

OPERATIONAL HIGHLIGHTS, ACCOMPLISHMENTS AND METRICS

Fourth Quarter
2019

Business & Community Relations

Highlights & Accomplishments:

Arts, Culture & Events:

- **16th Annual Butler Book Prize** - Mayor Lisa Helps and co-sponsor Brian Butler presented Kathy Page with the \$5,000 City of Victoria Butler Book Prize, and Alyssa Polinsky President of the Victoria Book Prize Society presented Aidan Cassie with the \$5,000 Victoria Children's Book Prize.
- **Making as Medicine Indigenous Symposium** - The *Making as Medicine: Indigenous Art Symposium* was hosted at the Royal BC Museum. Developed by Lindsay Delaronde and artist Nicole Mandryk, the two-day interdisciplinary and inter-generational event explored Indigenous ways of making through engaging in traditional arts.
- **Indigenous Artist in Residence Program** - Coast Salish artist Dylan Thomas (Qwul'thilum) was selected for the role of Indigenous Artist in Residence. The Indigenous Artist in Residence program provides the opportunity for a local artist to develop artistic works and engage the community in dialogue, workshops, events, and activities.
- **Stories of Celebration: Youth Poet Laureate Event** - *Stories of Celebration* was an evening of poetry and short stories from youth newcomers, immigrants and people of colour. The performers were Agartu Ali, Asiyah Robinson and Aziza Moqia Sealey-Qaylow who shared stories of radiance, triumph, delight, and resiliency.
- **Vacant Storefronts** - Local artists have animated six vacant downtown storefronts with dynamic art installations. All six spaces are located within the 700 block of Douglas Street. Participating artists include Daniel Laskarin, Libby Oliver, Alysha Farling, Maddy Knott, BOXCARSIX, and Laura Gildner.



Dylan Thomas.

Photo credit: Alcheringa Gallery

Vacant Storefront



40th Annual Victoria Marathon

Attachment B – Operational Highlights, Accomplishments and Metrics (Q4 2019)

- **Victoria Marathon** - More than 6,000 runners competed in the 40th Annual Victoria Marathon.
- **Filming Activity** - Total film permits for 2019 was 56 including a TV series 'Bonzo' in mid-November. Production included a cast and crew of 100 people and employment of 300 locals as extras in the film.
- **Lights of Wonder** - DVBA transformed Centennial Square into a holiday wonderland. This outdoor event featured themed light exhibits including light tunnels, a picture frame and a 40-festive tree, as well as live entertainment on weekends.
- **New Winter Hanging Baskets and Winter Banners** - Moving towards a more local and green approach, the City launched a new winter hanging basket program. To complement the baskets, local artist Mateusz Napieralski created the "Gust of Wind" design. This banner depicts winter memories of being warm and cozy admiring the beauty of the natural world through the window.

Economic Development:

- **Second Annual Business Survey** - Launched the second annual business survey for Economic Development in partnership with BC Statistics through the City's business license renewal period. The survey asks questions on a range of topics relevant to business owners and operators and the responses will help us to better understand the needs of businesses, shape actions and initiatives for the future, and to further strengthen and support all businesses located in Victoria.
- **Order of the Bear Award** - Canadian Federation of Independent Business (CFIB) presented the Hub with their "Order of the Bear Award", celebrating government action to support small business by reducing red tape. A limited number of bears are awarded annually by regional offices across Canada as they become aware of worthy recipients.



DVBA's Lights of Wonder



Gusts of Wind: Winter Banners

WE NEED YOUR INPUT!



Second Annual Business Survey

Attachment B – Operational Highlights, Accomplishments and Metrics (Q4 2019)

- **Small Scale Urban Farming Session** - In partnership with the City's Food Systems Coordinator, citizens learned about how to start an urban farm in the City of Victoria. This session offered resources on how to get a business license, build a farm stand, connect with micro-loans, hear from urban farmers and more. Special guests from Vancity, Futurepreneur, Topsoil - Innovative Urban Agriculture and LifeCycles Project Society 'Seed the City' program presented.
- **Events** - Women in Business Awards Gala, Eco-Star Awards, UDI Rennie Annual Forecast, Lord Mayor of Dortmund Delegation visit, Young Women in Business (YWIB) gala, VIEA Economic Summit in Nanaimo, UDI U40 Rock Bay Revitalization, Coast Capital Savings Innovation Centre Announcement at UVIC, Chamber of Commerce Chairs Holiday Reception, Business Roundtables for Economic Action Plan
- **Business Hub** - There were 122 inquiries to the Business Hub in Q4, slightly up from the same quarter last year. The highest number of inquiries were related to offices, home-occupations and a mix of entrepreneurial ideas.

Neighbourhoods:

- **Fall Grant Intake** - At the end of 2019, a total of 55 placemaking and activity projects were approved by the My Great Neighbourhoods Grants Program. Since the program's inception in 2016, 158 projects have been funded across the city.
- **Local Champions** - Design completed for citizen training program to build individuals' capacity to lead community projects. Program will be launched Q1 2020.



CFIB Order of the Bear Award Presentation



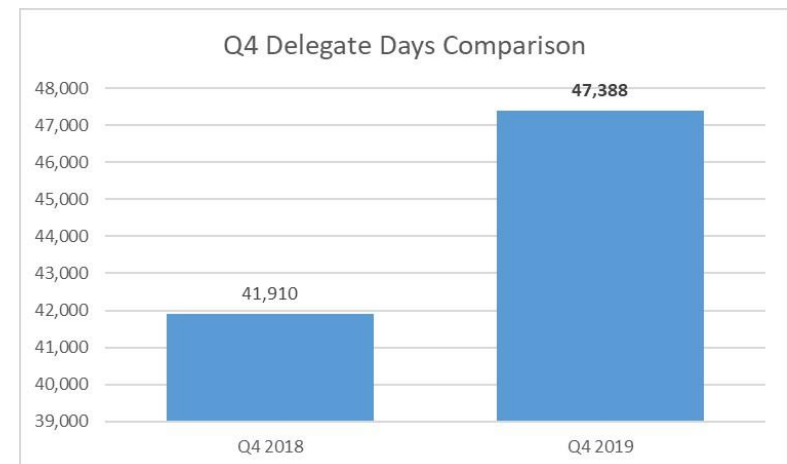
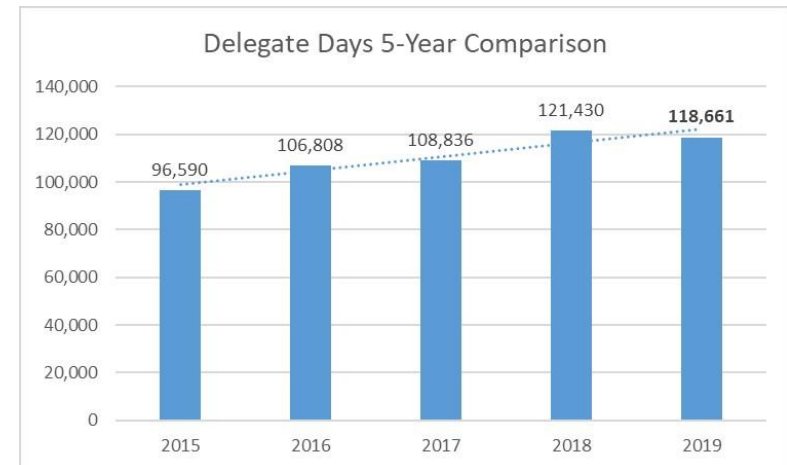
Small Scale Urban Farming Session

Attachment B – Operational Highlights, Accomplishments and Metrics (Q4 2019)

- **VCAN Workshop** - Completed a workshop for neighbourhood associations to explore ideas for optimizing neighbourhood working relationship with the City. Presenters from Toronto, Seattle and Edmonton offered models from their cities to stimulate discussion. Outcomes will inform a Neighbourhood (Engagement) Summit for Q1 2020.
- **Municipal Alcohol Policy** - Received consultant's recommendations report and held a workshop with staff to evaluate the suggested directions. Recommendations for policy to be presented to Council in Q1 (for municipal property) and Q4 (entertainment district).

Victoria Conference Centre:

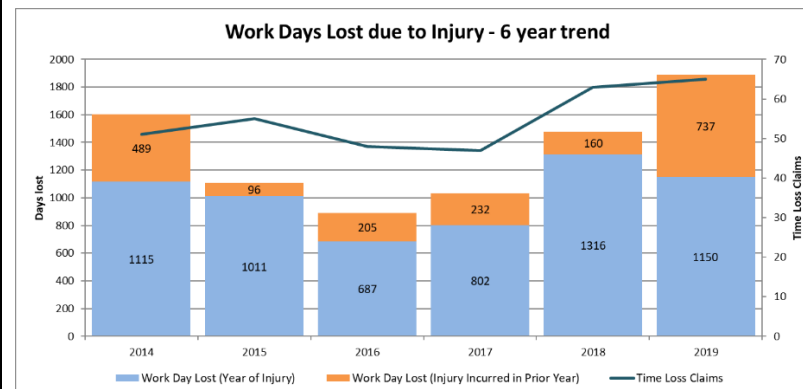
- **VCC Events** - Fifty-eight events were held at the Victoria Conference Centre in Q4, including nine city-wide conferences.
- **VCC Contracts** - Forty-five contracts were executed in Q4 for future conferences, including twenty-six city-wide conferences.
- **Events** - Business Events Victoria along with partners from local hotels hosted GM Mission events in San Francisco and Seattle, attended the CSAE Conference in Vancouver and PCMA CIC Conference in Quebec.
- **Delegate Days** - 2019 paced strongly and at year-end was within 2% of 2018, which was our most successful year since 2009.



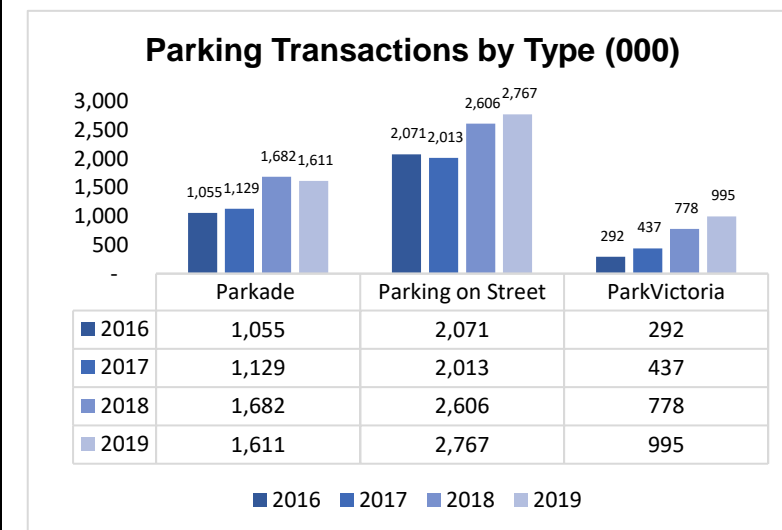
Corporate Services

Highlights and Accomplishments:

- Open City** - The City continued efforts to support open government and improved its' ranking as an "Open City" as assessed by the Public Sector Digest – ranking 15th among 55 participating organizations (previously ranked 30 in 2017).
- Safety Training** - In support of the City's commitment to health and safety, more than 7,000 staff hours were devoted to safety related training in 2019 through 106 sessions with 1343 attendees covering such topics as traffic control, confined space entry, violence prevention, hazard identification and risk assessment, and due diligence. As of Q4, 60% of employees occupying leadership roles in Public Works, Parks and Facilities had completed the core components of the Supervisor Safety Certificate offered through the BC Municipal Safety Association.
- Canadian Centre for Diversity and Inclusion** - The City of Victoria became an Employer Partner with the CCDI, gaining access to benefits and resources to support strategic priorities regarding equity, diversity and inclusion.
- Distinguished Budget Presentation Award** - The City's 2019 - 2023 Financial Plan received recognition for the 5th consecutive year from the Government Finance Officers Association.
- Canadian Award for Financial Reporting** - The City's Annual Report for the year ended December 31, 2018 received recognition of the 15th consecutive year from the Government Finance Officers Association.



Days lost due to injury decreased by 13% in 2019 over the prior year due to a reduction in average claim duration from 29 days in 2018 to 16 days, offsetting a small increase in the number of time loss claims. The increase in days lost due to injury in the prior year (2018) resulted from two long duration claims that together account for 62% of the total work days lost.



At the end of 2019, parking payment transactions on street and through ParkVictoria were higher than 2018. Parkade transactions were slightly lower than the previous year.

Corporate Services

- **2020 – 2024 Draft Financial Plan** - The draft budget was introduced to Council on October 17 and received first bylaw reading on November 15. Public consultation took place in November that included a survey, Town Hall and E-town hall meeting and Budget Summary and Budget at a Glance packages.
- **2020 Permissive Tax Exemptions** - The City granted over \$1.9 million in permissive tax exemptions to 101 organizations and 126 properties.
- **Commercial Loading Permit Program** - In December, the City established an in-house commercial loading permit program as the Province ended the program at the end of December 2019 which has been operated by UBCM since 1987.



Engagement

Highlights and Accomplishments:

- **What's Up at Council?** - In October, the City introduced the new *What's Up at Council?* bi-weekly video series to give the community a look at what's coming up for discussion at City Council for decision-making. Hosted by the Mayor, the series is shared on the City's website and social media networks.
- **Budget e-Town Hall** - The town hall in November focused on capturing public feedback on the City's Draft 2020 Budget. Framed as "Your Budget. We're Listening." the community had the opportunity to participate in-person, by filling out an online feedback form or calling in to share their feedback with Council in real time. The public was invited to share their input on the Draft 2020 Budget via email and by completing an online survey, resulting in more than 5,000 surveys submitted.
- **Budget Town Hall Youth Night** - Timed with the Budget e-Town Hall, the City's Youth Strategy Assistant developed a *Budget Town Hall Youth Night* event, which offered local youth the opportunity to come together at the Quadra Village Community Centre to better understand the City's budgeting needs and address Council in real time by way of an online feedback form.

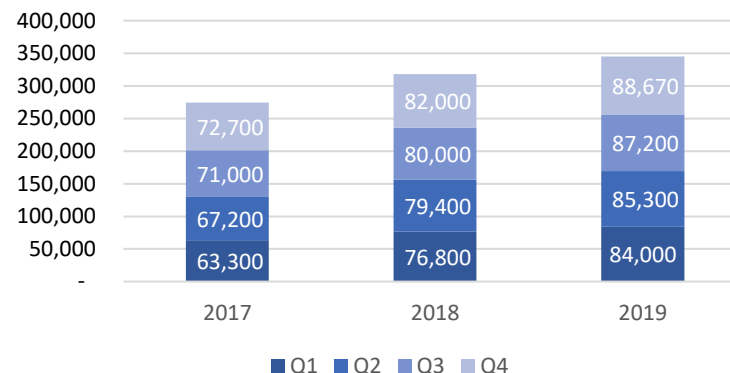


Engagement

- Economic Roundtables** - Staff worked with the Mayor's Office to promote a six-part series of economic roundtable discussions in the fall, hosted by the Mayor. The residents and business owners who participated in the discussions helped shape the City's draft economic action plan, *Victoria 3.0 - Pivoting to a Higher-Value Economy 2020-2041*, which will be available for public feedback until the end of January.
- Victoria Reconciliation Dialogues** - Brianna Bear and Mayor Lisa Helps guided the community conversation, *Dialogue 2: The UN Declaration on the Rights of Indigenous Peoples and the City* in November. The event moved to the Victoria Conference Centre to accommodate the high level of interest in the community. More than 160 people participated in the event. The third Dialogue will take place in January at the Crystal Garden.

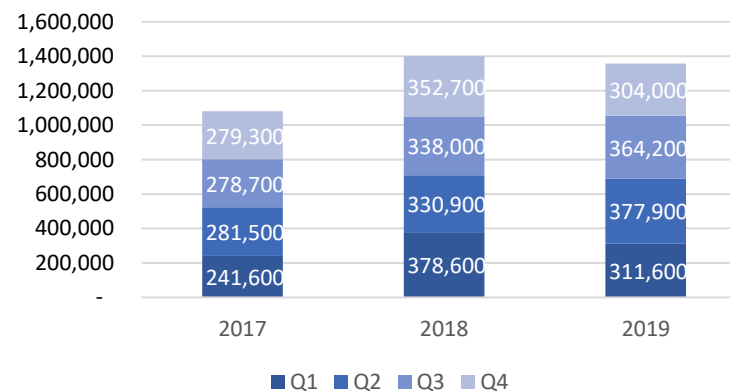


Social Media Audience



Compared to Q4 2018, the total combined social media audience (Twitter, Facebook, Instagram) increased by 6,660 (8.12%) in Q4 2019.

Visits to City Website



In Q4 2019 there was a decrease of 48,625 (-13%) in user sessions on the City's website compared to Q4 2018.

Engineering and Public Works

Highlights and Accomplishments:

Climate Action and Environmental Sustainability:

- 99% of Victoria businesses continue not to distribute plastic checkout bags despite BC Court of Appeal ruling that struck-down the City's Bylaw. Businesses charging minimum fee for paper and reusable bags reduced by approximately 20%

Engineering:

- Supported CRD Wastewater conveyance projects.
- Started post-remediation environmental monitoring program for Peter Pollen Park.
- Completed watermain on Blackwood Street
- Completed second phase (Douglas to Cook) of Humboldt Street sanitary forcemain
- Completed 3D survey of 1500 storm and sanitary manholes

Transportation:

- Completed 23 in-person outreach activities on four new bicycle routes including community meetings, corridor tours and open houses plus an on-line survey and opportunity to email generating 2300 individual comments
- Completed the \$6M major refurbishment of the Point Ellice Bridge on time and on budget
- Processed 2500 Street Occupancy Permits ensuring the safe use City roads during construction and development
- Successfully procured and acquired new Fire pre-emption equipment for the City's traffic signals allowing roll out starting in Q1 2020 on priority emergency response routes
- Launched implementation of the pilot Youth Transit Pass Program



Design open house to inform 2020 Bicycle Master Plan projects

Attachment B – Operational Highlights, Accomplishments and Metrics (Q4 2019)

- Council endorsed the City's long-term Sustainable Mobility Strategy – "GoVictoria"

Public Works:

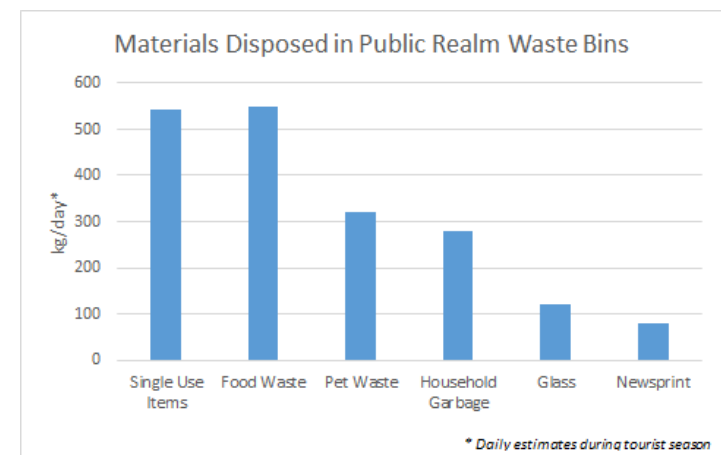
- 1250 Calls for Service across Streets, Utilities, Solid Waste, and Sanitation
- Concrete projects on Graham, Brighton, Fernwood, Wilson, Gosworth, Niagara, Menzies and Joan Cres.
- Renovations completed at 633 Pandora for additional office space
- Commerce Canoe and Bastion Square Reeds – relocation into storage pending Triangle Island installation
- Inspections and repairs on pathways, stairs, and boardwalks around the city

Street Cleaning & Sanitation:

- 3268 tonnes of residential waste collected in 2019 (down 9.5% from 2018)
- 1037 tonnes of garden / yard waste collected in 2019 (effectively unchanged from 2018)
- 1984 tonnes of organics collected in 2019 (down 6.3% from 2018)
- Designs completed for new public realm waste diversion bins



Point Ellice Bridge refurbishment



An audit of material in the City's public realm waste bins revealed that over 25,000 single use items are disposed everyday during the tourist season

Parks, Recreation & Facilities

Highlights and Accomplishments:

- **Peter Pollen Waterfront Park Dedication Ceremony** - Transportation Canada completed a year-long remediation project of the park land, and the City dedicated the expanded waterfront park (formerly known as Laurel Point Park) as Peter Pollen Waterfront Park, in honour of former Mayor of Victoria Peter Pollen. The Songhees Nation provided the Lekwungen name for the land as well, which has been incorporated into the signage. The event was attended by members of the Pollen family, friends and associates of the former mayor, Mayor Helps, and City staff.
- **Songhees Park Expansion Project** - Council approved a refined concept plan for the Songhees Park Expansion Project. The design for the park, developed in collaboration with representatives of the Songhees First Nation, focuses on the ecological restoration of the site and is intended be an expression of Lekwungen heritage and culture.
- **Garden Bed Transition** - The Parks horticulture team completed the climate action program to “naturalize” garden beds in parks and boulevards throughout the city, with the exception of Beacon Hill Park. The new plantings include native, drought-tolerant, and pollinator-friendly species.
- **Urban Forest** - Staff conducted assessments for more than 500 City trees, resulting in the removal of 465 due to poor health or stability. City operations planted 167 trees in the spring and 250 in the fall, plus another 99 city trees were planted as part of development or construction projects.



Waterfront park at Laurel Point was renamed, in honour of former mayor Peter Pollen.



Songhees Park Expansion

Parks, Recreation & Facilities

- **Planting Resources** - Staff completed a new set of resources for residents and stakeholders to assist with plant selection and care. The Lower Allergen Landscape Planting Resource List and the Pollinator and Allergy-Friendly Gardening in the City of Victoria were published and posted on the City's web page in December.
- **Community Programs** - Over 150 families participated in the StrongStart Program hosted at Crystal Pool in November and December. StrongStart is an early learning program for children aged birth to five and their parents/caregivers to assist with preparing for the transition into kindergarten. The activities are designed to support childhood development in key areas such as wellbeing and belonging, communication and literacy, identity and social responsibility. The program was delivered at no cost to families, through a funding partnership with the BC Ministry of Education.

Emerging Issues and Challenges

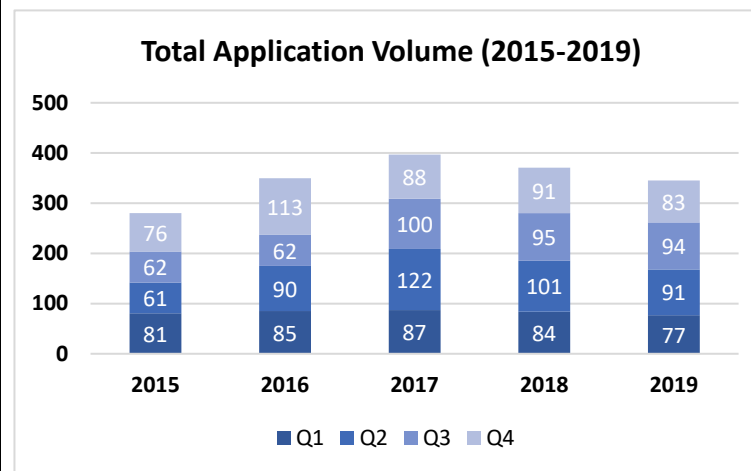
- **Public Washroom for 900 Block of Douglas Street** - As part of the 2019 Financial Plan Council directed staff to deliver a new public washroom on the 900 block of Douglas Street with funding of \$150,000. Throughout mid-2019 staff conducted research, explored alternate design options, and contacted multiple municipalities to identify a solution that achieved the performance requirements within the allocated funding. Unfortunately, staff were unable to find an acceptable option and advised Council of this in the presentation of the Draft 2020 Financial Plan.



Sustainable Planning & Community Development

Highlights and Accomplishments:

- Local Area Planning** - A process was approved for the next phase of local area planning, focused on urban villages, town centres, and frequent transit and mobility corridors. Phase 1 will focus on villages and corridors within the Hillside-Quadra, North Park and Fernwood neighbourhoods. Terms of reference were also approved to guide grant opportunities for community-led planning. A working group was formed to act as liaisons to the community during the process, provide feedback on engagement events and act as a sounding board for new policies.
- Rezoning Approval** - Following a public hearing, Council approved a comprehensive development at 1025-1031 Johnson Street and 1050 Yates Street that will include 130 units of affordable housing, commercial and retail space, a public plaza and a new post-disaster building (Fire Hall #1).
- Missing Middle Housing** - A process was approved to make it easier to build more “missing middle” housing such as duplexes, houseplexes and townhouses in neighbourhoods across Victoria. Council directed staff to prepare new zoning regulations, design guidelines and policy updates for missing middle housing forms city wide; conduct public engagement; identify suitable locations for these forms of housing; consider City-initiated rezoning; and apply an affordability lens to the project.
- House Conversions** - Staff brought forward recommendations for updating the City’s housing conversion regulations to increase the number and range of housing units available throughout the city. The updated regulations will make it easier to convert a house into multiple units and incentivize heritage designation, rental housing and affordable units.



Total Application Volumes at the end of 2019 was trending slightly lower than 2018.

Sustainable Planning & Community Development

- **Heritage Designation** - Council approved a Heritage Designation bylaw for 1209 Yukon Street to protect the property as a Municipal Heritage Site. The property features a Victorian-era house built in 1892 which contributes to the historic character of Yukon Street and the Fernwood neighbourhood.
- **New Landscape Design Guidelines** - Following a public hearing, Council approved new guidelines for multi-unit residential, commercial and industrial developments, requiring 30% of the common landscape areas to include a diverse combination of plants and vegetation that are native to southern Vancouver Island, food-bearing or that provide pollinator habitats.

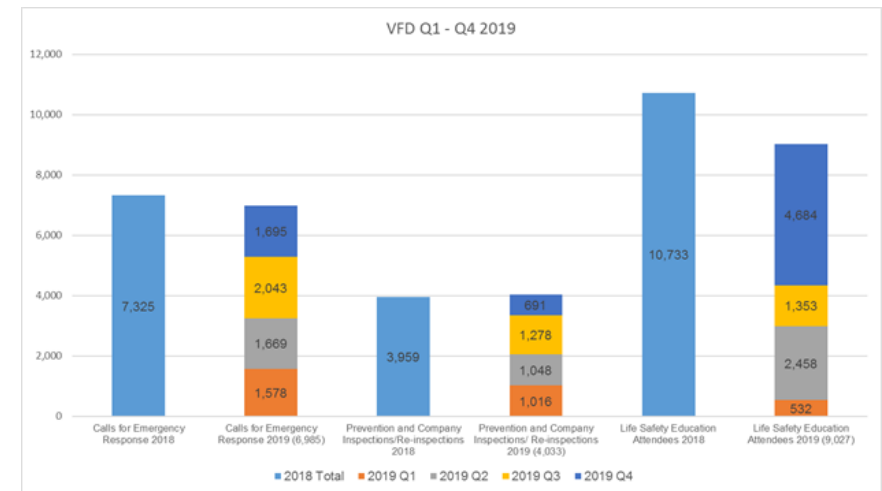


Yukon Street

Victoria Fire Department

Highlights and Accomplishments:

- 2019 Responses** - The Fire Department received 7,680 requests for service resulting in 6,985 responses to incident, including 424 responses to fires including structure fires, rubbish fires, beach fires, car fires, and other miscellaneous fires.
- Medical Aid/Overdoses** - In 2019, there has been a reduction in our medical aid responses, from 4,686 in 2018 to 4,390 in 2019. Overdose calls have reduced from 845 in 2018 to 785 in 2019. In 2019, the lifesaving antidote Naloxone was administered at 45 incidents.
- Training Software:** Introduced a new software for track training and certification, lesson plans, provides access to online professional training sessions and videos to support maintenance specialized skills sets. The new program provides automated metric reporting, ability to push out training session with assigned timelines and notification as well as an audit to verify completion to meet training requirements. The implementation of this new program has assisted in creating greater efficiencies and meeting departmental operational needs.
- Crane Truck Conversion** - Completed an in-house conversion of a retired fire engine into the department's new crane and flatbed truck. This updated vehicle replaces the original crane truck that was out of service due to a required cab change as it would not pass a Commercial Vehicle Inspection. Through the expertise of the Fire Master Mechanic and Mechanic Technician, the work was completed



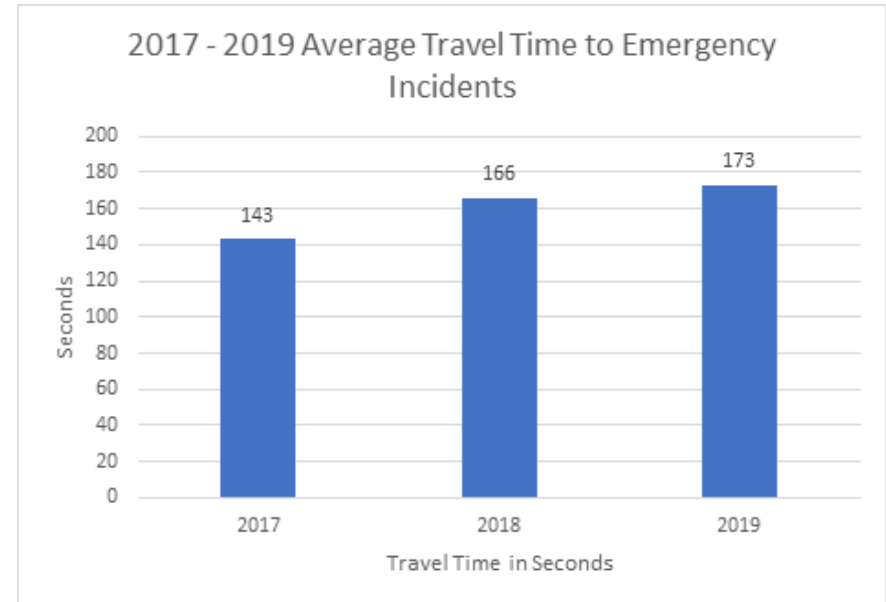
Firefighting Aid Provided To:	Date	Incident Type	Apparatus Deployed
Oak Bay	2019/01/15	House Fire	Engine, Rescue, Battalion
Oak Bay	2019/01/18	Apartment Fire	Engine, Ladder, Battalion
Oak Bay	2019/04/01	House Fire	Engine, Battalion
Esquimalt	2019/04/07	Apartment Fire	Engine, Rescue, Battalion
Oak Bay	2019/04/09	Apartment Fire	Engine, Battalion
Oak Bay	2019/05/03	Apartment Fire	Engine, Ladder, Battalion
Saanich	2019/06/21	Apartment Fire	2 Engines, Battalion
Esquimalt	2019/07/05	House Fire	2 Engines, Ladder, Rescue, Battalion
Oak Bay	2019/09/07	House Fire	Engine, Ladder, Battalion
Saanich Police	2019/10/23	Lost Person	RPAS, V04
Oak Bay	2019/12/15	Chimney Fire	Ladder, Battalion
Oak Bay	2019/12/18	Boat Fire	Engine, Battalion
Firefighting Aid Provided To:	Date	Incident Type	Apparatus Deployed
Victoria	N/A	N/A	N/A

In 2019, Victoria Fire Department provided Fire Fighting and assistance to Oak Bay at 8 incidents, Esquimalt at 2 incidents and Saanich at 2 incidents. In 2019, Victoria Fire Department did not require any firefighting assistance.

Victoria Fire Department

in a time and cost-efficient manner using under 50% of the allotted budget.

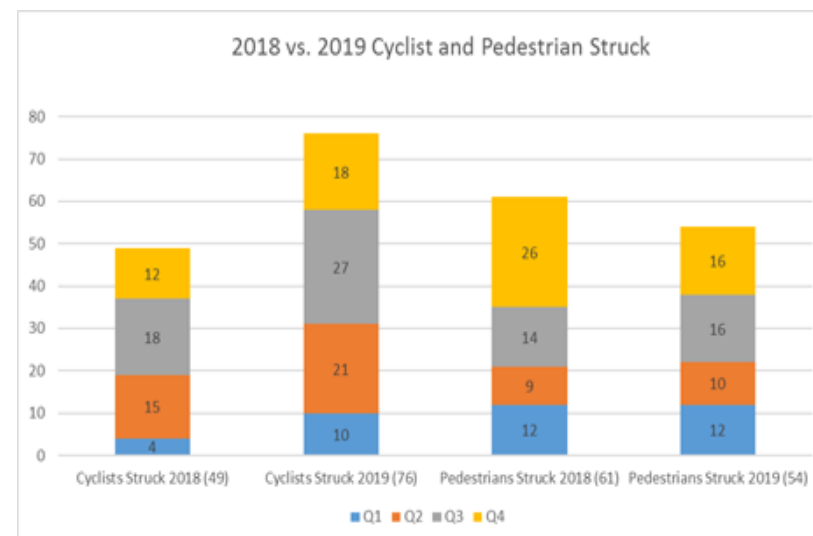
- **Regional Fleet Maintenance** - Completed maintenance services and commercial inspections for Victoria Fire Apparatus and for other regional fire departments through a fee for service agreement.
- **Fire and Life Safety Inspections** - Fire Prevention and Suppression has completed 4,033 fire and life safety inspections and re-inspections this year. The department has completed 97% of the inspections required as per the established frequency of inspection.
- **Fire Fighter Recruitment:** The 2020 Victoria Fire Department Fire Fighter Recruitment was completed, including a list of eligible candidates to fill upcoming fire fighter vacancies.
- **Training**
 - 20 members participated in Regional Technical High Angle Rope Rescue Training
 - 9 members completed the Emergency Vehicle Operation Instructor Program; members will instruct specialized driver operations training to the department in a more time and cost-efficient format
 - 3 members completed Fire Officer 3 Certification
 - 47 Members completed Live Fire Training, to continue essential skills maintenance
 - Instructors completed training in Resiliency and Critical Incident Group Debriefing



In review of the Fire Department's emergency response to incidents over the past 3 years, there has been an increase in average travel time of 30 seconds, this is the time it takes from the fire apparatus leaving the fire station and arriving at an emergency incident. The increase in travel time heightens the opportunity for an incident to increase in severity before the first arriving apparatus.

Victoria Fire Department

- Fire Prevention Week** - 2019 Fire Prevention Week's theme was "Not Every Hero Wears a Cape. Plan and Practice Your Escape!" Fire Prevention Week kicked off with a fire alarm drill at City hall followed by the opening ceremony and reading of the Fire Prevention Week proclamation. Fire Suppression conducted fire drills and fire safety messaging to 15 schools and approximately 4000 students and teachers.
- Community Education** - Fire, Life Safety and Emergency Preparedness programming was delivered to over 9,027 attendees through 213 sessions. These education sessions included Fire Prevention Week, Fire Safety Talks, Emergency Program Workshops, Shake Out, fire drills, and in school education programs delivered through a collaboration of Fire Prevention and Emergency Management.
- H.E.A.T. Program** - Received 178 call on the H.E.A.T. hotline, resulting in 20 Home visits in the City of Victoria. The new H.E.A.T. Facebook Group has grown to 83 members. Staff have dedicated 150 hours to support the H.E.A.T. program.
- BC ShakeOut** - All City of Victoria departments participated by dropping, covering, and holding on and counting to 60 seconds while learning about earthquake preparedness. Emergency Management staff also participated in the Black Press Women in Business event with an interactive display table and materials.
- "Be Ready" Emergency Preparedness Resource Guide** - Staff and the Regional Emergency Management Partnership (REEMP) worked with the Black Press to develop a "Be



Experienced an increase in the number of cyclist struck incidents, with 79 in 2019 in comparison to 45 in 2018.

Victoria Fire Department

Ready” emergency preparedness resource guide, emergency preparedness articles and short video to promote readiness in the CRD through easy to follow and implement steps. These were the Black Press’ highest trending videos and articles online reaching thousands of people, plus over 100,000 newspapers which were delivered door to door.

- **Lunch and Learn** - Hosted a Lunch and Learn with BC Hydro open to City staff, volunteers, and the public to learn about preparing for Winter Storm Season: Electrical Dangers, Mitigation and Response.
- **Canadian Red Cross (CRC)** - ESS volunteers responded to 2 ESS calls in Q4 providing assistance to 19 evacuees with support services including food, shelter, and clothing.
- **Reception Centre Exercise** - Led a Reception Centre exercise at Oakland’s Community Centre which simulated a major windstorm with power outages making it necessary for residents to attend the reception centre and receive assistance from Victoria Ready volunteers.
- **Livable Cities** - Attended the Livable Cities Forum as a presenter and spoke about the City’s Connect and Prepare program with Building Resilient Neighbourhood staff, participated in a place making bike tour with the My Great Neighbourhoods team, took part in a Regional Disaster Risk Reduction workshop led by the Regional Emergency Management Partnership (REMP), and a Military Family Emergency Preparedness Fair.
- **Evacuation Routes and Tsunami modelling** - Continued work on regional and local evacuation route plans and updated tsunami and sea level rise modelling for the CRD.



<i>Victoria Fire Department</i>	
Natural Resources Canada's Digital Elevation Modelling Workshop at ONC which assists with the regional tsunami and sea level rise modelling that is currently being conducted.	