

## Attachment B: Consolidated Listing of Action Item Staff Responses

### Consolidated List of Action Items by Assessment

The following attachment provides a summary of the Administration's consolidated response to the draft 2019-2022 Strategic Plan Action items. The following tables are organized by Strategic Plan Objective and the type of response provided by staff. In cases where there is a corresponding 2019 Financial Plan Motion, this is noted in the 'Topic' column. The responses from staff have been categorized as detailed in the Cover Report for Council consideration and color coded as follows:

1. Underway (On-Going Operations)
2. 2019 Financial Plan
3. Preliminary Assessment
4. Complete Assessment
5. Clarification of Scope Required
6. Additional Time Required
7. Legal or Authority Issues

<b>Strategic Plan Objective #1: Good Governance</b>					
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>Fossil Fuel Divestment</b>	26. Divest Funds from Fossil Fuels		1	Ongoing	
<b>Planning and Permitting Process</b>	21. Streamline and make more consistent planning and permitting processes		1	Ongoing	
<b>Closed Meetings Disclosure</b>	5. Improve proactive disclosure of closed meeting records and decisions		2	2019	
<b>Continuous Improvement</b>	23. Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year.		2	Ongoing	
	25. Improve service delivery through learning and input from frontline city workers (Lean Process).			Ongoing	
<b>Council Expenses</b>	6. Improve timely publication of Council member expenses and financial disclosure statements		2	2019	
<b>Lobbyist Registry</b>	16. Create a lobbyist registry		2	2020	
<b>Real Estate Strategy</b>	9. Real Estate Strategy		2	2019	
	13. Complete a multiuse trail along the Upper Harbour North of Downtown			2022	
<b>Appreciative Inquiry Training and Engagement</b>	2. Develop and pilot a workshop series to train staff and community leaders in appreciative inquiry and consensus building; identify challenging topics for engagement in advance and ensure that everyone involved (staff and community	\$30,000	3	2019	

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<b>Strategic Plan Objective #1: Good Governance</b>					
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	leaders) have adequate training to lead engagement				
<b>Childcare at City Hall</b>	4. Offer childcare at City Hall during public hearings	\$11,000	4	2019	
<b>Citizens' Assembly</b>	1. Work with Saanich Council to develop and implement Citizens' Assembly process	\$250,000	4	2019	
<b>Community Input</b>	17. 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	\$5,000	4	2020	
<b>Council Salary Review</b>	13. Undertake council salary review  That Council direct staff to report back on the implications of eliminating Council's parking privileges and including Council in the bus pass program available through payroll deduction.  2. That Council refer this motion to the Council remuneration discussion and move that discussion to 2019: That Council direct staff to report back on the implications of eliminating Council's parking privileges, including Council in the bus pass program available through payroll deductions.	TBD based on option chosen	4	2019	
<b>Staff Salary Review</b>	14. Undertake staff salary review	\$20,000	4	2020	
<b>Town Hall</b>	11. Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders (to be continued in 2020, 2021, 2022)	\$12,000	4	2019	
<b>Youth Strategy</b>	8. Youth Strategy		4	2019	
<b>Governance Review</b>	12. Allow people to make video submissions to public hearings and requests to address Council  15. Hold public hearing only council meetings  18. Initiate a governance review  21. Identify and remove barriers to make Victoria barrier-free and apply a barrier free lens to all decisions we make to ensure we're not creating new barriers		5	2020  2020  2021  Ongoing	
<b>Personnel and</b>	27. Oversight and personnel committee		5	Ongoing	

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<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>Oversight Committee</b>					

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<b>Strategic Plan Objective #2: Reconciliation and Indigenous Relations</b>					
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>Coastal Communities Procurement</b>	10. Create opportunities for Indigenous contractors and employers through city infrastructure projects and contracts		2	Ongoing	
	18. Explore opportunities to include community ventures in city initiatives that support social enterprises			Ongoing	
<b>First Nation Economic Development</b>	11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects		2	Ongoing	
<b>Indigenous Cultural Heritage Sites</b>	8. Increase protection for Indigenous cultural heritage sites in land use and development processes		2	2022	
<b>Longhouse</b>	13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park		2	Ongoing	
<b>Reconciliation Training</b>	4. Develop and implement an ongoing, mandatory training program for Council and all city staff (Reconciliation related)	\$369,450	4	2019	
<b>Indigenous Elders in Residence</b>	5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations		5	2020	
<b>Indigenous Relations Function</b>	3. Establish an Indigenous Relations Function		5	2019	
	15. Support the restoration of Indigenous place names			Ongoing	
	14. Work with the Songhees and Esquimalt Nations to establish a reburial site			Ongoing	
<b>MacDonald Statue</b>	2. Determine appropriate context for the Sir John A MacDonald Statue		5	2019	

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<b>Strategic Plan Objective #3: Affordable Housing</b>					
<b>Topic/Subject</b>	<b>Action(s) Description</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>Renters Advisory Committee</b>	10. Renters Advisory Committee		2	2019	
<b>Co-Op Housing</b>	21. Facilitate, incent and support co-op housing		3	Ongoing	
<b>Inter-Generational Housing</b>	12. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	\$75,000	3	2020	
<b>Municipal Housing Service</b>	4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (de-commodified) housing	\$35,000	3	2019	
<b>Affordable Housing Tracking</b>	1. Set targets, define affordable housing and track and measure the creation of affordable housing units	\$20,000	3	2019	
<b>Affordable Housing</b>	5. Examine existing city land as possible sites for affordable housing and emergency shelter spaces including road-edge remnants, wide roads, Boys and Girls Club, and also pursue acquisitions in support of affordable housing as per strategic plan item 8c		4	2019	
<b>Housing - Increased Staff Capacity</b>	11. Create a Tenant Housing Ambassador to make it easier for renters to navigate the Tenant Assistance Policy, Standards of Maintenance Bylaw and other issues  10. Create a Small Scale Housing Ambassador to make it easier for property owners and homeowners to create affordable housing (10 units or less)	2.0 FTE	4	2020  2020	
<b>Affordable Housing - Funding Plan for Land Acquisition</b>	8.c Identify funding mechanisms to acquire land to facilitate fed/prov/reg investment	\$250,000	4	2019	
<b>Amenity Contributions</b>	9. Develop Community Amenity Contribution Policy	\$66,000	4	2019	
<b>Bonus Density Policy</b>	16. Regularly evaluate the city's bonus density policy and the number of units being created as a result of it	\$35,000	4	Ongoing	
<b>Family Housing</b>	8.b. Incentivize and mandate the creation of family appropriate two and three bedroom rental units	\$65,000	4	2019	
<b>Housing - Financial Instruments</b>	8.d. Explore the expanded use of tax exemptions to create more affordable housing.	\$60,000	4	2019	

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<b>Topic/Subject</b>	<b>Action(s) Description</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>Housing - Grants</b>	13. Consider a grant program for suites including those that are accessible and serve an aging population	\$25,000	4	2020	
	14.c. Examine a grant program to incentivize the creation of affordable garden suites			2020	
<b>Housing - Houseplexes and Townhomes</b>	15. Houseplexes and Townhouses	\$150,000 2.0 FTE	4	2020	
	a. Undertake a citywide planning exercise to identify suitable locations for townhouses and houseplexes			2020	
	b. Support houseplexes as a form of multi-unit housing that provide a sensitive transition within neighbourhoods			2020	
	c. Support more family housing including townhouses and rowhouses			2020	
	d. Support new ground-oriented housing forms and lock-off suites			2020	
<b>Housing - Small Scale Development/Infill</b>	14. Garden Suites and Tiny Homes	\$10,000	4	2020	
	a. Allow tiny homes and garden suites on lots that already have secondary suites or duplexes			2020	
	b. Expand garden suite program to allow larger units on larger lots			2020	
	6. Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month			2019	
<b>Housing Conversion</b>	8. a. Develop city wide strategy for additional house conversion opportunities	\$30,000	4	2019	
<b>New Development - Barrier Free Housing</b>	18. Encourage barrier free housing and universal design in new development	\$5,000	4	Ongoing	
<b>Rental Only Zoning</b>	2. Implement rental only zoning	\$10,000	4	2019	
<b>Rental Revitalization</b>	7. Implement Market Rental Revitalization Program	\$10,000	4	2019	
<b>Development of Rental Housing</b>	3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing		5	2019	

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<b>Strategic Plan Objective #4: Prosperity and Economic Inclusion</b>					
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>Non-Transactional Approaches</b>	15. Identify opportunities to support non-transactional approaches to the provision of good and services eg neighbourhood-based sharing libraries, tools, seeds etc.		1	Ongoing	
<b>Financial Capacity</b>	19. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees  20. Keep cap on annual property taxes to no more than inflation plus one including police		2	Ongoing  Ongoing	
<b>Buy Local</b>	17. Support buy local initiatives to promote sustainable local enterprise		2	Ongoing	
<b>Mayor's Task Force 2.0 (Ec Dev)</b>	1. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target  10. Explore ways for businesses in Victoria to become living wage employers  9. Explore the creation of a 'Legacy Business Program' that specifically protects and highlights longstanding local businesses that are being priced out of our neighbourhoods  8. Work with the Downtown Victoria Business Association to develop a downtown retail strategy  21. Continue work to support entrepreneurs and small businesses  7. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space  22. Support place-making entrepreneurs – food trucks, more patio spaces (ongoing)		2	2019  2021  2021  2021  Ongoing  2020  Ongoing	
<b>Barrier Free Business</b>	4. Partner (potentially with the DVBA) to create a program to make businesses barrier free		2	2019	
<b>Arts, Culture and Event Spaces</b>	13. Support arts, culture and innovation venues and spaces.		4	Ongoing	

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<b>Strategic Plan Objective #4: Prosperity and Economic Inclusion</b>					
<i>(See Appendix D Financial Plan Motion p. 5-6)</i>					
<b>Industrial Zones</b>	12. Talk with industrial landowners, managers, users, about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every 5 years. Development of new zones will be completed using existing staff resources as part of current work program.		4	2022	
<b>Living Wage</b>	3. Apply for certification as a Living Wage Employer	\$527,000	4	2019	
<b>RMTS and Arts Funding Models</b>	4. Examine effectiveness of arts and culture grants funding versus direct staff support	\$50,000	4	2019	
<b>Development Summit</b>	16. Hold an Annual Development Summit and continue to improve processing times and process improvements and build better understanding of the development processes	\$15,000	4	Ongoing	
<b>Low cost or free internet service</b>	11. Work with partners to explore improved access to low cost or free internet service		5	2021	
<b>Technology Advisory Committee</b>	5. Create a tech advisory committee to better integrate tech and the city at a strategic level		5	2020	
<b>Creative Hub Funding</b>	2. Secure federal, provincial, and philanthropic funding and operational model for Bastion Square Creative Hub		6	2019	
<b>Tax Exemptions</b>	6. Explore tax relief for businesses affected by city construction		7	2020	



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<b>Strategic Plan Objective #5: Health, Well-Being and a Welcoming City</b>					
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>Non-Transactional Approaches</b>	15. Identify opportunities to support non-transactional approaches to the provision of good and services eg neighbourhood-based sharing libraries, tools, seeds etc.		1	Ongoing	
<b>Play Streets</b>	13. Continue the implementation of play streets, school streets and other child-friendly strategies as part of parks, recreation and capital projects		1	2020	
<b>Sports Equipment Library</b>	17. Create or partner to create a sports equipment library		1	2022	
<b>Community Gardens</b>	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		2	Ongoing	
<b>LIFE and Bus Pass Program</b> <i>(See Appendix D Financial Plan Motion p. 49)</i>	8. Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE pass program)		2	2019	
<b>Accessibility Framework</b>	3. Develop an Accessibility Framework 26. Look for opportunities to create accessible shoreline access		2	2019	
<b>Deer Management</b>	22. Look for opportunities and partnerships for deer management		2	Ongoing	
<b>LIFE Program Expansion</b>	8. Expand Life Pass program to 365 days per year		2	2019	
<b>Parking</b> <i>(See Appendix D Financial Plan Motion p. 69)</i>	9. Develop, adopt and implement accessible parking standards for on and off street parking	\$100,000 + 0.5 FTE	3	2019	
<b>Artist Exhibitions in Vacant Storefronts</b>	5. Work with DVBA or other interested partners for rotating artist exhibitions to beautify empty storefronts and large windows.	\$15,000	3	2019	
<b>BBQ Pilot</b>	18. Pilot community BBQ stations in parks and neighbourhood public spaces	\$85,000	3	2022	
<b>Childcare Strategy</b>	1. Create a city-wide childcare strategy and action plan	\$5,000	3	2019	
<b>Crystal Pool Replacement</b>	20. Crystal Pool and Wellness Centre Replacement		3	2019-2022	
<b>Late Night Task Force (Harassment)</b>	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.	\$2,500	3	2019	

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<b>Strategic Plan Objective #5: Health, Well-Being and a Welcoming City</b>					
<b>Trans Inclusion</b>	2. Trans Inclusion Policy	\$60,000	3	2019	
<b>Greater Victoria Public Library Developments</b>	13. Work with the Greater Victoria Public Library to library services in the north end of the city including the exploration of a new neighbourhood branch  19. Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library	1.0 FTE	4	2021  2019-2022	
<b>LGBTQi2s Task Force</b>	12. Create an LGBTQi2s Task Force to create an LGBTQi2s Strategy		5	2020	
<b>Mental Health and Addictions Strategy</b>	7. Strike a 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. See #27 for preliminary scope of work for Task Force		5	2019	
<b>Seniors Strategy</b>	6. Create a Seniors Task force and develop a Seniors Strategy		5	2019	
<b>Urban Agriculture</b>	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  16. 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		5	2020  2020  2020  2021  2021  2021  2021	
<b>Welcoming Strategy</b>	11. Create a Welcoming City Strategy a. Staff to join Welcoming City initiatives b. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn		6	2020 2020	

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<b>Strategic Plan Objective #5: Health, Well-Being and a Welcoming City</b>					
	about and appreciate everyone's unique perspective				
	c. Foster a compassionate city				
	d. City not to use funds, personnel or equipment to detain people due to immigration status			2020	
	e. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents			2020	
	f. Ensure a welcoming and neighbourly atmosphere in our community where all people including immigrants and refugees are welcomed, accepted and encouraged to participate			2020	
	g. City plays role in collective response to fear mongering, racism and human suffering			2020	
	h. Foster a welcoming environment that treats all people with compassion and respect			2020	
	i. Diversity and inclusion training for staff and council			2020	
	j. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall			2020	

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<b>Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship</b>					
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>Alternative Energy</b>	16. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation		1	2021	
<b>New Development - EV Charging</b>	15. Mandate electric vehicle charging capacity in all new developments		2	2021	
<b>Climate Leadership Plan</b>	2. Implement Climate Leadership Plan		2	2019	
<b>Harbour and Waterways Environmental Stewardship</b>	24. Work with partners to clean up the harbour and steward waterways		2	Ongoing	
<b>Transit Passes - Staff</b>	3. Implement a city staff transit pass program  2. Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria		2	2019  2019	
<b>New Development - Green Shores</b>	9. Mandate green shores practices on waterfront development	\$100,000	3	2020	
<b>Parks Development and Acquisition Strategy</b>	10. Initiate a Parks and Open Spaces acquisition strategy to move towards OCP parks and green space goals; measure progress towards goals	\$125,000	3	2020	
<b>Parks Naturalization</b>	19. With the exception of hanging baskets and Beacon Hill Park, between 2019 and 2022, re-naturalise all beds in the city. If there are cost, time and water savings, use these to further nurture the tree canopy and urban forest and natural areas		3	Ongoing	
<b>BC Step Code</b>	13. Expedite implementation of the BC Step Code		4	2020	
<b>Single Use Item Regulations</b>	6. Ban plastic straws taking into consideration accessibility needs  11. Ban single-use coffee cups and single use takeout containers (as with plastic bag ban bylaw, determine logical exceptions)	\$75,000 + 2.0 FTE	4	2019  2020	
<b>Zero Waste Strategy Development and Implementation</b>	1. Develop Waste Reduction Strategy  14. Implement a robust zero waste strategy	\$110,000 + 1.0 FTE	4	2019  2021	
<b>Climate Leadership Plan –</b>	7. Create Neighbourhood Climate Champion program with one child, youth, adult and elder from each neighbourhood		5	2019	

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<b>Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship</b>					
<b>Neighbourhood Champions</b>	to lead and inspire at the local level on Climate Action				
<b>Energy Utility</b>	17. Explore the creation of a municipal energy utility, more local energy creation solar, ex. Food waste generators for food trucks at the museum	\$30,000 + 0.5 FTE	5	2021	
	18. Create a municipal energy utility, more local energy creation solar, ex. Food waste generators for food trucks at the museum			2022	
<b>Inflow and Infiltration</b>	12. Begin to plan for mitigating the Inflow and Infiltration issue on private property		6	2020	
<b>Landscape Plans for Private Development</b>	22. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development		6	Ongoing	
<b>Rain Gardens</b>	20. Promote raingardens and improve water quality entering waterways		6	Ongoing	
<b>Urban Forest Master Plan</b>  <b>(*Note Financial Plan Motion)</b>	4. Develop and lead the implementation of the Urban Forest Master Plan		7	2019	
	5. Strengthen the Tree Protection bylaw			2019	
	21. Strengthen tree protection and enhance tree canopy and urban forest			Ongoing	
	8. Create annual tree planting festival like "Tree Appreciation Day			2020	

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<b>Strategic Plan Objective #7: Sustainable Transportation</b>					
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>E &amp; N Railway</b>	6. Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E and N railway from Victoria Harbour without delay		2	2019	
<b>Bike Master Plan</b>	14. Bike Master Plan Implementation		2	2019-2022	
<b>Sustainable Mobility Strategy</b>	7. Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel		2	2019	
<b>Car Share</b>	10. Support the introduction of “floating” car share service to Victoria  19. Work with car share providers to create more car share spaces  20. Continue to encourage/mandate where appropriate new car share vehicles, memberships and stalls with new developments	0.5 FTE	3	2020  Ongoing  Ongoing	
<b>Greenways Plan Design Standard</b>	5. Develop and implement a greenways design standard  9. Review 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	\$30,000 + \$500,000 Capital + 2.0 FTE	3	2019  2019	
<b>Speed Limits</b>  <i>(See Appendix D Financial Plan Motion p. 71)</i>	12. Lower speed limits on local neighbourhood streets to 30km/h	2.0 FTE + \$200,000	3	2021	
<b>Transportation Planning</b>	22. Support and nurture neighbourhood-led transportation planning		5	Ongoing	
<b>Transit Passes – Low Income</b>	Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE pass program)		6	2019	

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<b>Strategic Plan Objective #8: Strong, Livable Neighbourhoods</b>					
<b>Topic/Subject</b>	<b>Action(s)</b>	<b>Resource Impact</b>	<b>Category</b>	<b>Year</b>	<b>Approved</b>
<b>Local Area Planning</b>	17. Local Area Plans		2	2019-2022	
<b>Fairfield Local Area Plan</b>	1. Complete Fairfield Local Area Plan		2	2019	
<b>Heritage Tax Exemptions</b>	16. Review Heritage Tax Exemption Program		2	2022	
<b>Late Night Task Force - Municipal Alcohol Policy</b>	5. Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee		3	2019	
<b>Government Street Pedestrian Only</b>	2. Open Government Street to pedestrians	\$50,000	3	2019	
<b>Ship Point</b>	14. Ship Point Plan and Funding Strategy	\$40,000	3	2021	
<b>Tactical Urbanism</b>	3. Create a tactical urbanism guide and tool kit and host workshops to support citizens and businesses to take action	0.5 FTE	3	2019	
<b>Noise Bylaw</b>	6. Review the noise bylaw		4	2019	
<b>CALUC</b>	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  9. Review and consider additional resources (financial and training) for CALUC's		5	2020  2020	
<b>Local Area Planning</b>	19. Identify opportunities for affordable housing in all neighbourhood plans  25. Monitor implementation of Local Area Plans on a routine basis		5	Ongoing  Ongoing	
<b>Local Area Planning</b>	10. Resolve anomalies in neighbourhood boundaries		5	2020	
<b>Neighbourhoods Summit</b>	4. Facilitate an annual "Neighbourhoods Summit" to consider emerging best practices in neighbourhood place-making planning and engagement.		5	2019	
<b>DRA Meeting Space</b>	11. Explore partnerships to create meeting space and a home base for the Downtown Residents Association		5	2021	
<b>Heritage Seismic Upgrade Program</b>	20. Emergency preparedness / heritage buildings / enrich the heritage seismic upgrade program (needs more clarity)		6	Ongoing	

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<b>Strategic Plan Objective #8: Strong, Livable Neighbourhoods</b>					
<b>New/Expanded Community Centres</b>	7. Explore opportunities to expand Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD	1.0 FTE	6	2019	
	12. Work with SD61 to explore use of Sundance school as a community centre for the Jubilee neighbourhood			2021	
	15. Establish a Community Centre for the North Park Neighbourhood in conjunction with plans for the Royal Athletic Park Parking lot and/or the Crystal Pool and Wellness Centre Replacement Project			2022	