



Committee of the Whole Report For the Meeting of January 25, 2021

To: Committee of the Whole **Date:** January 19, 2021
From: Jocelyn Jenkyns, City Manager
Subject: 2019-2022 Strategic Plan Amendments

RECOMMENDATION

That Council provide direction on Strategic Plan amendments to align with 2021 Financial Plan decisions and anticipated future resource capacity.

EXECUTIVE SUMMARY

On March 14, 2019, Council approved the *2019-2022 Strategic Plan*. The Strategic Plan contains a number of actions under eight objectives and sets the foundation and direction for new priorities outside of maintaining ongoing operations, programs and services. On an annual basis, Council reviews and amends the Strategic Plan based on resources available through the financial planning process to advance new initiatives, with input from staff. The current Strategic Plan is contained in Attachment A.

The following report is being provided to Council to outline proposed amendments to the 2019-2022 Strategic Plan based on 2021 budget deliberations up to January 18, 2021. Over the past year, there have been a range of challenges related to the COVID-19 pandemic which delayed several initiatives. Municipal operations continue to be an essential service as directed by the Province in March of 2020. Measures required to protect employee and public health and safety while ensuring operational continuity, together with unexpected response measures to mitigate community impacts diverted staff focus from new initiatives in certain areas for the majority of 2020.

In advance of the third period Triannual Accountability Report that will be provided to Council in February, Attachment B provides a status report on Strategic Plan actions up to December 31, 2020, including commentary on challenges. Potential amendments are contained in Attachment C for Council information and consideration in red text. The changes summarized into three groups as follows:

1. 2019 and 2020 Action Updates

Based on the status of Strategic Plan initiatives at the end of 2020, updates to the Strategic Plan includes an indication of actions that have been completed or are continuing in 2021.

The 47 actions that have been initiated and are continuing this year include:

#1. Good Governance and Civic Engagement (Page 3)

- Citizens Assembly
- Regional Police Services

- Closed Meeting Disclosure
- Committee Appointment Accountability
- Youth Strategy
- Real Estate Strategy
- Video Submissions (Report to Council in T1 2021)
- Public Hearing Only Council Meetings (Report to Council in T1 2021)
- Lobbyist Registry
- Equity Framework
- Town Halls

#2. Reconciliation and Indigenous Relations (Page 8)

- Reconciliation Dialogues
- Statue Context and Relocation

#3. Affordable Housing (Page 11)

- Rental Only Zoning
- Market Rental Revitalization
- Housing Strategy
- Houseplexes and Townhouses

#4. Prosperity and Economic Inclusion (Page 15)

- NA

#5. Health, Well-Being and a Welcoming City (Page 18)

- Peer Informed Task Force
- Rotating Murals
- Accessible Parking Standards (Report to Council in T1 2021)
- Safe Nightlife Campaign
- Welcoming City Strategy
- Urban Agriculture
- Central Library

#6. Climate Leadership and Environmental Stewardship (Page 23)

- Climate Leadership Plan
- Urban Forest Master Plan
- Tree Preservation Bylaw Review
- Tree Planting events
- Green Shore Practices
- Shoreline and Garry Oak ecosystem protection
- Single Use Items
- Inflow and Infiltration (report back in T1 2021)
- BC Step Code Implementation

#7. Sustainable Transportation (Page 27)

- Floating Car Share Service
- Greenway Improvements
- Cecilia Mid-Block Connector
- Bike Master Plan Implementation

#8. Strong, Liveable Neighbourhoods (Page 31)

- Placemaking Guide and Toolkit
- Municipal Alcohol Policy
- Quadra Village Community Centre
- Local Area Plans
- CALUC Process Review (temporary focus on COVID measures)
- CALUC Resource Review
- Neighbourhood boundaries
- North Park Community Centre
- DRA Meeting Space
- Government Street 'People Priority'

2. Staff Recommendations and Housekeeping Items

Staff have reviewed previous Council direction and resource capacity for 2021 to compile the following listing of potential amendments to the Strategic Plan, including a comments or rationale of why the amendment is being proposed. This table includes a cross reference to the draft revised Strategic Plan in Attachment C.

Subject	Action	Proposed	Comments/Rationale
#1. Good Governance and Civic Engagement			
Measurement and Monitoring	Develop measurement and monitoring process for Strategic Plan Outcomes	Change wording to "Develop a measurement and monitoring process to assess community happiness and well-being"	Funding for this action item was requested in 2019 and 2020 and not approved by Council. Staff suggest a refocusing of this action item to address data gaps related to the collection of disaggregated data for equity framework and plan to request additional funding for this action through the 2022 Financial Planning process. This also impacts ongoing action items #23 and #24 under the objective of Good Governance and Civic Engagement.
Facilitation Training	Offer training to staff, Council members and community leaders in best practices in respectful facilitation; identify challenging topics for engagement in advance and ensure that everyone involved (staff and community leaders) have adequate training to lead engagement	Move from 2020 to 2022	This action item was put on hold due to COVID-19 and is expected to remain on hold until in-person events can occur.
Community Input Gathering	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.	Move from 2020 to 2022	This action item was put on hold due to COVID-19 and is expected to continue to remain on hold until in-person events can occur. Council is the lead to provide direction on this action item.
Council Salary Review	Undertake a Council salary review including a report back on eliminating parking	Move from 2021 to 2022 or remove	Through the 2021 Financial Planning process, staff provided a report that the one-time cost for the salary review would be between \$5,000 - \$20,000

Subject	Action	Proposed	Comments/Rationale
	privileges and including the bus pass program		and was not moved forward for further financial consideration. Staff recommend Council consider either moving to 2022 as a second phase of the governance review or remove from the Strategic Plan.
Staff Salary Review	Undertake a staff salary review	Move from 2021 to 2022	Through the 2021 Financial Planning process, staff provided a report that that the one-time cost for the salary review would be between \$15,000-\$20,000 and was not moved forward for further financial consideration. Staff recommend Council consider moving to 2022 as a salary review for exempt staff has not been conducted for several years and likely required to ensure the City remains competitive with the market for talent.
#2. Indigenous Relations and Reconciliation			
Reconciliation Training	Develop and implement an ongoing, mandatory training program for Council and all City staff, and to have the cognitive portion of the training for all City staff and the experiential portion of the training for those interested participants first	Split action into two as follows: 1. Develop and implement an ongoing, mandatory training program for Council and all City staff, and to have the cognitive portion of the training for all City staff (2019) 2. Deliver the experiential portion of the reconciliation training to those interested participants first (2022)	The City has implemented the first part of this action through ongoing staff enrolment in online Indigenous Cultural Safety Training. Delivery of the experiential portion of the training is on hold due to the pandemic. Staff recommend this part of the action be moved from 2019 to 2022.
Meegan Co-Governance	Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people (2020) Pursue co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people (2021)	Move from a 2020 and 2021 action items to ongoing	These action items are contingent on ongoing conversations with the Songhees and Esquimalt Nations, as well as the establishment of an Indigenous Relations function (following the retaining of a consultant to scope this work in 2021 as moved forward at Council on January 18, 2021). Staff recommend Council consider moving this to an ongoing initiative.
Indigenous Relations Function	Establish an Indigenous Relations function	Move from 2020 to 2021	On January 18, 2021, Council approved \$37,500 one-time funding to hire contracted support to scope this function. the establishment of the function would follow in later years (see below).

Subject	Action	Proposed	Comments/Rationale
Indigenous Elders in Residence	Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations	Move from 2020 to 2021	Staff recommend moving this action item to 2022 to following the appointment of the Indigenous relations function (see above).
#3. Affordable Housing			
Housing Targets	Set targets, define affordable housing, and track and measure the creation of affordable housing units	Spit this action into two as follows: <ol style="list-style-type: none"> 1. Define and set targets for affordable housing (2019) 2. Track and measure the creation of affordable housing units (Ongoing) 	The current action as worded has council responsible to set targets and staff to track. For clarity, staff recommend splitting these out as setting of targets by Council is complete, and the staff tracking and reporting is part of regular ongoing operations.
Housing Strategy	<p>Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month</p> <p>Consider a grant program for secondary suites including those that are accessible and serve an aging population</p> <p>Examine a grant program to incentivize the creation of affordable garden suites</p> <p>Allow tiny homes and garden suites on lots that already have secondary suites or duplexes</p> <p>Expand garden suite program to allow larger units on larger lots</p> <p>Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers</p>	Move from 2020 to 2022	<p>In order to align with the Council approved Housing Strategy, staff have recommended the Strategic Plan be amended to reflect the sequencing of actions planned.</p> <p>Staff also note that initiatives related to gardens suites should be considered after the Missing Middle initiative is complete, as it is considering how to strike an appropriate balance between more ground-oriented housing supply and sufficient green space for liveability and urban forest objectives.</p>
Rental Housing Incentives	Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing	Move to Ongoing	Incentives for development of rental housing is part of the City's development application prioritization and ongoing streamlining and continuous improvement processes.
Municipal Housing Service	Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing	Move to Ongoing	Staff have previously reported to Council that this service is already provided through the City's Strategic Real Estate Department in collaboration

Subject	Action	Proposed	Comments/Rationale
	affordable (de-commodified) housing (2020)		with Sustainable Planning and Community Development Department.
Municipal Housing Corporation	Explore the potential of creating a Victoria Housing Corporation (2021)	Remove from the Plan	This action was reported back on as part of the financial planning process noting that the City already performs a housing function and the creation of a separate independent entity may not provide additional benefits to achieving City housing objectives.
#4. Prosperity and Economic Inclusion			
Creative Arts Hub	Continue ongoing support efforts to launch a Creative Hub for Arts	Move from 2020 to Ongoing	This action is contingent on the Province and staff will continue to monitor progress.
Free Internet Service	Work with partners to explore improved access to low cost or free internet service	Remove	Funding for this initiative did not move forward through the 2021 financial planning process and staff recommend Council consider removing from the plan.
Arts and Innovation District		Add as a new action for 2021 under the objective of Prosperity and Economic Inclusion as follows: "Develop a vision and implementation framework for the Arts and Innovation District"	Victoria 3.0 Recovery Reinvention Resilience 2020-2041 adopted by Council includes an action to "develop a vision and implementation framework for the Arts and Innovation District". Staff recommend Council consider adding this action as a new line item.
Industrial Lands	Talk with industrial landowners, managers and users about industrial land — its use, zoning, taxation, etc. — review industrial land use and values every five years	Move from 2021 to 2022	This initiative is on hold pending additional resources that may be funded through external grants. Should a grant not be approved, it is recommended this initiative be moved to 2022.
Predatory Lending	Explore land use and business licence regulations to limit predatory lending and pay-day loans and work with the Province with respect to limiting pay-day loans and predatory lending	Move to 2022 and split this action into two as follows: 1. Explore land use and business licence regulations to limit predatory lending and pay-day loans (staff) 2. Work with the Province with respect to limiting pay-day loans and predatory lending (Council)	Staff did not have the capacity to undertake the first portion of this work in 2020 and recommend moving to 2022. Staff also recommend splitting this action into two for clarity on lead responsibility between staff and Council.

Subject	Action	Proposed	Comments/Rationale
#5. Health, Well-Being and a Welcoming City			
Accessibility Framework	Develop and implement an Accessibility Framework	Staff recommend splitting this action into two separate actions as follows: 1. Develop an Accessibility Framework and Short-Term Action Plan (2019). 2. Implement the Accessibility Short Term Action Plan (Ongoing)	For tracking and reporting purposes staff recommend separating the work completed on developing the Framework and the work continuing to implement the Short Term Action Plan as part of core operations for clarity.
Barrier Free Business	Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free	Move from 2019 to 2022 and change the lead for this action item from Council to staff	Staff recommend Council consider this action be staff led through the Business Hub in a future year as it has been largely on hold since 2019.
Play Streets	Consider the implementation of play streets, school streets and other child-friendly strategies	Move to Ongoing	Staff recommend moving this action as being ongoing as it is already addressed through the "School Streets" Initiative and the "My Great Neighbourhood Grant Program.
LGBTQ2S Task Force	Create an LGBTQ2S Task Force to create an LGBTQ2iS Strategy	Move from 2021 to 2022	Staff suggest that this action be delayed pending the outcome of the governance review in 2021.
Doctors Strategy	Create a strategy to attract doctors to Victoria	Remove	Staff recommend Council consider removal of this action as it falls under the responsibility of Island Health.
Social Determinants of Health	Consider adopting the World Health Organization Social Determinates of Health and United Nations Declaration on the Rights of the Child	Move from 2020 to 2021 or 2022	This is a Council led action item that was not advanced in 2020. Staff suggest that Council consider moving to future year.
Crystal Pool	Crystal Pool and Wellness Centre Replacement	Move from 2019-22 to 2022	This action item has been on hold throughout 2020 and staff recommend moving to 2022 as this work is expected to resume next year.
#6. Climate Leadership and Environmental Stewardship			
Climate Champion Program	Create Climate Champion program	Move to 2022	This action item was put on hold due to COVID-19 and is expected to continue to remain on hold until in-person events can occur. Council is the lead for this action.
Parks and Open Spaces Acquisition Strategy	Initiate a Parks and Open Spaces Acquisition Strategy to identify priorities for parkland acquisition that align with Official Community Plan, Parks and Open Spaces Master Plan, and other approved City plans	Move from 2020 to 2022	Funding for this initiative is not within the 2021 Financial Plan and staff do not have the capacity to work on this file this year. Funding will be requested in 2022 to advance this initiative.

Subject	Action	Proposed	Comments/Rationale
District Energy Opportunities	Explore opportunities for renewable energy generation and district energy opportunities starting in 2019, including the option of establishing a municipal energy utility in 2021	Remove or move from 2019 to 2022	As outlined in the Climate Leadership Plan, the current focus is on High Impact Initiatives (HIIs). Staff recommend removal of this initiative or move to 2022 as this work has not started. <i>See related action below</i>
Energy Utility	Create a municipal energy utility in 2022 if supported by the analysis of the preceding years	Remove from plan	Analysis of the creation of an energy utility has not yet been initiated and will not occur in 2021. Staff recommend removal of this action from the Plan.
#7. Sustainable Transportation			
Free Public Transit	Explore the expansion of fare-free public transit to low income people, seniors and other residents	Move from 2020 to 2022 or remove	Staff provided a report on this action item as part of the financial planning process in November and this action was not moved forward. Staff recommend moving to 2022 or removal from the Strategic Plan.
Upper Harbour Multi-Use Trail	Complete a multi-use trail along the Upper Harbour north of downtown	Remove	This action is not achievable within the term of the Strategic Plan and staff recommend removal from the plan.
#8. Strong, Liveable Neighbourhoods			
Neighbourhood Summit	Facilitate an annual Neighbourhoods Summit to consider emerging best practices in neighbourhood placemaking, planning and engagement	Move from 2019 to 2021 Revise wording of the action as follows: "Facilitate a series of virtual engagement events to share community profile information and advance discussions on imbedding equity into the Engagement Framework"	Based on direction from Council, this action shifted from a Neighbourhood Summit on placemaking and planning to a focus on equity and inclusion to inform a refresh of the City's Engagement Framework. The Summit was originally planned for the fall of 2020, however with pandemic, this event this event is being planned as a series of virtual events in 2021.
Ship Point Funding Strategy	Ship Point Plan and Funding Strategy	Move from 2021 to 2023	Staff provided a report on this action item as part of the financial planning process in November recommending delay until 2023.
Victoria Public Library	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	Revise wording of the action as follows: "Work with the Greater Victoria Public Library to provide library services in the north end of the city"	Staff recommend removal of the second half of this action item regarding "to explore further exploration of a neighbourhood branch" as this is not achievable with existing staff resources.
Oaklands Community Centre	Work with the Oaklands community association and other partners to explore a location and funding for a new Oaklands community centre.	Remove	Staff do not have the capacity to undertake this work and recommend that that Council consider removal from the Strategic Plan.

Subject	Action	Proposed	Comments/Rationale
Jubilee Community Centre	Work with School District 61 to explore use of Sundance School as a community centre for a Jubilee Community Centre	Move from 2021 to 2022	Currently staff to not have capacity or resources to advance this initiative in 2021.
Heritage Seismic Upgrade Program	Emergency preparedness/heritage buildings/enrich the heritage seismic upgrade program	Mark as complete	Staff recently completed enhancements to the Heritage Tax Incentive Program (TIP). In recent years, Council expanded the TIP Program beyond Downtown to apply city-wide, and staff have confirmed that legislation limits the program to 10 years. In 2020 Council provided all the accrued funding from the Downtown Heritage Seismic Upgrade fund to the Victoria Civic Heritage Trust to administer as part of their Parapet Program (seismic upgrading of heritage parapets). A review of the TIP program continues to be a 2022 action.

3. Pending 2021 Financial Plan Decisions

Two actions are pending further Council discussion on January 25, 2021 and are listed below with the anticipated options for further Strategic Plan amendments based on direction.

Topic	Action	Comments
Governance Review	Complete a governance review	Funding has been identified in the 2021 Financial Plan to undertake the governance review. If not funded, staff recommend moving to 2022.
Lower Speed Limits	Lower speed limits on local neighbourhood streets to 30 km per hour	Staff provided a report to Council and funding for this initiative is under consideration for 2021. If not funded, staff recommend moving to 2022.

CONCLUSIONS

Based on direction from Council, staff will revise the *2019-2022 Strategic Plan* and confirm any further clarifications or report backs on potential motions arising through the financial planning process deliberations on January 25, 2021, including the deliberations of this report. Pending Council discuss review and direction of this report. If required, staff will revise and post the updated 2019-2022 Strategic Plan document on the City's website with both an updated graphic designed version, as well as an accessible screen reader version.

Staff will also continue to provide regular updates on progress toward achieving the Strategic Plan objectives, as well as updates on accomplishments, challenges, budget updates, core service delivery timelines, and other information through the ongoing Accountability Reports. For 2021, the City will continue to provide these reports on a triannual basis for 2021, rather than a quarterly, for the duration of the year.

Respectfully submitted,

Mandi Sandhu
Head of Service Improvement & Innovation

Jocelyn Jenkyns
City Manager

List of Attachments

Attachment A: 2019-2022 Strategic Plan (Amended March 2020)

Attachment B: Strategic Plan Status Report – Year End 2020

Attachment C: Potential Strategic Plan amendments for 2021