

# Appendix C: Core Service Delivery Work Plan

Service Area	Description	Department	Q1	Q2	Q3	Q4
<b>Business Hub</b>	To guide new and existing businesses thru the City's processes, find ways to reduce or mitigate red tape, provide resources in the community to assist businesses	Business and Community Relations	CFB Esquimalt Small Business Start Up Workshop, Family Business and Young Entrepreneurs Excellence Awards	Inter-Community Business License (ICBL) Report to Council, Small Business Information Session, Business Awards; 10 to Watch, Chamber, Leadership Victoria, VIATEC	Small Business Information Session - partner with ICA, VIRCS, etc. to focus on newcomers, immigrants & refugees, Small Business BC Pop-Up	Small Business Information Session Business Awards; EcoStar, Launch Annual Business License Renewal Survey
<b>Create Victoria Master Plan</b>	Implementation of Create Victoria Arts and Culture Master Plan	Business and Community Relations	Research and stakeholder engagement on Vacant Storefront Program.	28 Bastion Square Creative Hub: business plan development and host community workshop	Launch Mural Toolkit and Vacant Storefront Program	Draft Music Strategy ready for public feedback
<b>Creative Animation and Programming of Public Space</b>	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	Calls to Artists: Commute, Commercial Alley and Summer Banner Design. Chinese New Year celebration and decor	Poetry Month events, scheduling and programming Centennial Square and Cameron Bandshell, publication of CityVibe festival brochure, launch call to artist for Artist in Residence Program. Continue to hold space for dialogue with Indigenous community regarding the next Call for Indigenous Artist in Residence Program. Summer and Event Banners	Canada Day Celebration, free programming begins in CSQ and CB, Artworks installed for Commute and Commercial Alley projects. Artist in Resident begins term.	Nominations for Youth Poet Laureate launched. Installation of Winter Animation Program. Indigenous Symposium held.
<b>Festival and Event Support</b>	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 Investment Grant 2019 Allocations	COTW report on Festival Investment Grant policy and guidelines.	Applications received for Festival Investment Grant program.
<b>Late Night Program</b>	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		Contract initiated with consultant to assist with Municipal Alcohol Policy	Municipal Alcohol Policy - Report to Council on preliminary recommendations	Municipal Alcohol Policy - Report to Council
<b>Neighbourhood Liaison Activities</b>	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		My Great Neighbourhood Grant - Spring intake Report to Council  Neighbour Day Promotion Initiative	Community project bike tour event	My Great Neighbourhood Grant - Fall intake Report to Council  League of Champions - workshop to commence  Neighbourhood Summit Event
<b>Victoria Conference Centre</b>	Sell, manage and service 73,000 sq.ft. of space in the Victoria Conference Centre and 25,000 sq.ft. of space in Crystal Garden for conferences, special events, meetings and trade consumer shows in Victoria.	Business and Community Relations	Customer Advisory Board Annual Meeting  CSAE in Ottawa  GM Mission - Mississauga/Toronto, Ottawa, and Montreal	Prestige Event in Portland/Seattle  Global Meetings Industry Day  Cities in Sync Spring Sales Mission in Toronto/Ottawa  Business Events Victoria - Spring Fam	ASAE Annual Meeting in Ohio  Canadian Meetings & Events Expo in Toronto  IMEX America Trade Show in Las Vegas  Meetings West Live in Victoria	GM Mission in San Francisco/Seattle  CSAE Conference & Showcase in Vancouver  PCMA CIC Conference in Quebec City  Cities in Sync Sales Mission / MPI / CSAE Holiday Showcase in Toronto/Ottawa

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<b>Protocol Office</b>	The protocol program handles various events, activities and services that benefit, promote, celebrate or enhance Victoria. The office also provides guidance and support for First Nations relationships, and works to hold events with dignitaries or when Mayor and Council are called upon to act in an official capacity.	City Manager's Office	New Years Day Levee at City Hall Hosted Minister of Environment and Regional Mayors meeting Hosted Morioka (Twin City) delegation	Marked Sikh Heritage Day for the first time at City Hall Ramadan Community Dinner at City Hall Facilitated Victoria's participation in Suzhou's (Twin City) dragon boat festival Victoria Pride Week kickoff at City Hall	Host Ugandan government & study group delegation Host Korean job-creation study group delegation	Victoria Poppy Campaign kickoff at City Hall Host Morioka (Twin City) school group Holiday Carolling Week at City Hall with local student choirs
<b>Bylaw and Licensing Services</b>	Responsible for bylaw enforcement (compliance and investigations), business licence reviews and compliance checks, and developing a City strategy aimed at regulating short term rental market.	City Manager's Office	Initiate Short Term Vacation Rental Enforcement Plan for non-confining operations	Initiate patrols of public space in Victoria	Complete short term rental compliance and enforcement plan	Conclude the removal of derelict boats in the Gorge waterway
<b>Corporate Initiatives</b>	Advance the City's Corporate Plan objectives through process and service improvements, performance measure development, and sustainment of the Project Management Framework implementation.	Corporate Services		Facilitated Victoria's participation in Suzhou's (Twin City) dragon boat festival	Open Government Strategy Report to COTW	Host Morioka (Twin City) school group
<b>Finance</b>	Responsible for safeguarding the City's financial assets and 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	Start of the External Audit, Application deadlines for Strategic Plan Grants, Micro Grants and Community Volunteer Grants	Victoria Pride Week kickoff at City Hall	Property Taxes due July 2, Tax Sale of properties that have three years of outstanding taxes	Holiday Carolling Week at City Hall with local student choirs
<b>Fire Hall #1 Replacement</b>	Replacement of the Fire Hall #1 located on Yates Street.	Corporate Services		Rezoning Process		
<b>Human Resources - Learning Services</b>	Plan and deliver learning programs to support corporate priorities including leadership capacity, change management and business enablers.	Corporate Services	Learning Program - Communications plan initiated Core Learning - resources launched , revise and expand Corporate New Hire Orientation Business Enabling Learning offered in support of CRM initiative - Responding Effectively to Public Emails, Effective Telephone Customer Service Business Enabling learning Project Management for Team members, IT Security offered Leadership Development Learning RFP(s) evaluated in support of three level City Leadership Development program Provide team session support to Directors/AD/Managers	Review and revise Corporate Learning and Development Policy(s) Develop Corporate Coaching Framework Launch Leadership Development (LD) Level 1 Provide succession analysis to Directors/AD/Managers	Launch Core Learning - on Reconciliation, Diversity and Inclusion Pilot Leadership Development Learning (LD) Level 1 and 2 Launch New Corporate Orientation Define Business enabling learning priorities for 2020 Evaluate P + P framework resources	Update Communications plan Update SharePoint Registration site Deliver Core Learning and Business Learning Pilot LD Level 3 Launch 2nd Cohorts of LD Level 1 and Level 2 Launch New City of Victoria mentoring program

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<b>Human Resources - Health and Safety</b>	Develop and implement safety management systems to proactively prevent workplace accidents, and coordinate rehabilitation programs to provide ill or injuries employees with stay at work and return to work opportunities.	Corporate Services	<p>Safety training: 21 course topics offered, 27 sessions, 396 employees trained, 75% Managers in PW &amp; Parks received Due Diligence training</p> <p>SJP creation/revisions for Public Works</p> <p>Violence Risk Assessment recommendations for Crystal Pool initiated</p> <p>Bi-weekly Ability Management Meetings initiated</p>	<p>New Traffic Control Regulations training</p> <p>Job Hazard Analysis and Risk Assessments for PW &amp; Parks tasks</p> <p>Focus on Increasing Jobsite Inspections in PW</p> <p>Continue to create and revise SJPs</p> <p>Start development of Contractor Management Program</p> <p>Document new Disability Management Program processes</p> <p>Initiate COR-based internal Safety Audit at PW</p>	<p>Develop Contractor Management Program</p> <p>Due Diligence training push for Managers and Supervisors City-wide</p> <p>Update OHS Program Manual and supporting documents</p> <p>Role out new DM Program</p>	<p>Implement Contractor Management Program</p> <p>Continue Safety Training for Managers and Supervisors</p> <p>Complete JHAs and Risk Assessments for PW &amp; Parks</p> <p>Roll out updated OHS Program Manual and supporting documents.</p>
<b>Human Resources - Recruitment</b>	Full cycle recruitment and staffing support including new employee onboarding and orientation	Corporate Services	Recruitment to new positions approved by Council through Strategic Plan and Financial Plan	Recruitment to new positions approved by Council and Fire Fighter Recruitment	Recruitment to new positions approved by Council and Fire Fighter Recruitment; Planning for 2020 Seasonal Staffing	Fire Fighter Recruitment Complete; Plan for 2020 Seasonal Temporary Recruitment
<b>Information Technology</b>	Helpdesk	Corporate Services	Provide IT client support to all city staff, participate in IT project work and lead corporate refresh of city's multi-function printers	Provide IT client support to all city staff, participate in IT project work and lead corporate refresh of city's multi-function printers and perform annual refresh of desktops and laptops	Provide IT client support to all city staff, participate in IT project work and continuing annual refresh of desktops and laptops	Provide IT client support to all city staff and participate in IT project work
<b>Information Technology</b>	Technical Infrastructure	Corporate Services	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work and proactively improve system operations to minimize unscheduled down time	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work and proactively improve system operations to minimize unscheduled down time	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work and proactively improve system operations to minimize unscheduled down time	Maintain city core IT Infrastructure, provide cyber protection, participate in IT project work and proactively improve system operations to minimize unscheduled down time
<b>Information Technology</b>	Business Solutions	Corporate Services	Lead corporate projects involving technology implementation, support and maintain internally developed software applications, lead corporate digital transformation project involving modernizing the city's office productivity tools	Lead corporate projects involving technology implementation, support and maintain internally developed software applications, lead corporate digital transformation project involving modernizing the city's office productivity tools	Lead corporate projects involving technology implementation, support and maintain internally developed software applications, lead corporate digital transformation project involving modernizing the city's office productivity tools	Lead corporate projects involving technology implementation, support and maintain internally developed software applications, lead corporate digital transformation project involving modernizing the city's office productivity tools
<b>Legislative Services - Council Process</b>	Legislative Services manages the council meeting process preparing and publishing Council and Committee of the Whole meetings, recording minutes and webcasting	Corporate Services	Council voting dashboard established with public launch in Q2; Framework for a rise and report policy and process for closed meetings commenced	Public launch of Council voting dashboard at COTW	Rise and report Policy to COTW	

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<b>Legislative Services - Policy</b>	Legislative Services undertakes policy related projects on a variety of issues in the City not lead by other departments	Corporate Services	Mobile Bicycle Street Vending Regulations approved by Council; 2018 Election lessons learned report to Council; DVBA's Business Improvement Area renewal was reported to COTW and approved to proceed	BIA Renewal assent report to COTW; Cannabis Retailer Bylaw and Enforcement Approach report; City Family terms of reference; Cannabis Consumption Sites Pilot Project report back; Animal Control Services Contract RFP; Intercommunity Business Licence Bylaw	Deer management regulations Animal control regulations sale of cats and dogs	
<b>Parking Services</b>	Operation of five parkades, three surface parking lots and nearly 2,000 on street parking spaces downtown.	Corporate Services	Annual update report to Council	Implementation of paid Sunday on-street metered parking to fund transit passes for youth		
<b>Real Estate</b>	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 terms needs	Corporate Services	Investigating and developing options for affordable housing projects and securing necessary staffing assets in support. Negotiations on Laurel Point acquisition and other David Foster Harbour Pathway projects north of JSB. Negotiations on final Apex agreement. Complete renewal of leases including Myplace.	Investigating and developing options for affordable housing projects. Negotiations with BC Housing on partnership MOU. Recruitment for new positions in support of affordable housing and implementation of strategic plan. Completion of Apex competition. Complete renewal of leases including key lease at Crystal Gardens	Completion of Real Estate Strategic Plan. Caledonia and Burnside Housing Project agreements completed and rezoning initiated	Acquisition of new lands in support of affordable housing
<b>Coastal Communities Social Procurement Initiatives</b>	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 with member municipalities	Support Scale Collaborative, the contractor hired to advance this initiative with member municipalities	Support Scale Collaborative, the contractor hired to advance this initiative with member municipalities	Support Scale Collaborative, the contractor hired to advance this initiative with member municipalities
<b>Supply Management Services</b>	Provides businesses and suppliers transparent, fair and equal access to business opportunities with the City. Provide purchasing expertise and advice to foster a consistent and standardized approach to purchasing within the City.	Corporate Services		Develop list of purchases over \$50,000 as part of the Quarterly Reporting to Council		
<b>Communications</b>	Provide strategic communications for City department programs, services and initiatives.	ENG	Major Highlights: Announced Poet Laureate and Youth Poet Laureate, tsunami preparedness and neighbourhood-based Connect and Prepare, My Great Neighbourhood Grant, Coastal Communities Social Procurement, Recruitment for Victoria Red Cross Emergency Social Support Team.	Major Highlights: Strategic Plan, CityVibe Guide, Connect Summer Edition, Poetry Month, Emergency Preparedness Week, summer camps, Cecelia Ravine Opening, updated Art in Public Places Policy, announce Artist in Residence, Commute Bus shelter artists and shortlist for Victoria Book Prize Awards, Ellice Bridge repairs.	Major Highlights: Canada Day, Indigenous Artist in Residence and Youth Poet Laureate, Seniors' Taskforce, Climate Champions Program, Active Living Guide, Orange Shirt Day, Victoria Book Prize Awards Gala, Victoria Fire Department recruitment.	Major Highlights: ShakeOut, Mural Took Kit, Indigenous Arts Symposium, Annual Carolling Week at City Hall, Connect Winter Edition, Crystal Pool maintenance shutdown.
<b>Engagement</b>	Provide strategic engagement services for City department's programs, services and initiatives.	ENG	Developed and led engagement on the City's draft Budget and Financial Plan; launched Go Victoria: Our Mobility Future engagement strategy; Participatory Budgeting, and delivered ongoing bike lane construction engagement.	Major initiatives to include: Launch new online Engagement Portal section of City website, engagement on GoVictoria, Climate Leadership Plan, Inclusionary Housing and Housing Strategy, AAA cycling network .	Major initiatives to include: AAA cycling network, Housing Strategy, Neighbourhood Summit, Rental Zoning, Bastian Square Arts Hub, Laurel Point Park, Climate Champions, Accessibility Framework, Reconciliation Dialogues.	Major initiatives to include: Budget 2020, Local Area Planning, AAA cycling network, Housing Strategy, Zero Waste Strategy, Economic Development Taskforce, City-wide Infill Housing, Reconciliation Dialogues, Create Victoria Music Strategy.

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Engagement Summit	Develop, implement and evaluate the objectives and results of the City's annual Engagement Summit to inform Council's decision making.	ENG	Developed, implemented and evaluated the 2019-2022 Strategic Plan Engagement Summit. 148 members of the public participated in a full-day engagement event to provide input on Council's draft strategic objectives and actions. Analysis of the comprehensive community input informed Council's decision making and priorities in the City's four-year Strategic Plan	The 2019-2022 Strategic Plan was approved in April. Professional layout version will be available in May.	Implementation of Strategic Plan.	Implementation of Strategic Plan. Develop theme and implement engagement strategy for 2020 Engagement Summit.
Participatory Budgeting	Supported annual participatory budgeting process, being led this year by the Victoria Youth Council. The 2019 theme is improving life for youth.	ENG	Support the community-led Participatory Budgeting Steering Committee. Call for proposals phase closed May 6.	Public voting June 16-July 19 for shortlisted proposals.	Analysis	Announce winners and implementation of projects begins
Asset Management and GIS	Implement and maintain the City's corporate asset management system. Capture, maintain, analyze and communicate the spatial location and key attributes of property parcels and City-owned infrastructure.	Engineering and Public Works	Implemented enhancements to the asset management system for Facilities. Initiated Fleet business process review.	Establish corporate asset hierarchy standard and complete strategy to integrate the asset management system with the enterprise financial system.	Develop corporate asset management change management and data quality plan.	Transition underground utilities engineering and operations to the corporate asset management system.
Fleet Management	The project management of the procurement of all new City Fleet and Equipment assets. Life cycle management and asset management of the City of Victoria Fleet. Maintenance provision for the fleet of Police 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	Ongoing Fleet management Procurement of 2018 back log of fleet replacements	Ongoing Fleet management Procurement of 2018 back log of fleet replacements Begin 2019 planned replacements	Ongoing Fleet management Procurement of 2018 back log of fleet replacements Begin 2019 planned replacements Business process review - prep. for transition to Cartegraph	Ongoing Fleet management Procurement of 2018 back log of fleet replacements Begin 2019 planned replacements Business process review - prep. for transition to Cartegraph
Land Development	Administration of land development applications including processing applications for subdivisions and strata permits, frontage and right of way construction permits, and encroachment and excavation permits.	Engineering and Public Works	Ongoing			
Retaining Walls and Railings	Undertake the construction, maintenance and repair of city owned seawalls, railings and retaining walls	Engineering and Public Works	Ongoing			
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 useful life, ensure good esthetics and to replace or install when required.	Engineering and Public Works	Implementing annual maintenance programs and undertaking new projects on behalf of Engineering.			

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<b>Transportation</b>	Manage the planning, operations and function of the City's transportation infrastructure and associated network to support the safe movement of people, goods and services.	Engineering and Public Works	<p>Undertake the design, engagement and construction planning for approved capital construction projects including sidewalks, crosswalks, bike lanes, road restoration and transit stop replacement;</p> <p>Review and process re-zoning, subdivision and/or development applications for Council's consideration;</p> <p>Review and process street occupancy permits;</p> <p>Review and process building permits</p> <p>Undertake approved transportation policy and bylaw work</p> <p>Manage requests for changes to public right-of-way including parking, loading, and speciality zones</p> <p>Collect local transportation and traffic data</p>	<p>Continue the design, engagement and construction planning for approved capital construction projects including sidewalks, crosswalks, bike lanes, road restoration and transit stop replacement;</p> <p>Review and process re-zoning, subdivision and/or development applications for Council's consideration;</p> <p>Review and process street occupancy permits</p> <p>Review and process building permits</p> <p>Continue with approved transportation policy and bylaw work</p> <p>Manage requests for changes to public right-of-way including parking, loading, and speciality zones</p> <p>Collect local transportation and traffic data</p>	<p>Continue the design, engagement and construction planning for approved capital construction projects including sidewalks, crosswalks, bike lanes, road restoration and transit stop replacement;</p> <p>Review and process re-zoning, subdivision and/or development applications for Council's consideration;</p> <p>Review and process street occupancy permits</p> <p>Review and process building permits</p> <p>Continue with approved transportation policy and bylaw work</p> <p>Manage requests for changes to public right-of-way including parking, loading, and speciality zones</p> <p>Collect local transportation and traffic data</p>	<p>Continue the design, engagement and construction planning for approved capital construction projects including sidewalks, crosswalks, bike lanes, road restoration and transit stop replacement;</p> <p>Review and process re-zoning, subdivision and/or development applications for Council's consideration;</p> <p>Review and process street occupancy permits</p> <p>Review and process building permits</p> <p>Continue with approved transportation policy and bylaw work</p> <p>Manage requests for changes to public right-of-way including parking, loading, and speciality zones</p> <p>Collect local transportation and traffic data</p>
<b>Underground Utilities</b>	Underground Utilities Section oversees maintenance and renewal of City's underground infrastructure (water, sanitary sewer and storm drains).	Engineering and Public Works	<p>Holly St, Hamilton to Belmont watermain replaced.</p> <p>Johnson Str, east from Cook, watermain replaced.</p> <p>Belton St, Dominion to Reno, stormdrain installed.</p> <p>Fort St, Oak Bat to Belcher, storm drain replaced.</p> <p>Selbourne, Kings to Haultin, storm drain lined.</p> <p>Humboldt St, Phase 1 force main installed.</p> <p>Rehabilitation of Cook St brick storm drain completed.</p>			
<b>Waterfront Public Realm Improvements</b>	Implementation of the designs for the public realm improvements, including a pedestrian connection underneath the Johnson Street bridge, boulevard landscaping, Janion Plaza and Northern Junk Plaza improvements, and expansion of Songhees Park.	Engineering and Public Works / Parks, Recreation and Facilities	<p>Substantial completion of the boulevard landscaping</p> <p>Substantial completion of the Janion Plaza</p> <p>Construction of the David Foster Harbour Pathway</p>	Review and process re-zoning, subdivision and/or development applications for Council's consideration;	Review and process re-zoning, subdivision and/or development applications for Council's consideration;	Review and process re-zoning, subdivision and/or development applications for Council's consideration;
<b>Crystal Pool &amp; Wellness Centre Replacement</b>	Replacement of the Crystal Pool and Fitness Centre	Parks, Recreation and Facilities	Investigation of arena parking lot options with RG Facilities			
<b>Facilities - Building Services</b>	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	Review and processed street occupancy permits;	Review and process street occupancy permits	Review and process street occupancy permits
<b>Facilities - Maintenance</b>	Preventative and corrective maintenance on 1.9 million square feet of City owned facilities	Parks, Recreation and Facilities	Elevator inspections, electrical maintenance, snow and ice removal			



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<b>Facilities Master Plan</b>	The project will deliver a plan that strategically assesses current and future requirements for City facilities. The document will be shaped by input from existing City policy/plans, staff, consultants and stakeholders.	Parks, Recreation and Facilities		Complete regular traffic signal timing changes in municipality	Review and process building permits	Review and process building permits
<b>Laurel Point Park Improvement Plan</b>	Redevelopment of the waterfront lands following the remediation project, currently underway by Transport Canada. Staff will develop a park design, with input from the community, for construction in 2020.	Parks, Recreation and Facilities	Project Initiation			
<b>Parks - Horticulture and Nursery Operations</b>	Maintenance of all gardens in parks and medians, including hanging baskets, plantings, hedges and the orca display	Parks, Recreation and Facilities	Propagation of plants, garden bed renovations, chip trail maintenance	Review and process building permits	Continue with approved transportation policy and bylaw work	Continue with approved transportation policy and bylaw work
<b>Parks - Infrastructure</b>	Maintenance of hard assets/ infrastructure in parks, including fences, playgrounds, outdoor sport facilities and equipment, benches, picnic tables, pathways, signage, and irrigation systems.	Parks, Recreation and Facilities	Playground and sport infrastructure safety inspections, furnishing dedication program installations		Capital construction program	Capital construction program, irrigation winterization
<b>Parks - Tree Care</b>	Maintenance of public trees in parks and on boulevards. Oversight of Tree Preservation Bylaw and administration of permits for removal and pruning.	Parks, Recreation and Facilities	Tree planting program, risk assessments of existing trees and removal, annual branch pick-up program	Develop Sustainable Mobility Strategy	Young tree care program, maintenance of existing trees	Winter tree planting begins
<b>Parks - Turf and Boulevard Management</b>	Maintenance of City green space, including all parks and boulevards	Parks, Recreation and Facilities	Annual leaf pick-up program, edging program, turf top dressing begins	Field top dressing, mowing program, sport field change-over (baseball to soccer)	Mowing and weeding	Annual leaf pick-up program begins
<b>Recreation - Programs and Services</b>	Planning and delivery of community recreation programs and services	Parks, Recreation and Facilities	Winter program session, LIFE program registration, spring/summer program registration, Spring Break camps	Spring program session	Summer program session, summer day camps	Fall/winter program session, Winter Break camps
<b>Recreation - Royal Athletic Park</b>	Facility and event coordination, including sales/ ticketing, food and beverage operations, field maintenance, building operations and public inquiries.	Parks, Recreation and Facilities	Pre-season facility preparations and maintenance	Victoria HarbourCats baseball season, special events	Special events; Great Canadian Beer Festival, Rifflandia Music Festival, <u>Brewery and the Beast</u>	Facility maintenance
<b>Recreation - Sport</b>	Sport service coordination, including ice rink programs, sport field and court bookings	Parks, Recreation and Facilities	Sport field and ice rink rental allocation, sport court permit administration	Spring program session	Summer program session, sport field and ice rink rental allocation	Winter program session
<b>Topaz Park Improvements</b>	The Topaz Park Improvement Plan was approved in June 2018. The plan includes a phased implementation strategy that considers replacement timelines for existing amenities, impacts on park users including user groups, construction efficiencies, priorities from public consultation and financial impacts. The detailed design of the artificial turf project and design of the Southern Park enhancements are scheduled for 2019.	Parks, Recreation and Facilities	Project initiation	Procure design services	Stakeholder engagement, design development	Project update to Council
<b>Centennial Square Action Plan</b>	In response to direction from the Downtown Public Realm Plan, staff initiated a planning process in early 2018 to develop an Action Plan for Centennial Square to address immediate operations, accessibility and maintenance issues, identify programming and other 'quick win' opportunities to activate the plaza, and develop a vision and strategic framework to guide phased and more comprehensive improvements over the medium and long-term.	Sustainable Planning and Community Development		Report outcomes of process and engagement to Council and seek Council direction on next steps		

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<b>Community Planning</b>	Community Planning provides services to guide decision making through preparation of long range policy plans, public realm plans and heritage conservation initiatives. This includes city-wide and local area planning, zoning updates, Housing Strategy implementation, Victoria Housing Reserve Fund administration, plan monitoring and adaptation, and data collection and reporting.	Sustainable Planning and Community Development		Victoria Housing Reserve Fund applications considered by Council (March 31 application in-take)	1) OCP Annual Review and Housing Report to Council 2) OCP Amendment to update Regional Context Statement (requirement by Regional Growth Strategy)	Victoria Housing Reserve Fund applications considered by Council (September 30 application in-take)
<b>Development Services</b>	Development Services coordinates the processing of all types of development applications including rezoning, development permit, heritage alteration permit and variance applications. Additionally it provides staff support for the Board of Variance and Council's Heritage Advisory Panel, Advisory Design Panel and Renters Advisory Committee and provides ongoing liaison with the CALUCs. This Division is also responsible for a number of short term policy initiatives and making ongoing process improvements to ensure a streamlined approach to development review.	Sustainable Planning and Community Development	Ongoing	Ongoing	Ongoing	Ongoing
<b>Downtown Core Area Plan</b>	Update and improve DCAP design guidelines.	Sustainable Planning and Community Development		Pre-project consultation to scope project and identify issues	Develop project plan	Initiate project
<b>Heritage Conservation</b>	Heritage policy initiatives, ongoing identification and conservation of heritage sites and areas	Sustainable Planning and Community Development	Citizen-Led Heritage Conservation Areas Policy approval	Authorization of Robert Street HCA Study (April 18, 2019)	Completion of Robert Street HCA study and report to Council  Report on potential Heritage Register additions (based on 50 properties recommended for inclusion in 2016)  Report on potential HCA on Lewis Street in James Bay (nomination impending)	
<b>Permits and Inspections</b>	Front line customer service, administrative and field review services related to the responsibilities set out in the Building and Plumbing Bylaw, Electrical Bylaw, Sign Bylaw, Liquor Licencing and other miscellaneous responsibilities. Administrative Services includes circulation of applications to all City departments, coordinating review outcomes to applicants, and record management. Regular business also includes service delivery improvements, development of online application capabilities, and delivery work flow management tools.	Sustainable Planning and Community Development	Ongoing	Ongoing	Ongoing	Ongoing
<b>Wayfinding Implementation</b>	Phase 1 implementation started in August 2017 and will be completed in May 2019. This phase of the project included the installation of 56 signs Downtown and along the Harbour Pathway. Phase 2 planning will carry on in 2019 with implementation in 2020.	Sustainable Planning and Community Development	Fabrication of remaining phase 1 signs; Project scope and planning of phase 2	Final installations of phase 1 signs, sighting and content prep testing for phase 2 signs, community engagement with neighbourhoods	Content development for signs, community engagement	Technical drawing prep prior to fabrication, coordination



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VFD - Administration	Ongoing identification and conservation of heritage sites and areas in the City of Victoria	Victoria Fire Department			Fire Fighter Recruitment in collaboration with HR and Engagement	Fire Fighter Recruitment in collaboration with HR and Engagement
VFD - Emergency Management	Training City staff and coordinating an emergency response in the event of a disaster. Responsible for facilitation of Emergency Social Service programs in post incident programs.	Victoria Fire Department	Hosted a volunteer recruitment night and a Volunteer Visioning Session to review goals and outcomes for the volunteer teams; Council Orientation of Emergency Operations Centre; Leonard Street emergency preparedness neighbourhood bench installed; completed the online Emergency Support Services training program. This program which is accessible by staff and volunteers provides an overview of Provincial Legislation, and City of Victoria ESS procedures	Complete a Cyclist Response Team Exercise integrating the new e-Bikes and cargo bikes; Delivery of Connect & Prepare workshops with BRN and CRHC housing, conducted volunteer recognition week activities, national tsunami preparedness week public education and outreach, Emergency Preparedness Week public education and outreach (San Andreas movie screening)		BC Shake Out
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			Victoria Fire Department (VFD) and Regional Fire Department customers on a "fee for service" basis.	Fire Prevention Week; In-school Education Program - Fire Prevention and EM Staff
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.	Victoria Fire Department			Provision of specialized mechanical maintenance and servicing of Regional Fire Department apparatus on a "fee for service" basis	Provision of specialized mechanical maintenance and servicing of Regional Fire Department apparatus on a "fee for service" basis
VFD - Suppression	Provision of Fire, Rescue, Medical and Marine emergency response	Victoria Fire Department		Fire Officer Certification		