

Appendix C: 2021 Core Service Delivery Work Plan (Second Period Update)

Service Area	Service Description	Department	T1	T2	T3
Business Hub	To guide new and existing businesses through the City's processes, find ways to reduce or mitigate red tape, provide resources in the community to assist businesses	Business and Community Relations	Review and Process BBV Applications and Inquiries, Hold focus groups for Arts & Innovation District Market study; Downtown Clean & Safe Committee Quarterly review; BCEDA Virtual Conference, Douglas 10 to Watch Awards and SBBC Awards, Assist businesses through City processes	Onboard new Business Ambassador, Review and Process BBV Applications and Inquiries; Downtown Clean & Safe Committee Quarterly review, Picnic & Patios campaign / contest launch; Economic Development web pages redesign review; Indigenous Business Directory - proposed website created; COTW Report - Victoria 3.0 Update; Chamber Awards; YAM Restaurant Awards; Assist businesses through City processes	Guide BBV Participants through new Sidewalk Cafe Licence Applications; Downtown Clean & Safe Committee Quarterly review; Mitigation Strategy project review; "Cut the Red Tape" workshop; Retail Strategy timing review; Small Business Week; IDA and EDAC conferences; Assist businesses through City processes
Create Victoria Master Plan	Implementation of Create Victoria Arts and Culture Master Plan	Business and Community Relations	COTW Workshop on Cultural Space Road Map, Cultural Infrastructure Grants (CIG) Opens	Victoria Music Strategy Implementation: Music Symposium, Summer Playlist and Increased Music Programming, CIG COTW Report	Cultural Space Road Map Phase Two
Creative Animation and Programming of Public Space	Programming includes free arts and culture activities in Centennial Square and Cameron Bandshell, poet laureate and youth poet laureate events and readings, artist in residence and Indigenous artist in residence programs, Canada Day celebrations, public art programs, Indigenous symposium, seasonal animation and banner program.	Business and Community Relations	Poetry Month, Youth Poet Laureate Announcement, Art in Kiosks, Chinese Lantern Install	City-wide summer programming including music performances and community art programs, AIR and IAIR projects, poetry events, installation of temporary public art downtown, Canada Day, publication of the CityVibe, summer banner install	Orange Shirt Day, Butler Book Prize and Children Prize awarded, youth poet laureate and poet laureate nomination process, winter seasonal animation
Festival, Event and Film Support	Includes regulation of public space use for film and event requests, and event resource support including Festival Investment Grant program, Festival Equipment Loan program and liaison role with community groups.	Business and Community Relations	COTW report on Festival and Investment Grant funding recommendations, peak season for filming, seasonal animation changover	Peak season for special events, block party permitting and festival equipment deployment	Applications received for 2022 Festival Investment Grant program Victoria's music symposium Winter program decor installed
Late Night Program	Receive input from the Late Night Advisory Committee on arising issues and interests and monitor the late night economy activity on a quarterly basis through the Multi Agency Task Force which includes City staff, VicPD, LCRB inspectors, Fire Dept and VIHA	Business and Community Relations	Late Night Program resumes regular operation with supervised taxi stands and weekend VicPD special duty officers. The Multi-agency Task Force quarterly late night review.	Late Night Advisory Committee (LNAC) to review draft Municipal Alcohol Policy and Guidelines, and draft Terms of Reference (ToR) for LNAC. LNP quarterly Multi-agency Task Force late night review.	LNAC to action new ToR pending Council approval. LNP quarterly Multi-agency Task Force late night review.
Neighbourhood Liaison Activities	Facilitate efforts to improve communication between neighbourhood groups and residents with the City of Victoria. Assist neighbourhoods to access information and understand City processes and decision making. Assist staff in understanding neighbourhood issues and better collaborating with neighbourhood groups and residents.	Business and Community Relations	Launched Resident Led Action Plan Guide Outfitted Neighbour Hub for community use and added emergency supplies Community Virtuals (Feb - Resident Led Action Plan, March - My Great Neighbourhood Grants, April - Traffic Calming) April 1 intake for 2022 MGNG	Neighbour Day - May 1 MGNG Applications continue to be received	MGNG Applications close Oct. 31 Cormac Russell Event at VCC - Nov. 6 COTW Report - MGNG (Dec)
British Columbia Social Procurement Initiative	Social Procurement means leveraging a social value from your existing procurement. An additional way that local governments can direct resources towards community benefit.	Corporate Services	Support Scale Collaborative, the contractor hired to advance this initiative. Phase two will see this initiative expanded across BC to support all interested local governments and MASH Sector (Municipalities, School Boards, Health Regions and Publicly Funded Post-Secondary Institutions) in the province in implementing social procurement. The City incorporates sustainable and social procurement foundational factors and priorities in its bid solicitations and provides ongoing training to all city PCard holders on social value in low value purchases and using the Social Value supplier directory.	Support Scale Collaborative, the contractor hired to advance this initiative. Phase two will see this initiative expanded across BC to support all interested local governments and MASH Sector (Municipalities, School Boards, Health Regions and Publicly Funded Post-Secondary Institutions) in the province in implementing social procurement. The City incorporates sustainable and social procurement foundational factors and priorities in its bid solicitations and provides ongoing training to all city PCard holders on social value in low value purchases and using the Social Value supplier directory.	Support Scale Collaborative, the contractor hired to advance this initiative. Phase two will see this initiative expanded across BC to support all interested local governments and MASH Sector (Municipalities, School Boards, Health Regions and Publicly Funded Post-Secondary Institutions) in the province in implementing social procurement. The City incorporates sustainable and social procurement foundational factors and priorities in its bid solicitations and provides ongoing training to all city PCard holders on social value in low value purchases and using the Social Value supplier directory.
Finance	Responsible for safeguarding the City's financial assets, and leading financial planning to ensure the financial stability and viability of the City. Provides financial reporting and information and advice to all City departments, Council and the general public.	Corporate Services	External Financial Statement Audit, Final Financial Plan, Application deadlines for Strategic Plan Grants	Annual Report and Audited Financial Statements Released, Application deadlines for Permissive Tax Exemptions, Property taxes due July 4	Draft Financial Plan introduced to Council, Financial Plan Discussions, Interim External Audit
Fire Hall #1 Replacement	Replacement of the Fire Hall #1 located on Yates Street.	Corporate Services	Off-site construction work tendered and awarded, building project in construction phase. FD & EOC relocation planning initiated.	Off-site construction to commence and complete in T2. Building project in construction phase with finishing trades on site, FD & EOC relocation planning and scoping continuing.	Building project substantial completion expected end T3, FD & EOC relocation planned for T3. PSA closing expected end T3. Project close out and handover expected end T3.
Information Technology	Service Desk	Corporate Services	Evolving the Helpdesk function to a "Service Desk" function to focus on outcomes and service levels rather than support desk. Continue to participate in IT project work and perform annual refresh of desktops and laptops.	Participate in IT project work and perform annual refresh of desktops and laptops.	Participate in IT project work and perform annual refresh of desktops and laptops.
Information Technology	Technical Infrastructure	Corporate Services	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work including some major IT Infrastructure upgrades to the network and on-prem physical servers.	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work including some major IT Infrastructure upgrades to the network and on-prem physical servers.	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work including some major IT Infrastructure upgrades to the network and on-prem physical servers.
Information Technology	Business Solutions	Corporate Services	Lead corporate projects involving technology implementation, support and maintain internally developed software applications.	Lead corporate projects involving technology implementation, support and maintain internally developed software applications.	Lead corporate projects involving technology implementation, support and maintain internally developed software applications.
Information Technology	Information Management	Corporate Services	Lead citywide Electronic Document and Records Management (EDRMS) project rollout and support the update and modernizing of the city's office productivity tools (Modern Workplace)	Lead citywide Electronic Document and Records Management (EDRMS) project rollout and support the update and modernizing of the city's office productivity tools (Modern Workplace)	Lead citywide Electronic Document and Records Management (EDRMS) project rollout and support the update and modernizing of the city's office productivity tools (Modern Workplace)

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Legislative Services - Council Process	Legislative Services manages the council meeting process preparing and publishing Council and Committee of the Whole meetings, recording minutes and webcasting	Corporate Services	Management of Council agenda and meeting processes Administration of 2022 general election	Management of Council agenda and meeting processes Administration of 2022 general election	Management of Council agenda and meeting processes Administration of 2022 general election
Legislative Services - Policy	Legislative Services undertakes policy related projects on a variety of issues in the City not lead by other departments	Corporate Services	Finalization of Election Procedures Bylaw, development of Noise Bylaw amendments, support administration of 2022 general election	Support administration of 2022 general election, development of Noise Bylaw amendments, research and analysis for outdoor drinking Policy	Support administration of 2022 general election,
Parking Services	Operation of five parkades, three surface parking lots and over 2,000 on street parking spaces downtown.	Corporate Services	Ongoing operation of on-street and off-street parking.	Ongoing operation of on-street and off-street parking.	Ongoing operation of on-street and off-street parking.
Real Estate	Leads all aspects of the City's strategic real estate program and holdings including the City's active portfolio of commercial properties. In particular, the business unit seeks to maximize the City's returns from its property holdings and ensure the City has the appropriate real estate portfolio to meet its current and long term needs	Corporate Services	Minimize the impacts of pandemic on City's real estate portfolio and revenue. Complete renewals and management of leases and licences of City owned land. Support advancement of affordable housing and supportive housing projects, including development of 926/930 Pandora Avenue project and completion of land use process for Caledonia Housing Project and Burside Housing Project. Implementation and ongoing support of Transitional Shelter Project at 940 Caledonia Avenue and temporary safe inhalation site at 926 Pandora Avenue. City transportation, greenspace and core services projects including David Foster Harbour Pathway, Doric Connector, FH1 project and central library renewal project.	Minimize the impacts of pandemic on City's real estate portfolio and revenue. Complete renewals and management of leases and licences of City owned land. Support advancement of affordable housing and supportive housing projects, including development of 926/930 Pandora Avenue project and completion of land use process for Caledonia Housing Project and Burside Housing Project. Implementation and ongoing support of Transitional Shelter Project at 940 Caledonia Avenue and temporary safe inhalation site at 926 Pandora Avenue. City transportation, greenspace and core services projects including David Foster Harbour Pathway, Doric Connector, FH1 project and central library renewal project.	Minimize the impacts of pandemic on City's real estate portfolio and revenue. Complete renewals and management of leases and licences of City owned land. Support advancement of affordable housing and supportive housing projects, including development of 926/930 Pandora Avenue project and completion of land use process for Caledonia Housing Project. Implementation and ongoing support of Transitional Shelter Project at 940 Caledonia Avenue and temporary safe inhalation site at 926 Pandora Avenue. City transportation, greenspace and core services projects including David Foster Harbour Pathway, Doric Connector, central library renewal project and completion of FH1 project
Supply Management Services	Provides businesses and suppliers transparent, fair and equal access to business opportunities with the City. Provides purchasing expertise and advice to foster a consistent and standardized approach to purchasing within the City.	Corporate Services	Management of City's purchases, insurance, risk management and claims processing. Competitive bidding processes in accordance with applicable laws, regulations, and trade agreements. Stores inventory management of supplies and products for City projects. Maintain sufficient insurance coverage of City owned property and assets and appropriate liability coverage. Provide list of purchases over \$50,000 as part of the triannual reporting to Council.	Management of City's purchases, insurance, risk management and claims processing. Competitive bidding processes in accordance with applicable laws, regulations, and trade agreements. Stores inventory management of supplies and products for City projects. Maintain sufficient insurance coverage of City owned property and assets and appropriate liability coverage. Provide list of purchases over \$50,000 as part of the triannual reporting to Council.	Management of City's purchases, insurance, risk management and claims processing. Competitive bidding processes in accordance with applicable laws, regulations, and trade agreements. Stores inventory management of supplies and products for City projects. Maintain sufficient insurance coverage of City owned property and assets and appropriate liability coverage. Provide list of purchases over \$50,000 as part of the triannual reporting to Council.
Office of Equity, Diversity and Inclusion	Embed equity, diversity and inclusion into city policies, programs and services	Corporate Services	The Office of Equity, Diversity and Inclusion stewards these cross-departmental equity-related plans: the Accessibility Framework and Short-Term Action Plan; the Transgender, Non-Binary, Two Spirit + Inclusion Action Plan; the Welcoming City Strategy and Action Plan; and the International Decade for the People of African Descent (IDPAD). Based on the successes with the Community Conversations model in the development of the Equity Framework (work in progress), the EDI team is supporting the Engagement Department in developing an equity update to the Engagement Framework and engaging equity seeking communities. The Community roundtables took place in April with the EDI Office partnering with the Engagement team in facilitation and discussions. New and innovative approaches around equitable participation and compensation are being piloted.	Planned activities: Coordinating Accessibility Advisory Committee meetings and Accessibility Framework and Short Term Action Plan, Welcoming City Advisory Committee and Welcoming Cities Strategy and Action Plan, International Decade for People of African Descent and the Workplan, the Transgender, Non-Binary, Two Spirit+ Inclusion Plan and internal working group meetings; developing internal capacity by providing equity, diversity and inclusion related training; coordinating the Community of Practice working group to embed intersectional approach to corporate decision making; providing internal consultation on city projects from an equity perspective; bring Equity Framework to Council for consideration of endorsement.	Planned activities: Coordinating Accessibility Advisory Committee meetings and Accessibility Framework and Short Term Action Plan, Welcoming City Advisory Committee and Welcoming Cities Strategy and Action Plan, International Decade for People of African Descent and the Workplan, the Transgender, Non-Binary, Two Spirit+ Inclusion Plan and internal working group meetings; developing internal capacity by providing equity, diversity and inclusion related training; coordinating the Community of Practice working group to embed intersectional approach to corporate decision making; providing internal consultation on city projects from an equity perspective
Access Awareness Day	Participate in the provincial annual Access Awareness Day. (ongoing)	Engagement		Social media activities to amplify and support local Access Awareness Day activities and programs.	
Accessible Meeting and Event Guidelines	Refine guidelines and processes for accessible public meetings, special events, and community engagement.	Engagement	Design layout of updated guide, following input on guide from the Accessibility Advisory Committee.	Finalize and roll out to staff and make available to community on City website.	
City Communications Guidelines	Update City communication guidelines and visual standards to increase accessibility of public documents through alternate formats.	Engagement	Staff training to roll out Phase 1 update of Accessible Design Guidelines and Visual Standards across the organization continued in T1 2022.	Begin Phase 2 of project to refresh City written style guidelines and update glossary of terms to provide consistent language across all City documents and publications.	Roll out to staff.

Service Area	Service Description	Department	T1	T2	T3
Communications	Provide strategic communications for City department programs, services and initiatives.	Engagement	Provide communications support for COVID-19 response, Strategic Plan, recreation program marketing, Get Growing Victoria seedling program, Residential Branch Collection, Topaz Park Skate and Bike Parks, Central Park basketball court renovation, Topaz turf field renewal, Banfield Park dock expansion, new outdoor fitness area at Crystal Pool and Fitness Centre, Songhees Park Expansion project, Government Street North and six neighbourhood bikeway AAA projects, Call to Musicians and Programmers, Chinese New Year, Call to Artists for Mural Roster and Commercial Alley Outdoor Art Gallery, Artist in Residence programs, Announcement of Youth Poet Laureate, Call for Victoria Book Prize entries, Cultural Infrastructure Grant, Festival Investment Grant, CityVibe Festivals and Event Guide, Art in Kiosks, My Great Neighbourhood Grants Launch, Launch of Neighbourhood-Led Action Guide, Strategic Plan Grant call for proposals, Economic Development (2022 Business Awards, Chamber Week, promotions of Sister City Morioka, Japan business partnerships), Recruitment for External Grant Review Committee, Zero Waste Strategy, new EV charging stations, Electric Vehicle Awareness, Tsunami Preparedness Week, Emergency Preparedness Week planning, Earth Day, Climate Action, Accessible Meeting and Event Tool Kit review, Connect newsletter issue, monthly online CONNECT e-news, weather alerts	National Public Works Week, Build Back Victoria By the Numbers, Emergency Preparedness Week, Public Works Week, opening of expanded Songhees Park, opening of Topaz Park skate and bike parks, opening of expanded Banfield Park dock, recreation spring/summer/fall program marketing, hanging baskets program, Get Growing, Victorial seedling program, Gonzales Beach Migratory Bird Sanctuary, new pickleball courts in Beacon Hill Park, Alston Green community garden, lifeguard training and recruitment, Year of the Garden, Lime Bay shoreline enhancements, CityVibe music and festival performance announcements, Artist in Residence Call to Artists, Spirit of Lekwungen Signage Replacement, Summer Music Playlist, Poet Laureate Pride Month Event, Canada Day, Art in Kiosks, Electric vehicle charging stations opening, Missing Middle Housing, Zero Waste Station Monitoring, Central Library Feasibility Study, Gorge Waterway Park District Vessels, Road Safety, Ship Point / Holland Point Park Slope Rehabilitation, 2022 Local Government Election planning, David Foster Harbour Pathway mural under Johnson Street Bridge, William St Greenway enhancement, Kimta E&N All Ages and Abilities Connector construction, Government Street North and six neighbourhood bikeways AAA projects, Way to Go road safety campaign, enhanced bike parking (including bike valet, loaner lock program, parkade retrofits), Deconstruction Bylaw, Accessibility Awareness Week, Access Awareness Day	Provide communications support for Local Government Election, in-person/live-streamed Xe xe Smun' eem - Victoria Orange Shirt Day ceremony in Centennial Square, ShakeOut, residential leaf collection, branch chipping service, fall/winter recreation program marketing, Get Growing, Victorial seedling program, Tree Appreciation Week, Ross Bay Cemetery service improvements, Waste Reduction Week, National Drive Electric Week, Alertable testing, World Tsunami Awareness Day, Victoria Book Prizes finalists/winners announcements, Emily Carr Poetry contest, application intakes for the Culture Infrastructure Grant, Strategic Plan Grant, Festival Investment Grant and the Community Garden Start-up Grant, Commercial Alley Outdoor Gallery featured artwork, Music Symposium, call for nominations for Poet Laureate and Youth Poet Laureate, Poet Laureate Legacy Project, announce new Artist in Residence, Communicating 2021 Participatory Budgeting Projects as they come to life, Annual Youth U-Pass, road safety campaign, severe weather alerts, various City board and committee recruitments, Lunch & Learns, Dallas Road upgrades, holiday events around town, Gonzales Beach Migratory Bird Sanctuary, electric vehicle charging stations opening, Short-Term Rental Business Licences, Kimta E&N All Ages and Abilities Connector construction, James Bay AAA Cycling routes construction, Fort Street East AAA cycling corridor construction, 30km/hr speed limit reduction program (potential, not confirmed), enhanced bike parking (including bike valet, loaner lock program, parkade retrofits), Deconstruction Bylaw, Single-use Item Reduction Bylaw
Engagement	Provide strategic engagement services for City department's programs, services and initiatives.	Engagement	Major initiatives include: Local Area Planning surveys for Fernwood, Hillside-Quadra and North Park Neighbourhoods, Missing Middle Housing Initiative, Government Street Refresh draft concept design, Zero Waste stakeholder meetings, Climate Action presentations, Community Virtual sessions for Resident-Led Actions Plans, My Great Neighbourhood Grants, Traffic Calming, assisted MNP's Governance Review, Neighbour Hub Design, Neighbourhood Boundaries, Municipal Alcohol Strategy, produced monthly Have You Heard engagement newsletter, Stadacona Park Playground engagement summary report	Major initiatives include: IDPAD Advisory Committee's Grant Town Hall, Governance Review, Central Library Feasibility Study, Official Community Plan Update, Single-use Item Reduction, Municipal Alcohol Policy; Government Street Refresh engagement summary report	Major initiatives include: Beacon Hill Park natural areas management and mobility plan
Inclusion and Equity update to the Engagement Framework	Work with community to update the City's current Engagement Framework to further support the meaningful and equitable inclusion of diverse voices in the City's public engagement processes.	Engagement	All Our Voices in-person and online roundtables with equity-seeking groups, facilitated by Simon Fraser University Morris J Wosk Centre for Dialogue. Community Survey open.	Community roundtables and online survey continue. Feedback along with emerging best practices research with SFU will inform the Inclusion and Equity update to the Engagement Framework.	The proposed Inclusion and Equity update to the Engagement Framework is presented to Council.
National AccessAbility Week	Promote and participate in National AccessAbility Week.	Engagement		Social media activities to amplify and support local National AccessAbility activities and programs.	
New Accessible Technologies	Share information with disability organizations and service providers on new technologies being used within the built environment and public facilities.	Engagement, Engineering & Public Works, PRF		On-going	On-going
Accessible Emergency Preparedness Workshops	Promote participation in Emergency Preparedness Workshops and other preparedness events and exercises among agency partners who serve people with disabilities.	Engagement, Victoria Fire Department	Two virtual community workshops delivered by the City's Emergency Management Division staff.	Monthly in-person Emergency Preparedness Workshops.	Monthly in-person Emergency Preparedness Workshops.
Asset Management	Support corporate asset management across the organization	Engineering and Public Works	Stadacona Park Playground engagement summary report	Continue integration of the City's asset management software. Continue development and integration of corporate asset management tools.	Continue integration of the City's asset management software. Continue development and integration of corporate asset management tools.
Emergency Management	Support Emergency Management in furthering corporate wide support to advance planning and preparation for potential events.	Engagement	Connect and Prepare presentation at the Burnside Gorge Community Centre.		
Emergency Management - Business Continuity (EPW)	Support Emergency Management in furthering corporate wide support to advance planning and preparation for potential events.	Engineering and Public Works			Continue disaster debris planning including engagement with regional stakeholders
Emergency Support Services	Support Emergency Management in furthering corporate wide support to advance planning and preparation for potential events.	Engagement	Orientation, exercises, volunteer appreciation.	Ongoing ESS training and exercises.	Ongoing ESS training and exercises.

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Fleet Management	The management of the procurement of all new City Fleet and Equipment assets. Life Maintenance services for all city vehicles and small tools. Exceptions being - Procure Vehicles for VFD (maintenance performed by VFD) and provide maintenance for VicPD (VicPD procures their vehicles). The administration and management of the corporate vehicle registration and insurance program. Administration and management of the commercial fleet to ensure CVSE compliance	Engineering and Public Works	Corporate Fleet Procurement of replacement and expansion units to support City operating departments (ongoing). Procure to meet City emissions targets. Develop corporate green fleet strategy. Implement new fuelling procedure with fuel pumps being deactivated in mid/late 2021.	Corporate Fleet Procurement of replacement and expansion units to support City operating departments (ongoing). Procure to meet City emissions targets. Develop green fleet strategy.	Corporate Fleet Procurement of replacement and expansion units to support City operating departments (ongoing). Procure to meet City emissions targets. Finalize green fleet strategy.
Land Development	Land Development administration	Engineering and Public Works	Administration of land development applications including processing engineering servicing, frontage works and right of way encroachment, excavation and construction permits.	Administration of land development applications including processing engineering servicing, frontage works and right of way encroachment, excavation and construction permits.	Administration of land development applications including processing engineering servicing, frontage works and right of way encroachment, excavation and construction permits.
Retaining Walls and Railings	Planning of maintenance and renewal of city owned seawalls, railings and retaining walls	Engineering and Public Works	Undertake planning, design and construction for major retaining walls and railings	Undertake planning, design and construction for major retaining walls and railings	Undertake planning, design and construction for major retaining walls and railings.
Streets and Surface Infrastructure	Undertake the construction, maintenance and repair of the road, sidewalk, pathway surfaces (asphalt, concrete and pavers), and the infrastructure that is placed on these surfaces, such as benches, bollards, poles etc. to ensure safety, extend the asset life, ensure good aesthetics and to replace or install when required.	Engineering and Public Works	Annual maintenance programs and undertaking new capital projects	Annual maintenance programs and undertaking new capital projects	Annual maintenance programs and undertaking new capital projects
Transportation	The Transportation Division manages the planning, operations and renewal of the City's multi-modal transportation network to support the safe movement of people, goods and services and achieve goals identified in Go Victoria.	Engineering and Public Works	<ol style="list-style-type: none"> 1.Manage the safe operation of city streets and oversee signals, signage, pavement markings and regulations in pursuit of road safety 2.Undertake the design, engagement, asset renewal and construction planning for approved mobility projects including road paving, sidewalks, crosswalks, traffic signals, bike lanes, traffic calming, accessible parking, EV charging stations, and transit stops; 3.Review and process re-zoning, subdivision and other development applications; 4.Review and process street occupancy and building permits; 5.Manage requests for changes to public right-of-way including parking, loading, and speciality zones; 6.Collect and analyze transportation and traffic data; 7.Develop and maintain policy and regulatory responses for mobility services and right of way management 8.Participate in regional and provincial transportation policy and regulatory planning processes; 9.Oversee the management of Advisory Committees (ATAC) 10.Support emergency preparedness and response needs 11.Deliver Pandemic Response & Business Recovery Programs 12.Provide transportation support and expertise to other divisions and departments 	<ol style="list-style-type: none"> 1.Manage the safe operation of city streets and oversee signals, signage, pavement markings and regulations in pursuit of road safety 2.Undertake the design, engagement, asset renewal and construction planning for approved mobility projects including road paving, sidewalks, crosswalks, traffic signals, bike lanes, traffic calming, accessible parking, EV charging stations, and transit stops; 3.Review and process re-zoning, subdivision and other development applications; 4.Review and process street occupancy and building permits; 5.Manage requests for changes to public right-of-way including parking, loading, and speciality zones; 6.Collect and analyze transportation and traffic data; 7.Develop and maintain policy and regulatory responses for mobility services and right of way management 8.Participate in regional and provincial transportation policy and regulatory planning processes; 9.Oversee the management of Advisory Committees (ATAC) 10.Support emergency preparedness and response needs 11.Deliver Pandemic Response & Business Recovery Programs 12.Provide transportation support and expertise to other divisions and departments 	<ol style="list-style-type: none"> 1.Manage the safe operation of city streets and oversee signals, signage, pavement markings and regulations in pursuit of road safety 2.Undertake the design, engagement, asset renewal and construction planning for approved mobility projects including road paving, sidewalks, crosswalks, traffic signals, bike lanes, traffic calming, accessible parking, EV charging stations, and transit stops; 3.Review and process re-zoning, subdivision and other development applications; 4.Review and process street occupancy and building permits; 5.Manage requests for changes to public right-of-way including parking, loading, and speciality zones; 6.Collect and analyze transportation and traffic data; 7.Develop and maintain policy and regulatory responses for mobility services and right of way management 8.Participate in regional and provincial transportation policy and regulatory planning processes; 9.Oversee the management of Advisory Committees (ATAC) 10.Support emergency preparedness and response needs 11.Deliver Pandemic Response & Business Recovery Programs 12.Provide transportation support and expertise to other divisions and departments
Underground Utilities	Planning of maintenance and renewal of City's underground infrastructure (water, sanitary sewer and storm drains).	Engineering and Public Works	<p>Undertake the investigation, monitoring, planning, design, construction support and procurement for capital construction projects including water, sewer and storm systems rehabilitation and upgrade</p> <p>Deliver Disaster Mitigation and Adaptation Fund grant funded projects</p> <p>Review and process re-zoning, subdivision and other development applications</p> <p>Administrate the Stormwater Utility, including maintenance of property characteristic data and administration of the Rainwater Rewards incentive program.</p> <p>Investigate contamination, leaks and spills, and cross-connections</p>	<p>Undertake the investigation, monitoring, planning, design, construction support and procurement for capital construction projects including water, sewer and storm systems rehabilitation and upgrade</p> <p>Deliver Disaster Mitigation and Adaptation Fund grant funded projects</p> <p>Review and process re-zoning, subdivision and other development applications</p> <p>Administrate the Stormwater Utility, including maintenance of property characteristic data and administration of the Rainwater Rewards incentive program.</p> <p>Investigate contamination, leaks and spills, and cross-connections</p>	<p>Undertake the investigation, monitoring, planning, design, construction support and procurement for capital construction projects including water, sewer and storm systems rehabilitation and upgrade</p> <p>Deliver Disaster Mitigation and Adaptation Fund grant funded projects</p> <p>Review and process re-zoning, subdivision and other development applications</p> <p>Administrate the Stormwater Utility, including maintenance of property characteristic data and administration of the Rainwater Rewards incentive program.</p> <p>Investigate contamination, leaks and spills, and cross-connections</p>
Waterfront Public Realm Improvements	Implementation of public realm improvements along the downtown waterfront	Engineering and Public Works / Parks, Recreation and Facilities	Construction of Songhees Park Expansion project.	Complete construction of Songhees Park Expansion project and open expanded park to the public.	

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Banfield Park Dock Expansion	The City is expanding the existing dock at Banfield Park as part of an effort to enhance the recreational use of the Gorge Waterway and in response to high demand.	Parks, Recreation and Facilities	Complete detailed design process and submit permit applications. Initiate construction of dock expansion.	Complete permitting process, dock construction and installation and open facility for public use.	
Emergency Management - Business Continuity (Parks, Recreation and Facilities)	Support Emergency Management in furthering corporate wide support to advance planning and preparation for potential events.	Parks, Recreation and Facilities	Support Emergency Management with Extreme Weather Response Plans. Warming Centres are activated during extreme weather events when temperatures drop below 0 degrees. Building Services staff provide cleaning and disinfecting at designated warming centers. Building Maintenance coordinates security for these locations during operation.	Support on-going COVID-19 service recovery processes and extreme weather responses	Support on-going COVID-19 service recovery processes and extreme weather responses
Facilities - Building Services	Cleaning and janitorial support to City buildings to provide effective, healthy space for municipal operations	Parks, Recreation and Facilities	Clean and provide janitorial services for all City owned buildings, including carpets, floor, washroom cleaning and waste removal from work spaces. Includes deep cleaning responses to potential exposures in City facilities and new COVID-19 enhanced cleaning protocols in all City facilities including Crystal Pool. (year-round) Updated COVID-19 control measures at City Hall for public access and public bookings	Clean and provide janitorial services for all City owned buildings, including carpets, floor, washroom cleaning and waste removal from work spaces. Includes deep cleaning responses to potential exposures in City facilities and new COVID-19 enhanced cleaning protocols in all City facilities including Crystal Pool. (year-round)	Clean and provide janitorial services for all City owned buildings, including carpets, floor, washroom cleaning and waste removal from work spaces. Includes deep cleaning responses to potential exposures in City facilities and new COVID-19 enhanced cleaning protocols in all City facilities including Crystal Pool and the annual shutdown. (year-round)
Facilities - Maintenance	Preventative and corrective maintenance on 1.9 million square feet of City owned facilities	Parks, Recreation and Facilities	Winterization protocols for public washrooms 17 EV chargers installed at various City facilities Phase 2 LED lighting upgrade complete RFO issued for Fire Hall #1 (new) commissioning agent Vic West Community Centre washroom remediation complete Preventative and reactive maintenance	Preventative and reactive maintenance performed.	Crystal Pool annual maintenance shutdown. Winterization protocols, heating and control system calibration. Back-up generator testing and repair program. Preventative and reactive maintenance performed.
miquen Beacon Hill Park Improvement Program	The City is planning improvements to its most popular park. All projects within the program will be undertaken in partnership with the Lekwungen and involve community engagement.	Parks, Recreation and Facilities	BHP Mobility Plan project planning.	Develop joint RFP seeking consulting services for BHP Mobility Plan and BHP Natural Areas Management Plan. Post RFP. Award contract and onboard consultants.	Initiate BHP Mobility Plan and BHP Natural Areas Management Plan project(s). Complete data collection and analysis.
Natural Areas Restoration Program	This program funds the restoration of natural areas in parks and open spaces with the objective of ensuring these areas are restored to support important species and critical ecosystems. The program involves the development and implementation of natural area management plans and will be undertaken in partnership with the Lekwungen and involve community engagement.	Parks, Recreation and Facilities			
Parks - Horticulture and Nursery Operations	Maintenance of all gardens in parks and open spaces, including hanging baskets, horticultural beds, hedges, raingardens and the Orca display.	Parks, Recreation and Facilities	Propagation of plants including food starts, garden bed renovations and winter maintenance, chip trail maintenance, edging, and pond cleaning.	Installation of Orca display and Hanging basket program, plant-out of seasonal display in Beacon Hill Park and other key locations	Hanging basket decommissioning, Orca display decommissioning, garden maintenance, propagation and installation of winter display plants, winter planting program in BHP, and poinsettia display and winter basket installation.
Parks - Infrastructure	Fabrication, installation, inspection and maintenance of hard assets/ infrastructure in parks, including playgrounds, fences, outdoor sport facilities and equipment, benches, picnic tables, pathways, signage, and irrigation systems. Construction of small/medium capital parks projects.	Parks, Recreation and Facilities	Capital construction projects including fencing, pathways and irrigation systems. Monthly inspections of playgrounds, sport courts, stairs, and other infrastructure. Annual inspection of sport field infrastructure. Weekly checks and maintenance of playgrounds. Park furnishings maintenance, repairs and installations. Dedicated bench installations, maintenance and repairs. Annual backflow reporting and spring activation of irrigation systems. Spring sport field changovers.	Capital construction projects including fencing, pathways and irrigation systems. Monthly inspections of playgrounds, sport courts, stairs, and other infrastructure. Weekly checks and maintenance of playgrounds. Park furnishings maintenance, repairs and installations. Dedicated bench installations, maintenance and repairs. Winterization of irrigation systems. Special event support.	Capital construction projects including fencing, pathways and irrigation systems. Monthly inspections of playgrounds, sport courts, stairs, and other infrastructure. Weekly checks and maintenance of playgrounds. Park furnishings maintenance, repairs and installations. Dedicated bench installations, maintenance and repairs. Winterization of irrigation systems. Special event support.
Parks - Overnight Sheltering Support	Daily response to the impacts of sheltering activity in parks and open spaces	Parks, Recreation and Facilities	Removal and disposal of refuse, cleaning and washing, remediation and repair of damaged areas.	Removal and disposal of refuse, cleaning and washing, remediation and repair of damaged areas.	Removal and disposal of refuse, cleaning and washing, remediation and repair of damaged areas.
Parks - Tree Care	Maintenance of 33,000 public trees in parks and on boulevards.	Parks, Recreation and Facilities	Maintenance of existing trees, tree planting program, risk assessments of existing trees and removal if required, annual branch pick-up program	Maintenance of existing trees, tree watering program, risk assessments of existing trees and removal if required	Fall/Winter tree planting begins, maintenance of existing trees, risk assessments of existing trees and removal if required, Tree Appreciation Day event
Parks - Turf and Boulevard Management	Maintenance of City green space, including all parks and boulevards	Parks, Recreation and Facilities	Annual leaf pick-up program ends, boulevard top dressing begins, mulch mixing, boulevard edging begins, sportsfield soil testing, boulevard inspections, chip trail maintenance.	Field top dressing, mowing program, sport field change-overs (baseball to soccer and vice versa), sport court maintenance, boulevard renovation program.	Mowing and weeding, annual leaf pick-up program preparations and start, sport field and sport court maintenance.
Parks - Urban Forest Planning	Administer the Tree Preservation Bylaw, review and process Tree Permit applications for removal or pruning, review and process development-related applications for protection of trees including DP, DDP, REZ, HAP, BPs and Utility Permits, investigate Tree Bylaw complaints and infractions, review internal Capital projects for impacts on public realm including boulevards, track replacement trees, undertake site inspections	Parks, Recreation and Facilities	Review completed of approximately 120 Tree Permit Applications, 287 Development-related applications and 68 utility permit applications for tree impacts	Undertake reviews of Tree Permits, Utility Permits and Development-related applications for tree impacts. Review complaints related to tree issues on private land, support bylaw services with investigations of Tree Protection bylaw infractions.	Undertake reviews of Tree Permits, Utility Permits and Development-related applications for tree impacts. Review complaints related to tree issues on private land, support bylaw services with investigations of Tree Protection bylaw infractions.

Appendix C: 2021 Core Service Delivery Work Plan (Second Period Update)

Service Area	Service Description	Department	T1	T2	T3
Playground Improvement Program	The City maintains 40 playgrounds in parks located throughout the municipality. Playgrounds typically have a lifespan of 15-20 years, after which they require replacement. This program delivers annual playground improvements on an ongoing basis in order to renew and improve these valued community amenities.	Parks, Recreation and Facilities	Complete concept design of new Stadacona Park playground and report to Council. Initiate detailed design.	Complete detailed design of Stadacona Park playground, tender project, award construction contract, and begin construction. Initiate project planning for feasibility study on potential locations for a new Downtown playground.	Complete construction of Stadacona Park playground and open to the public.
Recreation - Programs and Services	Planning and delivery of community recreation programs and services	Parks, Recreation and Facilities	Delivery of Winter and Spring Break programs and services at Crystal Pool and Save On Foods Memorial Centre	Delivery of Spring and Summer programs and services at Crystal Pool and Save On Foods Memorial Centre	Delivery of Fall and Winter programs and services at Crystal Pool and Save On Foods Memorial Centre
Recreation - Royal Athletic Park	Facility and event coordination, including sales/ ticketing, food and beverage operations, field maintenance, building operations and public inquiries.	Parks, Recreation and Facilities	Community sport and recreation programming	Community youth sport bookings, community recreation programming and HarbourCats Baseball season	Community sport bookings, recreation programs and special events.
Recreation - Sport	Sport service coordination, including ice rink programs, sport field and court bookings	Parks, Recreation and Facilities	Community field and court rentals and special events	Community field and court rentals and special events	Community field and court rentals and special events
s̓émaḡan - Peter Pollen Waterfront Park Improvement Plan	Redevelopment of the waterfront park	Parks, Recreation and Facilities	Continue extended engagement with Songhees and Esquimalt Nations to refine park conceptual design and cultural heritage elements.	Complete conceptual design and cultural heritage elements and report to Council.	
Topaz Park Improvements	Phased implementation of long-term improvement plan that considers replacement timelines for existing amenities, impacts on park users including user groups, construction efficiencies, priorities from public consultation and financial impacts.	Parks, Recreation and Facilities	Construction of skate and bike parks. Complete detailed design of Artificial Turf Sport Field Replacement Project and tender project for construction.	Complete construction of skate and bike parks and open for public use. Award construction contract and begin replacement of artificial turf sport field.	Complete construction of new sport field and open for public use.
Health, Safety and Wellness	Develop and implement safety management systems to proactively prevent workplace accidents, and coordinate rehabilitation programs to provide ill or injured employees with stay at work and return to work opportunities.	People and Culture	COVID-19 Pandemic Response: Monitor COVID-19 health and safety guidelines, transition COVID-19 pandemic response to Communicable Disease Health and Safety Plan. Initiate health and safety training 2022 Initiate implementation of Joint Occupational Health and Safety Committee and Inspection modules in Safety Management Software Initiate review of Health and Safety Management System core elements	COVID-19 Pandemic Response: Monitor communicable disease information from BCCDC and Public Health Officer. Implement health and safety training 2022 Complete implementation of Joint Occupational Health and Safety Committee module in Safety Management Software Implement WorkSafeBC Early Access to Physiotherapy Program	Safety training 2022 complete Plan health and safety training 2023 Complete implementation of Inspection module for Safety Management Software Update Health and Safety Management System core elements
Employee Learning Services	Plan and deliver learning programs to support corporate priorities including leadership capacity, change management and business enablers.	People and Culture	Leadership Development Learning - Level 1 and Level 2 Delivery of Gender Diversity Awareness training to Managers Continue rollout of online Indigenous Cultural Safety Learning	Launch City Learn - a new Learning Management system Support EDI office in the development of Anti racism/anti black racism learning Launch New Recognition toolkit and policies	Continue delivery of Equity Diversity and Inclusion Learning Pilot new City Orientation program
Human Resources Operations	Support Talent Acquisition, Job Evaluation, HR Systems and Employee and Labour Relations for the organization.	People and Culture	Job Evaluation of new and existing positions, including those approved through the Financial Plan Recruitment to vacant positions, including temporary hiring for seasonal work Manage employee and labour relations issues arising from COVID-19 Pandemic response	Job Evaluation of new and existing positions Recruitment to vacant positions, implement Talent Acquisition process improvements Negotiate renewed collective agreements	Job Evaluation of new and existing positions Recruitment to vacant positions, implement Talent Acquisition process improvements Negotiate and implement renewed collective agreements
Internal Communications	Inform, recognize and engage City staff	People and Culture	Bi-weekly City Works newsletter Update and manage CityHub content	Bi-weekly City Works newsletter Update and manage CityHub content	Bi-weekly City Works newsletter Update and manage CityHub content
Community Planning - Data Collection and Monitoring	Undertake ongoing data collection, monitoring and reporting to inform long range planning and decision-making.	Sustainable Planning and Community Development		Report OCP Annual Review to Council; Report Housing Strategy Annual Review to Council	
Community Planning - Heritage Conservation	Undertake heritage policy initiatives, including ongoing identification and conservation of heritage sites and areas.	Sustainable Planning and Community Development	Public hearing to designate Robert Street as a Heritage Conservation Area	Study Lewis Street as a potential Heritage Conservation Area	
Community Planning - Housing Services	Provide housing services to support and facilitate affordable housing through preparation of housing policies, strategies, programs and initiatives, including implementation of the Victoria Housing Strategy and Inclusionary Housing and Community Amenity Policy, as well as administration of the Victoria Housing Reserve Fund.	Sustainable Planning and Community Development	Support development application processes with guidance and advice on achieving housing objectives	Report VHRF Grant applications to Council following March 31 intake. Support development application processes with guidance and advice on achieving housing objectives.	Report VHRF Grant applications to Council following September 30 intake. Support development application processes with guidance and advice on achieving housing objectives.

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Service Area	Service Description	Department	T1	T2	T3
Community Planning - Plan Implementation	Provide services to guide decision making through preparation of long range policy plans, plan monitoring and adaptation. This includes city-wide and local area planning, zoning updates and other project work as part of ongoing plan implementation.	Sustainable Planning and Community Development	Complete Downtown Core Area Plan update. Prepare new neighbourhood plans for Hillside-Quadra, North Park and Fernwood as outcomes of Village and Corridor planning. Prepare new city-wide Missing Middle Policy, design guidelines and zoning amendments. Prepare OCP amendments to align with all of the above noted initiatives.	Amend Zoning Bylaw 2018 to align with updated Downtown Core Area Plan. Prepare zoning updates to implement Hillside-Quadra, North Park and Fernwood neighbourhood plans. Hold public information session and public hearing for Missing Middle Housing Initiative. Launch public engagement for Official Community Plan updates to ensure alignment with other city-wide plans as well as housing and climate action objectives.	Prepare zoning bylaw amendments to limit predatory lending and payday loans.
Community Planning - Social Planning	Support policy initiatives that further social planning, community well-being and equity, diversity and inclusion objectives.	Sustainable Planning and Community Development	Implement Childcare Strategy actions including zoning bylaw updates to facilitate new childcare spaces. Support development application processes with guidance and advice on accessibility and proposals that include childcare spaces. Attend Downtown Service Providers meetings as a City staff resource. Support staff in the Office of Equity, Diversity and Inclusion on projects with social planning considerations.	Implement Childcare Strategy actions including zoning bylaw updates to facilitate new childcare spaces. Support development application processes with guidance and advice on accessibility and proposals that include childcare spaces. Attend Downtown Service Providers meetings as a City staff resource. Support staff in the Office of Equity, Diversity and Inclusion on projects with social planning considerations.	Implement Childcare Strategy actions including zoning bylaw updates to facilitate new childcare spaces. Support development application processes with guidance and advice on accessibility and proposals that include childcare spaces. Attend Downtown Service Providers meetings as a City staff resource. Support staff in the Office of Equity, Diversity and Inclusion on projects with social planning considerations. Commence Barrier-Free Housing and Universal Design project.
Community Planning - Tenant Assistance	Provide support to renters in the city by implementing the Tenant Assistance Policy, managing the Rental Property Standards of Maintenance Bylaw and helping tenants navigate City policies, bylaws and processes.	Sustainable Planning and Community Development	Manage monthly meetings for Renters Advisory Committee. Prepare Tenant Assistance Plans. Manage Rental Property Standards of Maintenance Bylaw and tenant inquiries. Provide tenant assistance services for development application review. Liaise with tenant advocacy and community services organizations.	Manage monthly meetings for Renters Advisory Committee. Prepare Tenant Assistance Plans. Manage Rental Property Standards of Maintenance Bylaw and tenant inquiries. Provide tenant assistance services for development application review. Liaise with tenant advocacy and community services organizations.	Manage monthly meetings for Renters Advisory Committee. Prepare Tenant Assistance Plans. Manage Rental Property Standards of Maintenance Bylaw and tenant inquiries. Provide tenant assistance services for development application review. Liaise with tenant advocacy and community services organizations.
Community Planning - Urban Design	Provide urban design services to the development application process and a range of capital projects including supporting the design of Victoria's All Ages and Abilities cycling network, the Build Back Victoria program and improvements to public spaces.	Sustainable Planning and Community Development	Implement Downtown Public Realm Plan. Provide urban design services for capital projects and public space planning. Provide urban design services for development applications and frontage improvements. Support implementation of the Placemaking Toolkit.	Implement Downtown Public Realm Plan. Provide urban design services for capital projects and public space planning. Provide urban design services for development applications and frontage improvements. Support implementation of the Placemaking Toolkit.	Implement Downtown Public Realm Plan. Provide urban design services for capital projects and public space planning. Provide urban design services for development applications and frontage improvements. Support implementation of the Placemaking Toolkit.
Community Planning - Wayfinding Implementation	Lead implementation of the Victoria Wayfinding Strategy through signage design and overseeing installation. In 2021 wayfinding signs will be expanded to Downtown parkades and neighbourhoods.	Sustainable Planning and Community Development		Complete installation of Downtown parkade signs	Commence wayfinding expansion into urban villages
Development Services - Regulatory & Process Updates and Improvements	Lead and implement routine as well as transformative regulatory updates and process improvements.	Sustainable Planning and Community Development	Completed Rapid Deployment of Housing Regulatory Changes. Presented and received direction from Council regarding proposed improvements to Garden Suite Guidelines and Fees. Informed Bylaw Development for Missing Middle and Village and Corridor Planning.	Report to COTW to seek Council direction regarding zoning and regulatory process improvements.	Report to COTW to seek direction regarding potential to delegate authority to staff to approve minor DVPs under certain conditions
Development Services - Support Advisory Design and Heritage Advisory Panel	Provide administrative and planner support to the Advisory Design Panel and Heritage Advisory Panel	Sustainable Planning and Community Development	Coordinate and manage agenda and minute taking for approximately 8 Council Advisory Committee meetings. Write and present referral reports for approximately 24 applications.	Coordinate and manage agenda and minute taking for approximately 8 Council Advisory Committee meetings. Write and present referral reports for approximately 24 applications.	Coordinate and manage agenda and minute taking for approximately 8 Council Advisory Committee meetings. Write and present referral reports for approximately 24 applications.
Development Services - Process Delegated Applications	Review and process delegated permit applications including the Garden Suite Program with referral of applications that are inconsistent with guidelines to Council.	Sustainable Planning and Community Development	Coordinate review processes and work with applicants to ensure consistency with approved Council guidelines for 30-40 applications.	Coordinate review processes and work with applicants to ensure consistency with approved Council guidelines for applications.	Coordinate review processes and work with applicants to ensure consistency with approved Council guidelines for applications.
Development Services - Process Development Applications	Coordinate the processing of OCP amendments, rezoning, development permit, heritage alteration permit, variance, heritage designation and Tax Incentive Program applications	Sustainable Planning and Community Development	Approximately 20-30 development applications to COTW and 24 public hearing items.	Present development applications to COTW and support public hearings	Present development applications to COTW and support public hearings
Development Services - Support Board of Variance	Provide support to the Board of Variance and manage hearing processes to vary Zoning Regulation Bylaw and Tree Preservation Bylaw	Sustainable Planning and Community Development	Coordinate and manage application processing, agenda, minute taking and hearing notification process for approximately 8 meetings with 16-20 hearings.	Coordinate and manage application processing, agenda and minute taking and hearing notification process for approximately 8 meetings with 16-20 hearings.	Coordinate and manage application processing, agenda and minute taking and hearing notification process for approximately 8 meetings with 16-20 hearings.
Development Services - Support CALUC Processes	Liaise with and between CALUCs and applicants to support and coordinate the CALUC processes	Sustainable Planning and Community Development	Administrative and Planner support for approximately 10-15 CALUCs.	Administrative and Planner support for approximately 10-15 CALUC "meetings"/consultations.	Administrative and Planner support to approximately 10-15 CALUC "meetings"/consultations. Begin planning for potential CALUC Review in 2023 .
Permits and Inspections - Liquor License Resolutions and Sign Applications	Coordinate the processing of Liquor License application resolutions and Sign Bylaw applications	Sustainable Planning and Community Development	Approximately: 5 Liquor Licensing and 1 Sign Bylaw application. Participate in Municipal Alcohol Policy development.	Approximately: 5 Liquor Licensing and 1 Sign Bylaw application. Participate in Municipal Alcohol Policy development.	Approximately: 5 Liquor Licensing and 1 Sign Bylaw application. Participate in Municipal Alcohol Policy development.
Permits and Inspections - Customer Service	Provide front line customer service and initiates service delivery improvements	Sustainable Planning and Community Development	Monitoring of review timelines and identifying / implementing process improvements. Enhance inventory of information resources for customer inquiries.	Monitoring of review timelines and identifying / implementing process improvements. Enhance inventory of information resources for customer inquiries.	Commence Development of Building Permit eApply system. Monitoring of review timelines and identifying / implementing process improvements. Enhance inventory of information resources for customer inquiries.
Permits and Inspections - Process Building Permits	Coordinate the processing of Building, Plumbing and Electrical Permits including administrative and field review services	Sustainable Planning and Community Development	Approximately: 300 Building Permits with; 300 Plumbing Permits; 720 Electrical Permits; 35 Sign Permits.	Approximately: 300 Building Permits with; 300 Plumbing Permits; 720 Electrical Permits; 35 Sign Permits.	Approximately: 300 Building Permits with; 300 Plumbing Permits; 720 Electrical Permits; 35 Sign Permits.

Appendix C: 2021 Core Service Delivery Work Plan (Second Period Update)

Service Area	Service Description	Department	T1	T2	T3
VFD - Administration	Office of the Fire Chief, two Deputy Fire Chiefs and administrative professionals.	Victoria Fire Department	Regional Fire Services Committee initiated the first of our regularly scheduled meetings to discuss items such as mutual aid, regional training initiatives, and common operating procedures. Initiated capital equipment purchases. Worked in collaboration with fleet for future fire apparatus long term planning, as part of the City's entire fleet plan. Seeking additional opportunities for fire fleet within the green fleet plan. Worked with IT on the integration of new pre-plan software.	Preparation of departmental 2023 Financial Planning. Ongoing Support of Staff of staff health and wellness and Communicable Disease Plan. Procurement of Equipment and Protective Clothing. Command Officer Pool competition for future vacancies. Working in collaboration with Strategic Realstate on new fire station relocation planning.	Fire department budget presentations in support of the financial plan. Planning for potential 2023 recruitment. Continued work with Real Estate on new fire station relocation planning.
VFD - Emergency Management	Coordinating emergency preparedness, mitigation, response and recovery. Responsible for EOC readiness and activations, emergency planning, training & exercises, Vic-Alert, Remotely Piloted Aircraft System (RPAS), regional emergency planning, management of volunteer teams: Emergency Support Services, Auxiliary Communications, Cyclist Response Team, and Connect & Prepare.	Victoria Fire Department	Updated Tsunami modelling. Tsunami preparedness week, delivered virtual public education, Emergency Support Services recruitment, training, & exercises, UBCM grant for EOC equipment (air conditioners & purifiers), NRCAN Earthquake Early Warning project, extreme heat planning, regional projects (heat, evacuation, tsunami, con-ops), neighbour hub project.	Resume in-person emergency preparedness training and presentations, update materials and content, Neighbour hubs project, Extreme Heat Response Plan presentation, exercise, and response, initiate HRVA planning, UBCM grant for extreme heat assessment, mapping and planning, debris management RFP.	Update extreme weather plans, complete HRVA, initiate prevention, preparedness, and mitigation strategies based on updated HRVA, implement modernized EPA into City's Emergency Program and plans. Complete and implement the Extreme Weather Warming and Cooling Centre Plan, recruit and train Extreme Weather Response Staff and new Emergency Support Services volunteers. Update the Emergency Support Services response plan and volunteer management program. Work with Transportation dept on the transportation corridor Neighbourhood Hub design and implementation project. Provision of Emergency management planning and response to meet the requirements of the Emergency Program Act. Corporate training and education and enhancement of community education programs.
VFD - Fire Prevention	Provision of Fire and Life Safety Inspections to meet Fire Prevention and Regulation Bylaw, Fire Investigations as required by the Fire Services Act, and Community Education programming	Victoria Fire Department	Provision of Fire and Life Safety Inspections to meet the Fire Prevention and Regulation Bylaw. Fire Investigations as required by the Fire Services Act. Supporting the suppression company inspection and after hours investigation program. Resuming in person community education programming. Smoke alarm messaging for battery replacement with time change. Ongoing support for the Hoarding Education Action Team. Eligible members completing Fire Officer training to meet educational requirements for future vacancies .Fire Prevention Staff worked with the new Fire Inspector from Oak Bay to provide an orientation on inspection processes for large building and different occupancies types to share knowledge and experiences that they may utilize within Oak Bay.	Provision of Fire and Life Safety Inspections to meet the Fire and Prevention and Regulations Bylaw. Fire Investigations as required by the Fire Services Act. Supporting the suppression company inspection and after hours investigation program. Delivery of community education programming. Eligible members completing Fire Officer training to meet educational requirements for future vacancies.	Provision of Fire and Life Safety Inspections to meet the Fire and Prevention and Regulations Bylaw. Fire Investigations as required by the Fire Services Act. Supporting the suppression company inspection and after hours investigation program. Delivery of community education programming. Eligible members completing Fire Officer training to meet educational requirements for future vacancies. Fire Prevention Week including delivery of safety education to schools within the City of Victoria.
VFD - Mechanical	Provides mechanical maintenance and servicing of fire apparatus and equipment to the Victoria Fire Department (VFD) and Regional Fire Department customers on a "fee for service" basis. Regular maintenance of department power tools and equipment including oversight of departmental fuel and lubricant use, apparatus design, as well as the maintenance two fire boats required to support marine responses. Oversight of SCBA program and recommendations of fire equipment replacement and purchases.	Victoria Fire Department	Composing technical specifications to purchase new self-contained breathing apparatus (SCBA). Maintenance and oversight of the existing in service self-contained breathing apparatus. Preparation and outfitting the new Emergency Support Services Van and installation of new mobile data terminals in all fire apparatus. Preventative maintenance and repairs of VFD apparatus and equipment, and maintenance on fire boats. Maintenance and oversight of the VFD self-contained breathing apparatus (SCBA) program. Regional Fleet Servicing, on a cost recovery basis, for repairs, maintenance and commercial vehicle inspections for regional fire department apparatus.	Maintenance and oversight of the existing in service self-contained breathing apparatus. Preventative maintenance and repairs of VFD apparatus and equipment. Completing fire pump testing on Victoria Fire apparatus and regional fire apparatus.	Preventative maintenance and repairs of VFD apparatus and equipment. Maintenance and oversight of the VFD self contained breathing apparatus (SCBA) program and preparing new SCBAs for operational service. Regional Fleet Servicing, on a cost recovery basis, for repairs, maintenance and commercial vehicle inspections for regional fire department apparatus.
VFD - Suppression	Provision of Fire, Rescue, Medical and Marine emergency response	Victoria Fire Department	Completed "Survival Training and Rescue Techniques" refresher course, NFPA Certified Officer Development Certification to prepare for future vacancies. Members participated in the Regional Hazmat Team. Victoria Fire Department, Esquimalt Fire Department, and Oak Bay Fire Department representatives participated in a joint fire training exercise concentrating on fire ground survival and rescue. Completed company fire inspections and after hours fire investigations.	T2 training and staff development will be primarily focused on fire boat operator training, fire officer certification programs for suppression and prevention members, clandestine lab training, remote piloted aircraft training and certification, and first responder medical recertification. Members will be participating in the regional THARRP (Technical High Angle Rope Rescue Program) training. Completion of company fire inspections and after hours fire investigations as required. Exploring opportunities for regional training with our response partner agencies.	T3 training and staff development will be primarily focused on fire officer certification programs for suppression and prevention members, fire officer leadership training, and first responder medical recertification. Completion of company fire inspections and after hours fire investigations as required. Exploring opportunities for regional training with our response partner agencies.