

2023–2026 Strategic Plan

CITY
OF
VICTORIA



Mayor's Message

Welcome to the lək'wəŋən lands on which the City of Victoria stands.

Eight priorities envelop the big ideas your City Council wants to realize by 2026. These are complex – how one city can respond to climate change, create transportation choices, continue our journeys of reconciliation, ensure that we all feel safe and have a home, steadily grow and diversify our economy, have social spaces and experiences to interact with one another – and how all of our ideas complement the core City services and infrastructure on which Victorians rely every day.

We will respond to climate change with action and environmental stewardship, in ways that can be achieved neighbourhood by neighbourhood.

We will create and expand diverse transportation choices because we can no longer afford to have each one of us in a single vehicle.

We will make it easier to build housing – all types of housing – across the city, for everyone.

We will create a new vision for community safety and well-being so people feel comfortable in all of their neighbourhoods, and work with other jurisdictions to support those of us with less of everything, so they know that they are residents too.

We will grow our economic health and foster community vitality, working with small business to diversify our economy to fuel opportunities throughout our city.

We will create more parks, recreation and gathering spaces, and nurture arts, culture, music, sport and entertainment as they create an experiential city.

We will continue our journeys of truth and reconciliation in collaboration with the chiefs and leadership of the two Nations on which our city rests, because it's the right thing to do.

And we will influence other governments – we cannot do it all, alone.

To realize our vision, we will be a council that makes smart decisions with passionate, civil discourse in a calm and hospitable chamber, finding creative solutions for the good of the whole city.

This strategic plan lays out Council's embrace of Victoria as an evolving city, practically and realistically preparing for the extraordinary opportunities ahead. In partnership with City staff and our residents, with the support of other governments and allies, we will work to imagine and realize the inclusive, accessible, tolerant, welcoming city our children and grandchildren can call home. Together, we will be the authors and engineers of an intentional transformation of the city we love.

A handwritten signature in black ink, reading "Marianne Alto". The signature is fluid and cursive, with a vertical line to its left.

Marianne Alto, Victoria Mayor

We recognize that our whole city stands upon the lands of the Lək'wəḡən people, the Songhees and Esquimalt Nations we know today. We humbly acknowledge the millennia of Indigenous stewardship of lands and waters that surround us in beauty and comfort and inspiration. We thank the Lək'wəḡən people for your patience, your generosity, and your willingness to continue our journeys together as we build futures of shared prosperity and resilience.



Artwork by Brianna Bear

Our City's Goal

By 2026, Victoria will be a dynamic, inclusive, more affordable, safer, intentionally transformed city where people can imagine a future for themselves and seven generations to come. We will be known for decisive leadership and innovation in climate action, housing, transportation and meaningful Reconciliation with the Lək'wəṇən-speaking Songhees and Esquimalt Nations on whose lands the city exists.

Our Guiding Values

Govern with discipline, courage, integrity, transparency and a dedication to public service.

Embrace urban evolution, innovation and adaptation.

Create, collaborate and cooperate.

Learn together and from one another.

Demonstrate decisive leadership and civil discourse.

Welcome diverse opinion and thought.

Partner with other governments to benefit Victorians.

Use evidence-based policies.

Council Priorities

-  Climate Action and Environmental Stewardship
-  Housing
-  Transportation
-  Parks, Recreation and Gathering Spaces
-  Community Well-Being and Safety
-  Economic Health and Community Vitality
-  Truth and Reconciliation
-  Arts, Culture, Music, Sport and Entertainment

Climate Action and Environmental Stewardship



Innovate to lead bold climate adaptation and mitigation strategies, and actions.

Accelerate decarbonization of new and existing buildings.

Accelerate the reduction of emissions from transportation and waste.

Set and track reduction targets for life-cycle emissions.



2023 – 2026
STRATEGIC
PLAN

Housing

Enable more market and non-market housing and diversify housing types and distribution.

Simplify City processes to accelerate housing development.

Further accelerate Rapid Deployment of Affordable Housing.

Explore strategic land acquisition and utilization to help achieve City goals.

Pursue partnerships with other governments and agencies to create more non-market housing and rental housing.

Increase tenant protections within the City's authority and in partnership with other governments and agencies.

Work with partners to create innovative forms of supportive, interim housing throughout the region.

Accelerate mixed-use planning to better integrate residential, commercial and community services throughout the city.

Transportation



Accelerate our work of realizing complete, compact communities.

Continue to expand the AAA bike and roll network, including “quick solutions” to improve safety for all users.

Work with partners to accelerate rapid transit, more frequent transit and transit-oriented, mixed-use development.

Install new amenities and improve the “moving experience” of pedestrians, mobility device users and the public generally.

Explore the future of parking norms and policies.

Parks, Recreation and Gathering Spaces

Begin major capital projects that support parks, recreation and public experiences (e.g., a new Crystal Pool, a revitalized Centennial Square, a re-imagined Ship Point, a new Central Library, a refreshed Royal Athletic Park).

Increase water access to the Gorge and Victoria Harbour.

Create more public gathering spaces with experiential features.

Accelerate policies and practices to realize the Urban Forest Master Plan.

Accelerate investment in community centres and seniors' centres.

Community Well-being and Safety

Support a range of civilian, bylaw and policing crisis response and prevention services.

Beautify, support and enhance Victoria's downtown and urban villages.

Advance City policies that support accessibility, equity, diversity and inclusion through a social justice lens.

Develop and implement a community safety plan.

Support innovative, well-being solutions to reduce harm for housed and unhoused people living in neighbourhoods where there are shelters.

Work with partner agencies and governments to create life opportunities for unhoused people.

Economic Health and Community Vitality

Accelerate Victoria 3.0 to create a strong, resilient, local economy.

Support small businesses and the visitor economy, and work to strengthen and add vitality to the downtown core.

Activate streets, sidewalks, patios and public space, and support business initiatives and ideas.

Streamline permitting and development processes to support small businesses and to reduce costs.

Investigate partnerships and new forms of public-sector revenue generation to fund new services and amenities.

Expand supports for urban agriculture, gardening, and food security and food sovereignty initiatives.

Continue exploring governance reforms including the MNP report and citizens' assembly process.

Truth and Reconciliation



Implement the City's own 32 Calls to Action on Reconciliation.

Implement the Truth and Reconciliation Commission's Calls to Action that are directed to local governments and the eight other Calls that are directed to all levels of government.

Develop new ways to partner with the Songhees Nation and Esquimalt Nation in economic development opportunities.

Embrace an ongoing process to decolonize Victoria's culture and governance.

Arts, Culture, Music, Sport and Entertainment

Build the Victoria Arts and Innovation District with a focus on spaces for performance venues, rehearsal spaces, street activation and artist residences.

Invest in artistic, theatrical and music spaces, and/or use City-owned property to support the goals of the Create Victoria Arts and Culture Master Plan and the Victoria Music Strategy.

Support arts programming, including public programming, live music and public art.

Support and simplify processes for creating, murals, events, festivals and experiential activities.

Enhance supports and amenities for recreational, youth and professional sports in the city.

