











Legend:	 On Track (Green)	 Some Challenges (Yellow)	 Major Challenges (Red)
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2022 Strategic Plan Actions Status Report

The following document provides a summary of all staff led actions contained in 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	Secure provincial funding		Procurement of consultant then selection of members to begin after 2022 General Local Election	Challenges	Provincial funding was approved on March 30, 2022 with process to begin after the 2022 General Local Election .
Childcare at City Hall (PRF)	Offer childcare at City Hall during public hearings		Pursuing May 2022 resumption of this service		Complete	
Closed Meeting Disclosure (LS)	Improve proactive disclosure of closed meeting records and decisions quarterly				Complete	
Youth Strategy (PRF)	Continue to implement Youth Strategy				Challenges	
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-		IDPAD Advisory Committee’s Grant Town Hall		Challenges	

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	annual check in with Council on the topics for these town halls					
Real Estate Strategy (SRE)	Complete and implement Real Estate Strategy	Fill staff vacancy necessary to support further work on strategy	Reinitiate work to identify & consolidate future City land requirements.	Identify & consolidate future City land requirements, initiate work to identify prioritization methods and funding model	Challenges	Capacity challenges due to other priority initiatives and deliverables in affordable and shelter housing, FH1 Project, main library replacement project, music strategy, transportation, pandemic response and staffing; 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	
Video Submissions (LS)	Allow people to make video submissions to public hearings and requests to address Council				Complete	Completed and incorporated into the Governance Review

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Public Hearing Only Council Meetings (LS)	Hold public hearing-only Council meetings				Complete	Completed and incorporated into the Governance Review
Equity Framework (CI)	Develop an Equity Framework	Develop supporting tools and processes; draft framework			On Track	Presented to COTW on June 9, 2022
Staff Salary Review (HR)	Review the exempt staff compensation policy every 4 years		Anticipated completion		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	Scoping work through an external resource is underway and will be completed in 2022. Resources required to operationalize the Indigenous Relations Function can be determined upon completion of the scoping.	Challenges	
#3. Affordable Housing						
Housing Targets (SPCD)	Define and set targets for affordable housing				Complete	

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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 Energy and Seismic Upgrade incentive program and identify pilot projects		Seek targeted feedback on development of incentive program and interest in program participation	Report to Council with program recommendations	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	Rapid Deployment of Affordable Housing complete Project scoping of other rental incentives commenced	Economic analysis and engagement with key stakeholders	Report to Council with proposed incentives	On Track	
Tax Exemptions (SPCD)	Explore the expanded use of tax exemptions to create more affordable housing	Under consideration as part of Rental Housing Incentives above			On Track	
Rental Zoning (SPCD)	Implement rental-only zoning		Areas for residential rental tenure zoning identified in Hillside-Quadra, North Park and Fernwood neighbourhoods as part of Village and Corridor Planning		On Track	Considered through multiple initiatives, including local area planning implementation and development applications

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Family Housing (SPCD)	Incentivize and mandate the creation of family-appropriate two- and three- bedroom rental units			Project scoping and commencement	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 Strategy.
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 public input Further economic and architectural testing Develop recommendations for policy and bylaw changes	Report to Council on what we heard and final recommendations Prepare amendment bylaws Host public information session and public hearing		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		On Track	
#4. Prosperity and Economic Inclusion						

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Economic Action Plan (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.	Environmental study complete Initial engagement (stakeholder focus groups)	Market and economic studies complete RFP for project consultant support Council workshop	District plan development	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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Topic	Strategic Plan Action	T1	T2	T3	Status	Comments
Child Care Strategy (EO)	Create a city-wide Childcare Strategy and Action Plan				Complete	
Senior Strategy (BCR)	Create a Seniors Task Force and develop a Seniors Strategy				Complete	
Vacant Storefronts (ACE)	Work with Downtown Victoria Business Association for rotating mural artists to beautify empty storefronts and large windows				Complete	
Accessible Parking Standards (EPW)	Adopt accessible parking standards for on street and off-street parking	Recommended zoning bylaw updates in May2022	Bylaw adoption planned for June 2022		On Track	
Urban Agriculture (Growing in the City) (PRF)	<p>Explore opportunities for increasing food production on private land;</p> <p>Support food infrastructure including farmers markets, and storage and distribution;</p> <p>Support neighbourhood food/meal programs;</p> <p>Soil test and consider shade implications of City-owned land and potential land acquisition;</p> <p>Working with specialists in the field, explore agriculture water rates for food production in the</p>	<p><i>Get Growing, Victoria!</i> seedlings selection and planning of gardening materials distribution to the public</p> <p>City provides final installment of funds from Province to expand regional food hub</p> <p>Grant funding opportunities for community food programs, food asset mapping, networking and cross-promotion.</p>	<p><i>Get Growing, Victoria! Spring plants-</i> distributes 60,000 seedlings and 316 cubic yards of gardening materials to 60 community partner organizations including 11 neighbourhood distribution days for the public</p> <p>Micro-grant awards</p> <p>Community Garden Expressions of Interests submitted for consideration</p> <p>Ongoing</p>	<p><i>Get Growing, Victoria! Fall</i> distributes 40,000 seedlings and 150 cubic yards of gardening materials to 60 community partner organizations including 11 neighbourhood distribution days for the public</p> <p>Community gardens proposals on City-land will be reviewed by staff in preparation for Council (T1 2023)</p>	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)		Ongoing	On Track	
Central Library Renewal Project (PRF)	Develop a plan for a new Central Library	Phase 1: Functional Programming, of the Feasibility Study project.	Phase 2: Value for Money Analysis, of the Feasibility Study project.	Phase 3: Reporting, of the Feasibility Study project.	OnTrack	Report to Council in early T1 2023.
Welcoming City Strategy (CI)	Create a Welcoming City Strategy				Complete	WC Implementation Advisory Committee ToR adopted, and the existing WC Taskforce transitioned to WC Implementation Advisory Committee
#6. Climate Leadership and Environmental Stewardship						
Climate Leadership Plan (EPW)	Implement the Climate Leadership Plan	Annual Climate Action Update presented. Electric Vehicle and E-Mobility Strategy Adopted City of Victoria Green Fleet Plan Adopted	Implementation of new parkade EV charging infrastructure and bylaw amendments Implementation of first Neighbourhood Fast Charging Station Launch Climate Friendly Homes Outreach Campaign	Final Climate Change Adaptation Plan to Council	On Track	

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		Completed the Community Climate Change Risk and Vulnerability Assessment			On Track	
Urban Forest Master Plan (PRF)	Implement the Urban Forest Master Plan			Initiate planning process for neighborhood tree planting project	Challenges	Delay due to pandemic and reduced staffing capacity.
Tree Preservation Bylaw (PRF)	Undertake a comprehensive review of the Tree Preservation Bylaw				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>			<i>Tree Appreciation Day</i> event	On Track	2022 schedule to be confirmed
Green Shore Practices (SPCD)	Mandate green shores practices on waterfront development			Commence project scoping	On Track	

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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			Commence project scoping	On Track	
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	Staff report and Council direction to prepare a bylaw to reduce problematic single-use items and encourage reuse throughout the community.	Draft bylaw with business stakeholder feedback. Bring forward single-use item bylaw for Council's consideration.	Implement initial bylaw provisions (subject to timely ministerial approval).	On Track	
Inflow and Infiltration (EPW)	Begin to plan for mitigating the inflow and infiltration issues on private property		Development of funding strategy and budget request for 2023 Financial Plan	Prepared recommendations for Phase 1 for initiation in 2023	On Track	
BC Step Code (SPCD)	Expedite implementation of the BC Step Code	Industry engagement	Report to Council with recommended adoption approach		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	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			Commence project scoping	Challenges	Delay due to staffing capacity and high demands for other projects

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(PRF)	and low-impact recreation: Arm Street Park, Burleith Park, Banfield Park, Arbutus Park, and the public foreshore at the foot of Harriet Street					
Zero Waste Strategy (EPW)	Implement a robust Zero Waste Strategy	<p>Established construction industry working group to inform deconstruction bylaw development.</p> <p>Issued tender for new Zero Waste Stations.</p> <p>Supported launch of local reusable takeout containers.</p> <p>Conducted Zero Waste tour for AVICC AGM.</p> <p>Major updates to Victoria Waste app for City's collection service users.</p>	<p>Issue RFP for consultant support to inform options for multifamily and commercial property waste reduction.</p> <p>Bring forward Demolition and Deconstruction bylaw for Council's consideration.</p> <p>Publish Sustainable Takeout Guide for Victoria's food service businesses.</p>	<p>Implement Demolition and Deconstruction bylaw.</p> <p>Install additional Zero Waste Stations.</p>	On Track	
EV Charging (EPW)	Mandate electric vehicle charging capacity in all new developments				Complete	
Shore Power and Ground	Work with the Greater Victoria Harbour Authority on options for	Completion of GVHA technical report in 2020. City support aligned with GVHA master			On Track	

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Emission Reduction (EPW)	shore power and lower emissions ground transportation.	planning timelines and investment priorities				
#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	
Floating Car Share Service (EPW)	Work to bring a “floating” car share service to Victoria				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.	Evaluation of on-going resource needs in preparation for 2023 financial plan.		On Track	
Cecilia Mid-Block Connector (EPW)	Complete Cecelia mid-block connector	Pre-planning with property owners and concept refinement; Design to be initiated in 2022			On Track	

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Lower Speed Limits (EPW)	Lower speed limits on local neighbourhood streets to 30 km per hour	Evaluation of options and coordination with regional partners on next steps given delay from Province on MVA Pilot Project.	Report to Council June 2022 on using City bylaw approach for 30 km/h speed limits		Challenges	
Bike Master Plan (EPW)	Bike Master Plan Implementation	<p>Complete construction of Government Street North, Richardson, Kings-Haultain, Vancouver Connector, Oaklands Connector, Fernwood Connector</p> <p>Complete detailed design for Fort Street, Superior Street, Montreal Street, Government Street and other improvements on Belleville and Michigan Street.</p>	<p>Tender issue Kimta Road / E&N Trail Connection</p> <p>Consultants onboarded and detailed designs initiated for Gorge Road</p> <p>Tender for Superior Street, Montreal Street, Government Street and other improvements on Belleville and Michigan Street.</p> <p>Tender for Fort Street</p>	<p>Tender issue Gorge Road</p> <p>Ongoing Construction: Kimta Road / E&N Trail, Fort Street, Superior Street, Montreal Street, Government Street and other improvements on Belleville and Michigan Street.</p>	On Track	Council direction to report back in T2 2022 on future phases of cycling infrastructure implementation
#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				Complete	

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Municipal Alcohol Policy (NEI)	Develop a Municipal Alcohol Policy to address concerns brought forward by the Late-Night Advisory Committee	Development of policy documents in progress and engagement plan set for T2	Draft report and Late Night Advisory Committee TOR circulated to inter-departmental working group for review, external engagement strategy created to help inform report	Report to Council	On Track	
Municipal Alcohol Policy – Outdoor Drinking (LS)	Develop Policy recommendations	Research and analysis	Report to Council		On Track	Research and analysis in progress
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				Challenges	Discussions limited due to reduced staffing capacity
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		Report to Council with 3 new neighbourhood plans for Hillside-Quadra, North Park and Fernwood Public hearing	Project scoping for Phase 2 neighbourhoods	On Track	
Noise Bylaw (LS)	Review the Noise Bylaw	Research and analysis	Development of first amendments		On Track	Report to Council completed in 2021. Development of amendments in progress.

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Neighbourhood Boundaries (BCR)	Resolve anomalies in neighbourhood boundaries	Non-statutory public hearing on Jan 27 regarding three Council referrals Final community consultation completed and report being prepared for Council	Follow up complete with impacted Community Associations report to come to Council June 9 with recommendations for Planning staff to fulfill		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.				Challenges	Deferred to 2023 for project scoping, with input from new Council, due to staff capacity challenges.
DRA Meeting Space (BCR)	Explore partnerships to create meeting space and a home base for the Downtown Residents Association	Access to Neighbourhood Hub provided On-going	On-going	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.	A series of online and in-person Community Roundtables were hosted and co-hosted with and for equity-seeking groups. An online survey was open to all community members. An engagement opportunity was held at Victoria Welcome Day and pop-up Engagement Stations took place at City Hall, Crystal Pool and Fitness Centre and the GVPL Central and sxʷeŋxʷəŋ təŋəxʷ James Bay branches.	Community Roundtables and the survey continue. Learnings from the community, along with emerging best practices research with Simon Fraser University Morris J Wosk Centre for Public Dialogue, will inform the Inclusion and Equity update to the Engagement Framework. The proposed Inclusion and Equity Update to the Engagement Framework presented to Council in late T2.	Introduce the City's updated Engagement Framework to the community. Roll out training internally to City staff.	On Track	

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		City staff presented at the Global Series on Inclusion and Engagement.				
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	Concept Design and comprehensive public and stakeholder engagement	Concept Refinement; Present Design Vision, Concept and Phasing Strategy to Council for Adoption	Detailed design for Phase 1 to support implementation anticipated for 2024/2025	On Track	