

CITY OF VICTORIA OPERATIONAL HIGHLIGHTS, ACCOMPLISHMENTS AND METRICS

**Third Period
Report 2020**

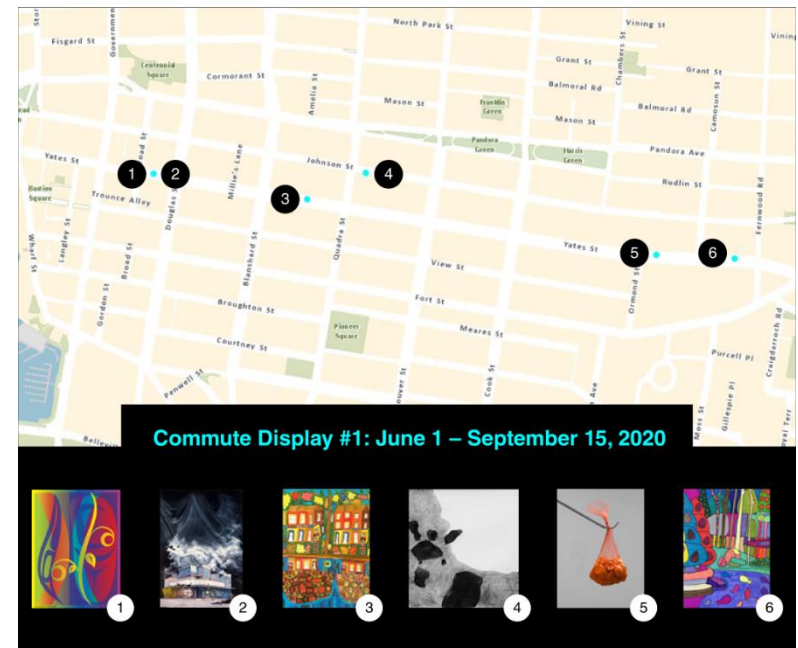
September 1 –
December 31, 2020

Business & Community Relations

Highlights & Accomplishments:

Arts, Culture & Events:

- **Commute Display** - The final installation of the Commute project was installed. The six downtown bus shelters showcase a series of original artworks by local emerging artists.
- **Orange Shirt Day** - On September 30, a virtual event was hosted on the City's Facebook Live. The video has received 304 views to-date on YouTube and 2,740 views on Facebook with 310 reactions, comments and shares.
- **Everyday Creativity Grant** - The new Everyday Creativity Grant program encourages and enables the community to realize creative opportunities for all citizens to enjoy. By the end of 2020, 32 applications have been received.
- **Butler Book Prize Gala** - The 17th annual Victoria Book Prize Gala was held virtually on October 3. Lorna Crozier was awarded the City of Victoria Butler Book Prize for *The House the Spirit Builds* (Douglas & McIntyre), and Mark Leiren-Young was awarded the City of Victoria Children's Book Prize for *Orcas Everywhere; The Mystery and History of Killer Whales* (Orca Book Publishers).
- **Poet Laureate New Works Video** - To celebrate Victoria's rich community of local writers, John Barton invited four authors - John Gould, Kathryn Mockler, Kyeren Regehr and Daniel G Scott - to read from their new works.
- **Engagement Kiosk Display** - Final display for the 2020 Kiosk display was installed in November. Artwork from local artists will animate 10 kiosks along Douglas Street and City parkades to celebrate local creatives and enhance everyday artistic encounters.



Commute Display

Attachment B – Operational Highlights, Accomplishments and Metrics (T3 2020)

- **Launch of Wherein She Dwelt** - Poet Laureate John Barton launches *Wherein She Dwelt: Emily Carr's Neighbourhood*. This project featured videos of John reading inside Carr House from his book *West of Darkness*, which is a collection of poems written in his interpretation of her voice.
- **Filming** - The third period was a remarkably busy period for the local film industry. The City issued 45 permits related to 56 days of filming in public space.
- **Festivals & Events** - Provincial health orders in effect since March have impacted the ability of local festival organizers to present programming in public space. Many event organizers have effectively utilized City of Victoria Festival Investment Grant funding to pivot to alternate formats in order to stay connected with audiences and pay artists to contribute content.

Economic Development:

- **Build Back Victoria Program (BBV)** - In October, staff provided Council with an overview of the successes and learnings of the Build Back Victoria Program. Council approved continuation of the program to provide alternative business operation solutions in line with Provincial Health recommendations and orders amidst the pandemic and the program extended October 31, 2021. Staff continue to accept new and renewal applications for the BBV program which can be submitted at any time throughout the program's duration.
- **Victoria 3.0** - The Business Case for an Ocean Futures Hub & Cluster was finalized and presented in December.

Neighbourhoods:

- **My Great Neighbourhood Grant** - applications were accepted until Dec 31 and 51 applications were approved for a total of \$184,205 in funding. The new category of Community Recovery & Resiliency



Filming in Victoria



Attachment B – Operational Highlights, Accomplishments and Metrics (T3 2020)

was well received in response to Covid-19 with a total of \$101,588 in approved grants for this category alone. Many applications focused on gardening and food security.

- **Community Virtuals** - A new initiative to connect with residents launched on November 18 with Trees in the City and then The Great Disconnect was held on December 9. These are free online events focusing on community development and resiliency in a lunch & learn format. This initiative will continue in 2021 and help to promote the My Great Neighbourhood Grant program.
- **Local Champions** - This community-based leadership development program offers a low cost, low barrier opportunity to support local Victoria residents gain skills, confidence and relationships to become more active and engaged as champions in their neighbourhood. There were six sessions plus a weekend intensive and 24 graduated community connectors. Final presentations included: Kindness Hampers - newcomer outreach, Garden Buddies - food security, Smile project - COVID response, Community Asset Mapping - neighbourhood planning, Anti-stigma Community Learning Event - understanding homelessness, Community outreach cards - social isolation.

Victoria Conference Centre (VCC):

- **Sales Initiatives** - Virtual cooking classes hosted by Business Events Victoria and hotel partners were held for key clients from Vancouver and Seattle.
- **Virtual Sales Conferences & Events** - The sales team continues to stay connected and selling through the following events held virtually; 2020 CONNECT Marketplace, MPI Ottawa Holiday Event, PCMA West Chapter Holiday luncheon, Destination Canada Business Events Research Webinar, CONNECT Cyber Business Show, MPI BC Holiday Event and Meeting Encore Holiday Event



Get Connected, Get Inspired, Get Funded



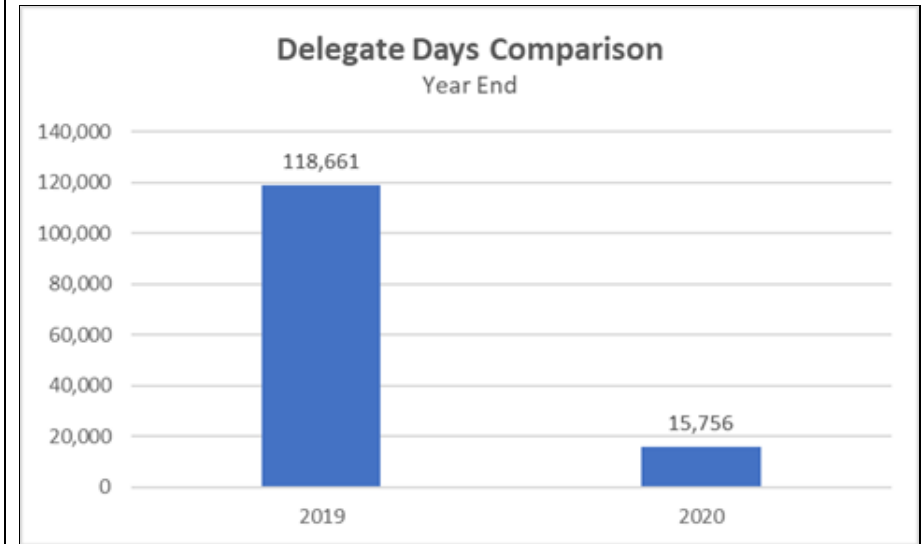
Local Champions Program

Attachment B – Operational Highlights, Accomplishments and Metrics (T3 2020)

- **Contracts** - Nine contracts were executed in the third period of 2020 (3 for 2021, 3 for 2022, 1 for 2023, and 2 for 2024)

Emerging Issues and Challenges:

- No conferences were held at the Victoria Conference Centre due to Provincial health orders. Only two events that took place were the Union of BC Municipalities virtual/hybrid event from Sept 21-25 and the City of Victoria by-election from Dec 1-9 and Dec 12, both events had limited capacity with physical distancing and all other Covid-19 protocols followed.

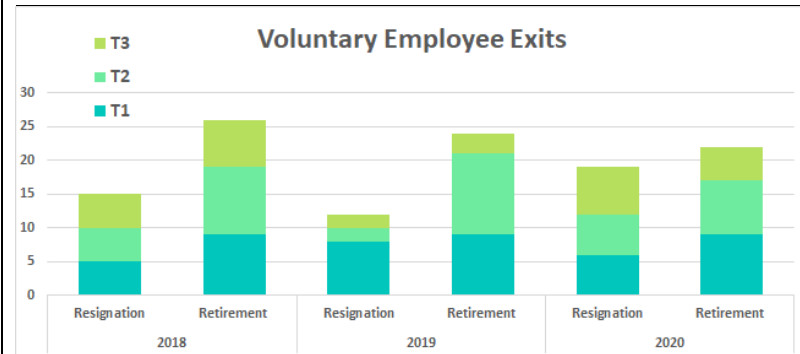


Victoria Conference Centre - Delegate Days

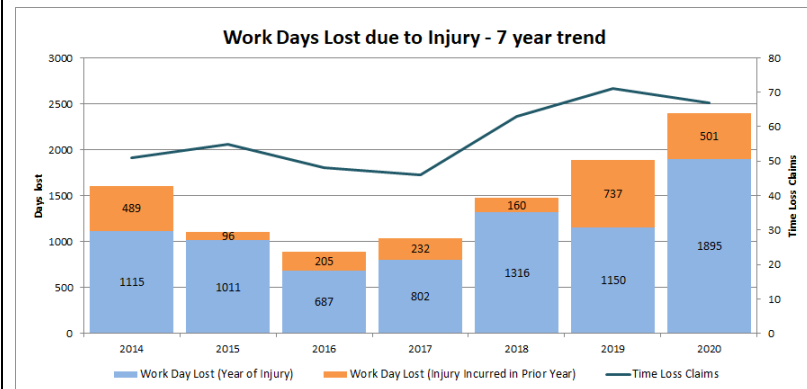
Corporate Services

Highlights and Accomplishments:

- **City Service Awards** - In 2020, the awards went viral with video tributes recognizing the contributions of staff celebrating key service milestones.
- **Leadership Development Program** - More than 50 employees completed or enrolled in the Leadership Development Program, designed to support career advancement within the City.
- **2021 - 2025 Draft Financial Plan** - The draft budget was introduced to Council on November 5 and received first bylaw reading on December 3, 2020. Public consultation took place in December and continued into January 2021 that included a survey, E-town hall and Budget Summary including a new accessible version.
- **Interim Annual External Audit** - The City completed its first fully remote interim external audit for 2020.
- **2021 Permissive Tax Exemptions** - The City granted over \$2 million in permissive tax exemptions to 108 organizations and 126 properties.
- **Youth Bus Pass** - Staff mailed a total of 6,403 monthly youth transit passes between September and December.
- **New Online Annual U-Pass System** - In December, the City implemented the new online annual U-Pass system where youth ages 6 to 18 can now apply online for a free annual BC Transit U-Pass starting in February 2021.



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



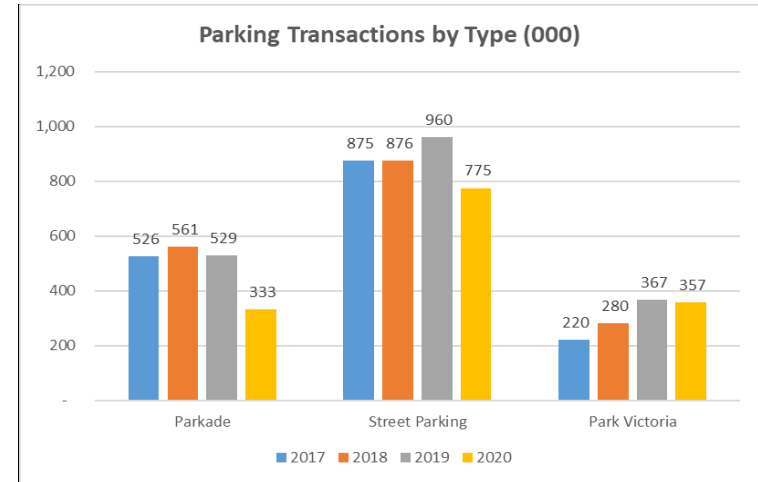
Time loss claims and work days lost due to injury continue to increase.

Corporate Services

- **Coastal Communities Social Procurement Initiative** - The Social Value Supplier Directory created in T2 informs the City of Victoria staff of vendors whose practices align with the organization's goals. Staff are undertaking training sessions for all PCard holders on how to use this directory and include social value in low value purchases.
- **Accessibility Framework** - The City adopted an Accessibility Framework and Policy to guide planning, programs, infrastructure and services. The City also began recruitment for a new Accessibility Advisory Committee.
- **By-election** - The City held a by-election on December 12 resulting in Stephen Andrew being elected as the new City Councillor. Work undertaken by the City included the creation of a candidate guide, communicating COVID-19 safety protocols and promoting voting opportunities, which included an expanded vote by mail option due to the pandemic.

Emerging Issues and Challenges:

- WorkSafe BC premium rates are likely to rise based on the City's experience rating, which reflects an increased injury rate.



Bylaw Services

Highlights and Accomplishments:

- **Short Term Rental Program** - Development of an in-house STR tracking program which has flagged multiple unlicensed STR's which we are working to bring into compliance. These are primarily in condo buildings. As a result, we are also working closely with strata councils to identify and bring those units into compliance. The 2020 appeals for denied applicants in now complete. Robust licensing, inspection and enforcement process continues.
- **Sheltering in Parks** - There are still a high number of people sheltering in City parks and public spaces. Bylaw Services is responsible for administering the City's temporary sheltering bylaws under the Parks Regulation Bylaw. This is challenging work as many people living outside may also suffer from mental health and addictions. We continue to work closely with VIHA, BC Housing, Police, Service Providers and the Victoria Coalition to End Homelessness to support those living outside.
- **Additional Officers Hired** - Five new bylaw officers were hired to assist with the large volume of work as a direct result of the COVID-19 pandemic, Provincial Health Orders enforcement and the homeless crisis. This has enabled us to begin addressing backlogged calls for service not related to urgent public health and safety matters.
- **Provincial Health Orders** - Bylaw Officers are required by the province to assist in regulation and enforcement of public health orders. Specifically, we are assigned to respond, monitor and report on compliance of community facilities such as community halls, museums, places of worship, theatres, parks, sports arenas, and casinos. As well bylaw officers have been given authority to write Provincial Violation Tickets for price gouging.

940 Caledonia

This temporary sheltering site has been established by the City of Victoria for individuals who were displaced by flooding in Central Park in December 2020.

The following rules apply at all times to anyone entering this site:

- No new structures of any type may be erected without authorization of the City of Victoria
- Individuals must follow current Provincial Health orders and COVID-19 pandemic guidelines while on the site
- Tents and platforms may not be moved from their designated locations
- Personal property, including tents, must remain within a 9 square metre footprint
- Open flames, combustible cooking and heating appliances are PROHIBITED
- For COVID-19 prevention reasons, only residents, City of Victoria staff, authorized service providers and emergency/security personnel can enter this site

Individuals who do not comply with the above requirements or the direction of City of Victoria staff may be removed from the site.

Contact information:

City of Victoria Bylaw Services
250.361.0215

Coalition to End Homelessness
250.370.1512

BC Housing, Vancouver Island Region
250.475.7550

Island Health
250.370.8699

For emergencies dial 9-1-1



victoria.ca/sheltering

Bylaw Services

As always, we work closely with our local and provincial regulatory partners.

- **Royal Athletic Park** - Due to the flooding in Central Park in December of 2020, the City opened a temporary emergency space in the Royal Athletic parking lot at 940 Caledonia. Bylaw Officers regulate City rules on this privately owned space.
- **COVID-19 health and safety precautions** - Bylaw Officers are considered essential workers and as such all staff continued to work in the field. Extensive health and safety measures were implemented including offices, vehicles, PPE and enhanced hygiene and cleaning.

Emerging Issues and Challenges:

- **Back-logged Calls for Service** - As a result of the health emergency, all other calls for service of lesser priority were placed on hold. As a result, there are hundreds of unanswered files which still require investigation. Although the addition of five new bylaw officers is having a positive effect and backlogged files are reducing in number, this continues to be a challenge.
- **Right of Way Issues** - Construction right of way violations continue. Some construction companies regularly violate permit requirements and/or do not obtain a permit causing public safety issues. Strategies are being developed to deter this behavior, including the recent hiring of an additional staff to address escalating street permit demands in Transportation.
- **Encampment Prevention** - there continues to be a shortage of supportive housing units, and as a result there will continue to be persons sleeping in parks and public spaces and the.

Beacon Hill Park Temporary Outdoor Sheltering



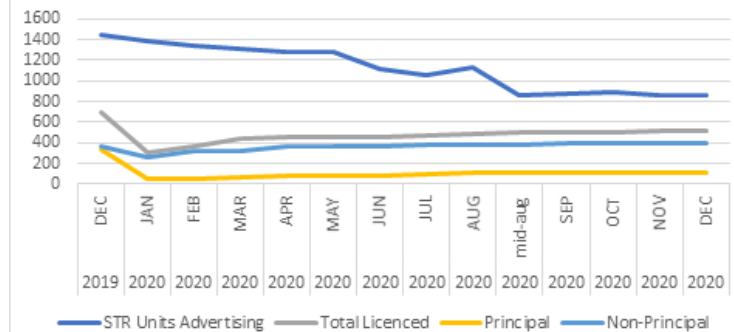
Other Parks With Washrooms Where Temporary Outdoor Sheltering is Allowed Under the Parks Regulation Bylaw

Park Name	Time to Walk from Home	Park Name	Time to Walk from Home
Irving Park	15 mins	Stadacona Park	40 mins
Central Park	30 mins	Regatta Point (Bailyards)	45 mins
Gonzales Park	30 mins	Victoria West Park	45 mins
Hollywood Park	30 mins	Cecelia Ravine Park	60 mins
Pemberton Park	40 mins	Oaklands Park	60 mins



VICTORIA Bylaw Services 250.361.0215 | bylawservices@victoria.ca

STR Units in the City of Victoria



Attachment B – Operational Highlights, Accomplishments and Metrics (T3 2020)

Bylaw Services	
<p>Balancing bylaw officer resource time between homeless issues and all other calls for service will be a very big challenge for the remainder of 2020.</p> <ul style="list-style-type: none">• Short Term Rental - The shortage of available housing in Victoria remains an issue. As such, returning unlawful STR suites back to the rental market is a high priority.	<p>What is the role of bylaw officers and the PHO orders?</p> <p>Bylaw enforcement officers are asked to continue their work supporting efforts to slow the spread of COVID-19 within the community by providing information and assistance to the public and health officers on PHO orders. Up to date PHO orders can be found online: https://www2.gov.bc.ca/gov/content/health/about-bc-s-health-care-system/office-of-the-provincial-health-officer/current-health-topics/covid-19-novel-coronavirus</p> <p>Local bylaw enforcement officials provide an important role using their existing tools and are often the “eyes and ears on the ground”, providing important intelligence. The assistance they can provide to support compliance with PHO orders includes:</p> <ul style="list-style-type: none">• monitoring facilities and areas closed to the public by a PHO order;• providing information and advice to businesses and members of the public in respect of PHO orders, including providing warnings to businesses and members of the public who may be acting in contravention of a PHO order;• providing regional public health officers or WorkSafeBC with information in respect of potential contraventions of a PHO order; and,• contacting police agencies for support if further enforcement action is needed (the same as they would on other matters where police support is warranted/required).

Engagement*

Highlights and Accomplishments:

- **COVID-19 Response and Recovery** - Continued communication planning and support for the City's COVID-19 response and recovery.
- **Participatory Budgeting** - Staff supported the community-led initiative during the public voting phase. There were 26 projects or activities in the running to enhance or enrich the lives of newcomers to Victoria. After the votes were counted, \$50,000 was awarded to seven community-led projects, ranging from food sustainability to gardening, financial literacy, programs to build relationships between newcomers and Indigenous community groups, an app to make it easier for newcomers to access healthcare, and workshops to educate the community on how they can help combat racism by being stronger allies to visible minorities.
- **2021 Budget Engagement** - Public engagement opened in December on the 2021 Draft Budget and continued into mid-January 2021. Residents and businesses could share their priorities for investment to help inform Council's decisions by completing an online survey, submitting written correspondence and participating in the Virtual Budget Town Hall.
- **Regional Speed Reduction** - The City began working with municipalities across the Capital Region to explore a reduced speed limit pilot project on neighbourhood streets. The community could learn about the project by watching an online video and then sharing their feedback and ideas in an online survey.
- **Urban Design Guidelines** - An online workshop was held to align urban design guidelines with high-performance buildings.



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Engagement*

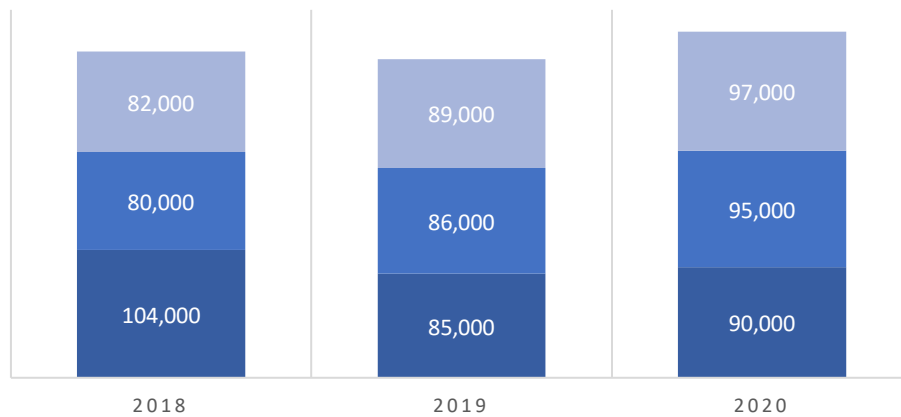
- **Engagement Activities** - From September to December 2020, 38 virtual engagement activities were held, consisting of external and internal focus group sessions, as well as stakeholder presentations and meetings. 3,692 surveys were completed and 209 public input emails were received as part of engagement activities.

EMERGING ISSUES AND CHALLENGES:

- Due to events being limited to under 50 people and requiring physical distancing to curb the spread of COVID-19, in-person community engagement continued to be replaced by virtual engagement using the City's engagement portal.

Social Media

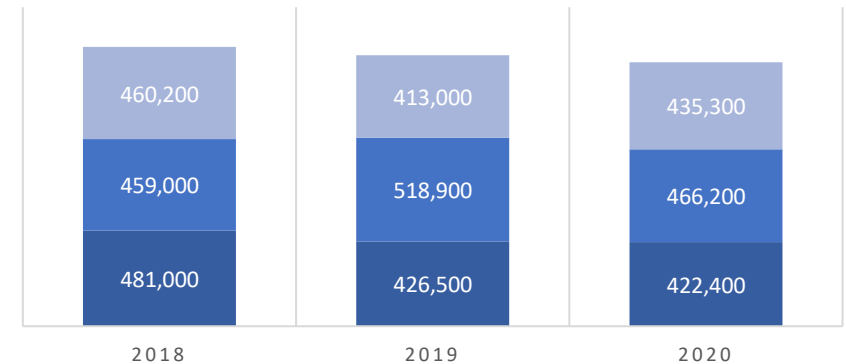
■ T1 ■ T2 ■ T3



Compared to T3 2019, the total combined social media audience (Twitter, Facebook, Instagram) increased by (2.11%) in T3 2020, representing continued growth in the City's online conversations.

Website Visits

■ T1 ■ T2 ■ T3



Although there was a decrease in T3 2020 of 30,888 (7%) in visits to the City's website compared to T3 2019, this was due to the introduction of the City's new online engagement tool, which received close to 15,000 visits, bringing the reduction in total visits to 3.5% during the pandemic.

* A number of the activities and accomplishments of the Engagement Department are imbedded within other department highlights as a support department.

Engineering and Public Works

Highlights and Accomplishments:

Climate Action and Environmental Sustainability:

- Released the *2020 Climate Leadership Plan* Status Report
- A seven-part online series of stakeholder focus groups, community presentations and meetings were held to inform the City's new *Zero Waste Strategy*.
- Additional zero waste stations were installed across community
- Stakeholder engagement took place to inform the City's new Electric Vehicle Strategy, as well as inform the community about the new Direct Current Fast Charger being installed on Store Street.

Engineering:

- Infill of under sidewalk basement and sidewalk restoration at 1304 Government Street
- Major upgrade to GIS and VicMap improving security, performance and adding new functionality
- Completed the following projects:
 - Constance watermain, between Esquimalt and Astle
 - Haultain watermain, between Forbes and Belmont
 - Huron sewer forcemain, between Dallas and west end
 - Caledonia storm drain main, between Douglas and Blanshard
 - Reed watermain, between Alder and Glasgow

Transportation:

- Completion of the Dallas Road Balustrade Railing Replacement and support for Multi Use Pathway
- Opening of Harbour Road AAA cycling facility and ongoing construction of Vancouver/Graham/Jackson bikeways
- The community was invited to provide input through virtual open houses and online surveys to help determine the best route alignment for the All Ages and Abilities cycling network connectors in Oaklands, Fernwood and along Fort Street west of Cook Street.



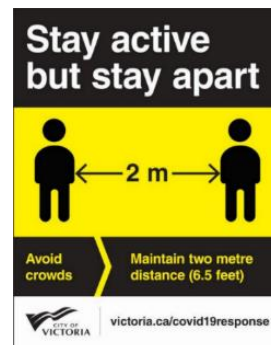
Electric Vehicle Charging Station

Attachment B – Operational Highlights, Accomplishments and Metrics (T3 2020)

- Construction of Memorial Crescent Sidewalk and new public plaza
- Blanshard Street (Courtney to Humboldt) repaving and sidewalk improvements complete

Public Works:

- Construction of six Electric Vehicle charging stations on Broad Street
- Blanshard St at Kings Road - construction of new bike/pedestrian signalized crossing
- Procured five electric passenger vehicles for Victoria Fire Department and finalized approval of a preferred electric heavy-duty truck supplier
- Provided ongoing sheltering and encampment support.
- 400 fire hydrants were painted as per NFPA (National Fire Protection Association) specifications to identify flowrates for fire suppression
- Designed and manufactured COVID signage and decals for COVID awareness:
 - 1800 signs
 - 400 decals
 - 350 large antiskid floor decals
- Watermain flushing – 108 km of watermain were flushed to maintain the pipes for delivery of safe drinking water to residents and visitors.
- Received and responded to 4967 calls for service.



Parks, Recreation & Facilities

Highlights and Accomplishments:

- **Agamemnon and Eleni Kasapi Park** - In November, the City opened a new park in the South Jubilee neighbourhood. The 11,800 square metre greenspace has been named Agamemnon and Eleni Kasapi Park in recognition of the family's preservation of the property for the benefit of the community. The park is comprised of a large Garry oak meadow, and the City will be providing a few enhancements including a wood chip pathway, seating and interpretive signage.
- **Topaz Park Skate and Bike Parks** - The City received an overwhelming response to a Request for Proposals (RFP) for the design and construction of new skate and bike parks at Topaz Park. Staff are in the process of selecting the successful proponent. Once the contract is awarded, the project team will begin work on the detailed design of the new facilities, which are anticipated to be ready for use in the summer of 2022.
- **Topaz Park Remediation** - The City reopened Topaz Park following remediation of various areas due to the temporary use of the park for overnight sheltering by nearly 200 individuals, during the COVID-19 pandemic. The City partnered with BC Housing, which provided funding for the repair work relating to the playground, playing fields and natural areas.
- **Poinsettias** - The Nursery team grew close to 400 poinsettia plants. A small poinsettia tree was installed at City Hall, and over half of the plants grown were distributed to non-profit



Agamemnon and Eleni Kasapi Park



Topaz Park Improvement Plan

Parks, Recreation & Facilities

community partners such as housing providers and community centre operators.

- **Tree Planting** - In 2020, 535 trees were planted on public land, exceeding the City's annual tree target of 500 new trees.
- **Planting Resources** - Staff developed a new set of resources for residents and stakeholders to assist with tree selection and new tree care. These new resources are available for download on the City website.
- **Park Regulation Bylaw Amendments** - In September, the City adopted amendments to the Parks Regulation Bylaw to help address a number of health and safety issues related to sheltering in parks. Staff from various departments collaborated to implement the changes, including installing signage and distributing communication materials to individuals and service providers.

Emerging Issues and Challenges

- **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 a range of impacts requiring significant resources. Staff have worked continuously with stakeholders to mitigate risks to staff working in parks, individuals sheltering outdoors, and citizens using parks and public spaces. The total number of shelters in parks reached a high of over 320 in the fall of 2020.
- **Extreme Weather** - Due to the effects of heavy rain and snow, Central Park experienced extensive flooding in December, affecting individuals living in the park and



Poinsettias growing in the Beacon Hill Park nursery



535 trees were planted on public land this year

Parks, Recreation & Facilities

damaging property. In response, the City made the parking lot at 940 Caledonia Ave available for 36 temporary shelters to be erected, and with support from BC Housing, the North Park Neighborhood Association, the Coalition to End Homelessness, and other volunteers, individuals were relocated from Central Park to the parking lot and provided with a new tent and bedding. Central Park was subsequently closed to access so that the City could assess damage to the park and develop a remediation plan.

- **Aging Facilities** - The Crystal Pool and Fitness Centre required major repairs to the ventilation system and pool tank, which necessitated an extended closure through the end of 2020. Many of the facility's building systems are beyond their functional service life and present maintenance and service challenges. Staff continue to take a risk-based approach to maintaining this community amenity.



Repairs to Crystal Pool included new ventilation equipment



Shelters erected at 940 Caledonia Ave

Sustainable Planning & Community Development

Highlights and Accomplishments:

- **OCP** - The Official Community Plan Annual Review 2019 was completed, which is the eighth annual snapshot of progress towards achieving the OCP. The review included 2019 data on key annual indicators to measure plan progress. Amendments to the OCP were also recommended to keep the plan current and aligned with various City-wide plans and policies that have been approved since OCP adoption.
- **New house conversion zoning regulations** - Regulations adopted, expanding opportunities to convert single-family houses to multi-unit housing. The new regulations incentivize the inclusion of rental, affordable rental, affordable home ownership units and heritage designation.
- **Village and Corridor Planning** - The next phase of engagement for Village and Corridor planning launched in Fall 2020 for the North Park, Hillside-Quadra and Fernwood neighbourhoods. It included online workshops with the project working group and community stakeholders from diverse backgrounds. Concepts, options and opportunities were prepared, informing a survey released in December to gather broader public feedback.
- **Rental Property Standards of Maintenance Bylaw** - a new bylaw was adopted in November, taking effect in January 2021 to ensure quality, safety and livability of rental units.
- **Housing Needs Assessment** - Completed the needs assessment for Victoria to inform future planning, in accordance with recent legislative requirements that all local governments



Village and Corridor Planning



Wellburn Building



Gorge and Irma

Sustainable Planning & Community Development

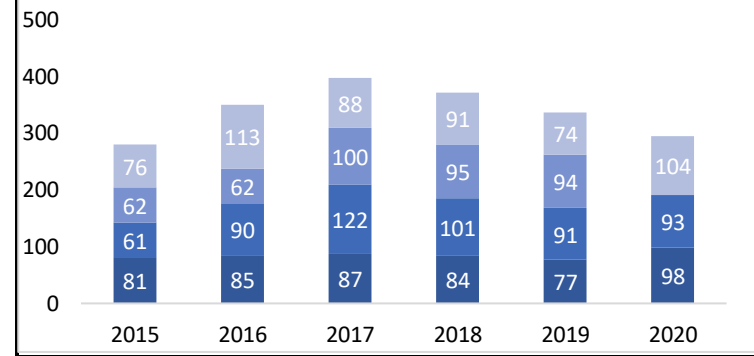
complete housing needs reports by April 2022 and every five years thereafter.

- **Victoria Housing Strategy Annual Review** - The first Victoria Housing review was completed, which summarized the Strategy's achievements, identified challenges and proposed improvements, and recommended actions of focus for 2021.
- **Rentals** - 258 new rental homes were approved at two properties, including 153 rentals at Gorge Road and Irma Street in the Burnside Gorge neighbourhood, and 105 at the former Wellburn's Market building at Pandora Avenue and Cook Street in the North Park neighbourhood. The Wellburn's Market building was also protected through a Heritage Designation bylaw.
- **Online applications** - Developed an on-line Plumbing Permits application available through eApply for launch in January 2021.

Emerging Issues and Challenges

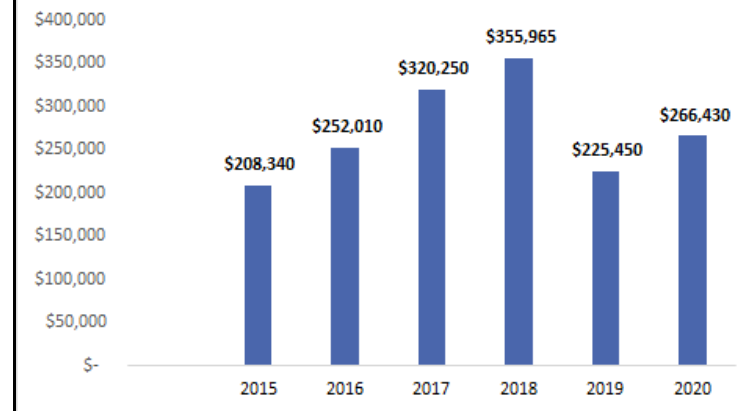
- Community Planning experienced vacancies in housing-related positions, which together with a focus on daily operations, have contributed to project delays or extension of timelines.
- Application volumes and enquiries about future projects continue to be high. Combined with the large number of complex and priority applications, and the need to adapt processes to respond to COVID, staff resources are challenged.
- These factors and others are also resulting in increased challenges in meeting target turn-around times for development and building permits.

Development Application Permit Volume



Development Application Permit Volumes were slightly lower than 2019.

Construction Values - Issued Permits (\$000)



Construction values for permits issues was slightly higher than 2019.

Attachment B – Operational Highlights, Accomplishments and Metrics (T3 2020)

Victoria Fire Department

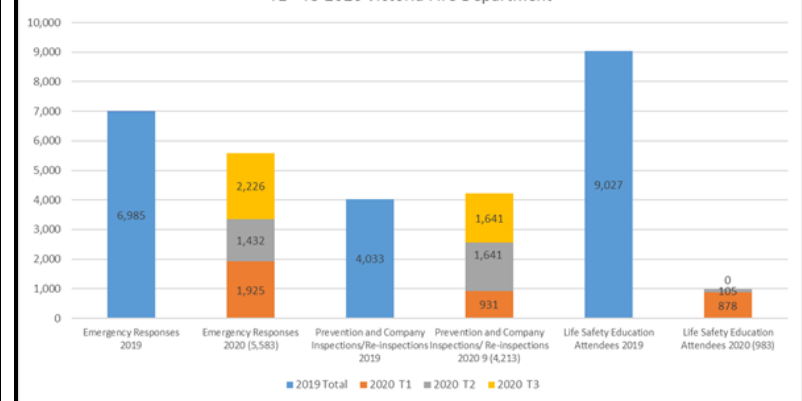
Highlights and Accomplishments:

- Emergency Responses** - The Fire Department received 2,401 requests for service resulting in 2,227 responses a 56% increase over T2, which included 176 responses to fires such as structure fires, rubbish fires, beach fires, car fires, and other miscellaneous fires.
- Emergency Responses** - Fire saw a reduction in annual call volume from 6,985 responses in 2019 to 5,583 responses in 2020. This reduction was primarily attributed to the Province's temporarily discontinuation of first responder responses, which has now returned to the normal response protocols. During T3, monthly response numbers are back in line with 2019.
- Overdoses** - Responded to 366 overdose calls, for a total of 928 in 2020. This is an annual increase of 17% over 2019 which had 795 overdose calls. Fire Fighters have administered Naloxone at 17 incidents in T3, for a total of 44 incidents in 2020.
- Absence Management** - In review of sick hours from 2020 in comparison to 2019, there has been a reduction in sick hours. In 2020, there were 8,835 sick hours and in 2019 there were 9,159, sick hours, a reduction of 324 hours in 2020. Of these 8,835 sick hours in 2020, 704 hours were a result of public health mandated quarantine, and when these hours are removed, it shows a net reduction of 1028 hours. This decrease in sick hours in the light of a pandemic demonstrates the success in effective absence management in the department.
- Capital Budget Management** – In review of the anticipated effects of the management of the pandemic, review and prioritization of capital

2020 VFD Incident Breakdown

ALARM ACTIVATED/NO FIRE	1,110	19.88%
EXPLOSION	6	0.11%
FIRE - NON-REPORTABLE	449	8.04%
FIRE - REPORTABLE	241	4.32%
HAZ-MAT	36	0.64%
MARINE	7	0.13%
MEDICAL	1,589	28.46%
MEDICAL - CANCELLED EN ROUTE	224	4.01%
MEDICAL - CANCELLED ON SCENE	1,027	18.39%
MOTOR VEHICLE INCIDENT	282	5.05%
MUTUAL AID RESPONSE TO OAK BAY	5	0.09%
PUBLIC HAZARD	135	2.42%
PUBLIC SERVICE	298	5.34%
RESPONSE CANCELLED	8	0.14%
RESPONSE - UNFOUNDED	163	2.92%
SPECIALIZED TRANSPORT	1	0.02%
TECH RESCUE	3	0.05%
Total Incidents	5,584	100.00%

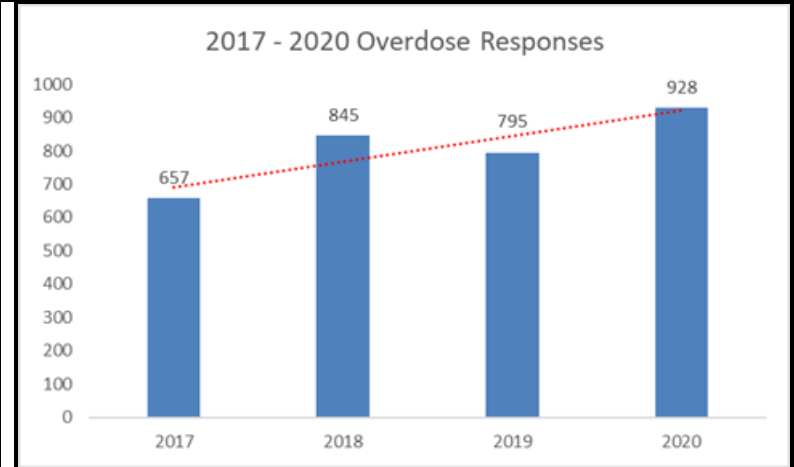
T1 - T3 2020 Victoria Fire Department



Victoria Fire Department

asset replacement was reviewed and prioritized by staff, deferring the purchase of equipment into following years.

- Fire Boat Refit** - Fire Boat 1 “Protector” was scheduled for hull repairs and while underway, it was discovered there were additional corrosion issues identified that required immediate repair. The extent of these repairs, which was not expected, has transitioned into a refit that has been funded through existing capital budget. Through this refit, the life span of this fire boat has been extended, and timelines for capital funding for replacement extended.
- COVID-19** - During the ongoing COVID Epidemic, the department continues to take steps to effectively continue operations with respect to staff health and safety through City Policies and the VFD Pandemic Plan, which speaks to fire operations includes cleaning and decontamination procedures, response to medical emergencies with potential COVID infection, fire inspections and apparatus deployment considerations.
- COVID-19 EOC** - The City of Victoria conducted an Interim After-Action Review (IAAR) led by the Emergency Management Division, which identifies what worked well and what could be improved upon related to the City’s response to the COVID-19 pandemic and identifies immediate and longer-term actions to increase efficiency and enhance preparation for response to future phases of COVID-19. Aspects of this review will also apply to other emergencies. The review covers the period of Emergency Operations Centre (EOC) activation - from March 10, 2020 to June 23, 2020. This is considered an Interim Review since the City’s pandemic response is continuing.
- Fire Inspections** - Fire Prevention and Suppression have completed 1,641 life safety inspections and re-inspections in T3 for a total of



Below 500 GPM

500-999 GPM

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4,213 inspections in 2020. This was accomplished during a time when some 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.

- **NFPA Hydrant Colour Coding** - Engineering and Public Works completed the enormous task of updating the City's fire hydrant to provide color coding in compliance with National Fire Protection Associated (NFPA) 291. This enables responding fire crews to efficiently identify the hydrant colours which correlates with the available water flow rate of the hydrant. This update supports efficient water supply determination and fire ground operations.
- **Hoarding Education Action Team** - The H.E.A.T. Program received 56 calls on the H.E.A.T. hotline resulting in four home visits within the City of Victoria. In total in 2020, there were 147 calls to the H.E.A.T. hotline, resulting in 10 home visits and 103 hours dedicated to the program. The new H.E.A.T. Facebook Group has continued to see success since implementation and has now grown to 348 members.
- **Personal Protective Equipment** - As result of the pandemic, and global demand for personal protective equipment, continue to face challenges securing some protective equipment as well as increased costs for items that are available.
- **Mechanical Division** – Through Victoria Fire Department's Regional Fleet Servicing, completed fire pump testing for Langford Fire Department's fleet and Commercial Vehicle Inspections and preventative maintenance for Sooke Fire Department's fleet. Commercial Vehicles. Inspections were also completed on Victoria Fire Department apparatus.



1,000-1,499 GPM

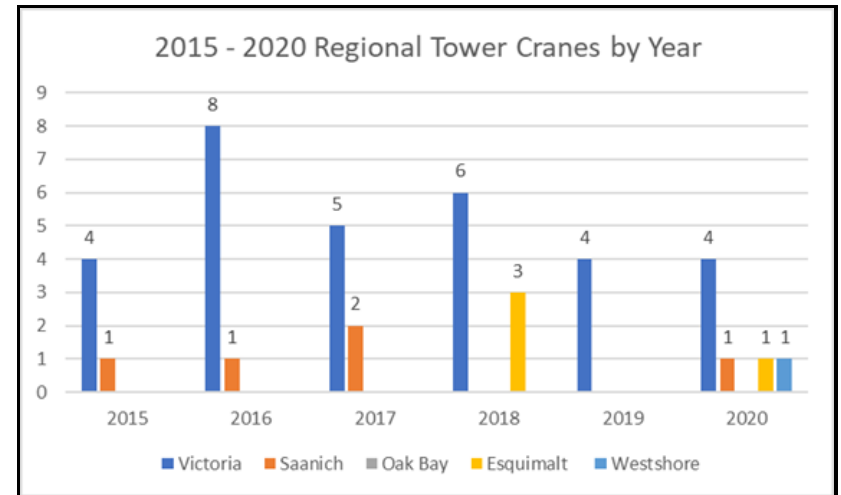
1,500 GPM or more



VFD Headquarters Electric Vehicle Charging Station

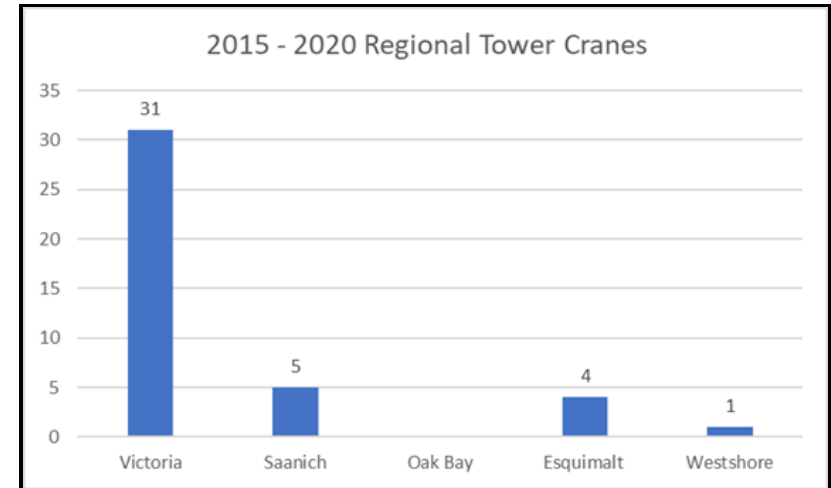
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- Oil Tank Program** - Completed 20 Oil Tank Removal Inspections, 15 Oil Tank Installations Inspections, and one Oil Burner Installation Inspection. In total this year, there have been 57 Oil Tank Removal Inspections, 43 Oil Tank Installation Inspections, and four Oil Burner Installation Inspections
- Fire Fleet** - Working in collaboration with Public Works, Climate Action, and Finance have secured the departments first electric cars and a new Emergency Support Services van to assist the public in the provision of food, shelter, clothing, and incidentals to evacuees affected by fires or other emergency events. Facilities has installed two Level 2 electric vehicle chargers and are working with Engineering and Public Works on a paint application to designate EV parking spots. The VFD Mechanical Division will prepare these vehicles for service in 2021.
- Training** - Recognizing the need for maintenance of COVID-19 protocols for the scheduling and delivery of independent industry training requirements, completed 3,760 hours of aggregate training in T3 for a total of 11,623 aggregate hours in 2020, which includes 2,024 hours dedicated to THAARP Training. New equipment has been installed at all station to assist the Training Officer in delivering training remotely. T3 training highlights include:
 - 1,263 hours of Technical High Angle Rope Rescue Training
 - Four new members completed 120 hours each of specialized training to become funded Technical High Angle Rope Rescue Instructors
 - Participated in two Regional THAARP training days in Victoria which was completed independently this year to comply with COVID-19 restrictions.



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- Four First Responder recertification courses were completed
- 13 online Officer development courses were delivered to our future Officers to meet CA promotional requirements
- **THARRP (Technical High Angle Rope Rescue Program)** - Participation in this program, which meets the requirement for Occupation Health and Safety to have qualified rescuers in place for workers working at heights, provides cost neutral specialized high angle rope rescue training and equipment. This program also provides remuneration for conducting tower crane inspections within our jurisdiction. These specialized skill sets are transferable into other areas of the Victoria Fire Department's operations. These specially trained members completed over 30 tower crane inspections to support the 31 tower cranes present in the City of Victoria in 2020. The graphs below provide an overview of tower cranes in the region between 2015 -2020 in which the City of Victoria has seen the majority.
- **Business Impact Analysis** - Led City departments through COVID-19 specific Business Impact Analysis workshops which will provide the City an overarching summary of which City processes are currently being completed remotely and can continue to do so, which ones require additional IT assets or other resources for remote work, and which processes need to be brought back "in-person" and when. The processes are ranked by priority based on the impact rating assigned for life, health and safety, financial, brand/reputation, legal/regulatory, and operational impacts of the process.
- **Community Education** - Community education programming was delivered virtually due to the COVID-19 pandemic. The Emergency Preparedness Workshop is available for public viewing online at



- **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 in Q3 but in Q4 the exercising of the evacuation plan in collaboration with the Township of Esquimalt and Victoria Police Department resumed using virtual technologies to maximize collaboration among the core agencies while also maintaining the health and safety of the participants. Staff from PW and Engineering, Engagement, Fire, and GIS all participated in the exercises and provided valuable feedback which will allow us to adapt and improve our evacuation plans based on lessons learned in the exercises.

Attachment B – Operational Highlights, Accomplishments and Metrics (T3 2020)

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<p>VictoriaReady.ca. In 2020 educational programming was delivered to 983 recipients.</p> <ul style="list-style-type: none">• Connect and Prepare - Staff partnered with Building Resilient Neighbourhoods to continue to support current and past cohorts of Connect and Prepare through virtual check-ins, purchasing the \$500 worth of supplies for two sites who completed the program, and holding a virtual Champions Circle in November to brainstorm ideas for neighbour connections through the winter. The Connect and Prepare team are also using this time to develop curriculum for the 2021 cohorts.• Public Engagement - With in-person public education still on hold, this year Emergency Management staff and volunteers participated in a virtual ShakeOutBC drill. Staff encouraged residents and businesses to participate in ShakeOutBC via social media and media release. EM staff with Engagement completed a large update to the VictoriaReady.ca website and created videos in a “Four Steps to Preparedness” campaign that was well received.• Regional Tsunami Public Education - With the regional Tsunami and Sea Level Rise modelling completed and report published, the regional Public Education Working Group, led by CoV staff, are working on a public education campaign for Tsunami Awareness Week in March.	<ul style="list-style-type: none">• Emergency Support Services (ESS) Modernization - ESS modernization project supported by a UBCM grant. The Victoria ESS team, through the partnership with the Canadian Red Cross, participated in two in-person exercises this fall. The exercise followed COVID safety procedures and incorporated COVID procedures if ESS group sheltering or lodging was needed. The team expressed the value of this exercise and follow up action items continue to be implemented to improve the plan.• ESS activations - ESS was activated six times and assisted 63 people in T3 through the provision of food, shelter, clothing, and incidentals to evacuees affected by fires and water damage. In total for 2020, there were 13 events and 118 people assisted.• Regional Emergency Management Partnership - 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 projects REMP will be Conducting in 2021 include: Extreme Heat Planning, Evacuation Route Planning, and the COVID-19 Regional After-Action Review Interim Reports.