

## 2019-2022 Strategic Plan – WORKING DRAFT

**Goal Statement:** *To be developed with the public at the January 19 2019 Engagement Summit.*

### Victoria City Council 2018-2022 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.
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. Practicing **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.

### Operational Priorities

- 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
- Sound fiscal management

### 2019-2022 Strategic Objectives

1. Good Governance
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, Livable Neighbourhoods

\* Order indicates who is lead and who is support.

Anything in red has been changed as a result of the budget meetings, or is proposed to be changed.

<b>Strategic Objective 1: Good Governance</b>		
<b>2019 Actions</b>	<b>Description</b>	<b>Responsibility*</b>
1. Work with Saanich Council to develop and implement Citizens Assembly process		Council and Staff
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 leaders) have adequate training to lead engagement		Staff
3. Work to regionalize police services and consider the possibility of a single amalgamated police service for the region		Mayor
4. Offer childcare at City Hall during public hearings		Staff
5. Improve proactive disclosure of closed meeting records and decisions		Staff
6. Improve timely publication of Council member expenses and financial disclosure statements		Staff and Council
7. Create a structure / process for Councilors to share and be accountable for their work on committees and other appointments		Council
8. Youth Strategy	Development of specific initiatives, action plan and budget requirements to support implementation of the Youth Strategy.	Staff and Youth Council

<b>Strategic Objective 1: Good Governance</b>		
9. Real Estate Strategy	Development of a strategic real estate land acquisition, management and disposal strategy to inform the City's long-term capital planning process to ensure the City is positioned to leverage its real estate portfolio for broader civic priorities.	Staff
10. Renters Advisory Committee	A standing committee of council to provide input to council on policies to increase rental housing stock; improving conditions and well-being for renters in Victoria; strategic priorities for the city relating to renters; the impacts of provincial and federal legislation affecting renters; enhancing access and inclusion for renters in developing municipal policy and civic life.	Councilor Liaisons and Staff
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)	These may be topic specific or general input sessions, to be determined by Council in response to community needs and emerging issues. They will be run as non-statutory public hearings where members of the public are given an allotted time to speak with Council and Council listens to the public.	Council and Staff
<b>2020 Actions</b>	<b>Description</b>	<b>Responsibility</b>
12. Allow people to make video submissions to public hearings and requests to address Council	This would be used to accommodate people who are unable to attend City Hall to make submissions in person. Videos would be submitted in advance.	Staff
13. Undertake council salary review		Staff
14. Undertake staff salary review		Staff with Council guiding policy

<b>Strategic Objective 1: Good Governance</b>		
15. Hold public hearing only council meetings		Staff
16. Create a lobbyist registry		Staff
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		Council (give direction and participate in community gatherings) and Staff (implement)
<b>2021 Actions</b>	<b>Description</b>	<b>Responsibility</b>
18. Initiate a governance review		Council and Staff
<b>2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
<b>Ongoing Actions</b>	<b>Description</b>	<b>Responsibility</b>
19. Set and measure targets for each of the Objectives		Council (set) and Staff (measure)
20. Measure wellbeing and use results to inform budgeting process. Set target from 2019 baseline. Increase belonging and wellbeing by X %		Staff (measure) and Council (set)
21. Streamline and make more consistent planning and permitting processes		Staff
22. Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year		Staff and Council
23. Exercise fiscal responsibility in policing expenditures		Council
24. Improve service delivery through learning and input from frontline city workers (LEAN process)		Staff
25. Monitor implementation of Local Area Plans on a routine basis		Staff
26. Divest municipal funds from fossil fuels		Council (advocacy) Staff look for opportunities

**Strategic Objective 1: Good Governance**

27. Oversight and personnel committee		Council (establish and appoint) and staff (admin support etc.)
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<b>Strategic Objective 2: Reconciliation and Indigenous Relations</b>		
<b>2019 Actions</b>	<b>Description</b>	<b>Responsibility</b>
1. Create the Victoria Reconciliation Dialogues	Involve the community in reconciliation efforts and create opportunities for residents to learn more about Indigenous history and culture and what it means to live in a city on someone else's lands	Mayor, Council and Staff, Songhees and Esquimalt Nations
2. Determine appropriate context for the Sir John A MacDonald Statue	Work with the Nations, the community and the Sir John A MacDonald Historical Society	Council and Staff
3. Establish an Indigenous Relations Function		Staff with Songhees and Esquimalt Nations guidance and support
4. Develop and implement an ongoing, mandatory training program for Council and all city staff		Staff with Songhees and Esquimalt Nations and other Indigenous support
<b>2020 Actions</b>	<b>Description</b>	<b>Responsibility</b>
5. Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations		Council (appoint), Staff and Songhees and Esquimalt Nations guidance
6. Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people		Council with Songhees and Esquimalt Nations guidance
<b>2021 Actions</b>	<b>Description</b>	<b>Responsibility</b>
7. Pursue co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people		Council with Songhees and Esquimalt Nations guidance
<b>2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
8. Increase protection for Indigenous cultural heritage sites in landuse and development processes <i>Flagged for discussion subject to receiving 2012 legal advice</i>		Staff

**Strategic Objective 2: Reconciliation and Indigenous Relations**

<b>Ongoing Actions</b>	<b>Description</b>	<b>Responsibility</b>
9. Continuing working with and adapting the Witness Reconciliation Program		Council with Songhees and Esquimalt Nations
10. Create opportunities for Indigenous contractors and employers through city infrastructure projects and contracts	Work through the Coastal Communities Social Procurement Initiative to develop clear process	Staff
11. Work with the Songhees and Esquimalt Nations on First Nations economic development projects		Staff
12. Advocate for First Nations representation on CRD Board		Council
13. Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park		Staff
14. Work with the Songhees and Esquimalt Nations to establish a reburial site		Staff
15. Support the restoration of Indigenous place names		Staff

<b>Strategic Objective 3: Housing Affordability</b>		
<b>2019 Actions</b>	<b>Description</b>	<b>Responsibility</b>
1. Set targets, define affordable housing and track and measure the creation of affordable housing units		Council (set) and Staff (track)
2. Implement rental only zoning		Staff
3. Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing		Staff
4. Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (decommodified) housing		Staff
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		Staff
6. Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month		Staff
7. Market Rental Revitalization	Initiatives remaining are: 1) preparation of a Rental Property Standards of Maintenance bylaw along with a resourcing and enforcement strategy report; 2) expression of interest to seek pilot projects to test out Energy and Seismic Upgrade Incentive Program.	Staff
<b>8. Accelerated Victoria Housing Strategy Implementation</b> a. Develop city wide strategy for additional house conversion opportunities	Actions remaining from 2015-2026 Victoria Housing Strategy and added at the November 8 Council meeting.	Staff

<b>Strategic Objective 3: Housing Affordability</b>		
<ul style="list-style-type: none"> <li>b. Incentivize and mandate the creation of family appropriate two and three bedroom rental units</li> <li>c. Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing</li> </ul>		
9. Community Amenity Contribution Policy	Council approved in-principle a draft Inclusionary Housing and Bonus Density Policy that will come into effect March 31, 2019 following further consultation with stakeholders.	Staff
<b>2020 Actions</b>	<b>Description</b>	<b>Responsibility</b>
10. Create a Small Scale Housing Ambassador to make it easier for property owners and homeowners to create affordable housing (10 units or less)		Staff
11. Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers		Staff
12. Consider a grant program for suites including those that are accessible and serve an aging population		Staff
<b>13. Garden Suites and Tiny Homes</b> <ul style="list-style-type: none"> <li>a. Allow tiny homes and garden suites on lots that already have secondary suites or duplexes</li> <li>b. Expand garden suite program to allow larger units on larger lots</li> <li>c. Examine a grant program to incentivize the creation of affordable garden suites</li> </ul>		Staff
<b>14. Houseplexes and Townhouses</b> <ul style="list-style-type: none"> <li>a. Undertake a city wide planning exercise to identify suitable</li> </ul>		Staff

<b>Strategic Objective 3: Housing Affordability</b>		
locations for townhouses and houseplexes b. Support houseplexes as a form of multi-unit housing that provide a sensitive transition within neighbourhoods c. More family housing including townhouses and rowhouses d. New ground-oriented housing forms and lock-off suites		
<b>2021 Actions</b>	<b>Description</b>	<b>Responsibility</b>
<b>2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
<b>Ongoing Actions</b>	<b>Description</b>	<b>Responsibility</b>
15. Regularly evaluate the city's bonus density policy and the number of units being created as a result of it		Staff
16. Encourage barrier free housing and universal design in new development		Staff
17. Identify opportunities for affordable housing in all neighbourhood plans		Staff
18. Advocate for more affordable student housing		Council
19. Facilitate, incent and support co-op housing		Staff

<b>Strategic Objective 4: Prosperity and Economic Inclusion</b>		
<b>2019 Actions</b>	<b>Description</b>	<b>Responsibility</b>
1. Convene Mayor's Task Force on Economic Development and Prosperity 2.0 to hit 2041 jobs target		Mayor and Staff
2. Secure federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub		Mayor, Staff, Working Group, Council
3. Apply for certification as a Living Wage Employer (Moved as a result of HR dept budget presentation that had this as a 2019 Action Item)	Develop a living wage policy and implementation plan for the City of Victoria to be certified under the Living Wage Employer Program.	Staff
<b>2020 Actions</b>	<b>Description</b>	<b>Responsibility</b>
4. Create a tech advisory committee to better integrate tech and the city at a strategic level		Mayor, Council and Staff
5. Explore tax relief for businesses affected by city construction		Staff
6. Examine effectiveness of arts and culture grants funding versus direct staff support		Staff
7. Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space		Staff
<b>2021 Actions</b>	<b>Description</b>	<b>Responsibility</b>
8. Work with the Downtown Victoria Business Association to develop a downtown retail strategy		Staff
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		Staff

<b>Strategic Objective 4: Prosperity and Economic Inclusion</b>		
10. Implement a community broadband network		Staff
<b>2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
11. Talk with industrial landowners, managers, users, about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every 5 years		Staff
<b>Ongoing Actions</b>		<b>Responsibility</b>
12. Support arts, culture and innovation venues and spaces		Staff
13. Advocate for adequate income and supports to ensure everyone has access to a decent quality of life		Council
14. Identify opportunities to support non-transactional approaches to the provision of good and services eg neighbourhood-based sharing libraries, tools, seeds etc.		Staff and Councillor Liaisons
15. Hold an Annual Development Summit and continue to improve processing times and process improvements and build better understanding of the development processes		Staff and Council
16. Support buy local initiatives to promote sustainable local enterprise		Staff and Council
17. Explore opportunities to include community ventures in city initiatives that support social enterprises		Staff and Council
18. Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees		Staff
19. Keep cap on annual property taxes to no more than		Council

**Strategic Objective 4: Prosperity and Economic Inclusion**

inflation plus one including police		
20. Continue work to support entrepreneurs and small businesses		Staff
21. Support placemaking entrepreneurs – food trucks, more patio spaces		Staff
22. Support economic opportunities for urban agriculture producers, farm businesses, and farmers markets		Staff

<b>Strategic Objective 5: Health, Well-Being and a Welcoming City</b>		
<b>2019 Actions</b>	<b>Description</b>	<b>Responsibility</b>
1. Create a city-wide childcare strategy and action plan		Mayor’s Childcare Solutions Working Group and Staff
2. Trans Inclusion Policy	Development of a Trans, Non-binary and Two-spirit Inclusion policy to ensure City facilities, operations and programs are safe, inclusive, and equitable for people of all genders, gender identities, and gender expressions, and their communities and form a trans advisory task force.	Staff and Trans Advisory Task Force
3. Accessibility Framework	Develop and implement an accessibility framework to guide the City towards becoming barrier-free.	Staff and Accessibility Working Group
4. Partner (potentially with the DVBA) to create a program to make businesses barrier free (DVBA)		Staff
<b>2020 Actions</b>	<b>Description</b>	<b>Responsibility</b>
<b>5. Create a Welcoming City Strategy</b> 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. 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		Welcoming City Task Force and Staff

<b>Strategic Objective 5: Health, Well-Being and a Welcoming City</b>		
<p>community where all people including immigrants and refugees are welcomed, accepted and encouraged to participate</p> <p>g. City plays role in collective response to fear mongering, racism and human suffering</p> <p>h. Foster a welcoming environment that treats all people with compassion and respect</p> <p>i. Diversity and inclusion training for staff and council</p> <p>j. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall</p>		
6. Create a Seniors Task force and develop a Seniors Strategy		Senior’s Task Force and Staff
7. Create an LGBTTIQQ2S Task Force to create an LGBTTIQQ2S Strategy		LGBTTIQQ2S Task Force and Staff
8. 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 #23 for preliminary scope of work for Task Force		Peer-Informed Task Force and Staff
9. Create a strategy to attract doctors to the city		Mayor with Partners
<b>2021 Actions</b>	<b>Description</b>	<b>Responsibility</b>
<p><b>10. Urban Agriculture</b></p> <p>a. Explore opportunities for increasing food production on private land</p> <p>b. Support food infrastructure including farmers markets and storage and distribution</p> <p>c. Soil test and consider shade implications of city-owned land and potential land acquisition</p>		Staff and Urban Food Table

<b>Strategic Objective 5: Health, Well-Being and a Welcoming City</b>		
<ul style="list-style-type: none"> <li>d. 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</li> <li>e. 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)</li> <li>f. Support neighbourhood food / meal programs</li> <li>g. Work with Lifecycles Project Society to bring back the Sharing Backyards Program</li> </ul>		
11. Work with DVBA for rotating mural artists to beautify empty storefronts and large windows		Staff and DVBA
<b>2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
12. Expand Life Pass program to 365 days per year MOVE TO 2019 as per motion from Nov 26?		Staff
13. Create or partner to create a sports equipment library		Staff and Community Centres
14. Pilot community BBQ stations in parks and neighbourhood public spaces		Staff and Neighbourhood Associations
<b>2019-2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
15. Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library		Staff
16. Crystal Pool and Wellness Centre Replacement	Replace the existing Crystal Pool and Fitness including facility design, engagement and strategies to fund the facility.	Staff
<b>Ongoing Actions</b>	<b>Description</b>	<b>Responsibility</b>
17. Identify and remove barriers to make Victoria barrier-free and		Staff and Council

<b>Strategic Objective 5: Health, Well-Being and a Welcoming City</b>		
apply a barrier free lens to all decisions we make to ensure we're not creating new barriers		
18. Look for opportunities and partnerships for deer management		Staff
19. Ensure ethno-cultural diversity in municipal festive, arts and cultural funding supports		Council
20. Advocate for preserving and strengthening the Agricultural Land Reserve		Council
21. 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		Staff and Urban Food Table
22. Look for opportunities to create accessible shoreline access		Staff
<p><b>23. Mental Health and Addictions Advocacy</b></p> <p>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</p> <p>b. Advocate for more funds for mental health and more publicly funded recovery options and destigmatization of mental health and addictions</p> <p>c. Advocate for and facilitate planning and delivery of additional harm reduction services in the city and region, including a safe inhalation site</p> <p>d. Advocate for the BC government to provide currently illicit drugs /safer substances to reduce harm from addictions</p>		Council

**Strategic Objective 5: Health, Well-Being and a Welcoming City**

<p>e. Advocate for / work with agencies and other governments and professional bodies to facilitate increased harm reduction training (more clarity, training for who?)</p> <p>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</p>		
<p><b>Not for strategic plan – Capital or operating budget items and general direction to staff</b></p>		
<p><b>Motion:</b> Direct staff to report back as part of the 2020 budget process on options to add another leash optional park</p>		
<p><b>Motion:</b> Direct staff to report back as part of the 2020 budget process on a plan to address friction between dog owners and walkers on Dallas Rd</p>		
<p><b>Motion:</b> Direct staff to report back in the 2020, 2021 and 2022 budgets for options 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.</p>		
<p><b>Motion:</b> Direct staff to report back in the 2020, 2021 and 2022 budgets for options to increase the number of murals in public space and on private buildings to make Victoria a City of Murals.</p>		
<p><b>Motion:</b> Direct staff to report back in the 2020, 2021 and 2022 budgets for options to increase the number of public art installations in the city.</p>		
<p><b>Motion:</b> Direct the mayor to write to the Medical Health Officer and request that he examine the health impacts of woodstoves and fireplaces.</p>		
<p><b>Motion:</b> Direct the mayor to write to the Capital Regional District requesting stricter enforcement of the smoking bylaw.</p>		
<p><b>Motion:</b> Direct staff to inquire with the School District about opportunities to create a lighted soccer pitch at Victoria High School.</p>		
<p><b>Motion:</b> Direct staff to report back as part of the 2021 budget process on the budget implications of replacing the two all-weather fields in the South West corner of Beacon Hill Park with a lighted field.</p>		
<p><b>Motion:</b> Direct staff to report back as part of the 2019, 2020, 2021 and 2022 budgets on opportunities to expand public washrooms and drinking fountains in the north half of the city.</p>		
<p><b>Motion:</b> Direct staff to increase on-street and parkade parking for people with disabilities on an ongoing basis and report to Council on a quarterly basis with the net new number of spots added.</p>		

**Strategic Objective 5: Health, Well-Being and a Welcoming City**

**Motion:** Direct staff to report back a part of the 2020, 2021 and 2022 budgets for opportunities to create community gardens in all neighbourhoods

**Motion:** Direct staff to report back a part of the 2020, 2021 and 2022 budgets for opportunities to increase pollinator habitat on public and private lands

<b>Strategic Objective 6: Climate Leadership and Environmental Stewardship</b>		
<b>2019 Actions</b>	<b>Description</b>	<b>Responsibility</b>
1. Waste Reduction Strategy	An in-depth study of available options and strategies for reduction of corporate, municipal and regional solid waste. Strategy development is underway, with consultant support – a report to Council will follow completion of this initial phase.	Staff
2. Climate Leadership Plan	Continued implementation of the actions in the published 2018, Climate Leadership Plan.	Staff, Council, Community
3. Implement a city staff transit pass program		Staff
4. Develop and implement Urban Forest Masterplan (unimplemented item from 2013 Urban Forest Masterplan)		Staff
5. Ban plastic straws taking into consideration accessibility needs		Staff and Council
6. 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		Staff and Mayor (as champion)
<b>2020 Actions</b>	<b>Description</b>	<b>Responsibility</b>
7. Create Annual Tree Planting Festival like “Tree Appreciation Day” but lots of trees, in all neighbourhoods at once with a big celebration or small celebrations in each neighbourhood		Staff and Neighbourhood Associations
8. Strengthen tree protection bylaw		Staff

<b>Strategic Objective 6: Climate Leadership and Environmental Stewardship</b>		
9. Mandate green shores practices on waterfront development		Staff
10. Initiate a Parks and Open Spaces acquisition strategy to move towards OCP parks and green space goals; measure progress towards goals		Staff
11. Ban single-use coffee cups and single use takeout containers (as with plastic bag ban bylaw, determine logical exceptions)		Staff and Council
12. Begin to plan for mitigating the Inflow and Infiltration issue on private property.		Staff
<b>2021 Actions</b>	<b>Description</b>	<b>Responsibility</b>
13. Implement a robust zero waste strategy		Staff, Council, Community
14. Mandate electric vehicle charging capacity in all new developments		Staff
15. Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation		Staff and Greater Victoria Harbour Authority
16. Explore the creation of a municipal energy utility, more local energy creation solar, ex. Foodwaste generators for food trucks at the museum		Staff
<b>2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
17. Expedite implementation of the BC Step Code		Staff
18. Create a municipal energy utility, more local energy creation solar, ex. Foodwaste generators for food trucks at the museum		Staff

<b>Strategic Objective 6: Climate Leadership and Environmental Stewardship</b>		
<b>Ongoing Actions</b>	<b>Description</b>	<b>Responsibility</b>
19. 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 water savings use these to further nurture the tree canopy and urban forest		Staff
20. Promote raingardens and improve water quality entering waterways		Staff
21. Strengthen tree protection and enhance tree canopy and urban forest		Staff and Community
22. Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development		Staff and Urban Food Table
23. Advocate for appropriate federal regulations of the Victoria Water Airport		Council
24. Work with partners to clean up the harbour and steward waterways		Staff and Council
<b>Not for strategic plan – Capital or operating budget items and general direction to staff</b>		
<b>Motion:</b> Direct staff to report back as part of the 2020, 2021 and 2022 budget process with opportunities for daylighting streams		
<b>Motion:</b> Direct staff to report back as part of the 2021 budget on options to add an apiary in Beacon Hill Park		
<b>Motion:</b> Direct staff to report back to Council as part of the 2020 budget process for options to expedite the transition of the City’s fleet to renewables		
<b>Motion:</b> Direct staff to report on options for re-naturalizing all the city’s garden beds between 2019 and 2022, with the exception of Beacon Hill Park and the hanging basket program.		
<b>Motion:</b> Direct staff to report back as part of the 2020, 2021 and 2022 budget process on options for installing green energy systems in all municipal facilities ( <i>needs more clarity</i> )		

<b>Strategic Objective 7: Sustainable Transportation</b>		
<b>2019 Actions</b>	<b>Description</b>	<b>Responsibility</b>
1. Request that the Victoria Regional Transit Commission provide free transit to all children in the region 18 and under		Council
2. Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria		Staff and Council
3. Advocate for late night bus service		Council
4. Advocate and work with our regional colleagues to create a regional transportation commission		Council
5. Develop and implement a greenways design standard		Staff
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		Council and Staff
7. Sustainable Mobility Strategy	A transportation strategy that will establish sustainable transportation standards, management frameworks, priority action plans, and meaningful performance targets, and will be supported by a series of information and tools. Strategy underway and planned to be completed in 2019.	Staff, Council, Community
<b>2020 Actions</b>	<b>Description</b>	<b>Responsibility</b>
8. Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE pass program)		Staff

<b>Strategic Objective 7: Sustainable Transportation</b>		
9. Complete Cecilia mid-block connector		Staff
10. Provide free parkade parking for electric vehicles		Staff
<b>2021 Actions</b>	<b>Description</b>	<b>Responsibility</b>
11. Lower speed limits on local neighbourhood streets to 30km/h		Council and Staff
12. Work to bring a “floating” car share service to Victoria		Staff and Mayor
<b>2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
13. Complete a multiuse trail along the Upper Harbour North of Downtown		Staff
<b>2019-2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
14. Bike Masterplan Implementation	<p>The approved bike master plan includes 32 km of an All Ages and Abilities (AAA) network throughout the city.</p> <p>Phase 1 of the cycling network implementation is 5.4 km of routes in the downtown core. Pandora and Fort Street are complete, and Humboldt, Wharf and Vancouver Street are the remaining Phase 1 projects that are underway and to be completed in late 2019.</p>	Staff
<b>Ongoing Actions</b>	<b>Description</b>	<b>Responsibility</b>
15. Advocate for substantially improved transit service		Council
16. Advocate for lower transit fares		Council
17. Advocate for BC Transit to start purchasing electric busses in advance of 2030 transition		Council
18. Advocate to BC Transit for “micro transit” or “transit-on-demand” – a public ridesharing program		Council

Strategic Objective 7: Sustainable Transportation		
19. Work with car share entities to create more car share spaces on neighbourhood streets		Staff
20. Encourage / mandate where possible new car share cars and memberships with new developments in exchange for less parking spots		Staff and Council
21. Support traffic calming in neighbourhoods		Staff
22. Support and nurture neighbourhood-led transportation planning		Staff
<b>Not for strategic plan – Capital or operating budget items and general direction to staff</b>		
<del><b>Motion:</b> Direct staff to report back as part of the 2020 budget process on the cost and other implications of restoring the intersection at Kings and Blanshard to provide safe pedestrian crossing-Already passed at Nov 27 budget meeting</del>		
<b>Motion:</b> Direct staff to identify opportunities for opening undeveloped pedestrian routes and bring these forward on a priority basis in the 2020, 2021 and 2022 budgets.		
<b>Motion:</b> Direct staff to incorporate into the 2020 capital budget the paving of the bike route through Bamfield Park to link with Selkirk		
<b>Motion:</b> Direct staff to report back as part of the 2021 budget process on the cost and potential cost-sharing opportunities with the CRD for lighting up the Galloping Goose for safer evening travel		
<b>Motion:</b> Direct staff to identify missing sidewalks and opportunities for sidewalks to be widened and bring these forward on a priority basis in the 2020, 2021 and 2022 budgets		
<del><b>Motion:</b> Direct staff to increase investment in crosswalks and crosswalk improvements especially near schools and bring these forward on a priority basis in the 2020, 2021 and 2022 budgets-Already passed at Nov 27 budget meeting</del>		
<b>Motion:</b> Direct staff to require bushes on private property to be cut back to the sidewalk edge to enhance the pedestrian experience and to send out a reminder about this with tax and/or utility bills.		

<b>Strategic Objective 8: Strong, Livable Neighbourhoods</b>		
<b>2019 Actions</b>	<b>Description</b>	<b>Responsibility</b>
1. Complete Fairfield Local Area Plan		Staff, Community and Council
2. Open Government Street to pedestrians		Staff and Council
3. Create a tactical urbanism guide and tool kit and host workshops to support citizens and businesses to take action		Staff and Council
4. <b>Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee</b>		Staff
<b>2020 Actions</b>	<b>Description</b>	<b>Responsibility</b>
5. 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		Staff, Council and CALUC's
6. Review and consider additional resources (financial and training) for CALUC's		Staff and CALUC's
7. Resolve anomalies in neighbourhood boundaries		Staff and Neighbourhood Associations
<b>2021 Actions</b>	<b>Description</b>	<b>Responsibility</b>
8. Expand Quadra Village Community Centre		Staff and Neighbourhood Association
9. Explore partnerships to create meeting space and a home base for the Downtown Residents Association		Staff and DRA

<b>Strategic Objective 8: Strong, Livable Neighbourhoods</b>		
10. Work with SD61 to explore use of Sundance school as a community centre for a Jubilee Community Centre		Staff, SD 61 and Neighbourhood Associations
11. Work with the Greater Victoria Public Library to establish a Hillside/north end of city library branch <i>(This is in the GVPL strat plan for 2026. Do we meant move it up?)</i>		Staff
12. Ship Point Plan and Funding Strategy		Staff
<b>2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
13. 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		Staff and Neighbourhood Association
14. Review Heritage Tax Exemption Program		Staff with clear direction from Council as to what specifically needs to be reviewed
<b>2019-2022 Actions</b>	<b>Description</b>	<b>Responsibility</b>
15. Local Area Plans	A series of projects to prepare 10 new neighbourhood plans. Plans completed at the end of 2018 include Burnside Gorge and Victoria West. Draft neighbourhoods plans prepared for Fairfield and Gonzales (latter on hold as per Council direction). Remaining neighbourhoods are: North Park, Fernwood, Jubilee, Rockland, Hillside-Quadra, Oaklands, James Bay.	Staff, Neighbourhoods, Council
<b>Ongoing Actions</b>	<b>Description</b>	<b>Responsibility</b>

<b>Strategic Objective 8: Strong, Livable Neighbourhoods</b>		
16. Support neighbourhood placemaking initiatives		Staff and Council
17. Advocate for adequate support and supervision accompanying downtown supportive services so people have all the supports they need not only housing		Council
18. Emergency preparedness / heritage buildings / enrich the heritage seismic upgrade program ( <i>needs more clarity</i> )		Staff
<b>Not for strategic plan – Capital or operating budget items and general direction to staff</b>		
<b>Motion:</b> Direct staff to report back as part of the 2020, 2021 and 2022 budget on options for increasing investments in festivals and community arts events.		
<b>Motion:</b> Direct staff to report back as part of the 2020 budget process on the cost and other implications of joining the triangle at Mile Zero to Beacon Hill Park and creating an additional safe crossing of Dallas to the park South of Beacon St.		
<b>Motion:</b> Direct staff to report back as part of the 2020, 2021 and 2022 budget on options to create more child friendly and dog friendly spaces downtown.		