






Legend:  On Track (Green)  Some Challenges (Yellow)  Major Challenges (Red)
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2021 Strategic Plan Actions Status Report

The following document provides a summary all staff led actions contained the 2018-2022 Strategic Plan as amended in July 2021. The status report included timelines for major milestones and the overall status of the initiative.

Topic	Strategic Plan Action	T1	T2	T3	Status	Comments
#1 Good Governance and Civic Engagement						
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)	Some Challenges	Staff currently working with Saanich staff and Ministry staff to secure provincial funding. Ministry funding approval process still not completed.
Childcare at City Hall (PRF)	Offer childcare at City Hall during public hearings				Complete	
Closed Meeting Disclosure (LS)	Improve proactive disclosure of closed meeting records and decisions quarterly				Complete	
Youth Strategy (Engage)	Continue to implement Youth Strategy	Develop content for a dedicated Youth section of the City's website to go live in T2 Collaborate on engagement projects to encourage youth representation	Promote City granting opportunities to youth Collaborate on engagement projects to encourage youth representation	Launch Phase 1 of dedicated youth section on City website Youth-friendly language guidance for City publications, website and social Host a Youth Engagement in conjunction with the Budget Town Hall	Some Challenges	Loss of Youth Strategy Assistant prior to end of term.

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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	Virtual 2021 Draft Budget Town Hall on Jan 13		Virtual 2022 Draft Budget Town Hall	Challenge	On-going escalation of the pandemic makes it challenging to commit to the approach or method for future town halls. Topics must be suitable for a virtual format.
Real Estate Strategy (SRE)	Complete and implement Real Estate Strategy			Report to Council of draft Real Estate Strategic Plan for final adoption in 2022	Some Challenge	Capacity challenges due to other priority initiatives in affordable housing and pandemic response, additional scope considerations with consideration of equity lens and work on strategy inputs related to parks acquisition plan
Renters Advisory Committee (SPCD)	Establish a Renters Advisory Committee				Complete	
Accessibility Training (HR)	Deliver Training to Council and senior staff on Accessibility				Complete	

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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		Complete	Completed and incorporated into the Governance Review
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		Complete	Completed and incorporated into the Governance Review
Equity Framework (CI)	Develop an Equity Framework	Complete staff workshops and partner interviews		Draft Framework to Council	On Track	
Staff Salary Review (HR)	Review the exempt staff compensation policy every 4 years			Procurement of consultant to conduct external compensation review	On Track	
#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				Complete	
Indigenous Relations Function (EO /City Manager)	Establish an Indigenous Relations function		Release Scope of Work	Council to consider funding for 2022 Indigenous Relations Function	On Track	

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#3. Affordable Housing						
Housing Targets (SPCD)	Define and set targets for affordable housing				Complete	
Amenity Contribution Policy (SPCD)	Develop Amenity Contribution Policy				Complete	
House Conversions (SPCD)	Develop city-wide strategy for additional house conversion opportunities				Complete	
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				Complete	
Market Rental Revitalization (SPCD)	Implement Market Rental Revitalization Program		Recruitment of Community Energy Specialist	Release Request for Expression of Interest (RFEI) for Energy and Seismic Upgrade Pilot Program	On Track	
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 back on regulatory and process improvements to expedite affordable rental housing	On Track	
Tax Exemptions (SPCD)	Explore the expanded use of tax exemptions to create more affordable housing			See Rental Housing Incentives Above	On Track	

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Rental Zoning (SPCD)	Implement rental-only zoning			See Rental Housing Incentives Above	On Track	
Family Housing (SPCD)	Incentivize and mandate the creation of family-appropriate two- and three- bedroom rental units			Commence project	On Hold	
Funding for Land (SPCD)	Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing				On Track	Land securement supporting affordable housing has occurred through SRE land exchanges and purchases to support four existing projects with 536 units proposed. Additional work will be considered as part of real estate strategic plan
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	On Track	
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.	See Houseplexes and Townhouses	See Houseplexes and Townhouses	See Houseplexes and Townhouses	On Track	

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#4. Prosperity and Economic Inclusion						
Create Victoria (BCR)	Create Victoria 3.0 – Recovery Reinvention Resilience – 2020–2041 Economic Action Plan				Complete	
Bastion Square Hub (BCR)	Initiate discussions with respect to federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub				Complete	
Living Wage (HR)	Apply for certification as a Living Wage Employer				Complete	
Pop-Up Business and Art Exhibits (BCR)	Create a program to encourage “pop-up” businesses and art exhibits in vacant retail and office space				Complete	
Arts and Innovation District (SPCD)	Develop a vision and implementation framework for the Arts and Innovation District.		Initiate preliminary economic and environmental studies	Complete preliminary studies Engagement	On track	
#5. Health, Well-Being and a Welcoming City						
Accessibility Framework (EPW)	Develop and implement an Accessibility Framework			Annual Report to Council	Complete	
Trans Inclusion Plan (HR)	Develop a Trans Inclusion Policy				Complete	

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Child Care Strategy (EO)	Create a city-wide Childcare Strategy and Action Plan		Staff recruitment	Report to Council with next steps for implementation and resourcing requirements	Complete	
Senior Strategy (BCR)	Create a Seniors Task Force and develop a Seniors Strategy		Staff recruitment		Complete	Implementation scoping in 2022
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	Complete	
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	Recommended zoning bylaw updates at end of T3	On Track	
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	<i>Get Growing, Victoria!</i> seedlings selection and planning of gardening materials distribution to the 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.	<i>Get Growing, Victoria! Spring plants-</i> distributes 52,000 seedlings and 280 cubic yards of gardening materials to 45 community partner organizations and 11 neighbourhood distribution days for the public City continues to administer funds to expand regional South Island food hub Micro-grants awarded	<i>Get Growing, Victoria! Fall plants-</i> distributes 34,000 seedlings and 85 cubic yards of gardening materials to 60 community partner organizations and 11 neighbourhood distribution days for the public City continues to administer funds to expand regional South Island food hub	On Track	

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	city on land that is used principally for food production; 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	Community Garden Start-Up Grants, Community Garden Volunteer Grants awarded Two new community gardens approved Sharing Backyards: Exploring partnership with potential non-profit (Young Agrarians)	Three new Community Garden Expressions of Interests were submitted to Parks Ongoing	Three community gardens proposals on City-land were reviewed by Parks staff in preparation for Council (T3) Ongoing		
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	On Track	
Welcoming City Strategy (CI)	Create a Welcoming City Strategy		Draft WC to First Nations	Final Report to Council	On Track	
#6. Climate Leadership and Environmental Stewardship						
Zero Waste Strategy (EPW)	Develop a Zero Waste Strategy				Complete	
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)	Corporate Adaptation Plan	On Track	

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Urban Forest Master Plan (PRF)	Implement the Urban Forest Master Plan		Present annual Urban Forest Master Plan update to Council	Initiate planning process for neighborhood tree planting project	On Track	
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		Complete	
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> virtual event	On Track	
Green Shore Practices (SPCD)	Mandate green shores practices on waterfront development		Staff recruitment	Project scoping	On Track	
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		Staff recruitment	Project scoping	On Track	

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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	Participate in provincial consultation on new municipal authorities to address single use items (SUI)	Prepare “intentions paper” on proposed SUI reduction actions.	Release “intentions paper” for public comment. COTW report with SUI regulation recommendations	On Track	
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 Track	
BC Step Code (SPCD)	Expedite implementation of the BC Step Code		Community Energy Specialist recruitment	Building Energy Specialist recruitment Data analysis and industry engagement	On Track	
Staff Transit Pass (FIN)	Implement a City staff transit pass program				Complete	
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		Define the project scope and initiate community engagement for Gorge Waterway Management Plan		Challenge	This work has not yet been initiated due to staffing challenges.

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	the public foreshore at the foot of Harriet Street					
Zero Waste Strategy (EPW)	Implement a robust Zero Waste Strategy	Construction industry consultation on options to reduce demolition waste Council final reading of Checkout Bag Regulation	COTW report on demolition waste options Adoption of green waste curbside collection bylaw	Engagement on multifamily and commercial property source separation requirements Industry consultation for drafting material salvage bylaw for building demolitions	On Track	New Zero Waste Stations for public recycling and composting delayed to 2022 due to COVID-related supply chain issues
EV Charging (EPW)	Mandate electric vehicle charging capacity in all new developments				Complete	
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 Track	
#7. Sustainable Transportation						
Transit Passes - Youth	implement creative financing mechanism to fund transit for children 18 and under in Victoria				Complete	
Sustainable Mobility Strategy (EPW)	Develop and begin implementation of the Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel				Complete	

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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.	BCAA “Evo” service launched with a two-year pilot with 80 vehicles within the City	Complete	
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.	Ongoing greenways improvements delivered through various capital initiatives and My Great Neighbourhood Grant program.	On Track	
Cecilia Mid-Block Connector (EPW)	Complete Cecelia 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		On Track	
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 – dependent on provincial “call for proposals”	On Hold	Provincial “call” delayed. Anticipated initiation of project in 2022. Staffing resource not initiated and budget “carried forward” to 2022.
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 and Gorge Road Issue tenders and commence construction on Richardson, Kings-Haultain, Vancouver Connector, Fernwood Connector, Oaklands Connector and Government St North COTW report on James Bay route choice and designs, Gorge Rd and	Issue tender for E&N Kimta Continued construction on six AAA corridors Prepare detailed designs for Fort Street, Superior Street, Montreal Street and Government Street	On Track	

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			remaining section of Pandora Ave routes	Initiate coordination with District of Saanich for planning and targeted engagement for Gorge Road		
#8. Strong, Liveable Neighbourhoods						
Fairfield Plan (SPCD)	Complete the Fairfield Local Area Plan				Complete	
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	On Track	
Municipal Alcohol Policy (NEI)	Develop a Municipal Alcohol Policy to address concerns brought forward by the Late-Night Advisory Committee	New and consolidated Municipal Alcohol policy guidelines created for <u>City owned facilities</u> distributed internally.	Inter-disciplinary staff working group assembled to review consultant's (Responsible Hospitality Institute) 2019 report and draft initial recommendations for Council	Report to Council	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	Discussions held with partners regarding potential options to provide greenspace in strategic location	Extension of Quadra Village Gymnasium Lease to end of 2021		Challenges	Capacity challenges
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	Phase 1 Village and Corridor engagement Survey closed March 14	Draft policy directions reported to Council	Final phase of public engagement	On Track	

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	including Fernwood (east), Jubilees, Rockland. Phase 3 to include Oaklands and James Bay					
Noise Bylaw (LS)	Review the Noise Bylaw			Report to Council	On Track	Report In Progress
Neighbourhood Boundaries (BCR)	Resolve anomalies in neighbourhood boundaries		Public Consultation closed August 3	Report to Council	On Track	
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	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 meeting where CALUC desires one and is able to host.	Bylaw Amendments under preparation but applicants are already being advised accordingly		Challenges	This work has not yet been initiated due to staff capacity challenges.
DRA Meeting Space (PRF)	Explore partnerships to create meeting space and a home base for the Downtown Residents Association	On-going	Prospective site identified	On-going	On Track	
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.	Early Pre-Planning: Work with SFU to design inclusion and equity-informed interviews led by City staff with local diversity groups and a targeted online survey to build relationships and inform update of the City's Engagement Framework and engagement practice to further support more equitable and inclusive public participation	Targeted engagement with local diversity groups to inform update to the City's Engagement Framework and engagement practice, aligned with Equity Framework research. Conduct best practice research.	Continue targeted engagement with local diversity groups, develop draft equity and inclusion update to the Engagement Framework, planning for in-person/virtual Engagement Summit to take place in 2022 to obtain feedback on draft update to the Engagement Framework.	Challenges	Some delay due to COVID and staff capacity.

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Pedestrian Street (SPCD & EPW)	Create a 'people-priority' Government Street with a complete transformation of the street between Humboldt and Yates to be completed by the end of 2022	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	On Track	