

APPENDIX A

2019-2022 Strategic Plan, Humble Beginnings

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

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

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

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

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

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

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

What Council would like to see in the plan:

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

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

2019 Actions	Description
Youth Strategy	Development of specific initiatives, action plan and budget requirements to support implementation of the Youth Strategy.
Real Estate Strategy*	Development of a strategic real estate land acquisition, management and disposal strategy to inform the City's long-term capital planning process to ensure the City is positioned to leverage its real estate portfolio for broader civic priorities.
Market Rental Revitalization	Initiatives remaining are: 1) preparation of a Rental Property Standards of Maintenance bylaw along with a resourcing and enforcement strategy report; 2) expression of interest to seek pilot projects to test out Energy and Seismic Upgrade Incentive Program.
Accelerated Victoria Housing Strategy Implementation <ul style="list-style-type: none">- Develop city wide strategy for additional house conversion opportunities, new ground-oriented housing forms and lock-off suites- Consider a secondary suite grant program for accessible suites that serve an aging population- Incentivize and mandate the creation of family appropriate two and three bedroom rental units- Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing	Actions remaining from 2015-2026 Victoria Housing Strategy and added at the November 8 Council meeting.

2019 Actions	Description
Community Amenity Contribution Policy	Council approved in-principle a draft Inclusionary Housing and Bonus Density Policy that will come into effect March 31, 2019 following further consultation with stakeholders.
Trans Inclusion Policy	Development of a Trans, Non-binary and Two-spirit Inclusion policy to ensure City facilities, operations and programs are safe, inclusive, and equitable for people of all genders, gender identities, and gender expressions, and their communities.
Accessibility Framework	Development of an Accessibly Framework to guide improvements to facilities and public spaces. Consultation and planning are both underway, with consultant expert support.
Crystal Pool and Wellness Centre Replacement	Replace the existing Crystal Pool and Fitness Centre that has reached its' end of life, including facility design, engagement and strategies to fund the facility.
Sustainable Mobility Strategy	A transportation strategy that will establish sustainable transportation standards, management frameworks, priority action plans, and meaningful performance targets, and will be supported by a series of information and tools. Strategy underway and planned to be completed in 2019.
Waste Reduction Strategy - Phase 1	An in-depth study of available options and strategies for reduction of corporate, municipal and regional solid waste. Strategy development is underway, with consultant support – a report to Council will follow completion of this initial phase.
Climate Leadership Plan	Continued implementation of the actions in the published 2018, Climate Leadership Plan.
New Fire Hall	To provide a seismically sound headquarter fire hall to meet the needs of the Victoria Fire Department. Replacement of the Fire Hall #1 currently located at 1234 Yates Street through a Purchase and Sale Agreement (currently undergoing re-zoning process). In addition to the fire hall construction, the developer's plans include building 130 units of affordable housing above the fire hall component of the building.
Renters Advisory Committee	A standing committee of council to provide input to council on policies to increase rental housing stock; improving conditions and well-being for renters in Victoria; strategic priorities for the city relating to renters; the impacts of provincial and federal legislation affecting renters; enhancing access and inclusion for renters in developing municipal policy and civic life.

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

2020 Actions	Description
Living Wage Policy	Develop a living wage policy and implementation plan for the City of Victoria to be certified under the Living Wage Employer Program.

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

2019-2022 Actions	Description
Local Area Plans - one per year	A series of projects to prepare 10 new neighbourhood plans. Plans completed at the end of 2018 include Burnside Gorge and Victoria West. Draft neighbourhoods plans prepared for Fairfield and Gonzales (latter on hold as per Council direction). Remaining neighbourhoods are: North Park, Fernwood, Jubilee, Rockland, Hillside-Quadra, Oaklands, James Bay.
Bike Master Plan Implementation	<p>The approved bike master plan includes 32 km of an All Ages and Abilities (AAA) network throughout the city.</p> <p>Phase 1 of the cycling network implementation is 5.4 km of routes in the downtown core. Pandora and Fort Street are complete, and Humboldt, Wharf and Vancouver Street are the remaining Phase 1 projects that are underway and to be completed in late 2019.</p>

Operational Priorities

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

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