



STRATEGIC PLANNING SESSION – ACTIONS AND OUTCOMES
Tuesday, February 3, 2015

OBJECTIVE #1: Enhance and Steward Green Space and Food Systems

2015 ACTION:	Invest in Begbie Green, Ships Point, and Greenspace in other “have-not” park neighbourhoods. Create a micro-giant for volunteer coordination of our commons and community gardens.
2016 ACTION:	Work through draft policy to bring on three high profile pilot projects. Address deer as an issue.
2017 OUTCOME:	Boulevard garden opportunities are seen in all neighbourhoods.
2018 OUTCOME:	Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.
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2015 ACTION:	Invest in Begbie Green, Ships Point, and Greenspace in other “have-not” park neighbourhoods. Create a micro-giant for volunteer coordination of our commons and community gardens.
2016 ACTION:	Complete at least two of the “special sites” along the David Foster Harbour Pathway corridor.
2017 OUTCOME:	Community wellness and economic vitality with opening of waterfront park at Ships Point.
2017 OUTCOME:	Done something interesting (and potentially interim) with Ships Point that points it to a better use than parking lots.
2017 OUTCOME:	Increase parks space including development of Ships Point.
2017 OUTCOME:	David Foster Harbour Pathway will be celebrated for its way finding that links all harbour front developments.

OBJECTIVE #1: Enhance and Steward Green Space and Food Systems (Cont'd)

2015 ACTION:	Commit to high-quality park and festival site at Ships Point. Consult public on specific design, and complete work with capital budget.
2016 ACTION:	Hold a place making activity at Ships Point to further flesh out the site plan in the Harbour Principles. Allocate money in 2018 capital budget to complete.
2017 OUTCOME:	Community wellness and economic vitality with opening of waterfront park at Ships Point.
2017 OUTCOME:	Done something interesting (and potentially interim) with Ships Point that points it to a better use than parking lots.
2017 OUTCOME:	Increase parks space including development of Ships Point.
2017 OUTCOME:	David Foster Harbour Pathway will be celebrated for its way finding that links all harbour front developments.
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2015 ACTION:	Identify opportunities to link to City budget (Parks Master Plan).
2015 ACTION:	Complete Parks Master Plan.
2015 ACTION:	Create inventory of City-owned land for food production and partner with citizens and groups to increase cultivation.
2016 OUTCOME:	Enhance recreational opportunities and ecoustial plotcution and green space through implementation with multi-year funding of Parks Master Plan.
2016 OUTCOME:	Increased food security and resilience with increased food production on City-owned land – does not mean in parks.
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2015 ACTION:	Look to see how Vancouver was able to create garden on Davies Street and replicate model.
2016 OUTCOME:	Allotment/community garden on private property downtown.
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2016 ACTION:	Dog Park – Begin process to identify locations, best practices, and move forwards having one opened.
2016 OUTCOME:	A fenced dog park is created in an existing park.

OBJECTIVE #2: Striving for Excellence in Planning and Land Use

2015 ACTION: Hire the best City planners in Canada to lead our Planning Department.

2018 OUTCOME: Enliven public space. Make Victoria a people-centered place.

2015 ACTION: Identify as staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors.

2016 OUTCOME: Local Area Planning focused on urban villages and transportation corridors.

2016 OUTCOME: Create a **O.P.** Heritage Conservation Area on Dallas Road between Cook Street and Clover Point.

2015 ACTION: Identify as a staff priority: Work through planning process to deliver acceptable form and density for proponent and community.

2016 ACTION: Work through planning process to deliver acceptable form and density for proponent and community.

2016 OUTCOME: South Block is through Phase 1.

2015 ACTION: Establish predictable flat fee per square metre fee for bonus density.

2016 OUTCOME: Streamline land use policies.

2015 ACTION: Make a decision with regard to whether we are going to delegate more decision-making authority to staff.

2015 ACTION: Empower the City Manager to make/lead the changes required to streamline our processes at City Hall.

2016 OUTCOME: Reduced processing time for all types of applications from building permit to rezoning.

OBJECTIVE #2: Striving for Excellence in Planning and Land Use (Cont'd)

2015 ACTION: Increased emphasis on place making in our planning. Including active transportation impacts listed in all planning and land use.

2018 OUTCOME: Enliven public space. Make Victoria a people-centered place.

2016 ACTION: Complete the Douglas/Blanshard Corridor Master Plan and allocate funds in Financial Plan for quality-of-life infrastructure.

2016 OUTCOME: Housing, employment and economic boom in Douglas/Blanshard Corridor through incorporation of Master Plan, with substantial new low-cost units, mixed use, and quality-of-life infrastructure.

OBJECTIVE #3: Facilitate Social Inclusion and Community Wellness

2015 ACTION: The City facilitates a collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health care services including harm reduction.

2015 ACTION: The City facilitates a collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health care services including harm reduction. (Repeated)

2016 ACTION: A Councillor-led process with occasional staff contributions as required for specific issue-based advice; e.g. land use, zoning, maintenance, etc.

2017 OUTCOME: Create accessible health services for Victoria's most marginalized people.

2017 OUTCOME: Create accessible health services for Victoria's most marginalized.

2015 ACTION: Complete public consultation and then re-invest in our public pool and fitness centre.

2015 ACTION: Consult public on desired enhancement to Crystal pool and tender improvements by Q1 2016.

2016 ACTION: Invest in public pool and fitness facility.

2016 ACTION: Work through Facilities Assessment and community engagement ... and seek out possible funding partners.

2016 OUTCOME: Crystal Pool will have identified future and appropriate funding.

2017 OUTCOME: Crystal Pool issues are resolved.

2017 OUTCOME: Increase City revenue and recreational opportunities with refurbished Crystal Pool.

2017 OUTCOME: Enhance quality of life.

2017 OUTCOME: Victoria will have a modern, inclusive public pool and fitness facility.

2017/2018 ACTION: Initiative discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivery many programs.

2018 OUTCOME: Public recreation and cultural facilities are first rate because they are provided efficiently.

OBJECTIVE #3: Facilitate Social Inclusion and Community Wellness (Cont'd)

2015 ACTION: Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the housing trust fund.

2015 ACTION: Continue to keep this as a focus and work with partners to create/identify opportunities.

2017 OUTCOME: Victoria will be closer to ending chronic homelessness.

2018 OUTCOME: Coalition to End Homelessness completes its mandate to end homelessness.

2016 ACTION: Continue collaborating with Vic High on new/upgraded school and community sports facility at Vic High. Expect \$ expenditure in 2016.

2017 OUTCOME: Create opportunities for accessible sports and fitness by children and adults.

2016 ACTION: Seniors centres increased programming options that are not pirated and competitive.

2018 OUTCOME: City's seniors facilities will grow their memberships by 50%.

OBJECTIVE #4: Create Prosperity Through Economic Development

- 2015 ACTION:** Create an Economic Development Task Force (Mayor-led, few staff resources), to advise on the set up of an Economic Development Office. (Economic reserve fund can fund start-up of office.) Will need business plan to show viability.
- 2015 ACTION:** Gathered a diverse group of people (15) to form an Economic Development Task Force.
- 2015 ACTION:** Task Force created with actions for downtown business attraction and retention.
- 2015 ACTION:** Complete Municipal Incomes Strategy.
- 2015/2016 OUTCOME:** Set up of Economic Development Office, some such body to do economic development.
- 2016 OUTCOME:** Downtown will be the hub of both large and small business.
- 2016 OUTCOME:** Reduced retail and commercial vacancies downtown.
- 2016 OUTCOME:** Strengthened our relationship with the Provincial and Federal governments.
- 2016 OUTCOME:** Improve health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.
- 2016 OUTCOME:** Work closely with our two largest economic drivers: 1) Tech sector and 2) Tourism.
- 2018 OUTCOME:** Victoria is the heart of commerce and business in the Region.
- 2018 OUTCOME:** Taxpayers and businesses perceive tax levels fair and reasonable.
- 2018 OUTCOME:** Increased media income from \$28,000 to something more livable.
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- 2016 ACTION:** Invite them (Sister City delegations) for 2017 “Canada 150” events.
- 2017 OUTCOME:** Victoria will have hosted delegations from each of our Sister City partners.
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- 2016 ACTION:** Create and implement a plan to revitalize and brand Douglas Street as our “Main Street”.
- 2017 OUTCOME:** Downtown vibrancy – a draw for visitors and residents alike.
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OBJECTIVE #5: Complete a Multi-Modal and Active Transportation Network

2015 ACTION: Develop task force including property owners - ? Local Area Improvement Project.

2015 OUTCOME: Extend Government Street Mall.

2015 ACTION: Form Transportation Advisory Committee and implement a Transportation Planning Bylaw, mandating collaborating neighbourhood process and “complete streets” lens for all projects.

2015/2016 OUTCOME: Improve quality of life, public safety, air quality, place making, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.

2015 ACTION: Designate location for E&N station as close as possible to the new bridge.

2016 ACTION: Move to full-time bus lanes on Douglas and fewer stops (in accordance with Rapid Bus plans).

2016 OUTCOME: Public transit is available to all and rivals private automobile speed.

2018 OUTCOME: Walking is safe, comfortable and enjoyable.

2015 ACTION: Collaborative design and completion of network of 4-8 high quality cycling corridors by 2016.

2015 ACTION: Build protected cycling facilities, more bike parking, and start an Active Transportation Advisory Committee. Begin to see all planning/xx through multi-modal lense.

2015 ACTION: Designate money in 2015, 2016, 2017 and just build it (cycling network).

2016 OUTCOME: Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.

2018 OUTCOME: Victoria is a national leader for cycling infrastructure and complete streets planning with a completed cycling network.

OBJECTIVE #5: Complete a Multi-Modal and Active Transportation Network (Cont'd)

2016 ACTION: Belleville and David Foster Harbour Pathway - Identify financial opportunities to move this forward.

2016 ACTION: Belleville Terminal – Work with partners to find financial support for this.

2016 ACTION: Work in partnership with ferry operators, First Nations and Province. City has role to play in Belleville Phase 2. Allocate money in 2017 Capital Budget for Belleville Street.

2017 ACTION: Prioritize sites and identify funding opportunities (waterfront walkway).

2017 OUTCOME: Completion of waterfront walkway.

2017 OUTCOME: David Foster Way almost completed.

2017/2018 OUTCOME: Belleville Terminal will be completed.

2017/2018 OUTCOME: Completed Phase 1 / 2 of the Belleville Terminal Project. Phase 2 = David Foster Way improvements to Belleville Street public realm.

2016 ACTION: Sign pedestrian only lanes just as prominently as streets. Distinguish between “No Exit” and “No Exit for Motor Vehicles”.

2016 ACTION: Review policy for desired right of way widths for road dedications and statutory right of ways.

2018 OUTCOME: Walking is safe, comfortable and enjoyable.

2017 ACTION: Keep the (Johnson Street Bridge) process moving forward and support staff.

2017 OUTCOME: Johnson Street Bridget is complete.

OBJECTIVE #6: Engage and Empower the Community

2015 ACTION: Create Councillor liaison position/role to reach out and work with Esquimalt and Songhees Nations.

2015 OUTCOME: Improve relationship with nearby First Nations. (Ongoing)

2015 ACTION: Make open government actions routine – require automatic posting of reports, etc. (Create and implement a plan and timeline for open government enhancements.)

2018 OUTCOME: Transparent government.

2015 ACTION: Identify dedicated staff to work with CAs (community associations) to inform, collaborate, educate CA Boards and staff on City processes, expectations and opportunities.

2015 ACTION: Create “great neighbourhoods initiative” based on Edmonton’s model, amend to fit our local circumstances.

2016 OUTCOME: Build capacity of neighbourhood/community associations. (Ongoing)

2016 OUTCOME: Empowered neighbourhood residents, place makers and others to lead and implement projects.

2015 ACTION: Utilize online tools, established youth networks and learn from other cities to improve the City’s youth engagement.

2017 OUTCOME: More youth are engaged in city programs, civic issues, and the broader community. (Ongoing)

2016 ACTION: Participatory budgeting. Be engaged in a meaningful two-way conversation with staff.

2018 OUTCOME: Rebuilt trust with the public in terms of meaningful public engagement.

OBJECTIVE #7: Enhance Council's Governance and Practices

Note: Actions and Outcomes were moved to appear under other Objectives.

OBJECTIVE #8: Make Victoria More Affordable

2015 ACTION: Increase City contribution to Affordable Housing Trust Funds. Lobby other cities to do the same.

2018 OUTCOME: Create more affordable housing.

2015 ACTION: Complete Municipal Housing Strategy, include income mixed zoning.

2015 ACTION: Form an Affordable Housing Task Force to research and analyze innovative housing policy solutions. Looking at zoning, bylaws, and specifically at inclusionary zoning. To be implemented this term.

2015 ACTION: Work with developers, BC Housing, and private sector landlords. Think and act outside the box. Be willing to pilot new ideas, e.g. Inclusive zoning, tax exemption.

2016 OUTCOME: Substantial increase in construction of new low-cost housing units with implementation of income-mixed zoning.

2017/2018 OUTCOME: Increased the range of affordable housing not only for those in need of supports but also for regular working people.

2018 OUTCOME: Increased affordable housing stock, specifically rental.

2018 OUTCOME: 250 new garden suites are in process.

2015 ACTION: Limit annual property taxes to maximum; the rate of inflation plus 1%.

2018 OUTCOME: Increase affordability and fairness.

2016 ACTION: Drive more garden suites and secondary suites through an incentive program.

2016 ACTION: Look to re-instituting incentives for suites.

2018 OUTCOME: 250 new garden suites are in process.

2016 ACTION: Continue to push for a National Housing Strategy. Consideration of a CRD Housing Levy.

2018 OUTCOME: Increased affordable housing stock, specifically rental.

OBJECTIVE #9: Build the Financial Capacity of the Organization

- 2015 ACTION:** Complete and implement Municipal Property Acquisition and Management Strategy.
- 2015 ACTION:** Create an integrated facilities and real estate arm at City Hall or in Economic Development Office staffed by people who understand business and the market.
- 2015 OUTCOME:** Substantially more revenue and strategic influence for City with implementation of Municipal Property Acquisition and Management Strategy.
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- 2015 ACTION:** Complete a full long-term infrastructure and facilities assessment. Move forward with Real Estate Management Plan including property acquisition and investment.
- 2018 OUTCOME:** Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets and put these to best and highest use including market rate commercial leases.
- 2018 OUTCOME:** Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property.
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**OBJECTIVE #10: Plan for Emergencies Including Climate Change
Short and Long-Term**

2016 ACTION: Consider a requirement to upgrade heritage buildings for seismic protection even where use is not changed, combined with subsidy program.

2018 OUTCOME: Our heritage buildings will survive a major earthquake. (Ongoing)

2016 ACTION: Plans to move fire hall forward, worked on and completed.

2018 OUTCOME: Fire hall issues are resolved.

2016 ACTION: Align VEMA's budget through Victoria Fire Department and work with Planning.

2017 OUTCOME: City will have increased the capacity of VEMA.

2017 ACTION: Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed.

2075 OUTCOME: Year 2075 – Our low-lying areas will be protected from flooding.

OBJECTIVE #11: Nurture Our Arts, Culture and Learning Capital

2015 ACTION: Embark upon development of a Cultural Master Plan.

2015 ACTION: Embark upon development of Art Culture Master Plan.

2015 ACTION: Identify staff resources required (to development plan).

2016 ACTION: Create an Arts and Culture Master Plan for Victoria.

2016 OUTCOME: Cultural Master Plan.

2016 OUTCOME: Arts and Culture Master Plan.

2017 OUTCOME: Establish an Arts Centre as cultural hub.

2018 OUTCOME: Support for arts and culture will be increased, inclusive and strategic.

2015 ACTION: Identify scope and develop budget strategy (for a new Central Library).

2017 OUTCOME: New Central Library.

2015 ACTION: Support the 2015 event (WCMA/BOW with Rifflandia) and fund an Economic Impact Study linked to a Cultural Master Plan.

2018 OUTCOME: Successful WCMA/BOW event with Rifflandia will see Region being asked to bid for the JUNOS.

2015 ACTION: Work with the CRD to increase number of funding partners for McPherson Theatre.

2015 OUTCOME: Increase number of funding partners for the McPherson Theatre.

OBJECTIVE #12: Innovate and Lead

2015 ACTION: Be bold.

MISCELLANEOUS – To be allocated

Pink Stickie (Big dream idea):

- Deliver affordable public services.

Orange Stickies (Look to for Best Practices):

- Almost every other city in North American and Europe – Sewage treatment system.
- Madison – Water quality, can swim downtown
- Saanich – Collection of organics and leaf pick-up
- Malmo
- Surrey (among others) – Efficient and convenient collection of recycling, garbage and garden waste within a single system.

Green Stickies (Action):

- Support the amalgamation process.
- Continue discussion on sewage treatment options.
- Begin the discussion of sewage treatment sites for different treatment options.
- Figure out how to collect recyclables in closed wheeled totes. Make garbage less convenient, not more.

Purple Stickie (Outcome):

- To support and work with the Province of British Columbia in the study of the potential for amalgamation in the Region with the intention of putting a recommendation in front of the public.