



2019–2022 DRAFT **STRATEGIC PLAN**

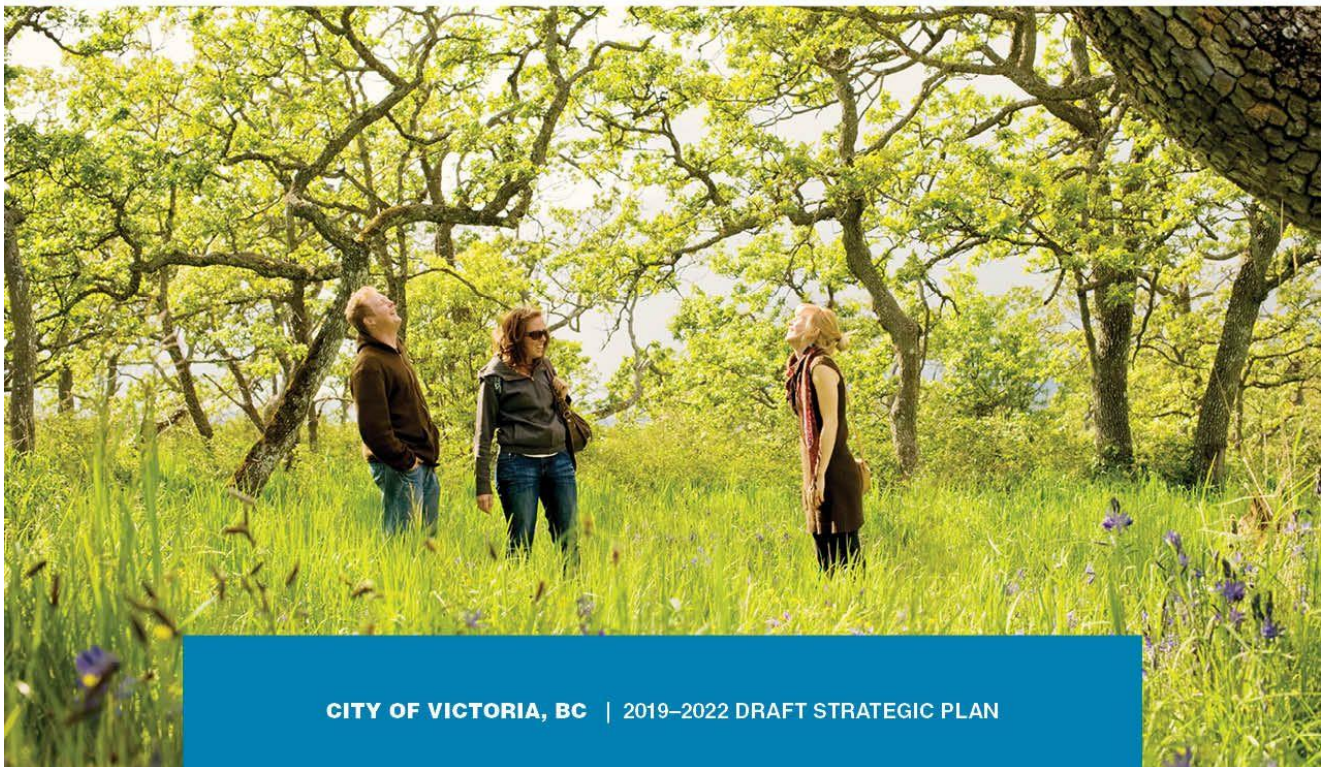


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How We Got Here - Process of Plan Development

Council's first order of business after being sworn in was to turn our minds to how we could take what we heard from the public on the campaign trail along with important unfinished actions from last term and create a bold *and* achievable four-year plan.

We began by asking ourselves and each other:

- What would Council like to get out of the planning process?
- What would Council like to see in the plan?
- What's working well in the city?
- What are opportunities for improvement in the city?
- What's working well at City Hall?
- What are opportunities for improvement at City Hall?

Please see **Appendix A** for Council's answers to these questions. These were transcribed directly from flipcharts. We're sharing our "rough work" for transparency and so the public can see our thought processes.

As part of the process – and to ensure that the plan would be achievable – we asked staff to go through the plan line by line and analyze what financial and human resources would be required to achieve all of the actions in the next four years.

And then, we drew on the energy, intelligence and goodwill of the public and asked for help. Through a month-long online survey and a full-day Engagement Summit in January 2019, we gathered insightful and practical feedback from many members of the public.

In early February 2019, Council took all of the information gathered from both staff and the public and began to adjust the plan based on that input. We discussed and debated the plan in the order of importance that survey respondents had given to the strategic objectives. And as we went through the plan, we used the input from the Engagement Summit and the ranking of the importance of actions by the public as a guide. The Outcomes associated with each Objective were generated by the public at the Engagement Summit. And the plan's goal statement was also generated by members of the public working creatively together at the end of the day-long Summit.

We are grateful for the time, energy and goodwill that staff and the public have put into developing this plan with Council. And we look forward to delivering all the of the actions, working side by side with the community over the next four years.

Goal Statement

By 2022, Victoria will be a bold, thriving, inclusive, and happy city that people love. We will be known globally for our climate leadership practices, multi-modal transportation options, innovative approaches to affordable housing, and for meaningful reconciliation with the Songhees and Esquimalt Nations on whose homelands our city was built.

Victoria City Council 2019-2022 Declaration of Principles and Values

In order to create a culture of deep respect, to build the relationships we need to do the work, and to aspire to be our highest selves even when it feels hard and when difficult decisions could stand to divide us, we are committed to:

1. Governing with **integrity, transparency** and an unwavering dedication to **public service**.
2. Welcoming **diversity** and fostering a spirit of **inclusion** and **equity** in everything we do.
3. **Leading** with **creativity** and **courage**.
4. **Deep listening** and **critical thinking**.
5. Assuming that everyone is here with **good intention** to make the community better.
6. Nurturing a culture of **continuous learning** with each other, staff and the public.
7. Working **collaboratively** and **cooperatively** with each other, staff and the public while welcoming a **diversity of opinion and thought**.
8. Practicing **generosity, curiosity** and **compassion**.
9. Being **patient, kind** and **caring**.
10. Bringing a spirit of **open-mindedness** and **open-heartedness** to all of our work.
11. Keeping a **sense of humour** and **light-heartedness** with each other.
12. Reviewing these principles once a quarter with the same **humility, honesty, and candour** with which we govern.

2019-2022 Strategic Objectives

1. Good Governance and Civic Engagement
2. Reconciliation and Indigenous Relations
3. Affordable Housing
4. Prosperity and Economic Inclusion
5. Health, Well-Being and a Welcoming City
6. Climate Leadership and Environmental Stewardship
7. Sustainable Transportation
8. Strong, Liveable Neighbourhoods

Operational Priorities

In addition to the strategic objectives and the actions proposed to achieve them, Council and staff have the following operational priorities. These priorities reflect the values of City Hall and of our residents and business community.

- Heritage conservation and heritage designation
- Nurturing and supporting arts, culture and creativity
- Creating and maintaining a high-quality public realm
- Continuous improvement with regard to open government
- Meaningful and inclusive public engagement
- Sound fiscal management

Strategic Objective #1: Good Governance and Civic Engagement

Measurable Outcomes

- There is clear, open and transparent two-way communication between the City and the public, with the ability for public input to effect change
- There is broad engagement with a diversity of participants conducted in a respectful and inclusive way
- The community feels heard
- The City demonstrates regional leadership in transparency and open government initiatives
- There are clear, relevant measurable outcomes for each objective that Council measures and reports on

2019 Actions	Responsibility
1. Develop measurement and monitoring process for Strategic Plan Outcomes	Staff
2. Work with Saanich Council to develop and implement a Citizens Assembly process	Council; Staff
3. 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	Staff
3. Work to regionalize police services and consider the possibility of a single, amalgamated police service for the region	Mayor's Office
4. Offer childcare at City Hall during public hearings	Staff
5. Improve proactive disclosure of closed meeting records and decisions quarterly	Staff
6. Improve timely publication of Council member expenses and financial disclosure statements quarterly	Staff; Council
7. Create a structure / process for Councillors to share and be accountable for their work on committees and other appointments	Council
8. Continue to implement Youth Strategy	Staff; Youth Council
9. Complete and implement Real Estate Strategy	Staff

Strategic Objective #1: Good Governance and Civic Engagement	
2019 Actions Cont'd	Responsibility
10. Establish a Renters Advisory Committee	Renters Advisory Committee led by Councillors Dubow and Loveday; Staff
2020 Actions	Responsibility
11. Implement measurement and monitoring process for Strategic Plan Outcomes	Staff
12. Allow people to make video submissions to public hearings and requests to address Council	Staff
13. Hold public hearing-only Council meetings	Staff
14. Create a lobbyist registry	Staff
15. 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	Council (give direction and participate in community gatherings); Staff (implement)
16. Improve service delivery through learning and input from frontline City workers (LEAN process)	Staff
2021 Actions	Responsibility
17. Undertake a Council salary review including a report back on eliminating parking privileges and including the bus pass program	Staff
18. Undertake a staff salary review	Council (guiding policy); Staff
19. Initiate a governance review	Council; Staff
2019-2022 Actions	Responsibility
20. Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders, including a quarterly check in with Council on the topics for these town halls	Council; Staff

Strategic Objective #1: Good Governance and Civic Engagement	
Ongoing Actions	Responsibility
21. Set and measure targets for each of the objectives	Council (set); Staff (measure)
22. Measure well-being and use results to inform budgeting process. Set target from 2019 baseline. Increase belonging and well-being by X %	Council (set); Staff (measure);
23. Streamline and make more consistent planning and permitting processes	Staff
24. Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year	Staff; Council
25. Exercise fiscal responsibility in policing expenditures	Council
26. Monitor implementation of Local Area Plans on a routine basis	Staff
27. Divest municipal funds from fossil fuels	Council (advocacy); Staff (identify opportunities)

Strategic Objective #2: Reconciliation and Indigenous Relations

Measurable Outcomes

- Deeper and more engagement with Songhees and Esquimalt Nations including with both hereditary and elected chiefs
- Increased awareness of and support for reconciliation and recognition of Indigenous sovereignty
- City Council, staff and residents are more aware of Indigenous history, treaties, and leadership structures
- Increased community collaboration and capacity to do the work of reconciliation by harnessing existing expertise in our community
- More Indigenous involvement and inclusion in all aspects of civic life, including economic development
- Talent acquisition programs and initiatives are in place that support the diversification of the City's workforce, including programs and initiatives that focus on indigenous peoples

2019 Actions	Responsibility
1. Create the Victoria Reconciliation Dialogues	Mayor's Office; Council; Staff, Songhees and Esquimalt Nations
2. Determine appropriate context for the Sir John A. Macdonald Statue	Council; Staff
3. 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	Staff with Songhees and Esquimalt Nations and other Indigenous support
2020 Actions	Responsibility
4. Establish an Indigenous Relations function	Staff with Songhees and Esquimalt Nations guidance and support
5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations	Council (appoint); Staff and Songhees and Esquimalt Nations guidance
6. Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	Council with Songhees and Esquimalt Nations guidance

Strategic Objective #2: Reconciliation and Indigenous Relations	
2021 Action	Responsibility
7. Pursue co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	Council with Songhees and Esquimalt Nations guidance
2022 Action	Responsibility
8. Increase protection for Indigenous cultural heritage sites in land use and development processes	Staff
Ongoing Actions	Responsibility
9. Continue working with and adapting the Witness Reconciliation Program	Council with Songhees and Esquimalt Nations
10. Create opportunities for Indigenous contractors and employers through City infrastructure projects and contracts	Staff
11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects	Staff
12. Advocate for First Nations representation on CRD Board	Council
13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park	Staff
14. Work with the Songhees and Esquimalt Nations to establish a reburial site	Staff
15. Support the restoration of Indigenous place names	Staff
16. Advocate for decolonization of policies and practices at the provincial and federal levels	Council
17. Increase awareness and support for Indigenous culture, history and viewpoints in everyone's daily life via education	Council; Staff

Strategic Objective #3: Affordable Housing

Measurable Outcomes

- Decrease in number of people spending more than 30% of income on housing
- Decrease in homelessness (Point-In-Time Count numbers go down)
- Quadruple the number of 'Missing Middle' housing units
- Increase number of co-op housing units
- Increase in rental apartment and housing vacancy rate
- Increase in percentage of Victoria residents who own their own homes
- Victoria is seen as development friendly
- Neighbourhoods are diverse, accessible and affordable across all ages, incomes and abilities

2019 Actions	Responsibility
1. Set targets, define affordable housing, and track and measure the creation of affordable housing units	Council (set); Staff (track)
2. Implement rental-only zoning	Staff
3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing	Staff
4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (de-commodified) housing	Staff
5. Examine existing City land as possible sites for affordable housing and emergency shelter spaces including road-edge remnants, wide roads, 1240 Yates Street	Staff
6. Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month	Staff
7. Implement Market Rental Revitalization Program	Staff
8. Develop Community Amenity Contribution Policy	Staff
9. Consider a grant program for secondary suites including those that are accessible and serve an aging population	Staff
10. Examine a grant program to incentivize the creation of affordable garden suites	Staff

Strategic Objective #3: Affordable Housing	
2019 Actions Cont'd	Responsibility
11. Accelerate Implementation of Victoria Housing Strategy: <ul style="list-style-type: none"> a. Develop city-wide strategy for additional house conversion opportunities b. Incentivize and mandate the creation of family-appropriate two and three bedroom rental units c. Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing d. Explore the expanded use of tax exemptions to create more affordable housing 	Staff
12. Allow tiny homes and garden suites on lots that already have secondary suites or duplexes	Staff
13. Expand garden suite program to allow larger units on larger lots	Staff
14. Houseplexes and Townhouses: <ul style="list-style-type: none"> a. Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes b. Support houseplexes as a form of multi-unit housing that provide a sensitive transition within neighbourhoods c. Support more family housing including townhouses and row houses d. Support new ground-oriented housing forms and lock-off suites 	Staff
2020 Actions	Responsibility
15. Create a Small Scale Housing Ambassador position to make it easier for property owners and homeowners to create affordable housing (10 units or less)	Staff
16. Create a Tenant Housing Ambassador position to make it easier for renters to navigate the Tenant Assistance Policy, Standards of Maintenance Bylaw and other issues	Staff

Strategic Objective #3: Affordable Housing	
2020 Actions Cont'd	Responsibility
17. Consider a comprehensive amendment to the Zoning Bylaw to permit all “Missing Middle” housing forms as of right without need for rezoning or development permit. <i>This builds on 2019 Action “Houseplexes and Townhouses: Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes.”</i>	Staff
2021 Actions	Responsibility
18. Explore the potential of creating a Victoria Housing Corporation	Staff
19. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	Staff
Ongoing Actions	Responsibility
20. Regularly evaluate the City’s bonus density policy and the number of units being created as a result of it	Staff
21. Encourage barrier-free housing and universal design in new developments	Staff
22. Identify opportunities for affordable housing in all neighbourhood plans	Staff
23. Advocate for more affordable student housing	Council
24. Facilitate, incent and support co-op housing	Staff

Strategic Objective #4: Prosperity and Economic Inclusion

Measurable Outcomes:

- Business owners feel that it's easy and rewarding to work with City Hall
- Neighbourhood and village centres have thriving economies
- Low vacancy rate in downtown retail spaces is maintained
- Employers can find enough qualified workers to fill available jobs
- People who work in Victoria can afford to live in Victoria
- Increase in number of businesses actively engaged in reducing GHGs (See Objective #6)
- Increase in number of urban-agriculture related businesses
- Reduced use of food banks

2019 Actions	Responsibility
1. Mayor's Task Force on Economic Development and Prosperity <ul style="list-style-type: none"> a. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target b. Work with the Downtown Victoria Business Association to develop a Downtown Retail Strategy c. Explore the creation of a Legacy Business Program that specifically protects and highlights longstanding local businesses that are being priced out of our neighbourhoods d. Explore ways for businesses in Victoria to become living wage employers e. Continue work to support entrepreneurs and small businesses f. Support placemaking entrepreneurs – food trucks, more patio spaces 	Mayor's Office; Staff
2. Secure federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub	Mayor's Office; Staff, Working Group; Council
3. Apply for certification as a Living Wage Employer	Staff
4. Examine effectiveness of arts and culture grants funding versus direct staff support	Staff; Council (advocate)
2020 Actions	Responsibility
5. Talk with industrial landowners, managers and users about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every five years	Staff

Strategic Objective #4: Prosperity and Economic Inclusion	
2020 Actions Cont'd	Responsibility
6. Create a Tech Advisory Committee to better integrate tech and the City at a strategic level	Mayor's Office; Council; Staff
7. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space	Staff
8. 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	Council; Staff
2021 Actions	Responsibility
9. Work with partners to explore improved access to low cost or free internet service	Staff
Ongoing Actions	Responsibility
10. Support arts, culture and innovation venues and spaces	Staff
11. Advocate for adequate income and supports to ensure everyone has access to a decent quality of life	Council
12. Identify opportunities to support non-transactional approaches to the provision of goods and services, e.g. neighbourhood-based sharing libraries, tools, seeds, etc.	Staff; Councillor Neighbourhood Liaisons
13. Hold an Annual Development Summit and continue to improve processing times and process improvements, and build better understanding of the development processes	Staff; Council
14. Support buy local initiatives to promote sustainable local enterprise	Staff; Council
15. Explore opportunities to include community ventures in City initiatives that support social enterprises	Staff; Council
16. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees	Staff
17. Keep a cap on annual property taxes to no more than inflation plus one percent, including police	Council
18. Support economic opportunities for urban agriculture producers, farm businesses and farmers markets	Staff

Strategic Objective #5: Health, Well-Being and a Welcoming City

Measurable Outcomes:

- Increase sense of belonging and participation in civic life among all demographic groups
- Increase in number of people who feel safe and part of the community
- Increase in number of people who have a family doctor and overall increase in the number of people working in the health and well-being professions
- Increase in availability of free recreation options
- Increase in people accessing nature
- Increase in number of people who are more active, including increase in registrations in the City's recreational programs
- Clear improvement on mental health and addictions
- Increased local food security
- Fewer people are living below the poverty line and more people have access to a living wage
- Increase in cultural literacy, deepening understanding and welcoming of diversity

2019 Actions	Responsibility
1. Create a city-wide Childcare Strategy and Action Plan	Mayor's Childcare Solutions Working Group; Staff
2. Develop a Trans Inclusion Policy	Trans Advisory Task Force; Staff
3. Develop an Accessibility Framework	Staff; Accessibility Working Group
4. Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free	Staff; DVBA
5. Work with Downtown Victoria Business Association for rotating mural artists to beautify empty storefronts and large windows	Staff; DVBA
6. Create a Seniors Task Force and develop a Seniors Strategy	Senior's Task Force led by Councillors Isitt and Collins; Staff
7. Strike a Peer-Informed Task Force to identify priority actions to inform a Mental Health and Addictions Strategy actionable at the municipal level, i.e. prevention, advocacy, integration of services, and education	Peer-Informed Task Force led by Councillors Alto and Potts; Staff
8. Expand Life Pass program to 365 days per year	Staff

Strategic Objective #5: Health, Well-Being and a Welcoming City	
2019 Actions Cont'd	Responsibility
9. Adopt uniform and accessible parking standards for on-street and off-street parking	Staff
10. Explore ways to end sexual harassment and assault in Victoria, including using the Good Night Out international model to create a safe nightlife campaign for Victoria venues, bars, clubs and festivals	Late Night Task Force; Councillor Thornton-Joe (Downtown Neighbourhood Liaison)
2020 Actions	Responsibility
11. Create a Welcoming City Strategy: <ul style="list-style-type: none"> a. Staff to join Welcoming City initiatives b. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn about and appreciate everyone's unique perspective c. City not to use funds, personnel or equipment to detain people due to immigration status d. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents e. Ensure a welcoming, compassionate and neighbourly atmosphere in our community where all people, including immigrants and refugees are welcomed, accepted, respected and encouraged to participate f. City plays role in collective response to fear mongering, racism and human suffering g. Diversity and inclusion training for staff and Council h. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall 	Welcoming City Task Force led by Councillors Dubow, Thornton-Joe, Mayor Helps; Staff
12. Create an LGBTQi2S Task Force to create an LGBTQ2iS Strategy	LGBTQi2S Task Force led by Councillors Alto and Potts; Staff

Strategic Objective #5: Health, Well-Being and a Welcoming City	
2020 Actions Cont'd	Responsibility
13. Consider the implementation of play streets, school streets and other child-friendly strategies	Staff
14. Create a strategy to attract doctors to Victoria	Mayor's Office with Partners
15. Consider adopting the World Health Organization Social Determinates of Health and United Nations Declaration on the Rights of the Child	Council
16. Pilot community BBQ stations in parks and neighbourhood public spaces	Staff; Neighbourhood Associations
17. Urban Agriculture: <ul style="list-style-type: none"> a. Explore opportunities for increasing food production on private land b. Support food infrastructure including farmers markets, and storage and distribution c. Soil test and consider shade implications of City-owned land and potential land acquisition 	Staff; Urban Food Table
2021 Actions	Responsibility
18. Urban Agriculture: <ul style="list-style-type: none"> a. 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 b. 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) c. Support neighbourhood food/meal programs d. Work with non-profits to bring back the Sharing Backyards Program 	Staff; Urban Food Table

Strategic Objective #5: Health, Well-Being and a Welcoming City	
2019-2022 Actions	Responsibility
19. Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library	Staff
20. Crystal Pool and Wellness Centre Replacement	Staff
Ongoing Actions	Responsibility
21. Identify and remove barriers to make Victoria barrier-free and apply a barrier-free lens to all decisions we make to ensure we're not creating new barriers	Staff; Council
22. Look for opportunities and partnerships for deer management	Staff
23. Ensure ethno-cultural diversity in municipal festive, arts and cultural funding supports	Council
24. Advocate for preserving and strengthening the Agricultural Land Reserve	Council
25. Look for opportunities to increase food production on public land including increasing community gardens in all neighbourhoods in the city, and building urban food systems into our parks operations	Staff; Urban Food Table
26. Look for opportunities to create accessible shoreline access	Staff
27. Mental Health and Addictions Advocacy: <ul style="list-style-type: none"> a. Advocate for better prevention and more support for those aging out of foster care – there were 156 unhoused youth in the 2018 Point-in-Time Count b. Advocate for more funds for mental health and more publicly-funded recovery options and de-stigmatization of mental health and addictions c. Advocate for and facilitate planning and delivery of additional harm reduction services in the city and region, including a safe inhalation site d. Advocate for the BC government to provide currently illicit drugs/safer substances to reduce harm from addictions 	Council

Strategic Objective #5: Health, Well-Being and a Welcoming City

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| <ul style="list-style-type: none">e. Advocate for and work with agencies and other governments and professional bodies to facilitate increased harm reduction trainingf. Advocate to the Province and/or the CRD and Capital Regional Hospital District to measure homelessness, acute addiction, mental health and to identify service gaps and better coordinate between existing service providers, and create better funding opportunities | |
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Strategic Objective #6: Climate Leadership and Environmental Stewardship

Measurable Outcomes:

- The City is making measurable advances reducing community GHG emissions by 50 percent from 2007 levels by 2030, and cutting the City of Victoria's corporate emissions by 60 percent by 2030
- Citizens and businesses are empowered and inspired to take meaningful action to reduce carbon pollution
- Citizens and businesses are making measurable advances in community and business GHG reductions and a tangible movement to 100% renewables to meet or exceed climate targets
- There is a Zero Waste Strategy in place and we are making progress towards goals
- There are optimized local compost solutions in place for both food and garden waste
- Increase in tree canopy on public and private property

2019 Actions	Responsibility
1. Develop a Zero Waste Strategy	Staff
2. Implement the Climate Leadership Plan	Staff; Council; Community
3. Implement a City staff transit pass program	Staff
4. Implement the Urban Forest Master Plan	Staff
5. Undertake a comprehensive review and update the Tree Preservation Bylaw	Staff
6. Ban plastic straws taking into consideration accessibility needs	Staff; Council
7. Create Neighbourhood Climate Champion program with one child, youth, adult and elder from each neighbourhood to lead and inspire at the local level on Climate Action	Mayor's Office
2020 Actions	Responsibility
8. Create Annual Tree Planting Festival like "Tree Appreciation Day" but lots of trees, in all neighbourhoods at once with a big celebration or small celebrations in each neighbourhood	Staff; Neighbourhood Associations
9. Mandate green shores practices on waterfront development	Staff

Strategic Objective #6: Climate Leadership and Environmental Stewardship

2020 Actions Cont'd	Responsibility
10. Initiate a Parks and Open Spaces Acquisition Strategy to identify priorities for parkland acquisition that align with Official Community Plan, Parks and Open Space Master Plan, and other approved City plans	Staff
11. Ban single-use coffee cups and single-use takeout containers (as with Plastic Bag Ban Bylaw, determine logical exceptions)	Staff; Council
12. Begin to plan for mitigating the inflow and infiltration issues on private property	Staff
13. Expedite implementation of the BC Step Code	Staff
2021 Actions	Responsibility
14. Implement a robust Zero Waste Strategy	Staff; Council; Community
15. Mandate electric vehicle charging capacity in all new developments	Staff
16. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation	Staff; Greater Victoria Harbour Authority
17. Explore the creation of a municipal energy utility, more local energy creation, solar e.g. food waste generators for food trucks at the museum	Staff
2022 Action	Responsibility
18. Create a municipal energy utility, more local energy creation, solar e.g. food waste generators for food trucks at the museum	Staff
Ongoing Actions	Responsibility
19. With the exception of hanging baskets and Beacon Hill Park, between 2019 and 2022, re-naturalize all beds in the city. If there are cost, time and/or water savings, use these to further nurture the tree canopy and urban forest and natural areas	Staff
20. Promote rain gardens and improve water quality entering waterways	Staff
21. Strengthen tree protection and enhance tree canopy and urban forest	Staff; Community

Strategic Objective #6: Climate Leadership and Environmental Stewardship

Ongoing Actions Cont'd	Responsibility
22. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development	Staff; Urban Food Table
23. Advocate for appropriate federal regulations of the Victoria Water Airport	Council
24. Work with partners to clean up the harbour and steward waterways	Staff; Council

Strategic Objective #7: Sustainable Transportation

Measurable Outcomes:

- Increase in residents using public transit, walking and cycling
- Decrease in number of collisions and fatalities on City streets
- Decrease in transportation-related GHG emissions
- Fewer cars on the road and decrease in vehicle kilometres travelled
- Increase in car sharing
- Decrease in annual household spending on transportation
- Increase in public and private EV charging stations
- New transportation services are available, including rapid transit, to and from Victoria, supported by first-mile and last-mile solutions, mobility-as-a service (MaaS) and a single payment platform
- There is a positive shift in public attitude towards sustainable transportation
- There is a direct link between City transportation investments, policies, and services and the City's Climate Leadership goals
- Victoria is recognized as a global leader in multi-modal transportation

2019 Actions	Responsibility
1. Request that the Victoria Regional Transit Commission (VRTC) provide free transit to all children in the region 18 and under	Council
2. Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria	Staff; Council
3. Advocate for late night bus service	Council
4. Advocate and work with our regional colleagues to create a regional transportation commission	Council
5. 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	Staff
6. Work towards a regional rail system / advocate for commuter rail and inter-city rail along the E&N Railway from Victoria Harbour without delay	Council; Staff
7. Develop and begin implementation of the Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel	Staff; Council; Community
8. Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE Pass program)	Staff

Strategic Objective #7: Sustainable Transportation	
2020 Actions	Responsibility
9. Work to bring a “floating” car share service to Victoria	Staff; Mayor’s Office
10. Complete Cecilia mid-block connector	Staff
2021 Action	Responsibility
11. Lower speed limits on local neighbourhood streets to 30 km per hour	Council; Staff
2022 Action	Responsibility
12. Complete a multi-use trail along the Upper Harbour north of downtown	Staff
2019-2022 Action	Responsibility
13. Bike Master Plan implementation	Staff
Ongoing Actions	Responsibility
14. Advocate for substantially improved transit service	Council
15. Advocate for lower transit fares	Council
16. Advocate for BC Transit to start purchasing electric buses in advance of 2030 transition	Council
17. Advocate to BC Transit for “micro transit” or “transit-on-demand” – a public ridesharing program	Council
18. Work with car share entities to create more car share spaces on neighbourhood streets	Staff
19. Encourage/mandate where possible, new car share cars and memberships with new developments in exchange for less parking spots	Staff; Council
20. Support traffic calming in neighbourhoods	Staff
21. Support and nurture neighbourhood-led transportation planning	Staff

Strategic Objective #8: Strong, Liveable Neighbourhoods

Measurable Outcomes:

- Increase in number of opportunities for engagement with neighbourhoods
- People feel listened to and consulted about what makes a neighbourhood distinctive
- Increase in affordable housing in all neighbourhoods (See Objective #3)
- Increased access to social determinants of health in all neighbourhoods
- People feel that their neighbourhood is safe and walkable
- Increase number of people walking compared to other modes of getting around within neighbourhoods
- Increase in the amount of green space in neighbourhoods
- All neighbourhoods are thriving, distinctive, appealing, viable and have amenities

2019 Actions	Responsibility
1. Complete the Fairfield Local Area Plan	Staff; Community; Council
2. Continue the 'Open Government Street to Pedestrians' pilot and consider pedestrian-only Government Street in 2020-2021 budget process	Staff; Council
3. Create a place-making guide and tool kit and host workshops to support citizens and businesses to take action to create public play spaces, parklets, and gatherings places within neighbourhoods	Staff; Council
4. Facilitate an annual Neighbourhoods Summit to consider emerging best practices in neighbourhood placemaking, planning and engagement	Mayor's Office; Council; Staff
5. Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee	Staff
6. Explore opportunities to expand the Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD	Staff; Neighbourhood Association
2020 Actions	Responsibility
7. Review the Noise Bylaw	Staff
8. 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	Staff; Council; CALUCs
9. Review and consider additional resources (financial and training) for CALUCs	Staff; CALUCs
10. Resolve anomalies in neighbourhood boundaries	Staff; Neighbourhood Associations

Strategic Objective #8: Strong, Liveable Neighbourhoods

2021 Actions	Responsibility
11. Explore partnerships to create meeting space and a home base for the Downtown Residents Association	Staff; Downtown Residents Association
12. Work with School District 61 to explore use of Sundance school as a community centre for a Jubilee Community Centre	Staff, School District 61; Neighbourhood Associations
13. 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	Staff; City's Council Appointee to the Library Board
14. Ship Point Plan and Funding Strategy	Staff
2022 Actions	Responsibility
15. Establish a community centre for the North Park Neighbourhood in conjunction with plans for the Royal Athletic Park parking lot and/or the Crystal Pool and Wellness Centre Replacement Project	Staff; Neighbourhood Association
16. Review the Heritage Tax Exemption program	Staff with clear direction from Council as to what specifically needs to be reviewed
2019-2022 Action	Responsibility
17. Develop Local Area Plans	Staff; Neighbourhoods; Council
Ongoing Actions	Responsibility
18. Support neighbourhood placemaking initiatives	Staff; Council
19. Advocate for adequate support and supervision accompanying downtown supportive services so people have all the supports they need, not only housing	Council
20. Emergency preparedness/heritage buildings/enrich the heritage seismic upgrade program	Staff

Process for Amending Strategic Plan

Part One – Emerging Issues and Opportunities

Step 1:

At any Committee of the Whole meeting, Councillors interested in amending the Strategic Plan to address an emerging issue or opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. This report must outline which of the eight Objectives the new proposed Action will lead to, as well as the Outcome that the new proposed Action is meant to achieve.

Step 2:

At the next Quarterly Update, staff will provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.

Step 3:

At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what Action or Actions may need to be removed.

Part Two – Emergency Issues and Extraordinary Opportunities

Step 1:

At any Committee of the Whole meeting, Councillors interested in amending the Strategic Plan to address an emergency issue or extraordinary opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. Emergency Issues and Extraordinary Opportunities don't need to be tied to a specific Strategic Objective, but if they do, this should be indicated clearly, as well as the Outcome that the new proposed Action is meant to achieve. Proposed new Actions for Emergency Issues and Extraordinary Opportunities will require a two-thirds majority to pass.

Step 2:

One Committee of the Whole meeting later at the most, staff provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.

Step 3:

At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what Action or Actions may need to be removed. If Committee (and Council) supports proposed Actions and Outcomes that fall outside of the eight Strategic Objectives, a new section will be added to the plan entitled *Emergency Issues and Extraordinary Opportunities*.

Appendix A – Framing Questions for Strategic Planning Process

What Council would like to get out of the planning process:

- Generation of great ideas
- Understand how we work together
- Open conversation and candid dialogue
- An overall understanding of what four years will look like and how we will include the community
- To learn more about what we've been doing as a city and what we need to do
- Relationship building
- Learning how to work together
- Collaborative
- Transparent
- Make some hard decisions
- Strong strategic plan that will advance social and ecological justice

What Council would like to see in the plan:

- A clear path forward but one that is also flexible enough to address emerging issues
- Practical and achievable, not just a wish list
- Include the public
- Achievable *and* aspirational
- Include what we've heard from citizens *and* what we're passionate about
- Tied to the budget
- Address a broad spectrum of things so that there is something for everyone in the plan and it tends to the day to day of the city
- A bold and achievable plan, where we measure and report on our progress
- Tackle the toughest issues, have a clear path from day one

What's working well in the city?

- Engaged and passionate citizens
- Strong neighbourhood structure
- Growth of strong local businesses
- Economic opportunity for residents
- Natural environment and residents working to protect it
- Embracing the importance of reconciliation
- Neighbourhood associations that provide services. E.g. Childcare, Seniors programs
- Strength of major industries, tech, tourism
- Increasing diversity of population
- Festivals, arts and culture
- Strong library system
- Increase in international students

- Well maintained roads, sidewalks and physical infrastructure
- Social agencies and programs
- Compassionate
- Safe
- Interfaith relationships and solidarity
- Confidence in city, good place to invest and build
- Strength of regional cooperation on economic development
- Strong network of non-profit organizations
- Strong commitment to volunteerism e.g. regard to welcoming to of Syrian refugees

What are opportunities for improvement in the city?

- Increase trust between citizens and city hall
- Recognize that the provision of social services downtown requires more supports, not just housing
- Ensure that downtown is accessible and welcoming to everyone
- Nurturing our existing businesses and people coming downtown
- Improve public dialogue, increase civility, increase a feeling that there's room for everyone's voice
- Become a more welcoming city – affirm our values as a welcoming city
- Take a more compassionate approach to homelessness and mental health/addiction
- Harm reduction
- Be more respectful of each other's time – language choice
- Be the first city with a tech boom to grow inclusively and sustainability
- Deepening our relationship with the Songhees and Esquimalt nations and to understand what it means to live in a city on someone else's homeland
- To grow the film industry
- Continue to nurture our business community and foster an entrepreneurial spirit
- Make the city more accessible

What is working well at City Hall?

- Passionate and dedicated staff who have knowledge and relevant expertise – spirit of continuous learning
- Approachable City Hall
- Improved and proactive engagement practices
- Strong relationships with federal and provincial governments
- Active in e.g. housing first / tackling important issues
- Seen as regional leader
- Relationships with colleagues on a municipal level are strong
- Relationships with Songhees and Esquimalt Nations
- Quality customer service
- Courage to take bold action
- Taken action on food security and agriculture

- Strong relationship with School District
- 20-year capital plan and strong reserves
- Welcoming nature of city hall – lack of dysfunction – functional organization
- Commitment to learn from mistakes
- Cross departmental collaboration to solve problems

What are opportunities we have to improve City Hall?

- Address the housing crisis and have housing that's in reach/affordable for our residents
- Increase trust between councillors and staff and council; improve relationships
- Capture the corporate/institutional memory
- Tackle affordability crisis more broadly (childcare/transportation)
- To diversify engagement e.g. Childcare at meetings, video submission
- Respect the time of staff
- Be climate leaders and mitigate and adapt to climate change
- Better convey city hall/council story
- Address day to day issues - broken window syndrome in the city
- Responsive and proactive to the needs of residents and business community
- To make sure that when we undertake engagement we're clear and engaging for the right reason, at the right time in the right way
- Recognize the localized experiential experience of people and value citizen expertise from living in a place
- Collect data and measure results as a way to advocate to other levels of governments re: services
- To hear the quieter voices not being heard over the loud voices
- Measure our own results and use that data to drive decisions in budget on an annual basis
- Deeper partnerships with post-secondary institutions and School District
- Opportunities for prevention – working upstream
- Address access to childcare and availability
- Make sure that the plans we create are implemented and resourced by the budget process
- Review the plans we have in place and determine whether they are still the right plans; regularize this to make progress on the key elements in the OCP
- Better follow through on engagement
- Improve the well-being of staff and take care of our staff; provide adequate and relevant training