



REVISED AGENDA - VICTORIA CITY COUNCIL

Thursday, February 6, 2020, 8:00 A.M.

COUNCIL CHAMBERS - 1 CENTENNIAL SQUARE

VICTORIA, BC

The City of Victoria is located on the homelands of the Songhees and Esquimalt People

Pages

A. CONVENE COUNCIL MEETING

B. APPROVAL OF AGENDA

C. CLOSED MEETING

MOTION TO CLOSE THE FEBRUARY 6th 2020, COUNCIL MEETING TO THE PUBLIC

That Council convene a closed meeting that excludes the public under Section 90 of the *Community Charter* for the reason that the following agenda items deal with matters specified in Sections 90(1) and/or (2) of the *Community Charter*, namely:

Section 90(1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

Section 90(1)(c) labour relations or other employee relations;

Section 90(1)(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;

Section 90(1)(g) litigation or potential litigation affecting the municipality;

Section 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;

Section 90(2) A part of a council meeting must be closed to the public if the subject matter being considered relates to one or more of the following:

Section 90(b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party;

D. APPROVAL OF CLOSED AGENDA

E. READING OF CLOSED MINUTES

F. UNFINISHED BUSINESS

G. CORRESPONDENCE

H. NEW BUSINESS

H.1 CLOSED - Land - Community Charter Section 90(1)(e) (8 a.m. to 9:30 a.m.)

*I. OPEN COUNCIL MEETING

*J. NEW BUSINESS

*J.1 Amended 2019-2022 Strategic Plan

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Addendum: New Item, Attachment B

*K. REPORTS FROM COMMITTEES

*K.1 Special Committee of the Whole

*K.1.a Report from the January 10, 14, 17, and 24 COTW Meetings

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Addendum: New Item

*K.1.a.a Proposed Adjustments to the Draft 2020-2024 Financial Plan

*L. CLOSED COUNCIL MEETING

L.1 CLOSED - Litigation/Potential Litigation/Intergovernmental Negotiations - Community Charter Section 90(1)(g) & 90(2)(b) (at 12:30 p.m.)

L.2 CLOSED - Legal Advice - Community Charter Section 90(1)(e)

L.3 CLOSED - Employee Relations - Community Charter Section 90(1)(c)

M. CONSIDERATION TO RISE & REPORT

N. ADJOURNMENT



Council Report

For the Meeting of February 6, 2020

To: Council **Date:** February 3, 2020
From: Mandi Sandhu, Head of Service Innovation & Improvement
Subject: Amended 2019-2022 Strategic Plan

RECOMMENDATION

That Council approve the amended *2019-2022 Strategic Plan* contained in Attachment A.

EXECUTIVE SUMMARY

On March 14, 2019, Council approved the *2019–2022 Strategic Plan*, which set the priorities for the City of Victoria to undertake new initiatives over the four-year term of Council. The Plan includes a goal statement, declaration of principles and values, operational priorities, as well as a number of actions to be undertaken by Council, staff and partners, organized under eight strategic objectives.

In July 2019, staff brought forward reports requesting clarification on the scope of a limited number of items in the Strategic Plan, as well as a work plan for housing related initiatives that would need to be deferred given existing staff capacity, and time needed to retain new staff resources to implement many new action items. Additionally, through the Financial Plan discussions that began on October 17, 2019 and concluded on January 24, 2020, additional amendments to the Strategic Plan were made through motions or generally discussed based on funding available to advance these initiatives.

On January 24, 2020, staff also brought forward a summary of previous Council direction and discussions, as well as staff recommendations for changes to the Strategic Plan for amendment. The nature of these amendments included:

- Removal of actions not initiated and/or having no funding in 2020
- Deferral of actions not been initiated in 2019, or likely not to start in 2020 to future years
- Wording refinements for clarification
- Inclusion of information related to 2019 action items carrying forward to future years or having been completed

The amended *2019-2022 Strategic Plan* is contained in Attachment A. Pending Council approval of this report, the Strategic Plan document will be re-designed and updated for Council and the public, both on the website as well as limited hard copies as part of the public record.


CONCLUSIONS

Moving forward, as part of the on-going *Quarterly Accountability Reports* to Council, starting with Q1 2020, the Strategic Plan Progress Report will continue to report on action items that were initiated in 2019 and carrying forward to 2020. This is in addition to new action items to be initiated in 2020 or on-going. Those action items already completed or in operational sustainment mode will no longer be reported on quarterly, but will be included as operational highlights as accomplishment are achieved.

Respectfully submitted,




Mandi Sandhu
Head, Service Improvement & Innovation



Susanne Thompson
Deputy City Manager/Chief Financial Officer

Report accepted and recommended by the City Manager:

Date:


Feb 3, 2020

List of Attachments

A. Amendments to 2019-2022 Strategic Plan

How We Got Here – Process of Plan Development

COUNCIL'S first order of business after being sworn in was to turn our minds to how we could take what we heard from the public on the campaign trail along with important unfinished actions from last term and create a bold and achievable four-year plan.

We began by asking ourselves and each other:

- What would Council like to get out of the planning process?
- What would Council like to see in the plan?
- What's working well in the city?
- What are opportunities for improvement in the city?
- What's working well at City Hall?
- What are opportunities for improvement at City Hall?

Please see the Appendix for Council's answers to these questions. These were transcribed directly from flipcharts. We're sharing our "rough work" for transparency and so the public can see our thought processes.

As part of the process — and to ensure that the plan would be achievable — we asked staff to go through the plan line by line and analyze what financial and human resources would be required to achieve all of the actions in the next four years.

And then, we drew on the energy, intelligence and goodwill of the public and asked for help. Through a month-long online survey and a full-day Engagement Summit in January 2019, we gathered insightful and practical feedback from many members of the public.

In early February 2019, Council took all of the information gathered from both staff and the public and began to adjust the plan based on that input. We discussed and debated the plan in the order of importance that survey respondents had given to the strategic objectives. And as we went through the plan, we used the input from the Engagement Summit and the ranking of the importance of actions by the public as a guide. The outcomes associated with each objective were generated by the public at the Engagement Summit. And the plan's goal statement was also generated by members of the public working creatively together at the end of the day-long Summit.

We are grateful for the time, energy and goodwill that staff and the public have put into developing this plan with Council. And we look forward to delivering all of the actions, working side by side with the community over the next four years.

Goal Statement

By 2022, Victoria will be a bold, thriving, inclusive, and happy city that people love. We will be known globally for our climate leadership practices, multi-modal transportation options, innovative approaches to affordable housing, and for meaningful reconciliation with the Songhees and Esquimalt Nations on whose homelands our city was built.

VICTORIA CITY COUNCIL 2019—2022

Declaration of Principles and Values

IN ORDER to create a culture of deep respect, to build the relationships we need to do the work, and to aspire to be our highest selves even when it feels hard and when difficult decisions could stand to divide us, we are committed to:

1. Governing with integrity, transparency and an unwavering dedication to public service.
2. Welcoming diversity and fostering a spirit of inclusion and equity in everything we do.
3. Leading with creativity and courage.
4. Deep listening and critical thinking.
5. Assuming that everyone is here with good intention to make the community better.

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6. Nurturing a culture of continuous learning with each other, staff and the public.
7. Working collaboratively and cooperatively with each other, staff and the public while welcoming a diversity of opinion and thought.
8. Practising generosity, curiosity and compassion.
9. Being patient, kind and caring.
10. Bringing a spirit of open-mindedness and open-heartedness to all of our work.
11. Keeping a sense of humour and light-heartedness with each other.
12. Reviewing these principles once a quarter with the same humility, honesty, and candour with which we govern.

2019—2022

Strategic Objectives

1. Good Governance and Civic Engagement
2. Reconciliation and Indigenous Relations
3. Affordable Housing
4. Prosperity and Economic Inclusion
5. Health, Well-Being and a Welcoming City
6. Climate Leadership and Environmental Stewardship
7. Sustainable Transportation
8. Strong, Liveable Neighbourhoods

Operational Priorities

IN ADDITION to the strategic objectives and the actions proposed to achieve them, Council and staff have the following operational priorities. These priorities reflect the values of City Hall and of our residents and business community.

- Heritage conservation and heritage designation
- Nurturing and supporting arts, culture and creativity
- Creating and maintaining a high-quality public realm
- Continuous improvement with regard to open government
- Meaningful and inclusive public engagement
- Accessible information, facilities and services
- Sound fiscal management

Attachment A: Amendments to 2019-2022 Strategic Plan

STRATEGIC OBJECTIVE ONE

Good Governance and Civic Engagement

OUTCOMES

- There is clear, open and transparent two-way communication between the City and the public, with the ability for public input to effect change
- There is broad engagement with a diversity of participants conducted in a respectful and inclusive way
- The community feels heard
- The City demonstrates regional leadership in transparency and open government initiatives
- There are clear, relevant measurable outcomes for each objective that Council measures and reports on

Actions | Good Governance and Civic Engagement

2019		Responsibility
1.	Develop measurement and monitoring process for Strategic Plan Outcomes Continuing in 2020	Staff
2.	Work with Saanich Council to develop and implement a Citizens Assembly process Continuing in 2020	Council; Staff
3.	Offer training to staff, Council members and community leaders in best practices in respectful facilitation; identify challenging topics for engagement in advance and ensure that everyone involved (staff and community leaders) have adequate training to lead engagement Continuing in 2020	Staff
4.	Work to regionalize police services and consider the possibility of a single, amalgamated police service for the region Continuing in 2020	Mayor's Office
5.	Offer childcare at City Hall during public hearings (Complete)	Staff
6.	Improve proactive disclosure of closed meeting records and decisions quarterly Continuing in 2020	Staff
7.	Improve timely publication of Council member expenses and financial disclosure statements quarterly (Complete)	Staff; Council
8.	Create a structure/process for Councillors to share and be accountable for their work on committees and other appointments Continuing in 2020	Council

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9.	Continue to implement Youth Strategy <i>Continuing in 2020</i>	Staff; Youth Council
10.	Complete and implement Real Estate Strategy <i>Continuing in 2020</i>	Staff
11.	Establish a Renters Advisory Committee <i>(Complete)</i>	<i>Renters Advisory Committee led by Councillors Dubow and Loveday; Staff</i>
12.	Deliver training to Council and senior staff on accessibility <i>(Complete)</i>	Staff
2020		
13.	Allow people to make video submissions to public hearings and requests to address Council	Staff
14.	Hold public hearing-only Council meetings	Staff
15.	Create a lobbyist registry	Staff
16.	Develop and implement processes for convening the community and gathering input on what the community is interested in giving input on — not only engaging when City Hall has a question for the community	<i>Council (give direction and participate in community gatherings); Staff (implement)</i>
17.	Develop an Equity Framework	Staff
18.	Strike a Council working group to recommend a process for a governance review	Council
2021		
19.	Undertake a Council salary review including a report back on eliminating parking privileges and including the bus pass program	Staff
20.	Undertake a staff salary review	<i>Council (guiding policy); Staff</i>
21.	Complete a governance review	<i>Council; Staff</i>
2019 – 2022		

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22.	Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders, including a quarterly check-in with Council on the topics for these town halls	<i>Council; Staff</i>
Ongoing		
23.	Set and measure targets for each of the objectives	<i>Council; Staff</i>
24.	Measure well-being and use results to inform budgeting process.	<i>Council; Staff</i>
25.	Streamline and make more consistent planning and permitting processes	<i>Staff</i>
26.	Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year	<i>Staff; Council</i>
27.	Exercise fiscal responsibility in policing expenditures	<i>Council</i>
28.	Monitor implementation of Local Area Plans on a routine basis	<i>Staff</i>
29.	Divest municipal funds from fossil fuels	<i>Council (advocacy); Staff (identify opportunities)</i>

Attachment A: Amendments to 2019-2022 Strategic Plan

STRATEGIC OBJECTIVE TWO

Reconciliation and Indigenous Relations

OUTCOMES

- Deeper and more engagement with Songhees and Esquimalt Nations including with both hereditary and elected chiefs
- Increased awareness of and support for reconciliation and recognition of Indigenous sovereignty
- City Council, staff and residents are more aware of Indigenous history, treaties, and leadership structures
- Increased community collaboration and capacity to do the work of reconciliation by harnessing existing expertise in our community
- More Indigenous involvement and inclusion in all aspects of civic life, including economic development
- Talent acquisition programs and initiatives are in place that support the diversification of the City's workforce, including programs and initiatives that focus on Indigenous Peoples

As part of the Witness Reconciliation Program, these outcomes and actions will be shared with the Esquimalt and Songhees Nations for their input as witnesses to the process.

Actions | Reconciliation and Indigenous Relations

2019		Responsibility
1.	Create the Victoria Reconciliation Dialogues Continuing in 2020	Mayor's Office; Council; Staff, Songhees and Esquimalt Nations
2.	Determine appropriate context for the Sir John A. Macdonald Statue Continuing in 2020	Council; Staff
3.	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 and the experiential portion of the training for those interested participants first Continuing in 2020	Staff with Songhees and Esquimalt Nations and other Indigenous support
2020		
4.	Establish an Indigenous Relations function	Staff with Songhees and Esquimalt Nations guidance and support
5.	Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	Council with Songhees and Esquimalt Nations guidance

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2021		
6.	Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations	Council (appoint); Staff and Songhees and Esquimalt Nations guidance
7.	Pursue co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people	Council with Songhees and Esquimalt Nations guidance
2022		<i>Responsibility</i>
8.	Increase protection for Indigenous cultural heritage sites in land use and development processes	<i>Staff</i>
Ongoing		
9.	Continue working with and adapting the Witness Reconciliation Program	<i>Council with Songhees and Esquimalt Nations</i>
10.	Create opportunities for Indigenous contractors and employers through City infrastructure projects and contracts	<i>Staff</i>
11.	Work with the Songhees and Esquimalt Nations on First Nations economic development projects	<i>Staff</i>
12.	Advocate for First Nations representation on CRD Board	<i>Council</i>
13.	Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park	<i>Staff</i>
14.	Work with the Songhees and Esquimalt Nations to establish a reburial site	<i>Staff</i>
15.	Support the restoration of Indigenous place names	<i>Staff</i>
16.	Advocate for decolonization of policies and practices at the provincial and federal levels	<i>Council</i>
17.	Increase awareness and support for Indigenous culture, history and viewpoints in everyone's daily life via education	<i>Council; Staff</i>

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STRATEGIC OBJECTIVE THREE

Affordable Housing

OUTCOMES

- Decrease in number of people spending more than 30 per cent of income on housing
- Decrease in homelessness (Point-In-Time Count numbers go down)
- Quadruple the number of 'Missing Middle' housing units
- Increase number of co-op housing units
- Increase in rental apartment and housing vacancy rate
- Increase in percentage of Victoria residents who own their own homes
- Victoria is seen as development friendly
- Neighbourhoods are diverse, accessible and affordable across all ages, incomes and abilities

Actions | Affordable Housing

2019		Responsibility
1.	Set targets, define affordable housing, and track and measure the creation of affordable housing units <i>Continuing in 2020</i>	<i>Council (set); Staff (track)</i>
2.	Implement rental-only zoning <i>Continuing in 2020</i>	<i>Staff</i>
3.	Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing <i>Continuing in 2020</i>	<i>Staff</i>
4.	Implement Market Rental Revitalization Program <i>Continuing in 2020</i>	<i>Staff</i>
5.	Develop Community Amenity Contribution Policy (<i>Complete</i>)	<i>Staff</i>
6.	Accelerate Implementation of Victoria Housing Strategy: <ul style="list-style-type: none"> a. Develop city-wide strategy for additional house conversion opportunities b. Incentivize and mandate the creation of family-appropriate two and three bedroom rental units c. Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing 	<i>Staff</i>

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	<p>d. Explore the expanded use of tax exemptions to create more affordable housing</p> <p>Continuing in 2020</p>	
7.	<p>Houseplexes and Townhouses:</p> <ul style="list-style-type: none"> a. Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes b. Support houseplexes as a form of multi-unit housing that provides a sensitive transition within neighbourhoods c. Support more family housing including townhouses and row houses d. Support new ground-oriented housing forms and lock-off suites <p>Continuing in 2020</p>	Staff
2020		
8.	Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (de-commodified) housing	Staff
9.	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	Staff
10.	Consider a comprehensive amendment to the Zoning Bylaw to permit all "Missing Middle" housing forms without need for rezoning or development permit. <i>This builds on 2019 Action "Houseplexes and Townhouses: Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes."</i>	Staff
11.	Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month	Staff
12.	Consider a grant program for secondary suites including those that are accessible and serve an aging population	Staff
13.	Examine a grant program to incentivize the creation of affordable garden suites	Staff
14.	Allow tiny homes and garden suites on lots that already have secondary suites or duplexes	Staff
15.	Expand garden suite program to allow larger units on larger lots	Staff

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2021		
16.	Explore the potential of creating a Victoria Housing Corporation	<i>Staff</i>
17.	Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	<i>Staff</i>
Ongoing		
18.	Regularly evaluate the City's bonus density policy and the number of units being created as a result of it	<i>Staff</i>
19.	Encourage barrier-free housing and universal design in new developments	<i>Staff</i>
20.	Identify opportunities for affordable housing in all neighbourhood plans	<i>Staff</i>
21.	Advocate for more affordable student housing	<i>Council</i>
22.	Facilitate, incent and support co-op housing	<i>Staff</i>
23.	Examine existing City land as possible sites for affordable housing and emergency shelter spaces	<i>Staff</i>

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STRATEGIC OBJECTIVE FOUR

Prosperity and Economic Inclusion

OUTCOMES

- Business owners feel that it's easy and rewarding to work with City Hall and in the City of Victoria
- Neighbourhood and village centres have thriving economies
- Low vacancy rate in downtown retail spaces is maintained
- Employers can find enough qualified workers to fill available jobs
- People who work in Victoria can afford to live in Victoria
- Increase in number of businesses actively engaged in reducing GHGs (See Objective #6)
- Increase in number of urban-agriculture related businesses
- Reduced use of food banks

Actions | Prosperity and Economic Inclusion

2019		Responsibility
1.	<p>Create Jobs for the Future 2041 Action Plan:</p> <ul style="list-style-type: none"> a. Work with the Downtown Victoria Business Association to develop a Downtown Retail Strategy b. Explore the creation of a Legacy Business Program that specifically protects and highlights longstanding local businesses that are being priced out of our neighbourhoods c. Explore ways for businesses in Victoria to become living wage employers d. Continue work to support entrepreneurs and small businesses e. Support placemaking entrepreneurs — food trucks, more patio spaces <p>Continuing in 2020</p>	Mayor's Office; Staff
2.	<p>Initiate discussions with respect to federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub</p> <p>(Complete)</p>	Mayor's Office; Staff, Working Group; Council
3.	<p>Apply for certification as a Living Wage Employer (Complete)</p>	Staff
2020		
4.	<p>Talk with industrial landowners, managers and users about industrial land — its use, zoning, taxation, etc. — review industrial land use and values every five years</p>	Staff

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5.	Continue ongoing support efforts to launch a Creative Hub for Arts	<i>Council, Staff</i>
6.	Encourage "pop-up" businesses and art exhibits in vacant retail and office space	<i>Staff</i>
7.	Explore land use and business licence regulations to limit predatory lending and pay-day loans and work with the Province with respect to limiting pay-day loans and predatory lending	<i>Council; Staff</i>
2021		<i>Responsibility</i>
8.	Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space	<i>Staff</i>
9.	Work with partners to explore improved access to low cost or free internet service	<i>Staff</i>
Ongoing		
10.	Support arts, culture and innovation venues and spaces	<i>Staff</i>
11.	Advocate for adequate income and supports to ensure everyone has access to a decent quality of life	<i>Council</i>
12.	Identify opportunities to support non-transactional approaches to the provision of goods and services, e.g. neighbourhood-based sharing libraries, tools, seeds, etc.	<i>Staff; Councillor Neighbourhood Liaisons</i>
13.	Hold an Annual Housing/Development Summit and continue to improve processing times and process improvements, and build better understanding of the development processes	<i>Staff; Council</i>
14.	Support buy local initiatives to promote sustainable local enterprise	<i>Staff; Council</i>
15.	Explore opportunities to include community ventures in City initiatives that support social enterprises	<i>Staff; Council</i>
16.	Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees	<i>Staff</i>
17.	Keep a cap on annual property taxes to no more than inflation plus one percent, including police	<i>Council</i>
19.	Support economic opportunities for urban agriculture producers, farm businesses and farmers markets	<i>Staff</i>

STRATEGIC OBJECTIVE FIVE

Health, Well-Being and a Welcoming City

OUTCOMES

- Increase sense of belonging and participation in civic life among all demographic groups
- Increase in number of people who feel safe and part of the community
- Increase in number of people who have a family doctor and overall increase in the number of people working in the health and well-being professions
- Increase in availability of free recreation options
- Increase in people accessing nature
- Increase in number of people who are more active, including increase in registrations in the City's recreational programs
- Clear improvement on mental health and addictions
- Increased local food security
- Fewer people are living below the poverty line and more people have access to a living wage
- Increase in cultural literacy, deepening understanding and welcoming of diversity

Actions | Health, Well-Being and a Welcoming City

2019		Responsibility
1.	Create a city-wide Childcare Strategy and Action Plan Continuing in 2020	Mayor's Childcare Solutions Working Group; Staff
2.	Develop a Trans Inclusion Policy (Complete)	Trans Advisory Task Force; Staff
3.	Develop and implement an Accessibility Framework Continuing in 2020	Staff; Accessibility Working Group
4.	Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free Continuing in 2020	Council; Staff; DVBA
5.	Work with Downtown Victoria Business Association for rotating mural artists to beautify empty storefronts and large windows Continuing in 2020	Staff; DVBA

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6.	Create a Seniors Task Force and develop a Seniors Strategy <i>Continuing in 2020</i>	<i>Seniors Task Force led by Councillors Isitt and Collins; Staff</i>
7.	Strike a Community Wellness Peer-Informed Task Force to identify priority actions to inform a Mental Health and Addictions Strategy actionable at the municipal level, i.e. prevention, advocacy, integration of services, and education <i>(Complete)</i> <i>(See on-going action #27 below)</i>	<i>Peer-Informed Task Force led by Councillors Alto and Potts; Staff</i>
8.	Expand Life Pass program to 365 days per year <i>(Complete)</i>	<i>Staff</i>
9.	Adopt accessible parking standards for on-street and off-street parking <i>Continuing in 2020</i>	<i>Staff</i>
10.	Explore ways to end sexual harassment and assault in Victoria, including using the Good Night Out international model to create a safe nightlife campaign for Victoria venues, bars, clubs and festivals <i>Continuing in 2020</i>	<i>Late Night Task Force; Councillor Thornton-Joe (Downtown Neighbourhood Liaison)</i>
2020		<i>Responsibility</i>
11.	Create a Welcoming City Strategy: <ul style="list-style-type: none"> a. Staff to join Welcoming City initiatives b. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn about and appreciate everyone's unique perspective c. City not to use funds, personnel or equipment to detain people due to immigration status d. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents e. Ensure a welcoming, compassionate and neighbourly atmosphere in our community where all people, including immigrants and refugees are welcomed, accepted, respected and encouraged to participate f. City plays role in collective response to fear mongering, racism and human suffering g. Diversity and inclusion training for staff and Council h. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall 	<i>Welcoming City Task Force led by Councillors Dubow, Thornton-Joe, Mayor Helps; Staff</i>
12.	Consider the implementation of play streets, school streets and other child-friendly strategies	<i>Staff</i>
13.	Create a strategy to attract doctors to Victoria	<i>Mayor's Office with Partners</i>

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14.	Consider adopting the World Health Organization Social Determinates of Health and United Nations Declaration on the Rights of the Child	<i>Council</i>
15.	Urban Agriculture: a. Explore opportunities for increasing food production on private land b. Support food infrastructure including farmers markets, and storage and distribution c. Soil test and consider shade implications of City-owned land and potential land acquisition	<i>Staff; Urban Food Table</i>
2021		<i>Responsibility</i>
16.	Create an LGBTQi2S Task Force to create an LGBTQi2S Strategy	<i>LGBTQi2S Task Force led by Councillors Alto and Potts; Staff</i>
17.	Urban Agriculture: a. 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 b. 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) c. Support neighbourhood food/meal programs d. Work with non-profits to bring back the Sharing Backyards Program	<i>Staff; Urban Food Table</i>
2019–2022		
18.	Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library	<i>Staff</i>
19.	Crystal Pool and Wellness Centre Replacement	<i>Staff</i>
Ongoing		<i>Responsibility</i>
20.	Pilot community BBQ stations in parks and neighbourhood public spaces	<i>Staff; Neighbourhood Associations</i>
21.	Identify and remove barriers to make Victoria accessible and apply a barrier-free lens to all decisions we make to ensure we're not creating new barriers	<i>Staff; Council</i>
22.	Look for opportunities and partnerships for deer management	<i>Staff</i>

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23.	Ensure ethno-cultural diversity in municipal festival, arts and cultural funding supports	<i>Council</i>
24.	Advocate for preserving and strengthening the Agricultural Land Reserve	<i>Council</i>
25.	Look for opportunities to increase food production on public land including increasing community gardens in all neighbourhoods in the city, and building urban food systems into our parks operations	<i>Staff; Urban Food Table</i>
26.	Look for opportunities to create accessible shoreline access	<i>Staff</i>
27.	<p>Mental Health and Addictions Advocacy:</p> <ul style="list-style-type: none"> a. Advocate for better prevention and more support for those aging out of foster care — there were 156 unhoused youth in the 2018 Point-in-Time Count b. Advocate for more funds for mental health and more publicly-funded recovery options and de-stigmatization of mental health and addictions c. Advocate for and facilitate planning and delivery of additional harm reduction services in the city and region, including a safe inhalation site d. Advocate for the BC government to provide currently illicit drugs/safer substances to reduce harm from addictions e. Advocate for and work with agencies and other governments and professional bodies to facilitate increased harm reduction training f. Advocate to the Province and/or the CRD and Capital Regional Hospital District to measure homelessness, acute addiction, mental health and to identify service gaps and better coordinate between existing service providers, and create better funding opportunities 	<i>Council</i>

Attachment A: Amendments to 2019-2022 Strategic Plan

STRATEGIC OBJECTIVE SIX

Climate Leadership and Environmental Stewardship

OUTCOMES

- The City is making measurable advances reducing community GHG emissions by 50 per cent from 2007 levels by 2030, and cutting the City of Victoria's corporate emissions by 60 per cent by 2030
- Citizens and businesses are empowered and inspired to take meaningful action to reduce carbon pollution
- Citizens and businesses are making measurable advances in community and business GHG reductions and a tangible movement to 100 per cent renewables to meet or exceed climate targets
- There is a Zero Waste Strategy in place and we are making progress towards goals
- There are optimized local compost solutions in place for both food and garden waste
- Increase in tree canopy on public and private property

Actions | Climate Leadership and Environmental Stewardship

2019		Responsibility
1.	Develop a Zero Waste Strategy Continuing in 2020	Staff
2.	Implement the Climate Leadership Plan Continuing in 2020	Staff; Council; Community
4.	Implement the Urban Forest Master Plan Continuing in 2020	Staff
5.	Undertake a comprehensive review and update the Tree Preservation Bylaw (Complete)	Staff
6.	Create Climate Champion Continuing in 2020	Mayor's Office
7.	Explore opportunities for renewable energy generation and district energy opportunities starting in 2019, including the option of establishing a municipal energy utility in 2021 Continuing in 2020	Staff
2020		
8.	Facilitate tree planting events and celebrations in partnership with residents and community organizations, and other public bodies, including	Staff; Council

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	participating in the United Nations Trees in Cities Challenge with a goal of planting at least 5,000 trees.	
9.	Mandate green shores practices on waterfront development	Staff
10.	Initiate a Parks and Open Spaces Acquisition Strategy to identify priorities for parkland acquisition that align with Official Community Plan, Parks and Open Spaces Master Plan, and other approved City plans	Staff
11.	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; Council
12.	Begin to plan for mitigating the inflow and infiltration issues on private property	Staff
13.	Expedite implementation of the BC Step Code	Staff
14.	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
15.	Implement a City staff transit pass program	Staff
2021		Responsibility
16.	Implement a robust Zero Waste Strategy	Staff; Council; Community
17.	Mandate electric vehicle charging capacity in all new developments	Staff
18.	Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation	Staff; Greater Victoria Harbour Authority
2022		
19.	Create a municipal energy utility in 2022 if supported by the analysis of the preceeding years	Staff
Ongoing		
20.	With the exception of hanging baskets and Beacon Hill Park, between 2019 and 2022, re-naturalize all beds in the city. If there are cost, time and/or water savings, use these to further nurture the tree canopy and urban forest and natural areas	Staff

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21.	Promote rain gardens and improve water quality entering waterways	<i>Staff</i>
22.	Strengthen tree protection and enhance tree canopy and urban forest	<i>Staff; Community</i>
23.	Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development	<i>Staff; Urban Food Table</i>
24.	Advocate for appropriate federal regulations of the Victoria Water Airport	<i>Council</i>
25.	Work with partners to clean up the harbour and steward waterways	<i>Staff; Council</i>

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STRATEGIC OBJECTIVE SEVEN

Sustainable Transportation

OUTCOMES

- Increase in residents using public transit, walking and cycling
- Decrease in number of collisions and fatalities on City streets
- Decrease in transportation-related GHG emissions
- Fewer cars on the road and decrease in vehicle kilometres travelled
- Increase in car sharing
- Decrease in annual household spending on transportation
- Increase in public and private EV charging stations
- New transportation services are available, including rapid transit, to and from Victoria, supported by first-mile and last-mile solutions, mobility-as-a service (MaaS) and a single payment platform
- There is a positive shift in public attitude towards sustainable transportation
- There is a direct link between City transportation investments, policies, and services and the City's Climate Leadership goals
- Victoria is recognized as a global leader in multi-modal transportation

Actions | Sustainable Transportation

2019		Responsibility
1.	Request that the Victoria Regional Transit Commission (VRTC) provide free transit to all children in the region 18 and under (Complete)	Council
2.	Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria Continuing in 2020	Staff; Council
3.	Advocate for late night bus service (Complete)	Council
4.	Develop and begin implementation of the Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel Continuing in 2020	Staff; Council; Community

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2020		
5.	Explore the expansion of fare-free public transit to low income people, seniors and other residents.	<i>Staff</i>
6.	Work to bring a “floating” car share service to Victoria	<i>Staff; Mayor’s Office</i>
7.	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	<i>Staff</i>
2021		<i>Responsibility</i>
8.	Complete Cecelia mid-block connector	<i>Staff</i>
9.	Lower speed limits on local neighbourhood streets to 30 km per hour	<i>Council; Staff</i>
2022		
10.	Complete a multi-use trail along the Upper Harbour north of downtown	<i>Staff</i>
2019 – 2022		
11.	Bike Master Plan implementation	<i>Staff</i>
Ongoing		
12.	Advocate and work with our regional colleagues to create a regional transportation commission	<i>Council</i>
13.	Advocate for substantially improved transit service	<i>Council</i>
14.	Advocate for lower transit fares	<i>Council</i>
15.	Advocate for BC Transit to start purchasing electric buses in advance of 2030 transition (Complete)	<i>Council</i>
16.	Advocate to BC Transit for “micro transit” or “transit-on-demand” — a public ridesharing program	<i>Council</i>

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17.	Work with car share entities to create more car share spaces on neighbourhood streets	<i>Staff</i>
18.	Encourage/mandate where possible, new car share cars and memberships with new developments in exchange for less parking spots	<i>Staff; Council</i>
19.	Support traffic calming in neighbourhoods	<i>Staff</i>
20.	Support and nurture neighbourhood-led transportation planning	<i>Staff</i>
21	Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E&N Railway from Victoria Harbour without delay	<i>Council; Staff</i>

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STRATEGIC OBJECTIVE EIGHT

Strong, Liveable Neighbourhoods

OUTCOMES

- Increase in number of opportunities for engagement with neighbourhoods
- People feel listened to and consulted about what makes a neighbourhood distinctive
- Increase in affordable housing in all neighbourhoods (See Objective #3)
- Increased access to social determinants of health in all neighbourhoods
- People feel that their neighbourhood is safe and walkable
- Increase number of people walking compared to other modes of getting around within neighbourhoods
- Increase in the amount of green space in neighbourhoods
- All neighbourhoods are thriving, distinctive, appealing, viable and have amenities

Actions | Strong, Liveable Neighbourhoods

2019		Responsibility
1.	Complete the Fairfield Local Area Plan (Complete)	Staff; Community; Council
2.	Create a placemaking 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 Continuing in 2020	Staff; Council
3.	Facilitate an annual Neighbourhoods Summit to consider emerging best practices in neighbourhood placemaking, planning and engagement Continuing in 2020	Mayor's Office; Council; Staff
4.	Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee Continuing in 2020	Staff
5.	Explore opportunities to expand the Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD Continuing in 2020	Staff; Neighbourhood Association
2019 – 2022		

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6.	Develop Local Area Plans <i>Continuing in 2020</i>	<i>Staff; Neighbourhoods; Council</i>
2020		
7.	Review the Noise Bylaw	<i>Staff</i>
8.	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	<i>Staff; Council; CALUCs</i>
9.	Review and consider additional resources (financial and training) for CALUCs	<i>Staff; CALUCs</i>
10.	Resolve anomalies in neighbourhood boundaries	<i>Council, Staff;</i>
11.	Establish a community centre for North Park becomes in 2020 to precede the Downtown Resident Association item.	<i>Staff</i>
12.	Explore partnerships to create meeting space and a home base for the Downtown Residents Association	<i>Staff; Downtown Residents Association</i>
2020 – 2022		
13.	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	<i>Staff; Council</i>
2021		<i>Responsibility</i>
14.	Work with School District 61 to explore use of Sundance School as a community centre for a Jubilee Community Centre	<i>Staff, School District 61; Neighbourhood Associations</i>
15.	Work with the Greater Victoria Public Library to provide library services in the north end of the city, including the exploration of a new neighbourhood branch	<i>Staff; City's Council Appointee to the Library Board</i>
16.	Ship Point Plan and Funding Strategy	<i>Staff</i>

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16.	Work with the Oaklands community association and other partners to explore a location and funding for a new Oaklands community centre.	
2022		
17.	Establish a community centre for the North Park	<i>Staff; Neighbourhood Association</i>
18.	Review the Heritage Tax Exemption program	<i>Staff with clear direction from Council as to what specifically needs to be reviewed</i>
Ongoing		
19.	Support neighbourhood placemaking initiatives	<i>Staff; Council</i>
20.	Advocate for adequate support and supervision accompanying downtown supportive services so people have all the supports they need, not only housing	<i>Council</i>
	Emergency preparedness/heritage buildings/enrich the heritage seismic upgrade program	<i>Staff</i>

Attachment A: Amendments to 2019-2022 Strategic Plan

Process for Amending Strategic Plan

Part One – Emerging Issues and Opportunities	
Step 1.	At any Committee of the Whole meeting, Councillors interested in amending the Strategic Plan to address an emerging issue or opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. This report must outline which of the eight Objectives the new proposed Action will lead to, as well as the Outcome that the new proposed Action is meant to achieve.
Step 2.	At the next Quarterly Update, staff will provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.
Step 3.	At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what Action or Actions may need to be removed.
Part Two – Emergency Issues and Extraordinary Opportunities	
Step 1.	At any Committee of the Whole meeting, Councillors interested in amending the Strategic Plan to address an emergency issue or extraordinary opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. Emergency Issues and Extraordinary Opportunities don't need to be tied to a specific Strategic Objective, but if they do, this should be indicated clearly, as well as the Outcome that the new proposed Action is meant to achieve. Proposed new Actions for Emergency Issues and Extraordinary Opportunities will require a two-thirds majority to pass.
Step 2.	One Committee of the Whole meeting later at the most, staff provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.
Step 3.	At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what Action or Actions may need to be removed. If Committee (and Council) supports proposed Actions and Outcomes that fall outside of the eight Strategic Objectives, a new section will be added to the plan entitled Emergency Issues and Extraordinary Opportunities.

Framing Questions for Strategic Planning Process

What Council would like to get out of the planning process:

- Generation of great ideas
- Understand how we work together
- Open conversation and candid dialogue
- An overall understanding of what four years will look like and how we will include the community
- To learn more about what we've been doing as a city and what we need to do
- Relationship building
- Learning how to work together
- Collaborative
- Transparent
- Make some hard decisions
- Strong strategic plan that will advance social and ecological justice

What Council would like to see in the plan

- A clear path forward but one that is also flexible enough to address emerging issues
- Practical and achievable, not just a wish list
- Include the public
- Achievable *and* aspirational
- Include what we've heard from citizens *and* what we're passionate about
- Tied to the budget
- Address a broad spectrum of things so that there is something for everyone in the plan and it tends to the day to day of the city
- A bold and achievable plan, where we measure and report on our progress
- Tackle the toughest issues, have a clear path from day one

What's working well in the city?

- Engaged and passionate citizens
- Strong neighbourhood structure
- Growth of strong local businesses
- Economic opportunity for residents
- Natural environment and residents working to protect it
- Embracing the importance of reconciliation
- Neighbourhood associations that provide services. e.g. childcare, seniors programs
- Strength of major industries, tech, tourism
- Increasing diversity of population
- Festivals, arts and culture
- Strong library system
- Increase in international students
- Well-maintained roads, sidewalks and physical infrastructure
- Social agencies and programs

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- Compassionate
- Safe
- Interfaith relationships and solidarity
- Confidence in city, good place to invest and build
- Strength of regional cooperation on economic development
- Strong network of non-profit organizations
- Strong commitment to volunteerism, e.g. welcoming of Syrian refugees

What are opportunities for improvement in the city?

- Increase trust between citizens and City Hall
- Recognize that the provision of social services downtown requires more supports, not just housing
- Ensure that downtown is accessible and welcoming to everyone
- Nurturing our existing businesses and people coming downtown
- Improve public dialogue, increase civility, increase a feeling that there's room for everyone's voice
- Become a more welcoming city — affirm our values as a welcoming city
- Take a more compassionate approach to homelessness and mental health/addiction
- Harm reduction
- Be more respectful of each other's time — language choice
- Be the first city with a tech boom to grow inclusively and sustainably
- Deepening our relationship with the Songhees and Esquimalt Nations and to understand what it means to live in a city on someone else's homeland
- To grow the film industry
- Continue to nurture our business community and foster an entrepreneurial spirit
- Make the city more accessible

What is working well at City Hall?

- Passionate and dedicated staff who have knowledge and relevant expertise — spirit of continuous learning
- Approachable City Hall
- Improved and proactive engagement practices
- Strong relationships with federal and provincial governments
- Active in e.g. Housing First / tackling important issues
- Seen as regional leader
- Relationships with colleagues on a municipal level are strong
- Relationships with Songhees and Esquimalt Nations
- Quality customer service
- Courage to take bold action
- Taken action on food security and agriculture
- Strong relationship with School District
- 20-year capital plan and strong reserves
- Welcoming nature of City Hall — lack of dysfunction — functional organization
- Commitment to learn from mistakes
- Cross-departmental collaboration to solve problems

What are opportunities we have to improve City Hall?

- Address the housing crisis and have housing that's in reach/affordable for our residents

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- Increase trust between Councillors and staff and Council; improve relationships
- Capture the corporate/institutional memory
- Tackle affordability crisis more broadly (childcare/transportation)
- To diversify engagement e.g. childcare at meetings, video submission
- Respect the time of staff
- Be climate leaders and mitigate and adapt to climate change
- Better convey City Hall/Council story
- Address day-to-day issues — broken window syndrome in the city
- Responsive and proactive to the needs of residents and business community
- To make sure that when we undertake engagement we're clear and engaging for the right reason, at the right time in the right way
- Recognize the localized experiential experience of people and value citizen expertise from living in a place
- Collect data and measure results as a way to advocate to other levels of governments re: services
- To hear the quieter voices not being heard over the loud voices
- Measure our own results and use that data to drive decisions in budget on an annual basis
- Deeper partnerships with post-secondary institutions and School District
- Opportunities for prevention — working upstream
- Address access to childcare and availability
- Make sure that the plans we create are implemented and resourced by the budget process
- Review the plans we have in place and determine whether they are still the right plans; regularize this to make progress on the key elements in the OCP
- Better follow-through on engagement
- Improve the well-being of staff and take care of our staff; provide adequate and relevant training

Proposed Strategic Plan Amendments

1. That all of the changes in Objective 1 Good Governance and Civic Engagement be implemented
2. Objective 1: #23:
Set and measure targets for each of the objectives.

Keep in the Strategic Plan

3. Objective 1: #24:
Measure well-being and use results to inform budgeting process. ~~Set target from 2020 baseline. Increase belonging and well-being by X percent.~~

Keep in the Strategic Plan

4. Objective 1: #21:
Complete a governance review

Note: Strike a Council working group to recommend a process for a governance review in 2020 and strike the word 'staff' from the responsibilities column.

Council Working Group to report back in first quarter of 2021 on scope of review.

~~Note: To frame up a governance review and report back in first quarter of 2021 on scope review to recommend a process for a governance review.~~

~~Amend the Strategic Plan by moving this item to 2020 and strike the word 'staff' from the responsibility column.~~

5. That the changes in Objective 2: Reconciliation and Indigenous Relations be implemented.
6. Objective 2: #5:
Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations of Reconciliation and Indigenous Relations be moved from 2020 to 2021 actions.
7. That the changes in Objective 3: Affordable Housing be implemented.
8. Objective 3: #4:
Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (de-commodified) housing
That this item be moved to 2020 action.
9. Objective 3: #5:
Examine existing City land as possible sites for affordable housing and emergency shelter spaces.
Change this Action to "on-going" as part of the Real Estate function
10. That the changes in Objective 4: Prosperity and Economic Inclusion be implemented.

11. Objective 4: #2:
Initiate discussion with respect to securing federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub.
~~Continuing in 2020~~ COMPLETE
12. Objective 4: #6:
~~Create a Tech Advisory Committee to better integrate tech and the City at a strategic level~~
Remove from Strategic Plan – Staff report to Council on in Q4 2019 outlined the work already underway with the technology industry.
13. New Item
Objective 4: #9
2020 - ongoing support effort to launch a creative hub for arts.
14. Objective 4: Outcome:
Business owners feel that it's easy and rewarding to work with City Hall and with ~~in~~ the City of Victoria.
15. Objective 4: #7:
Defer to 2021 pending funding - Encourage “pop-up” businesses and art exhibits in vacant retail and office space and move this 2020 to 2021 with the original work.
16. That the changes in Objective 5 Health, Well-Being and a Welcoming City be implemented.
17. Objective 5: #12:
Create an LGBTQi2S Task Force to create an LGBTQi2S Strategy be a 2021 action item
18. That this be moved to an ongoing action:
Objective 5: #16
Pilot community BBQ stations in parks and neighbourhood public spaces.
19. That the changes in Objective 6 Climate Leadership and Environmental Stewardship be implemented.
20. Objective 6: #6:
~~Ban plastic straws taking into consideration accessibility needs~~
Objective 6: new #12:
Defer to 2020 or beyond depending on status of plastic bag ban initiative introduce regulations to ban and/or restrict problematic single use items (coffee cups, take out containers, straws, etc.) while taking into consideration accessibility needs.
21. Objective 6: #7:
Create ~~Neighbourhood~~ Climate Champion program with one child, youth, adult and elder from each neighbourhood to lead and inspire at the local level on Climate Action
Revised wording to reflect Council motion from December 2019
22. Objective 6: #9:
Facilitate tree planting event and celebrations in partnership with residents and community organizations, and other public bodies including participation in the UN trees in Cities

Challenge and with a goal of planting *at least* 5,000 trees (~~500 on public property and 4500 on private property~~).

23. That the changes in Objective 7 Sustainable Transportation be implemented.

24. Objective 7: #8

Move to 2020 explore the expansion of fair free public transit to low income seniors and other residents (could be added to LIFE Pass program).

#10 Complete Cecelia mid-block connector

Deferral to 2021 – dependant on development activity in the area

25. That the changes in Objective 8 Strong, Liveable Neighbourhoods be implemented.

26. 2021 action

Work with the Oaklands Community Association and other partners to explore a location and funding for a new Oaklands Community Centre.

27. move from a 2021 action to a 2020 action

Objective 8: #12

Explore partnerships to create meeting space and a home base for the Downtown Residents Association. and objective eight item 16 Establish a community centre for North Park be moved into 2020 and immediately precede the Downtown Residents Association.

COMMITTEE OF THE WHOLE REPORT
FROM THE MEETINGS HELD JANUARY 10,14, 17, and 24, 2020

The Committee recommends the following:

Proposed Adjustments to the Draft 2020-2024 Financial Plan

1. That Council approve all of the On-Going Supplemental Requests with the exception of Parks Clean Up, be added. (Protocol 'Sister City Delegations reduced to \$20,000 – see item # 6 below)
2. That Council approve that the Parks Planner and Development services Planner be funded through revenue through Development Application Fee Revenue.
3. That Council approve funding for the Short-Term Rentals Bylaw Positions from the Short-Term Rentals License revenue.
4. That Council approve the ongoing expense for Managing Public Spaces – Bylaw Position and that this position be funded from 2019 surplus for a two-year term.
5. That Council approve funding one-time expenses including the one-time expense for Parks Clean Up.
6. That Council fund the on-going expenses to address the climate emergency:
 Climate and Environment
 Community Energy and Emissions Specialist - 1 FTE: \$108,000
 Fleet Energy and Emissions Specialist - 1 FTE: \$108,000 (deferred to 2021 – see # 8 below)
 Building Energy and Emissions Specialist - 1 FTE: \$108,000
 Training and Development for staff: \$10,000
 Zero Waste Strategy - 1 FTE: \$100,000
 Total: \$434,000
7. That Council approve the one-time funding of the following Climate and Environment items:
 Climate Leadership Plan - Oil to Heat Pump Incentive Program: one time \$400,000
 Climate Leadership Plan - Climate Action Program Investments: one time \$165,000
 Climate Champions Program: one time \$50,000
 Total: \$615,000
8. That Council approve the \$460,000 expenditure from the Climate Action Reserve.
9. That Council approve the funding for the Zero Waste Strategy one-time amount of \$200,000, funded from a combination of reserves and previous years surpluses as appropriate.
10. That Council approve funding for the Witness reconciliation program: on-going \$30,000
11. That Council approve the following funding:

Reconciliation training: one-time \$136,900
Indigenous relations function: one-time \$75,000
Truth and Reconciliation Dialogues: one-time \$80,000

12. That Council approve one-time funding for the Welcoming City Strategy of \$50,000.
13. That Council approve on-going funding for:
 - Urban Agriculture - Volunteer coordinator grant: \$50,000
 - Urban Agriculture - Start Up Grant: \$30,000
14. That Council approve funding the one-time \$8,000 allocation for the Pilot - City sponsored spring distributions of gardening materials in partnerships with community organizations.
15. That Council approve a one-time funding allocation of \$220,000 for the South Island Prosperity Partnership.
16. That Council approve \$250,000 one time to the Housing Reserve Fund and **\$500,000** (see # 8 below reducing this amount to \$400,000) on-going to invest in the Housing Reserve Fund and Committee of the Whole have a future discussion on building very low-income housing.
17. That Council approve funding the following on-going items:
 - The Tenant Housing Ambassador \$107,900
 - Housing and Development summit \$15,000
 - Social Planner \$125,111
18. That this matter be postponed pending information on Esquimalt's decision on this matter:
That Council approve a one-time funding for Restorative Justice Victoria of \$5,880 from surplus.
19. That Council approve on-going funding for Canada Day Special Duty Policing \$107,000 and special duty costs for the first 3 police officers of \$53,000 from on-going funding and that this funding is included in the Victoria Police Department budget.
20. That Council approve funding Property Tax Penalty \$201,500 on-going and \$1,000 one-time.
21. That Council draw down the Building and Infrastructure Reserve for a public washroom on Douglas Street \$250,000 and direct staff to report back on the location and design of the washroom before installation.
22. That Council approve funding the by-election from one-time for \$170,000.
23. That Council approve the one-time funding of \$100,000 to the Cultural Infrastructure Grant Program and one-time funding of \$25,000 for the Cultural Spaces Roadmap.
24. That Council approve funding on-going for Accessibility and Inclusion Recreation role 1 FTE - \$52,000.

25. That Council Accessible Shoreline Access design one-time \$15,000 be funded through the Accessibility Reserve.
26. That Council approve funding for Gender Diversity Training for All Staff one-time \$28,000.
27. That Council approve funding for the Festival Investment Grant Program 3-4 extra festivals on-going \$25,000.
28. That this be referred to the Committee of the Whole for staff to provide advice on the implications:
That Council direct staff to create a mural program within the My Great Neighbourhood Program based on the re-allocation of resources.
29. That Council approve funding for the Special Events - In Kind Services on-going \$19,000.
30. That Council approve funding Banfield Park to Selkirk Bike Route one-time \$35,000 towards preliminary design and public engagement with Esquimalt.
31. That Council approve the funding for Childminding - Committees ongoing \$1,800.
32. That Council approve funding Neighbourhood Grants on-going \$28,116
33. That Council approve the Managing Growth and New development - Development Services 1 FTE on-going \$142,500.
34. That Council direct staff to report back on funding sources and cost estimate for installing a water fountain along Pandora bike lane in the 900 block of Pandora Avenue.
35. That Council approve funding for the Coordinated Implementation of Pandora Task Force one-time \$50,000 and have the coalition report back twice throughout the year with progress.
36. That Council allocate \$260,000 from the Building and Infrastructure Reserve for a fully controlled stop light at Cook and Princess.
37. That Council direct staff to amend the financial plan bylaw to allocate the \$500,000 of the new assessed revenue, directed to the building and infrastructure reserve, and provide a grant of \$500,000 to the Victoria Civic Heritage Trust.
38. That Council request that the Victoria Civic Heritage Trust report publicly to Council each year.
39. That Council direct staff to engage the VCHT and report back to council on the feasibility of introducing accessibility requirements in relation to these grants.
40. That Council direct staff to come back with an assessment report not later Quarter 2 for traffic calming measures on Chambers Street, and surrounding streets, including recommendations for possible funding.
41. That Council approve: Place-making – Engagement Costs – \$8,000 one time.

42. That Council approve: protocol function allocation of \$20,000 to celebrate anniversary with Morioka. (Decreased from \$60,000) (From item # 1 above)
43. That Council authorize the following FTEs for 2020 and future years, as well as an one-time expenditure of \$75,000 for contracted services, and direct staff to report back by the end of Q1 in Open and Closed Meetings on options for completing and implementing the Equity Framework taking an intersectional approach, including the direction that initial priority of the Equity and Inclusion Coordinator is the implementation of the Trans Inclusion work, using the following new staff resources and / or existing resources, including draft job descriptions:
- Equity and Inclusion Coordinator - 1 FTE – \$107,900 (ongoing)
 - Accessibility and Inclusion Recreation Role - 1 FTE – \$52,000 (ongoing)
 - Accessibility Coordinator – 1 FTE – \$107,900 (ongoing)
 - Social Planner – 1 FTE - \$125,111 (ongoing)
 - Contracted Services - \$75,000 (one-time)
 - That Council add another FTE to focus on Equity and Inclusion. \$108,000
44. That the ongoing housing reserve allocation be revised to \$400,000 (Decreased from \$500,000). (see # 16 above for original motion)
45. That Council authorize the \$500,000 expenditure on bike parking funded from the building and infrastructure reserve.
46. That Council approve Transportation - 1 FTE - \$142,600.
47. That Council approve funding for the NeighbourHub for \$11,460 from on-going.
48. That staff be directed to report back at the next quarter 1 update regarding the financial implications to ensure that the employees of the VCC parkade receive a living wage.
49. That Council approve: one-time allocation for Banfield Dock study \$15,000 and report back to Council with funding options and other consideration for installing a larger dock in 2020.
50. That the remainder of the VCHT and grant for VHF be approved from on-going.
51. That staff report back what's possible to accomplish within the funds already allocated in the animal control service contract.
52. That Council approve one-time funding of \$50,000 for Storage Facilities at Our Place
53. That Council approve \$7,500 fee for service for the Greater Victoria Bike to Work Society and that those funds are from the previous year's surplus in 2020 and new assessed revenue in future years and that the Bike to Work Society make an annual report to Council.
54. That Council:
1. Approve the Direct-Award Grants as outlined in Appendix A to this report.
 2. Approve the Other Grants as outlined in Appendix B to this report.

3. Approve allocating any remaining surplus evenly shared between the Buildings and Infrastructure Reserve and the Vehicles and Heavy Equipment Reserve.
4. Approve allocating any remaining new property tax revenue from new development evenly shared between the Buildings and Infrastructure Reserve and the Vehicles and Heavy Equipment Reserve.
5. Direct staff to bring forward the Five-Year Financial Plan Bylaw, 2020, as amended, to the April 9, 2020 Council meeting.

2021 Budget items

1. That Council forward these items to the 2021 financial planning process: Artist in residence program artist fee and Artist in Residence Program Administration costs
2. That Council forward these items to the 2021 financial planning process: Murals in Public Space - Public Art Reserve Increase: on-going \$65,000.
3. That the Pop-up businesses and art exhibits: on-going \$50,000 be moved to the 2021 Financial Planning Process.
4. That this be moved to the 2021 financial planning process:
That Council approved funding for the Mural Festival on-going \$60,000. (includes Murals in public space - My Great Neighbourhood grant Stream)
5. That Daylighting Streams be moved to the 2021 Financial Planning process.
6. That Council direct staff to report back at 2021 budget process with an amount for normalizing the intersection of Douglas and Dallas road at minimal financial cost to the City and provide a progress report by the end of the second quarter of 2020.
7. That this item be referred to the 2021 budget process, Pedestrian Improvements – Sidewalk on Topaz Road, including consideration of traffic calming along Topaz.
8. That Council defer the FTE for Fleet Energy Emissions Specialist (\$108,000) to 2021.
9. That the remaining FTEs under the heading of Sustainability Mobility Strategy be sent to 2021 Budget considerations.
10. That Council approve forwarding to the 2021 budget process: the Electrical Kiosk Beautification Program.
11. That this item be referred to the 2021 budget process.
12. That Council direct staff to report back on options for accommodating the proposal to renovate a portion of Pemberton Park for the purposes of accommodating increased utilization of the sport facility as part of the 2021 budget process including exploring a contribution of funds from user groups.
13. Refer to the 2021 Budgeting process – the countercyclical spending on capital projects