



AGENDA - COMMITTEE OF THE WHOLE

Thursday, October 17, 2019, 9:00 A.M.

COUNCIL CHAMBERS, CITY HALL, 1 CENTENNIAL SQUARE

The City of Victoria is located on the homelands of the Songhees and Esquimalt People

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- E. 10:17 AM "SHAKEOUT" EXERCISE
- F. PRESENTATIONS
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A report to provide Council with background information on equity and community wellness approaches in other jurisdictions, key equity lens definitions and considerations, and seek direction on a desired approach and outcomes for the City of Victoria through workshop format.
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MINUTES - COMMITTEE OF THE WHOLE

October 3, 2019, 9:03 A.M.

COUNCIL CHAMBERS, CITY HALL, 1 CENTENNIAL SQUARE

The City of Victoria is located on the homelands of the Songhees and Esquimalt People

PRESENT: Mayor Helps in the Chair, Councillor Alto, Councillor Isitt, Councillor Loveday, Councillor Potts, Councillor Thornton-Joe, Councillor Dubow, Councillor Young

ON LEAVE: Councillor Collins

STAFF PRESENT: J. Jenkyns - City Manager, C. Coates - City Clerk, S. Thompson - Deputy City Manager / Director of Finance, F. Work - Director of Engineering & Public Works, T. Soulliere - Director of Parks, Recreation & Facilities, B. Eisenhauer - Head of Engagement, C. Havelka - Deputy City Clerk, A. Meyer - Assistant Director of Development Services, A. Hudson - Acting Director of Sustainable Planning & Community Development, C. Mycroft - Manager of Executive Operations, AK Ferguson - Committee Secretary, T. Zworski - City Solicitor, R. Morhart - Manager, Permits & Inspections, J. O'Connor - Deputy Director of Finance

GUESTS: Gerry Mulholland, Vice President, G.P., Rollo & Associates Ltd.; Raymond Kwong, Provincial Director, HousingHub

A. APPROVAL OF AGENDA

Moved By Councillor Alto
Seconded By Councillor Isitt

That the agenda be approved.

CARRIED UNANIMOUSLY

B. CONSENT AGENDA

Moved By Councillor Alto
Seconded By Councillor Potts

That the following items be approved without further debate:

CARRIED UNANIMOUSLY

C.1 Minutes from the meeting held September 12, 2019

Moved By Councillor Alto
Seconded By Councillor Potts

That the minutes from the Committee of the Whole meeting held September 12, 2019 be adopted.

CARRIED UNANIMOUSLY

E.2 Rezoning Application No. 00688 and Development Permit with Variances Application No. 00113 for 1210 Haultain Street (Oaklands)

Committee received a report dated September 19, 2019 from the Acting Director of Sustainable Planning and Community Development regarding a proposal for the construction of a duplex dwelling on the property located at 1210 Haultain Street. A rezoning is required as the subject site is slightly smaller than what is required in the R-2 Zone for a duplex. Staff are recommending that the proposal be forwarded to public hearing.

Moved By Councillor Alto
Seconded By Councillor Potts

That Council instruct staff to prepare the necessary Zoning Regulation Bylaw Amendment that would authorize the proposed development outlined in Rezoning Application No. 00688 for 1210 Haultain Street, that first and second reading of the Zoning Regulation Bylaw Amendment be considered by Council and a Public Hearing date be set.

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00688, if it is approved, consider the following motion:

"That Council authorize the issuance of Development Permit with Variance Application No. 00113 for 1210 Haultain Street, in accordance with:

1. Plans date stamped August 7, 2019.
2. Development meeting all Zoning Regulation Bylaw requirements, except for the following variances:
 - i. reduce the minimum lot width from 15m to 14.47m
 - ii. increase the number of storeys from 1.5 with a basement to 2 with a basement
 - iii. reduce the minimum side yard (west) setback from 3m to 2.8m
 - iv. reduce the minimum side yard (east) setback from 1.50m to 1.26m
 - v. reduce the minimum combined side yard setback from 4.5m to 4.06m.
3. The Development Permit lapsing two years from the date of this resolution."

CARRIED UNANIMOUSLY

E.3 Heritage Alteration Permit No. 00019 for 120 Douglas Street (James Bay)

Committee received a report dated September 19, 2019 from the Acting Director of Sustainable Planning and Community Development regarding a proposal for the construction of a bicycle storage shed adjacent to a heritage-designated building. The property is subject to a Land Use Contract which requires Council approval for any new structure built on the property.

Moved By Councillor Alto
Seconded By Councillor Potts

That Council consider the following motion:

"That Council authorize the issuance of Heritage Alteration Permit Application No. 00019 for 120 Douglas Street, in accordance with:

- 1. Plans date stamped July 5, 2019.*
- 2. Council consent to changes to the Beacon Hill School Land Use Contract Bylaw No. 78-12 as per the plans identified above.*
- 3. Final plans to be generally in accordance with the plans identified above to the satisfaction of the Director, Sustainable Planning and Community Development.*
- 4. Heritage Alteration Permit lapsing two years from the date of this resolution."*

CARRIED UNANIMOUSLY

F.2 2020 Committee and Council Meeting Schedule

Committee received a report dated September 17, 2019 from the City Clerk seeking approval of the 2020 Committee of the Whole and Council meeting schedule.

Moved By Councillor Alto
Seconded By Councillor Potts

That Council approve the 2020 Committee of the Whole and Council meeting schedule attached to this report and make available to the public as required under Section 127 of the *Community Charter*.

CARRIED UNANIMOUSLY

F.3 Proclamation - Waste Reduction Week

Committee received a report dated September 20, 2019 from the City Clerk regarding the Waste Reduction Week Proclamation.

Moved By Councillor Alto
Seconded By Councillor Potts

That the *Waste Reduction Week* Proclamation be forward to the October 10, 2019 Council meeting for Council's consideration.

CARRIED UNANIMOUSLY

F.4 Proclamation - Pregnancy and Infant Loss Awareness Day

Committee received a report dated September 20, 2019 from the City Clerk regarding the Pregnancy and Infant Loss Awareness Day Proclamation.

Moved By Councillor Alto
Seconded By Councillor Potts

That the *Pregnancy and Infant Loss Awareness Day* Proclamation be forwarded to the October 10, 2019 Council meeting for Council's consideration.

CARRIED UNANIMOUSLY

E. LAND USE MATTERS

E.1 Rezoning Application No. 00681 and Development Permit with Variances Application No. 00104 for 1309 and 1315 Cook Street, 1100-1120 Yates Street and 1109-1115 Johnson Street (Fernwood)

Committee received a report dated September 19, 2019 from the Acting Director of Sustainable Planning and Community Development regarding a proposal to increase the overall density of the site of 3.01:1 floor space ratio and to construct a thirteen-storey, mixed-use building on the corner of Cook and Yates Street and a six-storey, multi-unit residential building on Johnson Street. Staff are recommending that the Official Community Plan be amended in order to allow for the thirteen-storey building and that the proposal be forwarded to public hearing.

Committee discussed:

- *The various tenures of the proposed buildings.*
- *Whether access to the courtyard by the public would be possible.*
- *Ensuring the horse chestnut tree being retained.*
- *The process in which land lift analyses are undertaken.*

The representative from BC Housing identified the process and requirements for purchasers to qualify for the affordable Homeownership Program being offered by the developer.

Committee discussed:

- *Income requirements in order to qualify for affordable housing units.*
- *The anticipated assessed value of all the parcels upon consideration.*
- *How land lift amounts are calculated and what those amounts are.*
- *The value of the amenities proposed for the development.*
- *How the City will capture the amenity contribution for use in the Affordable Housing Trust Fund.*
- *The possibility of future Provincial governments cancelling the HousingHub's Affordable Homeownership Program.*
- *The number of units that are below market*

Councillor Young withdrew from the meeting at 10:19 a.m.

Moved By Mayor Helps
Seconded By Councillor Thornton-Joe

That Council instruct staff to prepare the necessary Official Community Plan Amendment Bylaw in accordance with Section 475 of the Local Government Act and the necessary Zoning Regulation Bylaw Amendments that would authorize the proposed development outlined in Rezoning Application No. 00681 for 1309 & 1315 Cook Street, 1100-1120 Yates Street and 1109-1115 Johnson Street, that first and second reading of the Zoning Regulation Bylaw Amendments be considered by Council and a Public Hearing date be set once the following conditions are met:

- a. Preparation and execution of the appropriate legal agreements in order to secure the following:
 - i. that future strata corporations could not pass bylaws that would prohibit or restrict the rental of units to non-owners to the satisfaction of the Director of Sustainable Planning and Community Development
 - ii. 104 dwelling units sold at 10% below-market value under BC Housing's Affordable Home Ownership Program and ensure the unit types include 12 studios, 55 one bedroom, 35 two-bedroom and 2 three-bedroom dwelling units of to the satisfaction of the Director of Sustainable Planning and Community Development
 - iii. a daycare with a minimum floor area of 362m² is provided in the thirteen-storey building for a minimum of ten years to the satisfaction of the Director of Sustainable Planning and Community Development
 - iv. a Statutory Right-of-Way of 2.45m on Johnson Street to the satisfaction of the Director of Engineering and Public Works
 - v. construction of a bus shelter on Johnson Street to the satisfaction of BC Transit and the Director of Engineering and Public Works
 - vi. construction of a traffic bulb on the northeast corner of Cook and Yates Street to the satisfaction of the Director of Engineering and Public Works
 - vii. undergrounding the BC Hydro lines and associated infrastructure along the Yates Street frontage and that the applicant cover the City's portion of the cost under BC Hydro's Beautification Program to the satisfaction of the Director of Engineering and Public Work
 - viii. purchase of two car share vehicles with assigned parking spaces on-site, 217 car share memberships (one per dwelling unit), an on-site bike share program consisting of ten electric bicycles, 48 electric charging stations in the long-term bicycle storage rooms, and 15 commercial parking spaces assigned to residential visitors after business hours and on weekends to the satisfaction of the Director of Engineering and Public Work
 - ix. that the applicant enter a reciprocal access agreement to allow pedestrians and vehicles to cross Parcel C in order to access the underground parkade on Parcel A and B.
- b. That the applicant explore opportunities to retain the Horse Chestnut tree on the Cook Street boulevard as part of the overall project to the satisfaction of the Director of Parks, Recreation and Facilities.
- c. That the City enter into an agreement with BC Housing and the applicant to ensure that 10% of the current fair market value of each unit sold under BC Housing's Affordable Home Ownership Program (secured as a second mortgage and registered on title) is allocated to the City at the time of resale of a dwelling unit and that the amenity contributions are secured in the City's

- Affordable Housing Reserve Fund to the satisfaction of the Director of Sustainable Planning and Community Development.
- d. That Council determine, pursuant to Section 475(1) of the Local Government Act that the affected persons, organizations and authorities are those property owners and occupiers within a 200m radius of the subject properties; that the appropriate consultation measures would include a mailed notice of the proposed OCP Amendment to the affected persons; posting of a notice on the City's website inviting affected persons, organizations and authorities to ask questions of staff and provide written or verbal comments to Council for their consideration.
 - e. That Council, having provided the opportunity for consultation pursuant to Section 475(1) of the Local Government Act with persons, organizations and authorities it considers will be affected, specifically, the property owners and occupiers within a 200m radius of the subject properties, have been consulted at a Community Association Land Use Committee (CALUC) Community Meeting, consider whether the opportunity for consultation should be early and ongoing, and determine that no further consultation is required.
 - f. That Council, specifically consider whether consultation is required under Section 475(2)(b) of the Local Government Act, and determine that no referrals are necessary with the Capital Regional District Board, Councils of Oak Bay, Esquimalt and Saanich, the Songhees and Esquimalt First Nations, the School District Board and the provincial and federal governments and their agencies due to the nature of the proposed amendment.
 - g. That Council give first reading to the Official Community Plan Amendment Bylaw.
 - h. That Council consider the Official Community Plan Amendment Bylaw in conjunction with the City of Victoria 2017-2021 Financial Plan, the Capital Regional District Liquid Waste Management Plan and the Capital Regional District Solid Waste Management Plan pursuant to Section 477(3)(a) of the Local Government Act, and deem those Plans to be consistent with the proposed Official Community Plan Amendment Bylaw.
 - i. That Council give second reading to the Official Community Plan Amendment Bylaw.
 - j. That Council refer the Official Community Plan Amendment Bylaw for consideration at a Public Hearing.

Councillor Young returned to the meeting at 10:21 a.m.

Committee discussed:

- *The proposed amenities being very positive additions to the area.*
- *Concerns about public access to the property after business hours.*
- *Whether the land use is appropriate for the area given the lack of rental and amenities.*

Amendment:

Moved By Mayor Helps

Seconded By Councillor Thornton-Joe

- i. that future strata corporations could not pass bylaws that would prohibit or restrict the rental of units to non-owners, **in the 13 storey building**, to the

satisfaction of the Director of Sustainable Planning and Community Development.

CARRIED UNANIMOUSLY

On the Main Motion as Amended:

That Council instruct staff to prepare the necessary Official Community Plan Amendment Bylaw in accordance with Section 475 of the Local Government Act and the necessary Zoning Regulation Bylaw Amendments that would authorize the proposed development outlined in Rezoning Application No. 00681 for 1309 & 1315 Cook Street, 1100-1120 Yates Street and 1109-1115 Johnson Street, that first and second reading of the Zoning Regulation Bylaw Amendments be considered by Council and a Public Hearing date be set once the following conditions are met:

- a. Preparation and execution of the appropriate legal agreements in order to secure the following:
 - i. that future strata corporations could not pass bylaws that would prohibit or restrict the rental of units to non-owners, in the 13 storey building, to the satisfaction of the Director of Sustainable Planning and Community Development
 - ii. 104 dwelling units sold at 10% below-market value under BC Housing's Affordable Home Ownership Program and ensure the unit types include 12 studios, 55 one bedroom, 35 two-bedroom and 2 three-bedroom dwelling units to the satisfaction of the Director of Sustainable Planning and Community Development
 - iii. a daycare with a minimum floor area of 362m² is provided in the thirteen-storey building for a minimum of ten years to the satisfaction of the Director of Sustainable Planning and Community Development
 - iv. a Statutory Right-of-Way of 2.45m on Johnson Street to the satisfaction of the Director of Engineering and Public Works
 - v. construction of a bus shelter on Johnson Street to the satisfaction of BC Transit and the Director of Engineering and Public Works
 - vi. construction of a traffic bulb on the northeast corner of Cook and Yates Street to the satisfaction of the Director of Engineering and Public Works
 - vii. undergrounding the BC Hydro lines and associated infrastructure along the Yates Street frontage and that the applicant cover the City's portion of the cost under BC Hydro's Beautification Program to the satisfaction of the Director of Engineering and Public Work
 - viii. purchase of two car share vehicles with assigned parking spaces on-site, 217 car share memberships (one per dwelling unit), an on-site bike share program consisting of ten electric bicycles, 48 electric charging stations in the long-term bicycle storage rooms, and 15 commercial parking spaces assigned to residential visitors after business hours and on weekends to the satisfaction of the Director of Engineering and Public Work
 - ix. that the applicant enter a reciprocal access agreement to allow pedestrians and vehicles to cross Parcel C in order to access the underground parkade on Parcel A and B.
- b. That the applicant explore opportunities to retain the Horse Chestnut tree on the Cook Street boulevard as part of the overall project to the satisfaction of the Director of Parks, Recreation and Facilities.

- c. That the City enter into an agreement with BC Housing and the applicant to ensure that 10% of the current fair market value of each unit sold under BC Housing's Affordable Home Ownership Program (secured as a second mortgage and registered on title) is allocated to the City at the time of resale of a dwelling unit and that the amenity contributions are secured in the City's Affordable Housing Reserve Fund to the satisfaction of the Director of Sustainable Planning and Community Development.
- d. That Council determine, pursuant to Section 475(1) of the Local Government Act that the affected persons, organizations and authorities are those property owners and occupiers within a 200m radius of the subject properties; that the appropriate consultation measures would include a mailed notice of the proposed OCP Amendment to the affected persons; posting of a notice on the City's website inviting affected persons, organizations and authorities to ask questions of staff and provide written or verbal comments to Council for their consideration.
- e. That Council, having provided the opportunity for consultation pursuant to Section 475(1) of the Local Government Act with persons, organizations and authorities it considers will be affected, specifically, the property owners and occupiers within a 200m radius of the subject properties, have been consulted at a Community Association Land Use Committee (CALUC) Community Meeting, consider whether the opportunity for consultation should be early and ongoing, and determine that no further consultation is required.
- f. That Council, specifically consider whether consultation is required under Section 475(2)(b) of the Local Government Act, and determine that no referrals are necessary with the Capital Regional District Board, Councils of Oak Bay, Esquimalt and Saanich, the Songhees and Esquimalt First Nations, the School District Board and the provincial and federal governments and their agencies due to the nature of the proposed amendment.
- g. That Council give first reading to the Official Community Plan Amendment Bylaw.
- h. That Council consider the Official Community Plan Amendment Bylaw in conjunction with the City of Victoria 2017-2021 Financial Plan, the Capital Regional District Liquid Waste Management Plan and the Capital Regional District Solid Waste Management Plan pursuant to Section 477(3)(a) of the Local Government Act, and deem those Plans to be consistent with the proposed Official Community Plan Amendment Bylaw.
- i. That Council give second reading to the Official Community Plan Amendment Bylaw.
- j. That Council refer the Official Community Plan Amendment Bylaw for consideration at a Public Hearing.

That Council, after giving notice and allowing an opportunity for public comment at a meeting of Council, and after the Public Hearing for Rezoning Application No. 00681, if it is approved, consider the following motion:

"That Council authorize the issuance of Development Permit with Variances Application No. 00104 for 1309 & 1315 Cook Street, 1100-1120 Yates Street and 1109-1115 Johnson Street, in accordance with:

1. Plans date stamped September 12, 2019.
2. Development meeting all Zoning Regulation Bylaw requirements, except for the following variances:

- i. increase the height of the building on Parcel A from 40m to 42.76m for a rooftop structural wall projection
 - ii. reduce the long-term commercial bicycle parking spaces from 5 to 0.
3. The Development Permit lapsing two years from the date of this resolution."

FOR (6): Mayor Helps, Councillor Alto, Councillor Loveday, Councillor Potts, Councillor Thornton-Joe, and Councillor Young

OPPOSED (2): Councillor Isitt, and Councillor Dubow

CARRIED (6 to 2)

Committee recessed at 10:53 a.m. and reconvened at 10:58 a.m.

E.4 Request to amend Section 219 Covenant for 189 Dallas Road (Ogden Point) (James Bay)

Committee received a report dated September 19, 2019 from the Acting Director of Sustainable Planning and Community Development regarding a request to amend a Section 219 Covenant to allow a temporary building located at 189 Dallas Road (Ogden Point) to remain in place until November 8, 2022. The building currently is being used as a training and emergency response room for the Victoria Marine Rescue Society.

Moved By Councillor Alto
Seconded By Councillor Dubow

That Council accept the request to amend the Section 219 Covenant to allow the temporary building to remain in place until November 8, 2022, and direct staff to amend the Section 219 Covenant to reflect the new timeline, to the satisfaction of the Director of Sustainable Planning and Community Development and the City Solicitor.

CARRIED UNANIMOUSLY

E.5 Looking Back, Thinking Ahead: Lessons Learned from Victoria's Local Area Planning Program

Committee received a report dated September 19, 2019 from the Acting Director of Sustainable Planning and Community Development providing an overview of the lessons learned from the Victoria Local Area Planning Program.

Committee discussed:

1. *The next steps for other neighbourhood local area plans.*
2. *Ensuring that neighbourhood liaisons are actively involved in the local area planning processes.*
3. *How the bicycle masterplan will be incorporated into local area planning processes.*

Councillor Loveday withdrew from the meeting 11:26 a.m. and returned at 11:29 a.m.

Committee discussed:

- *Ensuring that comments from diverse groups are captured in the local area planning process.*
- *When Council will be presented with the equity workshop.*
- *Ensuring meeting conduct expectations are available at every community meeting.*

Moved By Councillor Isitt

Seconded By Councillor Loveday

That Council receive the report *Looking Back, Thinking Ahead: Lessons Learned from Victoria's Local Area Planning Program* for information.

CARRIED UNANIMOUSLY

E.6 Application for a Change to Hours of Licence Service for the Union Club of British Columbia, Liquor Primary License at 805 Gordon Street (Downtown)

Committee received a report dated August 7, 2019 from the Acting Director of Sustainable Planning and Community Development regarding the proposal for extended hours of licensed service to allow for an 9:00 a.m. opening daily.

Committee discussed:

- *Whether private clubs are required to follow the same expectations of liquor licenses as public establishments.*

Moved By Councillor Thornton-Joe

Seconded By Councillor Alto

That Council direct staff to provide the following response to the Liquor Licensing Agency:

1. Council, after conducting a review with respect to noise and community impacts, does support the application of the Union Club of British Columbia located at 805 Gordon Street to adjust opening hours from 11 :00 am to 9:00 am daily with no change to existing closing hours of 1 :00 am Monday through Saturday and 12:00 am Sunday, or the existing occupant load of 759 persons.

Providing the following comments on the prescribed considerations:

- a. The impact of noise on the community in the vicinity of the establishment has been considered in relation to the request, and assumptions are the noise impacts would be proportional in comparison to existing licence capacity and associated noise levels in the vicinity. The request, if approved affects only opening hours and the adjustment is not likely to cause impacts.
- b. If the application is approved, the impact on the community is expected to be positive economically as the approval supports operational flexibility for the establishment to host a variety of special events.
- c. The views of residents were solicited via a mail out which included 534 letters to neighbouring property owners and occupants within 100 metres

- of the licensed location and a notice posted at the property. The City received two letters in support of the application including one from the Downtown Residents Association.
- d. Council recommends the requested change to the license be approved.

CARRIED UNANIMOUSLY

F. STAFF REPORTS

F.1 Fare Free Youth Bus Pass Program - Update and Considerations

Committee received a report dated September 30, 2019 from the Director of Engineering and Public Works and the Deputy City Manager/CFO regarding the progress and issues related to introducing a municipal, fare-free, youth bus-pass program, with recommendations for Council's considerations.

Council Isitt requested that number two from the staff recommendation be voted on separately.

Moved By Councillor Isitt
Seconded By Mayor Helps

That Council:

1. Negotiate a reduced fare for a Victoria Youth bus pass pilot program via upcoming Victoria Regional Transit Commission (VRTC) meetings, at the rate of less than \$11.50 per month, with a duration of up to 1 year, November 2019.
3. Direct staff to introduce an interim monthly youth bus pass program as outlined in this report, at the rate defined via the VRTC negotiated amount for Victoria youth applicants 18 and under, as soon as possible in 2019.
4. Refer the longer term, steady-state youth bus pass resource requirements to the 2020 Financial Planning process, in order to:
 - a. Develop a steady-state bus pass program to be implemented by August 31, 2020 to coincide with the start of the next academic year.
 - b. Reduce administrative costs and requirements to the City, BC Transit and school district and other educational partners.

Committee discussed:

- *Ensuring clarity that the City of Victoria pays for the pass.*

Amendment:

Moved By Councillor Isitt
Seconded By Mayor Helps

1. Negotiate a reduced fare for a Victoria Youth bus pass pilot program via upcoming VRTC meetings, at the rate of less than \$11.50 per month **paid by**

the City of Victoria, with a duration of 1 year, November 2019 to November 2020.

CARRIED UNANIMOUSLY

Committee discussed:

- *The connection between the Sunday parking revenue and the transit passes.*
- *Ensuring that Council reiterates support for regional fair free public transit for people under 19.*

Amendment:

Moved By Councillor Isitt

Seconded By Councillor Loveday

2. That Council reiterates its support for fair free public transit for people under 19 being delivered regionally.

CARRIED UNANIMOUSLY

Amendment:

Moved By Councillor Isitt

Seconded By Mayor Helps

1. Negotiate a reduced fare for a Victoria Youth bus pass pilot program via upcoming VRTC meetings, at the rate of less than \$11.50 per month paid by the City of Victoria, with a duration of **up to 1 year, and beginning in November 2019 to November 2020.**

CARRIED UNANIMOUSLY

Committee discussed:

- *How the City intends on promoting the program.*
- *Whether new people to the City can access the program.*
- *The hope for a regional transit pass program for children under 19.*
- *Possibility of having a pass for multiple months or for the year.*

Main Motion as Amended:

That Council:

1. Negotiate a reduced fare for a Victoria Youth bus pass pilot program via upcoming Victoria Regional Transit Commission (VRTC) meetings, at the rate of less than \$11.50 per month, paid by the City of Victoria with a duration of up to 1 year, beginning in November 2019.
2. That Council reiterates its support for fair free public transit for people under 19 being delivered regionally.
3. Direct staff to introduce an interim monthly youth bus pass program as outlined in this report, at the rate defined via the VRTC negotiated amount for Victoria youth applicants 18 and under, as soon as possible in 2019.
4. Refer the longer term, steady-state youth bus pass resource requirements to the 2020 Financial Planning process, in order to:

- a. Develop a steady-state bus pass program to be implemented by August 31, 2020 to coincide with the start of the next academic year.
- b. Reduce administrative costs and requirements to the City, BC Transit and school district and other educational partners.

CARRIED UNANIMOUSLY

Moved By Councillor Isitt
Seconded By Mayor Helps

Petition to BC Transit through the VRTC to introduce the required Smart Bus capabilities to enable online pass allocation, single, digital tap payment systems, and data capture, for our regional transit system.

Committee discussed:

- *Concerns with the contradictory nature of petitioning BC Transit for Smart Bus capabilities.*
- *Whether youth that require the use of a handy dart system would be able to take advantage of the fair free transit.*
- *What the cost of the systems would be.*

Motion to postpone:

Moved By Councillor Isitt
Seconded By Councillor Loveday

That the motion be postponed for one week pending receipt of information on the cost of proceeding with smart phone capabilities.

FOR (7): Mayor Helps, Councillor Alto, Councillor Isitt, Councillor Loveday, Councillor Potts, Councillor Thornton-Joe, and Councillor Dubow

OPPOSED (1): Councillor Young

CARRIED (7 to 1)

H. NEW BUSINESS

H.1 Local Government Support for Urgent and Life Saving Resolutions in a Public Health Emergency

Committee received a Council Member motion dated October 3, 2019 from Councillors Loveday and Potts regarding local government support for urgent and life saving resolutions in a public health emergency.

Moved By Councillor Loveday
Seconded By Councillor Potts

That Council forward the City of Victoria's motions titled "Observed Inhalation Sites for Overdose Prevention" and "A Safer Drug Supply to Save Lives" to the

Victoria Esquimalt Police Board and request their favourable consideration of the resolutions.

1. That Council write the Province to express strong support of the following resolutions and request the Province of British Columbia's timely and favourable consideration:

(B171) Safer Drug Supply to Save Lives

Whereas It has been two years since BC declared a public-health emergency due to increased overdoses, yet the death toll for those consuming substances continues to rise due to an unpredictable and highly- toxic drug supply;

And whereas people with opioid use disorder, a chronic relapsing medical condition, are at high risk of overdose- related harms including death and an estimated 42,200 people inject toxic substances in British Columbia, it is not possible for the treatment system to rapidly increase services fast enough to manage this number of people as "patients" within a medical treatment model given the many challenges in achieving and retaining the people on opioid use disorder treatment, people at risk of overdose in British Columbia do not have access to a safer alternative to the unpredictable, highly- toxic drug supply:

Therefore be it resolved that in an effort to save lives and reduce harm due to an unpredictable and highly- toxic drug supply, and as part of a holistic response to the public- health emergency, including prevention, treatment, and recovery, that the Province of British Columbia work with local communities, Health Authorities across the Province, the Ministry of Mental Health and Addictions, and the Ministry of Health ensure that people at risk of overdose harm have access to safer alternatives.

(B172) Observed Inhalation Sites for Overdose Prevention

Whereas British Columbia is currently experiencing an unprecedented public health emergency due to an unpredictable and highly-toxic drug supply, and smoking or inhalation is the second most common mode of consumption among all people who have died from a suspected illicit drug overdose and the most common mode of consumption among men and those between the ages of 15 and 29;

And whereas observed consumption services (i.e. supervised consumption services and overdose prevention services) are evidence-based harm reduction approaches shown to reduce overdose-related harm, and there is not adequate access to observed consumption services that provide space for inhalation where communities are facing crisis:

Therefore be it resolved that to ensure that people at risk of overdose across BC have access to observed consumption services that provide space for inhalation, that the Province of British Columbia fund and work through local communities, Health Authorities across the Province, the Ministry of Mental Health and Addictions and the Ministry of Health to provide these services as part of a holistic response to the public-health emergency, including prevention, treatment, and recovery.

2. And That Council write the UBCM executive expressing the City of Victoria's concern that these urgent and potentially life-saving advocacy resolutions were not considered at the UBCM Convention and requesting the UBCM executive's timely and favourable consideration of resolutions (B171) and (B172).
3. And That Council write to all UBCM member local governments requesting their endorsement of these resolutions and asking municipalities to write the Provincial Government to share their support.

CARRIED UNANIMOUSLY

Mayor Helps withdrew from the meeting at 12:47 p.m. Councillor Isitt assumed the Chair.

Mayor Helps returned to the Chair at 12:49 p.m.

Committee discussed:

- *The need for the facilities to be regionally disbursed and not just located in Victoria.*

Moved By Councillor Loveday

Seconded By Councillor Potts

That Council forward the City of Victoria's motions titled "Observed Inhalation Sites for Overdose Prevention" and "A Safer Drug Supply to Save Lives" to the Victoria Esquimalt Police Board and request their favourable consideration of the resolutions.

CARRIED UNANIMOUSLY

Moved By Councillor Alto

Seconded By Councillor Loveday

That the Committee of the Whole meeting be adjourned at 12:56 p.m.

CARRIED UNANIMOUSLY

CITY CLERK

MAYOR



Committee of the Whole Report For the Meeting of October 17, 2019

To: Committee of the Whole **Date:** October 7, 2019
From: Mandi Sandhu, Head of Service Innovation and Improvement
Subject: Service Delivery Improvement and Performance Measurement Resources

RECOMMENDATION

That Council:

Forward the recommended option of supporting both a service delivery improvement function and a performance measurement function to advance the 2019-2022 Strategic Plan for consideration in the 2020 Financial Plan as follows:

- Service Delivery Improvement Function (2.0 FTE): \$264,200 (On-Going)
- Performance Measurement Function (1.0 FTE): \$107,900 (On-Going)
- Survey and Data Support: \$100,000 (One-Time)

EXECUTIVE SUMMARY

The 2019-2022 Strategic Plan contains actions under the *Good Governance and Civic Engagement* objective related to service delivery improvement and performance measurement, with much of the work in these areas to start in 2020. As part of the 2019 Financial Plan deliberations, Council requested staff bring forward more information on the resources required to further these actions prior to the 2020 budget discussions.

Also within the Strategic Plan is a *Declaration of Principles and Values Statement* which includes "Welcoming diversity and fostering a spirit of inclusion and equity in everything we do". In June 2019, Council passed a Motion for staff to further embed this principle into corporate policies guiding hiring, staff training and professional development, procurement and civic engagement. Since this motion was passed, staff have been investigating implementation options for this direction and facilitating a workshop with Council for further clarification on this item. Staff resources to implement new equity related policy/framework and data driven equity assessments will be required given this new initiative is outside current staff workloads.

Adopting a service improvement function within the City will require two FTEs, which will also support the implementation of an equity lens on planning and service delivery decisions. Work related to a new outcome measurement processes, as well as new surveys (employee, business, and community) will require support through one FTE, as well as one-time funds to undertake surveys in 2019 and 2020.

PURPOSE

The purpose of this report is to provide information and expected outcomes on resources required to advance 2019-2022 Strategic Plan Actions related to service improvement and performance measurement functions as previously requested through the 2019 Financial Plan.

BACKGROUND

On March 14, 2019, Council approved 2019-2022 Strategic Plan. As part of the discussions that took place leading up to this approval and through the 2019 Financial Planning process deliberations, Council requested that staff bring forward more information on proposed resources to support a service delivery improvement function, as well as introduce a more robust approach to performance measurement and monitoring system prior to the start of the 2020 Financial Plan deliberations. Under the current Strategic Plan *Objective #1: Good Governance and Civic Engagement*, there are three actions related to service improvement and performance measurement as follows:

- Improve service delivery through learning and input from frontline workers (LEAN) (2020)
- Develop a measurement and monitoring process for Strategic Plan Outcomes (2019)
- Implement measurement and monitoring process for Strategic Plan Outcomes (2020)

The Actions identified above are inter-related as improvements to service delivery, both internal and external, are reliant upon understanding baseline performance pre- and post- process changes to understand and quantify the efficiency and effectiveness of the impact of improvements. The specific implementation of a “Lean Six Sigma” or commonly in government called “LEAN” is a team-focused approach whereby employees identify areas for process improvements for action through the identification of one or more of seven types of waste. It is intended to be a bottom up approach whereby employees identify areas of frustrations in their day to day work and with support from a project team, work to develop solutions for better and work flow processes.

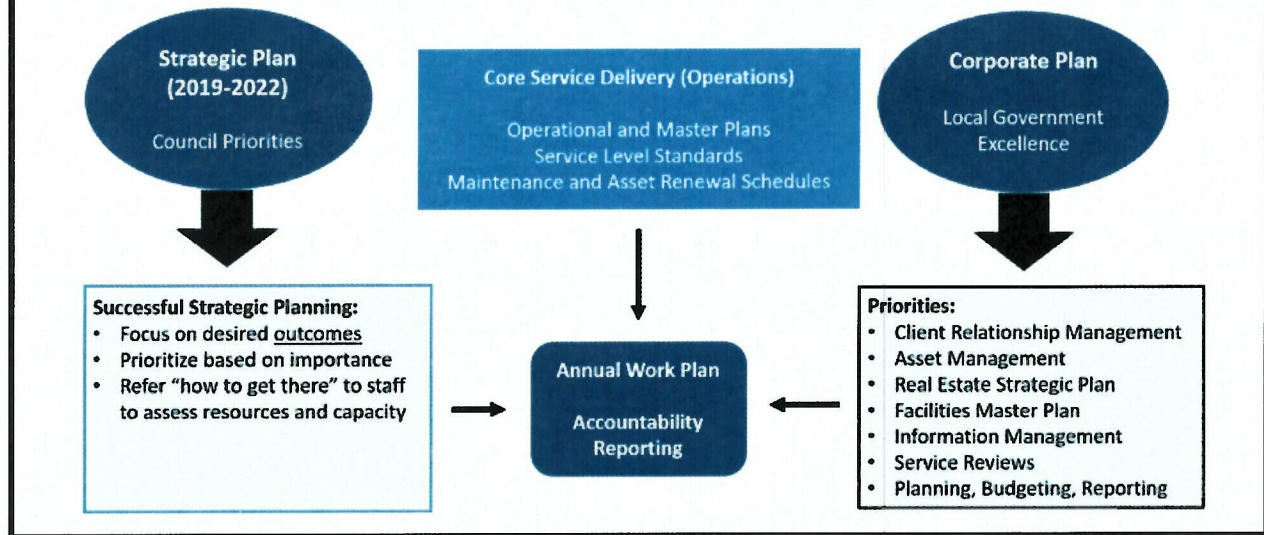
Also imbedded within the 2019-2022 Strategic Plan *Declaration of Principles and Values Statement #2* is “Welcoming diversity and fostering a spirit of inclusion and equity in everything we do”. In June 2019, Council passed a Motion foundational to this value statement which included the following [excerpt]:

- “Embed distributional, procedural, structural and inter-generational equity into the City’s corporate policies guiding hiring, staff training and professional development, procurement and civic engagement”

Since this motion was passed, staff have been investigating implementation options for this direction and facilitating a workshop with Council for further clarification on this item. Staff resources to implement new equity related policy/framework and data driven equity assessments will be required given this new initiative is outside current staff workloads.

Service improvement and performance measurement is also a key theme of the City of Victoria’s Corporate Plan, which was presented by the City Manager at the Council Orientation Sessions that were held October 29-31, 2018. The Corporate Plan is part of the City’s overall Service Delivery Framework as depicted below:

City of Victoria Service Delivery Framework



The staff resources identified in this report are also intended to advance the first priority in the Corporate Plan related to taking a comprehensive overhaul of how residents, businesses and visitors interact with the City in order to raise the bar on customer service. This is known that this initiative will entail a multi-year project to focus on the “no wrong front door” concept which is intended to ensure that any request received through email, phone, or on-line, or in person is addressed within corporate service level standards (i.e. established City response times, tracking of all requests from initiation to close out, and tracking performance).

ISSUES & ANALYSIS

Service Improvement Function

Within the municipal/local government context, the adoption of “LEAN” [SIX SIGMA] approach to identify service efficiency and effectiveness improvements in local government has been a growing trend across Canada, particularly in the last five years. Both New Brunswick and Ontario have robust municipal networks where small units have been created in multiple municipalities to support a bottom up approach to service improvement, as well as share learnings and solutions to address issues identified by front line staff. Within British Columbia, the provincial government created a LEAN Office to train and support staff across ministries in recent years.

The intent of introducing a LEAN approach within local government is to harness employee knowledge into practical improvements to increase efficiency and effectiveness through a simple methodology of identifying one or more streams of waste:

- **Transportation:** Is there unnecessary (non-value-added) movement of parts, materials, or information between processes?
- **Waiting:** Are people or parts, systems or facilities idle — waiting for a work cycle to be completed?
- **Overproduction:** Are you producing sooner, faster, or in greater quantities than the customer is demanding?
- **Defects:** Does the process result in anything that the customer would deem unacceptable?

- **Inventory:** Do you have any raw materials, work-in-progress (WIP), or finished goods that are not having value added to them?
- **Movement:** How much do you move materials, people, equipment, and goods within a processing step?
- **Extra Processing:** How much extra work is performed beyond the standard required by the customer?

Key to the success of a LEAN service improvement approach is measuring the ‘problem or issue’ we are collectively trying to “improve” and the qualitative and quantitative changes that result from the initiative to support an environment of transformation that celebrates staff-led improvement. The proposed approach to incorporation of engaging employees will rotate through departmental units across the organization with support from new staff requested for the Corporate Initiatives Department.

In addition to the overall approach of pro-actively engaging employees on improvements through a LEAN approach, the Corporate Plan identifies Client Relationship Management as a priority. Through a workshop conducted with the senior leadership team in Q1 of 2018, staff sought to identify short and long term priorities for better interactions with citizens. Short term actions undertaken since the workshop included reduction in the number of ‘vanity emails’ on the City of Victoria website, removal individual staff contact information and/or clarity on department contact information for service requests, expansion of on-line service request forms and staff customer service training on telephone inquiries and front service counter interactions. Through the training, staff identified a number of areas for further improvement including better phone tree options for clients, need for service level standards for responding inquires, and better ways to track requests.

A jurisdictional scan of the ten provincial capital cities in Canada indicates that Victoria is one of the two cities that does not have a one-window approach for intake and standard action approach for citizen enquires, information and service requests. As such, a priority in the corporate plan is to design and implement a client relationship management systems, which may include a central 311 call system.

To achieve the outcome of adopting a service improvement function within the City, two FTE are required to support the work outlined above, as well as advance the adoption of an equity lens on planning and service delivery decisions.

Performance Measurement Function

The current Strategic Plan has over 60 outcome measures that were initially assessed by staff during the Strategic Plan deliberations in the first quarter of 2019 – this rapid assessment indicated that in a number of cases, there is no current mechanism to track these outcome measures and/or refinement of the wording would be required to ensure the data captured is aligned with outcome wording. The required tasks to enable the organization to have resources to measure, track and report on these outcomes is reliant on a number of broad areas:

1. **Community Satisfaction & Wellness Survey** – Lead the re-introduction of a citizen satisfaction survey (previously undertaken in 2011 and 2013) to assess perceptions and satisfaction with City services and programs, as well as a baseline measure for community wellness in Q2 of 2020 (to be repeated in 2022). In addition to collecting baseline information on a number of Strategic Plan Outcomes, the survey will also inform the annual budget process by gathering resident priorities prior to starting the financial planning process for 2021.

2. **Business Survey** – Support development and dissemination of improved survey questions to assess business health, as well as issues and priorities through the second annual business survey that will be aligned with the 2020 business licence renewal window.
3. **Employee Work Environment Survey** – Support the undertaking of an employee survey to through BC Stats to gather intelligence on perceptions on the current work environment, identification of issues that are important to employees and areas in need of improvement. The survey will also collect relevant demographic information of the current City workforce to support of future equity initiatives related to hiring and be undertaken every three years. As a third party, BC Stats will protect all personal employee information to ensure confidentiality of respondents (i.e. identity of staff completing the survey will not be provided to City management staff).
4. **Data-Driven Decision Making** – Data purchase and analysis from other levels of government (eg. Stats Canada) to provide third party support through the provision of statistically valid survey design (including BC Stats). The purchase of data supports the adoption of an equity lens by basing decisions on population attributes and community values.
5. **Quarterly and Annual Report Measurement** – Expand and improve the current suite of performance measures by departments.

The work outlined above will require support through one FTE to focus on a performance measurement function, as well as one-time funds to undertake surveys. This position may also support departments in the tracking of indicators and targets contained in a number of major plans such as the Official Community Plan, Housing Strategy, Zero Waste Strategy, among others.

OPTIONS & IMPACTS

The following table provides Council with a menu of options for consideration, along with the benefits and trade-offs to be considered:

Option Description	Benefits	Trade-Offs	\$ On-Going	\$ One-Time
#1. Service Improvement + Performance Measurement Functions	<ul style="list-style-type: none"> - Complete all three Strategic Plan actions and advance equity lens implementation - Advance Corporate Plan to develop a Client Relationship Management System 		\$372,100	\$100,000
#2. Service Improvement Function Only	<ul style="list-style-type: none"> - Adopt a LEAN approach to engage employees on efficiency and effectiveness improvements - Dedicated resources to develop and implement an equity framework - Advance Corporate Plan to develop a Client Relationship Management System 	<ul style="list-style-type: none"> - Remove or modify two Strategic Plan actions related to outcome performance measurement - Reduced capacity to apply an equity lens to decisions (data and information analysis) 	\$264,200	
#3. Performance Measurement Function Only	<ul style="list-style-type: none"> - Complete Strategic Plan actions related to outcome measures 	<ul style="list-style-type: none"> - Remove one Strategic Plan action related to employee 	\$107,900	\$100,000

Option Description	Benefits	Trade-Offs	\$ On-Going	\$ One-Time
	<ul style="list-style-type: none"> - Conduct community, business and employee surveys - Support improved quarterly and annual report measures 	<ul style="list-style-type: none"> engagement for LEAN service improvements - Delayed implementation of an equity lens - Delayed development of a to Client Relationship Management system 		
#4. No Service Improvement or Performance Measurement Function		<ul style="list-style-type: none"> - Remove three strategic plan actions related to service improvement and measurement - Delayed implementation of an equity lens 	\$0	\$0

Given direction from Council through the Strategic Plan for service improvement, performance measurement, adoption of an Equity Lens, as well as Administration’s Corporate Plan priorities to undertake a review and improvement of the overall approach to excellence in customer service, staff are recommending Option #1.

Accessibility Impact Statement

The work that will be initiated under the development and implementation of an equity lens on decision making is aligned with the community priorities to advance accessibility and the reduction of barriers.

2019 – 2022 Strategic Plan

This report specifically addresses resources required to implement three of the Strategic Plan Actions related to the objective of ‘Good Governance and Civic Engagement’ as well as the Declaration of Principles and Values.

Impacts to Financial Plan

Based on the recommended option, resource requirements is as follows:

Service Improvement Function (2.0 FTE):	\$264,200
Performance Measurement Function (1.0 FTE):	\$107,900
One-Time Survey and Data Support:	\$100,000

Official Community Plan Consistency Statement

This report is in alignment with the Official Community Plan and the performance measurement function specifically can support the measurement of OCP goals.

CONCLUSIONS

City staff are committed to continuous service improvement and have identified a number areas that can be improved to provide better interactions with our community through better data collection, understanding of priorities, and action these finding through service improvements. At the same time, staff also have direct knowledge of areas where efficiencies in processes can be made, but lack the time, support and mechanism to move these innovative ideas forward. The resources identified in the report are directly related to supporting Council’s 2019-2022 Strategic Plan and the City’s Corporate Plan.

Respectfully submitted,

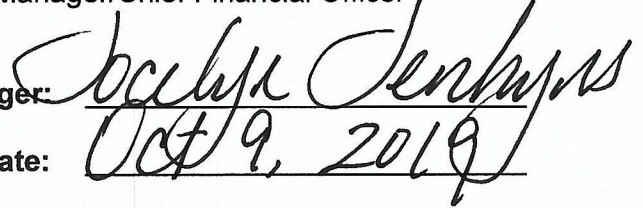


Mandi Sandhu
Head, Service Innovation & Improvement



Susanne Thompson
Deputy City Manager/Chief Financial Officer

Report accepted and recommended by the City Manager:



Date:

Oct 9, 2019

Attachments:

1. City of Victoria 2019-2022 Strategic Plan



Strategic Plan

CITY OF VICTORIA | 2019-2022

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Strong Liveable Neighbourhoods

Strong Liveable Neighbourhoods

How We Got Here – Process of Plan Development

COUNCIL'S first order of business after being sworn in was to turn our minds to how we could take what we heard from the public on the campaign trail along with important unfinished actions from last term and create a bold and achievable four-year plan.

We began by asking ourselves and each other:

- What would Council like to get out of the planning process?
- What would Council like to see in the plan?
- What's working well in the city?
- What are opportunities for improvement in the city?
- What's working well at City Hall?
- What are opportunities for improvement at City Hall?

Please see the **Appendix** for Council's answers to these questions. These were transcribed directly from flipcharts. We're sharing our "rough work" for transparency and so the public can see our thought processes.

As part of the process – and to ensure that the plan would be achievable – we asked staff to go through the plan line by line and analyze what financial and human resources would be required to achieve all of the actions in the next four years.

And then, we drew on the energy, intelligence and goodwill of the public and asked for help. Through a month-long online survey and a full-day Engagement Summit in January 2019, we gathered insightful and practical feedback from many members of the public.

In early February 2019, Council took all of the information gathered from both staff and the public and began to adjust the plan based on that input. We discussed and debated the plan in the order of importance that survey respondents had given to the strategic objectives. And as we went through the plan, we used the input from the Engagement Summit and the ranking of the importance of actions by the public as a guide. The outcomes associated with each objective were generated by the public at the Engagement Summit. And the plan's goal statement was also generated by members of the public working creatively together at the end of the day-long Summit.

We are grateful for the time, energy and goodwill that staff and the public have put into developing this plan with Council. And we look forward to delivering all of the actions, working side by side with the community over the next four years.



Goal Statement

By 2022, Victoria will be a bold, thriving, inclusive, and happy city that people love. We will be known globally for our climate leadership practices, multi-modal transportation options, innovative approaches to affordable housing, and for meaningful reconciliation with the Songhees and Esquimalt Nations on whose homelands our city was built.



Declaration of Principles and Values

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. Practising **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.

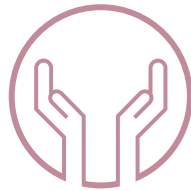


2019-2022

Strategic Objectives



1. Good Governance and Civic Engagement



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, Liveable Neighbourhoods



Operational Priorities

IN ADDITION to the strategic objectives and the actions proposed to achieve them, Council and staff have the following operational priorities. These priorities reflect the values of City Hall and of our residents and business community.

- › Heritage conservation and heritage designation
- › Nurturing and supporting arts, culture and creativity
- › Creating and maintaining a high-quality public realm
- › Continuous improvement with regard to open government
- › Meaningful and inclusive public engagement
- › Accessible information, facilities and services
- › Sound fiscal management

STRATEGIC OBJECTIVE ONE

Good Governance and Civic Engagement



MEASURABLE OUTCOMES

- > There is clear, open and transparent two-way communication between the City and the public, with the ability for public input to effect change
- > There is broad engagement with a diversity of participants conducted in a respectful and inclusive way
- > The community feels heard
- > The City demonstrates regional leadership in transparency and open government initiatives
- > There are clear, relevant measurable outcomes for each objective that Council measures and reports on

Actions | *Good Governance and Civic Engagement*

2019	<i>Responsibility</i>
1. Develop measurement and monitoring process for Strategic Plan Outcomes	<i>Staff</i>
2. Work with Saanich Council to develop and implement a Citizens Assembly process	<i>Council; Staff</i>
3. Offer training to staff, Council members and community leaders in best practices in respectful facilitation; identify challenging topics for engagement in advance and ensure that everyone involved (staff and community leaders) have adequate training to lead engagement	<i>Staff</i>
4. Work to regionalize police services and consider the possibility of a single, amalgamated police service for the region	<i>Mayor's Office</i>
5. Offer childcare at City Hall during public hearings	<i>Staff</i>
6. Improve proactive disclosure of closed meeting records and decisions quarterly	<i>Staff</i>
7. Improve timely publication of Council member expenses and financial disclosure statements quarterly	<i>Staff; Council</i>
8. Create a structure / process for Councillors to share and be accountable for their work on committees and other appointments	<i>Council</i>
9. Continue to implement Youth Strategy	<i>Staff; Youth Council</i>
10. Complete and implement Real Estate Strategy	<i>Staff</i>
11. Establish a Renters Advisory Committee	<i>Renters Advisory Committee led by Councillors Dubow and Loveday; Staff</i>
12. Deliver training to Council and senior staff on accessibility	<i>Staff</i>
2020	
13. Implement measurement and monitoring process for Strategic Plan Outcomes	<i>Staff</i>
14. Allow people to make video submissions to public hearings and requests to address Council	<i>Staff</i>
15. Hold public hearing-only Council meetings	<i>Staff</i>
16. Create a lobbyist registry	<i>Staff</i>

2020 continued

Responsibility

17.	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	Council (give direction and participate in community gatherings); Staff (implement)
18.	Improve service delivery through learning and input from frontline City workers (LEAN process)	Staff

2021

19.	Undertake a Council salary review including a report back on eliminating parking privileges and including the bus pass program	Staff
20.	Undertake a staff salary review	Council (guiding policy); Staff
21.	Initiate a governance review	Council; Staff

2019 – 2022

22.	Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders, including a quarterly check-in with Council on the topics for these town halls	Council; Staff
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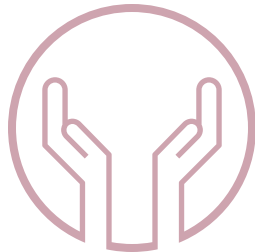
Ongoing

23.	Set and measure targets for each of the objectives	Council (set); Staff (measure)
24.	Measure well-being and use results to inform budgeting process. Set target from 2020 baseline. Increase belonging and well-being by X per cent	Council (set); Staff (measure)
25.	Streamline and make more consistent planning and permitting processes	Staff
26.	Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year	Staff; Council
27.	Exercise fiscal responsibility in policing expenditures expenditures	Council
28.	Monitor implementation of Local Area Plans on a routine basis	Staff
29.	Divest municipal funds from fossil fuels	Council (advocacy); Staff (identify opportunities)



STRATEGIC OBJECTIVE TWO

Reconciliation and Indigenous Relations



MEASURABLE OUTCOMES

- > Deeper and more engagement with Songhees and Esquimalt Nations including with both hereditary and elected chiefs
- > Increased awareness of and support for reconciliation and recognition of Indigenous sovereignty
- > City Council, staff and residents are more aware of Indigenous history, treaties, and leadership structures
- > Increased community collaboration and capacity to do the work of reconciliation by harnessing existing expertise in our community
- > More Indigenous involvement and inclusion in all aspects of civic life, including economic development
- > Talent acquisition programs and initiatives are in place that support the diversification of the City's workforce, including programs and initiatives that focus on Indigenous Peoples

As part of the Witness Reconciliation Program, these outcomes and actions will be shared with the Esquimalt and Songhees Nations for their input as witnesses to the process.

Actions | *Reconciliation and Indigenous Relations*

2019	<i>Responsibility</i>
1. Create the Victoria Reconciliation Dialogues	<i>Mayor's Office; Council; Staff, Songhees and Esquimalt Nations</i>
2. Determine appropriate context for the Sir John A. Macdonald Statue	<i>Council; Staff</i>
3. Develop and implement an ongoing, mandatory training program for Council and all City staff, and to have the cognitive portion of the training for all City staff and the experiential portion of the training for those interested participants first	<i>Staff with Songhees and Esquimalt Nations and other Indigenous support</i>
2020	
4. Establish an Indigenous Relations function	<i>Staff with Songhees and Esquimalt Nations guidance and support</i>
5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations	<i>Council (appoint); Staff and Songhees and Esquimalt Nations guidance</i>
6. Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	<i>Council with Songhees and Esquimalt Nations guidance</i>
2021	
7. Pursue co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	<i>Council with Songhees and Esquimalt Nations guidance</i>

2022**Responsibility**

8. Increase protection for Indigenous cultural heritage sites in land use and development processes

Staff

Ongoing

9. Continue working with and adapting the Witness Reconciliation Program

Council with Songhees and Esquimalt Nations

10. Create opportunities for Indigenous contractors and employers through City infrastructure projects and contracts

Staff

11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects

Staff

12. Advocate for First Nations representation on CRD Board

Council

13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park

Staff

14. Work with the Songhees and Esquimalt Nations to establish a reburial site

Staff

15. Support the restoration of Indigenous place names

Staff

16. Advocate for decolonization of policies and practices at the provincial and federal levels

Council

17. Increase awareness and support for Indigenous culture, history and viewpoints in everyone's daily life via education

Council; Staff



STRATEGIC OBJECTIVE THREE

Affordable Housing



MEASURABLE OUTCOMES

- > Decrease in number of people spending more than 30 per cent of income on housing
- > Decrease in homelessness (Point-In-Time Count numbers go down)
- > Quadruple the number of 'Missing Middle' housing units
- > Increase number of co-op housing units
- > Increase in rental apartment and housing vacancy rate
- > Increase in percentage of Victoria residents who own their own homes
- > Victoria is seen as development friendly
- > Neighbourhoods are diverse, accessible and affordable across all ages, incomes and abilities

Actions | *Affordable Housing*

2019	<i>Responsibility</i>
1. Set targets, define affordable housing, and track and measure the creation of affordable housing units	<i>Council (set); Staff (track)</i>
2. Implement rental-only zoning	<i>Staff</i>
3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing	<i>Staff</i>
4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (de-commodified) housing	<i>Staff</i>
5. Examine existing City land as possible sites for affordable housing and emergency shelter spaces including road-edge remnants, wide roads, 1240 Yates Street	<i>Staff</i>
6. Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month	<i>Staff</i>
7. Implement Market Rental Revitalization Program	<i>Staff</i>
8. Develop Community Amenity Contribution Policy	<i>Staff</i>
9. Consider a grant program for secondary suites including those that are accessible and serve an aging population	<i>Staff</i>
10. Examine a grant program to incentivize the creation of affordable garden suites	<i>Staff</i>
11. Accelerate Implementation of Victoria Housing Strategy: <ul style="list-style-type: none"> a. Develop city-wide strategy for additional house conversion opportunities b. Incentivize and mandate the creation of family-appropriate two and three bedroom rental units c. Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing d. Explore the expanded use of tax exemptions to create more affordable housing 	<i>Staff</i>
12. Allow tiny homes and garden suites on lots that already have secondary suites or duplexes	<i>Staff</i>
13. Expand garden suite program to allow larger units on larger lots	<i>Staff</i>

2019 continued

Responsibility

14. Houseplexes and Townhouses:

- a. Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes
- b. Support houseplexes as a form of multi-unit housing that provides a sensitive transition within neighbourhoods
- c. Support more family housing including townhouses and row houses
- d. Support new ground-oriented housing forms and lock-off suites

Staff

2020

15. Create a Small Scale Housing Ambassador position to make it easier for property owners and homeowners to create affordable housing (10 units or less)

Staff

16. Create a Tenant Housing Ambassador position to make it easier for renters to navigate the Tenant Assistance Policy, Standards of Maintenance Bylaw and other issues

Staff

17. Consider a comprehensive amendment to the Zoning Bylaw to permit all "Missing Middle" housing forms without need for rezoning or development permit. *This builds on 2019 Action "Houseplexes and Townhouses: Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes."*

Staff

2021

18. Explore the potential of creating a Victoria Housing Corporation

Staff

19. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers

Staff

Ongoing

20. Regularly evaluate the City's bonus density policy and the number of units being created as a result of it

Staff

21. Encourage barrier-free housing and universal design in new developments

Staff

22. Identify opportunities for affordable housing in all neighbourhood plans

Staff

23. Advocate for more affordable student housing

Council

24. Facilitate, incent and support co-op housing

Staff



STRATEGIC OBJECTIVE FOUR

Prosperity and Economic Inclusion



MEASURABLE OUTCOMES

- > Business owners feel that it's easy and rewarding to work with City Hall
- > Neighbourhood and village centres have thriving economies
- > Low vacancy rate in downtown retail spaces is maintained
- > Employers can find enough qualified workers to fill available jobs
- > People who work in Victoria can afford to live in Victoria
- > Increase in number of businesses actively engaged in reducing GHGs (See Objective #6)
- > Increase in number of urban-agriculture related businesses
- > Reduced use of food banks

Actions | Prosperity and Economic Inclusion

2019	<i>Responsibility</i>
<p>1. Create Jobs for the Future 2041 Action Plan:</p> <ul style="list-style-type: none"> a. Work with the Downtown Victoria Business Association to develop a Downtown Retail Strategy b. Explore the creation of a Legacy Business Program that specifically protects and highlights longstanding local businesses that are being priced out of our neighbourhoods c. Explore ways for businesses in Victoria to become living wage employers d. Continue work to support entrepreneurs and small businesses e. Support placemaking entrepreneurs – food trucks, more patio spaces 	<i>Mayor's Office; Staff</i>
<p>2. Secure federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub</p>	<i>Mayor's Office; Staff, Working Group; Council</i>
<p>3. Apply for certification as a Living Wage Employer</p>	<i>Staff</i>
<p>4. Examine effectiveness of arts and culture grants funding versus direct staff support</p>	<i>Staff; Council (advocate)</i>
<p>2020</p>	
<p>5. Talk with industrial landowners, managers and users about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every five years</p>	<i>Staff</i>
<p>6. Create a Tech Advisory Committee to better integrate tech and the City at a strategic level</p>	<i>Mayor's Office; Council; Staff</i>
<p>7. Create a program to encourage “pop-up” businesses and art exhibits in vacant retail and office space</p>	<i>Staff</i>
<p>8. Explore land use and business licence regulations to limit predatory lending and pay-day loans and work with the Province with respect to limiting pay-day loans and predatory lending</p>	<i>Council; Staff</i>

2021	Responsibility
9. Work with partners to explore improved access to low cost or free internet service	<i>Staff</i>
Ongoing	
10. Support arts, culture and innovation venues and spaces	<i>Staff</i>
11. Advocate for adequate income and supports to ensure everyone has access to a decent quality of life	<i>Council</i>
12. Identify opportunities to support non-transactional approaches to the provision of goods and services, e.g. neighbourhood-based sharing libraries, tools, seeds, etc.	<i>Staff; Councillor Neighbourhood Liaisons</i>
13. Hold an Annual Development Summit and continue to improve processing times and process improvements, and build better understanding of the development processes	<i>Staff; Council</i>
14. Support buy local initiatives to promote sustainable local enterprise	<i>Staff; Council</i>
15. Explore opportunities to include community ventures in City initiatives that support social enterprises	<i>Staff; Council</i>
16. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees	<i>Staff</i>
17. Keep a cap on annual property taxes to no more than inflation plus one percent, including police	<i>Council</i>
18. Support economic opportunities for urban agriculture producers, farm businesses and farmers markets	<i>Staff</i>



STRATEGIC OBJECTIVE FIVE

Health, Well-Being and a Welcoming City



MEASURABLE OUTCOMES

- > Increase sense of belonging and participation in civic life among all demographic groups
- > Increase in number of people who feel safe and part of the community
- > Increase in number of people who have a family doctor and overall increase in the number of people working in the health and well-being professions
- > Increase in availability of free recreation options
- > Increase in people accessing nature
- > Increase in number of people who are more active, including increase in registrations in the City's recreational programs
- > Clear improvement on mental health and addictions
- > Increased local food security
- > Fewer people are living below the poverty line and more people have access to a living wage
- > Increase in cultural literacy, deepening understanding and welcoming of diversity

Actions | *Health, Well-Being and a Welcoming City*

2019	<i>Responsibility</i>
1. Create a city-wide Childcare Strategy and Action Plan	<i>Mayor's Childcare Solutions Working Group; Staff</i>
2. Develop a Trans Inclusion Policy	<i>Trans Advisory Task Force; Staff</i>
3. Develop and implement an Accessibility Framework	<i>Staff; Accessibility Working Group</i>
4. Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free	<i>Staff; DVBA</i>
5. Work with Downtown Victoria Business Association for rotating mural artists to beautify empty storefronts and large windows	<i>Staff; DVBA</i>
6. Create a Seniors Task Force and develop a Seniors Strategy	<i>Seniors Task Force led by Councillors Isitt and Collins; Staff</i>
7. Strike a Peer-Informed Task Force to identify priority actions to inform a Mental Health and Addictions Strategy actionable at the municipal level, i.e. prevention, advocacy, integration of services, and education	<i>Peer-Informed Task Force led by Councillors Alto and Potts; Staff</i>
8. Expand Life Pass program to 365 days per year	<i>Staff</i>
9. Adopt accessible parking standards for on-street and off-street parking	<i>Staff</i>
10. Explore ways to end sexual harassment and assault in Victoria, including using the Good Night Out international model to create a safe nightlife campaign for Victoria venues, bars, clubs and festivals	<i>Late Night Task Force; Councillor Thornton-Joe (Downtown Neighbourhood Liaison)</i>

2020

Responsibility

<p>11. Create a Welcoming City Strategy:</p> <ul style="list-style-type: none">a. Staff to join Welcoming City initiativesb. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn about and appreciate everyone's unique perspectivec. City not to use funds, personnel or equipment to detain people due to immigration statusd. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residentse. Ensure a welcoming, compassionate and neighbourly atmosphere in our community where all people, including immigrants and refugees are welcomed, accepted, respected and encouraged to participatef. City plays role in collective response to fear mongering, racism and human sufferingg. Diversity and inclusion training for staff and Councilh. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall	<p><i>Welcoming City Task Force led by Councillors Dubow, Thornton-Joe, Mayor Helps; Staff</i></p>
<p>12. Create an LGBTQi2S Task Force to create an LGBTQi2S Strategy</p>	<p><i>LGBTQi2S Task Force led by Councillors Alto and Potts; Staff</i></p>
<p>13. Consider the implementation of play streets, school streets and other child-friendly strategies</p>	<p><i>Staff</i></p>
<p>14. Create a strategy to attract doctors to Victoria</p>	<p><i>Mayor's Office with Partners</i></p>
<p>15. Consider adopting the World Health Organization Social Determinates of Health and United Nations Declaration on the Rights of the Child</p>	<p><i>Council</i></p>
<p>16. Pilot community BBQ stations in parks and neighbourhood public spaces</p>	<p><i>Staff; Neighbourhood Associations</i></p>
<p>17. Urban Agriculture:</p> <ul style="list-style-type: none">a. Explore opportunities for increasing food production on private landb. Support food infrastructure including farmers markets, and storage and distributionc. Soil test and consider shade implications of City-owned land and potential land acquisition	<p><i>Staff; Urban Food Table</i></p>

Actions | *Health, Well-Being and a Welcoming City*

2021

Responsibility

18. Urban Agriculture:

Staff; Urban Food Table

- a. Working with specialists in the field, explore agriculture water rates for food production in the city on land that is used principally for food production
- b. Advocate to BC Assessment for farm classification for lands being used principally to grow food and consider lowering the tax rates for urban farms (once designated by BC Assessment)
- c. Support neighbourhood food/meal programs
- d. Work with non-profits to bring back the Sharing Backyards Program

2019–2022

19. Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library

Staff

20. Crystal Pool and Wellness Centre Replacement

Staff

Ongoing	Responsibility
21. Identify and remove barriers to make Victoria accessible and apply a barrier-free lens to all decisions we make to ensure we're not creating new barriers	<i>Staff; Council</i>
22. Look for opportunities and partnerships for deer management	<i>Staff</i>
23. Ensure ethno-cultural diversity in municipal festival, arts and cultural funding supports	<i>Council</i>
24. Advocate for preserving and strengthening the Agricultural Land Reserve	<i>Council</i>
25. Look for opportunities to increase food production on public land including increasing community gardens in all neighbourhoods in the city, and building urban food systems into our parks operations	<i>Staff; Urban Food Table</i>
26. Look for opportunities to create accessible shoreline access	<i>Staff</i>
<p>27. Mental Health and Addictions Advocacy:</p> <ul style="list-style-type: none"> a. 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 b. Advocate for more funds for mental health and more publicly-funded recovery options and de-stigmatization of mental health and addictions c. Advocate for and facilitate planning and delivery of additional harm reduction services in the city and region, including a safe inhalation site d. Advocate for the BC government to provide currently illicit drugs/safer substances to reduce harm from addictions e. Advocate for and work with agencies and other governments and professional bodies to facilitate increased harm reduction training f. 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 	<i>Council</i>



STRATEGIC OBJECTIVE SIX

Climate Leadership and Environmental Stewardship



MEASURABLE OUTCOMES

- > The City is making measurable advances reducing community GHG emissions by 50 per cent from 2007 levels by 2030, and cutting the City of Victoria's corporate emissions by 60 per cent by 2030
- > Citizens and businesses are empowered and inspired to take meaningful action to reduce carbon pollution
- > Citizens and businesses are making measurable advances in community and business GHG reductions and a tangible movement to 100 per cent renewables to meet or exceed climate targets
- > There is a Zero Waste Strategy in place and we are making progress towards goals
- > There are optimized local compost solutions in place for both food and garden waste
- > Increase in tree canopy on public and private property

Actions | *Climate Leadership and Environmental Stewardship*

	<i>Responsibility</i>
2019	
1. Develop a Zero Waste Strategy	<i>Staff</i>
2. Implement the Climate Leadership Plan	<i>Staff; Council; Community</i>
3. Implement a City staff transit pass program	<i>Staff</i>
4. Implement the Urban Forest Master Plan	<i>Staff</i>
5. Undertake a comprehensive review and update the Tree Preservation Bylaw	<i>Staff</i>
6. Ban plastic straws taking into consideration accessibility needs	<i>Staff; Council</i>
7. 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	<i>Mayor's Office</i>
8. Explore opportunities for renewable energy generation and district energy opportunities starting in 2019, including the option of establishing a municipal energy utility in 2021	<i>Staff</i>
2020	
9. 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	<i>Staff; Neighbourhood Associations</i>
10. Mandate green shores practices on waterfront development	<i>Staff</i>
11. Initiate a Parks and Open Spaces Acquisition Strategy to identify priorities for parkland acquisition that align with Official Community Plan, Parks and Open Spaces Master Plan, and other approved City plans	<i>Staff</i>
12. Ban single-use coffee cups and single-use takeout containers (as with Plastic Bag Ban Bylaw, determine logical exceptions)	<i>Staff; Council</i>
13. Begin to plan for mitigating the inflow and infiltration issues on private property	<i>Staff</i>
14. Expedite implementation of the BC Step Code	<i>Staff</i>
15. Increase protection for shoreline areas and Garry Oak ecosystem including the shoreline between Gonzales Bay and Ross Bay and the shoreline along Gorge Waterway	<i>Staff</i>

	Responsibility
2021	
16. Implement a robust Zero Waste Strategy	<i>Staff; Council; Community</i>
17. Mandate electric vehicle charging capacity in all new developments	<i>Staff</i>
18. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation	<i>Staff; Greater Victoria Harbour Authority</i>
2022	
19. Create a municipal energy utility in 2022 if supported by the analysis of the preceeding years	<i>Staff</i>
Ongoing	
20. With the exception of hanging baskets and Beacon Hill Park, between 2019 and 2022, re-naturalize all beds in the city. If there are cost, time and/or water savings, use these to further nurture the tree canopy and urban forest and natural areas	<i>Staff</i>
21. Promote rain gardens and improve water quality entering waterways	<i>Staff</i>
22. Strengthen tree protection and enhance tree canopy and urban forest	<i>Staff; Community</i>
23. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development	<i>Staff; Urban Food Table</i>
24. Advocate for appropriate federal regulations of the Victoria Water Airport	<i>Council</i>
25. Work with partners to clean up the harbour and steward waterways	<i>Staff; Council</i>



STRATEGIC OBJECTIVE SEVEN

Sustainable Transportation



MEASURABLE OUTCOMES

- > Increase in residents using public transit, walking and cycling
- > Decrease in number of collisions and fatalities on City streets
- > Decrease in transportation-related GHG emissions
- > Fewer cars on the road and decrease in vehicle kilometres travelled
- > Increase in car sharing
- > Decrease in annual household spending on transportation
- > Increase in public and private EV charging stations
- > New transportation services are available, including rapid transit, to and from Victoria, supported by first-mile and last-mile solutions, mobility-as-a service (MaaS) and a single payment platform
- > There is a positive shift in public attitude towards sustainable transportation
- > There is a direct link between City transportation investments, policies, and services and the City's Climate Leadership goals
- > Victoria is recognized as a global leader in multi-modal transportation

Actions | Sustainable Transportation

		Responsibility
2019		
1.	Request that the Victoria Regional Transit Commission (VRTC) provide free transit to all children in the region 18 and under	<i>Council</i>
2.	Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria	<i>Staff; Council</i>
3.	Advocate for late night bus service	<i>Council</i>
4.	Advocate and work with our regional colleagues to create a regional transportation commission	<i>Council</i>
5.	Support greenway improvements in neighbourhoods including renewing Subdivision and Development Servicing Bylaw, Greenways Plan and associated City policies and bylaws to allow for alternate design treatments for shared streets on identified greenways	<i>Staff</i>
6.	Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E&N Railway from Victoria Harbour without delay	<i>Council; Staff</i>
7.	Develop and begin implementation of the Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel	<i>Staff; Council; Community</i>
8.	Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE Pass program)	<i>Staff</i>
2020		
9.	Work to bring a “floating” car share service to Victoria	<i>Staff; Mayor’s Office</i>
10.	Complete Cecelia mid-block connector	<i>Staff</i>

	Responsibility
2021	
11. Lower speed limits on local neighbourhood streets to 30 km per hour	<i>Council; Staff</i>
2022	
12. Complete a multi-use trail along the Upper Harbour north of downtown	<i>Staff</i>
2019 – 2022	
13. Bike Master Plan implementation	<i>Staff</i>
Ongoing	
14. Advocate for substantially improved transit service	<i>Council</i>
15. Advocate for lower transit fares	<i>Council</i>
16. Advocate for BC Transit to start purchasing electric buses in advance of 2030 transition	<i>Council</i>
17. Advocate to BC Transit for “micro transit” or “transit-on-demand” – a public ridesharing program	<i>Council</i>
18. Work with car share entities to create more car share spaces on neighbourhood streets	<i>Staff</i>
19. Encourage/mandate where possible, new car share cars and memberships with new developments in exchange for less parking spots	<i>Staff; Council</i>
20. Support traffic calming in neighbourhoods	<i>Staff</i>
21. Support and nurture neighbourhood-led transportation planning	<i>Staff</i>



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community garden

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CONTACT 388-7696

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STRATEGIC OBJECTIVE EIGHT

Strong, Liveable Neighbourhoods



MEASURABLE OUTCOMES

- > Increase in number of opportunities for engagement with neighbourhoods
- > People feel listened to and consulted about what makes a neighbourhood distinctive
- > Increase in affordable housing in all neighbourhoods (See Objective #3)
- > Increased access to social determinants of health in all neighbourhoods
- > People feel that their neighbourhood is safe and walkable
- > Increase number of people walking compared to other modes of getting around within neighbourhoods
- > Increase in the amount of green space in neighbourhoods
- > All neighbourhoods are thriving, distinctive, appealing, viable and have amenities

Actions | *Strong, Liveable Neighbourhoods*

	<i>Responsibility</i>
2019	
1. Complete the Fairfield Local Area Plan	<i>Staff; Community; Council</i>
2. Create a placemaking guide and tool kit and host workshops to support citizens and businesses to take action to create public play spaces, parklets, and gathering places within neighbourhoods	<i>Staff; Council</i>
3. Facilitate an annual Neighbourhoods Summit to consider emerging best practices in neighbourhood placemaking, planning and engagement	<i>Mayor's Office; Council; Staff</i>
4. Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee	<i>Staff</i>
5. Explore opportunities to expand the Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD	<i>Staff; Neighbourhood Association</i>
2019 – 2022	
6. Develop Local Area Plans	<i>Staff; Neighbourhoods; Council</i>
2020	
7. Review the Noise Bylaw	<i>Staff</i>
8. 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	<i>Staff; Council; CALUCs</i>
9. Review and consider additional resources (financial and training) for CALUCs	<i>Staff; CALUCs</i>
10. Resolve anomalies in neighbourhood boundaries	<i>Staff; Neighbourhood Associations</i>
2020 – 2022	
11. Create a 'people-priority' Government Street with a complete transformation of the street between Humboldt and Yates to be completed by the end of 2022	<i>Staff; Council</i>

2021

Responsibility

12.	Explore partnerships to create meeting space and a home base for the Downtown Residents Association	Staff; Downtown Residents Association
13.	Work with School District 61 to explore use of Sundance School as a community centre for a Jubilee Community Centre	Staff, School District 61; Neighbourhood Associations
14.	Work with the Greater Victoria Public Library to provide library services in the north end of the city, including the exploration of a new neighbourhood branch	Staff; City's Council Appointee to the Library Board
15.	Ship Point Plan and Funding Strategy	Staff

2022

16.	Establish a community centre for the North Park Neighbourhood in conjunction with plans for the Royal Athletic Park parking lot and/or the Crystal Pool and Wellness Centre Replacement Project	Staff; Neighbourhood Association
17.	Review the Heritage Tax Exemption program	Staff with clear direction from Council as to what specifically needs to be reviewed

Ongoing

18.	Support neighbourhood placemaking initiatives	Staff; Council
19.	Advocate for adequate support and supervision accompanying downtown supportive services so people have all the supports they need, not only housing	Council
20.	Emergency preparedness/heritage buildings/enrich the heritage seismic upgrade program	Staff



Process for Amending Strategic Plan

Part One – Emerging Issues and Opportunities

- Step 1.** At any Committee of the Whole meeting, Councillors interested in amending the Strategic Plan to address an emerging issue or opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. This report must outline which of the eight Objectives the new proposed Action will lead to, as well as the Outcome that the new proposed Action is meant to achieve.
-
- Step 2.** At the next Quarterly Update, staff will provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.
-
- Step 3.** At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what Action or Actions may need to be removed.
-

Part Two – Emergency Issues and Extraordinary Opportunities

- Step 1.** At any Committee of the Whole meeting, Councillors interested in amending the Strategic Plan to address an emergency issue or extraordinary opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. Emergency Issues and Extraordinary Opportunities don't need to be tied to a specific Strategic Objective, but if they do, this should be indicated clearly, as well as the Outcome that the new proposed Action is meant to achieve. Proposed new Actions for Emergency Issues and Extraordinary Opportunities will require a two-thirds majority to pass.
-
- Step 2.** One Committee of the Whole meeting later at the most, staff provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.
-
- Step 3.** At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what Action or Actions may need to be removed. If Committee (and Council) supports proposed Actions and Outcomes that fall outside of the eight Strategic Objectives, a new section will be added to the plan entitled Emergency Issues and Extraordinary Opportunities.
-



APPENDIX

Framing Questions for Strategic Planning Process

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



Framing Questions for Strategic Planning Process

What's working well in the city?

- Engaged and passionate citizens
- Strong neighbourhood structure
- Growth of strong local businesses
- Economic opportunity for residents
- Natural environment and residents working to protect it
- Embracing the importance of reconciliation
- Neighbourhood associations that provide services.
e.g. childcare, seniors programs
- Strength of major industries, tech, tourism
- Increasing diversity of population
- Festivals, arts and culture
- Strong library system
- Increase in international students
- Well-maintained roads, sidewalks and physical infrastructure
- Social agencies and programs
- Compassionate
- Safe
- Interfaith relationships and solidarity
- Confidence in city, good place to invest and build
- Strength of regional cooperation on economic development
- Strong network of non-profit organizations
- Strong commitment to volunteerism,
e.g. welcoming of Syrian refugees

What are opportunities for improvement in the city?

- Increase trust between citizens and City Hall
- Recognize that the provision of social services downtown requires more supports, not just housing
- Ensure that downtown is accessible and welcoming to everyone
- Nurturing our existing businesses and people coming downtown
- Improve public dialogue, increase civility, increase a feeling that there's room for everyone's voice
- Become a more welcoming city – affirm our values as a welcoming city
- Take a more compassionate approach to homelessness and mental health/addiction
- Harm reduction
- Be more respectful of each other's time – language choice
- Be the first city with a tech boom to grow inclusively and sustainably
- Deepening our relationship with the Songhees and Esquimalt Nations and to understand what it means to live in a city on someone else's homeland
- To grow the film industry
- Continue to nurture our business community and foster an entrepreneurial spirit
- Make the city more accessible

Framing Questions for Strategic Planning Process

What is working well at City Hall?

- Passionate and dedicated staff who have knowledge and relevant expertise – spirit of continuous learning
- Approachable City Hall
- Improved and proactive engagement practices
- Strong relationships with federal and provincial governments
- Active in e.g. Housing First / tackling important issues
- Seen as regional leader
- Relationships with colleagues on a municipal level are strong
- Relationships with Songhees and Esquimalt Nations
- Quality customer service
- Courage to take bold action
- Taken action on food security and agriculture
- Strong relationship with School District
- 20-year capital plan and strong reserves
- Welcoming nature of City Hall – lack of dysfunction – functional organization
- Commitment to learn from mistakes
- Cross-departmental collaboration to solve problems

What are opportunities we have to improve City Hall?

- Address the housing crisis and have housing that's in reach/affordable for our residents
- Increase trust between Councillors and staff and Council; improve relationships
- Capture the corporate/institutional memory
- Tackle affordability crisis more broadly (childcare/transportation)
- To diversify engagement e.g. childcare at meetings, video submission
- Respect the time of staff
- Be climate leaders and mitigate and adapt to climate change
- Better convey City Hall/Council story
- Address day-to-day issues – broken window syndrome in the city
- Responsive and proactive to the needs of residents and business community
- To make sure that when we undertake engagement we're clear and engaging for the right reason, at the right time in the right way
- Recognize the localized experiential experience of people and value citizen expertise from living in a place
- Collect data and measure results as a way to advocate to other levels of governments re: services
- To hear the quieter voices not being heard over the loud voices
- Measure our own results and use that data to drive decisions in budget on an annual basis
- Deeper partnerships with post-secondary institutions and School District
- Opportunities for prevention – working upstream
- Address access to childcare and availability
- Make sure that the plans we create are implemented and resourced by the budget process
- Review the plans we have in place and determine whether they are still the right plans; regularize this to make progress on the key elements in the OCP
- Better follow-through on engagement
- Improve the well-being of staff and take care of our staff; provide adequate and relevant training

The City is located on the homelands of the Songhees and Esquimalt People.



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Service Delivery Improvement & Performance Measurement Resources

Report to Committee of the Whole
October 17, 2019



Purpose

To provide information and expected outcomes on resources required to advance 2019-22 Strategic Plan related to service improvement and performance measurement functions as previously requested through the 2019 Financial Plan



Strategic Plan Direction

Declaration of Principles and Values

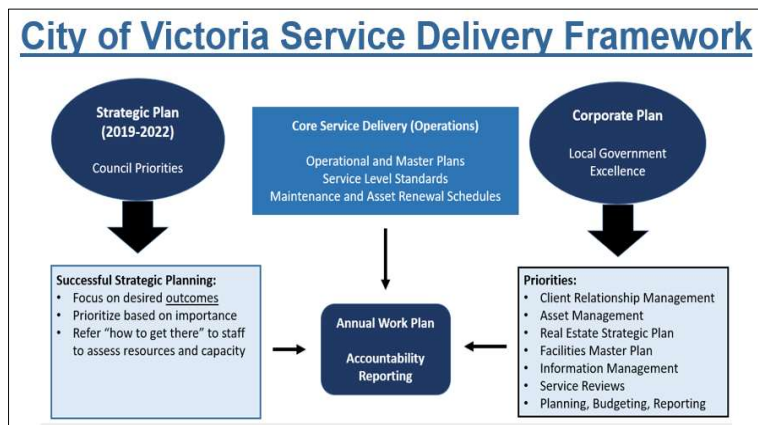
- Welcoming diversity and fostering a spirit of inclusion and equity in everything we do

Objective #1: Good Governance & Civic Engagement

- Improve service delivery through learning and input from frontline workers (LEAN) (2020)
- Develop a measurement and monitoring process for Strategic Plan Outcomes (2019)
- Implement measurement and monitoring process for Strategic Plan Outcomes (2020)



Corporate Direction



Service Delivery Improvement Function

Inputs:

- Employee-led identification of frustrations on forms of waste:
 - Transportation
 - Waiting
 - Overproduction
 - Defects
 - Inventory
 - Movement
 - Extra Processing
- “Citizen Experience” process mapping
- Data assessment
- Best practice research

Deliverables:

- Staff training and program development (LEAN)
 - Service Champions
 - Efficiency
 - Effectiveness
- Service level standards
- Citizen relationship management system
- Equity framework and implementation support



Performance Measurement Function

Inputs:

- Community satisfaction & wellness survey
- Business survey
- Employee work environment survey
- Data collection and analysis
- Best practice research

Deliverables:

- Baseline measures of community satisfaction and well-being
- Regular reporting of Strategic Plan outcomes
- Expanded quarterly and annual reporting
- Equity lens outcome assessment



Resource Requirements

Option Description	Benefits	Trade-Offs	\$ On-Going	\$ One-Time
#1. Service Improvement + Performance Measurement Functions	<ul style="list-style-type: none"> ✓ Strategic Plan actions ✓ Advance equity lens framework and implementation ✓ Client Relationship Management System 		\$372,100	\$100,000
#2. Service Improvement Function Only	<ul style="list-style-type: none"> ✓ Adopt a LEAN approach ✓ Equity framework ✓ Advance Corporate Plan to develop a Client Relationship Management System 	<ul style="list-style-type: none"> X Strategic Plan outcome performance measurement ≡ Data and information analysis for equity application 	\$264,200	
#3. Performance Measurement Function Only	<ul style="list-style-type: none"> ✓ Strategic Plan outcome measures ✓ Community, business and employee surveys ✓ Support improved quarterly and annual report measures 	<ul style="list-style-type: none"> X Service delivery improvements X Client Relationship Management system ≡ Delayed implementation of an equity lens 	\$107,900	\$100,000
#4. No Service Improvement or Performance Measurement Function		<ul style="list-style-type: none"> X Strategic Plan actions X Corporate Plan priority 	\$0	\$0



Recommendation

That Council:

Forward the recommended option of supporting both a service delivery improvement function and a performance measurement function to advance the 2019-2022 Strategic Plan for consideration in the 2020 Financial Plan as follows:

- Service Delivery Improvement Function: \$264,200 (On-Going)
- Performance Measurement Function: \$107,900 (On-Going)
- Survey and Data Support: \$100,000 (One-Time)





- v. *Embed distributional, procedural, structural and inter-generational equity into the City's corporate policies guiding hiring, staff training and professional development, procurement and civic engagement*
- vi. *Report back to Council on potential locations in the North Park and Hillside / Quadra neighbourhoods.*

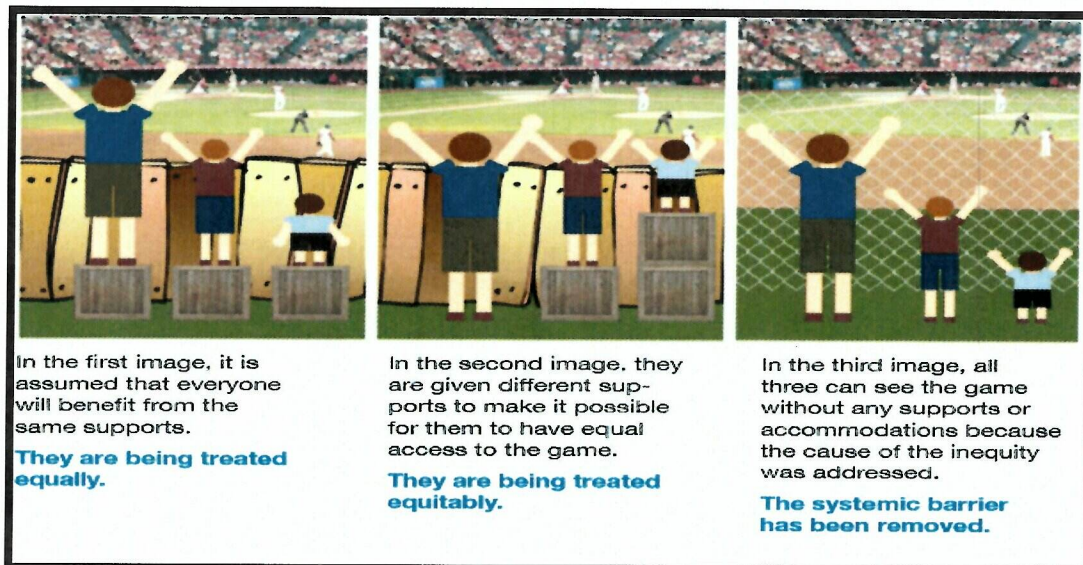
Motion Arising:

That Council direct the City Manager to imbed these 4 principles ii, iii, iv, v for the city's emerging equity policies.

The 2019-2022 Strategic Plan contains a number of objectives and initiatives [actions] that are targeted at specific equity seeking groups, including, but not limited to: children, youth, seniors, Indigenous peoples, transgender, non-binary and Two-Spirit people, people with disabilities and people who have mental health conditions. Work is currently underway to engage these populations through focused advisory committees, task forces and other working groups, as well as the broader public engagement to develop strategies, promote greater inclusion and pro-actively improve service design and delivery to address barriers. The focus of these strategies under development are largely focused on "inclusion" of specific equity seeking populations rather than an "intersectional" approach.

An intersectional research and policy lens recognizes that people have multiple and diverse identity factors that intersect to shape their perspectives, ideologies and experiences. An intersectional approach involves working to address inequality and barriers to inclusion without isolating one factor of an individual's identity from another and recognizing that inclusion impacts people differently due in part to how their many identity factors intersect to influence their experience.

Foundational to a discussion of adopting an equity lens, is an understanding of the differences between (1) equality, (2) equity and (3) social justice. Equality is focused on inputs and equity is focused on outputs. As depicted in the figure below, in the first image, everyone is given the same inputs/resources – this is equality. In the second image, inputs are adjusted so that everyone experiences the same output, which in this case is to see the game – this is equity. In the third image, the systemic barrier has been removed – this is social justice.



There is a strong correlation between the concepts of equity and social justice to the World Health Organization (WHO) Social Determinants of Health, which is under consideration for adoption in 2020 as articulated in the 2019-2022 Strategic Plan under the objective of *Health, Well-Being and a Welcoming City*. The social determinants of health are the conditions in which people are born, grow, live, work and age. According to the WHO, these circumstances are shaped by the distribution of money, power and resources at global, national and local levels. Also noted by the WHO, is the social determinants of health are mostly responsible for health inequities - the unfair and avoidable differences in health status between countries [communities]. The application of forms of an equity lens for the City of Victoria could consider the key concepts put forth by the WHO, particularly those where local government can influence, collaborate or control based on Council direction.

The City's Official Community Plan (OCP), adopted in 2012, is premised on sustainability with an emphasis on equity values, particularly longer-term 'inter-generational' equity. In some cases, the OCP is focused on 'choice' and equality of access to housing, transportation, amenities and other quality of life factors.

Equity values have also been a key focus of local area planning, specifically related to:

- Fostering better housing choice and affordability in all neighbourhoods for a range of income levels, lifestyles and ages;
- Supporting greater transportation options for all ages and abilities; and
- Supporting good jobs close to home

Local area planning has been carried out using the City's Engagement Framework. Lessons learned in recent years include:

- Public participation in local area planning processes (particularly community-led engagement initiatives) have not been representative of neighbourhood and City-wide equity seeking populations
- Addressing equity requires change - people tend to organize 'against' more than 'for'
- Equity seeking populations may not have the same resources and capacity to participate in engagement processes
- Application of city-wide OCP values across all neighbourhoods may be better achieved through city-wide processes (as opposed to neighbourhood by neighbourhood).

Based on these lessons learned, an equity framework could better support local area planning through the framing of issues/opportunities, having more diverse and representative engagement processes and better evaluation and assessment of policy/implementation outcomes.

Through a review of select jurisdictions, samples of the different approaches in terms of overall approach and priorities below and is further flushed out in the workshop presentation material in Appendix A. In addition to the brief synopsis of how these sample Canadian cities have organized their adoption of an equity lens, policy or framework, there are also examples from other West Coast jurisdictions on how this has manifested itself in data-driven decisions based on community values in King County and Tacoma Washington.

ISSUES & ANALYSIS

The following section of this report focuses on a portion of the Motion approved by Council specifically related to "Embed distributional, procedural, structural and inter-generational equity into the City's corporate policies guiding hiring, staff training and professional development, procurement and civic engagement"

Civic Engagement

The City of Victoria's Engagement Framework was adopted in 2017. It was developed with community input to provide a consistent, transparent approach to public participation in City decision making. The framework is guided by the International Association of Public Participation (IAP2) principles for effective civic engagement. One of these principles is **Inclusiveness** and the City's engagement framework includes the commitment to makes best efforts to reach, inform and engage all people who are impacted by the decisions being considered.

Imbedded in the City's engagement planning are strategies to define and target populations not traditionally heard to ensure their voices are part of the conversation about civic issues and decisions that directly affect them. Each engagement process includes a range of tools and techniques to reach diverse publics and strives to eliminate barriers to participation. While the City offers a multitude of engagement opportunities, enjoys high levels of public participation and benefits from a very engaged community, feedback received does not always represent an accurate reflection of the make up of the community. The opinions of some groups remain under-represented despite best efforts.

The City's engagement department continues to explore ways to better understand barriers preventing more equitable participation by certain groups and to develop metrics to evaluate and measure equitable participation. This is an emerging area in the field of public engagement. A review of best practices in other municipalities is currently underway and the City's 2020 Engagement Summit is being planned to include specific workshops on this topic with the goal of updating the City's Engagement Framework to include the latest learning, including direct input from equity seeking populations as identified by Council as part of its Equity Lens. It is expected that this will lead to the development of an engagement equity toolkit to supplement the Engagement Framework which will include specific strategies and tactics to foster more equitable participation by certain under-presented groups, as well as ways to measure and report on the representative make up of feedback received to ensure it reflects, to the greatest extent possible, the values and views of our community as a whole.

Staff Training and Professional Development

The City of Victoria supports ongoing staff training and development in three broad categories: foundational learning for all employees; business enabling learning tailored to specific roles and responsibilities; and leadership development for current and emerging leaders. Consistent with Council's 2019 – 2022 Strategic Plan objectives, training to support equity and inclusion is both planned and underway in 2019 and 2020 in a number of areas including reconciliation, accessibility awareness, and transgender, non-binary and Two-Spirit inclusion.

The establishment of an equity definition and framework will guide the development and evolution of the City's core, foundational learning to support implementation of the framework or lens across City operations.

Hiring

As an employer, the City of Victoria is required to comply with employment related legislation including B.C.'s *Employment Standards Act* and *Human Rights Code*, and with the four collective agreements governing terms and conditions of employment for unionized employees. This legal framework ensures that the City's hiring and recruitment practices are focused on hiring candidates with the knowledge, skills and abilities to perform the work; consider seniority as required by collective agreement provisions; and are free from discrimination based on age, race, colour, ancestry, place of origin, religion, marital status, family status, disability, sex, sexual orientation, and gender identity or expression.

The City does not currently have information regarding the demographic profile of our workforce, but will be proceeding with an employee engagement survey that will capture this information in the fourth quarter of 2019. Once the City has an understanding of the demographic profile of our current workforce, we would be in a position to set targets and consider actions for increased diversity as appropriate. For example, the City could pursue targeted recruitment and outreach to under-represented equity groups and train hiring managers in inclusive hiring and on-boarding practices.

Procurement

The City of Victoria is in the process of advancing social procurement to better leverage tax dollars to achieve positive social outcomes aligned with community values and strategic objectives. The City is one of several member municipalities involved in the *Coastal Communities Social Procurement Initiative* (CCSPI). The purpose of the initiative is to change how local governments purchase goods and services, so that when money is spent on improving communities through the normal course of operations and special projects, there is also a consideration of local benefits that can be derived through procurement practices to increase economic development, local employment, increased affordability and greater access to services.

As part of the work that is underway, Council will be engaged with CCSPI later this year. Following that discussion and input from Council, City staff will work with CCSPI to assess alignment with the evolving adoption of an equity lens to advance the specific direction from Council.

OPTIONS & IMPACTS

One of the pragmatic considerations is the level of effort and resources that can currently, and in the future, be allocated to further advancing this initiative given organizational capacity. As indicated in the Committee of the Whole report provided to Council on October 17, 2019 regarding resources required to support service improvement and performance measurement functions in the 2019-2022 Strategic Plan, some further work on equity can be accommodated within these resources – however depending on the scope, complexity and pace at which Council directs, additional resources may be required in future years.

In addition to the four immediate streams of work around engagement, hiring, training and procurement outlined in this report, staff have been working with external subject matter experts that have knowledge and experience with other municipalities that are in the process of addressing or adopting an equity lens. Learnings from other areas indicates that in many cases, there is a specific “problem” to be solved, that acts as a catalyst for adopting some form of an equity assessment or lens.

In order to better inform next steps, staff are seeking a dialogue with Council to better provide insight on Council values, priorities and considerations for staff to potentially address in furthering the operationalization of equity into planning, programs, services and decision making.

Accessibility Impact Statement

Accessibility is one of several equity seeking groups that will be included in the overall development of an equity policy framework. As noted above, this is an inclusionary approach rather than equity based.

2015 – 2018 Strategic Plan

This report specifically addresses the 2019-2022 Strategic Plan *Declaration of Principles and Values Statement* for “Welcoming diversity and fostering a spirit of inclusion and equity in everything we do”.

Impacts to Financial Plan

The impacts to the 2020 Financial Plan are included in a separate report to the Committee of the Whole regarding *Service Delivery Improvement and Performance Measurement Resources*, that would advance this piece of work, along with other Strategic Plan actions identified in that report as presented to Committee of the Whole on October 17, 2019. Initial staff training costs for adopting an equity lens in 2020 can be accommodated within the City's corporate training budget as an expansion of diversity and inclusion, as well as accessibility and reconciliation training currently underway.

Official Community Plan Consistency Statement

Social equity is explicitly addressed in the City of Victoria's Official Community Plan (OCP) under 'Community Well-Being' to encourage a fair distribution of community services, social services, and facilities across the city, to support all parts of the population. The OCP also has equity principles, goals and objectives embedded within a number of other areas such as Land Management and Development, Transportation and Mobility, Economy, Parks and Recreation, Arts and Culture as well as Housing and Homelessness.

CONCLUSIONS

Staff will continue to advance Council direction on applying an equity lens to corporate policies related to engagement, hiring, training and procurement equity. Based on direction from Council staff will summarize input and report back to Council in early 2020.

Respectfully submitted,



Mandi Sandhu
Head, Service Innovation & Improvement



Susanne Thompson
Deputy City Manager/Chief Financial Officer

Report accepted and recommended by the City Manager:



Date:

Oct 10, 2019

List of Attachments

- 1. Workshop Presentation



Committee of the Whole Report
For the Meeting of October 17, 2019

To: Council
Chris Coates, City Clerk
Date: October 8, 2019
From: Andrea Hudson, Acting Director of Sustainable Planning and Community Development
Subject: Renters' Advisory Committee – Terms of Reference and Work Plan

RECOMMENDATION

That Council:

1. Approve the revised Terms of Reference for the Renters Advisory Committee
2. Approve the Renters Advisory Committee Work Plan

EXECUTIVE SUMMARY

The purpose of this report is to report back on the referral to the Renters Advisory Committee on suggested revisions to the Terms of Reference and to seek Council approval of the work plan prepared by the Committee.

Council established a Renter's Advisory Committee and Interim Terms of Reference attached as Appendix A, in November 2018.

In February 2019, Council received a staff report, attached as Appendix B suggesting a revision to the Terms of Reference to establish operating requirements; to address workflow; and incorporate an annual work plan and a reporting process. The committee has formed and is meeting regularly. They have expressed their support for the proposed revisions referred by Council and developed additional recommendations for the Terms of Reference regarding Co-Chairs and an addition to the Purpose section. The Committee has also developed the work plan which is submitted for Council's consideration.

PURPOSE

The purpose of this report is to present the revised Renters Advisory Committee's Terms of Reference and Work Plan for Council's consideration.

BACKGROUND

Council approved the establishment of the Renter's Advisory Committee and its Interim Terms of Reference resulting from a Council member initiative in November 2018 attached as Appendix A. At the November 8, 2018 Council meeting the following motion was passed:

That Council:

1. Approves the formation of a Renters' Advisory Committee.
2. Adopts the attached Interim Terms of Reference for the committee, pending input from committee members on potential revisions.
3. Directs staff to invite applications from members of the public for appointment to the committee, aiming for an initial committee meeting in January 2018.
4. Appoints Councillors Dubow and Loveday as the initial Council Liaisons to the committee.
5. The Renters' Advisory Committee shall establish a work plan within six months of their first meeting.

ISSUES & ANALYSIS

1. Renters' Advisory Committee Terms of Reference:

The revised Terms of Reference are attached as Appendix B, and include three proposed amendments, which were by the committee in three motions for Council consideration:

- a. That the Terms of Reference for the Renters' Advisory Committee be amended to include the election of two co-chairs. The co-chairs will determine between themselves, working collaboratively, who will co-chair the meetings.
- b. That the Renters' Advisory Committee [recommend to Council to] add "Protect and improve the quality and affordability of existing rental stock," to the [Purpose Section of the] Renters' Advisory Committee Terms of Reference.
- c. That the Terms of Reference be amended to include an annual strategic work plan to identify focus areas for the Renters' Advisory Committee. The work plan shall be submitted for Council's consideration with a report on the items in the strategic work plan. The work plan shall be developed based on referrals from Council, City staff and issues identified by the Renters' Advisory Committee.

The rationale and context for the committee motions to amend the Interim Terms of Reference are provided below:

Operating Requirements

The Interim Terms of Reference were amended to add a Section 4 to clarify the operation of the Committee as follows:

The Committee shall establish an annual work plan to identify the focus of the Committee for the year. The Work Plan shall be submitted for Council's consideration and approval accompanied by recommendations on the Work Plan from City Staff that will include policy considerations, connections to strategic priorities, resource and financial capacity considerations. The Work Plan will be developed based on:

- Referrals from Council
- Referrals from City Staff
- Issues identified by The Committee.

Co-Chairs

The recommendation around co-chairs was part of the original discussion at the initial committee meeting and the recommendation coming forward now is of a housekeeping nature to have Council formally approve a change to the Terms of Reference.

Purpose Section

Renters' Advisory Committee members discussed adding wording to the Terms of Reference document related to protecting and improving existing rental stock, to emphasise the importance of all housing stock in Victoria.

Council Advisory Committee Resolution

Additionally, the Council Policy Resolution adopted on September 12, 2019 has been included in the Renters Advisory Committee Terms of Reference, which directs that "motions arising from all City advisory committees be presented at Committee of the Whole meetings at the next quarterly update or sooner if the matter is time sensitive." This Policy resolution can be an addendum to all Advisory Bodies of this nature going forward.

2. Renters' Advisory Committee Work Plan 2019 - 2022

The Renters' Advisory Committee Work Plan 2019 - 2022 (Attachment C) was adopted by the Committee on September 17, 2019 and establishes the prioritization of actions and the process by which actions are undertaken by the Committee. The Work Plan was developed through strategic sessions at the meetings of May 21, June 4, and July 9th. These sessions included strategic objective setting, consultation with staff on the draft Housing Strategy action items, and an online survey. The results of this process supported the development of the Work Plan as well as the alignment, refinement and prioritization of Housing Strategy actions which were in draft form at the time.

The Work Plan identifies four objectives, which organise the actions undertaken by the Committee over the course of their term:

1. Consulting on the City's Housing Strategy Actions & Policy Development
2. Building Tenant Awareness
3. Advocating to Multiple Levels of Governments
4. Addressing Emergent Issues

The first two objectives include actions that are aligned with existing staff resources and annual budgeting processes and will be undertaken according to the timelines established in the Housing Strategy. The third objective includes Committee advocacy to multiple levels of government, and although these actions may require staff guidance or expertise, they will not likely require additional resourcing requests. The fourth objective is to allow the Committee flexibility to address new or unforeseen issues, however additional resourcing requests may need to be brought forward to Council for consideration through the processes established in the Terms of Reference.

OPTIONS & IMPACTS

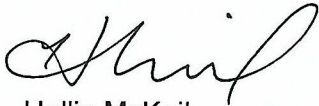
Option 1 – Approve the amendments to the Interim Terms of Reference to and approve the Work Plan as submitted. (Recommended)

Option 2 – Retain the existing Terms of Reference and provide feedback on proposed alterations to the Work Plan.

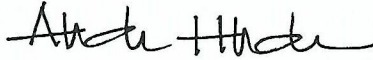
CONCLUSIONS

The Renters Advisory Committee was accepting of the proposed revisions to the Terms of Reference that were forwarded from Council and proposes further amendments to permit co-chairs and elaborate on its stated purpose (to include the protection of existing rental stock). The Committee has also provided Council with a work plan developed through strategic sessions on May 21, June 4, and July 9th.

Respectfully submitted,



Hollie McKeil
Planner – Housing Policy

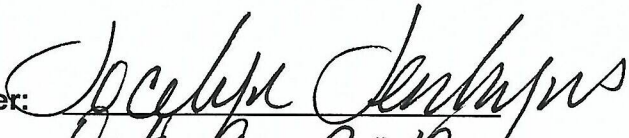


Andrea Hudson
Acting Director of Sustainable Planning
and Community Development



Chris Coates
City Clerk

Report accepted and recommended by the City Manager:


Date: Oct 9, 2019

Attachment A – Interim Terms of Reference

Attachment B – Renters’ Advisory Committee Committee Revised Terms of Reference

Attachment C – Renters’ Advisory Committee Work Plan

Interim Terms of Reference

Renters' Advisory Committee

1. Purpose

The purpose of the Renters' Advisory Committee is to provide advice and recommendations to Victoria City Council and staff on:

- Policies to increase rental housing stock;
- Improving conditions and wellbeing for renters in the City of Victoria ;
- Strategic priorities for the city relating to renters,
- The impacts of provincial and federal legislation affecting tenants ;
- Enhancing access and inclusion for renters in developing municipal policy and civic life; and
- Other matters that the committee deems relevant to the interests of renters in the City of Victoria.

2. Composition

The Renters' Advisory Committee will be comprised of up to twelve (12) members of the public appointed to two (2) year terms, representing the diverse perspectives and experiences of renters and renters' advocates.

Two Council members will be appointed to serve as non-voting liaisons to the committee.

Staff in Sustainable Planning and Community Development , and Legislative Services will act as a resource to the committee as appropriate and at the direction of the City Manager.

3. Procedure

Committee members will elect a Chair and Vice-Chair at the first meeting from among the members.

The committee will meet monthly from September to November and January to June.

Meetings will be conducted in accordance with procedures adopted for other City of Victoria advisory committees.

Members may initiate discussion of new initiatives. Initiatives requiring staff support will require Council approval before work is undertaken.

Recommendations approved by members at committee meetings will be forwarded within two weeks for Council's consideration at the Committee of the Whole where they may be addressed right away or forwarded to the quarterly update as part of the strategic planning quarterly review process.

Terms of Reference Renters' Advisory Committee

1. Purpose

The purpose of the Renters' Advisory Committee is to provide advice and recommendations to Victoria City Council and staff on:

- policies to protect, improve the quality and affordability of existing rental stock
- policies to increase rental housing stock
- improving conditions and well-being for renters living within Victoria
- strategic priorities for the City relating to renters
- impacts of provincial and federal legislation affecting tenants
- enhancing access and inclusion of renters in the development of municipal policy and civic life
- other matters that the Renters' Advisory Committee deems relevant to the interests of renters within Victoria.

2. Composition

The Renters' Advisory Committee will be comprised of up to twelve (12) members of the public appointed for a two (2) year term (renewable for one additional term), representing the diverse perspectives and experiences of renters and renters' advocates.

Two (2) Members of City Council will be appointed to serve as non-voting liaisons to the Renters' Advisory Committee.

Staff in the Departments of Sustainable Planning and Community Development and Legislative Services will act as a resource to the Renters' Advisory Committee as appropriate and at the direction of the City Manager.

3. Procedure

Renters' Advisory Committee members will elect two co-chairs. The co-chairs will determine amongst themselves, working collaboratively, who will chair each meeting.

The Renters' Advisory Committee will meet monthly from September to November and January to June. Meetings will be conducted in accordance with standard procedures adopted for City of Victoria advisory committees and panels. Members may initiate discussion of new initiatives based on the annual strategic work plan. Initiatives requiring staff resources will require Council approval before work is undertaken.

4. Operating Requirements

The Committee shall establish an annual work plan to identify the focus of the Committee for the year. The Work Plan shall be submitted for Council's consideration and approval accompanied by recommendations on the Work Plan from City Staff that will include policy considerations, connections to strategic priorities, resource and financial capacity considerations. The Work Plan will be developed based on:

- Referrals from Council
- Referrals from City Staff
- Issues identified by The Committee.

Council Policy Resolution, September 12, 2019: That motions from advisory committees be presented at Committee of the Whole at the next quarterly update or sooner if the matter is time sensitive.

Updated Sept 2019

Renters' Advisory Committee (RAC), 2019 to 2021

Strategic Work Plan



Principles:

RAC to identify a set of high-level values and principles that guide their work over their term.

Objectives:

RAC to identify a set of overarching objectives that are achieved through proposed actions. Some draft objectives are provided below for consideration and refinement:

1. Consulting on the City's Housing Strategy Actions & Policy Development
2. Building Tenant Awareness
3. Advocating to Multiple Levels of Governments
4. Addressing Emergent Issues

RAC Referrals Process:

The following process establishes efficient and effective methods for communicating between RAC, City Staff and Council.

Referrals to the Committee		Method of Communication to Council
<p>From Council and City Staff</p>	<p>City staff will refer relevant actions from the Strategic Plan and Housing Strategy to the RAC for input.</p> <p>RAC input may include support, endorsement and suggestions for refinement or prioritization of issues.</p>	<p>Consultation summary of RAC input will be included in staff reports to Council.</p>
<p>From RAC Members (Emergent Issues)</p>	<p>Emergent issues are not included in the Work Plan however, they may be added to a meeting agenda in the form of a motion for discussion at a meeting. Consideration of existing work plan priorities will be given to as well as RAC and City staff resources when discussing emergent issues.</p>	<p>Council may consider RAC motions that propose City action and resource allotment in response to emergent issues. Motions involving emergent issues will be brought to Council through either:</p> <ul style="list-style-type: none"> • <i>Council liaisons</i> may bring RAC motions to Council Meetings in report form, if issues are urgent or do not require additional resources. This method requires less time and will not include staff recommendations. • <i>City staff</i> may bring RAC motions to Council in either quarterly reports, or in report form to the Committee of the Whole meeting, if the matters are not time sensitive and/or require additional resources. This method will require more time and will include staff recommendations.

Action Plan 2019 to 2021:

The plan below identifies key actions to be undertaken by the RAC within the current Committee term of April 1, 2019 to January 31, 2021.

Action Initiation Timeline	Action Items	Expected Outcomes
Objective 1: Consulting on Housing Strategy Actions & City Policy Development		
2019 Initiation	1. Market Rental Protection and Revitalization Policy includes, Tenant Assistance Policy Review and the Residential Properties Standards of Maintenance Bylaw	Creation of a staff report based on the summary of the RAC consultation and feedback
2019 Initiation	2. Family Housing Policy	
2019 Initiation	3. Secured Rental Housing Policy	
2019 Initiation	4. Rental Replacement Policy	
2020 Initiation	5. Tenant Ambassador Position	
2020-2021 Initiation	6. Co-op, Co-housing, and Land Trusts	
2020-2021 Initiation	7. Inclusive Housing	
2020-2021 Initiation	8. Intergenerational Housing	
2020-2021 Initiation	9. Housing Policy Working Group	
2020-2021 Initiation	10. Housing Talk Series	
Objective 2: Building Tenant Awareness		
2019 Initiation	11. Tenant Engagement Strategy (Housing Strategy Action)	Creation of a staff report based on the summary of the RAC consultation and feedback
2019 Initiation	12. Housing Champions (Housing Strategy Action)	

Action Initiation Timeline	Action Items	Expected Outcomes
Objective 3: Advocating to Multiple Levels of Governments		
2020	13. UBCM and AVICC Resolution Re: land value capture (Jan 2020)	Direct Submissions or Letters from RAC or RAC members to Government Bodies or Agencies
TBD	14. Advocate to Provincial Government to amend the Residential Tenancy Act to tie rental rates to the unit rather than to tenancy agreements	
TBD	15. Advocate to Provincial Government to amend the Residential Tenancy Act to reduce or eliminate pet restrictions in the Residential Tenancy Act	
TBD	16. Advocate to Provincial Government to enact legislation that bans smoking in private residences	
Objective 4: Addressing Emergent Issues		
TBD	17. Tenant safety (Licencing of landlords and police involvement)	Additions to the work plan may be directed to Council for resource consideration by Council liaisons or City staff
TBD	18. Utility bills charges	
TBD	19. Noise Bylaws and Enforcement	
TBD	20. Funding for tenant groups	

Appendix A:

Housing Strategy Action Referrals to the Renters' Advisory Committee:

The following actions will be referred to the City of Victoria's Renters' Advisory Committee by staff for input and will follow the timeline established within the Housing Strategy. These actions fulfill work plan objectives 1 and 2.

1. Market Rental Protection and Revitalization Policy

Explore additional incentives and regulations, including licensing, to preserve existing rental housing stock, ensure capital improvements are completed, protect tenancies, and prevent renoeviction of renters. This action captures ongoing work, including, the Tenant Assistance Policy Review and the Residential Properties Standards of Maintenance Bylaw.

2. Family Housing Policy

Consider the development of a Family Housing Policy, including a bylaw to mandate the creation of two and three bedroom units in new developments.

3. Secured Market Rental Policy

Beginning with a workshop to gather ideas from housing stakeholders, develop a Secured Market Rental Policy to incentivize the development of rental housing and to look for further opportunities to expedite and simplify development processes for affordable rental housing.

4. Rental Replacement Policy

Revisit the City's Rental Replacement Policy to ensure it is meeting the City's updated housing priorities.

5. Tenant Ambassador

Create a new dedicated staff position to support tenant and rental housing work including support for the Tenant Assistance Plan review, providing information on the redevelopment process to residents and staff, provide informational resources to renters and support and advise housing policy staff on tenant issues.

6. Co-op, Co-housing, and Land Trusts

Explore how to facilitate, incentivize, and support collaborative housing forms, including co-op housing, and evaluate the City's role in the development of these housing forms.

7. Inclusive Housing

Explore ways to ensure the City's housing policies are inclusive of individual identities including gender, sexual orientation, race, ethnicity, age, ability, and family status.

8. Intergenerational Housing

Explore intergenerational housing options to improve social inclusion and access to housing across generations. This will include developing partnerships within communities and piloting a project that matches eligible lodgers with seniors who have extra bedrooms available.

9. Housing Policy Working Group

Create a working group of key housing stakeholders who would meet quarterly to review progress on Housing Strategy action items, and flag new items for consideration.

10. Public Housing Talk Series

Launch a free, quarterly public educational series on Victoria's housing issues and innovative housing solutions.

11. Tenant Engagement

Create a best practices policy document outlining the most effective methods of engaging renters in the development of housing initiatives in Victoria.

12. Housing Champions

Consider developing a team to promote informed awareness and acceptance of affordable housing projects and housing/social initiatives in the community.



Committee of the Whole Report For the Meeting of October 17, 2019

To: Committee of the Whole **Date:** October 9, 2019
From: Chris Coates, City Clerk
Subject: National Diabetes Awareness Month & World Diabetes Day – November 2019, & November 14, 2019.

RECOMMENDATION

That the *National Diabetes Awareness Month & World Diabetes Day* Proclamation be forwarded to the October 24, 2019 Council meeting for Council's consideration.


EXECUTIVE SUMMARY

Attached as Appendix A is the requested *National Diabetes Awareness Month & World Diabetes Day* Proclamation. Council has established a policy addressing Proclamation requests. The policy provides for:

- A staff report to Committee of the Whole.
- Each Proclamation request requiring a motion approved at Committee of the Whole prior to forwarding it to Council for their consideration.
- Staff providing Council with a list of Proclamations made in the previous year.
- Council voting on each Proclamation individually.
- Council's consideration of Proclamations is to fulfil a request rather than taking a position.

A list of 2018 Proclamations is provided as Appendix B in accordance with the policy. Consistent with City Policy, Proclamations issued are established as fulfilling a request and does not represent an endorsement of the content of the Proclamation.

Respectfully submitted,


Chris Coates
City Clerk

List of Attachments

- Appendix A: Proclamation "National Diabetes Awareness Month & World Diabetes Day"



CITY OF VICTORIA

PROCLAMATION

“NATIONAL DIABETES AWARENESS MONTH” “WORLD DIABETES DAY”

- WHEREAS** *an estimated 3,700 Victorians of all ages live with type 1 diabetes (T1D), a chronic, life-threatening autoimmune disease which occurs when a person’s immune system mistakenly destroys beta cells within the pancreas, leaving that person reliant on daily injections of insulin to keep them alive. We recognize the courageous people living with type 1, their community and support network, as well as the brilliant researchers mobilized towards finding a cure and improving the lives of those impacted by the disease.; and*
- WHEREAS** *Type 1 diabetes is a non-preventable, chronic and life-threatening autoimmune disease which leaves both children and adults dependent on insulin for life with the constant fear of developing complications; and*
- WHEREAS** *an estimated 3,700 people in Victoria, and 300,000 in Canada, are living with type 1 diabetes; and*
- WHEREAS** *the JDRF (Juvenile Diabetes Research Foundation) is working hard to advance world-leading research to prevent, treat and cure type 1 diabetes; and*
- WHEREAS** *the United Nations General Assembly has designated November 14 to be observed as a United Nations World Diabetes Day to raise public awareness of diabetes and its related complications.*

NOW, THEREFORE I do hereby proclaim the Month of November 2019 as “**NATIONAL DIABETES AWARENESS MONTH**” and November 14th, 2019 as “**WORLD DIABETES DAY**” the **HOMELANDS** of the Lekwungen speaking **SONGHEES AND ESQUIMALT PEOPLE** in the **CITY OF VICTORIA, CAPITAL CITY** of the **PROVINCE** of **BRITISH COLUMBIA**.

IN WITNESS WHEREOF, I hereunto set my hand this 24th day of October Two Thousand and Nineteen.

LISA HELPS
MAYOR
CITY OF VICTORIA
BRITISH COLUMBIA

Sponsored by:
Sarah Kalsics
JDRF Canada

Appendix B

Council Meetings

Proclamations

17-Jan-19	BC Aware Days 2019: Be Secure, Be Aware Days - Jan 28 - February 5
31-Jan-19	Eating Disorder Awareness Week - February 1 - 7, 2019 International Development Week - February 3 - 9, 2019
14-Feb-19	Heritage Week 2019 - February 18 - 24, 2019 Rare Disease Day - February 28, 2019
28-Feb-19	Tibet Day - March 10, 2019
14-Mar-19	Purple Day - March 26, 2019 World Kidney Day - March 14, 2019 World Tuberculosis Day - March 26, 2019
28-Mar-19	Sikh Heritage Day - April 14, 2019 Global Meetings Industry Day - April 4, 2019
11-Apr-19	National Organ and Tissue Donation Awareness Week - April 21 - 27, 2019 Human Values Day 2019 - April 24, 2019 Global Love Day - May 1, 2019 National Dental Hygienists Week - April 6 - 12, 2019
25-Apr-19	Child Abuse Prevention Month - April 2019 St. George Day - April 23, 2019 Huntington Disease Awareness Month - May 2019 Falun Dafa Day - May 13, 2019
9-May-19	Apraxia Awareness Day - May 14, 2019 North American Safe Boating Awareness Week - May 18 - 24, 2019 Phones Away Day - May 23, 2019 International Internal Audit Awareness Month - May 2019
23-May-19	Brain Injury Awareness Month - June 2019 Orca Action Month - June 2019 Orca Awareness Month - Southern and Northern Residents - June 2019 Intergenerational Day Canada - June 1, 2019 Pollinator Week - June 17-23, 2019 ALS Awareness Month - June 2019 Myalgic Encephalomyelitis Awareness Day - May 12, 2019 Built Green Day - June 5, 2019
13-Jun-19	Small Business Month - June 2019 International Medical Marijuana Day - June 11, 2019 World Refugee Day - June 20, 2019
27-Jun-19	Pride Week - June 30 - July 7, 2019 Parachute National Injury Prevention Day - July 5, 2019
11-Jul-19	Mexican Heritage Week - July 9 to 14, 2019
25-Jul-19	Clover Point Parkrun Day - August 10, 2019
8-Aug-19	National Polycystic Kidney Disease Awareness Day - September 4, 2019
5-Sep-19	Mitochondrial Disease Awareness Week - September 15-21 2019 Project Serve Day- September 14, 2019 One Day Together - September 7, 2019

12-Sep-19	Manufacturing Month - October, 2019
19-Sep-19	Fire Prevention Week - 6-12 October Small Business Month - October 2019 Performance and Learning Month - September 2019 British Home Child Day - September 28, 2019 World Cerebral Palsy Day - September 19, 2019
3-Oct-19	Waste Reduction Week - 21-27 October 2019 Pregnancy and Infant Loss Awareness Day - 15 October 2019
10-Oct-19	Fair Employment Week - 7-11 October 2019

They have also initiated a proactive campaign to encourage the walkability to/from the Victoria Cruise Terminal to downtown via Fisherman's Wharf and James Bay. In 2019, close to 30% of passengers disembarking ships calling to the Victoria Cruise Terminal choose to walk to the heart of the city when visiting Victoria.

The ground transportation highway coach and shuttle service requirements are some of the strictest of any port of call worldwide. The bus age requirements ensure that buses must meet the highest EPA (USA) standard, or 2010 for bus engine age. As of 2019, all buses on the terminal are at this level or newer.

Despite the good efforts of the GVHA in the areas within their jurisdiction, throughout the summer, emissions from three cruise ships were more visible and caused concern over compliance among several residents and the Greater Victoria Harbour Authority. In addition, news reports this summer revealed that a large amount of waste from cruise ships is ending up in Hartland Landfill which is incommensurate with the amount of time that ships are spending in port. According to CRD reports, 150 tonnes per month of waste is dumped at Hartland Landfill during cruise season. While this is only 1% of all waste disposed in the landfill, it is a significant amount of offshore waste dumped in our local landfill.

The Greater Victoria Harbour Authority has been collaborating with cruise lines to address the situation and is currently working to quantify the environmental impact of cruise at Ogden Point, identify opportunities for impact reduction, and find potential funding for carbon reduction projects. Nevertheless the industry is challenged to address the limitations of current technology, e.g. when scrubbers are used to mitigate emissions from going into the air, the effluent, including the toxins, produced by open-loop scrubber systems goes into the water instead. And the industry has committed to reducing emissions 50% by 2050, far short of the Paris Agreement targets which the City has adopted.

In a climate emergency, the cruise ship industry must act to demonstrate its commitment to a sustainable environment if it is to capture the social licence needed to operate in our city.

In Council's Strategic Plan Objective #6 Climate Leadership and Environmental Stewardship, there is a 2021 Action "Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation."

In order to receive information to begin to bring this industry in line with the City's Climate Leadership plan and with the values of Victorians it is recommended that Council make a number of requests of the Greater Victoria Harbour Authority as outlined below.

In order to accelerate action, it is also recommended that Council direct staff to report back on regulations for the cruise ship industry, and on the potential of requiring shore power (electrical plug in for ships) by a particular date in order to significantly reduce and eventually eliminate the negative impact of carbon emissions and particulate matter from the ships while they are in port at the City of Victoria. It is not anticipated that the city or

provincial or federal taxpayers be asked to subsidize shore power through grants but rather that the shore power be installed the basis of the “producer pay” principle.

It is not recommended that staff hold up the work they are doing on buildings and transportation but that this work on the cruise industry be added on to that work as supplementary and done as resources become available. Staff can report to Council as part of the 2020 budgeting process as to whether this work will require extra resources. The legal work undertaken by staff on the other sections of the Climate Leadership Plan will hopefully have some bearing on this issue and it will hopefully not be large body of work in order to produce at least a preliminary report for Council on the City’s jurisdiction with respect to regulating cruise ship emissions while ships are in the city.

RECOMMENDATIONS

1. That Council direct staff to report back on the City’s jurisdiction on regulations for the cruise ship industry with respect to waste and emissions, and on the potential of requiring shore power by a particular date in order to significantly reduce and eventually eliminate the negative impact of waste, carbon emissions and particulate matter from the ships while they are in the City of Victoria.
2. That Council request that the Greater Victoria Harbour Authority publicly report to Council on the recent study it commissioned which outlines the impact of cruise operations on the environment.
3. That Council request that the Greater Victoria Harbour Authority work more aggressively with the cruise ship industry to install shore power at Ogden Point.
4. That Council request that the Greater Victoria Harbour Authority not increase the number of cruise ships coming to Victoria, sign any long-term contracts, or consider home-porting cruise ships until the emissions and waste issues are dealt with to the satisfaction of the City’s Director of Engineering and Public Works.

Respectfully submitted,



Mayor Helps



Councillor Alto



Councillor Isitt

And That Council direct staff to work with the Victoria Book Prize Society to rebrand the Children's Book Prize as the City of Victoria Children's Book Prize.

Respectfully submitted,



Councillor Loveday



Councillor Thornton-Joe



Mayor Helps



Councillor Isitt



**Council Member Motion
For the Committee of the Whole Meeting of October 17, 2019**

Date: October 10, 2019

From: Councillor Isitt

Subject: Authorization of Travel Expenditures – Climate Leaders Institute 2019

Recommendation:

That Council authorize the attendance and associated costs for Councillor Isitt to attend the Climate Leaders Institute in Richmond, BC, from November 7-8, 2019, with estimated costs as follows:

Registration:	\$245
Ferry (return):	\$35
Public Transit:	\$20
Accommodation:	\$250
Meals and Incidentals:	\$120
Estimated total costs:	\$670

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "B. Isitt".

Councillor Isitt