

## Strategic Plan Pre-Workshop Survey for Council

In 2021 there are 35 of strategic plan items. Please rank these in order of importance 1 being most important, 35 being least important.

In 2022, there are 28 strategic plan items. Please rank these in order of importance 1 being most important, 28 being least important.

In preparation for the strategic plan workshop at Committee of the Whole on July 8<sup>th</sup>, we will average the results for each action item and rank them as a starting point for the discussion. Any questions of clarification, please email [gmlne@victoria.ca](mailto:gmlne@victoria.ca)

NB Anything in the 2021 strategic plan already approved by Council and/or operationalized has not be included in the survey.

**2021 Action Items from the Strategic Plan** Rank from 1 to 35, where 1 is most important and 35 is least important.

	<b>Good Governance and Civic Engagement</b>
	Develop measurement and monitoring process to assess community happiness and well-being.
	Improve proactive disclosure of closed meeting records and decisions quarterly.
	Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders, including a tri-annual check in with Council on the topics for these town halls.
	Continue to implement Youth Strategy.
	Complete and implement Real Estate Strategy.
	Create a lobbyist registry.
	<b>Reconciliation and Indigenous Relations</b>
	Establish an Indigenous Relations function.
	<b>Affordable Housing</b>
	Implement rental-only zoning.
	Implement Market Rental Revitalization Program.

	Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing.
	Incentivize and mandate the creation of family appropriate two- and three- bedroom rental units.
	Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing.
	Explore the expanded use of tax exemptions to create more affordable housing.
	Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes; Support houseplexes as a form of multi-unit housing that provide a sensitive transition within neighbourhoods; Support more family housing including townhouses and row houses; Support new ground-oriented housing forms and lock-off suites.
	Consider a comprehensive amendment to the Zoning Bylaw to permit all “Missing Middle” housing forms without need for rezoning or development permit.
	Explore opportunities for increasing food production on private land; Support food infrastructure including farmers markets, and storage and distribution; Support neighbourhood food/meal programs; Soil test and consider shade implications of City-owned land and potential land acquisition; 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; 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) Work with non-profits to bring back the Sharing Backyards Program.
	<b>Climate Leadership and Environmental Stewardship</b>
	Facilitate tree planting events and celebrations in partnership with residents and community organizations, and other public bodies, including in the United Nations Trees in Cities Challenge.
	Mandate green shores practices on waterfront development.
	Increase protection for shoreline areas and Garry Oak ecosystem including the shoreline between Gonzales Bay and Ross Bay and the shoreline along Gorge Waterway.
	Introduce regulations to ban and/or restrict problematic single use items (coffee cups, take out containers, straws, etc.) while taking into consideration accessibility needs.
	Begin to plan for mitigating the inflow and infiltration issues on private property.
	Expedite implementation of the BC Step Code.

	Engage Burnside-Gorge and Victoria West residents on a streamlined process to update the management plans for the following parks and greenspaces, with a view toward improving ecological stewardship and low-impact recreation: Arm Street Park, Burleith Park, Banfield Park, Arbutus Park, and the public foreshore at the foot of Harriet Street.
	Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation.
	<b>Sustainable Transportation</b>
	Support greenway improvements in neighbourhoods; Including renewing Subdivision and Development Servicing Bylaw, Greenways Plan and associated City policies and bylaws to allow for alternate design treatments for shared streets on identified greenways.
	Lower speed limits on local neighbourhood streets to 30 km per hour.
	<b>Strong, Liveable Neighbourhoods</b>
	Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee.
	Explore opportunities to expand the Quadra Village Community Centre and greenspace in partnership with the Downtown Blanshard Advisory Committee and the CRD.
	Review the Noise Bylaw.
	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.
	Review and consider additional resources (financial and training) for CALUCs.
	Explore partnerships to create meeting space and a home base for the Downtown Residents Association.
	Facilitate a series of virtual engagement events to share community profile information and advance discussions on imbedding equity into the Engagement Framework.
	Work with the Greater Victoria Public Library to provide library services in the north end of the city.
	Continue the “Open Government Street to Pedestrians” pilot.

**2022 Action Items from the Strategic Plan** Rank from 1 to 28, where 1 is most important and 28 is least important.

	<b>Good Governance and Civic Engagement</b>
	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.
	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.
	Undertake a staff salary review.
	<b>Reconciliation and Indigenous Relations</b>
	Establish an Indigenous Relations function.
	Increase protection for Indigenous cultural heritage sites in land use and development processes.
	Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations.
	Deliver the experiential portion of the reconciliation training to those interested participants first.
	<b>Affordable Housing</b>
	Consider a grant program for secondary suites including those that are accessible and serve an aging population.
	Examine a grant program to incentivize the creation of affordable garden suites.

	Allow tiny homes and garden suites on lots that already have secondary suites or duplexes.
	Expand garden suite program to allow larger units on larger lots.
	Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers.
	<b>Prosperity and Economic Inclusion</b>
	Talk with industrial landowners, managers and users about industrial land — its use, zoning, taxation, etc. — review industrial land use and values every five years.
	Explore land use and business licence regulations to limit predatory lending and pay-day loans.
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	<b>Health, Well-Being and a Welcoming City</b>
	Create a Welcoming City Strategy (funding for implementation).
	Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free.
	Create an LGBTQi2S Task Force to create an LGBTQi2S Strategy.
	Crystal Pool and Wellness Centre Replacement.
	<b>Climate Leadership and Environmental Stewardship</b>
	Create Climate Champion program.
	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.
	Explore opportunities for renewable energy generation and district energy opportunities.
	<b>Sustainable Transportation</b>
	Explore the expansion of fare-free public transit to low income people, seniors and other residents.
	<b>Strong, Livable Neighbourhoods</b>

	Establish a community centre for North Park.
	Review the Heritage Tax Exemption program.
	Explore the creation of a Jubilee Community Centre.
	Review the Ship Point Improvement Plan and consider funding options.
	Work with School District 61 to explore use of Sundance School as a community centre for a Jubilee.