


















Strategic Plan Progress Report

The following report provides a summary of the status of the 84 Strategic Plan Actions that were initiated in 2019 or were to be initiated in 2020 based on amendments to the 2018-2022 Strategic Plan on January 24, 2020 as approved by Council. While the funding for a number of the new initiatives were deferred through the Financial Plan, they are included in this Triannual Accountability Report for 2020 as a reflection of work that was planned at the beginning of 2020 and subsequently deferred due to COVID-19.

Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
Good Governance and Civic Engagement							
Citizen's Assembly (LS)	Work with Saanich Council to develop and implement a Citizens Assembly process		TBD based on COVID-19 recovery		On Going		COVID-19 re-allocated resources to Council process restructuring and recovery
Facilitation Training (Engage)	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				On Hold		Planning on hold until in-person education and workshops can be held in accordance with health guidelines.
Regional Police Services (Council)	Work to regionalize police services and consider the possibility of a single,				On Hold		

Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
	amalgamated police service for the region						
Town Halls (Engage)	Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders, including a tri-annual check in with Council on the topics for these town halls	Town Hall on Seniors (Feb 4) to inform Seniors Action Plan recommendations	Build Back Victoria Virtual Town Hall (June 9) to share Council's COVID-19 Recovery Plan and community to ask questions*	2021 Budget Town Hall (Virtual / in-person TBD) (November) to obtain public feedback	On Going		Staff are exploring new ways for public to ask questions virtually due to COVID-19
Closed Meeting Disclosure (LS)	Improve proactive disclosure of closed meeting records and decisions quarterly				2020		Delayed 3 months to T2 due to by-election and further delayed due to COVID-19
Committee Appointment Accountability (Council)	Create a structure/process for Councillors to share and be accountable for their work on committees and other appointments				On Hold		This action may be rolled into the governance review
Youth Strategy (Engage)	Continue to implement Youth Strategy	Held first of three City Hall School Days (2 elementary schools, January 29) Developed Youth Strategy & Engagement Framework Toolkit Project Concept* Developed City Mentorship Job Shadowing Project Concept*	Helped promote Youth Poet Laureate's "Youth Verses" project Developing Outreach Plan to engage with local youth during COVID-19 for implementation T2	Virtual engagement to create Youth Strategy & Engagement Framework Toolkit TBA – City Hall School Days and two Mentorship projects to be implemented if possible Identify solutions for youth that City has ability to implement based T2 engagement	On Going		Many projects did not move forward to implementation due to COVID-19.







Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
		Developed City's Aboriginal Youth Mentorship Project Concept* Collaborated with Neighbourhoods Team on "Neighbour Hub" development*					
Real Estate Strategy (SRE)	Complete and implement Real Estate Strategy	Elements of draft plan implemented with recent acquisition in support of affordable housing & community space co-location		Provide Strategic Plan	2021		Work delayed due to reallocation of resources for affordable housing project developments and COVID 19 economic response to commercial leasing
Video Submissions (LS)	Allow people to make video submissions to public hearings and requests to address Council	Actioned as part pf COVID-19 process adjustments. Permanent use requires a small amount of policy work to complete in future terms based on capacity.			2020		
Public Hearing Only Council Meetings (LS)	Hold public hearing-only Council meetings	Actioned as a result of COVID-19			T3 2020		The concept of public hearing only council meetings was additional meetings to move applications through the system more quickly. Additional staff resources for a permanent approach have been held back for consideration in August 2020
Lobbyist Registry (LS)	Create a lobbyist registry		Provide report to COTW		2020		Delayed due to by-election but since cancellation of it the background work to frame the Council workshop has taken place and report is being prepared for a suitable COTW meeting.

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Community Input Gathering (Council)	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				On Hold		
Equity Framework (CI)	Develop an Equity Framework	COTW Report on Equity Related Positions and Functions Release RFP for Consulting Services to develop Equity Framework	Evaluate RFP Submissions and begin preliminary work with Consultants		2021		Some internal work progressing if initiative moves forward in 2021
Governance Review (Council)	Strike a Council working group to recommend a process for a governance review			Council working group to provide a COTW report on scope			
Reconciliation and Indigenous Relations							
Reconciliation Dialogues (Council)	Create the Victoria Reconciliation Dialogues	Delivered Dialogues 3 and 4	Dialogues 5 and 6 On Hold		On Hold		
Statue Relocation (Council)	Determine appropriate context for the Sir John A. Macdonald Statue	Reconciliation Dialogues 4 complete, first phase of discussion			On Hold		
Reconciliation Training (HR)	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	73% of Leadership have completed online learning	100% of Leadership registered or completed online learning	Procurement Agreement in place for experiential learning	On Going		Public health social distancing requirements will result in the need for alternative delivery options for experiential learning






Legend: ● On Track ● Some Challenges ● Major Challenges ● Complete ● On Hold or Inactive






Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
	the training for those interested participants first						
Indigenous Relations Function (EO)	Establish an Indigenous Relations function				On Hold	●	Funding deferred to 2021
Meegan Co-Governance (Council)	Explore co-governance of Meegan (Beacon Hill Park) and shoreline areas with the Lekwungen speaking people				On Hold	●	
Affordable Housing							
Affordable Housing Measurement and Tracking (SPCD)	Set targets, define affordable housing and track and measure the creation of affordable housing units		Implementation of software to enhance and increase efficiency with annual housing reporting	User testing of software and staff training	On Going	●	Software improvements in progress to improve data collection. In meantime, ongoing manual tracking of affordable housing by staff.
Rental Zoning (SPCD)	Implement rental-only zoning				2021	●	Rental zoning implementation has been incorporated into the Rental Housing Incentives project (see below)
Rental Housing Incentives (SPCD)	Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing		Project website launched Economic analysis undertaken	Stakeholder engagement	2021	●	







Legend:  On Track  Some Challenges  Major Challenges  Complete  On Hold or Inactive

Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
Market Rental Revitalization (SPCD)	Implement Market Rental Revitalization Program	RPSOM Bylaw work delayed due to litigation in another jurisdiction with implications in Victoria.	Rental Property Standards of Maintenance Bylaw considered by Council	Rental Property Licencing Bylaw Bylaw considered by Council	On Going		Request for Expression of Interest (to identify building owners interested in participating in the Seismic and Energy Upgrade Pilot Project) deferred by COVID recovery reprioritization
Housing Conversion Opportunities (SPCD)	Develop city-wide strategy for additional house conversion opportunities		Public Hearing to consider Housing Conversion Bylaw		TBD		Will require ongoing resources to implement, monitor and tweak as needed and implement “sprint” actions identified by Council
Family Housing (SPCD)	Incentivize and mandate the creation of family-appropriate two- and three-bedroom rental units	Policy research			2021		Deferred until priority Housing Strategy actions are complete.
Funding for Land (SPCD)	Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing				On Hold		Deferred until priority Housing Strategy actions are complete. When launched can coordinate with Strategic Real Estate & Grant Specialist.
Tax Exemptions (SPCD)	Explore the expanded use of tax exemptions to create more affordable housing				On Hold		Deferred until priority Housing Strategy actions are complete
Houseplexes and Townhouses (SPCD)	Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes; Support houseplexes as a form of multi-unit housing that provide a sensitive transition within neighbourhoods; Support more family housing including townhouses and row houses; Support new	Early engagement	Online survey and economic analysis	Initial directions presented to Council. Public engagement.	Q1 2021		This is captured within the Missing Middle project (see below)




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	ground-oriented housing forms and lock-off suites						
Missing Middle (SPCD)	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>	Early engagement	Online survey and economic analysis	Initial directions presented to Council. Public engagement.	Q1 2021	●	
Municipal Housing Service (SPCD)	Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (de-commodified) housing			Report to Council as part of Housing Strategy Annual Review	On Going	●	In partnership with Strategic Real Estate
Tenant Housing Ambassador (SPCD)	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				On Hold	●	Position postponed Reconsideration in August 2020
Tiny Homes (SPCD)	Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than \$500 per month				2021	●	Deferred until priority Housing Strategy actions are complete.

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Secondary Suite Grant Program (SPCD)	Consider a grant program for secondary suites including those that are accessible and serve an aging population				2021		Deferred until priority Housing Strategy actions are complete.
Garden Suite Grant Program (SPCD)	Examine a grant program to incentivize the creation of affordable garden suites				2021		Deferred until priority Housing Strategy actions are complete.
Tiny Homes and Garden Suites (SPCD)	Allow tiny homes and garden suites on lots that already have secondary suites or duplexes				2021		Deferred until priority Housing Strategy actions are complete.
Garden Suite Program Expansion (SPCD)	Review garden suite program to consider larger units on larger lots				2021		Deferred until priority Housing Strategy actions are complete.
Prosperity and Economic Inclusion							
Create Jobs for the Future 2041 Action Plan (Council)	Work with DVBA to develop a downtown retail Strategy; Explore the creation of a Legacy Business Program that specifically protects and highlights longstanding local businesses that are being priced out of our neighbourhoods; Explore ways for businesses in	Public engagement on economic action plan Victoria 3.0: Recovery, Reinvention, Resilience 2020-2041	Repurposed to address the impacts of the pandemic on the local economy and adopted by Council on May 14, 2020.				





Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
	Victoria to become living wage employers; Continue work to support entrepreneurs and small businesses; Support placemaking entrepreneurs (food trucks, more patio spaces)						
Arts and Culture Funding (ACE)	Examine effectiveness of arts and culture grants funding versus direct staff support		COTW Report June 4		On Going		Part of Create Victoria Progress Report
Industrial Land (SPCD)	Talk with industrial landowners, managers and users about industrial land — its use, zoning, taxation, etc. — review industrial land use and values every five years		Develop project plan for Rock Bay Innovation District		On Going		Project will be initiated as a component of the Innovation District described in the Victoria 3.0 Recovery Reinvention Resilience 2020-2041 Plan later in 2020 subject to funding.
Creative Arts Hub (Council)	Continue ongoing support efforts to launch a Creative Hub for Arts		Community-led/City supported Open House to update community on the project		On Going		
Pop-Up Businesses and Art Exhibits (ACE) (ED)	Encourage “pop-up” businesses and art exhibits in vacant retail and office space		Call to Artist Issued	Installations	On Going		
Predatory Lending (Council)	Explore land use and business licence regulations to limit predatory lending and pay-day loans and work with the Province with respect to			Report from C. Loveday and C. Issit			





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	limiting pay-day loans and predatory lending						
Childcare Strategy and Action Plan (Council)	Create a city-wide Childcare Strategy and Action Plan	Draft Childcare Action Plan complete	Childcare Action Plan coming to COTW in June		Q2		CAP was due to come to COTW in March. Due to COVID-19, this was delayed. UBCM granted an extension on the project.
Accessibility Framework (EPW)	Develop and implement an Accessibility Framework	Complete public engagement Initiate 2020 accessibility projects as planned by various departments	Council Report – Final adoption of Framework, Council Policy and Short-Term Action Plan		Q3 2021		AF and associated documents complete. Final outreach completed in Q4 2019 / Q1 2020. Deferred to prioritize COVID-19 recovery.
Barrier Free Business Program (Council)	Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free				On Hold		
Vacant Storefronts (ACE)	Work with Downtown Victoria Business Association for rotating mural artists to beautify empty storefronts and large windows		Issue Call to Artists	Installations	On Going		
Seniors Task Force (Council)	Create a Seniors Task Force and develop a Seniors Strategy				On Hold		
Accessible Parking Standards (EPW)	Adopt accessible parking standards for on-street and off-street parking	Issue and Award RFP for services	Stakeholder engagement; Technical analysis	Stakeholder engagement; Bylaw Amendment Process	Q1 2021		Consultant retained in Q2 to develop new standards and design guidelines. Initial engagement deferred due to COVID-19 recovery prioritization.

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Sexual Harassment (Council)	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		Stakeholder engagement	Report to Council aligned with the draft Municipal Alcohol Policy	On Going	●	
Health, Well-Being and a Welcoming City							
Welcoming City (Council)	Create a Welcoming City Strategy.				On Hold	●	
Play Streets and School Streets (EPW)	Consider the implementation of play streets, school streets and other child-friendly strategies				2022	●	Resources prioritized to delivery of 2021 traffic calming program which includes traffic calming adjacent to parks and outside schools. School streets pilot supported at Sir James Douglas in 2019. Staff developed new guidelines for school street applications for future requests. COVID recovery measures also allow for temporary lane / road closures outside of schools.
Doctors Strategy (Council)	Create a strategy to attract doctors to Victoria				On Hold	●	
WHO Social Determinants	Consider adopting the World Health Organization Social				On Hold	●	






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of Health and UN Rights of the Child (Council)	Determinates of Health and United Nations Declaration on the Rights of the Child						
Urban Agriculture (PRF)	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	Community Garden Volunteer Coordinator and Micro-Grant's issued Development of Get Growing, Victoria! Program Distribution of gardening materials (compost, wood chips etc.)	Food seedling distribution Education program development and delivery	Launch of Community Garden Start-Up Grant, Education program delivery Investigate re-introduction of Sharing Backyards Program, Planning for City-built allotment garden pilot	On Going		Resources dedicated to implementing various activities for the urban agriculture office were directed to establish the Get Growing Victoria! program in T1 as part of the City's response to the COVID-19 pandemic. This has resulted in work on other initiatives being delayed to T2 and T3 of 2020.
Central Library (PRF)	Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library				On Hold		Recruitment of a new Manager of Facility Development, who will lead this initiative, was deferred due to the COVID-19 economic response.
Crystal Pool and Wellness Centre (PRF)	Crystal Pool and Wellness Centre Replacement				On Hold		This project was deferred by Council as part of the COVID-19 economic response.




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Climate Leadership and Environmental Stewardship							
Zero Waste Strategy (EPW)	Develop a zero Waste Strategy	Complete draft strategies and actions for consultation.	Stakeholder engagement on strategy and development of 3-year implementation plan.	Council Report on Completed Draft Zero Waste Strategy	Q4 2020	●	
Climate Leadership Plan (EPW)	Implement the Climate Leadership Plan	<p>Launched Oil to Heat Pump Campaign and Incentive</p> <p>Launched EV Charging Incentive for Multi-unit residential buildings</p> <p>Development of Climate Lens Framework</p> <p>Council Report: Facilities Energy Improvements</p> <p>Expanded Climate Action Team</p>	<p>Council update: Climate Leadership Plan Report Card</p> <p>Council Report: Climate Lens Framework and approach</p> <p>Corporate Energy and Emissions System (CEEMS) for senior leadership review</p> <p>Corporate Adaptation Strategy for senior leadership review</p> <p>EV Strategy out for RFP</p> <p>Launch Solar Rooftop Tool</p>	<p>Council approval Clean BC Home & Workplace charging program</p> <p>Launch of new EV charging stations on Broad St</p> <p>Launch of new BC Hydro DCFC EV charging stations on Store St</p> <p>Finalize EV Strategy</p> <p>Development of communications strategy</p>	On Going	●	






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Urban Forest Master Plan (PRF)	Implement the Urban Forest Master Plan	Comprehensive technical review of the Tree Preservation Bylaw	Council Report - Tree Preservation Bylaw Update #2	Canopy cover and ecosystem targets established, Begin developing Neighborhood Planting Plans Council Report - Tree Preservation Bylaw Approval	On Going		COVID-19 impacts have resulted in a delay in the progress of projects relying on consultant support or requiring public engagement.
Climate Champion Program (Council)	Create Climate Champion program	Three Climate Champions gatherings held RFP for program coordinator completed and placed on hold			On Hold		
Renewable Energy Generation (EPW)	Explore opportunities for renewable energy generation and district energy opportunities starting in 2019, including the option of establishing a municipal energy utility in 2021	On hold	On hold	Develop scope for a study of opportunities by external consultant and initiate pending additional resources	On Hold		Work is instead focusing on climate emergency priority actions identified in Nov 2019
Tree Planting (PRF)	Facilitate tree planting events and celebrations in partnership with residents and community organizations, and other public bodies, including participating in the United Nations Trees in Cities Challenge with a goal of planting at least 5,000 trees.	Launched Trees in Cities Initiative including education and stewardship programs			On Hold		COVID-19 impacts have resulted in the delay of programs relying on public engagement and community events/workshops.






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Green Shore Practices (SPCD)	Mandate green shores practices on waterfront development				On Hold		New staff position to lead this work deferred to August reconsideration
Parks and Open Spaces Acquisition Strategy (PRF)	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				On Hold		Project has not advanced due to high volume of other priority projects
Shoreline and Garry Oak Ecosystem Protection (SPCD)	Increase protection for shoreline areas and Garry Oak ecosystem including the shoreline between Gonzales Bay and Ross Bay and the shoreline along Gorge Waterway				On Hold		New staff position to lead this work deferred to August reconsideration
Single Use Items (EPW)	Introduce regulations to ban and/or restrict problematic single use items (coffee cups, take out containers, straws, etc.) while taking into consideration accessibility needs	On Hold: Reintroduce Checkout Bag Regulation Bylaw under Ministerial Approval.			On Hold		Reintroduction of Checkout Bag Regulation has been put on hold pending COVID 19 recovery considerations. Additional SUI regulation TBD based on Provincial and Federal legislation announcements.

Legend:  On Track  Some Challenges  Major Challenges  Complete  On Hold or Inactive

Topic	Strategic Plan Action	T1	T2	T3	Target to Complete	Status for Projects	Comments (Optional)
Inflow and Infiltration (EPW)	Begin to plan for mitigating the inflow and infiltration issues on private property		Staff review and options consideration	Report to Council	Q4 2020		
BC Step Code (SPCD)	Expedite implementation of the BC Step Code (climate emergency response included both introducing a new GHG metric to Step Code and to expedite implementation)			Data analysis	Q1 2022 – Step 4 Q1 2025 – Step 5		Initiative delayed as new staff position to support this work (Building Energy Specialist) deferred to August 2020 reconsideration
Sustainable Transportation							
Child and Youth Transit Pass Program (FIN)	Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria		Report to Council on Pilot outcomes and funding strategy for 2020/2021 program		T2 2020		
Sustainable Mobility Strategy (EPW)	Develop and begin implementation of the Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel		Finalize document and publish GO Victoria	Report to Council on GO Victoria implementation update including planned OCP update process	On-Going		Final document being prepared for publication. Reprioritized for Covid-19 recovery. Expect Q3 2020 publication.
Low Income Bus Pass Program (EPW)	Explore bus pass tied to income program, including for low-income seniors (could be added to LIFE Pass program)				On Hold		

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Floating Car Share Service (EPW)	Work to bring a “floating” car share service to Victoria	Project initiation with car share service providers			On Going		Preliminary discussions with providers. Car share operators significantly impacted by COVID-19 with contraction of services so limited progress.
Greenways (EPW)	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				On Going		Prepare recommendations for greenways related items as a part of 2021 Financial Plan; COVID-19 recovery programs enable permits for temporary road closures / lane restrictions including on Greenways.
Bike Master Plan (EPW)	Bike Master Plan Implementation		Construction start Vancouver, Graham, Jackson and Harbour Road Report to Council on design recommendations for Kimta Road, Richardson, Kings/Haultain, and Government Street North Consultation on 2021 designs for Pandora East, Fort East, Oaklands Connector, Fernwood		On Going		Design recommendations and engagement activities were impacted by COVID-19 as work was re-prioritized to support pandemic response and recovery efforts.

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			Connector and Jubilee Route				
Strong, Liveable Neighbourhoods							
Placemaking Guide and Toolkit (SPCD)	Create a place-making 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			Stakeholder engagement	Ongoing		Budget for public engagement was postponed to 2021. Work in 2020 will be focused on staff analysis and focused stakeholder engagement, with broader public engagement to occur in 2021.
Annual Neighbourhood Summit (Council)	Facilitate an annual Neighbourhood Summit to consider emerging best practices in neighbourhood placemaking, planning and engagement	Hold the Neighbourhoods Summit			On Hold		Event on hold due to COVID-19
Municipal Alcohol Policy (NEI)	Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee	Staff created a consolidated Municipal Property Alcohol Guidelines document. BC Healthy Communities grant was completed		Draft Municipal Alcohol Policy report to Council	On Going		
Quadra Village Centre and Greenspace (PRF)	Explore opportunities to expand the Quadra Village Community Centre and greenspace in partnership with the Downtown Blanshard Advisory Committee and the CRD	PRF and Real Estate staff commenced discussions relating to the establishment of new greenspace			On Hold		Progress has been delayed due to other high volume of other priority projects and COVID-19 response
Local Area Plans (SPCD)	Develop local area plans for villages and corridors. Phase 1 to include Hillside-Quadra, North Park,	Phase 1 public engagement (in-person events, online survey)		Phase 2 public engagement	Q1 2021		Project will experience extended timeline due to COVID-19 as public

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	Fernwood (west). Phase 2 to include Fort St/Oak Bay Ave corridor neighbourhoods including Fernwood (east), Jubilees, Rockland. Phase 3 to include Oaklands and James Bay						engagement events were cancelled in spring 2020 with staff considering alternate forms of online engagement and adjusting project plan as necessary.
Noise Bylaw (LS)	Review the Noise Bylaw		Determine future timelines based on staff capacity		On Going		Work to be aligned with the Municipal Alcohol Policy report for T3
CALUC Process (SPCD)	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				On Hold		Work is instead focusing on how to ensure community involvement during COVID
CALUC Resources	Review and consider additional resources (financial and training) for CALUCs				On Hold		Work is instead focusing on how to ensure community involvement during COVID
Neighbourhood Boundaries (Council)	Resolve anomalies in neighbourhood boundaries				On Hold		
North Park Community Centre (PRF)	Establish a community centre for North Park becomes in 2020 to precede the Downtown Resident Association item.	Staff continue to explore opportunities relating to the establishment of a new community centre			On Going		Staff continue to explore opportunities relating to establishing a new community centre

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DRA Meeting Space (BCR)	Explore partnerships to create meeting space and a home base for the Downtown Residents Association	DRA provided access to use the newly named 'NeighbouHub' space at 709/711 Douglas St.			2020	●	Due to COVID-19 the space was temporarily closed. Council has deferred the 2020 budget for this space.
Pedestrian Street (EPW)	Continue the 'Open Government Street to Pedestrians' pilot and consider pedestrian-only Government Street in 2020-2021 budget process				2021-2022	●	<p>Funding for additional transportation position identified to advance project deferred to 2021 budget discussions due to Covid-19 impacts.</p> <p>Temporary pedestrian priority street changes being implemented through Covid-19 recovery initiatives</p>