

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

Strategic Plan Objective #1: Good Governance				
Topic/Subject	Action(s)	Resource Impact	Category	Year
Fossil Fuel Divestment	26. Divest Funds from Fossil Fuels		1	Ongoing
Planning and Permitting Process	21. Streamline and make more consistent planning and permitting processes		1	Ongoing
Closed Meetings Disclosure	5. Improve proactive disclosure of closed meeting records and decisions		2	2019
Continuous Improvement	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
Council Expenses	6. Improve timely publication of Council member expenses and financial disclosure statements		2	2019
Lobbyist Registry	16. Create a lobbyist registry		2	2020
Real Estate Strategy	9. Real Estate Strategy		2	2019
	13. Complete a multiuse trail along the Upper Harbour North of Downtown			2022
Appreciative Inquiry Training and Engagement	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	\$30,000	3	2019

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Strategic Plan Objective #1: Good Governance				
Topic/Subject	Action(s)	Resource Impact	Category	Year
	community leaders) have adequate training to lead engagement			
Childcare at City Hall	4. Offer childcare at City Hall during public hearings	\$11,000	4	2019
Citizens' Assembly	1. Work with Saanich Council to develop and implement Citizens' Assembly process	\$250,000	4	2019
Community Input	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
Council Salary Review	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
Staff Salary Review	14. Undertake staff salary review	\$20,000	4	2020
Town Hall	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
Youth Strategy	8. Youth Strategy		4	2019
Governance Review	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

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Strategic Plan Objective #1: Good Governance				
Topic/Subject	Action(s)	Resource Impact	Category	Year
Personnel and Oversight Committee	27. Oversight and personnel committee		5	Ongoing

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Strategic Plan Objective #2: Reconciliation and Indigenous Relations				
Topic/Subject	Action(s)	Resource Impact	Category	Year
Coastal Communities Procurement	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
First Nation Economic Development	11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects		2	Ongoing
Indigenous Cultural Heritage Sites	8. Increase protection for Indigenous cultural heritage sites in land use and development processes		2	2022
Longhouse	13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park		2	Ongoing
Reconciliation Training	4. Develop and implement an ongoing, mandatory training program for Council and all city staff (Reconciliation related)	\$369,450	4	2019
Indigenous Elders in Residence	5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations		5	2020
Indigenous Relations Function	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
MacDonald Statue	2. Determine appropriate context for the Sir John A MacDonald Statue		5	2019

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Strategic Plan Objective #3: Affordable Housing				
Topic/Subject	Action(s) Description	Resource Impact	Category	Year
Renters Advisory Committee	10. Renters Advisory Committee		2	2019
Co-Op Housing	21. Facilitate, incent and support co-op housing		3	Ongoing
Inter-Generational Housing	12. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	\$75,000	3	2020
Municipal Housing Service	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
Affordable Housing Tracking	1. Set targets, define affordable housing and track and measure the creation of affordable housing units	\$20,000	3	2019
Affordable Housing	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
Housing - Increased Staff Capacity	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	2.0 FTE	4	2020
	10. Create a Small Scale Housing Ambassador to make it easier for property owners and homeowners to create affordable housing (10 units or less)			2020
Affordable Housing - Funding Plan for Land Acquisition	8.c Identify funding mechanisms to acquire land to facilitate fed/prov/reg investment	\$250,000	4	2019
Amenity Contributions	9. Develop Community Amenity Contribution Policy	\$66,000	4	2019
Bonus Density Policy	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
Family Housing	8.b. Incentivize and mandate the creation of family appropriate two and three bedroom rental units	\$65,000	4	2019
Housing - Financial Instruments	8.d. Explore the expanded use of tax exemptions to create more affordable housing.	\$60,000	4	2019

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Strategic Plan Objective #3: Affordable Housing				
Topic/Subject	Action(s) Description	Resource Impact	Category	Year
Housing - Grants	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
Housing - Houseplexes and Townhomes	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
Housing - Small Scale Development/Infill	d. Support new ground-oriented housing forms and lock-off suites			2020
	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
Housing Conversion	8. a. Develop city wide strategy for additional house conversion opportunities	\$30,000	4	2019
New Development - Barrier Free Housing	18. Encourage barrier free housing and universal design in new development	\$5,000	4	Ongoing
Rental Only Zoning	2. Implement rental only zoning	\$10,000	4	2019
Rental Revitalization	7. Implement Market Rental Revitalization Program	\$10,000	4	2019
Development of Rental Housing	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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Strategic Plan Objective #4: Prosperity and Economic Inclusion				
Topic/Subject	Action(s)	Resource Impact	Category	Year
Non-Transactional Approaches	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
Financial Capacity	19. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees		2	Ongoing
	20. Keep cap on annual property taxes to no more than inflation plus one including police			Ongoing
Buy Local	17. Support buy local initiatives to promote sustainable local enterprise		2	Ongoing
Mayor's Task Force 2.0 (Ec Dev)	1. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target		2	2019
	10. Explore ways for businesses in Victoria to become living wage employers			2021
	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			2021
	8. Work with the Downtown Victoria Business Association to develop a downtown retail strategy			2021
	21. Continue work to support entrepreneurs and small businesses			Ongoing
	7. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space			2020
	22. Support place-making entrepreneurs – food trucks, more patio spaces (ongoing)			Ongoing
Barrier Free Business	4. Partner (potentially with the DVBA) to create a program to make businesses barrier free		2	2019

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Strategic Plan Objective #4: Prosperity and Economic Inclusion				
Arts, Culture and Event Spaces <i>(See Appendix D Financial Plan Motion p. 5-6)</i>	13. Support arts, culture and innovation venues and spaces.		4	Ongoing
Industrial Zones	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
Living Wage	3. Apply for certification as a Living Wage Employer	\$527,000	4	2019
RMTS and Arts Funding Models	4. Examine effectiveness of arts and culture grants funding versus direct staff support	\$50,000	4	2019
Development Summit	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
Low cost or free internet service	11. Work with partners to explore improved access to low cost or free internet service		5	2021
Technology Advisory Committee	5. Create a tech advisory committee to better integrate tech and the city at a strategic level		5	2020
Creative Hub Funding	2. Secure federal, provincial, and philanthropic funding and operational model for Bastion Square Creative Hub		6	2019
Tax Exemptions	6. Explore tax relief for businesses affected by city construction		7	2020

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Strategic Plan Objective #5: Health, Well-Being and a Welcoming City				
Topic/Subject	Action(s)	Resource Impact	Category	Year
Non-Transactional Approaches	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
Play Streets	13. Continue the implementation of play streets, school streets and other child-friendly strategies as part of parks, recreation and capital projects		1	2020
Sports Equipment Library	17. Create or partner to create a sports equipment library		1	2022
Community Gardens	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
LIFE and Bus Pass Program <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
Accessibility Framework	3. Develop an Accessibility Framework 26. Look for opportunities to create accessible shoreline access		2	2019
Deer Management	22. Look for opportunities and partnerships for deer management		2	Ongoing
LIFE Program Expansion	8. Expand Life Pass program to 365 days per year		2	2019
Parking <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
Artist Exhibitions in Vacant Storefronts	5. Work with DVBA or other interested partners for rotating artist exhibitions to beautify empty storefronts and large windows.	\$15,000	3	2019
BBQ Pilot	18. Pilot community BBQ stations in parks and neighbourhood public spaces	\$8,500	3	2022
Childcare Strategy	1. Create a city-wide childcare strategy and action plan	\$5,000	3	2019
Crystal Pool Replacement	20. Crystal Pool and Wellness Centre Replacement		3	2019-2022
Late Night Task Force (Harassment)	10. Explore ways to end sexual harassment and assault in Victoria, including using the Good Night Out international model to create a safe	\$2,500	3	2019

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Strategic Plan Objective #5: Health, Well-Being and a Welcoming City				
	nightlife campaign for Victoria venues, bars, clubs and festivals.			
Trans Inclusion	2. Trans Inclusion Policy	\$60,000	3	2019
Greater Victoria Public Library Developments	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
LGBTQ2iS Task Force	12. Create an LGBTQ2iS Task Force to create an LGBTQ2iS Strategy		5	2020
Mental Health and Addictions Strategy	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
Seniors Strategy	6. Create a Seniors Task force and develop a Seniors Strategy		5	2019
Urban Agriculture	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
Welcoming Strategy	11. Create a Welcoming City Strategy a. Staff to join Welcoming City initiatives		6	2020 2020

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Strategic Plan Objective #5: Health, Well-Being and a Welcoming City				
	<ul style="list-style-type: none"> b. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn 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 e. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents f. Ensure a welcoming and neighbourly atmosphere in our community where all people including immigrants and refugees are welcomed, accepted and encouraged to participate g. City plays role in collective response to fear mongering, racism and human suffering h. Foster a welcoming environment that treats all people with compassion and respect i. Diversity and inclusion training for staff and council j. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall 			<ul style="list-style-type: none"> 2020 2020 2020 2020 2020 2020 2020 2020

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Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship				
Topic/Subject	Action(s)	Resource Impact	Category	Year
Alternative Energy	16. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation		1	2021
New Development - EV Charging	15. Mandate electric vehicle charging capacity in all new developments		2	2021
Climate Leadership Plan	2. Implement Climate Leadership Plan		2	2019
Harbour and Waterways Environmental Stewardship	24. Work with partners to clean up the harbour and steward waterways		2	Ongoing
Transit Passes - Staff	3. Implement a city staff transit pass program		2	2019
	2. Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria			2019
New Development - Green Shores	9. Mandate green shores practices on waterfront development	\$100,000	3	2020
Parks Development and Acquisition Strategy	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
Parks Naturalization	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
BC Step Code	13. Expedite implementation of the BC Step Code		4	2020
Single Use Item Regulations	6. Ban plastic straws taking into consideration accessibility needs	\$75,000 + 2.0 FTE	4	2019
	11. Ban single-use coffee cups and single use takeout containers (as with plastic bag ban bylaw, determine logical exceptions)			2020
Zero Waste Strategy Development and Implementation	1. Develop Waste Reduction Strategy	\$110,000 + 1.0 FTE	4	2019
	14. Implement a robust zero waste strategy			2021

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Strategic Plan Objective #6: Climate Leadership and Environmental Stewardship				
Climate Leadership Plan – Neighbourhood Champions	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		5	2019
Energy Utility	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
Inflow and Infiltration	12. Begin to plan for mitigating the Inflow and Infiltration issue on private property		6	2020
Landscape Plans for Private Development	22. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development		6	Ongoing
Rain Gardens	20. Promote raingardens and improve water quality entering waterways		6	Ongoing
Urban Forest Master Plan	4. Develop and lead the implementation of the Urban Forest Master Plan		7	2019
(*Note Financial Plan Motion)	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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Strategic Plan Objective #7: Sustainable Transportation				
Topic/Subject	Action(s)	Resource Impact	Category	Year
E & N Railway	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
Bike Master Plan	14. Bike Master Plan Implementation		2	2019-2022
Sustainable Mobility Strategy	7. Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel		2	2019
Car Share	10. Support the introduction of “floating” car share service to Victoria	0.5 FTE	3	2020
	19. Work with car share providers to create more car share spaces			Ongoing
	20. Continue to encourage/mandate where appropriate new car share vehicles, memberships and stalls with new developments			Ongoing
Greenways Plan Design Standard	5. Develop and implement a greenways design standard	\$30,000 + \$500,000 Capital + 2.0 FTE	3	2019
	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			2019
Speed Limits <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
Transportation Planning	22. Support and nurture neighbourhood-led transportation planning		5	Ongoing
Transit Passes – Low Income	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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Strategic Plan Objective #8: Strong, Livable Neighbourhoods				
Topic/Subject	Action(s)	Resource Impact	Category	Year
Local Area Planning	17. Local Area Plans		2	2019-2022
Fairfield Local Area Plan	1. Complete Fairfield Local Area Plan		2	2019
Heritage Tax Exemptions	16. Review Heritage Tax Exemption Program		2	2022
Late Night Task Force - Municipal Alcohol Policy	5. Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee		3	2019
Government Street Pedestrian Only	2. Develop an annual program of Government Street pedestrian only event(s).	\$50,000	3	2019
Ship Point	14. Ship Point Plan and Funding Strategy	\$40,000	3	2021
Tactical Urbanism	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
Noise Bylaw	6. Review the noise bylaw		4	2019
CALUC	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		5	2020
	9. Review and consider additional resources (financial and training) for CALUC's			2020
Local Area Planning	19. Identify opportunities for affordable housing in all neighbourhood plans		5	Ongoing
	25. Monitor implementation of Local Area Plans on a routine basis			Ongoing
Local Area Planning	10. Resolve anomalies in neighbourhood boundaries		5	2020
Neighbourhoods Summit	4. Facilitate an annual "Neighbourhoods Summit" to consider emerging best practices in neighbourhood place-making planning and engagement.		5	2019
DRA Meeting Space	11. Explore partnerships to create meeting space and a home base for the Downtown Residents Association		5	2021
Heritage Seismic Upgrade Program	20. Emergency preparedness / heritage buildings / enrich the heritage seismic upgrade program (needs more clarity)		6	Ongoing

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Strategic Plan Objective #8: Strong, Livable Neighbourhoods				
New/Expanded Community Centres	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