











**Legend:**  On Track (Green)  Some Challenges (Yellow)  Major Challenges (Red)  
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## Strategic Plan Progress Report

The following report provides a summary of the status of Strategic Plan Actions that were initiated in 2019, or were to be initiated in 2020, based on amendments to the 2018-2022 Strategic Plan in March 2020, as approved by Council. While the funding for a number of the new initiatives has been deferred to 2021 through the Financial Plan, they are included in this Triannual Accountability Report for 2020 as a reflection of work that was planned at the beginning of 2020 and subsequently delayed due to COVID-19 and other emerging issues. The first section of this attachment provides a status report on staff led Strategic Plan initiatives. The second section starting on Page 18 are action items that are led by members of Council.






Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
#1 Good Governance and Civic Engagement							
Measurement and Monitoring (CI)	Develop measurement and monitoring process for Strategic Plan Outcomes		Participate in Budget Well-Being Network Discussions	Continue to monitor potential opportunities	On Hold	On Hold or Inactive	Funding for staff to undertake this work not approved for 2020. Initiative largely on hold.
Citizen's Assembly (LS)	Work with Saanich Council to develop and implement a Citizens Assembly process		TBD based on COVID-19 recovery		On Going	Some Challenges	COVID-19 re-allocated resources to Council process restructuring and recovery.
Facilitation Training (Engage)	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				On Hold	On Hold or Inactive	Planning on hold until in-person education and workshops can be held in accordance with health guidelines.

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Town Halls (Engage)	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	Town Hall on Seniors (Feb 4) to inform Seniors Action Plan recommendations	Build Back Victoria Virtual Town Hall (June 9) to share Council's COVID-19 Recovery Plan and community to ask questions*	2021 Budget Town Hall (virtual engagement) to obtain public feedback	On Going	On Track	Staff will be launching an enhanced engagement platform in early fall to improve virtual engagement with the community.
Closed Meeting Disclosure (LS)	Improve proactive disclosure of closed meeting records and decisions quarterly	Implement process improvements			2020	Some Challenges	Initially delayed due to April by-election and COVID-19. Further delay due to restart of preparation for a 2020 by-election.
Youth Strategy (Engage)	Continue to implement Youth Strategy	<p>Held first of three planned City Hall School Days *</p> <p>Began planning on potential Aboriginal Youth Mentorship Project*</p> <p>Collaborated with Neighbourhoods Team on "NeighbourHub" for Youth programming *</p> <p>Helped promote Youth Poet Laureate's "Youth Verses" project</p>	<p>Helped promote Youth Poet Laureate's "Youth Verses" project</p> <p>Developed directory of local youth-servicing organizations</p> <p>Developed listings of mental health service support for youth during pandemic</p> <p>Assisted program staff with planning youth outreach engagement for Zero Waste Strategy, AAA cycling network, Missing Middle Housing</p>	<p>Assist program staff with youth outreach and engagement activities to support Zero Waste Strategy development, AAA cycling network, and Missing Middle Housing</p> <p>Promote City arts and culture, neighbourhood grant opportunities to youth</p> <p>Lead youth engagement on Draft 2021 Budget</p>	On Going	Some Challenges	Two City Hall School Days, Aboriginal Youth Mentorship Program and Neighbour Hub did not move forward to implementation due to COVID-19.

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Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
			Distributed listings for jobs, volunteer opportunities, programs and funding to school counsellors and youth organizations				
Real Estate Strategy (SRE)	Complete and implement Real Estate Strategy	Elements of draft plan implemented with recent acquisition in support of affordable housing & community space co-location	Elements of draft plan implemented with recent acquisition in support of affordable housing & community space co-location, acquisition of park space within Jubilee Region	Provide Strategic Plan	2021	Some Challenges	Work delayed due to reallocation of resources for affordable housing project developments and COVID-19 economic response to commercial leasing.
Video Submissions (LS)	Allow people to make video submissions to public hearings and requests to address Council	Actioned as part pf COVID-19 process adjustments. Permanent use requires a small amount of policy work to complete in future terms based on capacity.		Report and draft policy to Committee of the Whole	2020	On Track	
Public Hearing Only Council Meetings (LS)	Hold public hearing-only Council meetings	Actioned as a result of COVID-19			2020	Major Challenges	A move toward public hearing only council meetings is intended to move more quickly applications through the system. Staff resources to support this action deferred to 2021.
Lobbyist Registry (LS)	Create a lobbyist registry		Provide report to COTW		2020	Some Challenges	Report to be provided by the end of 2020.

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Equity Framework (CI)	Develop an Equity Framework	COTW Report on Equity Related Positions and Functions  Release RFP for Consulting Services to develop Equity Framework	Evaluate RFP Submissions and begin preliminary work with Consultants  Initiate Hiring Process	Council Workshop	2021	Some Challenges	Council authorized proceeding with 2 equity related positions previously deferred to 2021. Anticipate posting for these positions to occur during T3.
<b>#2. Reconciliation and Indigenous Relations</b>							
Reconciliation Training (HR)	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	73% of Leadership have completed online learning	100% of Leadership registered or completed online learning	Procurement Agreement in place for experiential learning	On Going	Some Challenges	Online foundational learning continues to roll out at a reduced pace. Experiential learning is on hold due to COVID-19 public health orders and budget reallocation.
Indigenous Relations Function (EO)	Establish an Indigenous Relations function				On Hold	On Hold or Inactive	Funding deferred to 2021
<b>#3. Affordable Housing</b>							
Affordable Housing Measurement and Tracking (SPCD)	Set targets, define affordable housing and track and measure the creation of affordable housing units		Implementation of software to enhance and increase efficiency with annual housing reporting	User testing of software and staff training	On Going	On Track	Software improvements in progress to improve data collection. In meantime, ongoing manual tracking of affordable housing by staff.
Rental Zoning (SPCD)	Implement rental-only zoning				2021	On Track	Rental zoning implementation has been incorporated into the Rental Housing Incentives project (see below)

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Rental Housing Incentives (SPCD)	Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing		Economic analysis undertaken Stakeholder engagement	Project website launch	2021	On Track	Economic Analysis initiated, early engagement with stakeholders underway, and project website set to launch on the City's engagement portal.
Market Rental Revitalization (SPCD)	Implement Market Rental Revitalization Program	Rental Property Standards of Maintenance Bylaw work delayed due to litigation in another jurisdiction with implications in Victoria.	Rental Property Standards of Maintenance Bylaw considered by Council	Rental Property Licencing Bylaw considered by Council	On Going	On Track	Request for Expression of Interest (to identify building owners interested in participating in the Seismic and Energy Upgrade Pilot Project) deferred by COVID recovery reprioritization
Housing Conversion Opportunities (SPCD)	Develop city-wide strategy for additional house conversion opportunities			Public Hearing to consider Housing Conversion Bylaw Scheduled for October 22, 20	2020	On Track	Will require ongoing resources to implement, monitor and tweak as needed and implement "sprint" actions identified by Council
Family Housing (SPCD)	Incentivize and mandate the creation of family-appropriate two- and three-bedroom rental units	Policy research			2021	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete.
Funding for Land (SPCD)	Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing				On Hold	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete. When launched, coordinate with Strategic Real Estate & Grant Specialist.
Tax Exemptions (SPCD)	Explore the expanded use of tax exemptions to create more affordable housing				On Hold	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete

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Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
Houseplexes and Townhouses (SPCD)	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	Early engagement	Online survey and economic analysis	Initial directions presented to Council. Public engagement.	Q2 2021	Some Challenges	This is captured within the Missing Middle project (see below)
Missing Middle (SPCD)	Consider a comprehensive amendment to the Zoning Bylaw to permit all "Missing Middle" housing forms 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>	Early engagement	Online survey and economic analysis	Initial directions presented to Council. Public engagement.	Q2 2021	Some Challenges	Completion of early engagement delayed due to COVID-19.
Municipal Housing Service (SPCD)	Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (de-commodified) housing			Report to Council as part of Housing Strategy Annual Review	On Going	On Track	In partnership with Strategic Real Estate

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Tenant Housing Ambassador (SPCD)	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			Commence recruitment process	2021	On Track	Position approved for 2021
Tiny Homes (SPCD)	Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month				2021	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete.
Secondary Suite Grant Program (SPCD)	Consider a grant program for secondary suites including those that are accessible and serve an aging population				2021	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete.
Garden Suite Grant Program (SPCD)	Examine a grant program to incentivize the creation of affordable garden suites				2021	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete.
Tiny Homes and Garden Suites (SPCD)	Allow tiny homes and garden suites on lots that already have secondary suites or duplexes				2021	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete.






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Garden Suite Program Expansion (SPCD)	Review garden suite program to consider larger units on larger lots				2021	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete.
<b>#4. Prosperity and Economic Inclusion</b>							
Arts and Culture Funding (ACE)	Examine effectiveness of arts and culture grants funding versus direct staff support		COTW Report June 4			Complete	Part of Create Victoria Progress Report
Industrial Land (SPCD)	Talk with industrial landowners, managers and users about industrial land — its use, zoning, taxation, etc. — review industrial land use and values every five years		Victoria 3.0 Recovery Reinvention Resilience 2020-2041 adopted by Council including action to develop a vision and implementation framework for the Innovation District.	Create a project plan	2021	Some Challenges	Project commencement subject to funding for staffing and consultant resources needed for implementation.
Pop-Up Businesses and Art Exhibits (ACE) (ED)	Encourage “pop-up” businesses and art exhibits in vacant retail and office space		Call to Artist Issued	Installations	On Going	Complete	Vacant storefront exhibitions installed in August 2020.
Accessibility Framework (EPW)	Develop and implement an Accessibility Framework	Complete public engagement Initiate 2020 accessibility projects as planned by various departments	Council Report – Final adoption of Framework, Council Policy and Short-Term Action Plan	Accessibility Framework Follow-Up Report to COTW	Ongoing	Some Challenges	Accessibility Framework, short term action plan and policy endorsed by Council in August 2020. Staff to report back on additional motions in September 2020








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Vacant Storefronts (ACE)	Work with Downtown Victoria Business Association for rotating mural artists to beautify empty storefronts and large windows		Issue Call to Artists	Installations	On Going	Complete	Artwork installed in August 2020.
Accessible Parking Standards (EPW)	Adopt accessible parking standards for on-street and off-street parking	Issue and Award RFP for services	Stakeholder engagement; Technical analysis	Stakeholder engagement; Bylaw Amendment Process	2021	On Track	
#5. Health, Well-Being and a Welcoming City							
Play Streets and School Streets (EPW)	Consider the implementation of play streets, school streets and other child-friendly strategies				2021	Some Challenges	Resources prioritized to delivery of 2021 traffic calming program which includes traffic calming adjacent to parks and outside schools. School streets pilot supported at Sir James Douglas in 2019. Staff developed new guidelines for school street applications for future requests.  COVID recovery measures also allow for temporary lane / road closures outside of schools.
Urban Agriculture (PRF)	a. Urban Agriculture: Explore opportunities for increasing food production on private land b. Support food infrastructure including	Community Garden Volunteer Coordinator and Micro-Grant's issued  Development of Get Growing, Victoria! Program  Distribution of gardening materials (compost, wood chips etc.)	Food seedling distribution  Education program development and delivery  Community garden licence renewals and EOI/Proposal reviews	Launch of Community Garden Start-Up Grant  Review of Get Growing, Victoria Program  Investigate re-introduction of Sharing Backyards Program,	Ongoing	Some Challenges	Resources dedicated to implementing various activities under the Growing in the City Program were primarily focused on the Get Growing, Victoria! program in T2 as part of the City's response to the COVID-19 pandemic.

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	farmers markets, and storage and distribution c. Soil test and consider shade implications of City-owned land and potential land acquisition		Development of Community Garden Start-Up Grant	Distribution of gardening materials (compost, wood chips etc.)  GITC Council Update and Community Garden approvals  Planning for City-built allotment garden pilot (Deferred to 2021)			The planning for a City-built allotment garden has been deferred to 2021 as resources have been reallocated to the Get Growing, Victoria! program.
Central Library (PRF)	Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library				On Hold	Some Challenges	Recruitment of a new Manager of Facility Development, who will lead this initiative, was deferred due to COVID-19 demands. Recruitment in T3.
Crystal Pool and Wellness Centre (PRF)	Crystal Pool and Wellness Centre Replacement				On Hold	On Hold or Inactive	This project was deferred by Council as part of the COVID-19 economic response.
<b>#6. Climate Leadership and Environmental Stewardship</b>							
Zero Waste Strategy (EPW)	Develop a zero Waste Strategy	Complete draft strategies and actions for consultation.	Stakeholder engagement on strategy and development of 3-year implementation plan.	Council Report on Completed Draft Zero Waste Strategy	2020	On Track	Staff are conducting the final focus groups with stakeholders and preparing draft Strategy and implementation plan for Council consideration in Q4.

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Climate Leadership Plan (EPW)	Implement the Climate Leadership Plan	<p>Launched Oil to Heat Pump Campaign and Incentive</p> <p>Launched EV Charging Incentive for Multi-unit residential buildings</p> <p>Development of Climate Lens Framework</p> <p>Council Report: Facilities Energy Improvements</p> <p>Expanded Climate Action Team</p>	<p>Launched “Bring it home for the climate” in partnership with CRD</p> <p>Council approval of fees for EV Charging and EV Strategy Development work awarded.</p> <p>Council approval of EV Readiness Bylaw</p>	<p>Council update: Climate Leadership Plan Report Card</p> <p>Finalize Corporate Energy &amp; Emissions System (CEEMS)</p> <p>Finalize Adaptation Strategy</p> <p>Launch of new EV charging stations on Broad St</p> <p>Launch of new BC Hydro DCFC EV charging on Store St</p> <p>Finalize EV Strategy</p>	On Going	On Track	
Urban Forest Master Plan (PRF)	Implement the Urban Forest Master Plan	Comprehensive technical review of the Tree Preservation Bylaw	Comprehensive technical review of the Tree Preservation Bylaw	<p>Canopy cover and ecosystem targets established</p> <p>Council Report - Tree Preservation Bylaw Approval</p>	On Going	Some Challenges	<p>COVID-19 impacts have resulted in a deferral of projects relying on consultant support or requiring public engagement.</p> <p>Deferred projects: neighborhood planting plans, stewardship and education outreach initiatives</p>
Renewable Energy Generation (EPW)	Explore opportunities for renewable energy generation and district energy opportunities starting in 2019, including the option of establishing a municipal energy utility in 2021	On hold	On hold	Develop scope for a study of opportunities by external consultant and initiate pending additional resources	On Hold	On Hold or Inactive	Work is instead focusing on climate emergency priority actions identified in Nov 2019

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Tree Planting (PRF)	Facilitate tree planting events and celebrations in partnership with residents and community organizations, and other public bodies, including participating in the United Nations Trees in Cities Challenge with a goal of planting at least 5,000 trees.	Launched Trees in Cities Initiative including planting, education and stewardship programs			On Going	Major Challenges	COVID-19 impacts have resulted in the deferral of programs relying on public engagement and community events/workshops.  City will meet target for tree planting in 2020.
Green Shore Practices (SPCD)	Mandate green shores practices on waterfront development				On Hold	On Hold or Inactive	New staff position to lead this work deferred to 2021 budget process
Parks and Open Spaces Acquisition Strategy (PRF)	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				On Hold	On Hold or Inactive	Project has not advanced due to high volume of other priority projects, COVID-19 demands
Shoreline and Garry Oak Ecosystem Protection (SPCD)	Increase protection for shoreline areas and Garry Oak ecosystem including the shoreline between Gonzales Bay and Ross Bay and the shoreline along Gorge Waterway				On Hold	On Hold or Inactive	New staff position to lead this work deferred to 2021 budget process

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Single Use Items (EPW)	Introduce regulations to ban and/or restrict problematic single use items (coffee cups, take out containers, straws, etc.) while taking into consideration accessibility needs	On Hold: Reintroduce Checkout Bag Regulation Bylaw under Ministerial Approval.	On Hold	Checkout Bag Regulation adoption in October 2020  Additional SUI regulation considerations to be included as part of Zero Waste Victoria for consideration Q4 2020	2020	On Hold or Inactive	Reintroduction of Checkout Bag Regulation will be informed by COVID-19 recovery considerations. Additional SUI regulation TBD based on Provincial and Federal legislation announcements (update as of August 30, 2020). Zero Waste Strategy for Council consideration planned for Q4 2020.
Inflow and Infiltration (EPW)	Begin to plan for mitigating the inflow and infiltration issues on private property		Staff review and options consideration	Report to Council	2020	On Track	A comprehensive inflow and infiltration reduction plan has been prepared and will be used as a basis for the upcoming report to Council.
BC Step Code (SPCD)	Expedite implementation of the BC Step Code  (climate emergency response included a timeline to expedite implementation)			Data analysis	2020 - Step 3 2022 – Step 4 2025 – Step 5	On Track	Step code acceleration on track.
<b>#7. Sustainable Transportation</b>							
Child and Youth Transit Pass Program (FIN)	Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria			Report to Council on Pilot outcomes and funding strategy for 2020/2021 program	2020	On Track	Program delivery underway.

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Sustainable Mobility Strategy (EPW)	Develop and begin implementation of the Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel		Finalize document and publish GO Victoria		On-Going	On Track	Implementation underway.
Low Income Bus Pass Program (EPW)	Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE Pass program)				On Hold	On Hold or Inactive	
Floating Car Share Service (EPW)	Work to bring a “floating” car share service to Victoria	Project initiation with car share service providers			On Going	On Track	Car share operators significantly impacted by COVID-19. No further updates in T2.
Greenways (EPW)	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				On Going	Some Challenges	Greenway enhancement projects and pilot treatments underway in several locations. Updates to applicable bylaws not yet started due to resourcing requirements and other Council directed priorities.

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Bike Master Plan (EPW)	Bike Master Plan Implementation		<p>Construction start Vancouver, Graham, Jackson and Harbour Road</p> <p>Report to Council on design recommendations for Kimta Road, Richardson, Kings/Haultain, and Government Street North</p> <p>Consultation on 2021 designs for Pandora East, Fort Central, Oaklands Connector, Fernwood Connector.</p> <p>Consultation on Jubilee priority route section.</p>	<p>Council workshop</p> <p>Consultation on 2021 designs for Pandora East, Fort Central, Oaklands Connector, Fernwood Connector.</p> <p>Consultation on Jubilee priority route section</p>	On Going	On Track	Community engagement activities shifted with new COVID-19 restrictions – virtual consultation underway to inform 2021 financial plan.
#8. Strong, Liveable Neighbourhoods							
Placemaking Guide and Toolkit (SPCD)	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 gathering places within neighbourhoods			Stakeholder engagement	On Hold	On Hold or Inactive	Budget for public engagement was removed from the 2020 Financial Plan as per Council direction in August, however work will proceed with the rescoping of engagement plan.






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Municipal Alcohol Policy (NEI)	Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee	Staff created a consolidated Municipal Property Alcohol Guidelines document.  BC Healthy Communities grant was completed		Draft Municipal Alcohol Policy report to Council	2020	On Track	
Quadra Village Centre and Greenspace (PRF)	Explore opportunities to expand the Quadra Village Community Centre and greenspace in partnership with the Downtown Blanshard Advisory Committee and the CRD	PRF and Real Estate staff commenced discussions relating to the establishment of new greenspace	Reviewing potential for greenspace improvement within proximity of QVCC		On Hold	On Hold or Inactive	Progress has been delayed due to high volume of other priority projects and COVID-19 response
Local Area Plans (SPCD)	Develop local area plans for villages and corridors. Phase 1 to include Hillside-Quadra, North Park, Fernwood (west). Phase 2 to include Fort St/Oak Bay Ave corridor neighbourhoods including Fernwood (east), Jubilees, Rockland. Phase 3 to include Oaklands and James Bay	Phase 1 public engagement (in-person events, online survey)		Phase 2 public engagement	2021	Some Challenges	Project will experience extended timeline due to COVID-19 as public engagement events were cancelled in spring/summer 2020 with staff considering alternate forms of online engagement and adjusting project plan as necessary.
Noise Bylaw (LS)	Review the Noise Bylaw		Determine future timelines based on staff capacity		On Hold	On Hold or Inactive	Work to be aligned with the Municipal Alcohol Policy report








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CALUC Process (SPCD)	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				On Hold	On Hold or Inactive	Current work is focusing on how to ensure community involvement during COVID-19
CALUC Resources	Review and consider additional resources (financial and training) for CALUCs				On Hold	On Hold or Inactive	Current work is focusing on how to ensure community involvement during COVID-19
North Park Community Centre (PRF)	Establish a community centre for North Park				TBD	Some Challenges	Staff continue to explore opportunities relating to establishing a new community centre
DRA Meeting Space (BCR)	Explore partnerships to create meeting space and a home base for the Downtown Residents Association	DRA provided access to use the newly named 'NeighbouHub' space at 709/711 Douglas St.			On Hold	On Hold or Inactive	Due to COVID-19 the space was temporarily closed. Council has deferred the budget for this space to 2021 as per direction in August.
Pedestrian Street (EPW&SPCD)	Continue the 'Open Government Street to Pedestrians' pilot and consider pedestrian-only Government Street in 2020-2021 budget process		Temporary pedestrian priority street changes implemented through Covid-19 recovery initiatives	Review and evaluate temporary Government Street changes with stakeholders, public and Council	2021-2022	On Track	Recommendations for next steps, to be considered in the 2021 financial planning process.

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Council Led Strategic Plan Actions						
Topic	Action	T1 Activities	T2 Activities	T3 Activities	Target to Year to Complete	Comments
#1 Good Governance and Civic Engagement						
Regional Police Services	Work to regionalize police services and consider the possibility of a single, amalgamated police service for the region				On Hold	
Committee Appointment Accountability	Create a structure/process for Councillors to share and be accountable for their work on committees and other appointments				On Hold	This action may be rolled into the governance review
Community Input Gathering	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				On Hold	

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Council Led Strategic Plan Actions						
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Governance Review	Strike a Council working group to recommend a process for a governance review			Council working group to provide a COTW report on scope	TBD	
#2. Reconciliation and Indigenous Relations						
Reconciliation Dialogues	Create the Victoria Reconciliation Dialogues	Delivered Dialogues 3 and 4	Dialogues 5 and 6 On Hold		On Hold	Mayor Helps and the City Manager recently presented the latest edition of the Strategic Plan to the elected Councils of both the Esquimalt and Songhees Nations, seeking their comment on the City's action plan to continue and strengthen the city's relationship with both Nations. We await their wisdom and advice.
Statue Relocation	Determine appropriate context for the Sir John A. Macdonald Statue	Reconciliation Dialogues 4 complete, first phase of discussion			On Hold	
Meegan Co-Governance	Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people				On Hold	
#4. Prosperity and Economic Inclusion						
Create Victoria 3.0	Create Victoria 3.0 – Recovery Reinvention	Public engagement on economic action plan Victoria 3.0: Recovery,	Repurposed to address the impacts of the pandemic on the local economy and		On Going	

## Att. A – Strategic Plan Progress Report – Period 2 (2020)

**Legend:**  On Track (Green)  Some Challenges (Yellow)  Major Challenges (Red)  
 Complete (Blue)  On Hold or Inactive (Black)

Council Led Strategic Plan Actions						
Topic	Action	T1 Activities	T2 Activities	T3 Activities	Target to Year to Complete	Comments
	Resilience – 2020-2041 Economic Action Plan	Reinvention, Resilience 2020-2041	adopted by Council on May 14, 2020.			
Creative Arts Hub	Continue ongoing support efforts to launch a Creative Hub for Arts		Community-led/City supported Open House to update community on the project		On Going	
Predatory Lending	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 members to bring forward motion to COTW	2020	
Childcare Strategy and Action Plan	Create a city-wide Childcare Strategy and Action Plan	Draft Childcare Action Plan complete	Childcare Action Plan coming to COTW in June	Childcare Action Plan to COTW in September	2020	CAP was initially planned to report back in March, but delayed to T3 due to COVID-19. UBCM granted an extension on the project.
Barrier Free Business Program	Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free				On Hold	
Seniors Task Force	Create a Seniors Task Force and develop a Seniors Strategy				On Hold	

## Att. A – Strategic Plan Progress Report – Period 2 (2020)

**Legend:**  On Track (Green)  Some Challenges (Yellow)  Major Challenges (Red)  
 Complete (Blue)  On Hold or Inactive (Black)

Council Led Strategic Plan Actions						
Topic	Action	T1 Activities	T2 Activities	T3 Activities	Target to Year to Complete	Comments
Sexual Harassment	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		Stakeholder engagement	Report to Council aligned with the draft Municipal Alcohol Policy	On Going	
Welcoming City	Create a Welcoming City Strategy.			Launch the Welcoming City Task Force	TBD	
Doctors Strategy	Create a strategy to attract doctors to Victoria				On Hold	
WHO Social Determinants of Health and UN Rights of the Child	Consider adopting the World Health Organization Social Determinates of Health and United Nations Declaration on the Rights of the Child				On Hold	
#6. Climate Leadership and Environmental Stewardship						
Climate Champion Program	Create Climate Champion program	Three Climate Champions gatherings held  RFP for program coordinator completed and placed on hold			On Hold	

Legend:

On Track (Green)

Some Challenges (Yellow)

Major Challenges (Red)

Complete (Blue)

On Hold or Inactive (Black)

Council Led Strategic Plan Actions						
Topic	Action	T1 Activities	T2 Activities	T3 Activities	Target to Year to Complete	Comments
#8. Strong, Liveable Neighbourhoods						
Neighbourhood Boundaries	Resolve anomalies in neighbourhood boundaries				On Hold	