

Attachment A – Strategic Plan Progress Report

2021 Strategic Plan Actions – Planned Activities

The following document provides a workplan of major milestones for Strategic Plan Actions that are continuing or to be initiated in 2021. Overall, 46 actions are carrying forward from previous years, and eight new actions to be initiated this year.

Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Initiation Year for Continuing Initiatives
#1 Good Governance and Civic Engagement						
Measurement and Monitoring (CI)	Develop measurement and monitoring process to assess community happiness and well-being		Finalize community profile	Develop approach to capture disaggregated data to enhance community profile	2022	2019
Citizen's Assembly (LS)	Work with Saanich Council to develop and implement a Citizens Assembly process	Report to Council in March (TOR Approved)	Secure provincial funding (begin procurement pending provincial funding)	Procurement of consultant then selection of members (pending timing of provincial funding approval)	2022	2019
Closed Meeting Disclosure (LS)	Improve proactive disclosure of closed meeting records and decisions quarterly			Report to Council	2021	2019
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	Virtual 2021 Draft Budget Town Hall on Jan 13	Hold an additional town hall - discussions under consideration for subjects include Climate Change Adaptation, Seniors Strategy, or International Decade for People of African Descent	Virtual 2022 Draft Budget Town Hall	2021	2019
Youth Strategy (Engage)	Continue to implement Youth Strategy		Launch youth content on website		2021	2019

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		Develop content for a dedicated Youth section of the City's website to go live in T2 Collaborate on Engagement projects to ensure youth representation	Promote City granting opportunities to youth Youth-friendly language guidance for City publications, website and social Host a virtual Youth Engagement Night and Youth Poetry Event			
Real Estate Strategy (SRE)	Complete and implement Real Estate Strategy			Report to Council of draft Real Estate Strategic Plan for final adoption in 2022	2022	2019
Video Submissions (LS)	Allow people to make video submissions to public hearings and requests to address Council	Report to Council in April (referred to Governance Review)	Incorporate into Governance Review		2022	2020
Public Hearing Only Council Meetings (LS)	Hold public hearing-only Council meetings	Report to Council in April (referred to Governance Review)	Incorporate into Governance Review		2022	2020
Lobbyist Registry (LS)	Create a lobbyist registry	Report to Council in April (referred to Governance Review)	Incorporate into Governance Review		2022	2020

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Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Initiation Year for Continuing Initiatives
Equity Framework (CI)	Develop an Equity Framework	Complete staff workshops and partner interviews	Draft Framework to Council	Develop implementation plan	2021	2019
#2. Reconciliation and Indigenous Relations						
Indigenous Relations Function (EO /City Manager)	Establish an Indigenous Relations function		Release Scope of Work	Council to consider funding for 2022 Indigenous Relations Function	2021	
#3. Affordable Housing						
Rental Zoning (SPCD)	Implement rental-only zoning		Resume project as part of rental housing incentives (see below)		2022	2019
Market Rental Revitalization (SPCD)	Implement Market Rental Revitalization Program			Release Request for Expression of Interest (RFEI) for Energy and Seismic Upgrade Pilot Program	2022	2019
Rental Housing Incentives (SPCD)	Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing		Resume engagement and economic analysis Report to Council recommending regulatory and process improvements to expedite affordable rental housing	Council report	2022	2019
Family Housing (SPCD)	Incentivize and mandate the creation of family-appropriate two- and three-bedroom rental units			Commence project	2022	2019

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Funding for Land (SPCD)	Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing				Ongoing	2019
Tax Exemptions (SPCD)	Explore the expanded use of tax exemptions to create more affordable housing				2022	2019
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	Analysis of missing middle housing forms and site requirements Develop policy and zoning options	Report to Council on early engagement and zoning options Launch public engagement Analyze public input	Final report to Council on engagement findings and recommendations	2022	2019
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.	As above	As above	As above	2022	2020
#4. Prosperity and Economic Inclusion						
Arts and Innovation District (SPCD)	Develop a vision and implementation framework for the Arts and Innovation District.		Initiate studies and preliminary engagement	Engagement and plan preparation	2022	

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#5. Health, Well-Being and a Welcoming City						
Vacant Storefronts (ACE)	Work with Downtown Victoria Business Association for rotating mural artists to beautify empty storefronts and large windows	January – call to artists launched March – art installed for 2021 depending on available spaces	Ongoing	Ongoing	2022	2019
Accessible Parking Standards (EPW)	Adopt accessible parking standards for on-street and off-street parking	Recommendations on design standards and supply rates adopted by Council	Additional outreach with people with lived experience and staff report with final recommended bylaw updates at end of T3		2021	2019
Urban Agriculture (Growing in the City) (PRF)	Explore opportunities for increasing food production on private land; Support food infrastructure including farmers markets, and storage and distribution; Support neighbourhood food/meal programs; Soil test and consider shade implications of City-owned land and potential land acquisition; 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;	<i>Get Growing, Victoria!</i> provides seedlings and gardening materials to public City entered an agreement with Province to administer funds to expand regional food hub Grant funding opportunities for community food programs, food asset mapping, networking and cross-promotion. Community Garden Start-Up Grants awarded Two new community gardens approved	Ongoing	Ongoing	2022	2020

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	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) Work with non-profits to bring back the Sharing Backyards Program	Sharing Backyards: Exploring partnership with potential non-profit (Young Agrarians)				
Central Library Renewal Project (PRF)	Develop a plan for a new Central Library	Initiate project and conduct preliminary site analysis	Present project plan to Council and procure consultant	Begin feasibility study	2022	2019
#6. Climate Leadership and Environmental Stewardship						
Climate Leadership Plan (EPW)	Implement the Climate Leadership Plan	Opened two new EV fast charging stations on Store St in partnership with BC Hydro	EV Strategy Corporate Energy & Emissions Management Plan (CEEMP)	Green Fleet Strategy Corporate Adaptation Plan	On-going	2019
Urban Forest Master Plan (PRF)	Implement the Urban Forest Master Plan	Present annual Urban Forest Master Plan update to Council	Develop targets for tree canopy coverage and ecosystem services	Initiate planning process for neighborhood tree planting project	On-going	2019

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Tree Preservation Bylaw (PRF)	Undertake a comprehensive review of the Tree Preservation Bylaw	<i>Tree Protection Bylaw</i> adopted	Communicate bylaw changes to residents and stakeholders <i>Tree Protection Bylaw</i> takes effect July 1		2021	2019
Tree Planting (PRF)	Facilitate tree planting events and celebrations in partnership with residents and community organizations, and other public bodies, including in the United Nations <i>Trees in Cities Challenge</i>	In-person events on hold due to pandemic Promote the <i>Trees in Cities</i> initiative and other programs related to tree planting		<i>Tree Appreciation Day</i> event (tentative)	Ongoing	2020
Green Shore Practices (SPCD)	Mandate green shores practices on waterfront development			Project scoping		2020
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			Project scoping		2020
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	Participate in provincial consultation on new municipal authorities to address single use items (SUI)		COTW report with SUI regulation recommendations	2022	2020

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	consideration accessibility needs					
Inflow and Infiltration (EPW)	Begin to plan for mitigating the inflow and infiltration issues on private property			COTW report on mitigation of I&I on private property	On-going	2020
BC Step Code (SPCD)	Expedite implementation of the BC Step Code		Community Energy Specialist and Building Energy Specialist recruitment	Data analysis and industry engagement	On-going	2020
Burnside-Gorge and Victoria West Parks and Green Space Management Plans (PRF)	Engage Burnside-Gorge and Victoria West residents on a streamlined process to update the management plans for the following parks and greenspaces, with a view toward improving ecological stewardship and low-impact recreation: Arm Street Park, Burleith Park, Banfield Park, Arbutus Park, and the public foreshore at the foot of Harriet Street		Define the project scope and initiate community engagement	Commence the development of draft park management plans	2022	
Zero Waste Strategy (EPW)	Implement a robust Zero Waste Strategy	Construction industry consultation on options to reduce demolition waste	COTW report on demolition waste options	Engagement on multifamily and commercial property source separation requirements Installation of additional zero waste stations in parks and	On-going	

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		Council final reading of Checkout Bag Regulation		streets (subject to successful procurement)		
Shore Power and Ground Emission Reduction (EPW)	Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation.	Completion of GVHA technical report in 2020. City support aligned with GVHA master planning timelines and investment priorities			On-going	
#7. Sustainable Transportation						
Floating Car Share Service (EPW)	Work to bring a “floating” car share service to Victoria	Ongoing. Regulatory framework in place; Introduction of service is market dependent.	Pre-planning with car share service providers.	Anticipated introduction subject to market conditions	2021	2020
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	Ongoing greenways improvements delivered through various capital initiatives and My Great Neighbourhood Grant program.	Ongoing greenways improvements delivered through various capital initiatives and My Great Neighbourhood Grant program.	Develop recommendations for resourcing in 2022 Financial Plan for SDDS Bylaw update	2023	2020
Cecilia Mid-Block Connector (EPW)	Complete Cecilia mid-block connector	Public hearing process completed for development at Washington Street to achieve key section of connector	Pre-planning with property owners for remaining sections		2023* Timeline coordinated with development	

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Lower Speed Limits (EPW)	Lower speed limits on local neighbourhood streets to 30 km per hour	Council adoption of participation in Provincial MVA Pilot and associated staffing resource.	Pre-planning and technical assessment for pilot	Anticipated submission to program when provincial “call” made	2022* Timeline controlled by Province	
Bike Master Plan (EPW)	Bike Master Plan Implementation	Construction on Vancouver, Graham and Jackson routes plus associated improvements and crossings on Cook and Quadra Council Approval of Design Recommendations: Fort Central, Fernwood Connector, Oaklands Connector, and Jubilee Route	Staff report on James Bay route alignment, Gorge Road and Pandora East Issue tenders and commence construction on Richardson, Kings-Haultain, Kimta / E&N, Government St North, Fernwood Connector and Oaklands Connector COTW report on James Bay route choice, Pandora East and Gorge Rd routes		2022	2019
#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 consultation Toolkit development	Public consultation	Report to Council Toolkit completion and promotion	2021	2019

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Municipal Alcohol Policy (NEI)	Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee	On hold	On hold	On hold	TBD	2019
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			Engage with stakeholders about potential opportunities	TBD	2019
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 Village and Corridor engagement Survey closed March 14	Draft plan to Council Final phase of public engagement	Final plan to Council Commence Phase 2 of Village and Corridor planning	2021 (Phase 1) 2022 (Phase 2)	2019
Noise Bylaw (LS)	Review the Noise Bylaw			Report to Council	2021	2020
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	COTW presented with update regarding COVID adaptations and recommendation that site signs be added to advertise application presence on Tracker. Rec'd direction to require virtual	Bylaw Amendments under preparation but applicants are already being advised accordingly		2021	2020

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	democratic process for selecting members	meeting where CALUC desires one and is able to host.				
CALUC Resources (SPCD)	Review and consider additional resources (financial and training) for CALUCs	Revisit after COVID	Revisit after COVID	Revisit after COVID	TBD	2020
DRA Meeting Space (BCR)	Explore partnerships to create meeting space and a home base for the Downtown Residents Association	On-going	On-going	On-going	2022	2020
Engagement Framework (Engage)	Facilitate a series of virtual engagement events to share community profile information and advance discussions on imbedding equity into the Engagement Framework.	See Attachment C – Engagement Summit	See Attachment C - Engagement Summit	See Attachment C - Engagement Summit	2021	
New Library (SRE)	Work with the Greater Victoria Public Library to provide library services in the north end of the city	Consideration of strategy in relation to Central Library Plan			TBD	
Pedestrian Street (SPCD&EPW)	Continue the “Open Government Street to Pedestrians” pilot	Request for Proposal (RFP) for Government Street pedestrian priority concept design	Public engagement	Report to Council to consider final concept design and recommended funding starting in 2022 FP process	2022	2020