

CITY OF VICTORIA OPERATIONAL HIGHLIGHTS, ACCOMPLISHMENTS AND METRICS

Two

Second Period Report 2020

May 1 – August 31, 2020

Business & Community Relations

Highlights & Accomplishments:

Arts, Culture & Events:

- **Everyday Creativity Grant** - Launched a new grant program in response to COVID-19 and the need for creative outlet during the pandemic.
- **Programming in Community during COVID-19** – Pivoting to pop-up concerts, new partnerships in neighbourhoods and streaming online concerts was the new normal this summer. Highlights include:
 - **Eventide Music Series** - Online livestream series, streaming eight free shows.
 - **Canada Day** - Produced by the City in collaboration between Do250, Roll Focus Productions, CHEK TV. The one-hour program featured local music performances with over 263,000 viewers on five different viewing platforms.
 - **Creative Spotlight Pop-Up Performances** - Musicians performed in mini 'pop-up' gigs in Victoria parks, plazas and squares.
 - **Royal Athletic Park Arts Programs** - Free community programming was re-located to Royal Athletic Park, including art and craft workshops and dance classes.
 - **Creative Spotlight: Locals Supporting Locals** - Instagram promotion series featuring a different local artist each week who offered up activity suggestions that supported local businesses and artists.
- **Vacant Storefronts and Kiosks** - Artwork installations from local artists animated 10 kiosks along Douglas Street and City parkades and five vacant commercial spaces.
- **Commute and Commercial Alley Art Installations** - Two successful ongoing public art programs continue including six downtown bus shelters and art by Emily Thiessen in Commercial Alley.



Canada Day



Eventide Music Series

Attachment B – Operational Highlights, Accomplishments and Metrics (T2 2020)

- **John Barton's Victoria Poems Video** - *Victoria Poems* showcase John's personal relationship with the city from the time when he was at the University of Victoria in the late 1970s.
- **Wilde About Sappho** - A Pride Reading of Local Queer Writers was adapted to an online setting showcasing the work of five 2SLGBTQIA+ readers.
- **Neko Smart Youth Verses Showcase** - A series of three free workshops for 12 youth (ages 14-19). Participants took part in conversations about harnessing creativity while navigating mental illness.
- **Opening Act** - A new series of songwriting and performance workshops for youth facilitated by Kathryn Calder. Participants between ages 14-24 were invited to discover the world of songwriting; learn about composing, discuss melody and lyrics, arrangement and production, as well as how to put together an engaging performance.
- **Filming** - 19 film permits covering 39 days of filming for seven film productions were issued during Phase 3 from June 24-August 31.

Economic Development:

- **Build Back Victoria Program (BBV)** - The BBV program launched on June 8, 2020 and has had to date, 112 total applications, of which 80 were approved and 5 are currently in review. The BBV program has been widely successful with participants across several business sectors and locations throughout the City. Since the start of BBV, the City has approved:
 - **80 Temporary Commercial Use Permits.** Of these, four Temporary Loading Zones; **12 Mobile Vendors**; seven locations city-wide were available, with a total of 14 vending spaces
 - Approx. 5-10 mobile vendors have been operating every week since the start of the program

Engagement Kiosks

Kiosk A Parkade locations:

- 1 Fisgard - June Yeo
- 2 Johnson - Bobbi Bjornholt
- 3 View - Claire Gaulin-Brown

Kiosk A Library location:

- 4 Broughton - Chin Yuen

Kiosk B Douglas Street Locations:

- 1 Fisgard - Sharon Lam
- 2 View - Lydia Beauregard
- 3 Fort - Shannon Clayton
- 4 Broughton - Jessie Paterson
- 5 Courtney - Trevor Husband
- 6 Humboldt - Mike Lathrop



Build Back Victoria Fernwood

Attachment B – Operational Highlights, Accomplishments and Metrics (T2 2020)

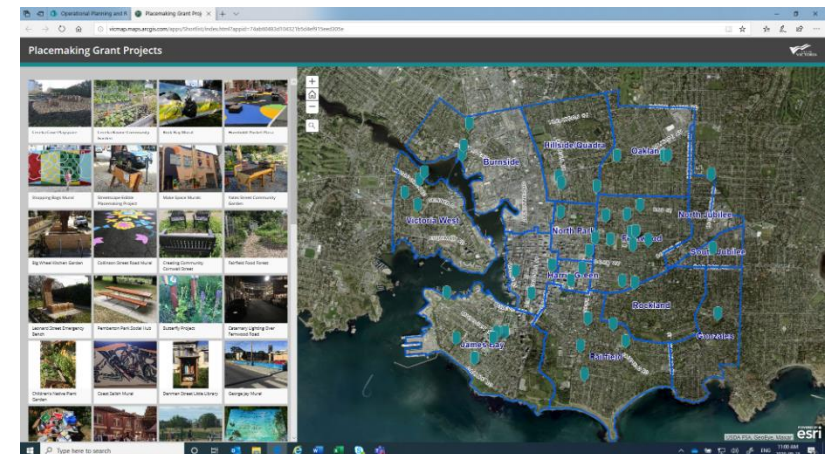
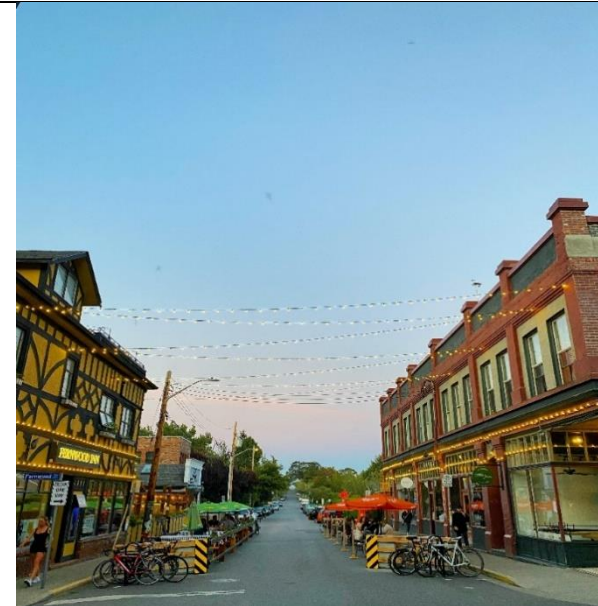
- **64 Flex Zones.** Of these, 15 on Government Street closure; 5 on Broad Street closure; 4 on Gladstone Street closure; 16 built their own or purchased a city-owned parklet
- Of the 40 flex zones or parklets NOT in a street closure, 25 permits in on-street parking space; 7 in park/blvd/plaza; and 5 on sidewalks
- **Ocean Futures Innovation Hub (OFIH)** – Through the Ocean Futures Cluster Development working group, a smaller committee focused on the OFIH as an initial action within *Victoria 3.0* helped to create the RFP deliverables for a feasibility study and business case. The group also applied to Western Diversification and secured \$100k in federal funding to support the cost of the study and business case. The contract was awarded to Urban Systems with a deadline of November 30. This important initiative will help to accelerate Victoria's economic recovery.

Neighbourhoods:

- **My Great Neighbourhood Grant** – Opened application period on June 1 and distributed ten grants into the neighbourhoods worth \$36,000.
- **GIS Map: Placemaking Projects** – Completed a gallery of placemaking projects on VicMap.

Victoria Conference Centre:

- **Sales Initiatives** – A client virtual cooking class from the London Chef involving Victoria hotel partners focused on key clients from Toronto, Ottawa and Montreal.
- **Marketing Initiatives** – #MyVictoriaMeeting Campaign offered as a social media contest to encourage people to post photos from past meetings at the VCC to generate positive memories. Staff completed a suite of 360degree photographs of key meeting spaces, along with updated Covid-19 capacity updates to showcase on the website. A one-page summary sheet of all the facilities safety measures for meetings during a pandemic was created.



GIS Map - My Great Neighbourhood Grant Placemaking Projects

Attachment B – Operational Highlights, Accomplishments and Metrics (T2 2020)

- **Virtual Sales Conferences & Events** – The sales team continues to stay connected and selling through the following virtual events; Canadian Society of Special Event Planners, Sustainable Events, Rediscover Canada, Business Events Canada Team Educational Webinar, International Congress and Convention Association Exchange.
- **Contracts** – Ten contracts were executed during T2, some included groups that cancelled in 2020, but signed a new contract for a future year.

Emerging Issues and Challenges:

- **Bookings** – No events were held at the VCC during T2. All conferences during this time had to cancel or post pone due to the Provincial health orders.

D	2020 Confirmed Events Pre-Covid-19 (as of Feb 21 st , 2020)	2020 Remaining Events (Actual, no more projected)	2020 Events Cancelled	2020 Events Rebooked for Future Years
Number of Events	68 (39 Citywide)	12	24	19
Number of Delegate Days	117,791	15,756	-55,755	20,590
Number of Room Nights	35,940	6,652	-14,290	9,908
Estimated Economic Impact	\$53M	\$7.1M	-\$25.1M	\$9.3M

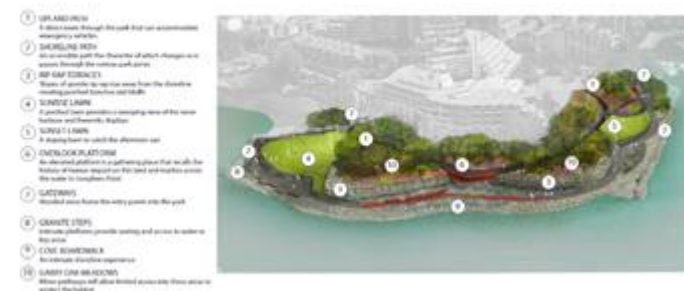
Engagement

Highlights and Accomplishments:

- COVID-19 Response and Recovery** – Communication planning and support to the City's COVID-19 Facebook Live updates and corresponding public information, as well as City services and programs, including:
 - Re-opening the Public Service Centre at City Hall
 - Branding and promotion of free online *Fun For Life Go* recreation programs and communicating the safe restart to outdoor recreation facilities
 - Summer camp programs, Neighbourhood and Everyday Creativity grants
 - Build Back Victoria initiatives
 - The COVID-19 latest news web page was the second most viewed in T2 over 25,000 page views
- Build Back Victoria Virtual Town Hall** – The City's first Virtual Town Hall took place in June to introduce the *Build Back Victoria* Re-opening and Recovery plan to the community. The Virtual Town Hall was live webcast and the community had the opportunity to call-in or post questions online for response by Council during the Facebook Live streamed event, which had 287 people tuning in.
- Participatory Budgeting** – Staff supported the community-led Participatory Budgeting Steering Committee seeking proposals for projects or activities to enhance or enrich the lives of newcomers to Victoria. A high number of project proposals were received and public voting will take place online from Oct. 5 – Nov. 6.
- Engagement During Pandemic** – Staff engaged the community virtually due to the pandemic on the following:
 - A virtual open house was held in June to gather public feedback on the concept design for Peter Pollen Waterfront Park.



SITE CONCEPT DIAGRAM
REVEALING LAYERS OF THE LAND

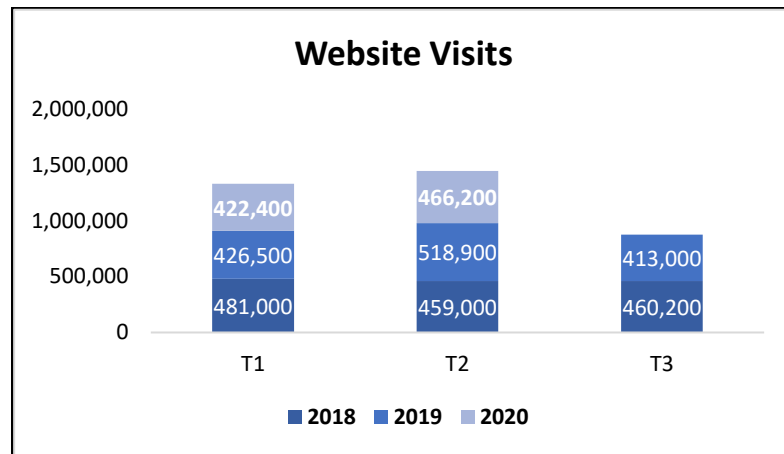


Engagement

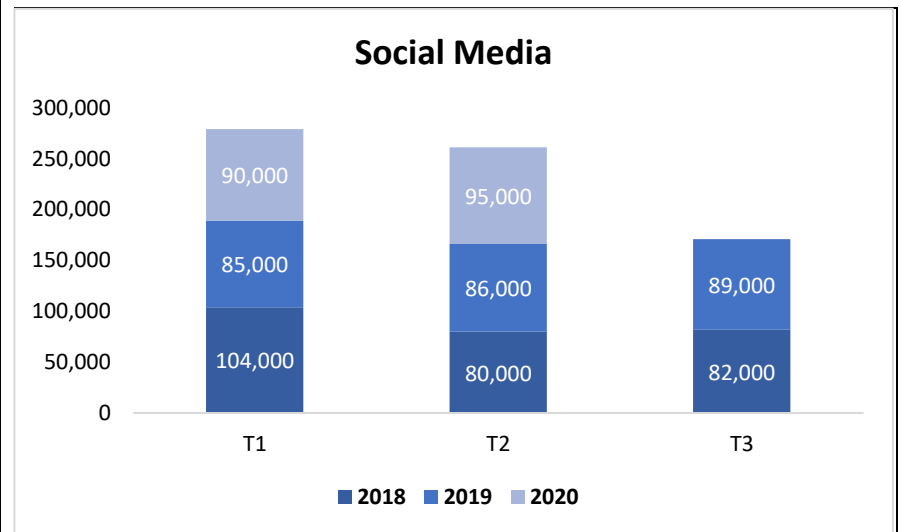
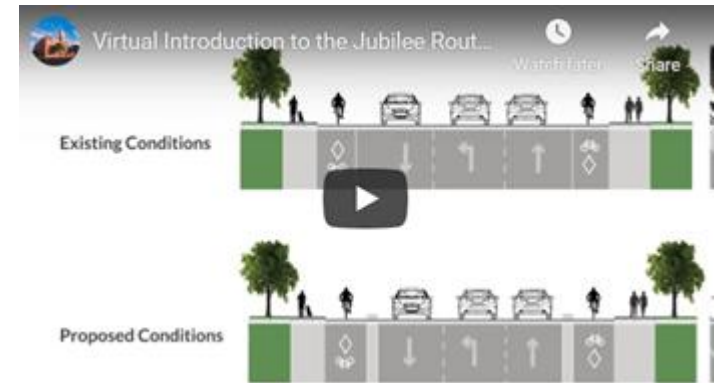
- The community was invited to provide input to help determine the best route for the All Ages and Abilities cycling network in the Jubilee neighbourhood, including a project overview video and route selection survey.

EMERGING ISSUES AND CHALLENGES:

- **In-person Engagement** – Due to events being limited to under 50 people and requiring physical distancing to curb the spread of COVID-19, in-person community engagement was replaced by virtual engagement using the City's engagement portal.
- **Online Engagement Research** – Online tools were researched to provide new and enhanced virtual engagement opportunities to Victoria citizens this fall and for the City to move forward with project engagement that was delayed due to the pandemic.



In T2 2020 there was a decrease of 52,724 (10.16%) in user sessions on the City's website compared to T2 2019, which could be attributed to COVID-19 delaying engagement projects and the cancellation of annual festivals, programming and events.



Compared to T2 2019, the total combined social media audience (Twitter, Facebook, Instagram) increased by 9,131 (10.62%) in T2 2020, representing growth in the City's online conversations.

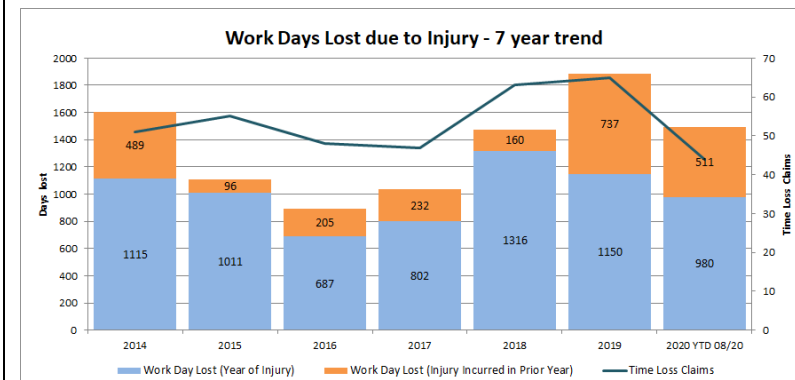
Corporate Services

Highlights and Accomplishments:

- **2021 Financial Planning** – Staff from across the City departments were involved in the financial planning process, including development of plans, refining budget numbers and compiling information to introduce to Council in T3.
- **2019 Annual Report** – The City's annual report was completed and filed with the Province of BC. The City has won the Government Finance Officers Associations' award for excellence in financial report for 15 consecutive years, and the 2019 annual report was submitted electronically for consideration.
- **Coastal Communities Social Procurement Initiative** – In June, the City requested information from suppliers able to identify social value elements of their business in order to develop a Social Value Directory. This directory will inform local governments across Vancouver Island and the Coast region of suppliers whose practices align with their goals.
- **Property Taxes** - The property tax season for residential, utility and supportive housing properties which were due August 4, concluded with 90% of taxes collected; which is similar to previous years.
- **Strategic Plan Grants** – The External Grant Review Committee, comprised of five members of the public, presented their recommendations to Council in July. Council voted to approve the committee's recommendation and further awarded additional grant amounts for a total award of \$604,335 to 62 organizations in the city.



The number of employees who voluntarily leave the City due to retirement or resignation has remained relatively constant at 5% of FTEs.



The number of work days lost due to injury is higher than in previous years and two thirds of time loss claims result from injuries caused by strains.

Corporate Services

- **Strategic Plan Grant COVID-19 Stream** – Council awarded an additional \$250,000 to 18 organizations in the city for projects with an exclusive focus on recovery projects related to COVID-19.
- **Real Estate and Economic Development** – Completion of negotiations for the conditional sale of the City's downtown Apex site to support development of the Telus Ocean commercial project. The sale of the property is subject to TELUS successfully bringing the TELUS Ocean project through the City's formal land use approval process.
- **COVID-19 Response and Recovery** – Resources to support the health, safety and wellness of City staff were expanded and revised, including the development of safety plans for resumption of in-person public services as required by WorkSafeBC.

Emerging Issues and Challenges:

- Managing additional costs, revenue shortfalls and cash flow issues due to COVID-19.



Bylaw Services

Highlights and Accomplishments:

COVID-19 Sheltering Response

- After the declared Provincial State of Emergency in March, local shelters and service providers were forced to dramatically downsize or close their doors to satisfy public health guidelines, causing an influx of people living outside.
- By April, there were 340 people taking shelter in Topaz Park and the Pandora Corridor.
- Bylaw Officers worked closely with Police, Public Works, Parks and Facility staff to maintain public order and cleanliness in the face of crisis.
- Bylaw Officers also worked closely with BC Housing, local service providers, Island Health and others to support the unhoused.

CRD Intergovernmental Exchange

- In response to increased bylaw service demand pertaining to outdoor sheltering, Emergency Management BC funded CRD Bylaw Officers to work alongside Victoria Bylaw Officers.

Additional Staff

- After funding for CRD officers ended, Council approved 5 new FTEs to assist with the ongoing outdoor sheltering crisis.

Beacon Hill Park Injunction

- In July, the City petitioned the court ordering the removal of people and their belongings from the Environmentally Sensitive Areas of Beacon Hill Park and all prohibited areas.



Bylaw Services

- Compliance with the order was achieved by the end of August without incident.

Housing Action Response Team (HART)

- Bylaw Services continues to be an integral part of an award-winning multi-disciplinary team of people reaching out to people experiencing homelessness, where they are.

Provincial Orders/Bylaw Enforcement

- Bylaw Officers were authorized to investigate and write \$2000 Violation Tickets for price gouging under the Emergency Programs Act.
- Bylaw Services was responsible for assisting regional and provincial agencies with complaints about mass gatherings, failure to self-isolate, and personal service and restaurant public health order violations.

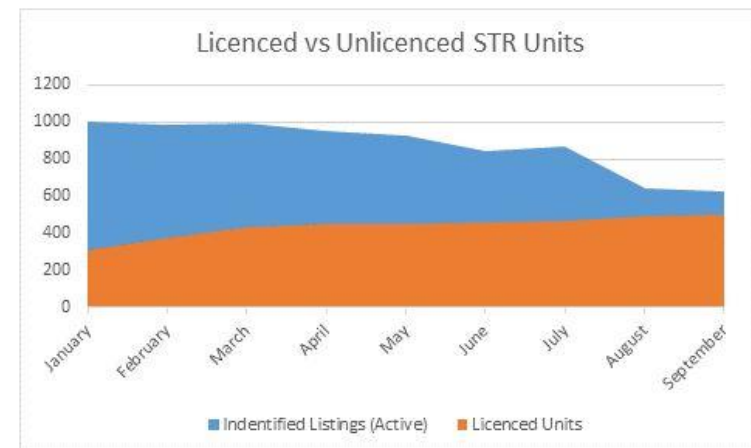
Short Term Rental (STR)

- Approximately 400 fewer illegal Short-Term Rental listings were recorded in T2.
- Development of City of Victoria STR tracking software and a formal STR appeal process for denied applications underway.

Emerging Issues and Challenges:

Encampments.

- There are still approximately 250 people living outside with unmet food, hygiene, health, and shelter needs.
- Sheltering communities and neighborhoods are working with the city and police to address social disorder and crime issues that are a direct result of outdoor encampments.



Bylaw Services

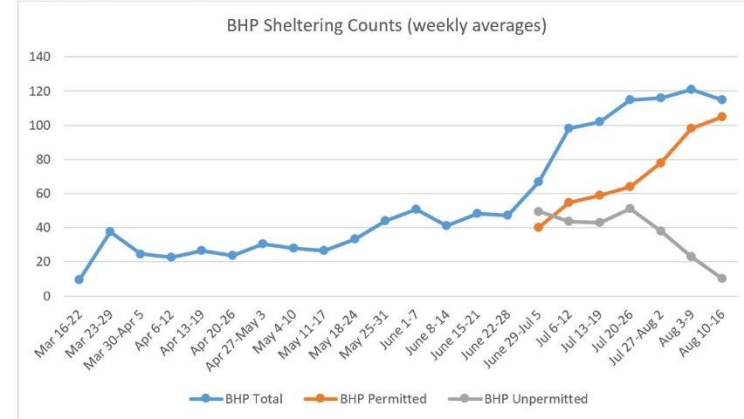
Increasing Demand

- The demand for Bylaw Services over the past year has increased substantially.
- There has been an increase of more than 50%, in calls-for-service between 2019 and 2020.
- Further, the average number of cases per officer has increased by 80%.
- Life Safety Calls for Service will continue to take priority.
- The demand for bylaw services is anticipated to remain high for the foreseeable future.

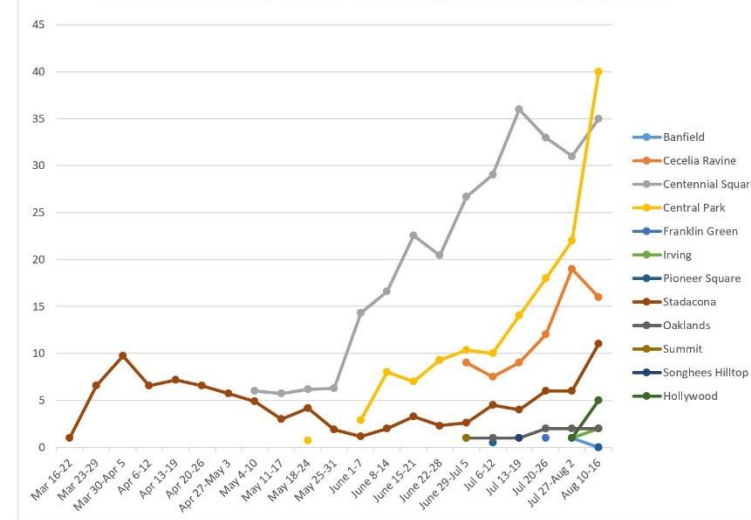
Short Term Rental

- STR's continue to have a negative impact on the housing availability and affordability
- Significant number of outstanding STR violations requiring enforcement

Graph 1: Beacon Hill Park



Graph 2: All other City Parks (does not include BHP, Topaz or spaces that PRF does not manage e.g. Rock Bay Landing)
Sheltering Counts (weekly averages) - All Other City Parks Not Including Topaz or BHP



Engineering and Public Works

Highlights and Accomplishments:

Climate Action and Environmental Sustainability:

- New recycling receptacles introduced for street cleaning and janitorial staff to reduce the waste associated with increased use of PPE.
- First batch of Zero Waste Stations introduced downtown to improve options for recycling and composting in the public realm.
- New electric vehicle readiness bylaws introduced requiring new residential and commercial developments to provide electrical capacity for electric vehicle charging.
- New streets and traffic bylaws introduced to collect fees for the charging of electric vehicles starting Jan 1, 2021.

Engineering:

- Substantial Completion of the Dallas Road Balustrade replacement, new bikeway and public open space
- Completed Water Distribution System Master Plan
- 500 m of storm drains replaced along Rithet St. and Basil Ave.
- 90 m of sanitary sewer replaced along Shelbourne St.
- 2,150 m of storm drains mains rehabilitated
- 700 m of sanitary sewer mains rehabilitated
- 1050 m of watermain rehabilitated along Lampson St, Oswego St and Vancouver St.
- VicMap updated for improved functionality with modern web browsers and significantly faster generation of property reports

Transportation:

- Continued implementation of Build Back Victoria Program
- Vancouver St, Jackson and Harbour Rd tendered and construction initiated



New PPE-specific recycling receptacles for sanitation and janitorial crews



Zero Waste Station

Attachment B – Operational Highlights, Accomplishments and Metrics (T2 2020)

- Community engagement for Jubilee AAA route selection initiated; Design consultation on Fort Central, Oaklands Connector and Fernwood Connector starting in September 2020
- Motor Vehicle Act Pilot Program preliminary planning and analysis on speed limit reductions and use of approved micro-mobility devices
- Final construction of Dallas Road – sign and paint plans for multi-use designation along with place-making and accessibility features like tactile domes
- Triangle Green public open space construction initiated including erection of Commerce Canoe
- Implemented the downtown traffic signal timing updates
- Commissioned a new traffic signal at the intersection of Gorge Rd and Rock Bay Rd.
- Introduced traffic calming on 10 blocks of local residential streets

Public Works:

- Support Services team responded to approximately 2000 calls for service from residents and businesses for issues such as watermain breaks, street debris, pothole repairs and traffic signal outages
- Essential municipal services and business continuity maintained during COVID-19
- Ongoing COVID-19 staff health and safety measures with increased awareness for upcoming Fall/Winter seasons

Civic Services:

- Continued daily street cleaning downtown and throughout City with additional support to areas experiencing sheltering issues
- Provided enhanced street cleaning services on Government Street in support of the Build Back Victoria program



Harbour Road BMP project substantially completed



Traffic Signal Removal on Government Street at View Street as part of Build Back Victoria pedestrian priority initiative

Attachment B – Operational Highlights, Accomplishments and Metrics (T2 2020)

- Removed 760 abandoned items, cleaned 30 spills, cleanup of 15 motor vehicle collisions and 180 cleanups of temporary outside shelters
- Operated the Saturday Garden Drop Off service collecting 560 tons of Garden Waste
- Collected 1100 tons of residential waste
- Collected 730 tons of food waste - roughly 40% diversion
- Hauled 1700 tons of total waste to Hartland Landfill
- Replaced 730 bins

Fleet:

- 250 vehicle maintenance and 620 vehicle repair work orders completed
- 2 new heavy duty Utilities Maintenance vacuum trucks prepped and placed in service
- 2 new solid waste trailers placed in service
- Continue to migrate more tools from gasoline to battery power.
- Preparation of new Parking Ambassador Scooters
- Dual Pressure Washer assembly for a bin truck deck

Streets:

- Repaired over 4400 square metres of high-volume arterial roads by milling and paving 750 tons of new asphalt.
- Recycled over 700 tons of asphalt while making 100% recycled hot-mix asphalt with PW's in-house Asphalt Plant.
- Removed 225 sidewalk tripping hazards by grinding over 350 lineal meters of uneven concrete lip edges.
- Converted 27 150-watt HPS style street lights on Langley Street to more efficient 25-watt LED style lights.
- Modified 43 traffic signal touch style walk-signal request buttons to come up automatically in response to COVID-19 recommendation.



New Utilities Maintenance combo vacuum truck



New traffic signal Gorge Rd. E @ Rock Bay Ave.

Attachment B – Operational Highlights, Accomplishments and Metrics (T2 2020)

Surface Infrastructure:

- Installed signage and bollards to raise awareness of entering school safety zones at 6 elementary schools as part of the 2020 traffic calming program
- Constructed and implemented the Government Street pedestrian priority project as part of Build Back Victoria
- Implemented several new widened temporary sidewalks across the city to assist with social distancing

Utilities Operations:

- Repaired 8 sewer and storm sewers
- Completed 9 watermain break repairs
- Completed 19 water service repairs
- Flushing of 13.5km of watermain
- Inspected and cleaned 2200 catch basins
- Completed 18 km of underground camera inspections
- Cleaned 9.7km of sanitary sewer mains
- Inspected and maintained 110 fire hydrants

Emerging Issues and Challenges:

- Managing additional resource demands of Build Back Victoria Program - including temporary road closure projects on Broad Street and Government Street with increased street cleaning, repair and repainting of street furniture plus review and management of temporary patio permits
- Maintaining essential municipal engineering operations services during continuation of COVID-19 into Fall/Winter
- Growing impacts of sheltering in public places with additional resources to sanitize streets and boulevards, remove graffiti, pick up litter and remove dumped items



Downtown bus stop and bike lane asphalt repair



Oaklands School – School Zone/Pedestrian Safety/ Sir James Douglas School – School Zone Awareness

Parks, Recreation & Facilities

Highlights and Accomplishments:

- **COVID-19 Parks and Recreation Recovery Plan:** All outdoor recreation facilities including playgrounds, spray parks, tennis and basketball courts, and skate and bike parks re-opened as part of the City's Parks and Recreation COVID-19 Recovery Plan. Royal Athletic Park was also introduced has the City's recreation hub providing high value community services:
- **Summer Camps** – Weekly camps were designed for children aged 6-12 years. More than 800 local children have attended camps at RAP this summer.
- **Outdoor Fitness Programs** – Program opportunities offered for residents included Boot Camp, Zumba, Yoga, Older Adult Strength and Conditioning, and Personal Training services. More than 700 adults have participated these active programs.
- **Community Access** – Royal Athletic Park has been open to the public 26 hours a week during evenings and weekends. Staff have collaborated with the North Park Neighbourhood Association and the City's Arts, Culture and Events department to provide free programs, activities and performances, for more than 1,500 residents.



Summer Camps at Royal Athletic Park

Parks, Recreation & Facilities

- **ləkʷəŋən | Songhees Park Expansion** – In July, the Songhees Nation provided the Indigenous name for the land known as Songhees Park: *ləkʷəŋən*, which translates to “people of the smoked herring”. The detailed design process for the park has experienced some delays due to the COVID-19 pandemic, however staff are finalizing the documents and preparing for construction to begin in early 2021.
- **s̓cəmaθən | Peter Pollen Waterfront Park** – The City held its first entirely Virtual Public Open House this summer to engage citizens on the draft design concept for the expanded waterfront park. Feedback was collected from 681 residents of Greater Victoria, and 79% of respondents agreed that the proposed design aligned with the key objectives for the project. Staff continue to work with representatives of the Songhees Nation to identify opportunities for Indigenous cultural expression in the design. Staff will present the proposed concept design to Council in the fall.
- **Topaz Park Artificial Turf Field Replacement Project** – The City awarded a consulting contract for the replacement of the artificial turf field facility at Topaz Park. The project team is working on the detailed design of the project. The new facility is anticipated to be ready for play by the end of 2021.
- **Hanging Basket Installation** – For 80+ years, the placement of flower baskets on lamp posts every June has signaled the start of summer in Victoria. This year, 1,300 baskets were constructed and hung in the downtown core.



Outdoor Fitness Programs at Royal Athletic Park



ləkʷəŋən | Songhees Park Expansion

Parks, Recreation & Facilities

- **Get Growing, Victoria!** – 81,000 vegetable seedlings were grown by staff and distributed by over 40 community partners to support citizens disproportionately impacted by the COVID-19 pandemic.

Emerging Issues and Challenges

- **Significant increase in the number of individuals sheltering in parks and public spaces:** Due to the pandemic the City has experienced a large increase in outdoor sheltering, which has resulted in extensive impacts that required additional City resources. Staff have worked continuously with external stakeholders to mitigate impacts and risks to staff working in parks, individuals sheltering outdoors, and citizens using parks and public spaces.
 - Hand-washing stations and potable water provided in locations where vulnerable populations are sheltering
 - 24/7 access to all public washrooms, as well as additional portable washrooms
 - Increased cleaning of washrooms and outdoor spaces
 - Additional security to mitigate conflict in select locations
 - Distribution of information on community services available for individuals experiencing homelessness
 - BC Housing and RG Properties reached an agreement to operate a temporary sheltering in Save On Foods Memorial Centre for up to 45 people



Image from sçəmaθən / Peter Pollen Waterfront Park concept design



Hanging baskets brighten Government Street above the David Foster Harbour Pathway

Sustainable Planning & Community Development

Highlights and Accomplishments:

- **Affordable Housing** – Council approved two Victoria Housing Reserve Fund grant applications to support affordable housing. This included a revised grant of \$105,000 for development of 19 affordable units at 2558 Quadra Street (Forest Heights) by the Greater Victoria Housing Society, and a new grant of \$450,000 to assist the Victoria Cool Aid Society's construction of 70 units of affordable housing as part of the Crosstown project at 3020 Douglas Street.
- **Downtown Core Area Plan (DCAP) Update** - Staff brought forward a project plan for undertaking a review and update of the DCAP design guidelines to improve the quality and livability of new development. Early consultation with a stakeholder Working Group was conducted with more broad public consultation to come.
- **COVID-19 Response** – Staff completed a number of actions to ensure the continued processing of development applications while complying with public health orders and providing transparency and accountability to applicants and the public. This included changes to the application process to allow for digital submissions, circulation and review of applications, and a shift to holding remote online application reviews and meetings. Staff also established alternate approaches for:
 - Community Association Land Use Committee (CALUC) Community meetings
 - advisory committee meetings, including the Advisory Design Panel and the Heritage Advisory Panel
 - Public Hearings and Opportunities for Public Comment
 - Board of Variance meetings.



Forest Heights affordable housing project – 2558 Quadra Street



Crosstown project at 3020 Douglas Street

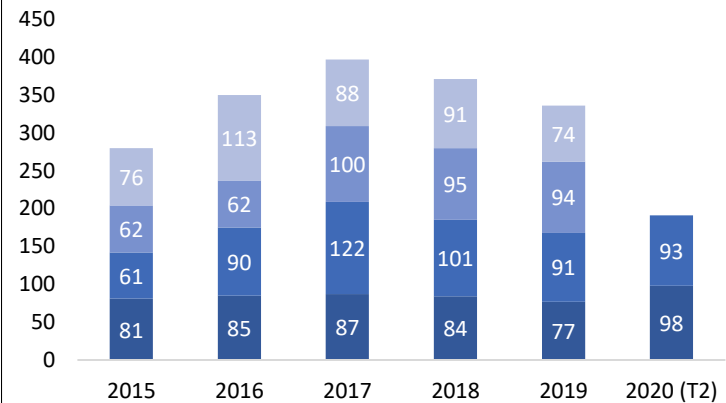
Sustainable Planning & Community Development

- **COVID-19 Recovery** – Staff brought forward recommendations to re-prioritize Victoria Housing Strategy actions as part of COVID-19 response and recovery. Council approved the following actions as 2020 priorities including: 1) supporting the rapid supply of affordable and supportive housing; 2) completing a Rental Property Standards of Maintenance Bylaw; 3) creating a Rental Licensing Bylaw to prevent evictions from renovations and demolitions; and 4) exploring a non-profit administered Rent Bank on a pilot basis.
- **Renter Engagement** - A Renters Engagement Toolkit was created with input from the Renters Advisory Committee, to help increase the participation and voice of renters in City engagements. This toolkit is intended to complement the City's Engagement Framework.
- **Climate Action** – Following consideration at a public hearing, Council approved amendments to the City's zoning bylaws to require EV readiness in new construction, where parking stalls must be energized and ready for the future installation of EV chargers. All new residential and 5% of commercial, industrial and institutional developments must be EV ready.

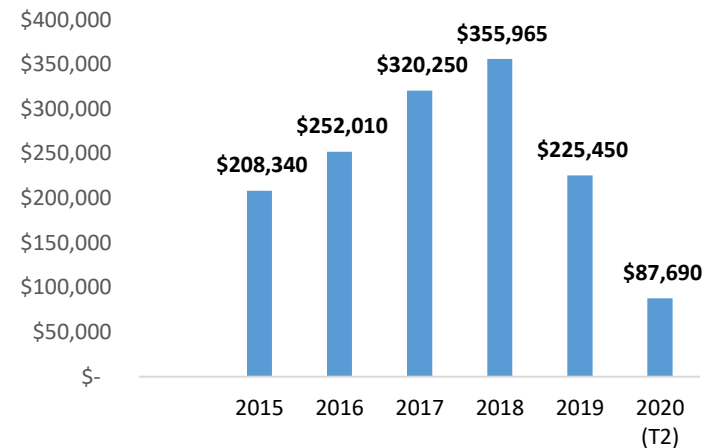
Emerging Issues and Challenges:

- **COVID-19 Recovery** - Re-prioritization of Victoria Housing Strategy actions in 2020 resulted in a delay of other Housing Strategy actions that will be revisited and progressed in 2021.
- **COVID-19 Pandemic** – During the second period, project plans and engagement methods continued to be reconsidered to accommodate online engagement techniques. Virtual charrettes (workshops) to be held in the fall as part of village and corridor planning were conceived and planned during this period. This has resulted in extension of project timelines.

Development Permit Application Volume



Construction Values - Issued Permits (\$000)



Attachment B – Operational Highlights, Accomplishments and Metrics (T2 2020)

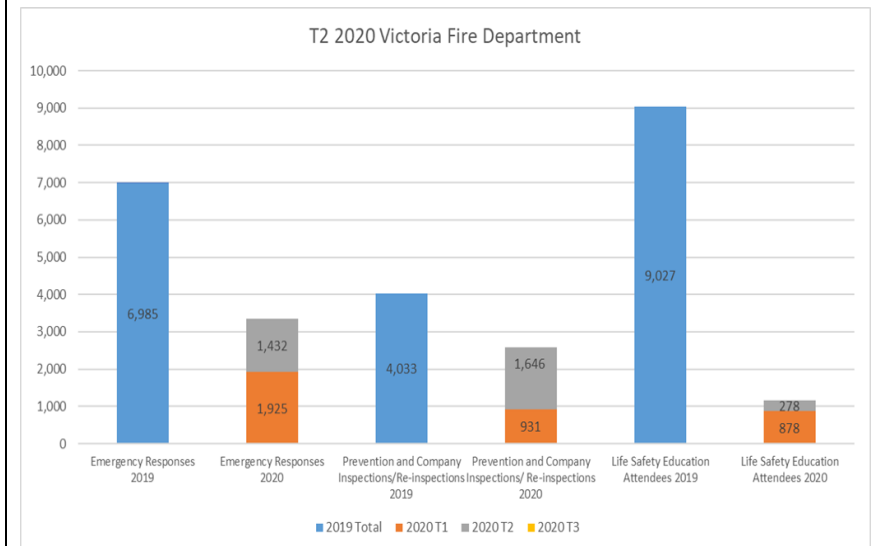
Victoria Fire Department

Highlights and Accomplishments:

- **Emergency Responses** - The Fire Department received 1,624 requests for service resulting in 1,432 responses, including 310 responses to fires including structure fires, rubbish fires, beach fires, car fires, and other miscellaneous fires.
- **Beach Fires and Illegal Backyard Burning** - Since the declaration of the pandemic in March, the department has experienced substantial increases in both beach fire activity and illegal outdoor burning complaints, largely centralized around areas of temporary sheltering.
 - The three-year average for beach fire responses for the same time period 2017-2019 was 113.6 and trending downward; 2020 responses for beach fires were 192.
 - The three-year average for illegal outdoor burning responses for the period 2017-2019 (March 1 thru August 31) was 42.6 responses; 2020 responses for illegal outdoor burning were 139.

Beach Fires and Illegal Burning				
March 31 - August 31	2017	2018	2019	2020
Beach Fires	164	97	80	192
Illegal Outdoor Burning	30	49	49	139

- **Medical Aid Responses** - There has been a reduction in our call volume this year as a result of the COVID-19 pandemic, most notably this is a result of the reduction in medical aid responses. This reduction is partially attributed to the Province's temporarily discontinuation of first responder responses to "red calls" for overdoses. With our department now responding to overdose calls there has been an increase in call volume, but in comparison to January 1 to August 31, 2019, we have responded to 45% less medical aid calls this year.

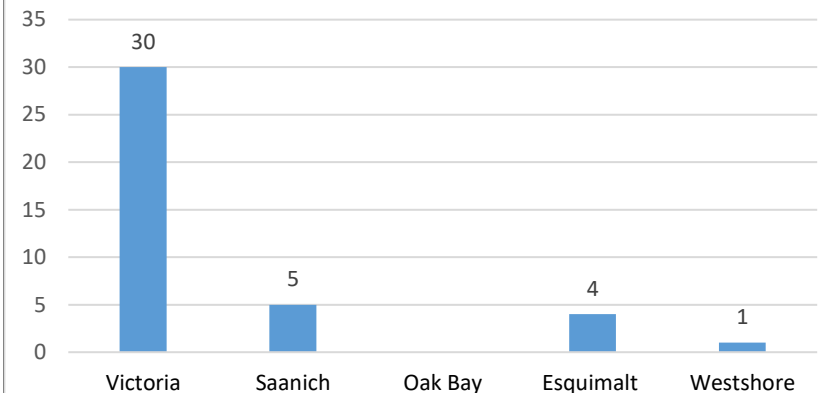


Attachment B – Operational Highlights, Accomplishments and Metrics (T2 2020)

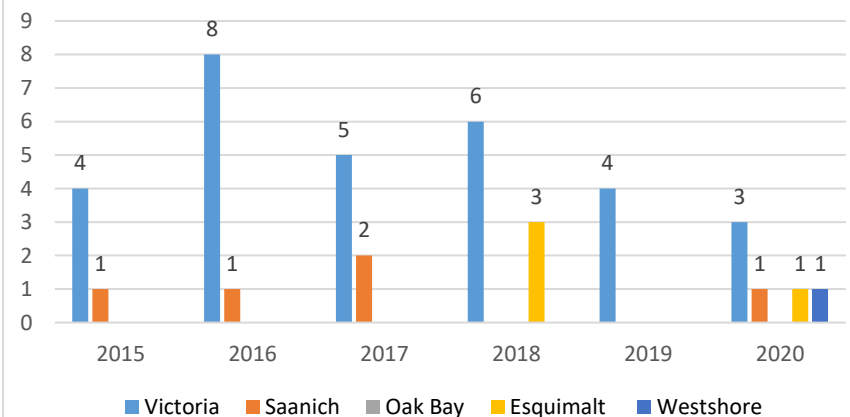
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- Overdoses** - In review of overdose related calls, the number of overdose calls this year is consistent with 2019, however, overdose calls contributed to 20% of all medical aid calls in 2019 in comparison to 36% in 2020. Fire Fighters have administered Naloxone at 15 incidents in T2, for a total of 27 incidents this year.
- Absence Management** - In review of sick hours from T1 and T2 in 2020 in comparison to T1 and T2 2019, we have seen a reduction in sick hours. In 2019, up to August 31, there were 6,205 sick hours and in 2020 in the same time period, there were 5,710 sick hours, a reduction of 495 sick hours. Of the 5,710 sick hours in 2020, 656 of these hours were as a result of public health mandated quarantine, and when these hours are removed, it shows a net reduction of 1,151 hours. This decrease in sick hours in the light of a pandemic demonstrates the success in effective absence management in the department.
- Specialized Training – COVID-19 Protocols** - Recognizing the need for maintenance of COVID-19 protocols for the scheduling and delivery of independent industry training requirements:
 - Completed 3,809 skills training hours.
 - Completed 135 hours of Hazmat Training
 - Completed 242 hours of Marine Operations Training and 449 hours of Technical High Angle Training.
- THARRP (Technical High Angle Rope Rescue Program)** – As there is a requirement through Occupational Health and Safety to have qualified rescuers in place to respond to workers working at heights, CSABC in collaboration with WorkSafeBC and the Greater Vancouver Regional District Fire Chiefs established THARRP in 1991. The program is currently administered by the BC Construction Safety Alliance (BCCSA) and overseen by the Technical High Angle Rope Rescue Steering Committee, which is comprised of representatives from the BC Fire Chiefs Association, BC Professional Fire Fighters Association, employers, labour, BC Construction Safety Alliance and WorkSafeBC. The City of Victoria joined with the District of Saanich for the Victoria Regional portion of the program in 2006. The THARRP Program funds training for fire departments in specialized technical rope and tower crane rescue procedures to respond safely and effectively to workers working at

2015 - 2020 Regional Tower Cranes



2015 - 2020 Regional Tower Cranes



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<p>heights. This 3rd party specialized training funding for fire departments has benefited all participants of the program.</p> <p>The City of Victoria has seen most of the tower crane installations and operations since inception in 2006. The participation in the program has proven beneficial for the advancement of the members skills and readiness to respond to rescue incidents involving workers working at heights as well as inspecting tower cranes for operational responses. The specialized training members have received through THARRP over the years are cost neutral for the City and through participation in the program and training, these skill sets have expanded into other areas of our operations.</p> <ul style="list-style-type: none"> • Community Education - Community education programming was delivered to over 278 recipients. In compliance with COVID restrictions, there has been a reduction of community education sessions. The department has provided information through fire drills, smoke alarm in assessments, outdoor birthday visits in the community when operationally feasible, and emergency management education sessions through a collaboration of Fire Prevention, Suppression and Emergency Management. • Connect and Prepare - In person Connect and Prepare gatherings were put on hold in March. EM staff with partners Building Resilient Neighborhoods held 3 online Champions Circles to support resident champions to connect with their neighbours. These were well received by champions as well as giving staff more insight into struggles residents are currently facing due to the pandemic. In July Connect and Prepare successfully resumed in-person gatherings at two of the original four sites and were able to complete the final gatherings in the series. • Hoarding Education Action Team - In T2, the H.E.A.T. Program received 45 calls on the H.E.A.T. hotline. There were 5 home visits, of which some were to the same citizen, in the City of Victoria. The new H.E.A.T. Facebook Group has grown to 116 members and this platform has been effective in sharing information. Staff have dedicated 28 hours to support the H.E.A.T. program. 	<ul style="list-style-type: none"> • Victoria Fire Department (VFD) Strategic Plan - Reviewed the VFD Strategic plan through a wholistic approach to our operational planning, taking into account the changing and fragile current economic climate, requirements for staff occupational health and safety in relation to the prevention of transmission of disease, and concentration on a safe, effective and efficient provision of core services. • COVID-19 - Emergency Management staff continued to work in Planning Section, EOC management, and Business Continuity until the EOC was deactivated on June 23rd. EM staff then participated in After Action Review discussions lead by the PREOC and REMP and initiated an internal AAR process to analyze the City's EOC activation with a hired consultant. • Fire Fighting Aid - In T2, Victoria Fire Department has responded to 1 incident in Oak Bay to provide Fire Fighting assistance. In T2, Victoria Fire Department did not require any firefighting assistance. <table border="1"> <thead> <tr> <th>Firefighting Aid Provided To:</th><th>Date</th><th>Incident Type</th><th>Apparatus Deployed</th></tr> </thead> <tbody> <tr> <td>Oak Bay</td><td>2020/01/14</td><td>House Fire</td><td>Engine, Battalion</td></tr> <tr> <td>Oak Bay</td><td>2020/03/22</td><td>House Fire</td><td>Engine, Battalion</td></tr> <tr> <td>Oak Bay</td><td>2020/03/25</td><td>House Fire</td><td>Engine, Battalion</td></tr> <tr> <td>Oak Bay</td><td>2020/08/22</td><td>House Fire</td><td>Engine, Battalion</td></tr> <tr> <th>Firefighting Aid Provided To:</th><th>Date</th><th>Incident Type</th><th>Apparatus Deployed</th></tr> <tr> <td>Victoria</td><td>N/A</td><td>N/A</td><td>N/A</td></tr> </tbody> </table> <ul style="list-style-type: none"> • Fire Inspections - Fire Prevention and Suppression have completed 1,646 life safety inspections and re-inspections between May and August, for a total of 2,577 this year. This was accomplished during a time when occupancies were temporarily closed or operating during limited hours. COVID-19 protocols including pre-scheduled arrangements, social distancing and the use of PPE are required to maintain Provincial Health Orders and ensure employee safety. • Oil Tank Program – in T2, the Fire Department completed 19 Oil Tank Removal Inspections, 24 Oil Tank Installations Inspections, and 1 Oil Burner Installation Inspection. In total this year, there have been 35 Oil 			Firefighting Aid Provided To:	Date	Incident Type	Apparatus Deployed	Oak Bay	2020/01/14	House Fire	Engine, Battalion	Oak Bay	2020/03/22	House Fire	Engine, Battalion	Oak Bay	2020/03/25	House Fire	Engine, Battalion	Oak Bay	2020/08/22	House Fire	Engine, Battalion	Firefighting Aid Provided To:	Date	Incident Type	Apparatus Deployed	Victoria	N/A	N/A	N/A
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<ul style="list-style-type: none"> • Hoarding Education Action Team – The clinician at Island Health supporting the H.E.A.T. Program left and had not been filled until just recently. As there has been some internal changes to this role, it is uncertain how this will affect support moving forward. The peer support groups were suspended due to COVID and to continue to provide support during this time, people are encouraged to join the Facebook group. The goal with the Facebook platform is to continually develop and make it more interactive. In July, Dr. Ochs presented a live session on animal hoarding and then addressed questions from members in attendance. Future topics for presentation are being cultivated by input from the group members. Outside of the online support, the team continues to provide consults and attempt to assist those struggling with clutter and hoarding disorder. • Public Engagement - With in-person Emergency Preparedness Workshops still on hold, efforts have been made to engage with the public around emergency preparedness in different ways. A video version of the EPW was created, published on the website and shared on social media. EM staff are also working with Engagement to update and streamline the VictoriaReady.ca website for better accessibility as well as working on a social media campaign to promote the '4 Steps to Preparedness' until ShakeOut in October. • EM Webinars - EM staff presented with partners Building Resilient Neighbourhoods on the importance of neighbourhood connections for community resilience on three different webinars. Audiences included the Health Built Environment Alliance, Selkirk College, BC Non-Profit Housing Association and other municipalities and stakeholders. Staff were able to share best practices and anecdotes from the current pandemic. • Cyclist Response Team - With staff busy working in the EOC, the Cyclist Response Team meetings were put on hold. In May, the team met virtually to write protocols for exercises and activations during COVID 19. In July and August, the CRT were able to test these procedures as well as practice using e-bikes and trailers with in-person on-bike exercises. These have been well received and ensure volunteers are ready and comfortable to activate during the pandemic if necessary. 	<p>Removal Inspections, 30 Oil Tank Installation Inspections, and 3 Oil Burner Installation Inspections</p> <ul style="list-style-type: none"> • Tsunami/Sea Level Rise - Regional Tsunami and Sea Level Rise modelling complete and report published. Staff are now working on updated planning and public education messaging. • Evacuation Route Planning - Regional and local evacuation route planning has been completed through a UBCM Community Emergency Preparedness Funding (CEPF) stream. Due to the COVID-19 pandemic the exercising and testing of the plan through EOC exercises had to be put on hold. We will be resuming the exercising of the evacuation plan in collaboration with the Township of Esquimalt and Victoria Police Department this quarter using virtual technologies to maximize collaboration among the core agencies while also maintaining the health and safety of the participants. • ESS Modernization - The Emergency Management Division is working on the ESS modernization project supported by a UBCM grant. We are working with IT to assist in testing and procuring new technology that will assist our ESS volunteers to respond to activations virtually using EMBC's online Evacuee Registration and Assistance (ERA) tool. The ESS team will be exercising their new virtual skills and technology in a workshop and exercise in Fall. • ESS activations - ESS was activated 5 times and assisted 51 individuals in T2 through the provision of food, shelter, clothing, and incidentals to evacuees affected by fires and water damage. • REMP - A revised work plan and annual business plan was developed for the Regional Emergency Management Partnership (REMP) due to the need to adapt to COVID-19. A few of the new activities REMP will be Conducting in 2021 include: a phased COVID-19 Regional After-Action Review on response and recovery in the Capital Region, developing regional Heat Alert and Response Guidelines, and conducting a regional concept of operations exercise with CAO's and EMBC leadership.

Victoria Fire Department	
Emergine Issues and Challenges <ul style="list-style-type: none">• COVID-19 - During the COVID Epidemic, the department continues to take steps to effectively continue operations with respect to staff health and safety through City Policies and the implementation of the VFD Pandemic Plan, which speaks to fire operations includes cleaning and decontamination procedures, response to medical emergencies with potential COVID infection, fire investigations and apparatus deployment considerations.• Personal Protective Equipment - As result of the pandemic, and global demand for personal protective equipment, we have had challenges securing some protective equipment as well as increased costs for items that are available.	