

2015-2018 Strategic Plan Carry Forward Initiatives	
Initiative	Description
Objective #1: Innovate and Lead	
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Objective #2: Engage and Empower the Community	
Youth Strategy	Development of specific initiatives, action plan and budget requirements to support implementation of the Youth Strategy.
Open Government Plan	Creation and implementation of a plan and timeline for open government enhancements, including an expansion of the types of information that will be released and the frequency of the updates to support local government transparency.
Objective #3: Strive for Excellence in Land Use Planning	
Local Area Plans	A series of projects to prepare 10 new neighbourhood plans. Plans completed at the end of 2018 include Burnside Gorge and Victoria West. Draft neighbourhoods plans prepared for Fairfield and Gonzales (latter on hold as per Council direction). Remaining neighbourhoods are: North Park, Fernwood, Jubilee, Rockland, Hillside-Quadra, Oaklands, James Bay.
Heritage Register	Development of an approach for adding properties to the Heritage Register.
Citizen-Led Conservation Areas	Development of a policy and procedure for Citizen-led Heritage Conservation Areas.
Objective #4: Build the Financial Capacity of the Organization	
Real Estate/Property Strategy	Development of a strategic real estate land acquisition, management and disposal strategy to inform the City's long-term capital planning process to ensure the City is positioned to leverage its real estate portfolio for broader civic priorities.
Objective #5: Create Prosperity through Economic Development	
Street Vending	Assessment of opportunities to increase street vending for both new entrepreneurs and established businesses, including the bike vending pilot project.
Living Wage Policy	Develop a living wage policy and implementation plan for the City of Victoria to be certified under the Living Wage Employer Program.

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Community Benefit Hub	Host and participate as one of nine Vancouver Island and Sunshine Coast municipalities in assessing options for social procurement.
Objective #6: Make Victoria More Affordable	
Market Rental Revitalization	Initiatives remaining are: 1) preparation of a Rental Property Standards of Maintenance bylaw along with a resourcing and enforcement strategy report; 2) expression of interest to seek pilot projects to test out Energy and Seismic Upgrade Incentive Program.
Accelerated Victoria Housing Strategy Implementation	Actions remaining are: 1) Update zoning regulations following local area planning for infill housing, including house conversion regulations; 2) Revisit secondary suite grant program to encourage accessible suites to support aging in place; 3) Consider voluntary guidelines for adaptable housing so accessibility features can be added more easily post-construction; 4) Host a housing workshop focused on non-profit housing by faith communities.
Community Amenity Contribution Policy	Council approved in-principle a draft Inclusionary Housing and Bonus Density Policy that will come into effect March 31, 2019 following further consultation with stakeholders.
Objective #7: Facilitate Social Inclusion and Community Wellness	
Inclusionary Policy	Development of a Trans, Non-binary and Two-spirit Inclusion policy to ensure City facilities, operations and programs are safe, inclusive, and equitable for people of all genders, gender identities, and gender expressions, and their communities.
Accessibility Framework	Development of an Accessibility Framework to guide improvements to facilities and public spaces. Consultation and planning are both underway, with consultant expert support.
Community Sport Facility	Collaborate with SD 61 on a new or upgraded school and a community sports facility at the Vic High site.
Crystal Pool and Wellness Centre Replacement	Replace the existing Crystal Pool and Fitness Centre that has reached its' end of life, including facility design, engagement and strategies to fund the facility.
Objective #8: Enhance and Steward Public Spaces, Green Spaces and Food Systems	
Downtown and Government Street Public Realm	Ongoing implementation of Wayfinding Strategy through phased installation of signage as well as improved furnishings.

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Centennial Square Action Plan	Project to set priorities for short term improvements to the Square and provide a framework for long term planning.
Ship Point Planning and Funding	Draft Ship Point Master Plan conceptual site design complete consultation continuing.
Waterfront Pathway	Establish new connections and enhance or upgrade existing segments of the David Foster Harbour Pathway Plan and develop an associated multi-year capital, project and property strategy to support pathway enhancements along the City's harbour waterfront.
<i>Objective #9: Complete a Multi-Modal and Active Transportation System</i>	
Bike Master Plan	The first phase of cycling network implementation includes 5.4 km of All Ages and Abilities routes in the downtown core, originally intended for completion by the end of 2018. Four phases in total will be completed for the priority network, with longer term projects identified for out-years. Humboldt, Wharf and Vancouver Street are the remaining phase 1 projects, to be completed in late 2019.
Bike Training in Schools	Continue working with SD 61 to encourage development of a school-based bike safety and education program to both promote safe practices, as well as future mobility choices.
Road Width Policy	Review and update the policy for desired right of way widths for road dedications and statutory right of ways.
Sustainable Mobility Strategy	A transportation strategy that will establish sustainable transportation standards, management frameworks, priority action plans, and meaningful performance targets, and will be supported by a series of information and tools. Strategy underway and planned to be completed in 2019.
<i>Objective #10: Nurture our Arts, Culture and Learning Capital</i>	
Long Term CityStudio Business Case	CityStudio Victoria is an innovation hub where City staff, post-secondary students and community members co-create, design and launch projects.
<i>Objective #11: Steward Water Systems and Waste Systems Responsibly</i>	
Waste Management Strategy	An in-depth study of available options and strategies for reduction of corporate, municipal and regional solid waste. Strategy underway, with consultant support starting in late 2018.

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Objective #12: Plan for Emergencies including Climate Change Short and Long Term	
Climate Leadership Plan	Continued implementation of the actions in the published 2018, Climate Leadership Plan.
New Fire Hall	To provide a seismically sound headquarter fire hall to meet the needs of the Victoria Fire Department. Replacement of the Fire Hall #1 currently located at 1234 Yates Street through a Purchase and Sale Agreement (currently undergoing re-zoning process). In addition to the fire hall construction, the developer's plans include building 130 units of affordable housing above the fire hall component of the building.
Drainage Review of Low-Lying Areas	Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed. Engineering analysis for drainage completed and planning/land use considerations to follow.
Objective #13: Demonstrate Regional Leadership	
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