






Att. A – Strategic Plan Progress Report – Period 3 (2020)






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

Strategic Plan Progress Report

The following report provides a summary of Strategic Plan Initiatives at the end of 2020. Amendments to the Strategic Plan made in January and February of 2021 will be reflected in the first period accountability report in June 2021.






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 for 2021.
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*	Due to COVID-19, 2021 Draft Financial Plan was released Dec 7 / Virtual Budget Town Hall to be held Jan 13	On Going	On Track	Staff launched 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 the 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	Held first of three planned City Hall School Days * Began planning on potential Aboriginal Youth Mentorship Project* Collaborated with Neighbourhoods Team on "NeighbourHub" for Youth programming * Helped promote Youth Poet Laureate's "Youth Verses" project	Promote Youth Poet Laureate's "Youth Verses" Develop directory of youth-servicing organizations Develop listings of mental health service support for youth during pandemic Assist program staff with planning youth outreach engagement for Zero Waste Strategy, AAA cycling network, Missing Middle Housing Distribute listings for jobs, volunteer opportunities, programs and funding to school counsellors and youth organizations	Led prep for youth engagement on 2021 Draft Budget that will take place Jan 2021 Assist program staff with youth outreach and engagement activities to support Zero Waste Strategy development, AAA cycling network, Village and Corridor Planning, Missing Middle Housing Promote City arts and culture, neighbourhood grant opportunities to youth.	On Going	Some Challenges	Youth Speak: Budget 2021 free virtual event held as part of virtual Budget Town Hall on Jan 13 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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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		2021	Some Challenges	Work delayed due to reallocation of resources for affordable and supportive housing project developments and COVID- 19 economic response to commercial leasing, deferred to 2021
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	2021	On Track	Implemented as temporary measure due to pandemic. Amendment to Council Procedures Bylaw (Public Hearing only meetings) and consideration of a Policy (video submissions) to formalize these processes on an ongoing basis expected in T1 2021.
Public Hearing Only Council Meetings (LS)	Hold public hearing-only Council meetings	Actioned as a result of COVID-19			2021	On Track	Implemented as temporary measure due to pandemic. Amendment to Council Procedures Bylaw (Public Hearing only meetings) and consideration of a Policy (video submissions) to formalize these processes on an ongoing basis expected in T1 2021.
Lobbyist Registry (LS)	Create a lobbyist registry		Provide report to COTW		2020	Some Challenges	Delayed due to by-election. Re-start report to be provided in T1 2021.

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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	On Track	Project timelines provided to Council in November 2020.
#2. Reconciliation and Indigenous Relations							
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 request to move this item forward included in 2021 Financial Plan
#3. Affordable Housing							
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	Victoria Housing Strategy Annual Review reported to Council and included affordable housing data	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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Market Rental Revitalization (SPCD)	Implement Market Rental Revitalization Program	Rental Property Standards of Maintenance (RPSOM) Bylaw work delayed due to litigation in another jurisdiction with implications in Victoria.	Rental Property Standards of Maintenance Bylaw work resumed	Rental Property Standards of Maintenance Bylaw public notice period and adoption	RPSOM Bylaw Complete Other program actions on going	On Track	RPSOM Bylaw effective January 31, 2021, and an 18-month monitoring and feedback period to commence thereafter. 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			Council approved House Conversion Bylaw on October 22, 20	2020	Complete	Will require ongoing resources to implement, monitor and tweak as needed and implement “sprint” actions identified by Council
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		2021	On Hold or Inactive	Economic Analysis initiated, and early engagement with stakeholders undertaken. The project is on hold due to limited capacity and to prioritize COVID-19 response actions underway.
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.

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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
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	Economic analysis	Missing Middle Housing Survey launched	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	Economic analysis	Missing Middle Housing Survey launched	2021	Some Challenges	Completion of early engagement delayed due to COVID-19.

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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				On Going	On Track	In partnership with Strategic Real Estate
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	Complete	Position approved for 2021 Successful recruitment concluded in December 2020
Tiny Homes (SPCD)	Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month				2022	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				2022	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				2022	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete.

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Tiny Homes and Garden Suites (SPCD)	Allow tiny homes and garden suites on lots that already have secondary suites or duplexes				2022	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete.
Garden Suite Program Expansion (SPCD)	Review garden suite program to consider larger units on larger lots				2022	On Hold or Inactive	Deferred until priority Housing Strategy actions are complete.
#4. Prosperity and Economic Inclusion							
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.

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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 and Policy Approved	Ongoing	Complete	Implementation continues in 2021
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 Development	2021	On Track	Report to Council T1 2021
#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	On Track	The 2021 Traffic calming program will continue to focus areas adjacent to parks and schools. The My Great Neighbourhood Grant Program allows for community-led projects on local streets and the “School Streets” initiative, which is led by the school community with support from the City, continues in 2021.

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Urban Agriculture (Growing in the City) (PRF)	Urban Agriculture: 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	Community Garden Volunteer Coordinator and Micro-Grant's issued Development of Get Growing, Victoria! Initiative Distribution of gardening materials (compost, wood chips etc.)	Food seedling distribution Education program development and delivery Community garden licence renewals and EOI/Proposal reviews (moved to T3) Development of Community Garden Start-Up Grant	Launch of Community Garden Start-Up Grant Review of Get Growing, Victoria! Initiative Investigate re-introduction of Sharing Backyards Program (deferred to 2021) Distribution of gardening materials (compost, wood chips etc.) GIRC Council Update and Community Garden approvals Planning for City-built allotment garden pilot (deferred to 2021)	Ongoing	Some Challenges	Resources dedicated to implementing various activities under the Growing in the City (Urban Agriculture) Program were primarily focused on the Get Growing, Victoria! program in T2 and T3 as part of the City's response to the COVID-19 pandemic. Community garden licence renewals and EOI proposal reviews were completed in T3 rather than T2. The planning for a City-built allotment garden and the investigation of the Sharing Backyards Program deferred to 2021 as resources have been reallocated to the Get Growing, Victoria! Initiative.
Central Library (PRF)	Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library			Initial Steering Committee held to establish project governance structure, development framework and next steps. Project Initiation (high-level site analysis) begins early Jan 2021. Partnered with Province to complete phase 1 environmental site assessment and seismic assessment of existing building.	2021	On Track	Project Plan approval scheduled for end of Q1 2021.

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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.
#6. Climate Leadership and Environmental Stewardship							
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	Complete	<p>Approved December 10, 2020</p> <p>A number of plans and strategies to be presented to Council in 2021 including:</p> <p>Building demolition policies</p> <p>Checkout bag regulation</p>
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>Council Report: Facilities Energy Improvements</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 Nov 2020: Climate Leadership Plan Status Report</p> <p>Launched new EV charging stations on Broad Street</p> <p>Initiated a working group of community stakeholders to assist in the development of the community chapter of the Adaptation Strategy</p>	Ongoing	On Track	<p>A number of plans and strategies to be presented to Council in 2021 including:</p> <p>Corporate Energy and Emissions Management Plan</p> <p>City of Victoria EV Strategy</p>

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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	Canopy cover and ecosystem targets established Council Report - Tree Preservation Bylaw Approval	On Going	Some Challenges	COVID-19 impacts have resulted in a deferral of projects relying on consultant support or requiring public engagement. Deferred projects: neighborhood planting plans, stewardship and education outreach initiatives, canopy cover and ecosystem targets. The Tree Preservation Bylaw will be presented for Council approval in February 2021.
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 and High Impact Initiatives identified in 2019
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 met target for tree planting in 2020 (500 trees).

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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
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	Provincial announcement of planned development of new authorities for municipalities to regulate specific SUIs COTW report on reintroduction of Checkout Bag Regulation Council direction for staff to draft additional SUI bylaws	2021	On Track	Adoption of reintroduced Checkout Bag Regulation scheduled for April 15, 2021 Council. Additional SUI regulation dependent on timing of new municipal authority conferred by Province (anticipated T3 2021).

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Inflow and Infiltration (EPW)	Begin to plan for mitigating the inflow and infiltration issues on private property		Staff review and options consideration	Staff review and options consideration	2021	On Track	Report to Council in T1 2021.
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.
#7. Sustainable Transportation							
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.
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		2019	Complete	Implementation ongoing.
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	

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Floating Car Share Service (EPW)	Work to bring a “floating” car share service to Victoria	Project initiation with car share service providers			On Going	Some Challenges	Car share operators significantly impacted by COVID-19. No further updates in T3.
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.
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 Fort Central, Oaklands Connector, Fernwood Connector.</p> <p>Consultation on Jubilee priority route section.</p>	<p>Consultation on 2021 designs for Fort Central, Oaklands Connector, Fernwood Connector.</p> <p>Consultation on Jubilee priority route section and associated designs</p> <p>Construction underway Vancouver, Graham, Jackson and completed on Harbour</p>	On Going	On Track	<p>Community engagement activities shifted with new COVID-19 restrictions.</p> <p>Design recommendations to Council on Fort Central, Oaklands Connector, Fernwood Connector, and Jubilee route alignment in T1 2021.</p>

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#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 as part of Village and Corridor planning process and other virtual engagement	2021	On Track	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.
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	2021	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	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.

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	to include Oaklands and James Bay						
Noise Bylaw (LS)	Review the Noise Bylaw		Determine future timelines based on staff capacity		On Hold	On Track	Work to be aligned with the Municipal Alcohol Policy report
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 'NeighbourHub' 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 (SPCD&EPW)	Continue the 'Open Government Street to Pedestrians' pilot		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	Further report back on Government Street pilot in T1 2021 and further update on future pedestrian priority project in T2 2021.

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Section B:






Council Led Strategic Plan Actions						
Topic	Action	T1 Activities	T2 Activities	T3 Activities	Status	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	On Track	
#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	
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 Resilience – 2020-2041 Economic Action Plan	Public engagement on economic action plan Victoria 3.0: Recovery, Reinvention, Resilience 2020-2041	Repurposed to address the impacts of the pandemic on the local economy and adopted by Council on May 14, 2020.		Complete	
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			Council members to bring forward motion to COTW	On Hold	

Att. A – Strategic Plan Progress Report – Period 3 (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	Status	Comments
	predatory lending and pay-day loans and work with the Province with respect to limiting pay-day loans and predatory lending					
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 October	Complete	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 and Strategy	Create a Seniors Task Force and develop a Seniors Strategy			Draft report to Council	Completed	
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	On hold due to Covid-19 restrictions impacting late night hospitality venues	On Hold	
Welcoming City	Create a Welcoming City Strategy.			Launch the Welcoming City Task Force	On Track	

Att. A – Strategic Plan Progress Report – Period 3 (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	Status	Comments
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	Moved to 2022
#8. Strong, Liveable Neighbourhoods						
Neighbourhood Boundaries	Resolve anomalies in neighbourhood boundaries				On Hold	Status at the end of 2020, Council Workshop in Feb 2021