



# 2019–2022 DRAFT **STRATEGIC PLAN** **ENGAGEMENT SUMMARY**



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# Engagement Summary

## Introduction

### 2019 – 2022 Strategic Plan Engagement Summit

The City of Victoria invited the community to “give a day to your city” and participate in the 2019 – 2022 Strategic Plan Engagement Summit on Saturday, January 19, 2019 from 10 a.m. – 3:30 p.m. at the Victoria Conference Centre. Registration was free and the event included free childminding.

The 2019 – 2022 Strategic Plan Engagement Summit was designed to:

- Create the opportunity for people to share their knowledge and experience with the City to help shape the 2019-2022 Draft Strategic Plan and discuss levels of engagement for the 2019 draft actions
- Convene an inclusive event that attracts a large, diverse and representative group of participants
- Build new relationships and strengthen established ones with the community
- Foster dialogue between citizens and between citizens and the City about the most pressing civic issues facing Victoria over the next four years

A total of 148 individuals participated in an inspiring day of sharing ideas, learning together and community building. Participants were asked to roll up their sleeves and join their neighbours to dive deep into the proposed Strategic Plan to help set the course for their city over the next four years. The community representatives had the opportunity to discuss and highlight what was important to them as part of the draft Strategic Plan, what kind of engagement they were interested for various projects in 2019, and what actions Council could consider for future planning.

The City's 2019 – 2022 Draft Strategic Plan includes eight objectives and associated actions to direct the City's four-year work plan:

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, Liveable Neighbourhoods





## Summit Format

The summit included facilitated plenary and small group discussions at Engagement Stations on each Strategic Objective.

Live interactive technology was used to poll participants on certain topics during plenary sessions, including a series of get-to-know-you activities to start the day.



The following is a snapshot of participants:

### 1. Which neighbourhood do you live in?

- Fairfield and Gonzales 23%
- Outside of Victoria 22%
- James Bay 13%
- Victoria West 10%
- Downtown Harris-Green 10%
- Fernwood 7%
- Hillside-Quadra 4%
- Oaklands 4%
- Jubilee 2%
- North Park 2%
- Rockland 2%

### 2. How did you travel to the Summit today?

- Walk or Roll 37%
- Drive Alone 24%
- Carpool 15%
- Bus 11%
- Bicycle 9%
- Taxi 2%
- Motorcycle 1%

### 3. How long have you lived in Victoria?

- 20+ years 40%
- 0-5 years 24%
- 10-19 years 19%
- 6-9 years 9%
- Born & raised here 5%

### 4. Where do you currently see yourself and your role in the community?

Social Capital Rubric	Start of Summit	End of Summit
<b>Avoidance</b> ("I'm disconnected.")	1%	3%
<b>Awareness</b> ("I see beyond myself.")	16%	8%
<b>Wake Up</b> ("I influence.")	7%	9%
<b>Engagement</b> ("I effect change.")	43%	47%
<b>Access</b> ("I'm needed.")	7%	7%
<b>Organizer</b> ("I'm part of the glue.")	26%	26%

One of the long-term goals of the City's public engagement activities is to grow connections among people – or social capital – building a sense of belonging, social trust and increasing the levels of civic participation. This question probes where people place themselves on the social capital rubric. Participants were asked at the beginning and end of the event to see if there was a change. By the end of the day, some people were already indicating that they had moved up the social capital scale, seeing themselves as influencing and effecting change in the community.

- The words “respect”, “respectfully”, “heard” and “meaningfully”, were prevalent.



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- The words “hopeful”, “engaged”, “informed”, “empowered”, “encouraged”, “inspired” and “happy” were some that stood out, as well as “tired”.



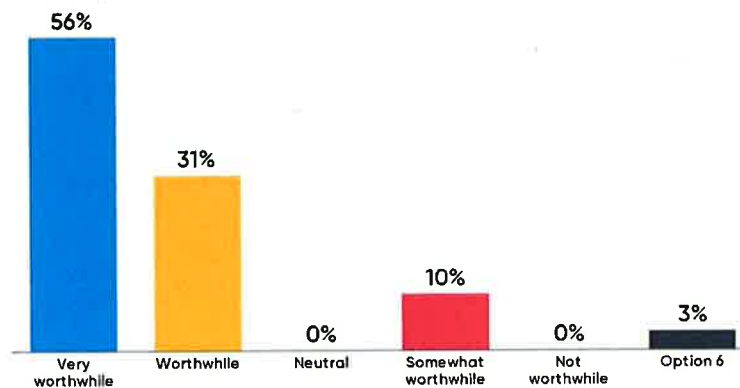
88

7. At the conclusion of the Engagement Summit, participants were asked: ***Do you think the process you participated in at the Summit was worthwhile?***

87% of respondents said they felt it was Very Worthwhile or Worthwhile.

**Do you feel the process you participated in today was worthwhile?**

Mentimeter



90

For details, see *Appendix D – Live Polling Results*.

## Feedback from Participants

The online registration form asked participants to indicate in order of preference the Strategic Plan objectives they would like to engage on at the Summit. Prior to the event, they were assigned their **top two** preferences to do a deep dive on at the Summit.

This format provided participants with advance time to prepare for the discussions.

Participants were seated in circles of 8-12 and session facilitators fostered dialogue between participants.



At each Engagement Station, there were 2-3 large information panels that displayed the strategic objective (e.g. Good Governance) and the list of proposed actions and their associated year of completion. The facilitator guided the conversation. Recorders noted insights and feedback. A designated City Councillor and staff content expert were available to answer questions.

## Morning Engagement Sessions – Strategic Objectives and Actions

The two morning sessions were each 45 minutes in length and designed to explore the draft actions within each strategic objective and consider any new actions for Council's consideration, as well as identify potential outcomes to help measure success.

Each engagement station's facilitator asked their group to:

1) **Identify outcomes** – How will we know if we have been successful?

In most cases, participants wanted to see clear measures of performance in each program area.

2) **Review draft actions:**

a. Do you think the draft actions will achieve this objective?

b. Is there an action that should be removed/moved?

c. Any new actions proposed were discussed and noted on New Action Worksheets (the level of support within the group was also identified). Please see the New Actions section (page 8) for more information.

3) **Set priorities** – To help provide Council with a community lens on priorities and make tough trade-off decisions, participants were tasked to **indicate their top five actions** that they thought would be the most effective in achieving this objective over the next four years.



Input recorded at Engagement Stations regarding outcomes, comments on Council-proposed actions, and the priority setting exercise has been compiled and synthesized by objective and included in *Appendix A - Draft Strategic Plan Objectives and Actions Feedback*.

Outcomes suggested by participants will be helpful to staff as part of an evaluation framework and key performance indicators, to be developed following Council's adoption the final for 2019-2022 Strategic Plan.

## Afternoon Engagement Sessions – 2019 Levels of Engagement

The afternoon portion of the Summit began with the IAP2 Spectrum 101 presentation and interactive “stakeholder” activity by Amelia Shaw, Executive Manager of the International Association for Public Participation (IAP2) Canada. This mini-workshop introduced participants to the IAP2 levels of engagement used in the City's Engagement Framework: *Inform; Consult; Involve; Collaborate; and Empower*.

Following the IAP2 interactive activity, participants returned to their two morning engagement stations for 25-minute sessions to discuss the levels of engagement they thought would be appropriate for the draft 2019 actions.



In many cases, individuals in the groups failed to have consensus on the manner in which the City should engage with different stakeholder groups, along different phases of proposed actions. When consensus on the level of engagement for an action could not be reached, recorders noted the number of participants who supported a level of engagement for an action. This information is also included by Strategic Objective in *Appendix A - Draft Strategic Plan Objectives and Actions Feedback*.

**NOTE:** Once the Strategic Plan is finalized by Council, City staff will consider the range of input collected on the levels of engagement as part of determining 2019 engagement plans. Levels of engagement for 2019 actions will **not** form part of the final 2019–2022 Strategic Plan.

## New Actions

During the morning engagement station sessions, there was an opportunity for participants to suggest **new actions** for their strategic objective that they would like Council to consider.

Participants were informed that any new actions proposed would be considered by Council for implementation from 2020-2022. This would provide an opportunity for Council to receive a report from staff on the proposed new action and its associated implications on existing City programs, services and costs.



If there was general support in the group following a facilitated discussion of the new action, the participant completed a New Action Worksheet.

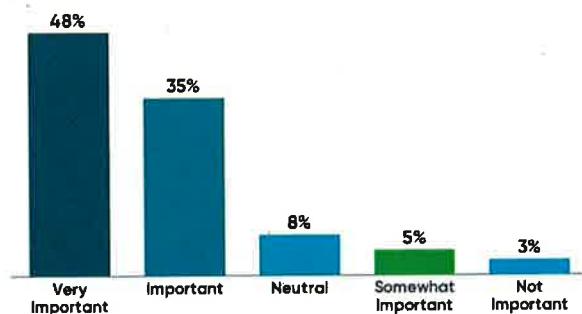
If more than one new action was proposed, participants within the group were asked to indicate the action **most important to be achieved** over the next four years.

A selection of new actions proposed by participants were pitched on stage during an **Open Pitch session** and voted on in real-time to gauge the views of all Summit participants. Participants could select how strongly they supported the new action by selecting: | *Very Important / Important / Neutral / Somewhat Important / Not Important*

### Example

Lead regional advocacy to get the Highway 1 shoulder bus lanes to the West Shore completed ASAP (Eric D.):

Mentimeter



99



All New Action Worksheets were collected and entered into a spreadsheet for Council's consideration.

Upon analysis, of the 75 new actions submitted at the Summit:

- 38 are categorized as "new"
- 31 are already included in the Draft Strategic Plan in some capacity or already in progress, and
- 6 suggest modifications to specific actions in the Draft Strategic Plan

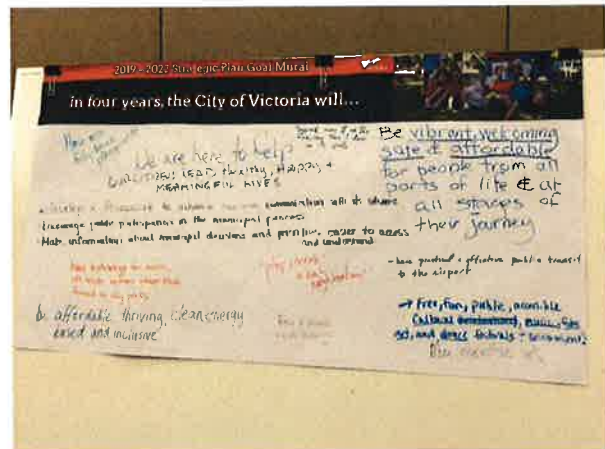
Please see the *Appendix B - New Actions Matrix* which includes all new actions proposed, and the live polling results for those that were selected to participate in the Open Pitch session.

## Goal Worksheets and Murals

For the final activity of the day, each table of participants worked as a group to synthesize the information that had been contributed by individuals on the Goal Murals, which were on display throughout the day.

Participants were asked to create a goal statement together: ***In four years, the City of Victoria will ...***

One person from each table was invited to share their table's draft Goal Statement with the larger group. All Goal Statement Worksheets were collected, along with the content shared on the Goal Murals, and entered into a spreadsheet for Council's consideration.



Please see *Appendix C - Goal Worksheet and Mural Feedback*. This valuable input will help Council as they develop the goal statement for the 2019–2022 Draft Strategic Plan.

## Email Correspondence

The City of Victoria received seven emails with feedback on a range of topics summarized below for the Draft Strategic Plan.

1. Need for development of affordable rental units; better street lighting; more garbage cans downtown and soap dispensers in City park washrooms
2. Protection of endangered Garry Oak ecosystems; recreate our coastline as marine bird sanctuaries; elimination of plastics and Styrofoam; stronger pesticide restrictions /enforcement; health benefits of transcendental meditation; anti-cannabis smoking lounges; climate action strategies; and support for festivals
3. Support for Strategic Objective #7: Sustainable Transportation, Action #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
4. Traffic safety improvements required for intersection of Denman Street and Fernwood Road
5. Inquiry about Sunday parking fee
6. CITY-LINK – a mini-proposal to the City of Victoria and Communities Along the E&N Corridor. Phase One: Victoria to Langford
7. Follow-up to Open Pitch “pitched item” on the need to focus on the promotion of wellness based on the World Health Organization’s (WHO’s) Social Determinants of Health

Email correspondence and file attachments are included in *Appendix E – Email Correspondence*.

## Engagement Tactics

Promotion of the Strategic Plan Engagement Summit began on December 18, 2019 following Council's adoption of the 2019 – 2022 Draft Strategic Plan.

Communications activities to raise awareness of the Strategic Plan Engagement Summit and opportunities to provide input on the Draft Strategic Plan included:

- City online channels – victoria.ca, social media
- Media relations
- Stakeholder outreach
- Poster and handbill
- City e-News
- Print and online advertising

Examples are provided below.



Poster



Online Advertising

## Your City. Your Voice.

Share your ideas on the City's draft Budget and Strategic Plan

Three ways to get involved! ▶



Learn more: [victoria.ca](http://victoria.ca)

### 2019 Budget Town Hall

Wednesday, January 16  
6:30 p.m. • Victoria City Hall or E-Town Hall

### 2019 – 2022 Strategic Plan Engagement Summit

Saturday, January 19  
10 a.m. – 3:30 p.m. • Victoria Conference Centre

### Online Survey



View the 2019 Draft Financial Plan and the 2019 – 2022 Draft Strategic Plan and tell us what you think.  
Survey closes **January 20**

Learn more: [victoria.ca](http://victoria.ca)

Handbill (double-sided)

## Strategic Plan Engagement Summit

Give a Day to Your City!

Register Now

**City of Victoria** @CityOfVictoria  
Dec 22, 2018

Get ready to roll up your sleeves & dive deep into the City's draft Strategic Plan. Help us set priorities for the next four years #yyj! REGISTER NOW to participate in the Strategic Plan Engagement Summit on SAT JAN 19, 10-3:30 at Vic Conf Centre. [ow.ly/1lwd30n3m08](https://ow.ly/1lwd30n3m08)

**JAN 19** Strategic Plan Engagement Summit  
Public • Hosted by City of Victoria - Local Government

★ Interested ✓ Going



🕒 Saturday, January 19, 2019 at 10 AM – 3:30 PM  
about 1 week ago

📍 Victoria Conference Centre  
720 Douglas St, Victoria, British Columbia V8W 3M7

Show Map

## Strategic Plan Engagement Summit

Give a Day to Your City!

Register Now

Social Media

## Your City. Your Voice.

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Print Advertising



## **Appendices:**

**A - Draft Strategic Plan Objectives and Actions Feedback**

**B - New Actions Matrix**

**C - Goal Worksheet and Mural Feedback**

**D - Live Polling Results**

**E - Email Correspondence**

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #1: Good Governance</b>				
<b>Suggested Outcomes</b>				
<ul style="list-style-type: none"> <li>- Clear, open and transparent two-way communication between the City and the public, with the ability for public input to effect change.</li> <li>- Broad engagement with a diversity of participants conducted in a respectful and inclusive way.</li> <li>- Increase voter turnout.</li> <li>- Regional leader in best practices for transparency.</li> <li>- Metrics to measure and report on progress in achieving strategic plan actions and public participation.</li> <li>- The community feels heard.</li> <li>- City policies and plans, such as the OCP, are adhered to by Council.</li> </ul>				
<b>2019 Actions</b>				
1. Work with Saanich Council to develop and implement Citizens Assembly process	10	- Regionalization element and sentiment (generally supportive)		Inform (majority), Consult (4), Involve (4), Empower (1)
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	10	<ul style="list-style-type: none"> <li>- Work on how to engage effectively</li> <li>- Review org. structure of staff (interdepartmental communication)</li> <li>- More opportunities for community to engage</li> <li>- More content on how decisions made, how accomplished (in actions)</li> <li>- Engagement needs to be done at the right time</li> <li>- Small groups very vocal - look at making more inclusive (everyone's voice heard)</li> <li>- MISSING: how decisions are made</li> <li>- Too much engagement</li> </ul>		Consult (4), Involve (4), Collaborate (1)
3. Work to regionalize police services and consider the possibility of a single amalgamated police service for the region	5	- Regionalization element and sentiment (generally supportive)		Inform (majority), Consult (1), Empower (1)
4. Offer childcare at City Hall during public hearings	1	- Expand to Town Halls.		Inform (majority), Consult
5. Improve proactive disclosure of closed meeting records and decisions	2	- Hours of COTW and Council not convenient for most working folk; Council meetings go to late		Inform
6. Improve timely publication of Council member expenses and financial disclosure statements		- Explore speeding up #6	- Move up?	Inform
7. Create a structure / process for Councillors to share and be accountable for their work on committees and other appointments	4	- 7 implemented with consistency and a respect for info (general support for this action)		Generally evenly split between Inform, Consult, Collaborate
8. Continue to implement Youth Strategy	3			Inform, Consult
9. Develop and implement Real Estate Strategy	4			Inform (majority) Collaborate
10. Establish Renters Advisory Committee		- Renter's advisory committee but nothing for landlords		Split between Collaborate, Inform
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)	7	<ul style="list-style-type: none"> <li>- Innovative participation opportunities Re #11 (non-traditional meetings).</li> <li>- Needs to be more focused. Needs focused, dynamic engagement (specific topics for town hall to make them more meaningful).</li> <li>- Needs scribes for non-literate attendees at town halls</li> <li>- High Council attendance at town halls</li> <li>- First Nations representation at townhalls and engagement events</li> <li>- Offering other ways for people to attend events (i.e. increase general accessibility - free transportation, etc.)</li> </ul>		Split between Inform, Involve, Collaborate
12. Undertake Council salary review including a report back on eliminating parking privileges and including the bus pass program	4	<ul style="list-style-type: none"> <li>- Transportation allowance RE #12</li> <li>- #12 good leadership</li> </ul>		Inform (9), Consult (1) Involve (8),
<b>2020 Actions</b>				
13. Allow people to make video submissions to public hearings and requests to address Council	8			
14. Undertake staff salary review	2			
15. Hold public hearing-only Council meetings	10	- (supportive) will make the process more effective and more accommodating of the public		
16. Create a lobbyist registry	1			

*Appendix A: Draft strategic Plan Objectives & Actions Feedback*

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #1: Good Governance</b>				
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	23	- Needs to be reworded for clarity; build better relationship with community / neighbourhood groups (honesty, transparency, integrity).	- Move up to a 2019 action because it works with action #s 2 and 11 and it is the action this group placed the greatest priority on	
<b>2021 Actions</b>				
18. Initiate a governance review	16	- More content on how decisions made, how accomplished (in actions). - #18 needs to include community participation. - Look at different ways of governing (look into best practices, i.e. First Nations represented within government) - Better define roles of mayor/Council (more delegated authority, look at big picture) - City doesn't currently follow good governance - Give staff greater authority to make decisions - Issues not necessarily for Council to deal with (micromanage) - Good Governance from politician's point different than from public's point - Need to re-evaluate priorities - Can't be on Council if work full time - Need way to measure Good Governance - property taxes / citizen satisfaction - More report cards on achieving objectives	- #18 move to #1 priority	
19. Oversight and personnel committee				
<b>2022 Actions</b>				
<b>Ongoing Actions</b>				
20. Set and measure targets for each of the objectives	10			
21. Measure well-being and use results to inform budgeting process. Set target from 2019 baseline. Increase belonging and well-being by X %	6	- #21 supportive (crystal pool as an example). - An increased focus on research, optimizing results.		
22. Streamline and make more consistent planning and permitting processes	6	- Respect OCP objectives - Create CALUC like process for trees		
23. Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year	2	- Increased transparency and less reliance upon the "in camera process" - Online streaming of Council meetings is very helpful - How are we weighing large scale spending projects? - <b>Concrete, transparent steps for Public infrastructure projects</b>		
24. Exercise fiscal responsibility in policing expenditures	4			
25. Improve service delivery through learning and input from frontline city workers (LEAN process)	1			
26. Monitor implementation of Local Area Plans on a routine basis	3			
27. Divest municipal funds from fossil fuels		- Redefine divest / review priority order	- Better suited for climate leadership	
<b>General Comments</b>				
- These actions are not about Good Governance. Change name of objective from Good Governance to more fitting title (i.e. inclusive/effective engagement?)				
- Mix of actions, not all Good Governance				
- Need to flesh out/depth of actions				

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #2: Reconciliation and Indigenous Relations</b>				
<b>Suggested Outcomes</b> - Increased awareness and support for reconciliation and recognition of Indigenous sovereignty. - Active Indigenous representation in City administration and on Council. - More engagement between City Council with both Hereditary and Elected Chiefs (and receiving guidance from First Nations on this). - City Council, staff and all residents more aware of Indigenous history, treaties, sovereignty and leadership structures. - Indigenous and non-Indigenous peoples have a deeper understanding of each others' stories. - 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. Create more jobs and economic prosperity for Indigenous people to eliminate poverty on reserve lands. - Young people have hope, including more staff at schools, better access to transportation and a reconnection to culture.				
<b>2019 Actions</b>				
1. Create the Victoria Reconciliation Dialogues	15	- Should be available to all community members - Needs to include the broad community - Listen to indigenous peoples on how to welcome newcomers. - Need to acknowledge racism in Canada.		On all actions: These actions require their own process. IAP2 levels chosen must be culturally appropriate, and informed by Indigenous practice (6/6)  On all actions: Must be Indigenous-informed and culturally appropriate - doesn't work in the IAP2 spectrum. This requires fierce leadership by Council, and the principles and intent of P2 can be respected in this process. (2/2)
2. Determine appropriate context for the Sir John A. Macdonald Statue	3	- Develop policy for recognizing history (#2)	- Start with direction from local First Nations before continuing	Collaborate (majority), Consult (4), Inform (2)
3. Establish an Indigenous Relations Function	5			Inform (majority), Consult
4. Develop and implement an ongoing, mandatory training program for Council and all City staff	10	- Should be available to all community members. - Training can be shared with community groups, etc. - Decolonize our practices and processes. - Need more opportunities to share stories, come together in neighbourhoods - Increased awareness, support, education and representation (towards integration of Indigenous culture, history, viewpoints in the daily life of all community members, and in the operation of the City)		Inform
<b>2020 Actions</b>				
5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations	15	- Missing a youth component/perspective on all proposed Reconciliation actions - Active Indigenous representation on Council		
6. Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	5			
<b>2021 Action</b>				
7. Pursue co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	5			



DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #2: Reconciliation and Indigenous Relations</b>				
<b>2022 Action</b>				
8. Increase protection for Indigenous cultural heritage sites in land use and development processes Flagged for discussion subject to receiving 2012 legal advice	9			
<b>Ongoing Actions</b>				
9. Continue working with and adapting the Witness Reconciliation Program	3			
10. Create opportunities for Indigenous contractors and employers through City infrastructure projects and contracts	8	- Develop a plan to create more access for youth to education, transportation and employment		
11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects	4			
12. Advocate for First Nations representation on CRD Board	6			
13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park	5			
14. Work with the Songhees and Esquimalt Nations to establish a reburial site	2			
15. Support the restoration of Indigenous place names	9	- Explore the relevance of the Beacon Hill Park Trust		
<b>General Comments</b> - There is not enough time to discuss or to decide on priorities. - Uncomfortable about this process without an Indigenous representative. - City to influence Province and Federal governments to decolonize. - Continue Indigenous Artist in Residence program.				

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #3: Affordable Housing</b>				
<b>Suggested Outcomes</b> - Victoria has sufficient income-appropriate housing so that a "home" is available and affordable to everyone at 30% of income for housing costs. - Monitor and report on the city's demographic changes and housing needs. - Increase the level of home ownership in the City. - Victoria is seen as development friendly. - Neighbourhoods are diverse, accessible and affordable across all ages, incomes and abilities. - Increase in rent-to-own housing options. - Quadruple the number of 'Missing Middle' housing units. - Decrease point-in-time homeless count. Nobody is sleeping on the street. - Increase co-op housing (max buy in \$1000), as per current city's definition of affordable housing. - Decrease the number of people spending more than 30% of income on housing. - Increase in vacancy rate. - Increase Victoria's livability score.				
<b>2019 Actions</b>				
1. Set targets, define affordable housing, and track and measure the creation of affordable housing units	13	- Create more development incentives - \$500/month tiny homes would achieve attainable rents for someone working FT, min wage - <u>Exploring density in neighbourhoods to obtain more varied housing stock</u>		Inform (majority), Collaborate (6), Consult (3)
2. Implement rental-only zoning	9	- Concerns about rental-only zoning undermining social diversity and tenureship - Rental-only zones should be required to have a percentage of units that are available or rented to the "hard to house"	- Modify to include 'Ensure Tenureship Diversity'	Inform (majority), Involve (9), Consult (3), Collaborate
3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing	23			Collaborate (10), Consult (6), Inform (6)
4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (decommodified) housing	19	- CRD has existing program, are we competing? - #4 needs preliminary actions to be successful A147 - <u>Ensure dedicated affordable rental units are available to the hard to house population</u>		Inform (majority), Consult (3), Involve (2), Collaborate (1)
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	11	- Concerns of the role in neighbourhood associations undermining the voice of residents		Collaborate (majority), Involve (7), Consult (1), Empower (1)
6. Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month	8	- Are we allowed to set rent? Can we not specify amount (based on market condition)?		Inform (majority), Consult (8), Involve (8)
7. Implement Market Rental Revitalization Program	4			Generally evenly split between Inform, Consult and Collaborate
8. Accelerate Implementation of Victoria Housing Strategy:	14	- Social marketing campaign showcasing the actions of the city - City wide approach to accessing actions is key (marketing/advertising)		Inform (majority), Involve (7)
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		- Create policy mechanism to discourage low-density single family homes		
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				
9. Develop Community Amenity Contribution Policy	1			Generally evenly split between Inform and Consult, with a few indicating Collaborate (2)

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #3: Affordable Housing</b>				
<b>2020 Actions</b>				
10. Create a Small Scale Housing Ambassador to make it easier for property owners and homeowners to create affordable housing (10 units or less)				
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	4			
12. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	3	- Eligible lodgers (e.g. mix of students/seniors)		
13. Consider a grant program for secondary suites including those that are accessible and serve an aging population	8			
14. Garden Suites and Tiny Homes:	13	- #14 - is contingent on #19 - allow more than one secondary suite - Create policy mechanism to discourage low-density single family homes		
a. Allow tiny homes and garden suites on lots that already have secondary suites or duplexes				
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:	27		- Move to 2019	
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. Support more family housing including townhouses and row houses				
d. Support new ground-oriented housing forms and lock-off suites				
<b>2021 Action</b>				
16. Explore the potential of creating a Victoria Housing Corporation				
<b>2022 Actions</b>				
<b>Ongoing Actions</b>				
17. Regularly evaluate the City's bonus density policy and the number of units being created as a result of it	2			
18. Encourage barrier free housing and universal design in new development	8			
19. Identify opportunities for affordable housing in all neighbourhood plans	11			
20. Advocate for more affordable student housing	4			
21. Facilitate, incent and support co-op housing	9			

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #3: Affordable Housing</b>				
<b>General Comments</b> - We need bold decisive action - Fearless Leadership - What will account for the gap in the market rate?				



DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #4: Prosperity and Economic Inclusion</b>				
<b>Suggested Outcomes</b>				
<ul style="list-style-type: none"> <li>- Decrease in empty retail spaces in the core.</li> <li>- Increase the economic strength of business centres in neighbourhoods.</li> <li>- Increase the success of enterprises run by the City of Victoria.</li> <li>- The business community feels that it's easy to work with the City.</li> <li>- Employers can find enough qualified workers to fill available jobs.</li> <li>- Increase the number of urban agriculture centres and pop-up farmers' markets.</li> <li>- All children have a warm meal.</li> <li>- Increase attendance by low-income residents at arts events.</li> <li>- Reduced use of food banks and reduced food waste.</li> <li>- We have data to measure Victoria's prosperity and economic inclusion compared to other cities.</li> <li>- The people who work in Victoria can afford to live in Victoria.</li> <li>- Access to all City services available in-person or on paper, without the need for phones or internet.</li> </ul>				
<b>2019 Actions</b>				
1. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target	4	<ul style="list-style-type: none"> <li>- There should be more of a focus on citizens as opposed to on tourism.</li> <li>- We should move towards quantitative data vs qualitative data. Quantitative is better for measuring success.</li> <li>- Include strategies to ensure that people with disabilities are a part of prosperity and economic inclusion.</li> </ul>		Inform; Consult at first, then Collaborate later in process
2. Secure federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub	5	<ul style="list-style-type: none"> <li>- We need an affordable (for consumers and producers) arts hub.</li> </ul>		Consult (6), Collaborate/Empower (5), Involve (3), Inform (1)
3. Apply for certification as a Living Wage Employer	3	<ul style="list-style-type: none"> <li>- Government should stay out of the way of private enterprises.</li> </ul>		Inform
4. Examine effectiveness of arts and culture grants funding versus direct staff support	8	<ul style="list-style-type: none"> <li>- There should be more grants available to artists vs nonprofit groups.</li> </ul>		Split between Collaborate, Empower and Consult, Involve
<b>2020 Actions</b>				
5. Create a tech advisory committee to better integrate tech and the City at a strategic level	2			
6. Explore tax relief for businesses affected by City construction	2			
7. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space	1			
<b>2021 Actions</b>				
8. Work with the Downtown Victoria Business Association to develop a downtown retail strategy	2	<ul style="list-style-type: none"> <li>- We should strengthen business outside of the downtown core, and work with neighbourhood associations in addition to the DVBA.</li> </ul>		
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	2			
10. Explore ways for businesses in Victoria to become living wage employers	4			
11. Work with partners to explore improved access to low cost or free internet service	2			
<b>2022 Action</b>				
12. Talk with industrial landowners, managers and users about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every five years	1	<ul style="list-style-type: none"> <li>- Include stakeholders who aren't industrial (future stakeholders/neighbours/impacted citizens) to discuss industrial land use.</li> </ul>		

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #4: Prosperity and Economic Inclusion</b>				
<b>Ongoing Actions</b>				
13. Support arts, culture and innovation venues and spaces	6	- The City should be at arms length from arts groups, and facilities should be run by user groups (for example, Intrepid Theatre is a theatre company that owns and runs its own theatre in addition to producing shows).		
14. Advocate for adequate income and supports to ensure everyone has access to a decent quality of life	5	- The City needs strategies/facilities/learning tools for newcomers and immigrants. Their needs are different from those of established citizens.		
15. Identify opportunities to support non-transactional approaches to the provision of goods and services, e.g. neighbourhood-based sharing libraries, tools, seeds, etc.	3			
16. Hold an Annual Development Summit and continue to improve processing times and process improvements, and build better understanding of the development processes	5			
17. Support buy local initiatives to promote sustainable local enterprise	5			
18. Explore opportunities to include community ventures in City initiatives that support social enterprises	1			
19. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees	2			
20. Keep cap on annual property taxes to no more than inflation plus one including police	3			
21. Continue work to support entrepreneurs and small businesses	9			
22. Support placemaking entrepreneurs – food trucks, more patio spaces	2			
23. Support economic opportunities for urban agriculture producers, farm businesses, and farmers markets	3	- We should be supporting urban agriculture and placemaking.		
<b>General Comments</b> - Different measurements of value (qualitative AND quantitative) should be considered. For example, a plot of land might be worth \$500,000, but it also might have value for families who play there, value as a dog park, value as a green - Use of the word "explore" is not productive. We should just "do" or develop a strategy to move forward				

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #5: Health, Well-Being and a Welcoming City</b>				
<b>Suggested Outcomes</b>				
<ul style="list-style-type: none"> <li>- Increase sense of belonging and participation in civic life among all demographic groups.</li> <li>- Everyone feels safe and part of the community.</li> <li>- Everyone has a family doctor and there is an overall increase in the number of people working in the health and wellbeing professions.</li> <li>- Increase places/activities in the City that can be enjoyed by families with pets.</li> <li>- Increase availability of free recreation options.</li> <li>- Increase access to nature.</li> <li>- More people are more active, including increase in registrations in the City's recreational programs.</li> <li>- Increase the level of visitor satisfaction and increase the number of people interested in visiting Victoria.</li> <li>- Clear improvement on mental health and addictions.</li> <li>- Improved local food security that's accessible to all.</li> <li>- Fewer people are living below the poverty line and more people have access to a living wage.</li> <li>- Cultural literacy is improved, promoting and celebrating greater diversity.</li> </ul>				
<b>2019 Actions</b>				
1. Create a city-wide childcare strategy and action plan	8	- More emphasis on creating and promoting community spaces (pedestrian spaces)		Collaborate (13,) next is suggestion to Consult (Public) and Involve (Stakeholders)
2. Develop a Trans Inclusion Policy	4	- Combine 2 and 12 (12 should be the action and 2 should be a strategy under that action.	- Should be completed in 2020	Collaborate (majority), with some support for Consult/Involve
3. Develop an Accessibility Framework	5			Collaborate (majority), with some support for Consult/Involve
4. Partner (potentially with the DVBA) to create a program to make businesses barrier free	1			Inform (6), Collaborate (5), Involve (3), Consult (1)
5. Work with DVBA for rotating mural artists to beautify empty storefronts and large windows	2			Inform Public and Consult/Involve Stakeholders
6. Create a Seniors Task Force and develop a Seniors Strategy	6	- Why is youth strategy under the Good Governance objective but seniors task force is under health, wellbeing, and a welcoming City?	- Is this needed? Weave voices throughout, don't silo.	Collaborate (majority), Consult (6), Inform
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	11	<ul style="list-style-type: none"> <li>- Broaden #7 to include preventative physical health</li> <li>- Can the City take a role in working more with advocating Provincial health and wellness programs, as well as public education? We need more public education on homelessness and the disenfranchised in order to increase public understanding and empathy and demystify the issue.</li> <li>- We need a greater dialogue / relationship between neighbourhoods and vulnerable or disenfranchised populations for the same reason as above (greater understanding and collaboration on this issue).</li> <li>- Community based solutions to mental health and addictions beyond policing.</li> </ul>		Collaborate (majority), Consult
8. Expand Life Pass program to 365 days per year	2	<ul style="list-style-type: none"> <li>- Expand LIFE program to include single parents and students</li> <li>- Increase education and outreach on City programs i.e. LIFE program, does everyone know about it? Make this education not just online (not everyone has access)</li> </ul>		Inform
9. Adopt uniform and accessible parking standards for on and off-street parking		- Should be more broad... Don't use only the word "standards" ... add "needs"	<ul style="list-style-type: none"> <li>- #9, not sure if it fits in this objective</li> <li>- #9, roll up into #3</li> </ul>	Consult (majority), Inform (1), Collaborate (1)
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	6			Collaborate (majority) with Empower (5) and Inform (7) about evenly split

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<b>Strategic Objective #5: Health, Well-Being and a Welcoming City</b>				
<b>2020 Actions</b>				
11. Create a Welcoming City Strategy:	26	<ul style="list-style-type: none"> <li>- How will the city ensure new youth moving to the city will get the support they need?</li> <li>- Developers should be added to this action.</li> <li>- Developments should contribute to health and wellbeing of all (everyone in the community).A336</li> <li>- Neighbourhoods should be engaged and collaborate with the City in order to contribute to health and wellbeing strategies. This could be achieved through the neighbourhood plans.</li> </ul>		
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		- C and H can be combined as 1 action		
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 refugees are welcomed, accepted and encouraged to participate				
g. City plays role in collective response to fear mongering, racism and human suffering				
h. Foster a welcoming environment that treats all people with compassion and respect				
i. Diversity and inclusion training for staff and Council		- Need clear definitions on diversity and inclusion		
j. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall				
12. Create an LGBTQ2IS Task Force to create an LGBTQ2IS Strategy	1		- Should be completed in 2020	
13. Consider the implementation of play streets, school streets and other child-friendly strategies	7	- Should say "lead" instead of "consider"	- Move to 2019	
14. Create a strategy to attract doctors to the city	12	<ul style="list-style-type: none"> <li>- Remove the word "doctors" and replace it with "primary health care providers" and work with stakeholder agencies that are already encouraging primary health care providers to work in Victoria and support provincial efforts to implement PCNs</li> <li>- Put "wellness and health" before medical</li> </ul>	- Move to 2019	
15. Urban Agriculture:	8	<ul style="list-style-type: none"> <li>- The wording or category "Urban agriculture" could be "softened" to "food security", "food access", etc.</li> <li>- Urban agriculture needs a different tone to fit under this objective of health, wellness, and welcoming city.</li> <li>- Long term/ongoing funding for urban agriculture initiatives</li> </ul>		
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				



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<b>Strategic Objective #5: Health, Well-Being and a Welcoming City</b>				
<b>2021 Actions</b>				
16. Urban Agriculture:	4			
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				
<b>2022 Actions</b>				
17. Create or partner to create a sports equipment library	1			
18. Pilot community BBQ stations in parks and neighbourhood public spaces	2	- #18 needs to broaden from bbq spaces, new events in these spaces -topic is potentially too broad, not cohesive		
<b>2019-2022 Actions</b>				
19. Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library	4			
20. Crystal Pool and Wellness Centre Replacement				
<b>Ongoing Actions</b>				
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	3			
22. Look for opportunities and partnerships for deer management	1		- Does #22 fit?	
23. Ensure ethno-cultural diversity in municipal festive, arts and cultural funding supports	5			
24. Advocate for preserving and strengthening the Agricultural Land Reserve	3	- Is this one necessary under our objective of Health, Wellbeing and a Welcoming City or should this be moved to the Climate Adaptation objective? Do we have any ALR land in the City of Victoria?		
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	11			
26. Look for opportunities to create accessible shoreline access				
27. Mental Health and Addictions Advocacy:	18			
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				

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<b>Strategic Objective #5: Health, Well-Being and a Welcoming City</b>				
c. Advocate for and facilitate planning and delivery of additional harm reduction services in the city and region, including a safe inhalation site		- Advocate for rehabilitation services	- C and HG can be combined as 1 action	
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				
<b>General Comments</b> - The general framework of this section of the draft strategic plan is good, it just needs to be further developed. - Where is the youth voice in all of these actions? - Actions are abstract, need more concrete actions - Improve relationship between the city and non-profit sector (non-profit liaison)				

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #6: Climate Leadership and Environmental Stewardship</b>				
<b>Suggested Outcomes</b> - The City follows and monitors a SMART model (sustainable, measurable, attainable, realistic and timely). - Double the tree canopy. - There are measurable advances in GHG reduction and a tangible movement to 100% renewables to meet or exceed climate targets. - Zero waste strategy is in place and making progress towards goals. - Bans or paths to bans for unsustainable materials/waste. - Local compost cycles in place and optimized. - People understand how and are improving their progress towards achieving zero waste. - Improve understanding among stakeholders of their role in climate leadership and environmental stewardship.				
<b>2019 Actions</b>				
1. Develop Waste Reduction Strategy	11	- Regenerative economy is important - Ensure user pay accountabilities are in place/ working. - Heftier fines for non-compliance		Generally evenly split between Consult and Involve, with some support for Collaborate (2), Empower (1)
2. Implement Climate Leadership Plan	24	- Focus on most impactful GHG actions. - Move high GHG impact actions up the timeline (eg renewable energy programs). - Have economics to support climate plan - Where do we find Climate Leadership Plan? Bylaws? Difficult to find information need more background information into objectives - Communicate to the public the high level and volume of scientific and subject matter staff - Utilize "information radiators" to report regular progress - Need public education programs which focus on context and tangible deliverables - Strong advocacy in 2019 for strong climate plan to Province (+ UBCM) and public		Consult, with some indicating Involve (5) and Collaborate (4)
3. Implement a City staff transit pass program		- There seemed to be agreement amongst livelier participants to remove this. - Not a huge priority - need education.	- Delete (should be for all)	Inform
4. Develop and implement Urban Forest Master Plan (unimplemented item from 2013 Urban Forest Master Plan)	17	- Advocate for urban forest master plan/high importance for climate mitigation - Clear set of requirements for urban forest management (shade, climate adaptation, etc.) - Balance accessibility/forest master plan requirements/needs		Consult (majority), with Inform (10), Involve (6), Collaborate (3)
5. Strengthen Tree Protection Bylaw	16	- Strengthen the Tree Protection Bylaw baseline Trees-> set goals/tagrets for urban trees (with priorities) i.e. private properties. - Urban forest plan includes CO2 mitigating/ adaptation/ health & wellbeing capabilities/ metrics (edibles). Goals etc.		Consult (14), Inform (10), Collaborate (5), Involve (3), Empower (1)
6. Ban plastic straws taking into consideration accessibility needs	4			Inform
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	15	- Bypasses city constitutional processes - Program is "Abusing people who don't have a full understanding of topic" - Still important, but not as much as other items - Great community-building components - (Note: There were concerns about the structure of this program bypassing city processes. No solid agreement on this one as other participants see value of such a program and others stated that it should be moved to 2020 or 2021.) - Urgency to educate children.	- Remove or move to 2020 or 2021 (make less of priority)	Split between Empower, Consult and Inform, Collaborate (4) and Involve (1)
<b>2020 Actions</b>				
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		- Potentially tree festival (undecided by group but talked about a lot) - Tree festival more of a feel-good factor and less impactful		
9. Mandate green shores practices on waterfront development	4			

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<b>Strategic Objective #6: Climate Leadership and Environmental Stewardship</b>				
10. Initiate a Parks and Open Spaces acquisition strategy to move towards OCP parks and green space goals; measure progress towards goals	3			
11. Ban single-use coffee cups and single-use takeout containers (as with plastic bag ban bylaw, determine logical exceptions)	16		- Move up to 2019	
12. Begin to plan for mitigating the Inflow and Infiltration issue on private property	1	- Expand action #12 to include a more broad stormwater catchment system for public and private land		
13. Expedite implementation of the BC Step Code	9	- More aggressive sustainable building standards - Remove barriers for building retrofits	- Accelerate	
<b>2021 Actions</b>				
14. Implement a robust zero waste strategy	26	- Robust education plan (curriculum) for climate and environment (in progress).		
15. Mandate electric vehicle charging capacity in all new developments	4			
16. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation	7			
17. Explore the creation of a municipal energy utility, more local energy creation, solar e.g. food waste generators for food trucks at the museum	13			
<b>2022 Action</b>				
18. Create a municipal energy utility, more local energy creation, solar e.g. food waste generators for food trucks at the museum	10	- Advance programs to deliver renewable energy to ALL Victorians. (BIG Non-hydro) (local, distributed solar/ wind/ tidal generation...ROOFTOP!!)		
<b>Ongoing Actions</b>				
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	2			
20. Promote rain gardens and improve water quality entering waterways	11	- Expand action #20 to include a more broad stormwater catchment system for public and private land		
21. Strengthen tree protection and enhance tree canopy and urban forest	9			
22. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development	8			
23. Advocate for appropriate federal regulations of the Victoria Water Airport	3			
24. Work with partners to clean up the harbour and steward waterways	5			
<b>General Comments</b> - Focus on youth - Focus on BIG impact initiatives - Identify who will be the champions of the objectives (i.e. not just staff, council etc.) - Bring resiliency and efficiency language into action items - Some action levels are high level of detail and specific while others are less detailed and vague				

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #7: Sustainable Transportation</b>				
<b>Suggested Outcomes</b> <ul style="list-style-type: none"> <li>- More residents are using public transit, walking and cycling.</li> <li>- Decrease in the number of collisions and fatalities on City streets.</li> <li>- The City is recognized as a leader in multi-modal transportation.</li> <li>- Transportation-related GHG emissions are lower than they are today.</li> <li>- Fewer cars on the road and a decrease in kilometers travelled.</li> <li>- Increase in car sharing.</li> <li>- There are new transportation services, including rapid transit, to and from Victoria, supported by first-mile and last-mile solutions.</li> <li>- Decrease the annual household cost of transportation.</li> <li>- A network of public and private EV charging stations exists in the City.</li> <li>- There is a positive shift in public attitude towards sustainable transportation.</li> <li>- The City establishes a report card and reports on how well we are doing in achieving transportation goals.</li> <li>- There is a direct link between City transportation investments, policies, and services that support and reinforce our climate leadership goals.</li> </ul>				
<b>2019 Actions</b>				
1. Request that the Victoria Regional Transit Commission (VRTC) provide free transit to all children in the region 18 and under	12	- Change to read as: "... provide free transit for everyone."	- #1,2,3 + 8 - Consolidate / explore synergies. These are only possible if there these all rely on the funded, <u>rapid transit</u> to West Shore & Peninsula	Inform (public), Consult/Involve (VRTC)
2. Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria	6	- Provide clarity on the role of the CoV vs. the province vs the VRTC. Don't take on actions we don't have control over. The City of Victoria may wish to only "inform" if other agencies are taking on "consult, involve or collaborate"	- #1,2,3 + 8 - Consolidate / explore synergies. These are only possible if there these all rely on the funded, <u>rapid transit</u> to West Shore & Peninsula	Inform (public), Consult/Involve (VRTC)
3. Advocate for late night bus service	7	- Change to read as: "Advocate to the VRTC for late night bus service." - And early mornings and Sundays!	- #1,2,3 + 8 - Consolidate / explore synergies. These are only possible if there these all rely on the funded, <u>rapid transit</u> to West Shore & Peninsula	Inform (public), Consult/Involve (VRTC)
4. Advocate and work with our regional colleagues to create a regional transportation commission	16	- Change "commission" to read "strategy" - Better service from Sooke to Sidney	- Why are we revisiting this? Decision made at region in 2018.	Involve-Collaborate
5. Develop and implement a greenways design standard	2	- Change "standard" to read as "framework" - Delete "design standards"	- #5 and #9 – consolidate / explore synergies	Involve (neighbourhood and key stakeholders), Collaborate (implementation)

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #7: Sustainable Transportation</b>				
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	21	- E&N corridor – needs to be focused on more than just “rail” – (light bus, trolley)	- Remove "rail system" reference to item #6. There are many technologies. We should be focusing on the highest and best use that provides maximum results to Victoria - Is this action relevant / accurate / inline with 2019 announcement from Prov. on SVI Transp?	Inform (Public), Involve/Collaborate (Province)
7. Develop Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel	26	- Need to ensure we have actions to support pedestrian improvements		Collaborate (majority), Consult/Involve
8. Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE pass program)	9	- Remove "low-income" to read as "for seniors ..."	- #1,2,3 + 8 - Consolidate / explore synergies. These are only possible if there these all rely on the funded, <u>rapid transit</u> to West Shore & Peninsula	Inform (public), Consult/Involve (VRTC)
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	5	- Stronger more explicit connections between transportation, density and housing affordability - “The best transportation plan is a good land use plan.” - Actions don’t cover how developers plan, design, build → Charge the paradigm, particularly for new development	- #5 and #9 – consolidate / explore synergies	Involve (policy review), Collaborate (implementation), with others suggesting Inform (6)
<b>2020 Actions</b>				
10. Work to bring a “floating” car share service to Victoria	6			
11. Complete Cecilia mid-block connector	4	- Correct spelling to be "Cecelia" - Bike route across Burnside Road - 11 Transition to Neighbourhood mid-block connector vs. Cecelia - Too narrow of an action	- Remove #11 unless you make more broad (there are many neighbourhoods that need new connections)	
<b>2021 Action</b>				
12. Lower speed limits on local neighbourhood streets to 30km/h	9	- Engineer slower streets		
<b>2022 Action</b>				
13. Complete a multi-use trail along the Upper Harbour north of downtown	7		- Move # 13 to be completed by 2020	
<b>2019-2022 Action</b>				
14. Bike Master Plan implementation	20	- No action on dockless mobility technology?	- Build the bike network now - #14 move to 2019	



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<b>Strategic Objective #7: Sustainable Transportation</b>				
<b>Ongoing Actions</b>				
15. Advocate for substantially improved transit service	15	<ul style="list-style-type: none"> <li>- More frequent (see Action #3)</li> <li>- #15 is way too vague:</li> <li>- For 2020+:               <ul style="list-style-type: none"> <li>o Eliminate the monthly parking at COV parkades</li> <li>o Accelerate investments which focus on "Top Quality" pedestrian infrastructure</li> </ul> </li> <li>- Implement and evaluate road user education programs each year:               <ul style="list-style-type: none"> <li>o All forms</li> <li>o Creative</li> <li>o Inclusive</li> </ul> </li> <li>- Action focused specifically on transportation need to connect with how we will be doing emissions measurement - general comment</li> <li>- Action on Master Plan for freight / goods &amp; services</li> <li>- Speed limits for scooters and bikes.</li> <li>- Allow more bikes on busses (neighbourhood) after dark.</li> <li>- Express "Bus" service for commuters and to airport and other trans.</li> <li>- Improve bus shelters (overall comfort, access aesthetics safety and information) in Victoria (+) physical busses themselves.</li> <li>- Implement robust educational programs targeted at pedestrians/cyclists/motorists.</li> <li>- Fully leverage ALL the tools City has to support transit:               <ul style="list-style-type: none"> <li>o Make transit a priority</li> <li>o Parking rates and regulation (e.g. remove parking minimums)</li> <li>o Smaller buses</li> <li>o Big disrupter – technology rate of change. Are we investing in wrong things given technological role?</li> </ul> </li> <li>- How does City respond (to BC Transit's role)?</li> </ul>	<ul style="list-style-type: none"> <li>- Cont'd from column on left:</li> <li>- Province requires all new bikes sold in BC have built-on lights.</li> <li>- Work with CRD on lights for GG &amp; Lockside.</li> <li>- City advocacy beyond "traditional" areas of influence (e.g. Universal card-- Compass card)</li> <li>- Hwy/Provincial</li> </ul>	
16. Advocate for lower transit fares	5	- Change to read as: "or free transit fares for all." (see Actions #1, #3 and #15.)		
17. Advocate for BC Transit to start purchasing electric buses in advance of 2030 transition	10	- Change to read as: Advocate for BC Transit to start purchasing electric buses NOW! 2019	- Move to 2019	
18. Advocate to BC Transit for "micro transit" or "transit-on-demand" – a public ridesharing program	5		<ul style="list-style-type: none"> <li>- Remove item #18</li> <li>- Remove item #18</li> </ul>	
19. Work with car share entities to create more car share spaces on neighbourhood streets	6			
20. Encourage/mandate where possible, new car share cars and memberships with new developments in exchange for less parking spots	5	<ul style="list-style-type: none"> <li>- Residential parking. Why free? User pay model</li> <li>- On demand/personalized transportation</li> </ul>		
21. Support traffic calming in neighbourhoods	15			
22. Support and nurture neighbourhood-led transportation planning	3	<ul style="list-style-type: none"> <li>- Clarify what is meant by #22 – not understood</li> <li>- The City should be making sure that there is equity among investments in different neighbourhoods over the next four years</li> </ul>		

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #7: Sustainable Transportation</b>				
<p><b>General Comments</b></p> <ul style="list-style-type: none"> <li>- Many people commented on taking a conservative approach for 2019 – in order to complete the items City has already committed to, there may need to be a reduction in the number of actions overall.</li> <li>- It was suggested that the City should look at all of the themes, outcomes and actions in a consistent way. Set up a framework so that the Strategic Plan is easy to understand and read.</li> <li>- Suggestion that every action should link to one or more of the final outcomes that Council approves. Otherwise it is not a good action to consider.</li> <li>- Education needs to be a part of all of these actions</li> <li>- Lack of freight / goods and service related actions</li> <li>- Advocate at all levels</li> <li>- Global/Regional lens (including tourists and commuters in thinking)</li> <li>- We need to complete what we committed to in 2017 / 2018 that is not yet done → then move to new item</li> <li>- Demand management (vs supply management) should be considered as a part of in every action</li> <li>- All actions should contribute to improved safety for all road users</li> <li>- Enforcement &amp; evaluation &amp; creative design solutions should be considered for every action</li> <li>- We know what to do. Get started!</li> </ul>				

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #8: Strong Liveable Neighbourhoods</b>				
<b>Suggested Outcomes</b>				
<ul style="list-style-type: none"> <li>- All neighbourhoods are thriving, distinctive, appealing, viable and have amenities.</li> <li>- People feel listened to and are consulted about what makes a neighbourhood distinctive.</li> <li>- Increase number of people walking compared to other modes of getting around neighbourhoods.</li> <li>- People believe their neighbourhood is safe and walkable.</li> <li>- Expand engagement activities.</li> <li>- There is access to social determinants of health, as defined by residents.</li> <li>- There are diverse models of house ownership in each neighbourhood.</li> <li>- Increase in the amount of green space.</li> </ul>				
<b>2019 Actions</b>				
1. Complete Fairfield Local Area Plan	7	- Collaborate - don't feel like we are at that level right now.		Collaborate
2. Open Government Street to pedestrians	12			Consult/Involve (majority), Inform (4)
3. Create a tactical urbanism guide and tool kit and host workshops to support citizens and businesses to take action	10	- Tactical Urbanism - not an accessible term. What does it mean?		Generally split between Involve and Consult, with some indicating Inform and Empower (1)
4. Facilitate an annual "Neighbourhoods Summit" to consider emerging best practices in neighbourhood placemaking, planning and engagement	25	<ul style="list-style-type: none"> <li>- Support a healthy dialogue between the City and neighbourhoods about density.</li> <li>- Utilize #4 to evaluate how Local Area Plans are being developed, implemented and adhered to.</li> <li>- Develop common language for Community Centre actions</li> <li>- Collaborate and empower community associations to achieve City's strategic plan actions and other goals</li> <li>- Provide more funding for community associations to build partnerships, support planning functions, and facilities development</li> <li>- Think regionally to increase amenities (mobility, other services).</li> <li>- Augment resources for community associations</li> <li>- Provide local access to health and wellness resources.</li> </ul>		Involve/Collaborate, Empower (3)
5. Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee	7			Split between Consult, Involve
6. Review the noise bylaw	8			Split between Consult, Involve
7. Explore opportunities to expand Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD	3			Collaborate (majority), Involve
<b>2020 Actions</b>				
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	20			
9. Review and consider additional resources (financial and training) for CALUCs	7			
10. Resolve anomalies in neighbourhood boundaries	11			
<b>2021 Actions</b>				
11. Explore partnerships to create meeting space and a home base for the Downtown Residents Association	5			

DRAFT STRATEGIC PLAN OBJECTIVES AND ACTIONS FEEDBACK	DOT TOTAL	ACTION FEEDBACK	MOVE/REMOVE ACTION	2019 LEVELS OF ENGAGEMENT
<b>Strategic Objective #8: Strong Liveable Neighbourhoods</b>				
12. Work with SD61 to explore use of Sundance school as a community centre for a Jubilee Community Centre	2	- Explore possible locations; not specific to Sundance		
13. 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	9			
14. Ship Point Plan and Funding Strategy	6	- Make action into a verb		
<b>2022 Actions</b>				
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	5			
16. Review Heritage Tax Exemption Program	2			
<b>2019-2022 Action</b>				
17. Local Area Plans	21	<ul style="list-style-type: none"> <li>- Support the community in engaging with developers, policy-making, and Local Area Plans. (See General Comments file.)</li> <li>- Complete the Local Area Plans (priority) and ensure more resources and better listening from City staff in LAP process.</li> <li>- Clarify and formalize the development process for City projects (similar to private development process).</li> <li>- Broaden lens and input on new initiatives and development so greater context is considered</li> <li>- Earlier engagement to help everyone be prepared</li> <li>- Mutually agreeable date with neighbourhood</li> <li>- Clearer wayfinding in neighbourhoods (new)</li> <li>- Benchmarks for each Local Area Plan (start dates and timelines); arrive at a mutually agreeable schedule with neighbourhood</li> <li>- Include pet-friendly strategies</li> <li>- Consider developing a balanced density policy</li> <li>- Density planning is aligned with amenities/services, they should be addressed as a whole.</li> <li>- Need to distinguish between "community members" contributing to neighbourhoods through development and "corporate" development initiatives.</li> </ul>	- Bump to be Action #1 in 2019	
<b>Ongoing Actions</b>				
18. Support neighbourhood placemaking initiatives	13			
19. Advocate for adequate support and supervision accompanying downtown supportive services so people have all the supports they need, not only housing	11			
20. Emergency preparedness/heritage buildings/enrich the heritage seismic upgrade program (needs more clarity)	5			
<b>General Comments</b>				
- Note that the strat plan as a whole (including other objectives areas) will contribute to livable neighbourhoods.				

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
<b>2019-2022 Strategic Plan Engagement Summit</b>						
<b>BLACK = New actions (38) / BLUE = Modifications to draft actions (6) / GREEN = Already included in Draft Plan or in progress (31)</b>						
Undertake a review of City organization and work structures to ensure the organization has the ability to achieve its goals effectively.	1	Good Governance	2	Effective City governance structure that is resilient, adaptive and focused on outcomes with a commitment to execution. Plans get implemented. Effort isn't wasted. Fiscal resources used effectively.	Not Pitched	Included as part of Objective 1: Action 25
Increase transparency and less reliance upon the in camera process. Make it clearer what topic is being discussed in a broad sense -- personnel issues/contractual/ legal -- instead of reliance on citing the legislation.	1	Good Governance	0	Builds trust.	Not Pitched	Part of Objective 1: Action 18
Advocate for decolonization of policies and practices at the provincial and federal levels.	2	Reconciliation and Indigenous Relations	5	No data	Not Pitched	NEW
Increase awareness and support for Indigenous culture, history and viewpoints in everyone's daily life via education.	2	Reconciliation and Indigenous Relations	4	No data	71%	NEW
Indigenous representation on Council.	2	Reconciliation and Indigenous Relations	3	Active participation in government.	56%	NEW
Youth: Access for youth integrated into all actions.	2	Reconciliation and Indigenous Relations	2	Access and hope and opportunity for youth who are the "now" and the "future".	Not Pitched	Part of Victoria Youth Strategy
Investigate the relevance and legal grounds of the Beacon Hill Trust.	2	Reconciliation and Indigenous Relations	1	No data	Not Pitched	Included as part of Objective 2: Action 6
Have Indigenous Elders review all the strategic objectives and each action before it is implemented	2	Reconciliation and Indigenous Relations	1	Ensures the City is committed to reconciliation. Ensures that everyone has a voice.	Not Pitched	Included as part of Objective 2: Action 5

## Appendix B: New Actions Matrix

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Education.	2	Reconciliation and Indigenous Relations	1	To foster understanding between all community members.	Not Pitched	Included as part of Objective 2: Action 1
Continue Indigenous Artist in Residence position.	2	Reconciliation and Indigenous Relations	0	Connects the community together. Allows for the truth to be known. Allows us all to heal and learn together.	Not Pitched	Council receiving staff report on this item as part of Financial Plan
Consult Indigenous Elders on every action of the Strategic Plan.	2	Reconciliation and Indigenous Relations	0	Build relationship. Allows the City to live up to its commitment to Reconciliation.	Not Pitched	Included as part of Objective 2: Action 5
Comprehensive amendment to zoning bylaw in 2019 to permit all 'Missing Middle' housing forms as of right without need for rezoning or development permit.	3	Affordable Housing	6	Supply, increase in family appropriate housing. Increase in "accessible" market housing. Clarify between desired ends and means. (Details: Increase dramatically the supply of missing middle housing (duplex, triplex, 4- plex, townhouses and rowhouses).	65%	NEW
Municipal housing: municipalities buy/own buildings and act as landlords. Controlled rental rates.	3	Affordable Housing	4	Affordable housing for all age groups.	Not Pitched	NEW
Upzone densities of entire neighbourhoods.	3	Affordable Housing	4	Reduced friction at Council hearings. Lowered cost of zoning process for affordable housing projects. Allows actual transformative change on housing supply.	Not Pitched	NEW
Build municipal-owned housing. Provide rent-to- own options.	3	Affordable Housing	2	Allows young people to enter the housing market. Down the road, these people will have equity for retirement.	Not Pitched	NEW Similar to New Action #7
Allow development of affordable housing above open parking lots.	3	Affordable Housing	2	Increased affordable housing and retains public parking.	Not Pitched	Already permitted



NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Create Affordable Housing Policy that discourages low density, single family homes.	3	Affordable Housing	0	Increased supply of family-sized units through market forces. Revenues for affordable units can come from existing low density lots, not new construction.	Not Pitched	Being addressed in Inclusionary Housing Policy and Housing Strategy
Any incentives the City provides (density bonus, land, zoning, cash - whatever) must have as a return -- dedicated affordable rental units specifically for persons with mental illness, disabilities, hard to house youth aging out of foster care.	3	Affordable Housing	0	Helps house the most vulnerable in our city.	Not Pitched	Being addressed in Inclusionary Housing Policy and Housing Strategy
Shared housing: allow construction of new buildings to have a separate bedroom and common area.	3	Affordable Housing	0	Reduces cost of housing.	Not Pitched	NEW
Update local area plans to enable new housing types and assume/allow change. Streamline approvals. Exceed current timelines by 50%. Use land use planning to encourage the types of housing we want: rental zoning, density bonusing.	3	Affordable Housing	0	Develop tools that enable and support urban densification in all our neighbourhoods. Our neighbourhoods need to grow. Let's be bold and not fear change.	Not Pitched	In progress
Implement sliding fee scale or access card (50% off?) for cultural events.	5	Health, Well-Being and a Welcoming City	6	Arts and culture facility access (galleries, museums, etc. and attendance at ticketed events needs to be affordable for all). Makes arts and culture ticketed venues and events accessible for all.	51%	NEW
Create a matchmaking program to pair families of different socio-economic status to exchange value with one another (clothing, childcare, social activities).	5	Health, Well-Being and a Welcoming City	6	Reduce segregation based on socio-economic status. Stronger community relationships and social capital.	32%	NEW

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Support access to wellness and health resources by adopting WHO Social Determinants of Health and UN Declaration on the Rights of the Child. (See email correspondence for details)	5	Health, Well-Being and a Welcoming City	5	Reduce wait lists for medical and surgical resources. Healthier residents. Greater confidence in taking action for one's own wellness and health.	74%	NEW
City needs to develop strategic planning around attraction, retention and integration of immigrants and newcomers. First step -- to develop a labour market strategic plan.	5	Health, Well-Being and a Welcoming City	5	To support immigrants and newcomers to better integrate into the local labour market. Better sense of current labour market situation, gaps, challenges and opportunities. Attraction of new labour force -- fill the economic need for the city/region. Better outcomes for the newcomers that can more successfully integrate in the city and improve their prosperity and well-being.	61%	NEW
Increase education on City programs.	5	Health, Well-Being and a Welcoming City	3	Help everyone know the programs and help available to them. For newcomers to the city.	78%	NEW
Community-engaged and community-responsive development.	5	Health, Well-Being and a Welcoming City	3	Victoria has seen substantial increase in development, often proceeding piece-meal. What would it look like if an overarching vision of inclusion -- We all belong here, or similar statement - was the foundation of city decision-making around residential and commercial development.	Not Pitched	In progress as part of update of Local Area Plans and City-wide planning processes.

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Mental health addictions strategy needs to include community-based solutions beyond police. For example, increase arts for social change. Use current resources differently e.g., Auxiliary Police. Look for better models beyond criminalizing persons with mental health and addictions (cahoots). Include safety.	5	Health, Well-Being and a Welcoming City	3	Increase safety. Increase health and well-being for all. Better use of resources (Good Governance). Innovation: Increased engagement and participation. Increased collaboration between stakeholders.	Not Pitched	Included as part of Objective 5: Action 27
More opportunities for addicts to participate in rehabilitation programs.	5	Health, Well-Being and a Welcoming City	1	Less drug addiction and a better community.	Not Pitched	Included as part of Objective 5: Action 27
Support the people who live here in concrete, material ways to foster a culture of care: free dental care for all low-income people; grocery vouchers for pregnant mothers; access to a garden plot for anyone who wants to grow their own food.	5	Health, Well-Being and a Welcoming City	1	Supporting us at the level of the body.	Not Pitched	NEW
Create a Transit pass that ties to income/occupation, that is offered annually not monthly, and the price of the card depends on the income. And the card is the same for everyone but your information is stored privately on the card.	5	Health, Well-Being and a Welcoming City	1	Redefine the ages of "youth". Should be 25 or below, free because students that go to university are still youth. If the VRTC does not accept request, city should introduce their own card, and increase downtown parking and make the fees daily not monthly so more people take the bus. This will compensate youth passes.	Not Pitched	Already in plan. Objective 7: Action 8

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Pet-friendly strategy.	5	Health, Well-Being and a Welcoming City	1	Encourages families to utilize existing green space in their neighbourhoods versus driving to other jurisdictions. Access the wellness benefit of social connections including with our pets. Families benefit from getting outdoors with their animals.	Not Pitched	NEW
Declare a climate emergency. Move up actions courageously; make 2050 targets become 2030 targets. Speed it up!	6	Climate Leadership and Environmental Stewardship	9		90%	NEW
Free public transit for everyone, introduced in 2019.	6	Climate Leadership and Environmental Stewardship	3	Reduced pollution, traffic congestion. Better public transit. Social contact, etc. etc.	Not Pitched	This is expansion of Objective 7: Action 1, 8, 16
Develop and implement robust education plan for children and youth to inform and practice engaging with climate and environmental initiatives.	6	Climate Leadership and Environmental Stewardship	3	Younger generation holds parents, elders to account (trickle- up effect). Broader knowledge, awareness and buy-in to sustainable, climate and environmental programs equates to increased success.	Not Pitched	Included in Climate Leadership Plan
Local style "carbon tax". Polluter Pay Principle.	6	Climate Leadership and Environmental Stewardship	3	Costs borne more by polluters rather than public funds subsidizing polluters through infrastructure costs/uses.	Not Pitched	NEW
New comprehensive education component to youth	6	Climate Leadership and Environmental Stewardship	2	No data.	Not Pitched	Included in Climate Leadership Plan

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Action #16: Identification and reduction of pollution (GHG and other emissions) from sources not currently in Action Plan. (Cruise and air transport.) Cruise when in port and actions as a resort.	6	Climate Leadership and Environmental Stewardship	2	Best practices for Bergen, Norway and other cities to be employed. Polluter Pay Principle should be in place. Action #16 is a "game". Circular discussion. Technology changing. Demand - put in place accountability, instead of item #16. Benefit: Enhanced quality of life for residents and visitors. Demand -put in place accountability instead of Item (Action) 16.	Not Pitched	Expand/change Objective 6: Action 16
Consider limiting environmental impact of mass tourism - flights, ships, traffic.	6	Climate Leadership and Environmental Stewardship	0	Enjoy own community.	Not Pitched	NEW
Make it easier (cheaper, faster or safer) to take transit/bike/walk than to drive.	7	Sustainable Transportation	7	Fewer people drive; fewer cars downtown; better health (more physical activity) ; more people come downtown	Not Pitched	Already addressed in Objective 7
Create a car-free area or "low emission" "0 emission" area of downtown with a free shuttle in that area to help people get around. (Way more than on Government Street.)	7	Sustainable Transportation	6	Could be partially funded by a per-passenger fee on cruise ship passengers and taxis wishing to operate in the car-free area. Extra fee for cars needing access to car-free area (like London).	Not Pitched	Expand Objective 8: Action 2
Every investment in transportation should be measured - particularly for emissions reduction.	7	Sustainable Transportation	6	Helps to prioritize things that will effectively tackle climate change.	Not Pitched	Already being addressed
Improve bus shelters in Victoria (access, comfort, safety, information, aesthetics).	7	Sustainable Transportation	5	More people want to ride transit. Not a "second class" means of transportation. Visually appealing for locals and visitors. Results in increased use of transit.	Not Pitched	Already part of 2019-2022 Financial Plan

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Expand investments in "top quality pedestrian" infrastructure (for wheelchairs, strollers, disabled/abled bodied), like sidewalks, crosswalks and paths.	7	Sustainable Transportation	5	Increase in number of people walking. Decrease in isolation. Increase in safety and comfort.	Not Pitched	Already part of 2019-2022 Financial Plan
Lead regional advocacy to get the Highway 1 shoulder bus lanes to the West Shore completed ASAP!	7	Sustainable Transportation	4	Reduced traffic and climate pollution. Improved transit efficiency and reliability. Momentum for bigger and more ambitious sustainable transportation initiatives.	83%	NEW
Eliminate parking minimums city-wide.	7	Sustainable Transportation	4	More affordable housing. Dedicated funding for other transportation modes. More bus service along frequent transit corridors. Reducing car use. Increasing other mode sharing.	53%	NEW
Make transit free for everyone	7	Sustainable Transportation	2	People will choose transit over cars.	Not Pitched	NEW
Fix walking (sidewalk) issues. Rather than dismiss or hide issue with reasons cannot "fix", use creative thinking and explore other ways.	7	Sustainable Transportation	1	Enhance quality of life through encouraging "walking". Improve "walkability" of city.	Not Pitched	Included in Objective 7, Action 7
Action #1: Edit to provide for free transit for everyone.	7	Sustainable Transportation	0	No data	Not Pitched	This is expansion of Objective 7: Action 1
Family bus pass to allow people with kids to take buses cheaply; make buses default free for kids - no pass needed; make buses more frequent from Sooke.	7	Sustainable Transportation	0	This will make it unnecessary for people coming from Sooke or Sidney to use cards. Provide more business coming from each ferry sailing so people don't have to wait in line for one single bus leaving the terminal. Luggage storage downtown so people don't need cars to leave stuff in. Make buses more kid-friendly in general	Not Pitched	Already addressed in Objective 7



<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Control tourism impacts. Have tourism costs covered by tourism. Follow policy being prepared in Europe. 3-10 £ per passenger fee.	7	Sustainable Transportation	0	Assists in costs for infrastructure.	Not Pitched	NEW
Reduce transit travel times with technology and strategic road improvements.	7	Sustainable Transportation	0	Faster transit.	Not Pitched	Already addressed in Objective 7
Disallow monthly rates for paid parking. Make maximum window daily rate. Do this for Robbins, employers, and other private parking providers.	7	Sustainable Transportation	0	By making the choice as to whether to drive into town a daily drive, it will encourage more people to choose active or transit modes more often. Increases availability of parking. Reduces SUVs.	Not Pitched	NEW
Create a formal process around major City developments similar to that required by private developers. The creation of an adversarial process that results in all sides of development processes being explored. Needs to include timelines for public engagement.	8	Strong, Liveable Neighbourhoods	6	Better developments. Less conflicts.	Not Pitched	NEW
Consult with community associations on developing action plans and budgets urgently.	8	Strong, Liveable Neighbourhoods	5	Meeting amenities where people live - convenience, reduce travel. Reflect community needs. (Details: Strengthen and support the role of community associations in providing community amenities if possible with use of partnerships for facility development.)	55%	NEW
Make neighbourhood planning a continuous, ongoing activity by members of the neighbourhood. Revisit the process of how OCPs come together in a way that allows conversation about the plan to continue. The process becomes a framework to manage the social conversation.	8	Strong, Liveable Neighbourhoods	5	OCPs are very technical and currently don't empower an ongoing process of managing social change. Communities become more active in planning and engaged in managing social change.	Not Pitched	NEW

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Convene citizens to determine a Density Distribution Policy.	8	Strong, Liveable Neighbourhoods	4	Less density conflict within individual neighbourhoods. Ability to successfully complete neighbourhood plans and decide land use matters. (Details: Move more definitively, through focused dedicated dialogue and consensus building to a shared and agreed policy on the responsibility for distributing density through all areas of Victoria.)	48%	NEW
Developing community plans that incorporate every demographic within the community. A needs-based approach addressing the marginalized and disenfranchised folks.	8	Strong, Liveable Neighbourhoods	4	Begins the harmonization and fearless dialogue between neighbours, city and community.	79%	NEW
Equitable funding for Neighbourhood Associations. Revisit this. The \$200/CALUC meeting is unnecessary because developers should pay that.	8	Strong, Liveable Neighbourhoods	4	Six NA's are without community centres and all the associated benefits (meeting rooms, mail outs, newsletters, websites, etc.). Our per capita funding needs to be higher to recognize this inequity.	Not Pitched	NEW
To empower City staff to assist in further developing infrastructure in neighbourhoods to build community organizations' capacity. (To maintain and foster ongoing engagement by the City with neighbourhood organizations.)	8	Strong, Liveable Neighbourhoods	4	This allows for both the provision of services at low cost and for additional focused engagement with the residents who are impacted by the decisions of the City.	Not Pitched	Part of Objective 1: Action 2
Improve walkability in all neighbourhoods (e.g. safe to walk; enjoyable to walk; there are places to walk to; people can get basic goods and services within walking distance.)	8	Strong, Liveable Neighbourhoods	3	Safe for pedestrians (includes people with mobility challenges). Improves health. Decreases trips by car. Builds neighbourhood cohesion (get to know your neighbours).	86%	NEW

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Pet-friendly Strategy with more off-leash options other than fenced-in "parks".	8	Strong, Liveable Neighbourhoods	2	More use of community greenspace. Pets and people can co-exist. Well-socialized dogs and responsible owners don't need fences. Not having to drive to another jurisdiction to walk your dog.	37%	NEW
Traffic-calming within neighbourhoods, 30km or slower. Removing semi-trucks from neighbourhoods.	8	Strong, Liveable Neighbourhoods	2	More people moving about the neighbourhoods by bike and foot. Increase in public safety. Brings connection to people and place.	Not Pitched	Already in plan Objective 7: Action 12
Community resiliency and emergency preparedness be addressed in all local area plans (e.g. resilient streets/neighbourhoods program).	8	Strong, Liveable Neighbourhoods	2	Stronger social capital. Enhanced ability to respond to disruptions and emergencies. Stronger neighbourhoods.	Not Pitched	Included in VictoriaReady Connect & Prepare Neighbourhood Resilience and Emergency Planning
With housing, instead of building "new housing", build "new neighbourhoods" (places to be i.e. small green spaces, walkable services), multi-family types.	8	Strong, Liveable Neighbourhoods	2	Builds community identity. Builds diversity (singles, couples, families, seniors, special needs). Fosters neighbourhood relationships. Fosters small business.	Not Pitched	Addressed in Local Area Planning
Purchase land and build public park and community centre in each neighbourhood. (Several neighbourhoods without.)	8	Strong, Liveable Neighbourhoods	2	To have a community centre and public park in each neighbourhood. A place to gather and strengthen community engagement. Access to fitness facility. Green space important as the push for densification intensifies.	Not Pitched	Being partially addressed in Objective 8: Action 7, 11,12, 15

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Community referendum on "no cars" on certain streets or every second street (clear of cars).	8	Strong, Liveable Neighbourhoods	2	"Fewer cars", more kids and families. More humanity less cars (co-housing, co-community). Take control of car density if you cannot control density.	Not Pitched	NEW
City to establish a non-profit hub to improve the relationship and collaboration between City and not profit sector.	8	Strong, Liveable Neighbourhoods	1	To improve the relationship between the City and the non-profit sector. Non-profits will have better support from the City, and the City will be better informed about what is going on. Sector will be more productive, with less overlap, duplication, competition. More and better programs can be developed.	Not Pitched	NEW
Create, partner, promote more "things" library: sports equipment library, tools library, repair cafes, skills library (sewing and cooking+++). Create resource and skill-share programs to reduce individual possession, foster community, help people with low budget.	8	Strong, Liveable Neighbourhoods	1	Foster community. Reduce consumption. Move towards circular economy. Reduce waste. Help people with low budget.	Not Pitched	Addressed in part in Objective 5: Action 17
City to develop or support a community centre that will provide free or very accessible space for people to use for creating, selling, gathering etc. (market) and multicultural center.	8	Strong, Liveable Neighbourhoods	1	Improved accessibility to producers, makers to be able to sell their stuff -- improves their economic situation. Offers a community gathering space for public -- increases community building. Improves the belonging and cultural exchange and understanding. Would offer ethno-cultural groups to have space open to the public.	Not Pitched	NEW

<b>NEW ACTIONS PROPOSED (75)</b>	<b>Strategic Objective #</b>	<b>Draft Strategic Objective</b>	<b>Support in Group</b>	<b>Benefits</b>	<b>Live Polling % (Important to Very Important)</b>	<b>NEW / IN DRAFT PLAN</b>
Develop Family Liaison Programs in every school, region to promote healthier environment for children's optimal development through supporting their families.	8	Strong, Liveable Neighbourhoods	1	Support families, caregivers to reach resources in the community, offer them safe and friendly space to connect. Create health and supportive environments required to raise healthy children.	Not Pitched	NEW
Apply stretch collaboration and build social capital to resolve the current conflict between developers and all other stakeholders re: development.	8	Strong, Liveable Neighbourhoods	1	We have a healthy dialogue re: development based on strong relationships.	Not Pitched	Part of Objective 1: Action 2
Action #9. Review and consider additional resources (financial and training) for CALUCS. Add: "and Neighbourhood Associations."	8	Strong, Liveable Neighbourhoods	0	Help Neighbourhood Associations build capacity and social capital, board development: for safer neighbourhoods; resilience for emergencies/emergency planning; improved self-governance and process; improved internal communications and public record-keeping; distinctive community character and pride; celebration of success.	Not Pitched	Expand Objective 8: Action 9
An across-board conversation about community centres	8	Strong, Liveable Neighbourhoods	0	No data	Not Pitched	NEW
Create CALUC-like process to ensure that tree protection is specifically addressed any time that trees would be affected.	8	Strong, Liveable Neighbourhoods	0	Beauty. Environment.	Not Pitched	NEW

NEW ACTIONS PROPOSED (75)	Strategic Objective #	Draft Strategic Objective	Support in Group	Benefits	Live Polling % (Important to Very Important)	NEW / IN DRAFT PLAN
Create circle of support inside neighbourhoods that results in a culture of encounter, circle that address loneliness; collective and personal resistance to change; and that creates a sense of belonging in family where the most vulnerable among us have a place; and Indigenous non-Indigenous people come to love one another.	8	Strong, Liveable Neighbourhoods	0	No data	Not Pitched	NEW



GOAL STATEMENTS - WORKSHEETS	Health	Happiness	Play/Fun	Safety	Vibrant/ Welcoming	Vibrant/ Economic	Affordable	Inclusive	Accessible	Engaged	Indigenous Relations	Arts / Culture	Sustainable	Transportation	Amalgamation
A welcoming, safe, affordable community that celebrates active living, the arts and nature.	x	x	x	x	x		x	x		x		x	x		
Be the most environmentally sustainable, diverse, multicultural, inclusive city in Canada, where everyone is valued.					x			x				x	x		
Be known for being a city of helpful neighbours.	x	x	x	x	x			x		x					
Have directed resources to infrastructure that puts quality of life first for the city's community of residents and local businesses while reducing our community's carbon footprint.	x				x	x	x	x	x				x	x	
Be a model of inclusivity, demonstrate high levels of community engagement and be actively implementing regenerative environmental practices in harmony with the homeland of the Lekwungen people.	x			x	x			x		x	x	x	x		
Be sustainable, affordable, thriving, accessible and growing in a thoughtful way.	x			x	x	x	x	x	x	x			x		
Continue to be complicated, delightful, frustrating and the best place on earth.	x	x	x	x	x	x	x	x	x	x		x	x	x	
Remain a charming city, retrofitted to take advantage of the future.	x	x	x	x									x		
Govern with includeiveness, empower all people and provide a sense of safety and belonging.				x				x		x					
Be a bold, thriving, inclusive community that people love.	x	x	x	x	x	x	x	x	x	x					
Be inclusive, thriving and sustainable.						x		x					x		
Honour the Lekwungen homelands through policies and practices that keep people and the planet thriving.	x	x	x	x	x	x	x	x	x		x		x		
Be created with and for a child.	x	x	x	x	x			x							
Be a city that helps citizens lead healthier, happier and more meaningful lives.	x	x	x							x			x		
Be a courageous environmental leader and a dynamic, healthy, inclusive community.	x							x		x			x		
Be known as the city that embraces YIMBYISM; a city that works together to identify and resolve community needs.										x					
Be an example of an inclusive, liveable city.					x			x		x					
Be a courageous environmental leader and a dynamic, healthy, inclusive community.	x				x			x					x		
Foster involvement from communities for a more sustainable living environment.	x									x			x		
Be a thriving, multicultural, inclusive environmental leader made up of vibrant communities.					x	x		x					x		
Consult and collaborate surrounding Indigenous communities for future generations.										x	x				

GOAL STATEMENTS - WORKSHEETS	Health	Happiness	Play/Fun	Safety	Vibrant/ Welcoming	Vibrant/ Economic	Affordable	Inclusive	Accessible	Engaged	Indigenous Relations	Arts / Culture	Sustainable	Transportation	Amalgamation
Be more accessibly liveable for people of all ages and abilities and on the road to sustainability.								x	x				x	x	
Be admired globally for climate leadership and progress creating delightful public spaces; affordable for both businesses and the public.					x	x	x	x		x			x	x	
Be a vibrant, multi-modal city that enhances the places we live, work and play that deply impact our health and well-being.	x	x	x	x	x	x				x			x	x	
No longer act alone but will be joined with the whole region working together.					x			x		x					x
Be a prosperous place where no one is left behind; a place where Victoria and Greater Victoria all become one and work together as one regional district.						x	x	x		x	x				x
Be a safe place for street people.				x				x		x					
Be inclusive, eco-friendly, environmentally-minded and welcoming; will meet its objectives and have other ones for the future.	x				x			x					x		
Be affordable.							x								
Revolutionalize programatic extensions as life and (shifting) death not so find result. Nimbyism in harmony, by: vibrant; underscore half of dash; reconciliation, courageous, meaningful.	x	x		x	x			x		x	x				
Should become a global leader; inclusive, thriving community; sustainable; safe; affordable; leader in climate action; incentives and consequences for inaction; vibrant, healthy summit working toward sustainable future.	x			x	x	x	x			x			x		
Be more liveable following discussion with the original inhabitants and our local communities to achieve long-term sustainability for all.					x			x			x		x		

GOAL STATEMENTS - MURALS	Health	Happiness	Play/Fun	Safety	Vibrant / Welcoming	Vibrant Economy	Affordable	Inclusive	Accessible	Engaged	Indigenous Relations	Arts & Culture	Sustainable	Transportation
Accessible nearby wellness and health resources for everyone.	x	x						x	x					
Be recognized as a leader in the development of income appropriate housing and diversified neighbourhoods.	x	x			x		x	x	x					
Still be the most desirable place in one of the most desirable nations on earth!	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Include youth, disability, people living in poverty, seniors and First Nations voices in all decisions.	x					x	x	x	x	x	x	x	x	x
Be truly accessible for all persons with disabilities (including park access).	x	x	x	x				x	x					
Have more green space for 'free' recreation vice programmed recreation.	x	x	x											
Have a professional sports team.	x	x	x		x	x								
ZERO WASTE	x												x	
Supportive to child's development, positive and healthy community.	x	x	x	x				x	x					
Have an Elder in residence.					x					x	x	x		
Need more senior government funding.	x	x	x				x	x	x					
Have an inclusion plan.	x	x						x						
Support families of all shapes and sizes.	x	x	x	x	x	x	x	x	x	x				
Have developed additional cross walks in local neighbourhoods to nearby parks (James Bay).	x		x	x	x				x				x	x
Be hosting a TRUE strategic framework development process with a meeting engagement / design that allows for adequate input.								x		x	x			
Have changed the role of undemocratic CALUCs to better represent the needs of all residents (not just the old white folks who tend to volunteer).								x		x				
CALUCs can't speak on community's behalf - scrap them.								x		x				
Reporting on GHG reductions every year.										x			x	x
Have affordable housing in Victoria and surrounding areas.	x	x	x	x			x	x	x					
More community spaces for all demographics / ages to enjoy and participate in; public art opportunities.	x	x	x		x	x				x	x	x		
Be reporting on reductions in traffic (VKT) on a monthly basis.										x			x	x
Have taken up the reigns of creating our culture.					x	x				x	x	x		
Be inclusive, diverse, welcoming and vibrant.	x	x	x	x	x	x		x	x	x				
Have a regenerative / sustainable food system in operation.	x			x		x							x	
Allow families and pets to use and enjoy Victoria's green spaces; people, food and pets can co-exist.	x	x	x	x	x			x	x				x	

GOAL STATEMENTS - MURALS	Health	Happiness	Play/Fun	Safety	Vibrant / Welcoming	Vibrant Economy	Affordable	Inclusive	Accessible	Engaged	Indigenous Relations	Arts & Culture	Sustainable	Transportation
Have more fully fenced playgrounds.			x	x										
Have a strategy for more off-leash options other than fenced in dog parks.			x	x										
We are here to help our citizens lead healthy, happy and meaningful lives.	x	x												
Develop a framework to enhance two-way communication with its citizens.								x	x	x	x			
Encourage public participation in the municipal process.								x	x	x				
Make information about municipal decision and priorities easier to access and understand.								x	x	x				
Be affordable, thriving, clean-energy based and inclusive.							x	x					x	
Celebrate relationships and friendships, indigenous/non-indigenous in community over a meal.	x	x						x		x	x			
Play streets in each neighbourhood.			x											
Getting closer to a circular economy.						x								
Have a mental health strategy.	x													
Spend more money on the homeless than it does on pets.	x	x		x				x						
Be vibrant, welcoming, safe and affordable for people from all parts of life and at all stages of their journey.				x	x	x	x	x						
Have practical and effective public transit to the airport.							x						x	x
Free, fun, public, accessible, cultural, music, film, art, and dance festivals and celebrations.		x	x						x			x		
More interactive art.			x							x		x		
Be a place where anyone can go anywhere easily and feel like they belong.	x	x		x			x	x						
Be affordable for all ages and cultural groups.			x				x	x	x			x		
Have dancing in the streets.		x	x									x		
Be a sustainable city of tomorrow.													x	
Transparency.								x						
Have more / larger community centres to better meet residents' needs.	x	x	x	x	x		x	x		x				
Affordable living.	x	x					x							
Make all decisions based on climate crisis.													x	
Have strong, capable, and caring neighbourhood boards.	x	x		x				x						
Have a library within 2km (walking) from all residents' homes.	x	x										x	x	
Have a larger canopy of drought-resistant carbon-sequestering tree species (>20%).	x												x	
Look at other revenue sources other than tax levies.						x	x							



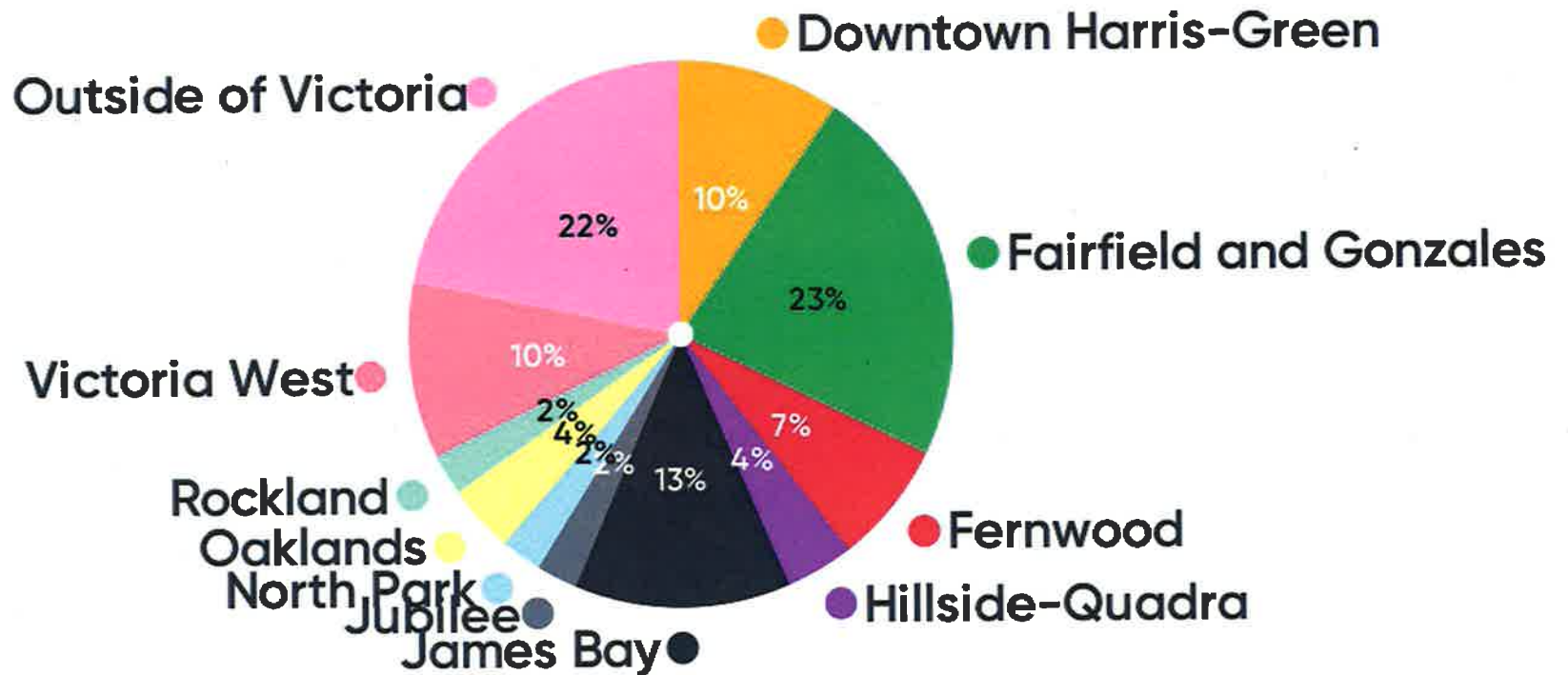
# Strategic Plan Engagement Summit

City of Victoria

Appendix D: Live Polling Results

# Which neighbourhood do you live in?

Mentimeter

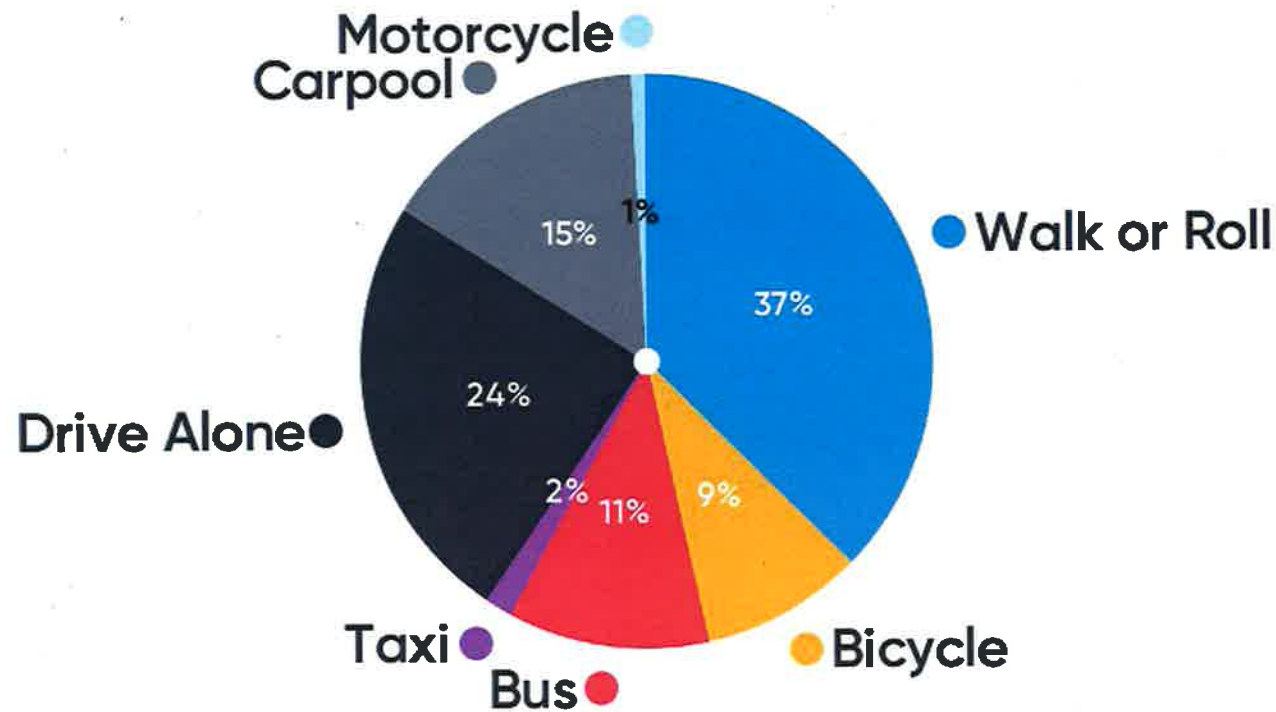


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# How did you travel to the Summit today ?

Mentimeter

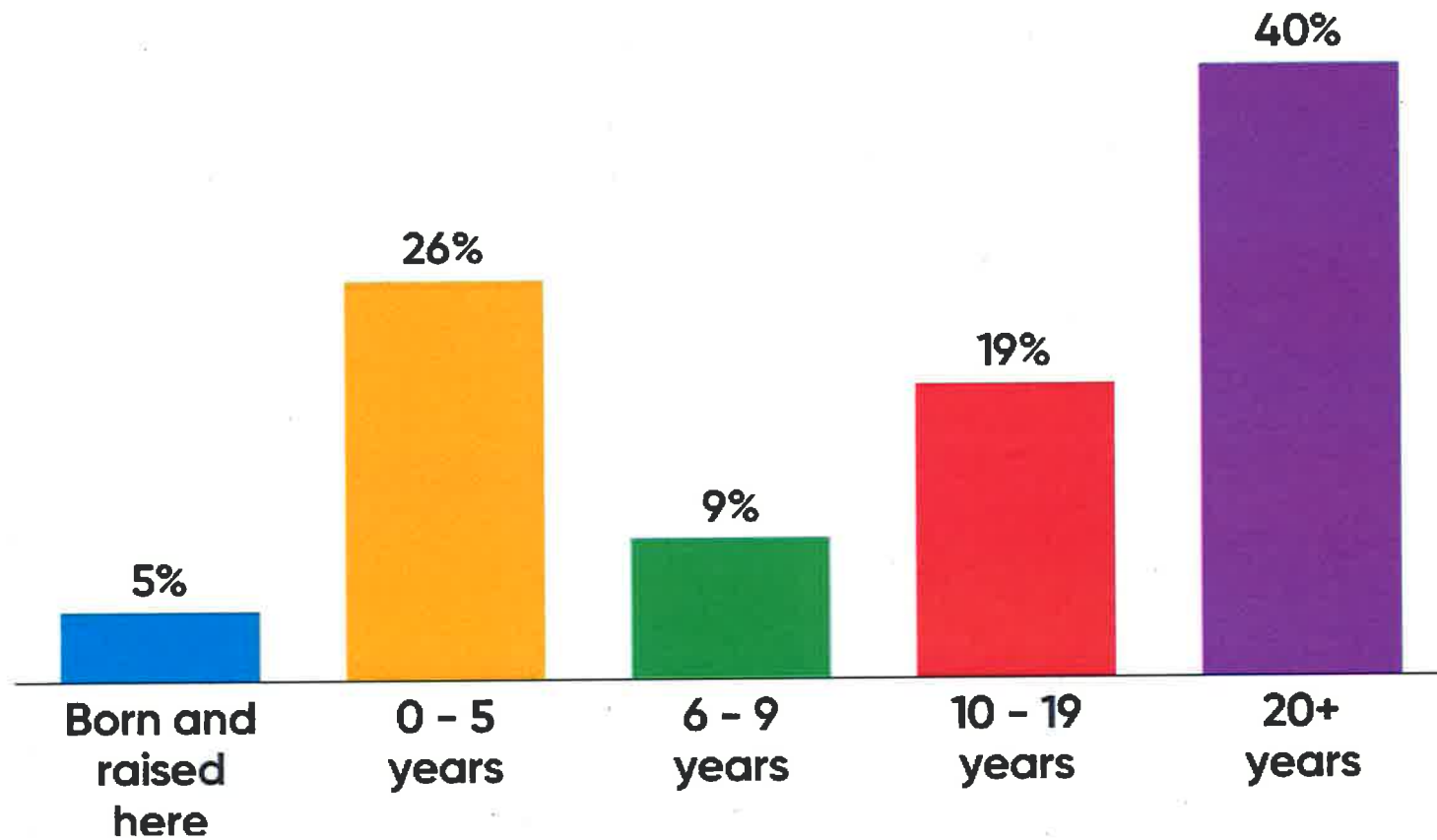


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# How long have you lived in Victoria?

Mentimeter



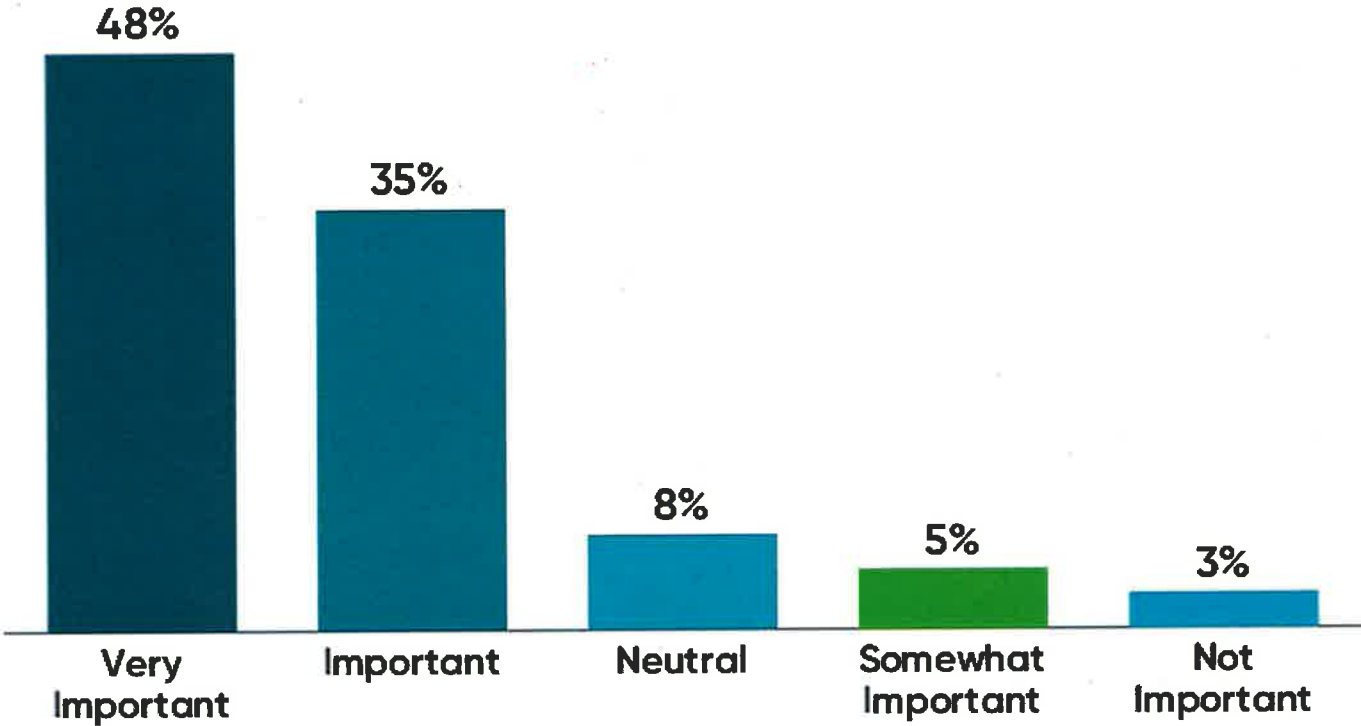
129

What is ONE WORD that describes how you would like to interact and be treated today?



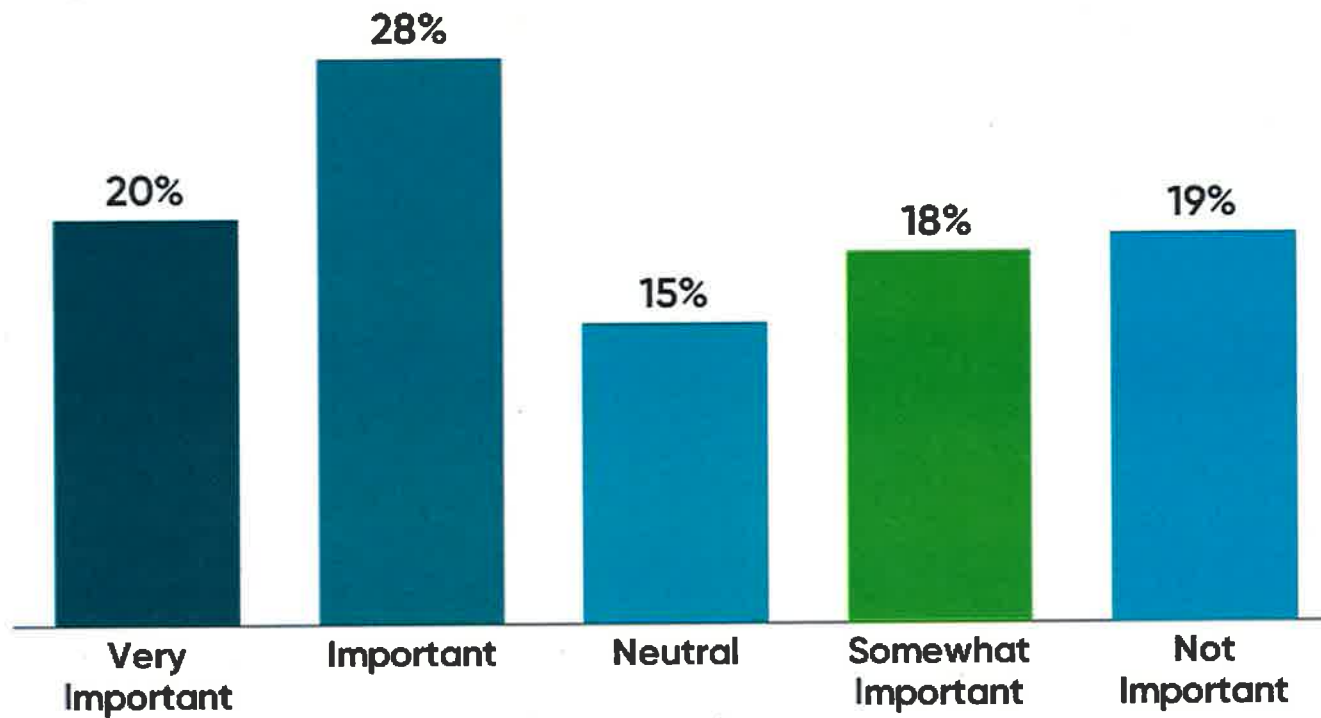
Lead regional advocacy to get the Highway 1 shoulder bus lanes to the West Shore completed ASAP (Eric D.):

Mentimeter



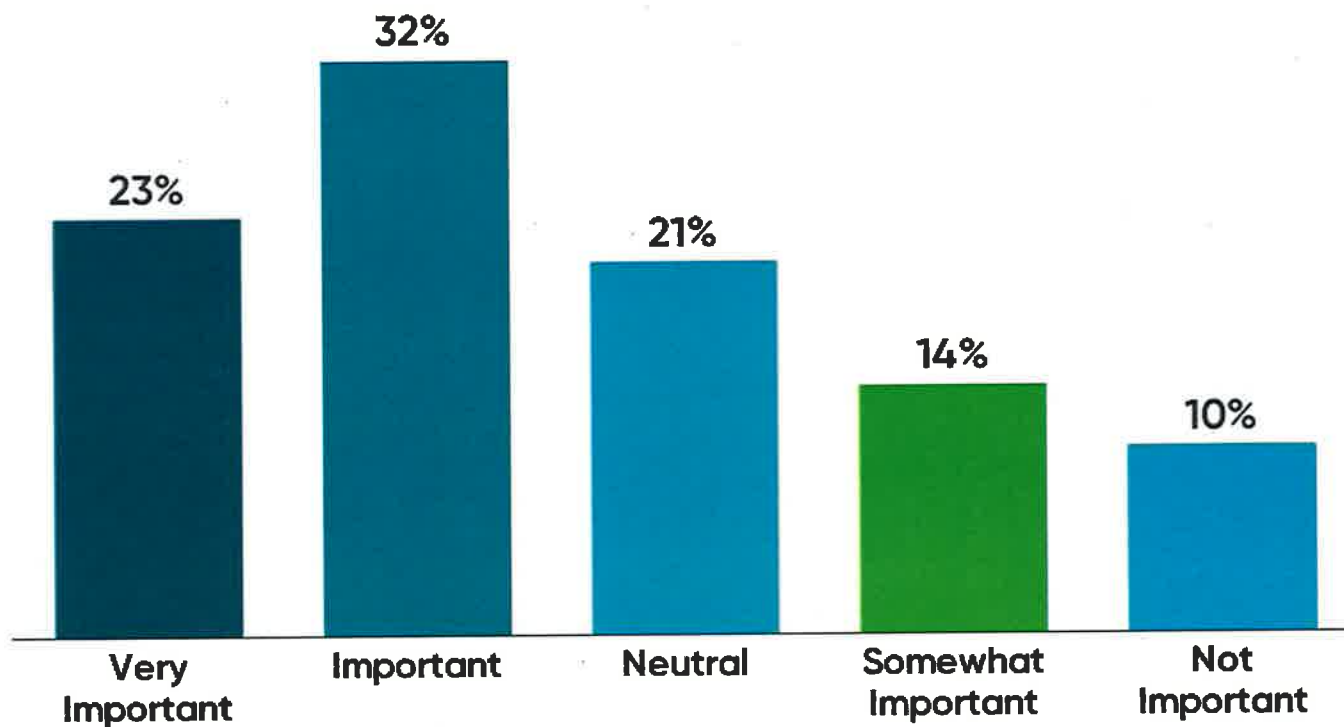
## Convene citizens to determine density policy (Joanne T.):

Mentimeter

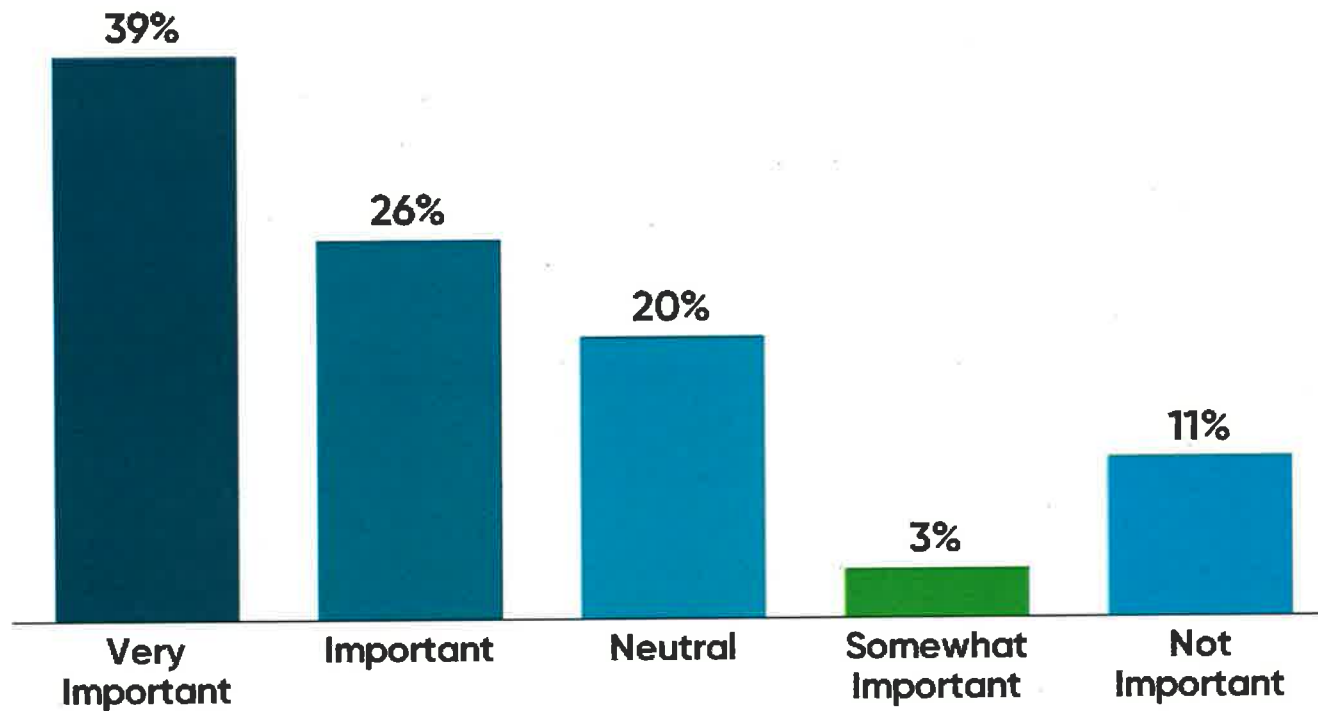


## Consult with community associations on developing action plans and budgets urgently (Dave D.):

Mentimeter

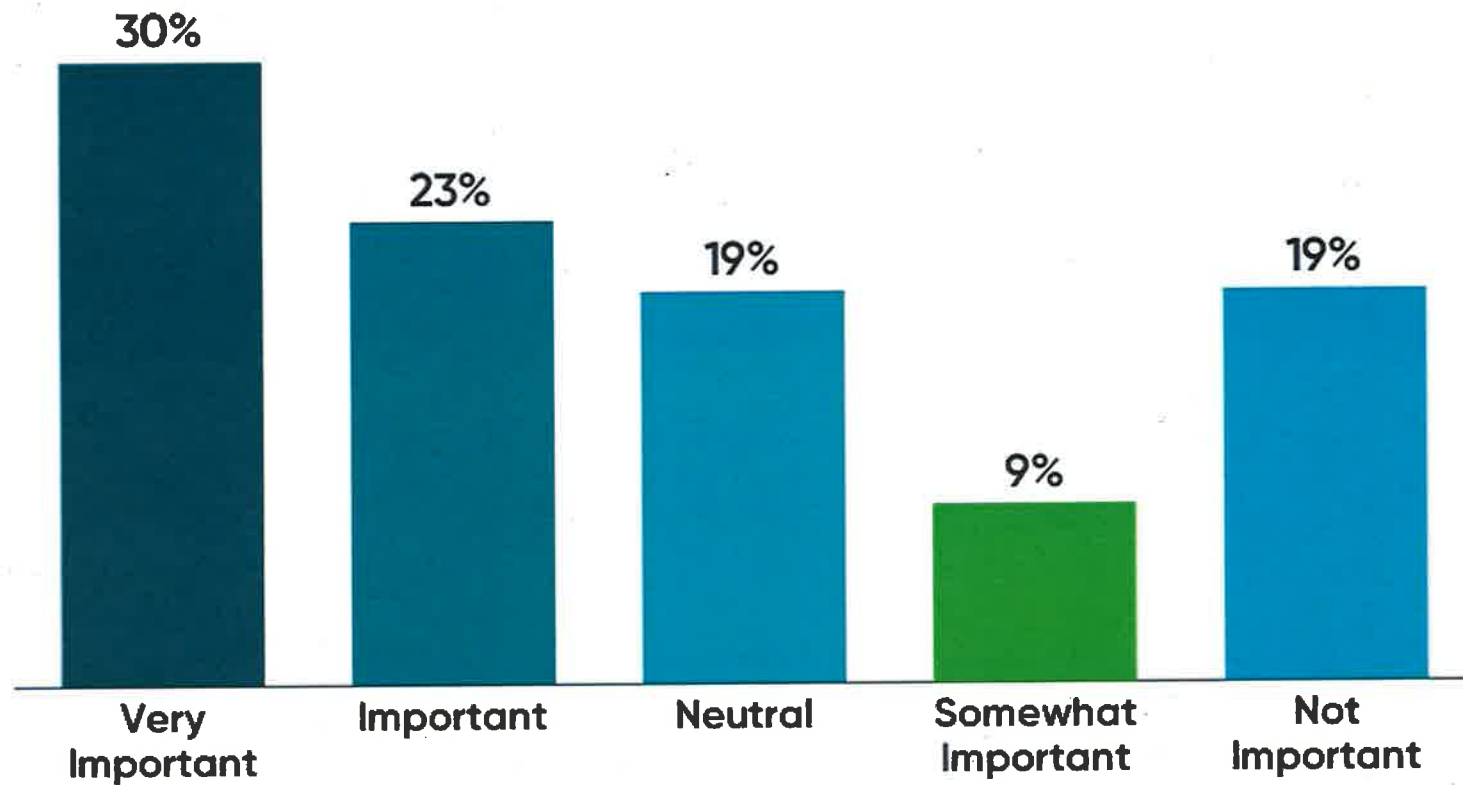


Comprehensive amendment to zoning bylaw in 2019 to permit all of these housing forms as of right without need for rezone a dev't permit (Mark H.):



## Eliminate parking minimums city wide (Eric D.):

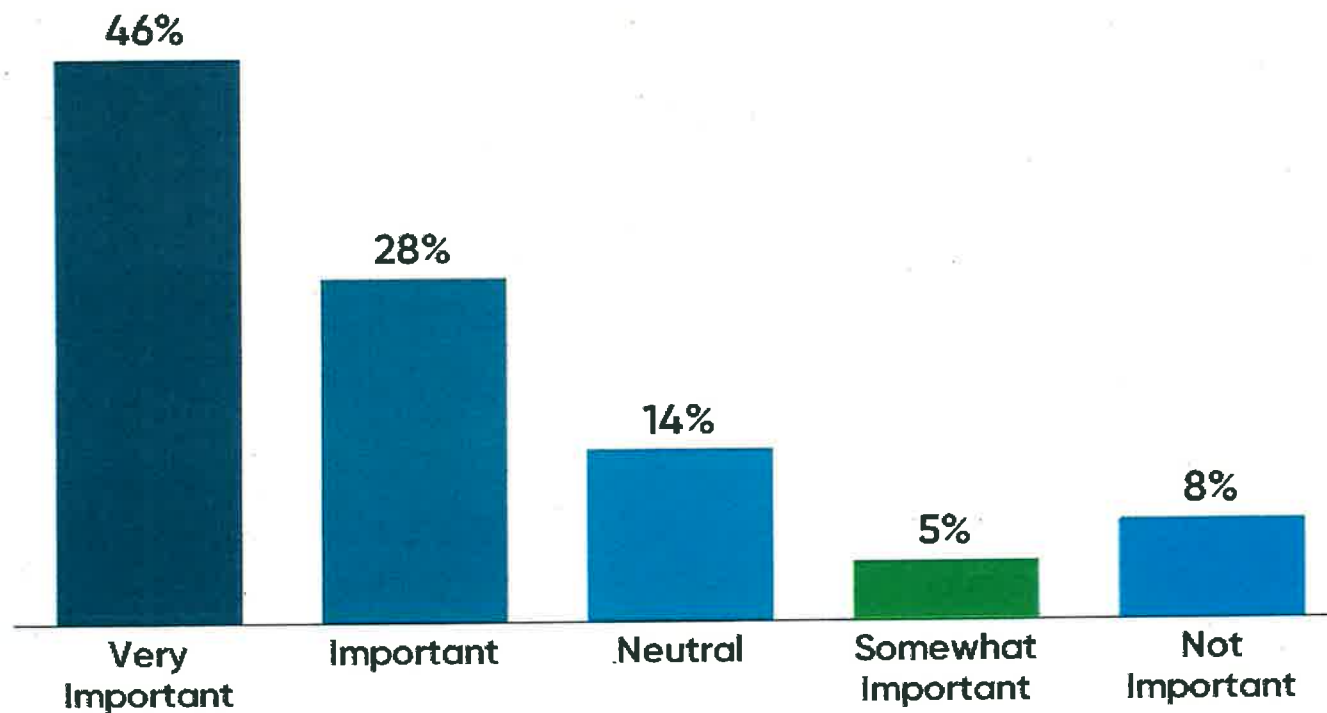
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115

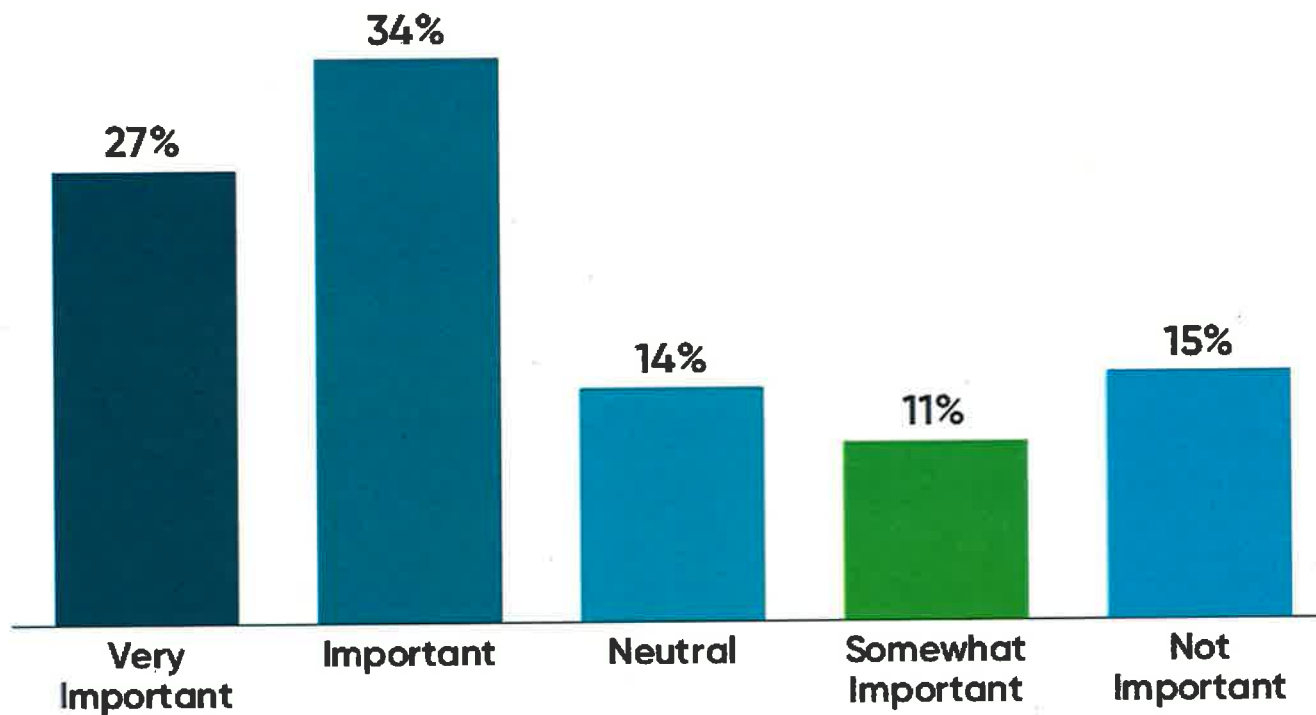


Support access to wellness and health resources by adopting WHO Social Determinants of Health and UN declaration on the Rights of a Child (Mayor):



City needs to develop strategic planning around attraction, retention and integration of immigrants and newcomers; develop labour plan (Jakelina):

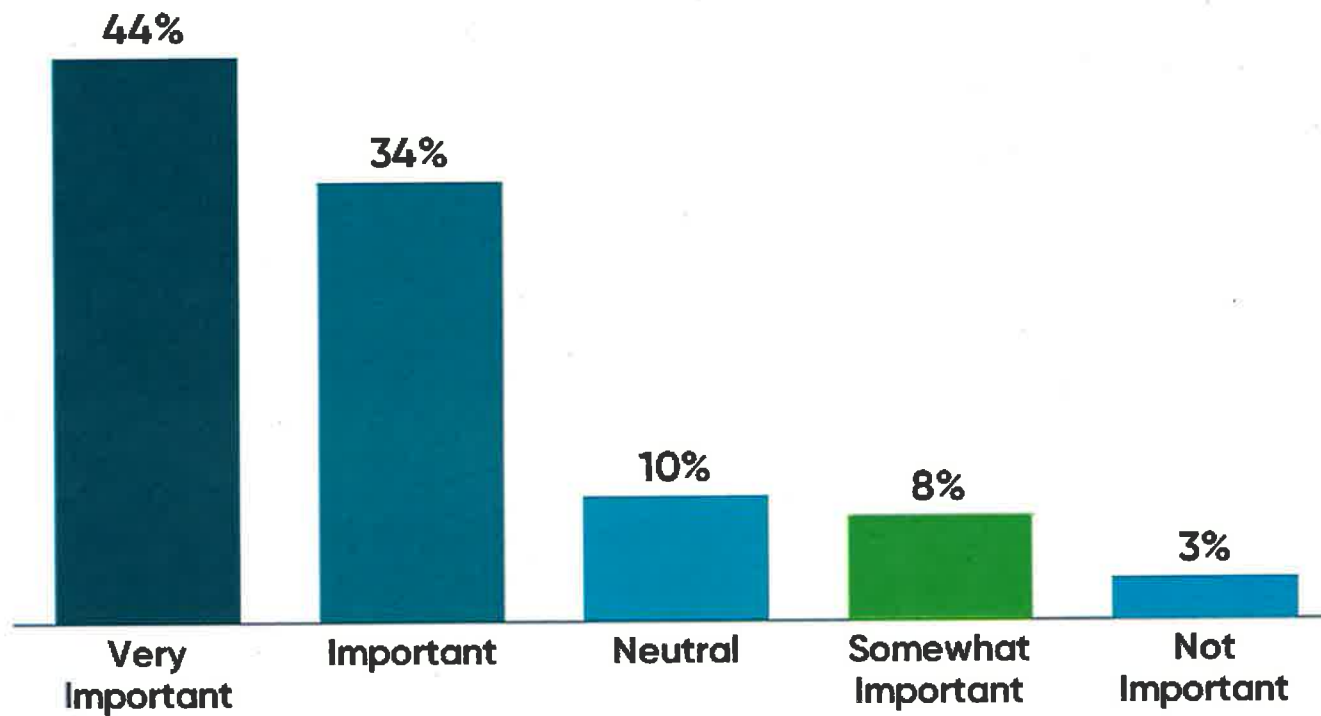
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## Increase education on City programs (Emma-Jane B.):

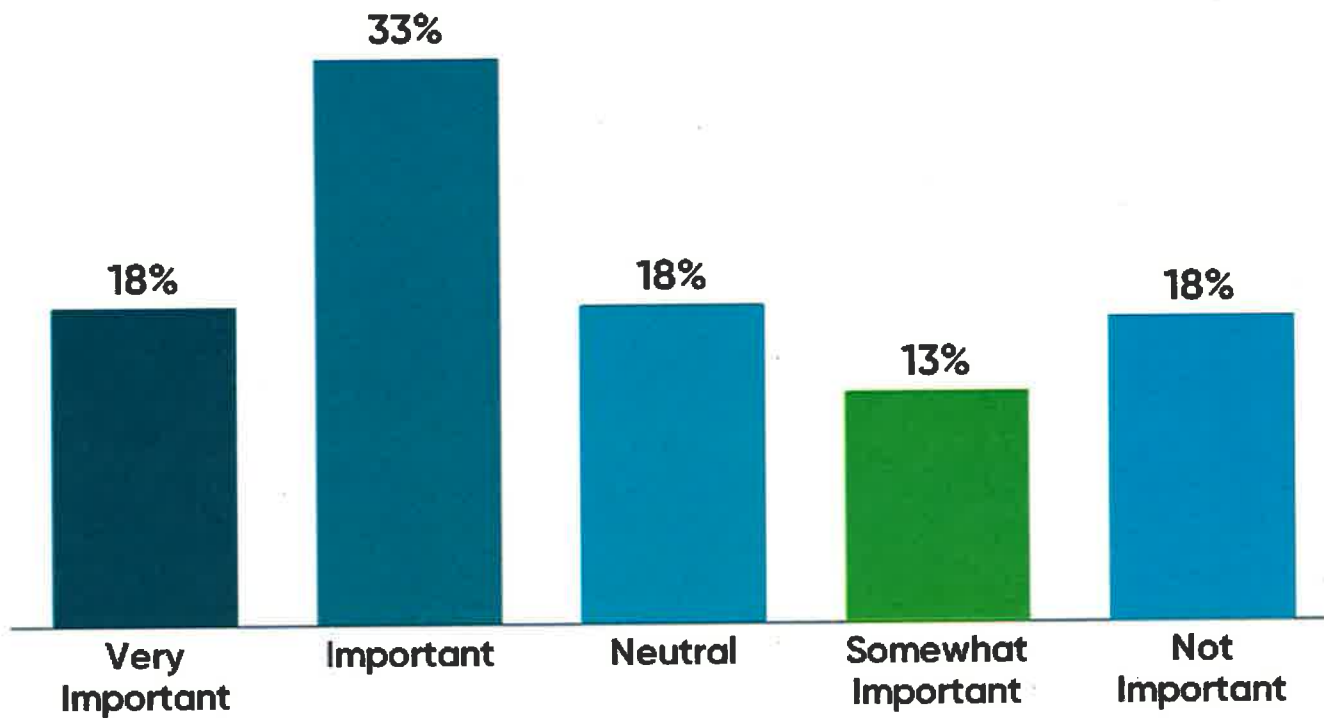
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122

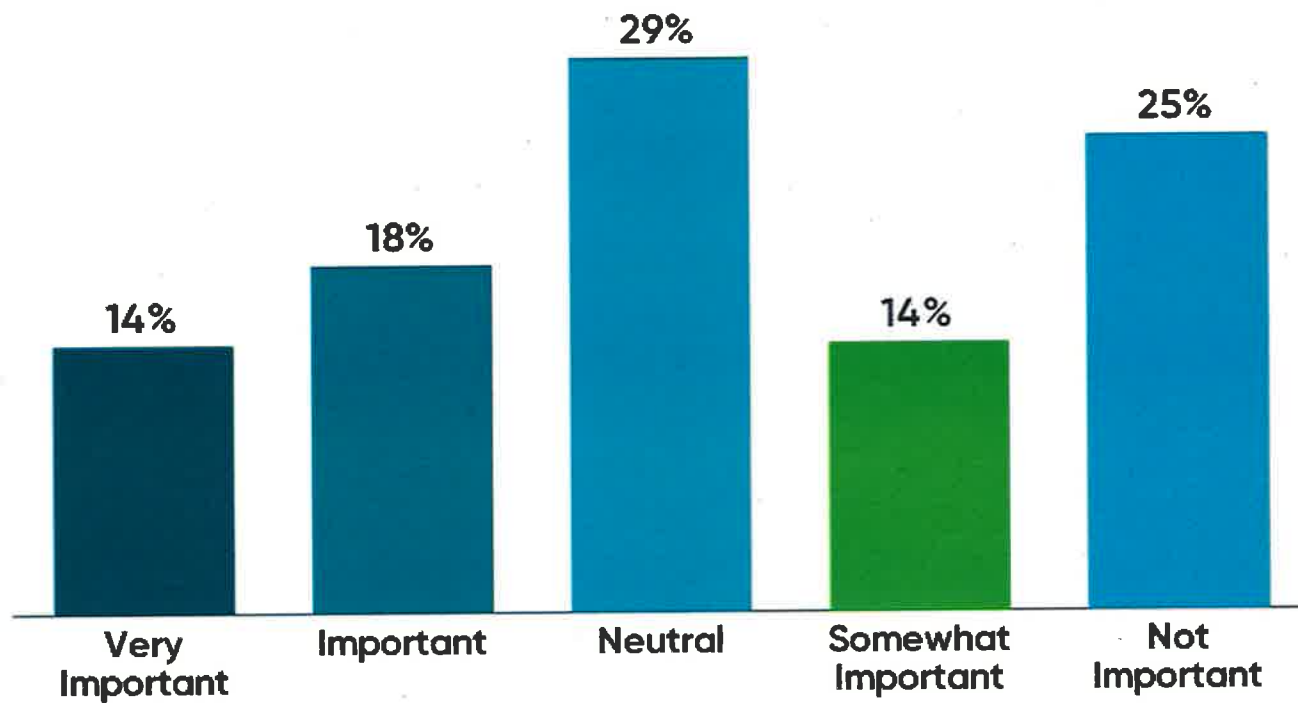
## Implement sliding fee scale or access card 50% off? for cultural events (Alison B.):

Mentimeter

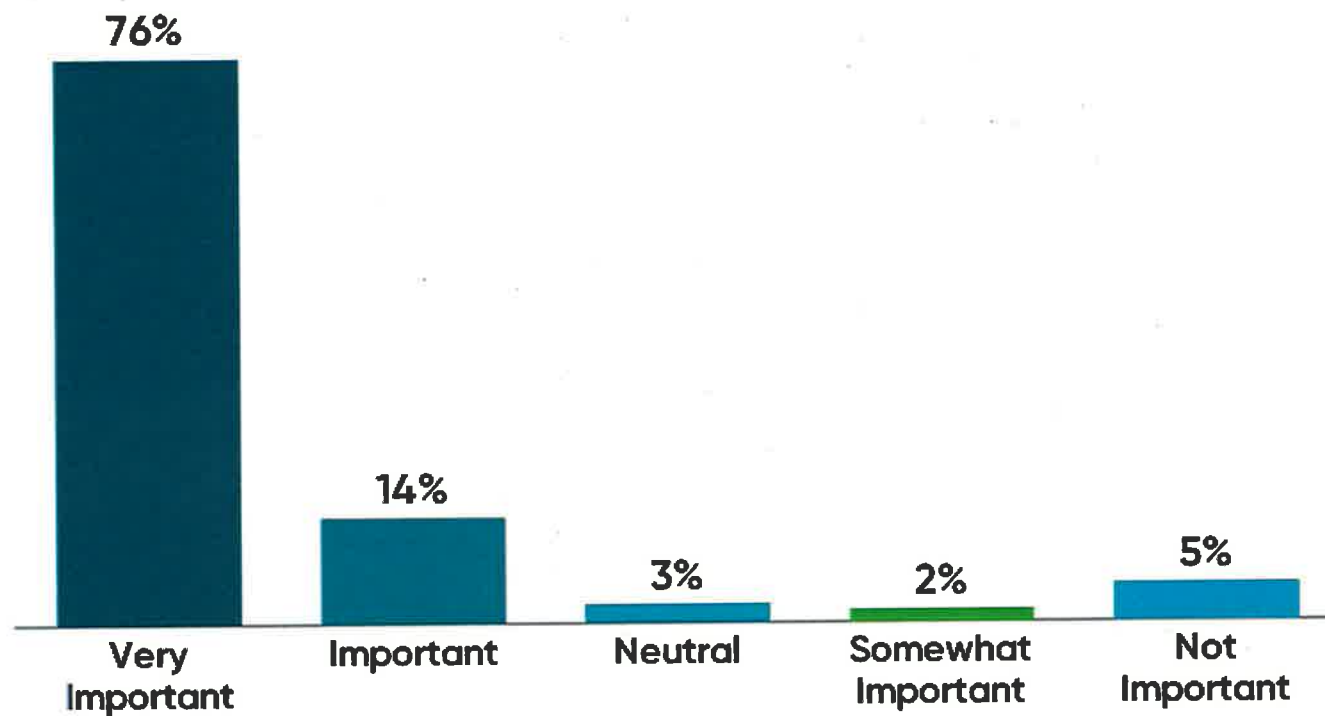


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Create a matchmaking program to pair families of different socio-economic status to exchange value with one another (Lisa A.):

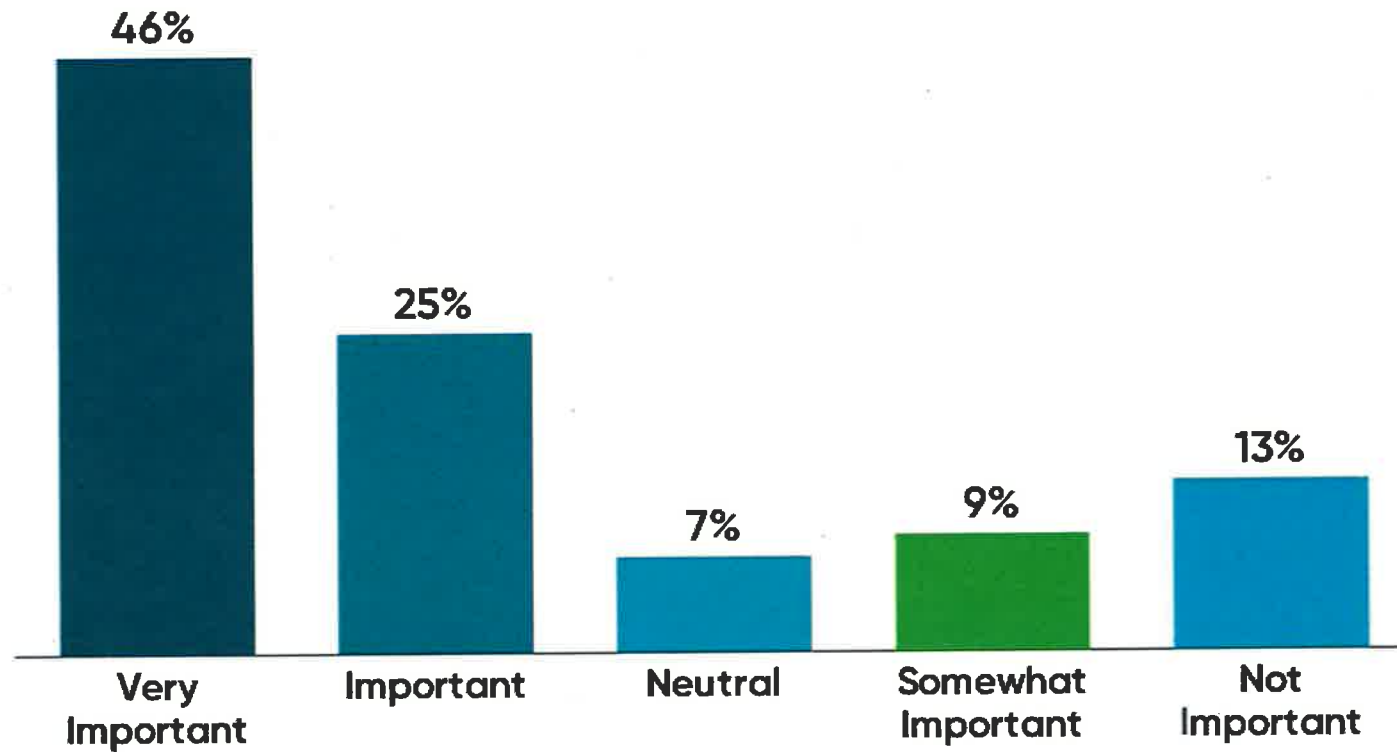


**Move up actions courageously; make 2050 targets become 2030 (Shirley H.):**



Increase awareness and support for indigenous culture, history and viewpoints in everyone's daily life via education (Barb C.):

Mentimeter

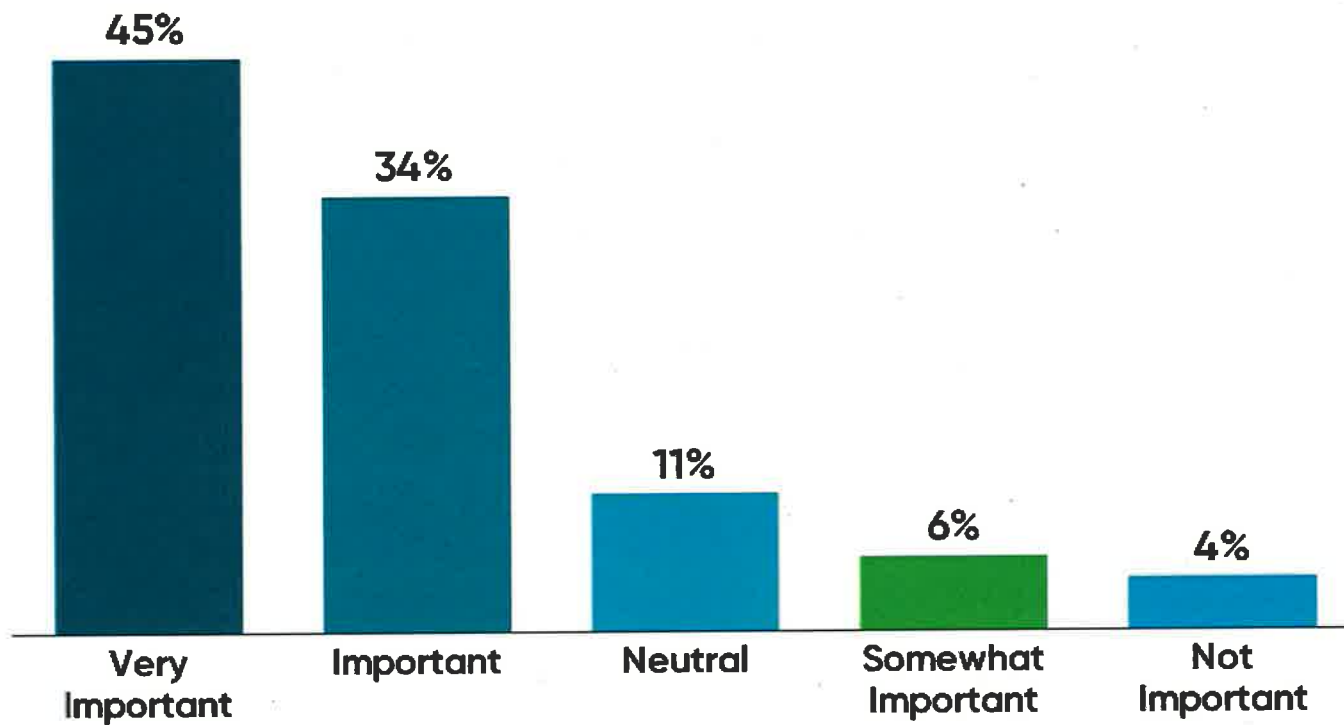


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## Developing community plans that incorporate every demographic within the community (Suzanne L.):

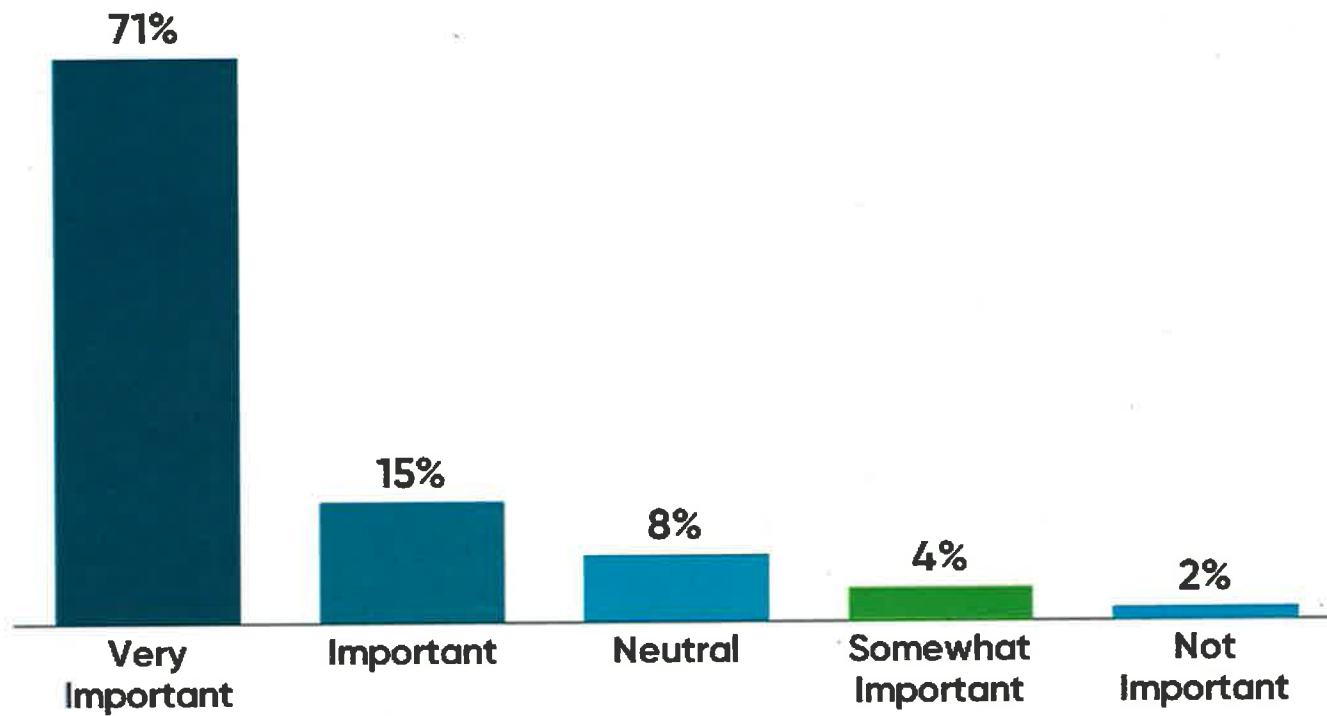
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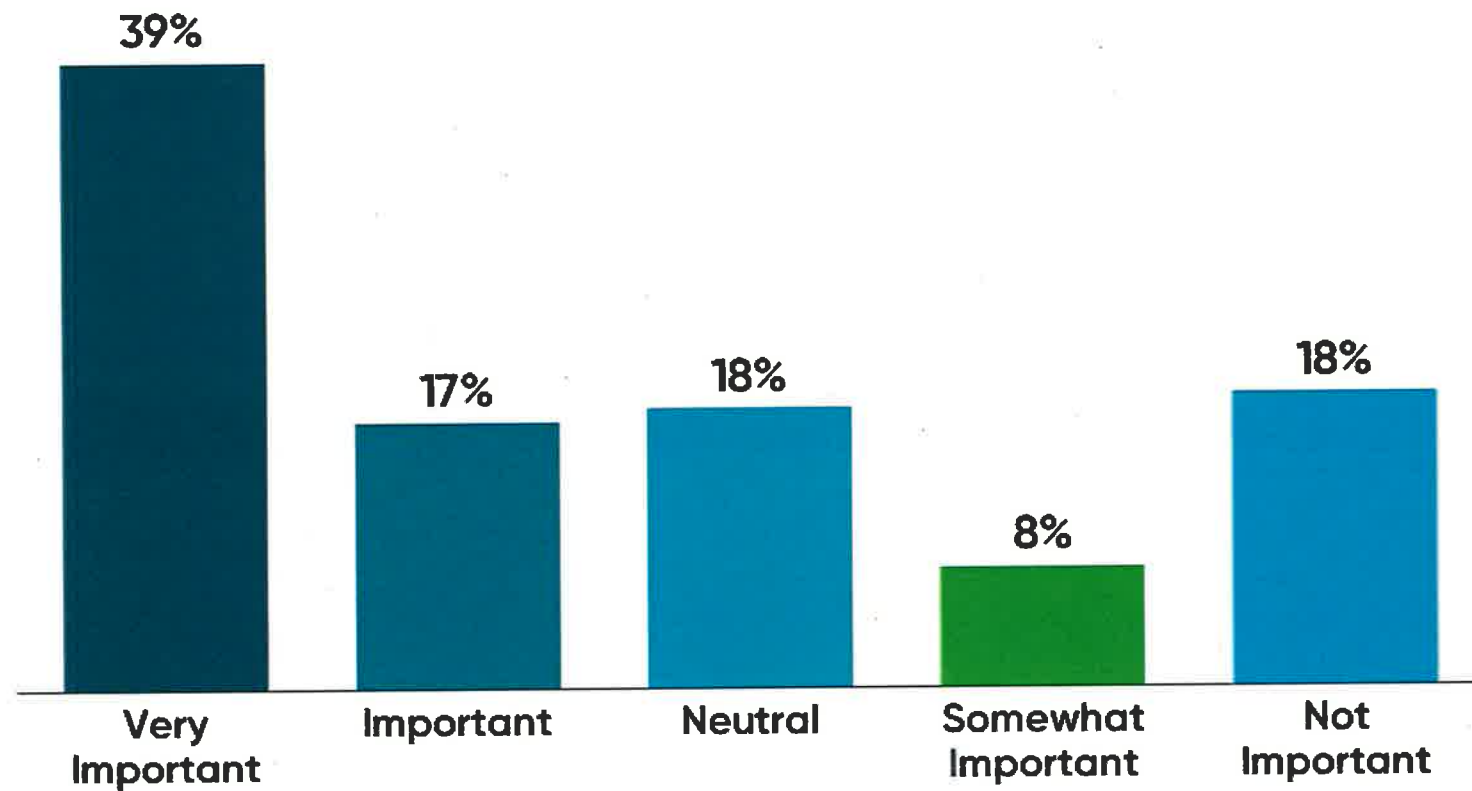
## Improve walkability in all neighbourhoods (Ariel G.):

Mentimeter



## Indigenous representation on Council (Nance T.):

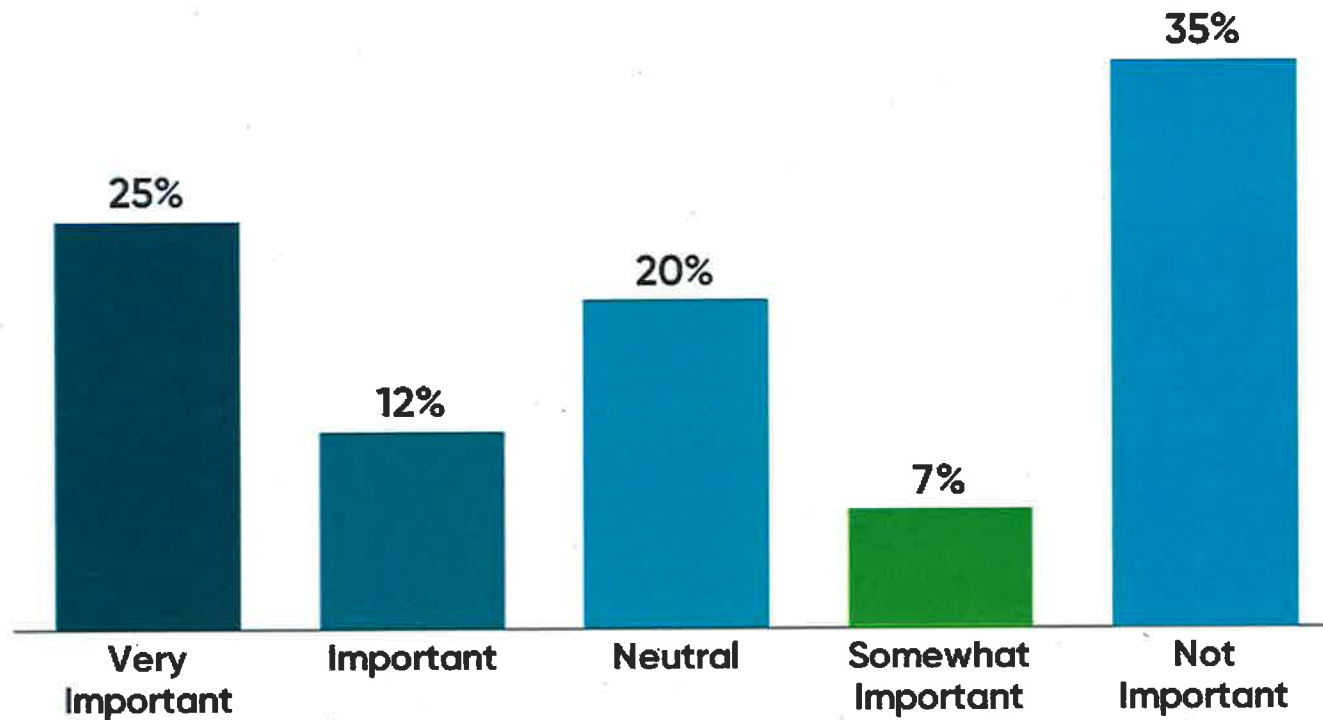
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119

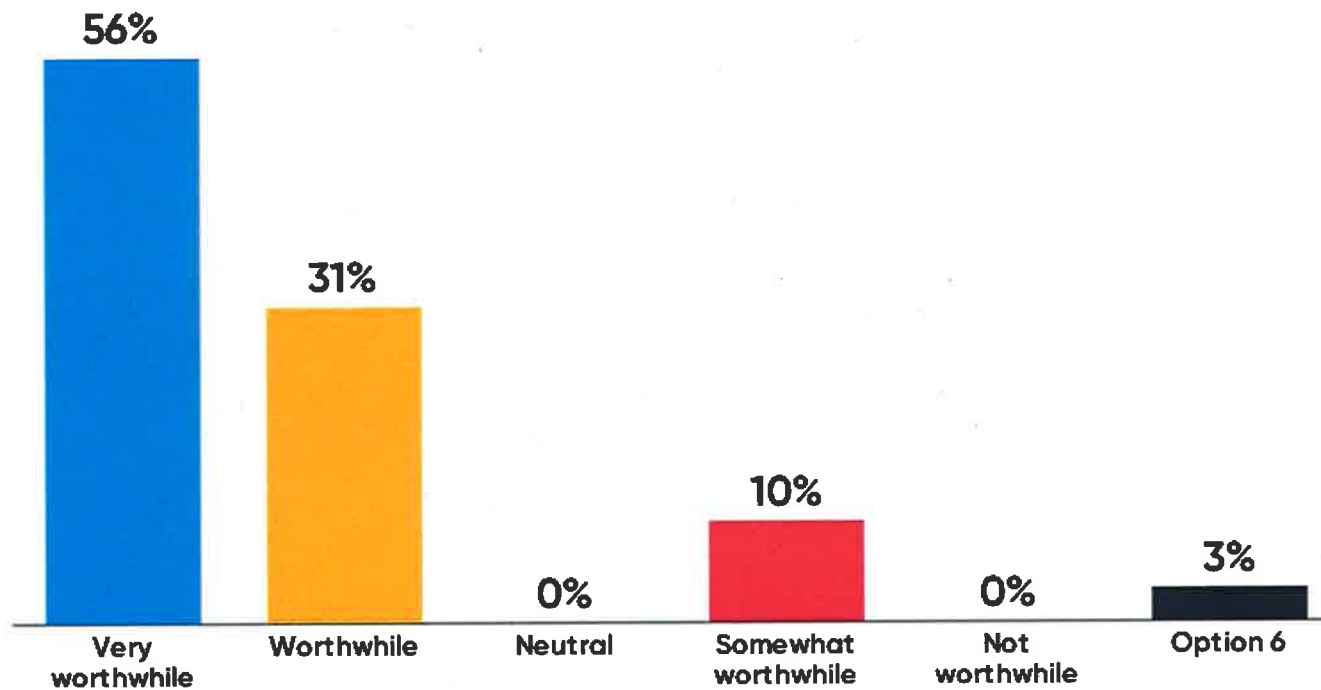
## Pet-friendly strategy with more off-leash options other than fenced-in 'parks' (Marketa L.):

Mentimeter



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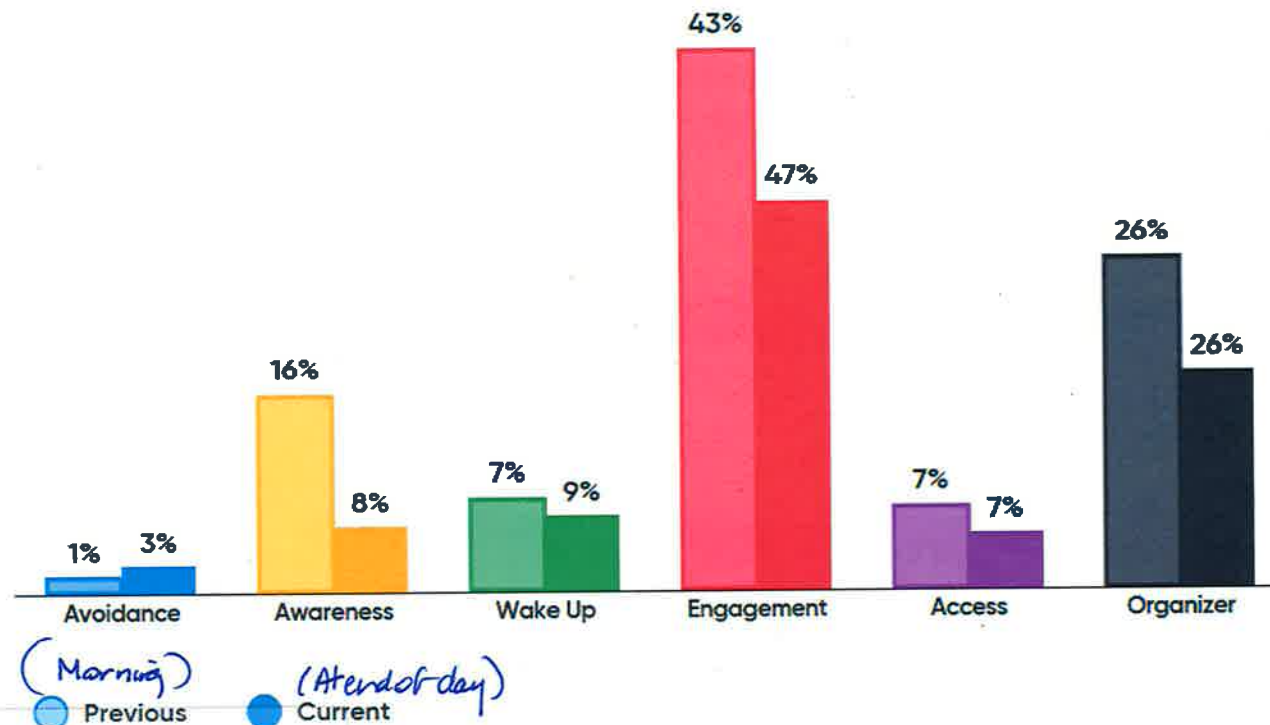
# Do you feel the process you participated in today was worthwhile?



What is ONE WORD that describes how you feel right now?



# Where do you currently see yourself and your role in the community?



Showing trends

Hide trends

Note: Percentages are correct.  
Bar size represents # of people polled ♡  
\*(There were more people polled in the morning compared to the afternoon.)

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## Appendix E: Email Correspondence

**Rob Gordon**

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**From:** Engagement  
**Sent:** January 24, 2019 10:14 AM  
**To:** Michelle Harris  
**Subject:** FW: Comments on Draft Strategic Plan--please enter into the public record for your consideration

---

**From:** Ben Isitt (Councillor)  
**Sent:** January 21, 2019 11:09 AM  
**To:** **Personal info** Engagement <engage@victoria.ca>  
**Subject:** Re: Comments on Draft Strategic Plan--please enter into the public record for your consideration

Thank you for sending this, **Personal info**

I am copying staff in the city's Engagement division, to ensure your comments are included with other public feedback.

All the best,

Ben

Ben Isitt  
Victoria City Councillor and CRD Director  
Email: [bisitt@victoria.ca](mailto:bisitt@victoria.ca) | Tel. 250.882.9302

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**From:** **Personal info**  
**Sent:** January 18, 2019 1:56:01 PM  
**To:** Ben Isitt (Councillor)  
**Subject:** Fwd: Comments on Draft Strategic Plan--please enter into the public record for your consideration

Dear Councillor Isitt,

Please see my comments below on the Strategic Plan regarding the E&N. Could you enter them as part of the public record and consider them in your deliberations?

Yours truly,

**Personal info**

## Rob Gordon

---

**From:** Ben Isitt (Councillor)  
**Sent:** January 16, 2019 12:20 PM  
**To:** Engagement  
**Subject:** Budget/Strat plan input from a resident #2

for inclusion with public input on Budget 2019 / Strategic Plan

On Wed, Jan 16, 2019 at 2:22 AM **Personal info**

wrote:

Although we are residents of Oak Bay, we pay taxes on 3 properties in Victoria. I believe that validates this following input.

I hope it is not too late to submit input for your Jan. 16, 2019 meeting .

We are currently in **Personal info**

I looked over the list of budget priorities and these additions came to mind. More input may come tomorrow. I will send this off to you tonight.

### Protection of endangered Garry Oak Ecosystems

Could you kindly include protecting the endangered Garry Oak ecosystems from leash free dogs. I note there are an increase of leash free areas and I hope they are not in endangered Garry Oak ecosystems. There is less than 1 % of the original Garry Oak ecosystems remaining. These precious Garry Oak ecosystems were properly stewarded by our ancestors for the past 800 years.

The Garry Oak ecosystems have diminished mostly in the past 2 generations because of the burgeoning dog population.

I do not believe that all areas in the the public parks can be home to both Garry Oak ecosystems and dogs, on leash or off leash. There should be contained separated areas that are dog free zones as well as contained leash free zones. The 2 are not compatible in the same area.

Toronto is one of several cities that have transformed empty school play grounds after school hours and weekends to include areas that are contained leash free zones with special ground material to absorb the dog feces and urine. Could Victoria also follow this model instead of allowing dogs to run in parks that have endangered plant species as Garry Oak meadows.

I recommend bylaws about numbers of dogs allowed in parks on or off leash to 2 dogs per owner or dog walker. I see dog walkers with 6 or more dogs on or off leash that are crashing through endangered Garry Oak ecosystems. The number of ground nesting song birds has diminished to almost zero in some parks. The sound of song birds has been replaced by dogs crashing through the bushes.

It may take courage and strong intention to protect natural and landscaped areas from devastation by dogs as there are many dog owners who feel that dogs are entitled to run freely in parks.

I can provide examples of 'no dog' signs at nature preserve parks and green city centers. One example of No Dogs or Dogs on Leash at all times is in Ganges, Saltspring Island that demonstrate preservation of nature sanctuaries as Ruckland Park and the city center.... as a priority over dogs thrashing through and destroying the endangered ecosystems. Stiff financial penalties are enforced.

Could dog owners be taxed higher than non dog owners, considering the huge amount of tax payers money needed to haul away dog excrement from the garbage cans as well as the glut of plastic bags containing dog excrement? This takes huge management and expense at the city dumps.

I wish to support Jacques Sirois' effort to recreate Southern Vancouver island coasts as marine bird sanctuaries.

Eliminate plastic and sterofom service utensils from hotels and restuarants

Lets get back to paper or better yet, washable service utensils.

Eliminate plastic straws . Keep up the work to eliminate single use plastic straws and bags. Lets carry our own fabric bags to the stores and markets.

Support glass bottles instead of plastic bottles for all bevereges.. and encourage carrying home thermoses on a daily basis..

Eliminate excess bubble dome plastic packaging in food stores and for all merchandise

Eliminate plastic wrap at floral shops. Brown paper is attractive on floral arrangements.

Stronger pesticide restrictions and enforcement..... provide education for alternatives to Roundup.. eg vinegar

Support organic farming, community gardens and home organic gardens.

Grow crops that purify the soil from previously used pesticides. I can provide more information if required.

Please continue to maitain Victoria as a GMO free zone and support local organic farmers markets.

Support education on using organic home/ kitchen vegge food waste to nourish the soil. I can provide ideas if required that prevent rats and flies.

Agricultural land is being used for growing marijuana which formerly grew vegetables, Restrict marijuana grow ops. Preserve agricultural land for organic food farms

### **Prevention and Rehabilitation through Transcendental Meditation**

Include Transcendental Meditation ( TM) programs for both prevention of substance abuse and supporting persons with addictions tor successful rehabilitation from substance abuse.

Extensive published research supports that persons who practice TM enjoy increased brain coherence, creativity, personal development, improved well being and reduced stress, resulting in reduced substance abuse . I can send web sites.. TM, as used prevention and rehabilitation programs, is well known to be effective and reduce the cost of the current rehab programs and cost of treatments, and reduce the epidemic of drug use and deaths.

As well , large group practice of TM results in creating coherence in the collective consciousness and alignment with Natural Law.. qualities that support progressive and harmonious community life.

**Please do not support pot smoking at public lounges and at the colleges and universities.** Since the legalization of marijuana, the youth think it is ok to smoke pot. Mothers are frustrated to guide their children as their peers are smoking marijuana. There is published research and books that smoking or injesting marijauna results in cognitive decline, especially among teenage boys . Marijuana impairs developing brains. Fortunately the research also indicates when the teenagers stopped smoking marijuana, cognitive abilities improved. Use of alcohol and marijuana can damage brain cells. Substances as marijuana and

alcohol can create functional holes in the brain. Fortunately Transcendental Meditation can repair these functional holes.

Alcohol can be eliminated from the physiology in 24 hours. Marijuana remains in the physiology for at least 15 days.

If you wish, I can send you substantiating research. Certainly we do not want the prisons to be filled with marijuana users. However, education of the harmful effects to brains and physiology should be included with the legalization and complex administration required.

install more charging stations to encourage electric vehicles..

Eliminate diesel powered public and private transport for all vehicles. Eliminating diesel will reduce carbon emission and possibly reduce respiratory illness which will reduce health care costs. The old diesel powered Victoria tour buses leave us gasping for fresh air as they pass by. It is time for them to be replaced.

protect the trees from developers

How do we keep the small town feeling and charm in Victoria? by respecting neighborhoods and do not over develop and demolish buildings with character.

How can Victoria support affordable homes and keep the remaining green space land from development? Creative solutions are required.

Avoid noise pollution

Can we eliminate gas powered leaf blowers and require mufflers on electric leaf blowers? I enjoy the sound of a hand rake.

Is there an alternative to weed whackers that is quiet?

Eliminate rental restrictions from condos.. or at least allow a percentage of rentals in every condo or town home building.

The theory that only resident owners are active on strata is bogus.. demonstrated by my husband and I who manage a condo building as strata council vice president and secretary

Personal info

Civic festival encouragement

I miss La Luna, the beautiful lantern festival in Beacon Hill Park.

Please financially support Frances Litman in her Creatively United Earth Day Festivals so she can continue these public entertainment and environmental education awareness festivals more easily with city support. Can the City of Victoria hire Frances to create her creative arts and environmental awareness festivals?

Thank you for this opportunity for this stream of consciousness input. I hope it is helpful.  
with sincere appreciation to you and your supportive colleagues,

Personal info



## Rob Gordon

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**From:** Engagement  
**Sent:** January 24, 2019 10:14 AM  
**To:** Michelle Harris  
**Subject:** FW: Comments on Draft Strategic Plan--please enter into the public record for your consideration

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**From:** Ben Isitt (Councillor)  
**Sent:** January 21, 2019 11:09 AM  
**To:** **Personal info** Engagement <engage@victoria.ca>  
**Subject:** Re: Comments on Draft Strategic Plan--please enter into the public record for your consideration

Thank you for sending this, **Personal info**

I am copying staff in the city's Engagement division, to ensure your comments are included with other public feedback.

All the best,

Ben

Ben Isitt  
Victoria City Councillor and CRD Director  
Email. [bisitt@victoria.ca](mailto:bisitt@victoria.ca) | Tel. 250.882.9302

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**From:** **Personal info**  
**Sent:** January 18, 2019 1:56:01 PM  
**To:** Ben Isitt (Councillor)  
**Subject:** Fwd: Comments on Draft Strategic Plan--please enter into the public record for your consideration

Dear Councillor Isitt,

Please see my comments below on the Strategic Plan regarding the E&N. Could you enter them as part of the public record and consider them in your deliberations?

Yours truly,

**Personal info**

----- Forwarded message -----

From: Personal info

Date: Fri, Jan 18, 2019 at 4:54 PM

Subject: Comments on Draft Strategic Plan--please enter into the public record for your consideration

To: Lisa Helps (Mayor) <[mayor@victoria.ca](mailto:mayor@victoria.ca)>

Dear Mayor Helps,

I am a former Victoria resident (UVic Class of 1984) with plans to retire there in the next few years. I work as a business media editor/writer, covering communications/technology, finance, marketing, and transportation. I am also a long-time transportation advocate including having Personal info

and supported downtown streetcar and LRT plans and the SaveRail Coalition in 2002 when the E&N was threatened with abandonment.

I would like to provide comments to the draft 2019 – 2022 Draft Strategic Plan and wish for them to be entered into the public record in view of my not being able to attend Saturday's **Strategic Plan Engagement Summit**.

**My comments address Strategic Objective #7: Sustainable Transportation, Section 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".**

I applaud and support this Objective as the restoration and revitalization of the E&N is essential if the City and the region and Island is to support a sustainable green economy. To enable the realization of this Objective I would like to offer the following draft amendment as an addition to the existing section to read as follows:

"Designate and protect an easement from Victoria Harbour for a new rail bridge and right of way into the city centre. Study, in partnership with BC Transit and other stakeholders, hybrid commuter rail/rapid transit TramTrain."

Here is the background and rationale:

--The planned Victoria Harbour terminus would work for intercity rail, but only in the interim for commuter rail and only provided there is bus and water transit (to the Legislative Precinct) access. But long-term it is not competitively sustainable for commuter rail because of lengthy and inconvenient transfers. Even when the E&N was still at the more convenient Store Street location it lost the 2002 *Commuter Challenge*.

Commuter rail requires downtown access to be successful, particularly in smaller markets like the CRD. Commuter rail in the similarly-sized city of Burlington, Vermont (The Champlain Flyer) failed in part because its station is at the foot of a steep hill from the city centre.

--Designating and protecting a suitable easement protects the option of bringing commuter rail and also LRT over the E&N into the downtown i.e. future-proofing. *Once lost it will be impossible to provide direct service.*

--TramTrain is hybrid commuter rail/rapid transit that permit trainsets to operate both on existing railway tracks and on-street to supply direct no-transfer access to city centres. It combines the advantages of commuter rail and LRT, including the ability to draw motorists and attract sustainable transit-oriented development.

TramTrains are popular in Europe with applications in the USA, notably Capital Metrorail (Austin, Texas) and the RiverLINE (NJ Transit). I am firsthand familiar with the RiverLINE through having ridden it often while living in Bordentown, New Jersey in 2017-2018.

--TramTrains can be electric, diesel, and alternatively-powered with green energy. They may not need the costly installation of unsightly overhead wires in the city centre.

--TramTrains can permit high-quality (every 12 minute/15-minute service in each direction) on a signalled single-track right of way with passing sidings: which could be implemented at a fraction of the capital cost of LRT over the Highway 1 corridor (estimated at \$950 million) *even with a new bridge.*

Ottawa, Ontario's Trillium Line offers a template as it operates on that frequency also on a signalled single-tracked/passing siding railway line also formerly owned by the Canadian Pacific Railway (that too once had a daily CPR/late VIA Budd RDC-equipped passenger train).

The Trillium Line features a single-tracked bridge over the Rideau River and tunnel under Dow's Lake. There had been plans for a North-South LRT on the same alignment, but they were scrapped. Ottawa is about to open an east-west LRT.

--TramTrains have the versatility to provide Victoria-Langford rapid transit and Island-wide commuter and intercity rail. The RiverLINE operates over 55 km from Trenton to Camden with plans to extend it south to Glassboro, providing local and intercity service every 15 minutes each way in the peak periods and every 30 minutes in the off-peak.

--Evolving best practices combined with recent regulatory changes and waivers in the U.S. (Canada tends to follow U.S. practices) now permits lightweight TramTrain trainsets to be used in mixed traffic with conventional freight and passenger trains.

--While the E&N corridor for LRT and limited E&N commuter rail has been examined, TramTrain under the above parameters *has not been studied*.

Yours truly,

Personal info

## Rob Gordon

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**From:** Ben Isitt (Councillor)  
**Sent:** January 16, 2019 8:31 PM  
**To:** Engagement; Fraser Work  
**Subject:** Re: Traffic safety at Denman and Fernwood

FYI - public input on budget / strategic plan that I received from a resident

On Wed, Jan 16, 2019 at 8:00 PM [Personal info](#) wrote:

I still believe that the corner of Denman and Fernwood is a troublesome intersection that I know eventually will cause a fatal accident.

The amount of honking and near misses that happens everyday is unnerving at times.  
I am home looking after my [Personal info](#)

The traffic has increased so much on Fernwood. Drivers do not drive the 30km that is expected.

I still believe that there either needs a 4 way stop put in place or a speed bump on the upper side of Fernwood about 30feet from this intersection that will slow drivers down before the intersection.

This is clearly an awkward intersection.

I hope that the council will find funds to do something about it.

Regards,  
[Personal info](#)

## Rob Gordon

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**From:** Personal info  
**Sent:** December 26, 2018 2:50 PM  
**To:** Engagement  
**Subject:** To Mayor and Council

**Categories:** Mayor and Council

Dear Mayor and Council,

As a resident of far flung Sooke I am interested in your plan to introduce Sunday parking fee. You might be surprised to learn that I am not against the idea of the charge, but I do wonder about where the money goes. If I want to take the bus into Victoria on a Sunday, I have a 2.2 km walk and then service about every 90 minutes and that involves changing buses and it takes one hour and 15 minutes.

So maybe if you want to encourage more use of transit, encourage a better system, rather than punish us that have few choices.

Cheers  
Personal info

Sent from my Samsung Galaxy smartphone.

## Rob Gordon

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**From:** Engagement  
**Sent:** January 24, 2019 10:14 AM  
**To:** Michelle Harris  
**Subject:** FW: Strategic Plan Feedback  
**Attachments:** City Link Mini-Proposal.pdf

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**From:** Personal info  
**Sent:** January 20, 2019 8:31 PM  
**To:** Engagement <engage@victoria.ca>  
**Subject:** Strategic Plan Feedback

Hi,

I am attaching a PDF of my feedback in regards to your strategic plan. My focus is transportation, specifically rail.

Thank you

Personal info



# CITY-LINK

A MINI PROPOSAL TO THE CITY  
OF VICTORIA AND COMMUNITIES  
ALONG THE E&N CORRIDOR.

PHASE ONE:

VICTORIA TO LANGFORD

BY **Personal info**

January 20, 2019







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## Introduction:



With climate change becoming a major concern for urban areas around the world its important to do our part in minimizing its effects and to set goals, in this case transportation, which is one of the biggest contributor in emitting GHGs. Although this mini proposal focuses on rail. Rail in itself is part of the larger picture, like cycling, transit, walking, etc. This mini-proposal is also response to the NDP's announcement of a lower island transportation strategy.

In keeping with the strategic plan:

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



## The Route: Phase 1

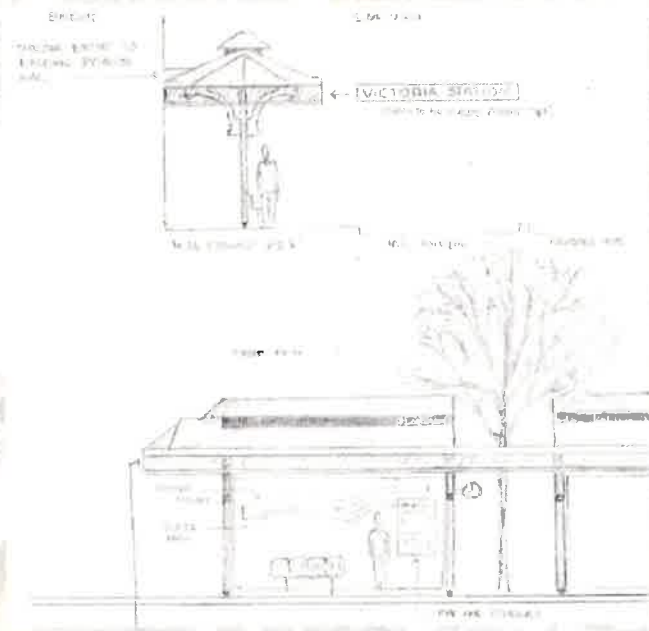
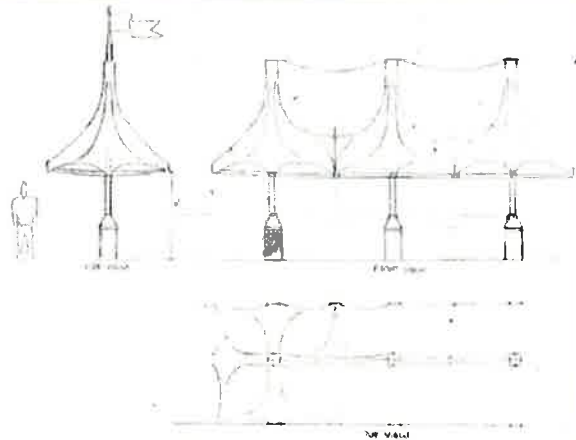
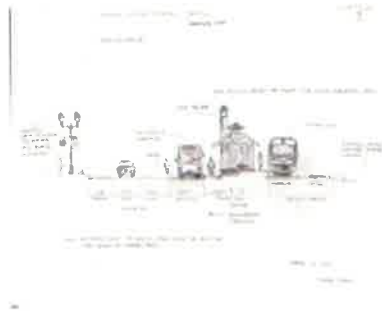




Vic West Station (Option 1):



# Vic West Station Proposal - Kimst Rd Location



**Drawings showing different types of station designs; modern and heritage.**

**From enclosed, semi-enclosed, canopy and hard top.**

**The drawing to the right was used to show what a station on Pandora Ave could look like, when rail did go across the Johnson St Bridge.**





### VicWest Station (Option 2- Near the Mercedes Benz Dealership):



### VICTORIA STATION (VIC WEST) OPTION 1

AARON LYPKIE 2014





Esquimalt (Admirals @ Colville):



ESQUIMALT STATION- ADMIRALS RD





ESQUIMALT STATION SIGN DESIGN





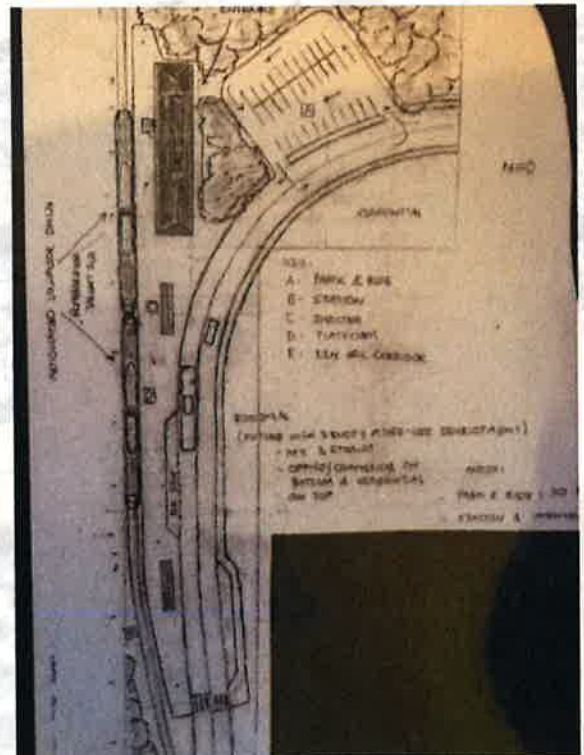
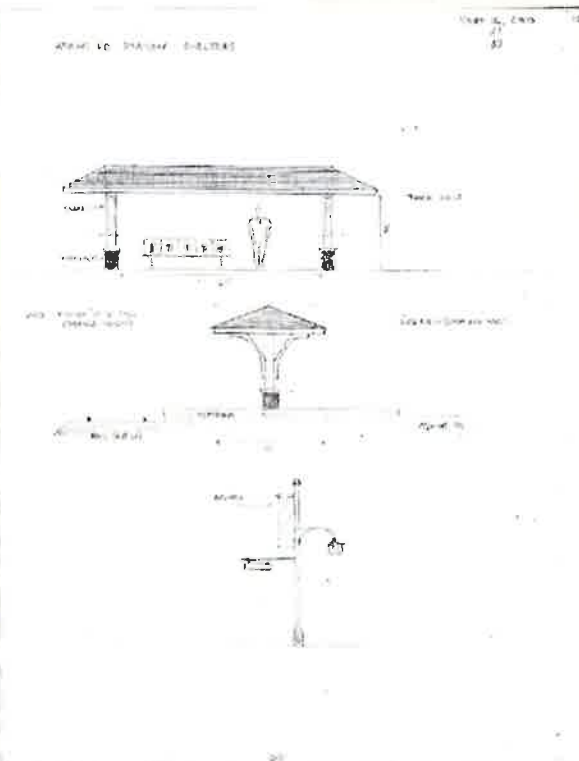
View Royal (Thetis Cove):



**This could be a future station serving a future residential development and as it borders both the reserves of the Esquimalt and Songhees First Nations, a partnership could be pursued in which the station is run by them on behalf of the CRD.**

**This would be one of two stations with two tracks, with the other being at the terminus in Victoria.**

# View Royal (Atkins Rd):







ATKINS RD STATION



ATKINS RD STATION



ATKINS RD STATION SITE MAP



ATKINS RD STATION WITH E&N TRAIL

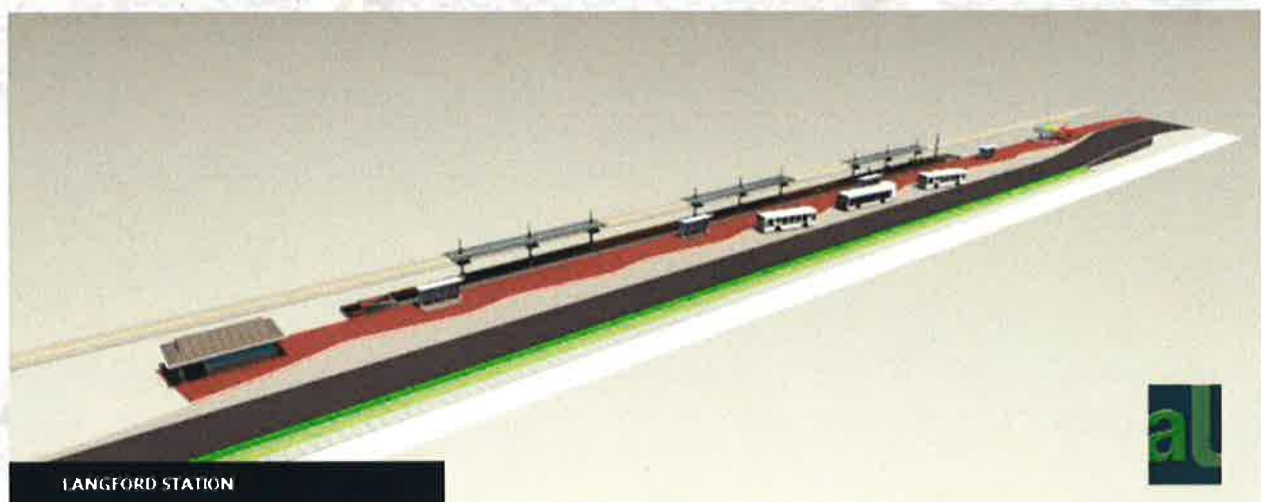




Langford (Station Ave Transit Exchange):







## Langford (Westhills):



**These pictures show the future site of a potential station at Westhills. This is based on email conversations with Westhills and the City of Langford Engineering Dept.**







WESTHILLS STATION



WESTHILLS STATION

# **Comparative Finance and Governance for Commuter Train Service Langford to Vlc West** October 2012



Westhills did release a rendering of a potential design in 2008. Below is that rendering taken from the City of Langford website.



## Maintenance Facility:





## Conclusion and Contact Info:

While several studies have been done on cost over the years and another review of them may be helpful in determining the best course of action, it is important to note that more delay only hinders any efforts in revitalizing the E&N Railway corridor.

With the advent of the NDP's announcement of a lower island transportation strategy which includes communities as far north as Duncan. A commuter rail service which includes the Cowichan Valley should be looked at.

If you have any questions regarding my renderings and drawings in this proposal, please contact me at the following email.

Thank you for your time.

Sincerely

Personal info

## 2019-2020 Strategic Plan Engagement Summit

### Health, Well-Being and a Welcoming City

We want a healthy population in a healthy city within a healthy CRD. To achieve this we need to be sure in our policies and language that we stop equating “medical” and “health.” We need to focus on the promotion of wellness based on the World Health Organization’s Social Determinants of Health:

- Clean air - we are so fortunate to benefit from the clean air from the Pacific Ocean but need to do much more to reduce emissions, maybe significant fines for idling engines including those used or owned by the City, some ‘parking for low or no emission vehicles’ blocks at 25% the cost of other areas
- Clean water – making progress but we need to ban bottled water and all microplastics. We also need to significantly reduce the waste of water, encouraging planting low water-use plants, accepting that grass naturally browns in the summer, set guidelines for everything from restricting water-greedy bathroom and kitchen fixtures to restrictions on in-unit washers, driers and dish washers.
- Nutritious food - encourage boulevard gardening, maybe an annual prize in each neighbourhood?
- Social connections – another good reason for shared use laundry facilities, food exchanges, boulevard veggie gardening etc. Anything that gets people together is a factor in safety and health.
- Safe housing – whatever leads to social connections also supports safety.

By focusing on these determinants of health and the whole range of primary health care resources, including all the professions that focus on health and wellness, such as dietitians, social workers, kinesiologists we can reduce the dependency on very expensive and scarce medical and surgical resources. When medical resources are needed, Nurse Practitioners offer the advantage of being aware of ‘the whole person’ and the community and providing almost the entire range of services provided by Family Physicians.

Can the City respond to opportunities to place Nurse Practitioners in community organizations?  
Can the City support attracting Nurse Practitioners rather than focusing on physicians who are not available and may not be ideal.

Can the City respond to community need for a wide range of health and wellness services for people who have no extended care plans.

**My Goal is that in four years the City of Victoria** will be a well governed, healthy, affordable, diverse community, keeping the best of our traditions and becoming environmentally responsible.