

Quarterly Progress Report on Strategic Initiatives

October to December 2012

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About this Report

The purpose of this report is to update Council on the status of those initiatives that have been identified as priorities for the organization to the end of 2015. The content of the report will change from quarter to quarter as new initiatives are started and others completed. This report is not meant to be a complete description of the work performed by City staff during the quarter. Staff are also engaged in delivering core services and participating in other significant initiatives.

The City of Victoria Strategic Plan for 2013 to 2015 groups strategies and key initiatives under four strategic areas:

- **Our City Government** focuses on Council decision making and the organization's performance.
- **Our Community** concentrates on issues of livability and social well-being for citizens.
- **Our Economy** focuses on what is needed to encourage economic growth and vitality.
- **Our Environment** targets our ability to protect and sustain the environment and reduce our ecological impact.



As shown in the figure above, these strategic areas are not mutually exclusive. Although initiatives are grouped in this report under the most relevant of these four strategic areas, many support achievement of goals in multiple areas.

This report has three sections:

- **Initiatives and Status at a Glance** is a snapshot of the current status of initiatives. The status reflects whether any changes in objectives, scope, resources or timelines have occurred since Council was last updated on the project.
- **Initiative Summaries** comprise the bulk of the report. These are summaries of each initiative, highlighting its contribution to the Strategic Plan for 2013 to 2015, the objectives of the project, and project phases and timeline. An explanation of each project's status can also be found in this section.
- **Other Accomplishments this Quarter** recognizes notable accomplishments from the quarter that may not be associated with an initiative featured in the report, but demonstrate significant progress in reaching the goals and strategies outlined in the Strategic Plan.

Our Service Principles emphasize our commitment to accountability. We are:

“Open and Accountable: We listen, continually measure our performance and communicate the results.”

This document is one means for staff to demonstrate our commitment to accountability, sustainability, and willingness to take responsibility for our actions. As noted in the Strategic Plan for 2013 to 2015, this shared commitment is at the centre of the relationship between Council, staff and the community and enables us to work together to make the vision outlined in that Plan a reality.

A. Executive Summary

This document is an update from the City Manager to Council on the progress of strategic initiatives for the period from October 1 to December 31, 2012.

Council recently engaged in a strategic planning and priority-setting exercise that will guide the work of the organization over the next three years. One of the outcomes of this exercise was a list of key initiatives for 2013 to 2015. Another outcome was the approval of a new City of Victoria Strategic Plan for 2013 to 2015. Although these documents look ahead to 2013 and beyond, they are already influencing both the work of staff and our corporate reporting focus. For these reasons, this report is aligned with the City's 2013 to 2015, rather than the 2011 to 2012, Strategic Plan.

This report includes the key initiatives for 2013 to 2015 that are:

- currently underway, or
- actively in planning phase.

This report also includes several initiatives from previous reports that were confirmed during the priority-setting exercise as Council priorities for the remainder of 2012.

The vast majority of initiatives have a “green” status. Three initiatives have experienced minor timeline shifts and have been assigned a “yellow” status. These are:

- Make Continuous Improvements to Governance
- Manage 710 Queens Avenue Affordable Housing Project, and
- Develop Asset Management Framework and Implementation Plan.

The 120 Gorge Road Affordable Housing Project maintains its red status. Renovations started during the quarter, but completion dates continue to be unknown.

Initiatives that experienced significant milestones during the reporting period include:

- Replace Johnson Street Bridge – PCL Constructors Westcoast was awarded the contract to build the new bridge
- Introduce Housing Initiatives – An Action Plan to Develop and Implement Policies and Initiatives that Facilitate Affordable Rental Housing and Home Ownership was approved by Council, and
- Manage 710 Queens Avenue Affordable Housing Project – Renovations were completed and an agreement was signed to sell the property to BC Housing. The transfer of the property will be completed in the first quarter of 2013.

A number of significant projects were completed this quarter and are highlighted in the “Other Accomplishments” section of the report. Council priority setting and strategic planning for the next three years was completed with approval of *Our Bright Future*, Victoria's Strategic Plan for 2013 to 2015. A major capital project was concluded with the official opening of the new and improved Fisherman's Wharf Park.



B. Initiatives and Status at a Glance

	Initiative	Status	Estimated Completion Date
Our City Government			
1.	Implement New Residential Solid Waste Collection Service	●	February 2013
2.	Develop Budget Reduction Strategy	●	TBD
3.	Implement Customer Service Action Plan <ul style="list-style-type: none"> • City Hall Renovations • Business Licensing • Land Development • Permits and Inspections 	● ● ● ●	September 2013 January 2014 December 2014 Ongoing
4.	Make Continuous Improvements to Governance	●	TBD
5.	Review Organizational Structure	●	March 2013
6.	Pursue Naming Rights for Victoria Conference Centre	○	TBD
7.	Review Parking Services	○	TBD
8.	Introduce Open Government Initiatives	●	Webcasting – April 2013 Other Initiatives – TBD
Our Community			
9.	Finalize Official Community Plan and Local Area Planning Implementation Strategy	●	Q2 2013
10.	Manage 710 Queens Avenue Affordable Housing Project	●	February 2013
11.	Manage 120 Gorge Road Affordable Housing Project	●	TBD
12.	Examine and Improve Public Transportation Options	●	TBD
13.	Introduce Housing Initiatives	●	October 2015
14.	Renovate or Replace Fire Hall #1	●	TBD
15.	Implement Esquimalt Policing Decision	●	December 2013
Our Economy			
16.	Implement Economic Development Strategy	●	Action Plan – October 2013
17.	Develop a Feasibility Study and Business Case for Harbour Waterfront Revitalization	○	TBD
18.	Establish New Downtown Zones and Integrate Density Bonus System	●	Central Business District zones – March 2014
Our Environment			
19.	Replace Johnson Street Bridge	●	Q1 2016
20.	Pilot and Evaluate Transportation Changes in Beacon Hill Park	●	Evaluation – October 2013
21.	Develop Asset Management Framework and Implementation Plan	●	Framework – Oct 2012 Implementation Plan – Sept 2013
22.	Maximize Opportunities from Sewage Treatment Infrastructure Construction	●	Concept approval – October 2013 Implementation – TBD

STATUS KEY

- In planning phase
- No changes to project plan since last reporting date
- Minor changes to project plan since last reporting date, no significant change in overall objectives/scope, schedule or resources required
- Major change in objectives/scope, schedule or resources since last reporting date
- Completed

C. Initiative Summaries

1. Implement New Residential Solid Waste Collection Service



Strategy from Strategic Plan

Identify and implement changes to City service delivery that will result in cost savings or other benefits

Objectives

- Reduce the amount of waste produced
- Reduce the community's carbon emissions
- Reduce the risk of worker injury

Lead Department

Engineering and Public Works

Status

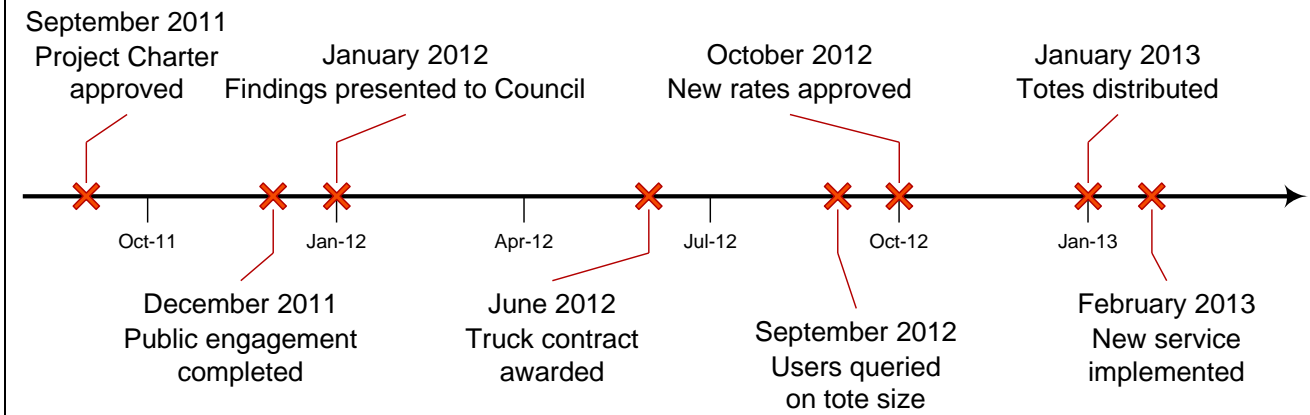


Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases

Description	Start Date	End Date
Initiate project		September 2011
Conduct public engagement process	October 2011	December 2011
Present findings and recommendations to Council	January 2012	January 2012
Query users for size of garbage tote required	May 2012	September 2012
Obtain Council approval of new rates	May 2012	October 2012
Tender for new garbage trucks	February 2012	June 2012
Procure and distribute totes	May 2012	January 2013
Implement selected service level	January 2013	February 2013

Timeline



2. Develop Budget Reduction Strategy



Strategy from Strategic Plan

- Identify and implement changes to City service delivery that will result in cost savings or other benefits
- Pursue alternative sources of revenue to complement traditional tax revenue

Objectives

To develop a strategy to reduce the Budget to achieve Council’s goal of a 3.25% tax increase for each year of the 2012 – 2016 Financial Plan

Lead Department

Finance

Status ●

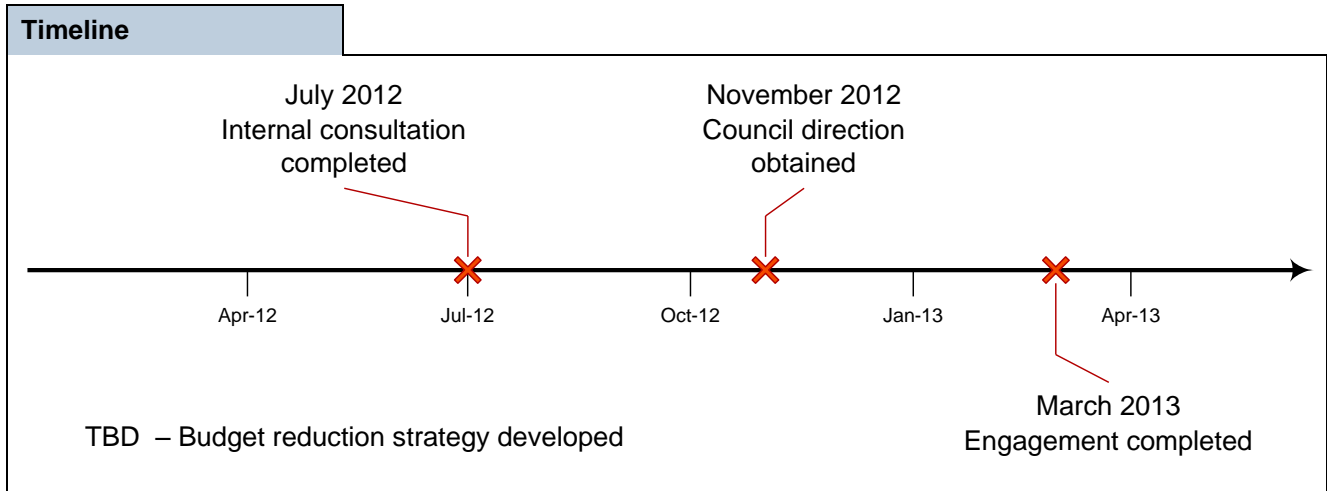
Have the objectives or scope of the project changed? No

Have the resources required to complete the project changed? No

Has the timeline for the project changed? No

Phases

Description	Start Date	End Date
Consult internally with departments on budget reduction opportunities	February 2012	July 2012
Review budget reduction principles and opportunities with Council and receive direction	July 2012	November 2012
Engage with the public and business community on budget	December 2012	March 2013
Develop budget reduction strategy based on Council direction	August 2012	TBD



3. Implement Customer Service Action Plan



Strategy from Strategic Plan
 Examine key permit and licensing functions to ensure that customer service and internal efficiency are maximized

- Objectives**
- Improve customer service
 - Increase access to City information and services

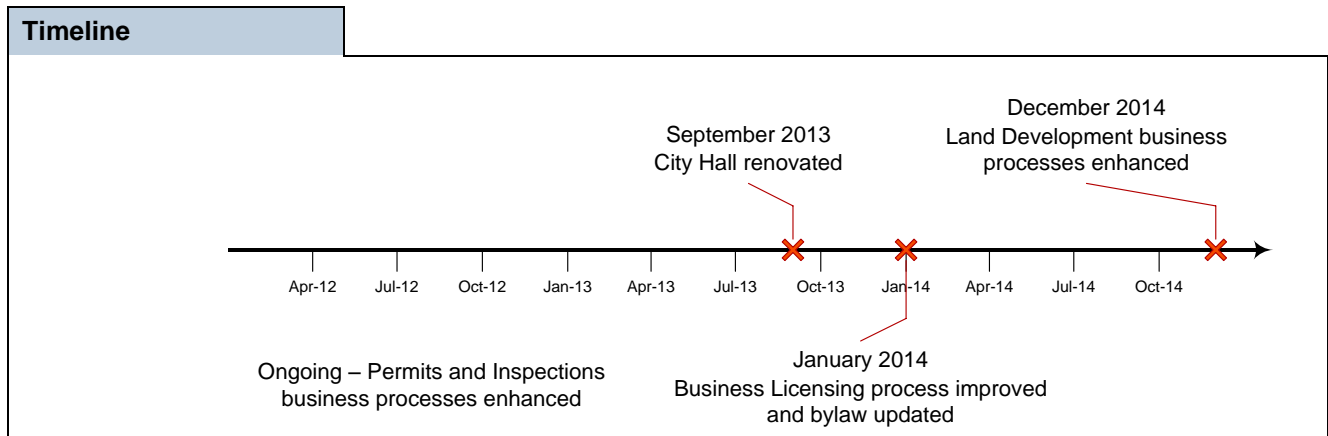
Lead Department
 Engineering and Public Works, Legislative and Regulatory Services, Planning and Development, Corporate Communications (overall Action Plan lead)

Status ●

Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases

Description	Start Date	End Date
Renovate City Hall	2011	September 2013
Improve Business Licensing process and update bylaw	September 2012	January 2014
Implement enhanced Land Development business processes	2012	December 2014
Implement enhanced Permits and Inspections business processes	2011	Ongoing



4. Make Continuous Improvements to Governance



Strategy from Strategic Plan

Enhance information sharing among Council, staff and the public to promote citizen and staff engagement and facilitate informed decision-making

Objectives

- Improve role definition for elected officials and staff
- Improve organizational efficiency and effectiveness
- Improve public understanding of governance model

Lead Department

Legislative and Regulatory Services

Status

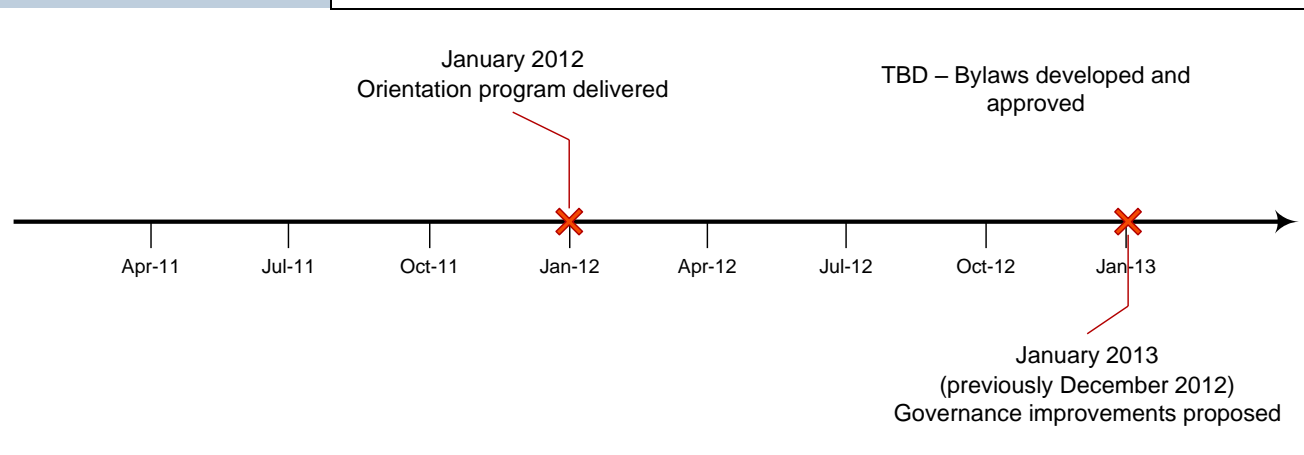


- Have the objectives or scope of the project changed? No
- Have the resources required to complete the project changed? No
- Has the timeline for the project changed? Yes
- Higher priority agenda items have led to delays in completing governance discussions with Council

Phases

Description	Start Date	End Date
Develop and recommend up to date bylaws that set out administrative authorities	January 2011	TBD
Develop and deliver orientation program for the new Council to enhance Council decision-making processes	April 2011	January 2012
Review Council governance model and propose recommendations for improvement to the new Council	April 2011	January 2013

Timeline





5. Review Organizational Structure

Strategy from Strategic Plan
 Identify and implement changes to City service delivery that will result in cost savings or other benefits

- Objectives**
- Align the organization to the City's Official Community Plan and Strategic Plan in order to meet the overarching goals, strategies and key initiatives identified by Council
 - Optimize the efficiency and effectiveness of the organization
 - Identify opportunities to realize synergies in the delivery of municipal services

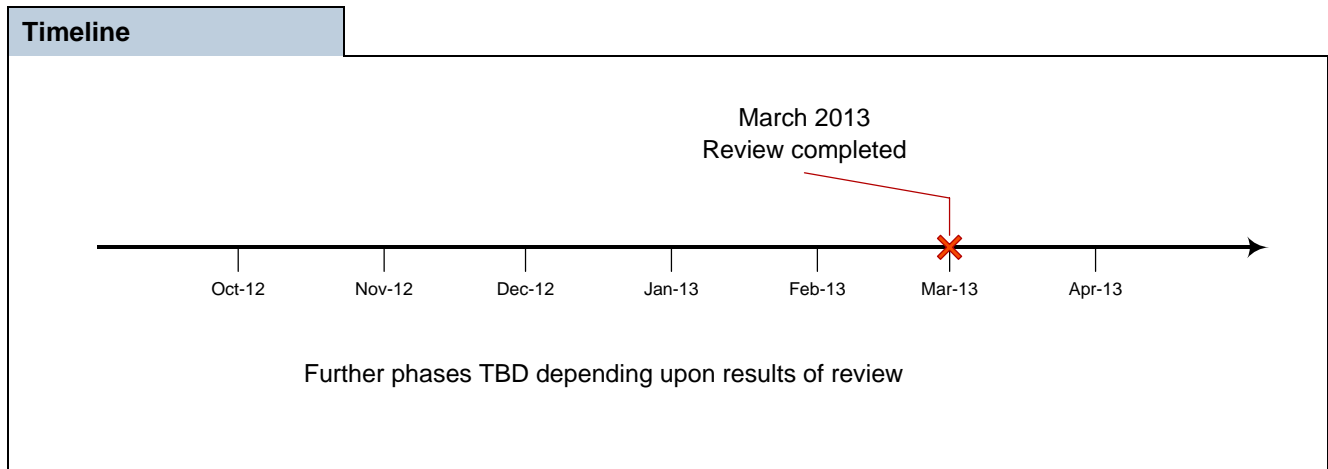
Lead Department
 Human Resources

Status ●

Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases

Description	Start Date	End Date
Complete organizational review	September 2012	March 2013
Further phases TBD depending upon results of review		



6. Pursue Naming Rights for Victoria Conference Centre



Strategy from Strategic Plan

Pursue alternative sources of revenue to complement traditional tax revenue

Objectives

Realize revenue commensurate with the naming rights opportunity

Lead Department

Victoria Conference Centre

Status

In planning phase

Phases

Description	Start Date	End Date

Timeline



7. Review Parking Services

Strategy from Strategic Plan

Identify and implement changes to City service delivery that will result in cost savings or other benefits

Objectives

Ensure parking services are being delivered in the most cost-effective and efficient manner

Lead Department

Engineering and Public Works

Status

In planning phase. A Project Charter will be coming to Council for approval in January 2013.

Phases

Description	Start Date	End Date

Timeline

8. Introduce Open Government Initiatives



Strategy from Strategic Plan
 Enhance information sharing among Council, staff and the public to promote citizen and staff engagement and facilitate informed decision-making

Objectives
 Increase public and staff access to Council proceedings and other City information

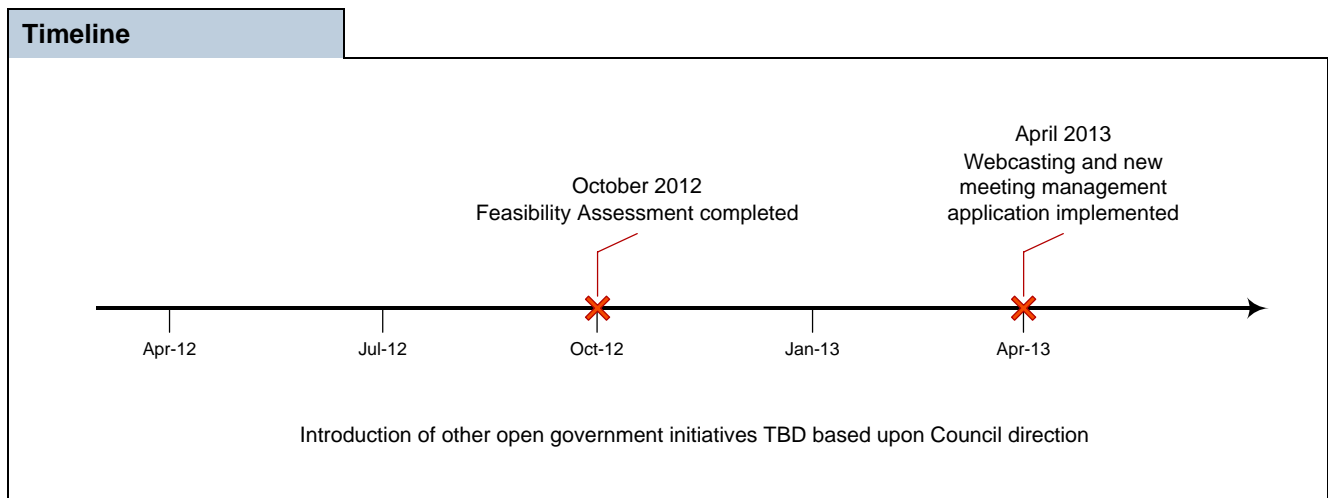
Lead Department
 Legislative and Regulatory Services

Status ●

Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases

Description	Start Date	End Date
Prepare Feasibility Assessment	March 2012	October 2012
Purchase and install webcasting equipment and implement webcasting	January 2013	April 2013
Migrate to new meeting management application	March 2013	April 2013
Introduce other open government initiatives	TBD based upon Council direction	TBD based upon Council direction



9. Finalize Official Community Plan and Local Area Planning Implementation Strategy



Strategy from Strategic Plan
 Various depending upon initiatives identified in Implementation Strategy

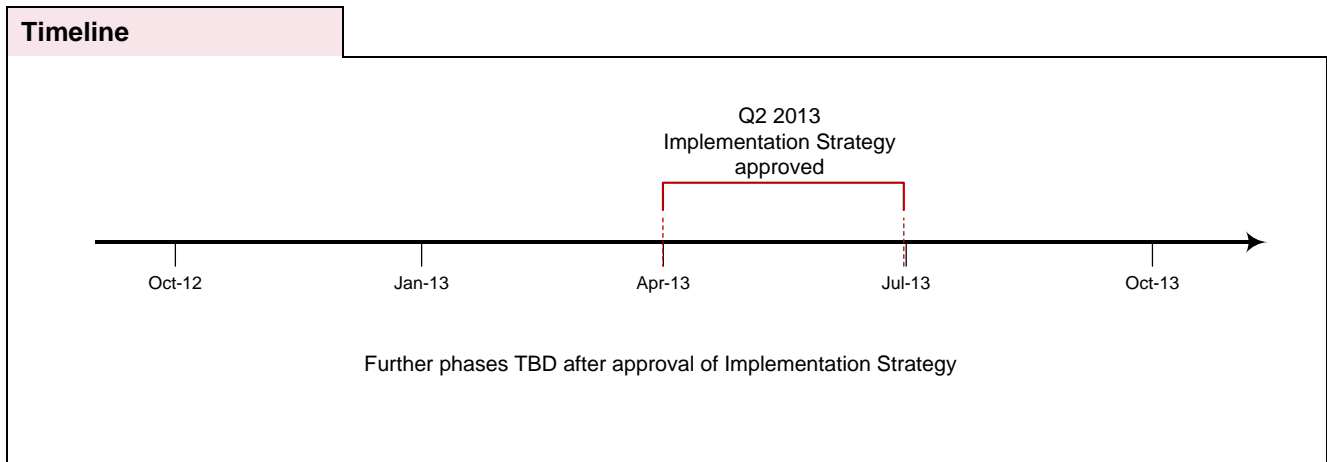
Objectives
 Develop a clear plan of action to undertake implementation of the new Official Community Plan and local area planning program that is supported by Council and the community

Lead Department
 Planning and Development

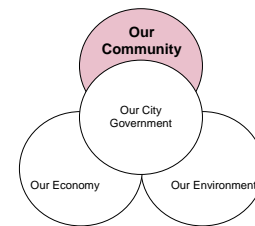
Status ●

Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases	Description	Start Date	End Date
	Obtain approval of Implementation Strategy	Q4 2012	Q2 2013
	Further phases TBD after approval of Implementation Strategy		



10. Manage 710 Queens Avenue Affordable Housing Project



Strategy from Strategic Plan
Partner with regional stakeholders to address transportation and other community issues

Objectives
Protect and create affordable small family housing and supported housing

Lead Department
Sustainability

Status ●

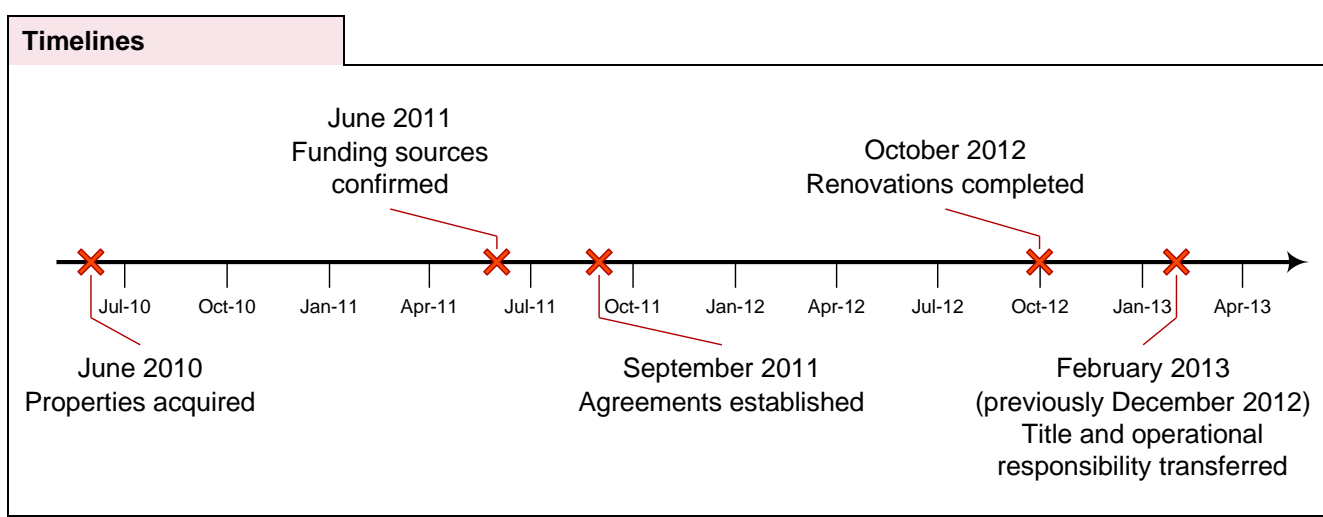
Have the objectives or scope of the project changed? No

Have the resources required to complete the project changed? No

Has the timeline for the project changed? Yes

- Contract has been signed but transfer of title won't occur until February

Phases	Description	Start Date	End Date
	Develop business case and acquire property	August 2009	June 2010
	Negotiate and transfer title to BC Housing	September 2009	February 2013
	Pursue and confirm funding sources	January 2010	June 2011
	Operate facility	April 2010	December 2012
	Establish operating and renovating agreements with operating agencies	May 2010	September 2011
	Manage renovations	August 2011	October 2012



11. Manage 120 Gorge Road Affordable Housing Project



Strategy from Strategic Plan

Partner with regional stakeholders to address transportation and other community issues

Objectives

Protect and create affordable small family housing and supported housing

Lead Department

Sustainability

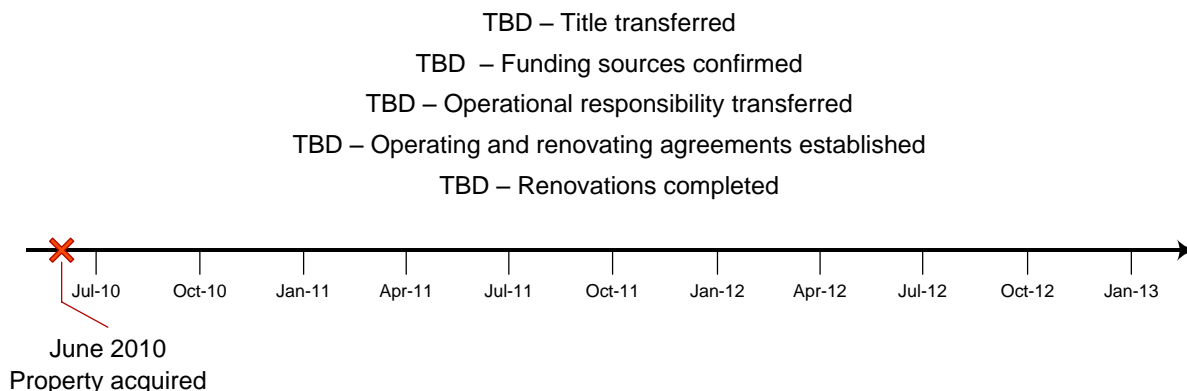
Status

Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No
<ul style="list-style-type: none"> Completion dates still TBD, although renovations have now started 	

Phases

Description	Start Date	End Date
Develop business case and acquire property	August 2009	June 2010
Negotiate and transfer title to BC Housing	September 2009	TBD
Pursue and confirm funding sources	January 2010	TBD
Operate facility	April 2010	TBD
Establish operating and renovating agreements with operating agencies	May 2010	TBD
Manage renovations	November 2012	TBD

Timelines



12. Examine and Improve Public Transportation Options



Strategy from Strategic Plan
Partner with regional stakeholders to address transportation and other community issues

Objectives
Examine and improve public transportation options

Lead Department
Engineering and Public Works

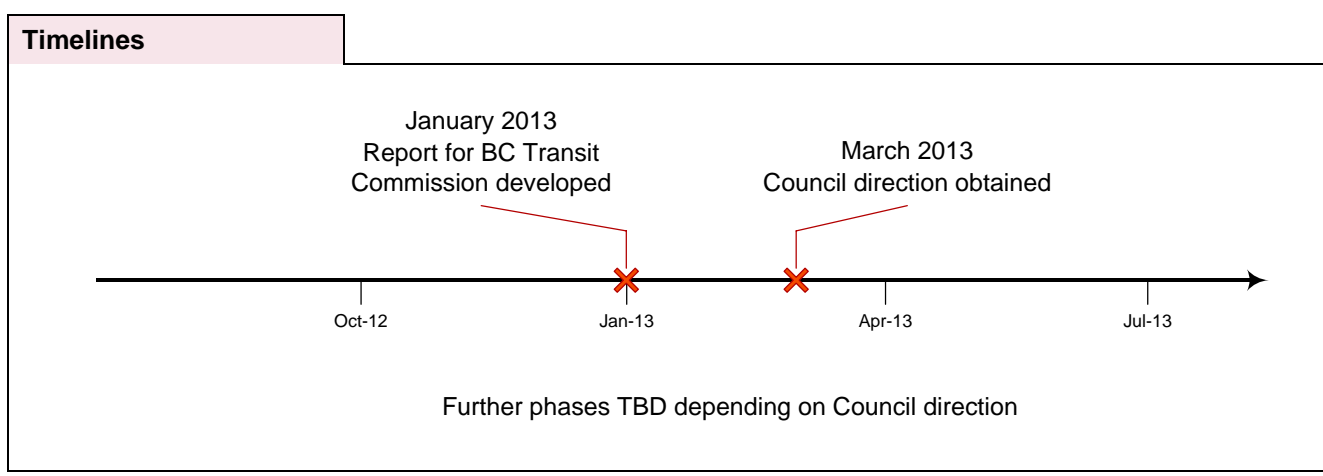
Status ●

Have the objectives or scope of the project changed? No

Have the resources required to complete the project changed? No

Has the timeline for the project changed? No

Phases		
Description	Start Date	End Date
Work with BC Transit to develop report on Douglas Street interim measures for BC Transit Commission	2012	January 2013
Obtain Council direction on report recommendations	January 2013	March 2013
Further phases will depend on Council direction	TBD	TBD



13. Introduce Housing Initiatives



Strategy from Strategic Plan
 Ensure that land use policies and practices facilitate development of a diversity of housing choices to support future population needs

- Objectives**
- Develop policies and initiatives to better address OCP policies related to housing diversity and affordability
 - Partner with CRD, government and stakeholders to address barriers to development, identify policy solutions and pilot housing innovations

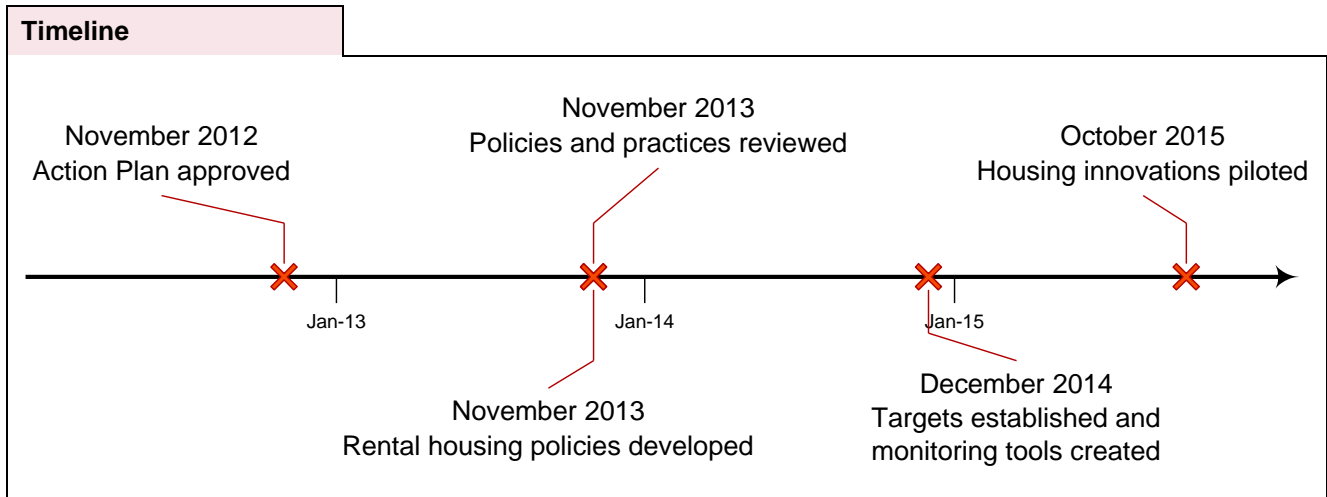
Lead Department
 Sustainability

Status ●

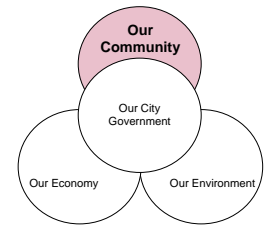
Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases

Description	Start Date	End Date
Develop rental housing policies	November 2012	November 2013
Conduct policy and practice review	November 2012	November 2013
Establish targets and create monitoring tools	December 2012	December 2014
Pilot housing innovations	December 2012	October 2015



14. Renovate or Replace Fire Hall #1



Strategy from Strategic Plan
 Enhance public safety and enable the coordination and delivery of policing and fire services

Objectives
 Provide a Fire Hall that meets department needs and is seismically resilient

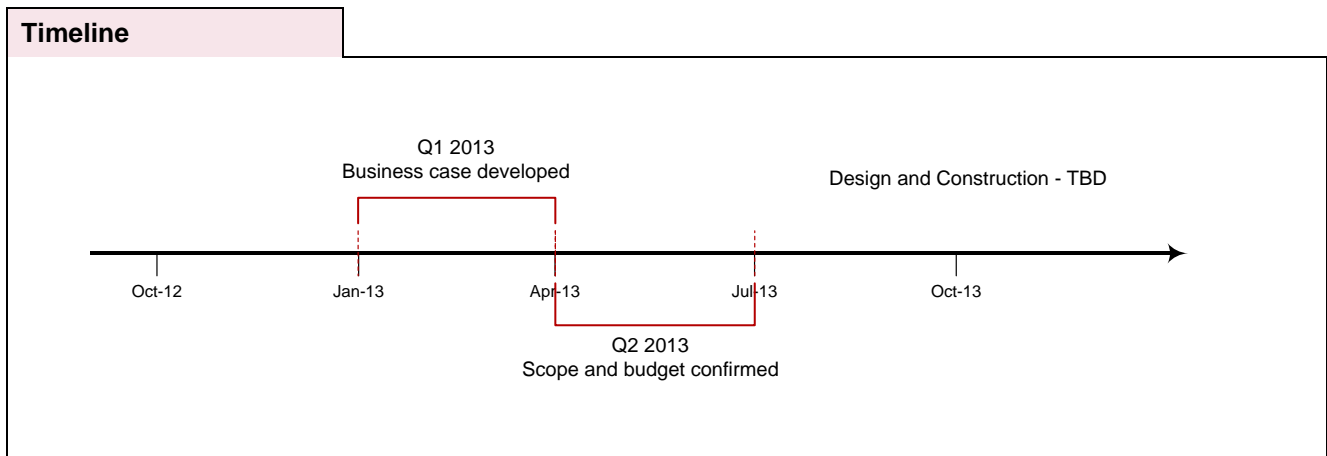
Lead Department
 Engineering and Public Works

Status ●

Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases

Description	Start Date	End Date
Develop business case for funding application	Q2 2012	Q1 2013
Confirm scope of project and budget	Q1 2013	Q2 2013
Design and construction	TBD	TBD



15. Implement Esquimalt Policing Decision



Strategy from Strategic Plan

Enhance public safety and enable the coordination and delivery of policing and fire services

Objectives

Develop operating agreement for policing in Esquimalt and Victoria

Lead Department

City Manager's Office

Status

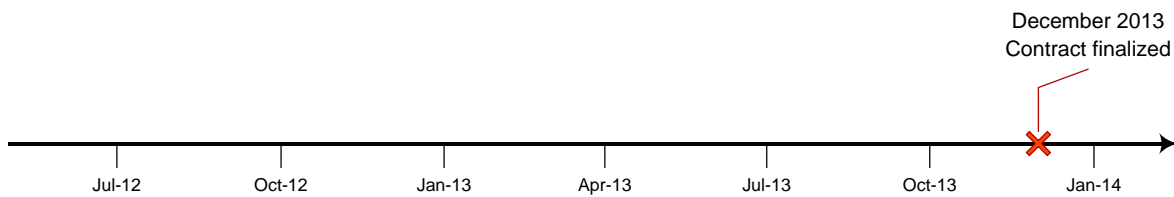


Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

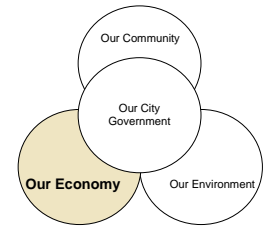
Phases

Description	Start Date	End Date
Finalize policing contract	June 2012	December 2013

Timeline



16. Implement Economic Development Strategy



Strategy from Strategic Plan
 All strategies under “Our Economy”

- Objectives**
- Create a sustainable economy
 - Grow business in the city

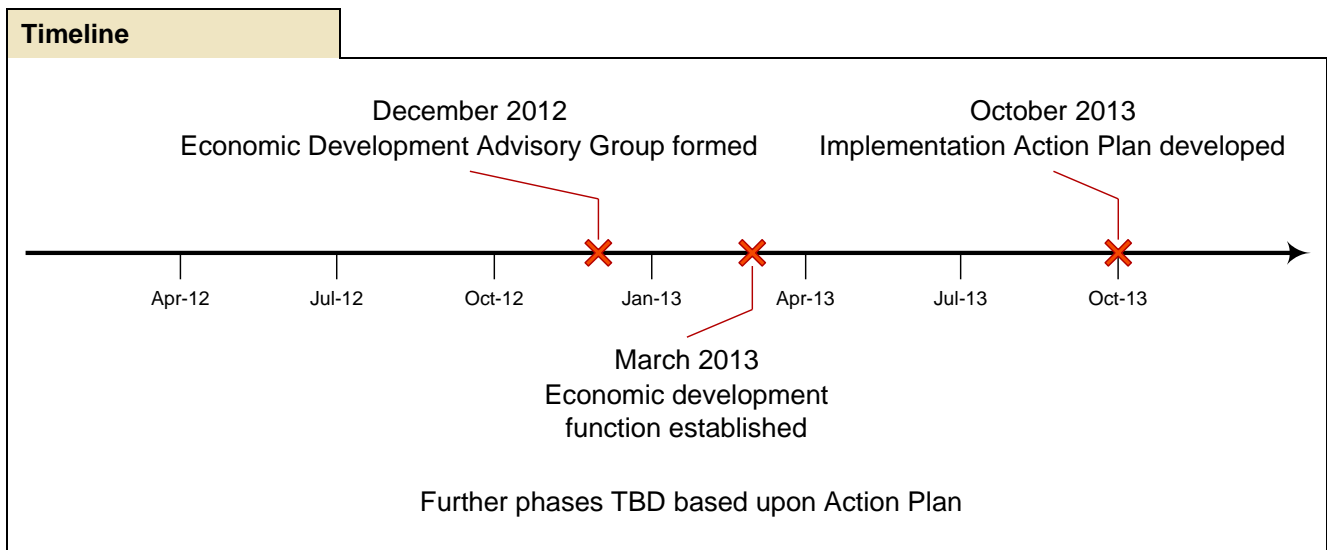
Lead Department
 City Manager’s Office

Status ●

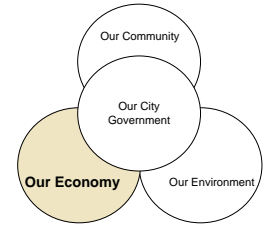
Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases

Description	Start Date	End Date
Form Economic Development Advisory Group	March 2012	December 2012
Establish a City economic development function	November 2012	March 2013
Develop Implementation Action Plan	June 2012	October 2013
Further phases TBD based upon Action Plan		



17. Develop a Feasibility Study and Business Case for Harbour Waterfront Revitalization



Strategy from Strategic Plan

Engage in local area planning projects that will facilitate economic development

Objectives

Implement policy direction set out in the Official Community Plan, Economic Development Strategy and Downtown Core Area Plan

Lead Department

Planning and Development

Status

In planning phase. As approved by Council in the Downtown Core Area Plan Implementation Strategy, the first step in this project is development of a project scope to identify key outcomes, components and a terms of reference for undertaking strategic planning of Victoria's Inner Harbour. It is anticipated that this project scope will be presented to Council for approval in Quarter 1 of 2013. It may be that the description of this initiative will change as a result of this scoping work.

Phases

Description	Start Date	End Date

Timeline

18. Establish New Downtown Zones and Integrate Density Bonus System



Strategy from Strategic Plan
Engage in local area planning projects that will facilitate economic development

Objectives
Increase certainty for development industry and community

Lead Department
Planning and Development

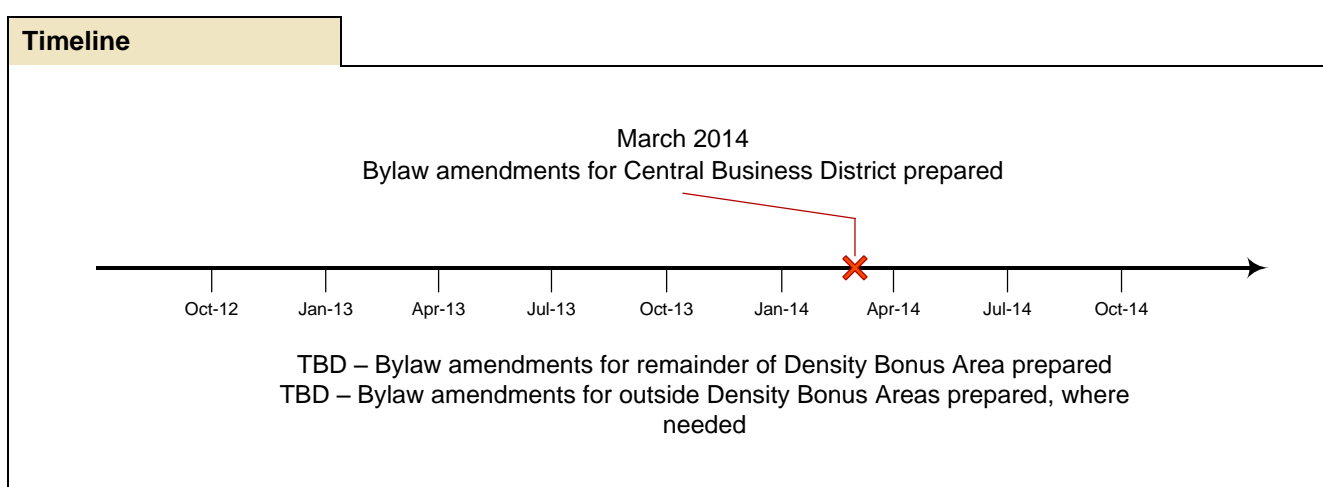
Status ●

Have the objectives or scope of the project changed? No

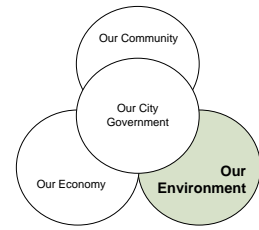
Have the resources required to complete the project changed? No

Has the timeline for the project changed? No

Phases	Description	Start Date	End Date
	Develop and test proposed zones for Central Business District, consult stakeholders and develop recommendations for Council. Prepare Zoning Regulation Bylaw amendments based upon Council direction.	July 2012	March 2014
	Prepare bylaw amendments for remainder of Bonus Density Area	TBD	TBD
	Prepare bylaw amendments for outside Bonus Density Areas, where needed	TBD	TBD



19. Replace Johnson Street Bridge



Strategy from CSP

Develop and implement asset management policies and plans that will facilitate prioritization and decision-making regarding capital assets

Objectives

Replace the existing bridge with a more reliable, safer and more sustainable bridge with improved cyclist and pedestrian amenities

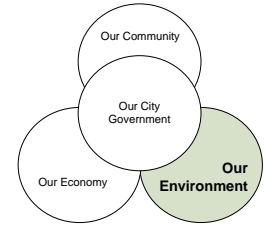
Lead Department

Johnson Street Bridge Project

Status ●

Details of project phases and timelines and Council updates can be found at <http://www.johnsonstreetbridge.com/>

20. Pilot and Evaluate Transportation Changes in Beacon Hill Park



Strategy from Strategic Plan
 Develop and implement plans for sustainable management of the City's natural resources, including parks, urban forest, native ecosystems and species at risk

- Objectives**
- Enhance bicycle and pedestrian use of Beacon Hill Park
 - Reduce car traffic in Beacon Hill Park
 - Improve park pathway system

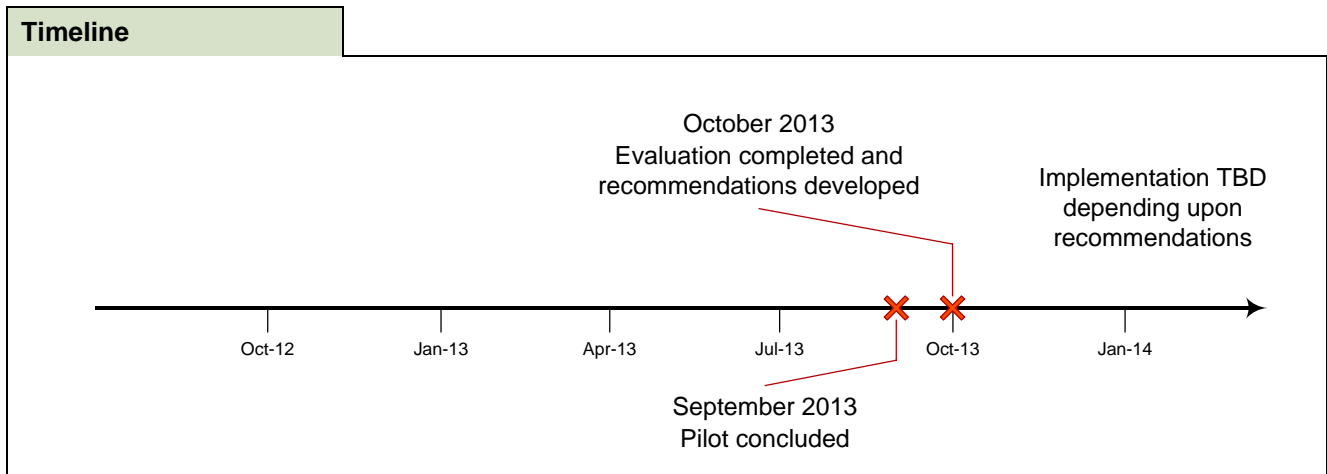
Lead Department
 Parks, Recreation and Culture

Status ●

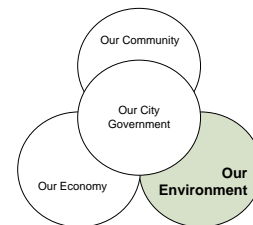
Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases

Description	Start Date	End Date
Pilot transportation changes	July 2012	September 2013
Evaluate results of pilot project and develop recommendations for Council approval	August 2012	October 2013
Implement recommendations	TBD depending upon recommendations	



21. Develop Asset Management Framework and Implementation Plan



Strategy from Strategic Plan

Develop and implement asset management policies and plans that will facilitate prioritization and decision-making regarding capital assets

Objectives

- Provide the City of Victoria with an Asset Management Strategy that will be a guide for the implementation of integrated asset management practices across the entire organization
- Promote informed decision-making and effective stewardship of all publicly owned municipal assets

Lead Department

Engineering and Public Works

Status

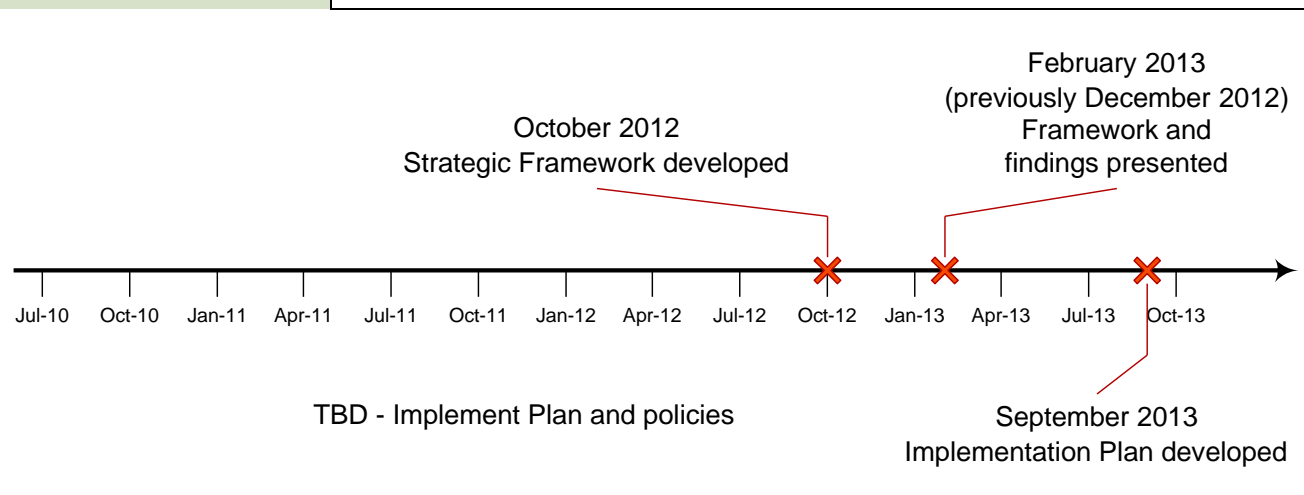


- | | |
|--|-----|
| Have the objectives or scope of the project changed? | No |
| Have the resources required to complete the project changed? | No |
| Has the timeline for the project changed? | Yes |
- Framework has been completed but presentation to Council delayed to February 2013 due to staff workload pressures

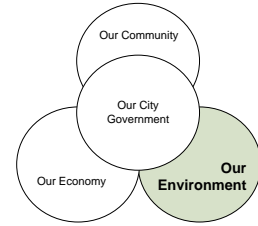
Phases

Description	Start Date	End Date
Develop Strategic Framework for Asset Management	July 2010	October 2012
Present Framework and findings to Council	November 2012	February 2013
Develop Asset Management Implementation Plan	February 2013	September 2013
Implement Plan and policies	TBD	TBD

Timeline



22. Maximize Opportunities from Sewage Treatment Infrastructure Construction



Strategy from Strategic Plan

Develop and implement asset management policies and plans that will facilitate prioritization and decision-making regarding capital assets

Objectives

- Maximize opportunity to align other capital works with the CRD sewage construction work
- Enhance public realm along Dallas Road

Lead Department

Engineering and Public Works

Status

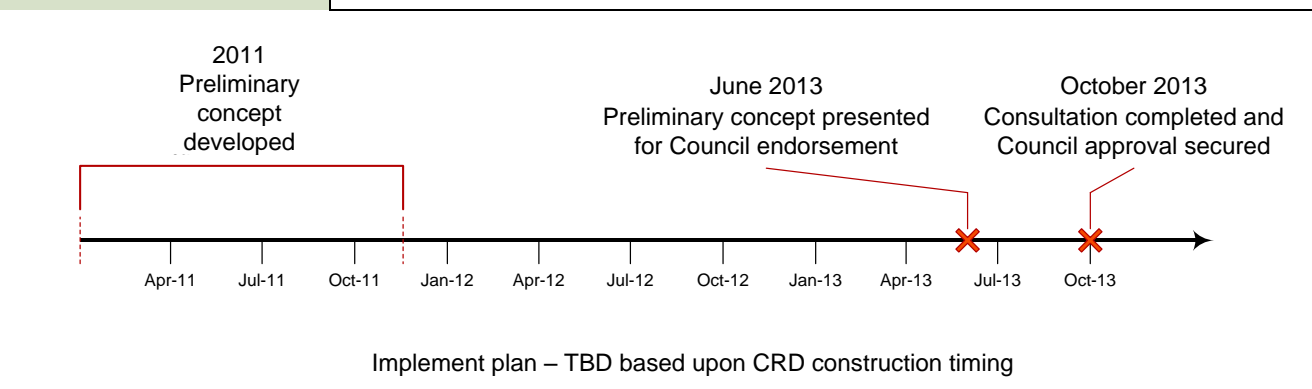


Have the objectives or scope of the project changed?	No
Have the resources required to complete the project changed?	No
Has the timeline for the project changed?	No

Phases

Description	Start Date	End Date
Develop preliminary concept	2011	2011
Present preliminary concept for Council endorsement	2012	June 2013
Consult with the public on preliminary concept, revise as required and secure Council approval	July 2013	October 2013
Implement plan	TBD based upon CRD construction timing	

Timeline



D. Other Accomplishments this Quarter



Our City Government

- Concluded Council priority setting and strategic planning with approval of *Our Bright Future*, Victoria's Strategic Plan for 2013 to 2015
- Hosted a special joint meeting of City of Victoria and District of Saanich Councils to discuss climate action adaptation
- Developed new Corporate Investment Policy to govern City granting and fee for service payments

Our Community

- Co-sponsored the 9th Annual City of Victoria Butler Book Prize, which was awarded this year to Madeline Sonik, author of *Afflictions & Departures*
- With regional and local government partners, hosted the 2012 Creative City Network of Canada Summit, which brings attention to the critical role municipalities play in arts and cultural planning and development
- Participated in the *Great British Columbia Shake-Out*, a province-wide earthquake drill
- Partnered with regional municipalities to co-host this year's Island Fitness Conference at the Victoria Conference Centre
- Hosted open houses to solicit community input on improvements to Fern Street Park and Wark Street Park playgrounds
- Partnered with the Downtown Victoria Business Association on two festive events in Centennial Square: the 5th Annual Christmas Tree Light-up and Snow Day in Centennial Square
- Officially opened the new and improved Cook Street Playground and new adult Outdoor Fitness Circuit at Beacon Hill Park
- Collected donated food items to support the Mustard Seed Food Bank during the 13th Annual Public Works Holiday Food Drive
- Continued a long-standing tradition at City Hall with the 47th Annual Carolling Week, which showcases Victoria area school choirs

Our Economy

- Coordinated a 26-person delegation to China. Establishing strategic relationships with China is a significant opportunity for local tourism, education and high tech sectors.
- Completed the first phase of the Green and Healthy Economy Initiative with support from Vancity, the GLOBE Foundation, the University of Victoria and Mitacs. This phase included developing a roadmap with options for increasing green jobs and green product/service exports in the Greater Victoria area.
- Won Cintas Canada's Best Restroom Contest for the Langley Street Loo
- Hosted a delegation from the City of Thai Nguyen, Vietnam as part of the City's involvement in the FCM Municipal Partners in Economic Development Program
- Won the bid to host Tree Canada's 11th Canadian Urban Forest Conference in 2014, in collaboration with the District of Saanich, the District of Oak Bay, the Capital Regional District, the University of Victoria, and a number of private sector arboriculture and urban forestry professionals
- Completed the Downtown Core Area Plan Implementation Strategy as the basis for implementing and monitoring the Downtown Core Area Plan

Our Environment

- Celebrated the opening of the new and improved Fisherman's Wharf Park, including rain gardens to clean and manage rainwater
- In cooperation with CUPE Local 50, marked the 7th Annual Tree Appreciation Day by planting shrubs and trees with edible fruit in Kings Playlot
- With the Capital Regional District and the University of Victoria, co-hosted the Climate Action Student Innovation Expo at City Hall, featuring student ideas to increase cycling in the region and reduce energy consumption and greenhouse gases
- Re-opened the Chandler Gonzales Pathway connecting Chandler Street and Gonzales Avenue