

City of Victoria - 2016 Work Plan

#	2016 Key Initiatives	Comments	Q1			Q2			Q3			Q4			Responsible	SPO
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec		
Arts and Culture																
1	Develop Arts and Culture Master Plan	UNDERWAY: June 30, 2017						RFO Issued Consultant		Consultant Selected	Engagement Begins				ACE	10
2	Fund an Economic Impact Study linked to an Arts and Culture Master Plan	UNDERWAY: June 30, 2017								Consultant Selected					ACE	10
3	That the City strike a Canada 150 working group to which other community leaders would be invited to plan Victoria activities to recognize Canada's Sesquicentennial in 2017	COMPLETED: April 30, 2016													ACE	10
4	Maintenance on Spirit Poles	UNDERWAY: November 30, 2016									Scoping Project	Work Begins	Project Complete		ACE	10
5	Integration of art in capital projects (Artist in Residence program)	UNDERWAY: December 31, 2017								Call to artists issued	Application Closes	Project Awarded	Residency Begins		ACE	10
Economic Development																
6	Implement <i>Making Victoria: Unleashing Potential</i> including Year One and Ongoing Actions for Business Hub, and Actions where City is lead or supporting agency in Six Economic Engines.		Business Hub opened Dec. 15, 2015		Business Ambassador hired.	Apr. 4 Business Ambassador started.					Small Business Information session held with a variety of business resources. 60 in attendance.				EcDev	5
7	Create Mayor's Task Force on Social Enterprise, as outlined in <i>Making Victoria: Unleashing Potential</i> .								Rise and report to Council on July 7						EcDev	5
8	Work in Partnership with Downtown Victoria Business Association to identify marketing initiatives and infrastructure improvements to support the vitality of downtown.	Ongoing								Meeting with DVBA new Exec Dir. to discuss co- op marketing to welcome new businesses.		October 11th - Inter- Cultural Business Connector Event			EcDev	5
9	Business Portal						Submitted project details to I.T. to incorporate into 2017 budget.	review project details.			Meetings with Mike Palmer to establish next steps.				EcDev	5
Human Resources																
10	Internal Engagement (vision/values)	Ongoing													HR	1
11	Set up cross functional working team							Directors met with consultant to confirm timelines for survey			Sub-committee formed. Tool for the employee engagement survey reviewed. Survey to be distributed in Q4 to staff.				HR	1
b	Conduct cultural values assessment										Survey to be distributed in Q4 to staff.				HR	1
c	Communicate results											Consultant to tabulate results			HR	1

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12	Develop a living wage policy for the City, including an analysis of the costs resulting from the policy's application to city employees and contractors.								Research conducted on living wage best practise		Living wage philosophy has been drafted for Directors approval.				HR	5
13	Develop a Municipal Incomes Strategy	to be scoped													HR	5
14	Strategic review of Human Resource functions														HR	1
a	Research and select method of review (eg. internal/external; consultant vs another municipality)					Consultant selected									HR	1
b	Conduct review						Interviews with consultant for HR review started in May and continued through to August. Report to Council to withdraw from GVLRA approved in June.		Consultant presented initial findings	Interviews with employees	Final report will be available in Q4.				HR	1
c	Receive final recommendations										Final report	Final report and recommendations reviewed			HR	1
d	Implement results (tie into cultural values assessment)												Implementation ongoing		HR	1
Legislative and Regulatory Services																
15	Introduce focused advisory committees and task forces to build capacity and include public input within specific projects and timelines. Focus mandate and meeting frequency of broad topical advisory committees	scope													LRS	2
16	Work towards implementation of Municipal Truth and Reconciliation Recommendations.		TORS		Consult First Nations			awaiting first nations appointments							LRS	10
17	Work with the CRD to increase number of funding partners for McPherson Theatre by making it more financially viable					Met with CRD and McPherson Theatre to strategize on approach to seeking further participants									LRS	10
18	Motion Tracker to Council Monthly	Complete													LRS	1
19	Implement Gorge Waterway Plan			info mtg and Council report		Council report Zoning Bylaw	CALUC meeting and public hearing		Education and Enforcement		report to council seeking authority to seek injunctions	deferred to October			LRS	11
20	Implement Governance improvements, as directed by Council	Complete	Revised bylaw	Restructure Council committees		develop policies			evaluate 6month pilot		six month committee pilot report to council	Completed			LRS	1
21	Propose Medicinal Marijuana regulations			Town Hall			Council report				Public hearing Sept 8	Implement new licensing & rezoning requirement in October			LRS	7
22	Archives Digitization						Council report				bylaw adoption	deferred to October			LRS	2
23	Review Vehicles for Hire Bylaw	Complete					Council report			adoption of Bylaw amendments	adoption of bylaw amendments	Completed			LRS	9
24	Plan for hosting the Union of British Columbia Municipalities 2016 Conference	Complete				ongoing	ongoing	ongoing	ongoing	ongoing	September 26-30	Completed			LRS	13
25	National Energy Board oral presentation	Complete													LRS	11

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Real Estate																
26	Strengthen the relationship between the City of Victoria and School District 61 in order to maximize the benefit of School lands and facilities						Conducted initial meetings with SD 1 Director of facilities	Confirmation of preliminary SD 61 schedule of work and complete analysis, mapping of total land tenures and values	Complete initial report to council and workshop negotiations principles	Complete property ownership and assessment valuations					RE	3
27	Complete and implement Municipal Property Acquisition and Management Strategy.							Complete Initial Program Readiness Assessment and Report to Council	Complete initial report to council and workshop land management principles		Initiate Interviews with other peer jurisdictions to determine strategic approaches to real estate management				RE	4
28	Develop a land inventory and strategy					Hold initial meetings with internal stakeholders to begin identifying the issues and opportunities related to existing inventory, tempest system and vic mapping processes									RE	3
29	Negotiate New James Bay Community Library							Completed negotiations of terms for agreement & now moving to development and issuance of tenant improvement RFP			Conduct internal risk review on municipal insurance capabilities and requirements for JBPL				RE	10
30	Development and refinement of functions, processes and performance reporting in support of Strategic Real Estate business unit.					develop new financial reporting of revenue and arrears management	Develop new financial reporting for consolidation of land portfolio budgets		Complete initial arrears management communications and reporting	Development of resourcing requirements to support real estate program					RE	4

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31	David Foster Pathway 2016/2017 Phase 1						Complete report to Council to determine pathway multiuse	Negotiations with TC and Federal PW re J6 and F1, F2 & F3 properties	Meetings with TC on environmental risks and remediation efforts by TC in advance of future pathway	Mermaid Wharf SRW land securement (J6) negotiations initiated -seek pathway and bridge location decisions for determining land securement requirements for f1,f2 & F3 properties	Determine TC land impacts due to bridge redesign, undertake discussions with TC and DOJ on land acquisition framework				RE	7
32	City Hall Development Project							Conduct land value analysis			Complete initial review & secure valuations and determine next phase of review				RE	4
33	BCLC Gaming Project							Report development input and communications with BCLC and local real estate stakeholders			Complete				RE	4
34	JSB Land Management						Fendering Analysis and feedback	Establishing remnant TC land requirements			Identification of land acquisition requirements initiated - renewal of federal licence				RE	1
35	Kings Road Neighborhood Integration					Negotiations with QVCC/CDI and CRD	Budgeting and building risk analysis	Negotiation ongoing re financial terms	Negotiations with CDI and QVCC for access to site	Complete repairs and operating costs budgeting estimates	Complete Negotiations of terms and report to council for approval				RE	7
Victoria Conference Centre																
36	Naming Rights for VCC to conclude in Q2							Report to Council							VCC	4
37	Work with Tourism Victoria to determine contractual obligations of TVIC to City related to attaining eligible entity status (distribution of Hotel Tax)														VCC	3
Citizen Engagement and Strategic Planning																
38	Make open government actions routine (Create and implement a plan and timeline for open government enhancements.)	Supporting Uvic data class, and released Census singles map on Valentines	participate in BC Tech Summit											RFP for open data portal	CESP	2
39	Be engaged in a meaningful two-way conversation with the public	ongoing													CESP	2
40	Create a Public Engagement Road Map to accompany 2015-2018 Strategic Plan Action Items.	to be scoped							Scope		Engage the Community				CESP	2

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41	Work with community to design participatory budgeting opportunities											scope		launch	CESP	2
42	Develop public engagement plan for Crystal Pool and Fitness Centre to be implemented in early 2016	Phase 2 engagement TBD					Launch		Phase 1 engagement completed		COTW Report		Phase 2 TBD		CESP	2
43	Identify pilot or 'pop-up' placemaking and/or projects small scale enterprises that can be undertaken in 2016.	Great Neighbourhoods Fund					Grant Intake - May 20		Grant Deadline - July 24		Grant Report to Council				CESP	8
44	Customer service improvements: • central tracking and response for customer enquiries • online form for customer requests (ongoing) • service app (September)	TBD													CESP	2
45	Biketoria Public Engagement • Pandora and Johnson Street • Fort Street • Government and Wharf						Report to COTW					Begin Pandora Construction and Fort Street Consultation		Government vs. Wharf Street Communications	CESP	9
46	David Foster Harbour Pathway Public Engagement								Open houses	Engagement summary online			Report to Council	Phase 2 - Reeson Park - Heron Cove Next Steps	CESP	9
47	Parks Master Planning Public Engagement						Launch			Phase 1 Engagement complete	Council workshop	Begin Phase 2 engagement	Pop-Up Park		CESP	8
48	Wastewater Treatment	Complete				Community Meeting		COTW report		Public input forwarded to CRD					CESP	11
49	Implement new 6-month public use policy, including weddings and increased public access and events in City Hall including "Open City Day"	Pilot of Public Use Policy initiated in December 2015					First weddings May 20		Council report on Pilot July 28	Policy updated				Weddings	CESP	2
Engineering and Public Works																
50	Create an Accessibility Capital Fund and Accessibility Advisory Committee to ensure City infrastructure and facilities are accessible to everyone	Complete - Committee meets monthly													E/PW	7
51	Explore opportunities for increased safe cycling training in schools	look to introduce in 2016-2017 school year						Informed by Biketoria			Active and Safe Routes To School program - meet with CRD / 2 schools				E/PW	9
52	Keep the Johnson Street Bridge replacement project moving forward	Ongoing													E/PW	9
53	Develop task force including Government Street property owners and the DVBA to consider a Local Area Improvement Project														E/PW	9
54	Designate location for E and N station as close as possible to the new bridge.	Concept sketch developed - Comm Planning and Transportation							sketch developed						E/PW	9
55	Start an Active Transportation Advisory Committee.	Council motion August 25th						Develop Draft Terms of Reference					Council approval of members		E/PW	9

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56	Sign pedestrian-only lanes just as prominently as streets. Distinguish between 'no exit' and 'no exit for motor vehicles'.	10 locations for public feedback complete. Remaining locations to be completed in September.													E/PW	9
57	Review policy for desired right of way widths for road dedications and statutory right of ways.	moved to Q4													E/PW	9
58	Create and enact bylaw to phase in the ban on the use of single use plastic bags.						COTW report								E/PW	11
59	Continue discussions on sewage treatment options														E/PW	11
60	Move to full-time bus lanes on Douglas and fewer stops (in accordance with Rapid Bus plans.)	BCT retained consultant for detailed design					COTW report - BCT/CoV meet with community April 20th				COTW report				E/PW	9
61	BC Transit / Wilson's Transportation Bus Terminal	Trial period underway						Construction - 700 block Douglas		Layover-related construction					E/PW	9
62	Climate Action Plan									COTW report					E/PW	12
63	Solid Waste Review									COTW report					E/PW	11
64	Bicycle Master Plan Implementation (Biketoria)														E/PW	9
a	Engineering Design Drawings for Priority network	ongoing - Fort Street													E/PW	9
b	Pandora / Vancouver Signal pole upgrade	integrated into Pandora bike project									Start Construction				E/PW	9
c	Pandora Ave - Store to Cook St	Completion scheduled for end of Feb. 2017								Award tender	Start Construction				E/PW	9
d	Johnson St - Store to Cook St	Complete													E/PW	9
65	David Foster Harbour Pathway														E/PW	9
a	Planning, design, and tender for Heron cove and Raymur Point bridges	ongoing					COTW report					Update on DFHP to Council			E/PW	9
b	Reeson Park connection and wayfinding	ongoing								Design RFP issued					E/PW	9
c	Skateboarding regulations			Implemented regulation changes in February							Update Council on impacts				E/PW	9
	Complete Streets														E/PW	9
66	Belleville St														E/PW	9
a	Complete Street Conceptual Design - Belleville st. Menzies to Oswego (James Bay). Coordinate with the Belleville Terminal redevelopment	ongoing					meet with Province re: project scope			Retaining walls RFP issued					E/PW	9
67	Street Light Replacement														E/PW	9
a	Replacement of 6500 HPS street lights to LED technology - over 2016/2017								COTW Report						E/PW	9
b	Beacon Hill Park - Lighting Upgrade														E/PW	9
	Ship Point Retaining Wall														E/PW	8
68	Assessment and options development														E/PW	8
69	Design and cost estimate to repair the Seawall at Ship Point														E/PW	8
	Dallas Rd Seawall Ballustrade														E/PW	8
70	Detailed assessment and seawall repair costs	moved to Q4													E/PW	8
	Wharf St 1112 Retaining wall														E/PW	8
71	Condition assessment of Wharf street 1112 retaining wall	moved to Q4													E/PW	8
	Johnson Street Bridge replacement														E/PW	8
72	New Multi-Modal bridge with bike lanes and multi-use trail.	ongong													E/PW	9
	Stormwater Utility														E/PW	11
73	Stormwater utility implementation														E/PW	11

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Finance																
74	Identify scope and develop budget strategy for a new Central Library (2018) and for a library branch at Capital Park in James Bay (2016)	Council approved lease and funding strategy in June; construction underway; Opening Q1 2018						Council report							FIN	10
75	Move forward with plans for a new fire station				Council Report	RFQ issued	RFQ Closed				Report to Council				FIN	12
76	Development Cost charges review	The review started in December 2015 and will extend into at least Q1 of 2017									Report to Council				FIN	4
77	Financial plan process improvements, including metrics, long-range capital planning and further development of the City's budget simulator	Ongoing		Preliminary approval of financial plan		Council considers financial plan April 28	Adoption of financial plan bylaw		introduce budget simulator			Introduce draft 2017 financial plan to Council			FIN	4
78	Reserve Fund Policy: calculate target balances for reserves	complete									Report to Council				FIN	4
79	Review best practices in residential parking and commercial permit programs								start research						FIN	3
Parks, Recreation and Facilities																
80	Continue collaborating with Vic High on new/upgraded school and community sports facility at Vic High. Expect \$ expenditure in 2016/2017.	Timeline TBD (led by Vic High School)													PRC	7
81	Development and implementation of the "Growing in the City" urban agriculture program.	Portions led by SPCD		Council Report							Bylaw Amendments				PRC	8
82	Develop long-term policies for food security and boulevard gardening including an inventory of City-owned land for food production and improved coordination of food systems resources and initiatives in the City	COMPLETE		Council Report							Bylaw Amendments				PRC	8
83	Feasibility Study on future Crystal Pool and Fitness Centre and related amenities. (Includes discussions with the YMCA to explore possibility of a common downtown pool and recreation facility delivering many programs)	\$105k spent to date		RFP		Award Contract	Public Engagement	Public Engagement	Public Engagement	Public Engagement	Public Engagement		Council Report		PRC	7
84	Initiate and Complete Parks Master Planning Process.	\$126k spent to date (includes committed amounts for contract)		RFP		Award Contract	Public Engagement	Public Engagement	Public Engagement	Public Engagement	Draft Plan Development	Draft Plan Development	Public Engagement		PRC	8
85	Update Parks Regulation Bylaw				Public Consultation		Council Report	Implement changes							PRC	1
86	Strategic Workplace Planning (City Hall)														PRC	1
87	Beacon Hill Park – Demolition of Pavilion/Agreement with First Nations/Construction of Longhouse	Demo to start Nov.					Engage First Nations				Demo	Demo			PRC	7
88	Review of Community Centre Operating Agreements/Model							Report on Current State							PRC	3
89	Doncaster Pathway - Upgrade	COMPLETE													PRC	8
90	Royal Athletic Park - Overview Report	COMPLETE				Council Report									PRC	3
91	Royal Athletic Park - Harbour Cats Lease	COMPLETE													PRC	4

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92	Royal Athletic Park - Seating Expansion	COMPLETE													PRC	7
93	Park Re-Naming - "Begbie Green"	Underway						Attend Ice Cream Social		Council Report		Council Report			PRC	8
94	Design and consultation of new downtown play area	Underway													PRC	8
95	Parks Donation Program - Design/Launch Updated Program	Draft plan underway								Draft plan Development				Council Report	PRC	8
96	Monitor the efforts in neighbouring municipalities and create a report regarding a solution to the urban deer problem.	Ongoing													PRC	8
Sustainable Planning and Community Development																
97	Initiate Local Area Planning Processes in Fairfield/Gonzales and Vic West neighbourhoods											Phase 2 Engagement FG	Phase 2 Engagement VW		SPCD	3
98	Establish predictable flat rate fee for bonus density.	Complete				Report to Council				Policy to Council for Adoption					SPCD	3
99	Hold a placemaking activity at Ship Point to advance a site plan from Harbour Dialogues. Consult public on specific design and allocate money in 2018 capital budget to complete.	Complete - Installation in July													SPCD	8
100	Continue sheltering solutions work including storage of belongings and alternatives to sheltering in the parks.	Complete - Adopted by Council in March 2016													SPCD	7
101	Burnside Gorge Local Area Plan									Draft Plan to COTW	Engagement on Draft Plan				SPCD	3
102	Complete the Douglas/Blanshard Corridor Master Plan and allocate funds in Financial Plan for quality-of-life infrastructure	Part of BG LAP													SPCD	3
103	Develop a Public Realm and Wayfinding Plan for the Downtown and other major destinations					RFP Issued	Consultant selected				Stakeholder Workshops				SPCD	8
104	Begin seismic analysis of privately-owned properties and infrastructure										Report Due From Consultant				SPCD	12
105	Develop a Waterfront Master Plan building on outputs from the Harbour Dialogues to guide 2018 capital spending												RFP Issued		SPCD	3
106	Provide an update to the Building Bylaw, Electrical Bylaw and associated permit fee schedules	Deferred awaiting template bylaw from Province - Move to 2017													SPCD	1
107	Update Sidewalk Café Bylaw	Complete - adopted by Council June 2016													SPCD	5
108	Developed options to protect workers from exposure to asbestos	Complete - report to Council August 2016													SPCD	12
109	Update to Schedule C of the Zoning Bylaw (Parking Standards)					RFP Issued	Consultant Engaged							Report to Council		5
110	Update the Zoning Bylaw for the Central Business District to align with the Downtown Core Area Plan	Held pending direction on STVRs (330h)								Update Report to Council						3
111	Develop a City of Victoria Project Management Framework to guide management and documentation to support project excellence									Update Report to Council			Documentation Developed and Training Commences			1
112	Implement Development Summit Action Plan															
a	Improvements to City development and permitting processes							Development Summit				Action Plan Update to Council			SPCD	3

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b	Review Community Association Land Use Process.									Interim Report to Council				Final Report to Council	SPCD	3
c	Land Use Procedures Bylaw changes to exempt and delegate to staff approvals for some development smaller/less complicated applications	Complete - approved by Council March 2016													SPCD	3
d	Review development application fee schedule												Draft Fee Schedule to Council	Engagement with UDI	SPCD	3
e	Implement expedited permitting procedures electrical, plumbing and building permits for certain trusted applicants and/or project types	Complete													SPCD	3
f	Revise and reorganize the Sustainable Planning and Community Development portions of the City's website to improve legibility and user-friendliness	Ongoing													SPCD	3
g	Expand the Development Tracker to include additional application types	Ongoing													SPCD	3
113	Mayor's Task Force on Affordable Housing															
114	Develop Municipal Housing Action Plan	Complete - adopted by Council June 2016													SPCD	6
a	Examine options for inclusionary zoning requirements as part of a review of Community Amenity Contributions	Complete											Policy to Council for Adoption		SPCD	6
b	Revise policies and regulations to facilitate garden suite development.												Report to Council with Policy Recommendations			6
c	Revise policies and regulations to facilitate secondary suite development.												Report to Council with Policy Recommendations			
d	Review Housing Reserve Fund terms of reference and required funding levels												Report to Council with Policy Recommendations		SPCD	6
e	Examine impacts of short-term vacation rentals on housing supply	Workshop to be held in Jan 2017											Report to Council with Policy Recommendations			6
f	Examine removal of minimum unit sizes in development throughout the City	Complete									Report to Council				SPCD	6
g	Explore affordable home ownership options and incentives												Workshop		SPCD	6
h	Develop rental housing protection and renewal policy framework	Move to 2017													SPCD	6
Victoria Fire Department																
115	Align Victoria Emergency Management Agency's budget through Victoria Fire Department and work with Sustainable Planning and Community Development Department		EM Budget business units merged into Victoria Fire Department Budget												VFD	12
116	Victoria Emergency Management Agency Implementation												Presentation to Council	Table Top Exercise for council and staff	VFD	12
117	Restructure of Emergency Management to support of Fire Department operations as directed by Council in 2015							Appointed EM Coordinator EM Specialist					Gr.6 School education program	Gr.6 School education program	VFD	12

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118	Review response capacity based on risk assessment. Dispatch Services update to council.	Update to Council Jan 11										Report to Council			VFD	12
119	Operational Response Training with Mutual Aid Partners	Discussions with Mutual Aid Partners and planning underway to implement joint training in High Rise Operations and Marina Firefighting						Initiated meetings with neighbouring departments for familiarization	Joint Radio Protocol meetings; Development of training initiatives						VFD	12
120	Amendment to the Fire Prevention and Regulation Bylaw	Ongoing review													VFD	1
City Manager																
121	To enable bold, innovative leadership, invest in City Hall's capacity by creating an interdisciplinary project team to support collaborative, holistic planning and execution, and public engagement. This approach introduces new expertise, project management support and capacity for meeting strategic objectives and delivering within Financial Plan	Ongoing													CM	1
122	Support and work with the Provincial government in the study of more effective regional governance in the capital region, including the possibility of amalgamation.	Ongoing as required													CM	13
123	Mandate and create a collaborative neighbourhood process and "complete streets" lens for all projects	Ongoing													CM	9
124	Greater Victoria Labour Relations Association consideration of participation	Complete													CM	1
125	Visions and Values - staff														CM	1
126	City Day										Report to Council				CM	2
127	Project Management framework	delivered early									Report to Council				CM	1
128	Master Plan of Plans										Report to Council				CM	1
129	Lessons Learned Policy										Report to Council				CM	1
130	Community to community meetings - Songhees Nation and Esquimalt Nation	by October													CM	1
131	VicPD - Victoria and Esquimalt agreement review											Report to Council			CM	1
132	Support to affiliate agencies and practices	Ongoing														2
133	Tent City	Reduce impacts on city and resources								Complete						1
134	Wastewater Treatment	TBD									Complete				CM	11
Council																
135	Introduce focused advisory committees and task forces to build capacity and include public input within specific projects and timelines. Focus mandate and meeting frequency of broad topical advisory committees	Ongoing													C	1

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136	Support the City Manager in developing an organizational culture of collaboration, continuous learning, and employee empowerment (2015-18)	Ongoing													C	1
137	Create Councillor Liaison position to support the Mayor in reaching out and working with Esquimalt and Songhees Nations	Complete - Councillor Marianne Alto													C	2
138	Make a decision with regard to whether we are going to delegate more decision-making authority to staff	Complete													C	3
139	Empower the City Manager to lead the changes required to streamline our residential and commercial land use processes at City Hall	Ongoing													C	3
140	Create an Economic Development and Downtown Prosperity Task Force led by the Mayor, of up to 15 diverse individuals, to advise on how the City can best deliver an economic development function, support small businesses - including social enterprises - and fill downtown vacancies with the aim of creating local and regional prosperity	Completed: Economic Dev Plan adoption (October 2015) and Task Force members adoption: July 2016													C	5
141	Increase City contribution to Affordable Housing Trust Fund. Lobby other municipalities in the Capital Region to do the same														C	6
142	Review Affordable Housing Trust Fund to consider increasing the amount per door and building family housing and creating guidelines to allow Housing Trust Fund monies to be used for properties outside the City														C	6
143	Form a Housing Affordability Task Force to research, analyze and implement innovative housing policy solutions. Look at zoning, bylaws and specifically at inclusionary zoning	task force struck in 2015													C	6
144	Work with developers, BC Housing, and private sector landlords. Think and act outside the box. Be willing to pilot new ideas														C	6
145	Limit annual property tax increases to maximum of rate of inflation plus 1%	Ongoing													C	6
146	Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the Housing Trust Fund														C	7
147	Continue to keep subsidized housing units a focus and work with partners to create/identify new opportunities (Ongoing)														C	7
148	Designate money in 2015, 2016, 2017 and build it (cycling network)	Budget Cycle: each year													C	9
149	Work in partnership with First Nations, Province, ferry operators and others to identify financial opportunities for the Belleville Terminal. Allocate money in 2017 Capital Budget for Belleville Street.														C	9
150	Support replacement of bus terminal.	Completed:													C	9

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151	Work toward establishing supervised consumption services, in collaboration with Island Health, VicPD, and YES2SCS.													Site identified by Dec 2016	C	7
152	Continue to push for a National Housing Strategy.	Ongoing													C	6
153	Communicate to CRD desire to see single stream collection of recyclables in closed wheeled totes. Make garbage less convenient than recycling.	Ongoing													C	11