned as ongoing or an action that starts in a particular year?)</i>		
19. Look for opportunities for deer management and partnerships		
20. Ensure ethno-cultural diversity in municipal festive, arts and cultural funding supports		
21. Make it easier to garden on boulevards <i>(needs clarity – how is this different than Growing in City project and resultant policy changes?)</i>		
22. Advocate for preserving and strengthening the Agricultural Land Reserve		

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Strategic Objective 5: Health, Well-Being and a Welcoming City		
23. Look for opportunities to create accessible shoreline access		
<p>24. Mental Health and Addictions Advocacy</p> <ul style="list-style-type: none"> - Advocate for better prevention and more support for those aging out of foster care – there were 156 unhoused youth in the 2018 Point in Time Count - Advocate for more funds for mental health and more publicly funded recovery options and destigmatization of mental health and addictions - Advocate for and facilitate planning and delivery of additional harm reduction services in the city and region, including a safe inhalation site (<i>needs clarity – what is meant by facilitate planning and delivery, staff resources or council?</i>) - Advocate for the BC government to provide safer substances to reduce harm from addictions (<i>need more clarity</i>) - Advocate for / work with agencies and other governments and professional bodies to facilitate increased harm reduction training (<i>more clarity, training for who?</i>) - Advocate to the Province and/or the CRD and Capital Regional Hospital District to measure homelessness, acute addiction, mental health and to identify service gaps and better coordinate between existing service providers and create better funding opportunities 		
Not for strategic plan – Capital or operating budget items and general direction to staff		
Motion: Direct staff to report back as part of the 2020 budget process on options to add another leash optional park		
Motion: Direct staff to report back as part of the 2020 budget process on a plan to address friction between dog owners and walkers on Dallas Rd		
Motion: Direct staff to report back in the 2020, 2021 and 2022 budgets for options to increase food production on public land including increasing community gardens in the city and building urban food systems into our parks operations.		

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Strategic Objective 5: Health, Well-Being and a Welcoming City
Motion: Direct staff to report back in the 2020, 2021 and 2022 budgets for options to increase the number of murals in public space and on private buildings to make Victoria a City of Murals.
Motion: Direct the mayor to write to the Medical Health Officer and request that he examine the health impacts of woodstoves and fireplaces.
Motion: Direct the mayor to write to the Capital Regional District requesting stricter enforcement of the smoking bylaw.
Motion: Direct staff to inquire with the School District about opportunities to create a lighted soccer pitch at Victoria High School.
Motion: Direct staff to report back as part of the 2021 budget process on the budget implications of replacing the two all weather fields in the South West corner of Beacon Hill Park with a lighted field.
Motion: Direct staff to report back as part of the 2020, 2021 and 2022 budgets on opportunities to expand public washrooms and drinking fountains in the north half of the city.
Motion: Direct staff to increase on-street and parkade parking for people with disabilities on an ongoing basis and report to Council on a quarterly basis with the net new number of spots added.
Motion: Direct staff to report back a part of the 2020, 2021 and 2022 budgets for opportunities to create community gardens in all neighbourhoods
Motion: Direct staff to report back a part of the 2020, 2021 and 2022 budgets for opportunities to increase pollinator habitat on public and private lands

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Strategic Objective 6: Climate Leadership and Environmental Stewardship		
2019 Actions	Description	Comments
1. Waste Reduction Strategy	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.	
2. Climate Leadership Plan	Continued implementation of the actions in the published 2018, Climate Leadership Plan.	
3. Implement a city staff transit pass program		
4. Develop and Implement Urban Forest Masterplan (unimplemented item from 2013 Urban Forest Masterplan)		
5. Ban straws		
6. Create Neighbourhood Climate Champion program with one child, youth, adult and elder from each neighbourhood to lead and inspire at the local level on Climate Action		
2020 Actions	Description	Comments
7. Create Annual Tree Planting Festival like “Tree Appreciation Day” but lots of trees, in all neighbourhoods at once with a big celebration or small celebrations in each neighbourhood		
8. Strengthen tree protection bylaw		
9. Mandate green shores practices on waterfront development		
10. Initiate a parks acquisition strategy to move towards OCP parks and green space goals; measure progress towards goals		
11. Ban single-use coffee cups and all food takeout containers		
12. Eliminate organic waste going to the landfill – create biogas energy (CRD is working on a		

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Strategic Objective 6: Climate Leadership and Environmental Stewardship		
<i>processing plant for food scraps to create energy – don't need this in our plan)</i>		
2021 Actions	Description	Comments
13. Implement a robust zero waste strategy		
14. Mandate electric vehicle charging capacity in all new developments		
15. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation		
2022 Actions	Description	Comments
16. Expedite implementation of the BC Step Code		
17. Create a municipal energy utility, more local energy creation solar, ex. Foodwaste generators for food trucks at the museum		
Ongoing Actions	Description	Comments
18. With the exception of hanging baskets and Beacon Hill Park, phase out annuals and ornamental plants between 2019 and 2022 and plant perennials and native species in all city beds; use savings in staff time and cost to further develop and nurture tree canopy and the urban forest		
19. Promote raingardens and improve water quality entering waterways		
20. Strengthen tree protection and enhance tree canopy and urban forest		
21. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development		

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Strategic Objective 6: Climate Leadership and Environmental Stewardship		
22. Advocate for appropriate federal regulations of the Victoria Water Airport		
23. Work with partners to clear up the harbour and steward waterways		
Not for strategic plan – Capital or operating budget items and general direction to staff		
Motion: Direct staff to report back as part of the 2020, 2021 and 2022 budget process with opportunities for daylighting streams		
Motion: Direct staff to report back as part of the 2021 budget on options to add an apiary in Beacon Hill Park		
Motion: Direct staff to report back to Council as part of the 2020 budget process for options to expedite the transition of the City’s fleet to renewables		
Motion: Direct staff to report back as part of the 2020, 2021 and 2022 budget process on options for installing green energy systems in all municipal facilities (<i>needs more clarity</i>)		

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Strategic Objective 7: Sustainable Transportation		
2019 Actions	Description	Comments
1. Make transit free for all children in Victoria 18 and under		
2. Advocate for late night bus service		
3. Advocate and work with our regional colleagues to create a regional transportation commission		
4. Develop and implement a greenways design standard		
5. Work towards a regional rail system/Advocate for commuter rail and inter-city rail along the E and N railway from Victoria Harbour without delay (<i>This needs clarity and/or refinement as these conflict with both the Premier's stated plan for the E and N as well as the Transit Futures Plan for Bus Rapid Transit</i>)		
6. 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.	
2020 Actions	Description	Comments
7. Explore bus pass tied to income program (could be added to LIFE pass program)		
8. Complete Cecilia mid-block connector		
9. Provide free parkade parking for electric vehicles		
2021 Actions	Description	Comments
10. Lower speed limits on local neighbourhood streets to 30km/h		
11. Work to bring a "floating" car share service to Victoria		

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Strategic Objective 7: Sustainable Transportation		
2022 Actions	Description	Comments
12. Complete a multiuse trail along the Upper Harbour North of Downtown		
2019-2022 Actions	Description	Comments
13. Bike Masterplan Implementation	<p>The approved bike master plan includes 32 km of an All Ages and Abilities (AAA) network throughout the city.</p> <p>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.</p>	
Ongoing Actions	Description	Comments
14. Advocate for substantially improved transit service		
15. Advocate for lower transit fares		
16. Advocate for BC Transit to start purchasing electric busses in advance of 2030 transition		
17. Advocate for “micro transit” or “transit-on-demand” – like Uber or Lift but public transit		
18. Work with car share entities to create more car share spaces on neighbourhood streets		
19. Encourage / mandate where possible new car share cars and memberships with new developments in exchange for less parking spots		
20. Support traffic calming in neighbourhoods		
21. Support and nurture neighbourhood-led transportation planning		
Not for strategic plan – Capital or operating budget items and general direction to staff		
Motion: Direct staff to report back as part of the 2020 budget process on the cost and other implications of restoring the intersection at Kings and Blanshard to provide safe pedestrian crossing		

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Strategic Objective 7: Sustainable Transportation
Motion: Direct staff to identify opportunities for opening undeveloped pedestrian routes and bring these forward on a priority basis in the 2020, 2021 and 2022 budgets.
Motion: Direct staff to incorporate into the 2020 capital budget the paving of the bike route through Bamfield Park to link with Selkirk
Motion: Direct staff to report back as part of the 2021 budget process on the cost and potential cost-sharing opportunities with the CRD for lighting up the Galloping Goose for safer evening travel
Motion: Direct staff to identify missing sidewalks and opportunities for sidewalks to be widened and bring these forward on a priority basis in the 2020, 2021 and 2022 budgets
Motion: Direct staff to increase investment in crosswalks and crosswalk improvements especially near schools and bring these forward on a priority basis in the 2020, 2021 and 2022 budgets
Motion: Direct staff to require bushes on private property to be cut back to the sidewalk edge to enhance the pedestrian experience and to send out a reminder about this with tax and/or utility bills.

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Strategic Objective 8: Strong, Livable Neighbourhoods		
2019 Actions	Description	Staff Comments
1. Complete Fairfield Local Area Plan		
2. Open Government Street to pedestrians		
3. Create a tactical urbanism guide and tool kit and host workshops to support citizens and businesses to take action		
2020 Actions	Description	Comments
4. Review CALUC process including clear terms of reference for increasing diversity (youth, renters, etc), capacity building, term limits and a transparent and democratic process for selecting members		
5. Review and consider additional resources (financial and training) for CALUC's		
6. Resolve anomalies in neighbourhood boundaries		
7. Create liquor policy as per late night task force (<i>needs a bit more clarity</i>)		
2021 Actions	Description	Comments
8. Expand Quadra Village Community Centre		
9. Create space for downtown Residents Association		
10. Establish a Jubilee Community Centre		
11. Work with the Greater Victoria Public Library to establish a Hillside/north end of city library branch		
12. <i>We are going to need to make some choices about these four items – they are each big capital and/or ongoing investments. They are all in this year as a placeholder. Is it realistic to do all of these things in four years?</i>		

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Strategic Objective 8: Strong, Livable Neighbourhoods		
13. Ship Point Plan and Funding Strategy	Draft Ship Point Master Plan conceptual site design complete consultation continuing.	
2022 Actions	Description	Comments
2019-2022 Actions	Description	
14. 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.	
Ongoing Actions	Description	Comments
15. Create more child and dog friendly spaces downtown <i>(needs more clarity / precision)</i>		
16. Create an evolutionary public space / open space land acquisition and stewardship policy <i>(need more clarity – how is this different from Real Estate Strategy that develop a triple bottom line strategic approach to land acquisition and disposition more generally?)</i>		
17. Support neighbourhood placemaking initiatives		
18. Advocate for adequate support and supervision accompanying downtown supportive services so people have all the supports they need not only housing		
19. Emergency preparedness / heritage buildings / enrich the heritage seismic upgrade program <i>(needs more clarity)</i>		
Not for strategic plan – Capital or operating budget items and general direction to staff		
Motion: Direct staff to report back as part of the 2020, 2021 and 2022 budget on options for increasing investments in festivals and community arts events.		

APPENDIX A

Strategic Objective 8: Strong, Livable Neighbourhoods

Motion: Direct staff to report back as part of the 2020 budget process on the cost and other implications of joining the triangle at Mile Zero to Beacon Hill Park and creating an additional safe crossing of Dallas to the park South of Beacon St.

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