

A CITY THAT WORKS

A citizens' framework for Victoria 2026. Proven ideas. Measurable results.

acitythatworks.ca

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Every measure costed and sourced

THE PROBLEM IN 30 SECONDS

Page 1 of 2 — the case

31%

operating budget growth in three years, \$300.0M to \$394.1M

9.34%

residential tax rise in 2026, not the 7.28% headline

\$598

policing per resident, among the highest in BC (2023)

0

published permit benchmarks, competitive tenders, zero-based reviews or performance dashboards

Four consecutive years above inflation plus population growth, every one of them closed with one-time measures rather than structural savings — the 2026 budget was balanced in part by dropping the debt-reduction contribution entirely. And the tax rate is not the whole bill: on top of it sit water, sewer, solid waste and stormwater charges, against a CRD wholesale water rate the region forecasts rising 10 to 20% a year.

About \$23M has gone to homelessness since 2023 — \$12M in response, and \$11M repairing encampment damage and funding added bylaw presence — with no published outcome metrics. No competitive benchmarking. No published permit times. No zero-based reviews. No quarterly dashboard. No published household bill. **Victoria does not need to spend more. It needs to spend smarter.**

VICTORIA IN 2030, IF THIS FRAMEWORK IS DELIVERED

Pandora is a linear park, and nobody was pushed to the next block to build it. Housing came first, the province paid its share, and the City published the count every quarter until the unsheltered number fell by half. Your tax notice carries a credit when the City

over-collects. Your permit answer comes in writing. Every capital project over \$25M goes to the voters. The budget grew 31% in three years and the city did not get 31% better — that gap is the mandate, and closing it pays for all of this without a single new tax.

WHERE THE MONEY COMES FROM

Waste and street cleaning put out to tender	+\$2.4M
Every programme reviewed line by line	+\$3 to 6M
Fewer managers, through retirements	+\$1.9 to 4M
Property tax from 12,000 new homes	+\$8 to 15M
LED streetlights, cheaper to run	+\$0.5 to 1M
Other verified savings and revenue	+\$1.9 to 3.6M
Gross savings and new revenue	\$17.7 to 32M
Less what everything here costs to run	-\$13.4 to 18M
Left over, every year	\$4.3 to 14.0M

If everything goes wrong **about -\$0.3M**

Ranges pair low with low and high with high. The pessimistic line pairs the lowest inflow against the highest cost. Full workings in the Savings & Revenue Analysis at acitythatworks.ca.

WHAT THIS IS

Non-partisan and open. Costed, sourced and measurable. Reported every quarter. Free for any candidate to adopt in whole, in part, or as a starting point.

WHAT THAT MEANS AT YOUR ADDRESS

Median Victoria house, assessed at \$1,128,000 — BC Assessment, 2026	
Council's 2026 increase	+\$359
The same year, capped at 6.5%	+\$250
Difference, one year, one house	\$109
Median Victoria condo, assessed at \$551,000	
Council's 2026 increase	+\$175
The same year, capped at 6.5%	+\$122
Difference, one year, one home	\$53

No projection and no assumed future council: the two rates, the same home, the same year. Your own bill also moves with BC Assessment's valuation, and the cap holds only if the savings land. If they do not, Year 1 slips and we publish that too.

WHAT IT IS NOT

Not a political party. Not a candidate slate. Not City surveillance cameras. Not a machine deciding about a person. Not ideology dressed as policy.

FOUNDATION

Government-to-government working tables with the Songhees Nation and the Esquimalt Nation, on a standing quarterly cadence (M1–M5). Relationship precedes every other commitment on this page — which is why it is not one of the fifteen, but the ground the fifteen stand on.

LIVEABLE

- 1 **Published permit times, by category (M7).** Simple under 6 weeks, complex under 6 months, rezoning under 9 months — your answer in writing, with a published quarterly variance report.
- 2 **12,000+ net new homes by 2030, and the right ones (M6, M7b, M8b).** 25% missing middle, 20% three-bedroom or larger, 15% non-market, 30% purpose-built rental, through a pre-approved pattern book with an automatic fast lane and a 24-month life-safety amnesty for the suites Victoria already has. Composition is the problem, not volume.
- 3 **Cut unsheltered homelessness by half (M11).** Housing-First with STEP throughput so supportive units free up rather than only multiply, capacity-first enforcement, and a published quarterly count.

SAFE

- 4 **Downtown Public Order Team (M26).** VicPD, bylaw, sanitation and outreach under one daily briefing, for the blocks that need it most.
- 5 **Bylaw enforcement 6 AM to 10 PM, seven days (M27),** against today's 7 AM to 4 PM. Every action published quarterly, including how much of it survived adjudication.
- 6 **Modern smart streetlighting (M30).** The Kelowna and Halifax model — LED, lit all night, self-financing in three to four years. No cameras. No behavioural AI. No audio surveillance.

BEAUTIFUL

- 7 **One signature public space, chosen by residents (M45c).** Three costed concepts, all visualized before the vote, decided by referendum with a senior-government cost-share secured first — sequenced after the safety and capacity work, not instead of it.

- 8 **5,000 trees by 2030, and our target of a 35% canopy by 2035 (M61),** from roughly 30% today. Free seedlings for homeowners, because 75% of Victoria's canopy sits on private land.
- 9 **Seismic and coastal resilience (M64b).** A published vulnerability inventory and a costed retrofit programme for City-owned buildings — and no private retrofit mandate, because the *Building Act* does not permit one.

WELL-MANAGED

- 10 **Zero-based review of all 200+ programmes (M65).** Every programme justified from zero on a rotating cycle. This is the engine that pays for everything else here.
- 11 **The Taxpayer Guarantee (M66–M66d).** A glide path capped on the residential rate, over-collection refunded as a credit on your next notice rather than swept into reserves, a debt rule, and one published Household Bill with a five-year forward view.
- 12 **Competitive testing on waste and street cleaning (M15).** City crews and private bidders on the same specification, tested in both directions; the cheaper competent option wins and workers are protected either way.

DEMOCRATIC

- 13 **A referendum on every new capital project over \$25M (M77, M78),** and one published process for every major project: consult, design, visualize, vote, report.
- 14 **The Integrity Package (M79b–M79f).** An Integrity Commissioner, a lobbyist registry for development files with no exemption for the mayor, the \$10 FOI application fee abolished, and council pay changes that take effect only after the next election.
- 15 **Quarterly performance dashboard (M67).** Permits, potholes, crime, housing, budget variance. Published green or red, no spin.

12 COMMITMENTS, MEASURED EVERY QUARTER

Published green or red, no spin — the numbers you hold us to

1 Residential tax rate	6.5%, 5%, then CPI+growth	7 Graffiti removed in 48h	90%
2 Verified annual savings	\$8–14M/yr by Year 4	8 Permit speed	<6 wks · <6 mo · <9 mo
3 New homes, by type	12,000+ net new by 2030	9 Storefront vacancy	9.6% to 5%
4 Rental vacancy	5%	10 Dangerous intersections	top 10 redesigned
5 Unsheltered homelessness	down 50%	11 Transparency delivered	3 of 3 live by Q2
6 Crime severity	down 15%	12 Climate and canopy	–50% GHG, 35% canopy*

Commitments 1–12 are reported on the quarterly dashboard with the variance shown, not only the target. *Our proposed canopy target — the City has not yet published one of its own. Current canopy is roughly 30%.

Ask every candidate: “Which of these measures will you adopt, by number?” Adoption in part still counts — say which numbers.

Victoria votes Saturday, October 17, 2026

8 am to 8 pm · Nominations close September 11 · Advance voting October 7, 13, 14, 15, and UVic October 14, 10 am–4 pm

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