

2019-2022 Strategic Plan – WORKING DRAFT

Goal Statement: *To be developed with the public at the January 19 2019 Engagement Summit.*

Victoria City Council 2018-2022 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. 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.

Operational Priorities

- 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
- Sound fiscal management

2019-2022 Strategic Objectives

1. Good Governance
2. Reconciliation and Indigenous Relations
3. Affordable Housing
4. Prosperity and Economic Inclusion

5. Health, Well-being and a Welcoming City
6. Climate Leadership and Environmental Stewardship
7. Sustainable Transportation
8. Strong, Livable Neighbourhoods

* Order indicates who is lead and who is support.

Strategic Objective #1 Good Governance	
2019 Actions	Responsibility*
1. Work with Saanich Council to develop and implement Citizens Assembly process	Council and Staff
2. Develop and pilot a workshop series to train staff and community leaders in appreciative inquiry and consensus building; identify challenging topics for engagement in advance and ensure that everyone involved (staff and community leaders) have adequate training to lead engagement	Staff
3. Work to regionalize police services and consider the possibility of a single amalgamated police service for the region	Mayor
4. Offer childcare at City Hall during public hearings	Staff
5. Improve proactive disclosure of closed meeting records and decisions	Staff
6. Improve timely publication of Council member expenses and financial disclosure statements	Staff and Council
7. Create a structure / process for Councilors to share and be accountable for their work on committees and other appointments	Council
8. Youth Strategy	Staff and Youth Council
9. Real Estate Strategy	Staff
10. Renters Advisory Committee	Councilor Liaisons and Staff
11. Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders (to be continued in 2020, 2021, 2022)	Council and Staff
11a. Undertake council salary review including a report back on eliminating parking privileges and including the bus pass program. (moved from 2020 Action on Dec.12)	Staff
2020 Actions	Responsibility
12. Allow people to make video submissions to public hearings and requests to address Council	Staff
13. Undertake council salary review	Staff
14. Undertake staff salary review	Staff with Council guiding policy
15. Hold public hearing only council meetings	Staff
16. Create a lobbyist registry	Staff
17. Develop and implement processes for convening the community and gathering input on what the community	Council (give direction and participate in community

is interested in giving input on - not only engaging when City Hall has a question for the community	gatherings) and Staff (implement)
2021 Actions	Responsibility
18. Initiate a governance review	Council and Staff
2022 Actions	Responsibility
Ongoing Actions	Responsibility
19. Set and measure targets for each of the Objectives	Council (set) and Staff (measure)
20. Measure wellbeing and use results to inform budgeting process. Set target from 2019 baseline. Increase belonging and wellbeing by X %	Staff (measure) and Council (set)
21. Streamline and make more consistent planning and permitting processes	Staff
22. Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year	Staff and Council
23. Exercise fiscal responsibility in policing expenditures	Council
24. Improve service delivery through learning and input from frontline city workers (LEAN process)	Staff
25. Monitor implementation of Local Area Plans on a routine basis	Staff
26. Divest municipal funds from fossil fuels	Council (advocacy) Staff look for opportunities
27. Oversight and personnel committee	Council (establish and appoint) and staff (admin support etc.)

Strategic Objective #2 Reconciliation and Indigenous Relations	
2019 Actions	Responsibility
1. Create the Victoria Reconciliation Dialogues	Mayor, Council and Staff, Songhees and Esquimalt Nations
2. Determine appropriate context for the Sir John A MacDonald Statue	Council and Staff
3. Establish an Indigenous Relations Function	Staff with Songhees and Esquimalt Nations guidance and support
4. Develop and implement an ongoing, mandatory training program for Council and all city staff	Staff with Songhees and Esquimalt Nations and other Indigenous support
2020 Actions	Responsibility
5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations	Council (appoint), Staff and Songhees and Esquimalt Nations guidance
6. Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	Council with Songhees and Esquimalt Nations guidance
2021 Actions	Responsibility
7. Pursue co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	Council with Songhees and Esquimalt Nations guidance
2022 Actions	Responsibility
8. Increase protection for Indigenous cultural heritage sites in land use and development processes <i>Flagged for discussion subject to receiving 2012 legal advice</i>	Staff
Ongoing Actions	Responsibility
9. Continuing 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

Strategic Objective #3 Affordable Housing	
2019 Actions	Responsibility
1. Set targets, define affordable housing and track and measure the creation of affordable housing units	Council (set) and Staff (track)
2. Implement rental only zoning	Staff
3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing	Staff
4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (decommodified) housing	Staff
5. Examine existing city land as possible sites for affordable housing and emergency shelter spaces including road-edge remnants, wide roads, Boys and Girls Club	Staff
6. Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month	Staff
7. Implement Market Rental Revitalization Program	Staff
8. Accelerated Victoria Housing Strategy Implementation 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.	Staff
9. Develop Community Amenity Contribution Policy	Staff
2020 Actions	Responsibility
10. Create a Small Scale Housing Ambassador to make it easier for property owners and homeowners to create affordable housing (10 units or less)	Staff
11. Create a Tenant Housing Ambassador to make it easier for renters to navigate the Tenant Assistance Policy, Standards of Maintenance Bylaw and other issues	Staff
12. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	Staff
13. Consider a grant program for suites including those that are accessible and serve an aging population	Staff
14. Garden Suites and Tiny Homes a. Allow tiny homes and garden suites on lots that already have secondary suites or duplexes	Staff

b. Expand garden suite program to allow larger units on larger lots	
c. Examine a grant program to incentivize the creation of affordable garden suites	
15. Houseplexes and Townhouses	Staff
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 provide a sensitive transition within neighbourhoods	
c. More family housing including townhouses and rowhouses	
d. New ground-oriented housing forms and lock-off suites	
2021 Actions	Responsibility
2022 Actions	Responsibility
Ongoing Actions	Responsibility
16. Regularly evaluate the city's bonus density policy and the number of units being created as a result of it	Staff
17. Encourage barrier free housing and universal design in new development	Staff
18. Identify opportunities for affordable housing in all neighbourhood plans	Staff
19. Advocate for more affordable student housing	Council
20. Facilitate, incent and support co-op housing	Staff

Strategic Objective #4 Prosperity and Economic Inclusion	
2019 Actions	Responsibility
1. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target	Mayor and Staff
2. Secure federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub	Mayor, Staff, Working Group, Council
3. Apply for certification as a Living Wage Employer	Staff
4. Examine effectiveness of arts and culture grants funding versus direct staff support	Staff and Council (as advocates)
2020 Actions	Responsibility
5. Create a tech advisory committee to better integrate tech and the city at a strategic level	Mayor, Council and Staff
6. Explore tax relief for businesses affected by city construction	Staff
7. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space	Staff
2021 Actions	Responsibility
8. Work with the Downtown Victoria Business Association to develop a downtown retail strategy	Staff
9. Explore the creation of a 'Legacy Business Program' that specifically protects and highlights longstanding local businesses that are being priced out of our neighbourhoods	Staff
10. Explore ways for businesses in Victoria to become living wage employers	Staff
11. Work with partners to explore improved access to low cost or free internet service	Staff
2022 Actions	Responsibility
12. Talk with industrial landowners, managers, users, about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every 5 years	Staff
Ongoing Actions	Responsibility
13. Support arts, culture and innovation venues and spaces	Staff
14. Advocate for adequate income and supports to ensure everyone has access to a decent quality of life	Council
15. Identify opportunities to support non-transactional approaches to the provision of good and services eg neighbourhood-based sharing libraries, tools, seeds etc.	Staff and Councillor Neighbourhood Liaisons
16. Hold an Annual Development Summit and continue to improve processing times and process improvements and build better understanding of the development processes	Staff and Council
17. Support buy local initiatives to promote sustainable local enterprise	Staff and Council

18. Explore opportunities to include community ventures in city initiatives that support social enterprises	Staff and Council
19. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees	Staff
20. Keep cap on annual property taxes to no more than inflation plus one including police	Council
21. Continue work to support entrepreneurs and small businesses	Staff
22. Support placemaking entrepreneurs – food trucks, more patio spaces	Staff
23. Support economic opportunities for urban agriculture producers, farm businesses, and farmers markets	Staff

Strategic Objective #5 Health Well-Being and a Welcoming City	
2019 Actions	Responsibility
1. Create a city-wide childcare strategy and action plan	Mayor's Childcare Solutions Working Group and Staff
2. Develop a Trans Inclusion Policy	Staff and Trans Advisory Task Force
3. Develop an Accessibility Framework	Staff and Accessibility Working Group
4. Partner (potentially with the DVBA) to create a program to make businesses barrier free	Staff and DVBA
5. Work with DVBA for rotating mural artists to beautify empty storefronts and large windows	Staff and DVBA
6. Create a Seniors Task force and develop a Seniors Strategy	Senior's Task Force led by Councillors Isitt and Collins, and Staff
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. See #27 for preliminary scope of work for Task Force	Peer-Informed Task Force led by Councillors Alto and Potts and Staff
8. Expand Life Pass program to 365 days per year	Staff
9. Adopt uniform and accessible parking standards for on and off street parking	Staff
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.	Late Night Task Force
2020 Actions	Responsibility
11. Create a Welcoming City Strategy a. Staff to join Welcoming City initiatives b. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn about and appreciate everyone's unique perspective c. Foster a compassionate city d. City not to use funds, personnel or equipment to detain people due to immigration status e. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents f. Ensure a welcoming and neighbourly atmosphere in our community where all people including immigrants and	Welcoming City Task Force led by Councillors Dubow and Thornton-Joe, and Staff

<p>refugees are welcomed, accepted and encouraged to participate</p> <p>g. City plays role in collective response to fear mongering, racism and human suffering</p> <p>h. Foster a welcoming environment that treats all people with compassion and respect</p> <p>i. Diversity and inclusion training for staff and council</p> <p>j. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall</p>	
12. Create an LGBTQ2iS Task Force to create an LGBTQ2iS Strategy	LGBTQ2iS Task Force led by Councillors Alto and Potts and Staff
13. Consider the implementation of play streets, school streets and other child-friendly strategies	Staff
14. Create a strategy to attract doctors to the city	Mayor with Partners
15. Urban Agriculture <ul style="list-style-type: none"> a. Explore opportunities for increasing food production on private land b. Support food infrastructure including farmers markets and storage and distribution c. Soil test and consider shade implications of city-owned land and potential land acquisition 	Staff and Urban Food Table
2021 Actions	Responsibility
16. Urban Agriculture <ul style="list-style-type: none"> 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 	Staff and Urban Food Table
2022 Actions	Responsibility
17. Create or partner to create a sports equipment library	Staff and Community Centres
18. Pilot community BBQ stations in parks and neighbourhood public spaces	Staff and Neighbourhood Associations
2019-2022 Actions	Responsibility
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 Actions	Responsibility
21. Identify and remove barriers to make Victoria barrier-free and apply a barrier free lens to all decisions we make to ensure we're not creating new barriers	Staff and Council
22. Look for opportunities and partnerships for deer management	Staff
23. Ensure ethno-cultural diversity in municipal festive, arts and cultural funding supports	Council
24. Advocate for preserving and strengthening the Agricultural Land Reserve	Council
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	Staff and Urban Food Table
26. Look for opportunities to create accessible shoreline access	Staff
27. Mental Health and Addictions Advocacy <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 destigmatization 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 / work with agencies and other governments and professional bodies to facilitate increased harm reduction training (more clarity, training for who?) 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 	Council

Strategic Objective #6 Climate Leadership and Environmental Stewardship	
2019 Actions	Responsibility
1. Develop Waste Reduction Strategy	Staff
2. Implement Climate Leadership Plan	Staff, Council, Community
3. Implement a city staff transit pass program	Staff
4. Develop and implement Urban Forest Masterplan (unimplemented item from 2013 Urban Forest Masterplan)	Staff
5. Strengthen tree protection bylaw	Staff
6. Ban plastic straws taking into consideration accessibility needs	Staff and Council
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	Staff and Mayor (as champion)
2020 Actions	Responsibility
8. 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	Staff and Neighbourhood Associations
9. Mandate green shores practices on waterfront development	Staff
10. Initiate a Parks and Open Spaces acquisition strategy to move towards OCP parks and green space goals; measure progress towards goals	Staff
11. Ban single-use coffee cups and single use takeout containers (as with plastic bag ban bylaw, determine logical exceptions)	Staff and Council
12. Begin to plan for mitigating the Inflow and Infiltration issue on private property.	Staff
13. Expedite implementation of the BC Step Code	Staff
2021 Actions	Responsibility
14. Implement a robust zero waste strategy	Staff, Council, Community
15. Mandate electric vehicle charging capacity in all new developments	Staff
16. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation	Staff and Greater Victoria Harbour Authority
17. Explore the creation of a municipal energy utility, more local energy creation solar, ex. Foodwaste generators for food trucks at the museum	Staff
2022 Actions	Responsibility
18. Create a municipal energy utility, more local energy creation solar, ex. Foodwaste generators for food trucks at the museum	Staff

Ongoing Actions	Responsibility
19. 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 water savings use these to further nurture the tree canopy and urban forest and natural areas	Staff
20. Promote raingardens and improve water quality entering waterways	Staff
21. Strengthen tree protection and enhance tree canopy and urban forest	Staff and Community
22. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development	Staff and Urban Food Table
23. Advocate for appropriate federal regulations of the Victoria Water Airport	Council
24. Work with partners to clean up the harbour and steward waterways	Staff and Council

Strategic Objective #7 Sustainable Transportation	
2019 Actions	Responsibility
1. Request that the Victoria Regional Transit Commission provide free transit to all children in the region 18 and under	Council
2. Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria	Staff and Council
3. Advocate for late night bus service	Council
4. Advocate and work with our regional colleagues to create a regional transportation commission	Council
5. Develop and implement a greenways design standard	Staff
6. Work towards a regional rail system/Advocate for commuter rail and inter-city rail along the E and N railway from Victoria Harbour without delay	Council and Staff
7. Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel.	Staff, Council, Community
8. Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE pass program)	Staff
9. Review 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	Staff
2020 Actions	Responsibility
10. Work to bring a “floating” car share service to Victoria	Staff and Mayor
11. Complete Cecilia mid-block connector	Staff
2021 Actions	Responsibility
12. Lower speed limits on local neighbourhood streets to 30km/h	Council and Staff
2022 Actions	Responsibility
13. Complete a multiuse trail along the Upper Harbour North of Downtown	Staff
2019-2022 Actions	Responsibility
14. Bike Masterplan Implementation	Staff
Ongoing Actions	Responsibility
15. Advocate for substantially improved transit service	Council
16. Advocate for lower transit fares	Council
17. Advocate for BC Transit to start purchasing electric busses in advance of 2030 transition	Council
18. Advocate to BC Transit for “micro transit” or “transit-on-demand” – a public ridesharing program	Council

19. Work with car share entities to create more car share spaces on neighbourhood streets	Staff
20. Encourage / mandate where possible new car share cars and memberships with new developments in exchange for less parking spots	Staff and Council
21. Support traffic calming in neighbourhoods	Staff
22. Support and nurture neighbourhood-led transportation planning	Staff

Strategic Objective #8 Strong Liveable Neighbourhoods	
2019 Actions	Responsibility
1. Complete Fairfield Local Area Plan	Staff, Community and Council
2. Open Government Street to pedestrians	Staff and Council
3. Create a tactical urbanism guide and tool kit and host workshops to support citizens and businesses to take action	Staff and Council
4. Facilitate an annual “Neighbourhoods Summit” to consider emerging best practices in neighbourhood placemaking, planning and engagement.	Staff and Council
5. Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee	Staff
6. Review the noise bylaw	Staff
7. Explore opportunities to expand Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD	Staff and Neighbourhood Association
2020 Actions	Responsibility
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	Staff, Council and CALUC’s
9. Review and consider additional resources (financial and training) for CALUC’s	Staff and CALUC’s
10. Resolve anomalies in neighbourhood boundaries	Staff and Neighbourhood Associations
2021 Actions	Responsibility
11. Explore partnerships to create meeting space and a home base for the Downtown Residents Association	Staff and DRA
12. Work with SD61 to explore use of Sundance school as a community centre for a Jubilee Community Centre	Staff, SD 61 and Neighbourhood Associations
13. Work with the Greater Victoria Public Library to library services in the north end of the city including the exploration of a new neighbourhood branch	Staff and City’s Council Appointee to the Library Board
14. Ship Point Plan and Funding Strategy	Staff
2022 Actions	Responsibility
15. 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 and Neighbourhood Association
16. Review Heritage Tax Exemption Program	Staff with clear direction from Council as to what

	specifically needs to be reviewed
2019-2022 Actions	Responsibility
17. Local Area Plans	Staff, Neighbourhoods, Council
Ongoing Actions	Responsibility
18. Support neighbourhood placemaking initiatives	Staff and 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 (<i>needs more clarity</i>)	Staff