

Department Highlights - Quarter 4
October 1 – December 31, 2014

CITIZEN ENGAGEMENT AND STRATEGIC PLANNING

2014 Municipal Election

A voter engagement strategy was implemented in 2014 to support the municipal election in November. A number of new tools were introduced with a focused effort to engage new and younger voters.



Total voter turnout was 24,665, approximately 39% of registered voters. This is the highest voter turnout in over 20 years within the City of Victoria.

- Nearly 25,000 "I Voted" stickers were handed out at advance polls and on General Voting Day on Saturday, November 15, 2014.
- 2,000 "Future Voter" stickers were provided to children under the age of 18 attending the polls with their parents.
- The City's website saw a 400% increase in traffic on Election Day, making it the busiest day ever for www.victoria.ca. Nearly 50% of visitors on Election Day were using a mobile device.

- Responsive to feedback from voters that it was difficult to find information about all candidates in one locations, during the recent election, the City produced an online Candidate Profile Guide. The guide included a photo and profile from each of the candidates. It was the second most accessed page throughout the election period after the main election page, and spiked in traffic in the days leading up to the election.
- The City partnered with Districts of Saanich, Esquimalt and Oak Bay to develop a full-wrap of the Times Colonist newspaper the day before the election. The wrap was designed to raise awareness and call readers to action about the importance of voting on general election day. The information assisted voters in locating their voting station and knowing what identification to bring with them to vote.



Orientation of new Council

A council orientation program was designed to assist Councillors to learn more about City operations and build team early on. Tours of City facilities and Victoria's harbour were offered, followed by presentations by each department, and workshops on governance.

New financial planning process and plan

Throughout 2014, the City undertook a new approach to its financial planning process. The new process moves away from expense-based budgeting and towards budgeting by priorities, outlining services and capital projects, including the costs, revenues and benefits of each. An improved process will result in a comprehensive and detailed Financial Plan that outlines all services, planned projects and planned enhancements for the coming year.

As part of that process, the City engaged staff across the organization in “Great Ideas” sessions. Throughout October and November, 12 Great Ideas sessions were held, engaging over 280 City staff in discussions around where “Better is Possible.” Six sessions were held at Public Works, three sessions were held in the Parks Greenhouse, one session was at City Hall and two sessions were at Fire Station No. 1. Hundreds of ideas were gathered and continue to be collected, reviewed and implemented. The ideas generated vary. Many ideas result in cost savings, efficiencies, improved support for staff and better service for customers.



The new Financial Plan format will enable the City to better demonstrate the value that residents and businesses receive for their tax dollars. The information outlined in the new budget will help residents understand the services, service levels and operations they receive for their communal investment. The improved information is aimed to simplify the budget and make information more clear and accessible to ensure residents are fully informed on how their tax dollars are being spent. Generating greater awareness around the budget through improved information will build a strong foundation for a more collaborative financial planning process in 2016.

New Employee Portal

In November, the CityHub was introduced to support improved information sharing within the organization. The new employee portal is designed to provide staff with a place to share information, connect with colleagues and access the tools they need every day in an efficient manner. The City Hub is an important tool for sharing information with outside employees and the various departments, a noted area for improvement across the organization.

Online and Media Statistics

In 2014, the Citizen Engagement and Strategic Planning Department issued 162 media releases to generate awareness and understanding, and engage citizens on City initiatives, programs and services.

Social media:

- Facebook: 9,862 likes

- Twitter: 18,551 followers
- YouTube channel: over 7,500 views to date of all videos
- LinkedIn: 696 followers

Garbage collection widget by the end of 2014:

- 6,942 households were signed up for active reminders (email, text, phone, Twitter, iCalendar)
- 10,170 personal garbage calendars downloaded to date
- 14,524 households have accessed this service

Kinder Morgan consultation

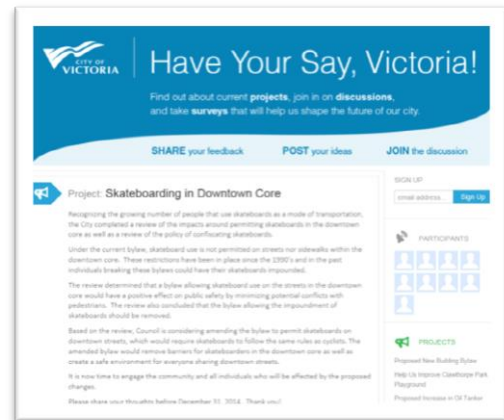
Having applied for and received intervenor status, the City of Victoria took the opportunity to submit questions and evidence, on whether or not the project should be approved by the Board. Of particular significance to Victoria and what the City's focus was in response to Issue #5 (of 12 issues): The potential environmental and socio-economic effects of marine shipping activities that would result from the proposed project, including the potential effects of accidents or malfunction that may occur".

In preparation for the hearing, the City gathered the community's input by way of a public meeting as well as written and electronic submissions to ensure their views were reflected in the City's response to the pipeline expansion. The City accepted input from the community until October 31, 2014 and then made a formal submission to the National Energy Board.

Skateboarding Consultation

Recognizing the growing number of people that use skateboards as a mode of transportation, the City engaged the community to seek feedback on proposed changes that would allow skateboard use on downtown streets. The City's current bylaw, in place since 1990's, does not allow the use of bicycles and skateboards on sidewalks anywhere in the city, but unlike bicycles, the bylaw also does not allow individuals to ride skateboards on streets within the downtown core. Skateboarding is currently allowed in other areas of Victoria outside the downtown core.

An online survey was used to solicit feedback from individuals who would be affected by the proposed changes by allowing skateboarding in the downtown core. The City received 275 surveys from the community including drivers, public transit users, cyclists, skateboarders and pedestrians.



The feedback received will be presented to Council in March 2015.

ENGINEERING AND PUBLIC WORKS

Capital Projects

Below are a list of the capital projects that took place in 2014.

CAPITAL PROGRAM	BUDGET	EXPENDED	UPGRADED
Major Roads	\$1,075,000	\$1,161,223	1,180 metres
Local Roads	\$1,030,391	\$927,446	1,100 metres
Sidewalks	\$358,000	\$329,129	680 metres
Crosswalks	\$104,040	\$132,733	3 crosswalks
Bicycle Infrastructure	\$520,100	\$392,850	1,500 metres bike lane
Traffic Signals	\$57,222	\$69,749	1 intersection
Street Lights/LED Signals	\$46,818	\$23,967	8 locations
Bus Shelters and Bus Stops	\$26,010	\$16,590	3 locations
Active Transportation	\$121,639	\$108,000	5 locations
Victoria West Transportation Plan	\$400,000	\$357,580	3 intersections
All	\$3,739,220	\$3,519,267	

2014 Major Roads (Pavement Management Plan)

- Cook Street from Queens to Caledonia (milling and paving)
- Tolmie Avenue from Glasgow to Fifth (road/sidewalk reconstruction)
- Doncaster Drive from Hillside to Westall (milling and paving)
- Catherine Street from Bay to Wilson (road rehabilitation)
- Douglas Street NB Curb Lane Bay to Hillside (milling and paving)

Minor Roads (Pavement Management Plan)

- Montreal Street from Simcoe to Niagara (sidewalk and paving)
- May Street from Linden to Moss Phase 1 (sidewalk and paving)
- Ryan Street Asquith to Forbes (sidewalk and paving)
- Kings Road from Graham to Blackwood (milling and paving)
- Glasgow Street from Topaz to Topaz Park (thin asphalt overlay)
- Victor Street from Kings to Ryan (thin asphalt overlay)

Sidewalks (Pedestrian Master Plan)

- Sea Terrace from Dunsmuir to Barnard Park (new sidewalk)
- Montreal Street from Simcoe to Niagara (new sidewalk)
- Richardson Street from St. Charles west to lane (new sidewalk)
- Quamichan Street at Somenos (driveway crossing/sidewalk)
- Gonzales from Richardson to Foul Bay (1/2 block completed sidewalk)
- Skinner Street from Tyee to Alston (new sidewalk)

Crosswalks (Pedestrian Master Plan)

- Bay Street at Forbes (narrow crossing distance and add lighting)
- Bay Street at Chambers (narrow crossing distance and add lighting)
- Pandora 500 block (new downtown mid-block crosswalk)

Bicycle Infrastructure (Bicycle Master Plan)

- Installed 1,500 metres of new bike lanes:
 - Cook Street from Finlayson to Maplewood (new bike lane)
 - Johnson Street at Pandora island (narrow for new bike lane)
 - Skinner Street from Bay to Catherine (new bike lane)

Traffic Signals (Infrastructure Management Plan)

- Douglas Street at Bay Street (intersection upgrade)

Victoria West Transportation Plan

- Bay Street at Catherine Street (intersection realignment)
- Catherine Street Bay to Wilson (neighbourhood traffic calming)

Amount of pipe replaced in 2014

- Water Mains – 2,750 metres
- Sanitary Sewer Mains – 28 metres
- Storm Drain Mains – 496 metres



Parking improvements results

In mid-September, the City launched a range of parking improvements to shift customers from high-demand on-street spaces to City parkades to make parking easier and improve customer service. To date, the parking improvements have received high positive support from the community. This is evident through a notable shift in behaviour amongst motorists as well as feedback from local businesses, residents, and media by way of letters, emails, news stories and

social media posts. A Parking Services Review Update will be presented to Council in February 2015.

Since improvements were implemented in September, there has been a marked increase of vehicles parking in parkades. When comparing August - December 2013, to August - December 2014, vehicles have increased from 10% in September to 31% more vehicles in December, over the previous year. The majority of vehicles are parking for three hours or less, so turnover in parkades remains high. Subsequently, vehicles parking on-street has reduced slightly, creating the desired capacity on streets to attract more short term parkers. This appears to have freed up more high-demand on-street parking spaces in the downtown core, generally making parking easier to find.

A \$750,000 annual reduction in parkade revenue was anticipated when the recommendations were implemented, however, this was to be offset by a corresponding increase in on-street revenue, due to rate increases in the areas closest to the City parkades. The increases and decreases have occurred as anticipated; however, since the new parking rates have been implemented, there have been more than 43,000 additional downtown parking transactions. These additional transactions have resulted in a slight increase in parking revenue (\$61,000), compared to the same three month time period in 2013.

Month	City Parkades Total Vehicles 2013	City Parkade Total Vehicles 2014	Percentage Change
August	58,647	58,795	0.25%
September	55,422	60,718	9.56%
October	58,868	76,431	29.83%
November	62,192	74,243	19.38%
December	67,145	88,082	31.18%

Month	On-street Total Transactions 2013	On-street Total Transactions 2014	Percentage Change
July	239,945	237,475	-1.03%
August	248,129	234,528	-5.48%
September	227,526	230,060	1.11%
October	239,465	236,196	-1.37%
November	231,195	214,611	-7.73%
December	232,950	245,668	5.46%

The SafeWalk service has been well-used at the Bastion Square Parkade, with 80 to 120 customers using the service daily. The four other parkades have seen lower use (1 or 2 requests per day); however, security guards at these locations remain available to assist the public with locating their vehicle or offer a helping hand to carry packages to their vehicle. One reason for the popularity of the SafeWalk service at the Bastion Square Parkade is the increased security presence in the afternoon and evenings. An additional security guard situated near the back stairwell in Bastion Square has the opportunity to meet and greet customers as well as offer assistance. Feedback has been very positive, with many daytime customers returning in the evening to use the service.

A *Request for Proposals* for the parking enforcement contract closes in March. At the same time, the City is preparing an in-house model for Council review and consideration in March.

New ParkVictoria app launched

The *ParkVictoria* is a free app and mobile web application designed to make it easier and more convenient to pay for on-street parking. Launched on December 5 to improve customer service, the app enables motorists to pay for on-street parking using their iPhone, iPad, Android smart phone or tablet by downloading the free ***ParkVictoria* app** from the App Store or Google Play. Customers can also use any data-enabled mobile device to access the *ParkVictoria* mobile web application at www.parkvictoria.ca.



By the end of December:

- Over 4,000 customers had downloaded the app
- 1,377 unique users parked on-street and used the app
- Over 600 wallet accounts were set up
- 3,739 parking transactions were paid using the ParkVictoria app

Parking Services is seeing approximately 40 new users of the *ParkVictoria* app a day, and currently processes more than 300 on-street parking transactions daily. To date there has been a minimal impact to all other forms of payment (coin, credit card and parking card).

Call for artists Johnson Street Parkade

Enhancing City parkades to make them more welcoming was identified last year during consultation with members of the Victoria Youth Council as a way to improve the parking experience downtown. Parking Services staff are working with the Culture Division to beautify some of the City's parkades.



A national Call for Artists and artist teams was issued in December to create public art for the enhancement of the Johnson Street Parkade. The artwork may be located inside the building, such as in elevators or stairwells, and/or on the façade of the parkade. The artwork(s) is to be installed by the end of the year. The deadline for submissions was February 2, 2015.

The budget for the completed artwork(s) is up to \$125,000, inclusive of all design, production, installation and administrative costs. The new artwork(s) will be funded by the City's Art in Public Places Reserve Fund.

In addition, two local Calls for Artists will be announced in Spring 2015 to create public art to enhance Centennial Square Parkade and Bastion Square Parkade.

Reducing speed limits

Installation of the City's new 40km/h traffic signs began in December, with work continuing in the next quarter. In early 2015, 21 pedestrian/cyclist signs will also be installed to make drivers more aware that Victoria is a cyclist and pedestrian-friendly municipality. The signs will be installed at entry points around the city.

Once complete, the 40km/h limit signs will be in place at:

- Richmond Road between Fort Street and Crescent Road
- Southgate Street
- Quadra Street
- Bay Street between Blanshard Street and Richmond Road, and Esquimalt Road and the Point Ellice Bridge
- Douglas Street between Belleville Street and Dallas Road
- Gorge Road
- Richardson Street between Cook Street and Gonzales Avenue
- Within the area of Victoria described in the Official Community Plan as the Downtown Core, except for Blanshard and Douglas Streets



Additionally, a reduced speed limit from 50km/h to 30km/h will be made on Cook Street between Southgate Street and Dallas Road.

Public Works holiday food drive

During the first two weeks of December, Public Works crews participated in the annual Holiday Food Drive. Victoria residents were invited to donate food items and grocery store gift cards to support the Mustard Seed Food Bank. Residents could also share their generosity by writing a cheque to the Mustard Seed and attaching it to their Green Bin.

The City's 15th Annual Public Works Holiday Food Drive took place from December 1 –12. In 2014, 2,883 pounds of food was collected in addition to \$120 in monetary donations. The Mustard Seed uses a figure of \$2.50 as being equal to a pound of food.



Victoria's first bike barometer

In early December, a "Cycling Santa" and staff from the City and the Capital Regional District unwrapped Victoria's first bike barometer. Installed along the Galloping Goose Trail at Harbour Road, the device displays the number of cyclists per day and the total for the year, along with the temperature and time.

New intersection and road opened on west side of the Johnson Street Bridge

In mid-December, drivers, cyclists, and pedestrians gained access to the newly completed extension of Harbour Road, creating an access driveway to the Delta Ocean Pointe Hotel – and a new path for pedestrian use.

New traffic signals were installed at the intersection of Esquimalt and Harbour Roads in mid-November. Changes included new traffic lights at the new four-way intersection and new pedestrian crossings.

Cyclists on Harbour Road now activate the lights by positioning their bikes over a new bike detector (bike loop) at the intersection.

Two bus shelters installed

In 2014, two new bus shelters were installed. At Fairfield Road and Kipling, the work included the installation of a bus shelter as well as new lighting and the widening of sidewalks to increase accessibility. A bus shelter was also installed on Cook Street, fronting the Cook Street Village Activity Centre and the sidewalk was widened.

Hosted stormwater best practices conference

In October, the City of Victoria hosted a two-day conference at the Burnside Gorge Community Centre for municipal experts from across Canada, Seattle and Portland to share best practices on stormwater and rainwater management. Over the next 18 months, the City of Victoria will be moving to a stormwater utility model that will also include incentives for managing rainwater sustainably.



Commenced mediation on Johnson Street Bridge

In September, representatives from the City of Victoria, PCL Construction, and MMM Group, met at City Hall to outline continued steps forward and partnership expectations to successfully deliver the new Johnson Street Bridge. As a result of the meeting, the three project partners agreed to mediation in order to work through requested changes to the contract with minimal delays.

Shapiro, Hankinson & Knutson, a firm that specializes in construction law, was selected to assist in the mediation process between the City of Victoria, PCL Constructors Westcoast and MMM Group. The mediation process started on December 2 and is expected to take at least six months to complete, though parts of the mediation may take longer.

The change order requests from both the contractor and the consultant team are now subject to a mediation process. In the spirit of finding resolution to the outstanding issues, all parties are bound to confidentiality of the mediation process and any proposed financial settlement is subject to City Council approval.

Tonnes of organics and garbage collected

In 2014, the City collected 1,830 tonnes of kitchen scraps and 4,300 tonnes of garbage. The CRD manages the processing of the kitchen scraps that are collected in Victoria. As an interim solution for kitchen scraps processing, kitchen scraps collected within the City of Victoria are hauled to the Hartland Landfill and then transported with other regional kitchen scraps to Richmond, BC for processing. Harvest Power uses anaerobic digestion to create electricity from these kitchen scraps. The remaining material will be processed into compost for use in farms and gardens.

This is a temporary measure to treat kitchen scraps as a resource and to keep them out of the landfill. The Capital Regional District manages the processing of kitchen scraps for the majority of municipalities within the Region. They are continuing to work on a long-term solution to process kitchen scraps within the Region.



New software for asset management

The City recently purchased Cartegraph Computerized Maintenance Management Software and Asset Decision Engine. This new software will enable staff to track all work performed across the organization in terms of operational, maintenance and capital activities. Staff will be able to develop benchmarking and key performance indicators for the condition of the City's assets. The software informs decision-making to ensure assets are maintained and replaced in the most cost-effective manner possible by allowing a complete life-cycle analysis. The software centralizes the City's asset registry and work order databases to ensure accurate information is available for decision making.

New poster cylinders for Victoria neighbourhoods

In December, the City announced that new poster cylinders will be popping up around Victoria neighbourhoods to provide communities with a space to share information and promote events. The program has been piloted in Fernwood, Hillside-Quadra and James Bay and will be expanded in partnership with other neighbourhoods.

The poster cylinders have been introduced in an effort to provide an alternative for the placement of posters in public areas. Placing posters on any infrastructure is prohibited by City bylaw, as these posters quickly accumulate and can be left indefinitely on public infrastructure. This creates an unkempt environment and causes neighbourhood concern. The posters on these cylinders will be managed by the local community centre and/or neighbourhood association on a regular cycle determined for each community, likely every week or two.

FINANCE DEPARTMENT

New financial planning process

A major focus of 2014 has been the introduction of a new financial planning process. The new process moves away from expense-based budgeting and towards budgeting by priorities, outlining services and capital projects, including the costs, revenues and benefits of each. An improved process will result in a comprehensive and detailed Financial Plan that has the operating budget organized by department and the capital described in categories, such as active transportation, and complete streets. Council and the public will be able to review every business unit in detail, providing a description of the service, planned improvements and related metrics.

The new Financial Plan format will enable the City to better demonstrate the value that residents and businesses receive for their tax dollars. The information outlined in the new budget and with corresponding tools, both online and in print, will make it easier to participate in the budget process and to understand how the budget is established.

Upon approval and after consultation occurs in the spring, the new Financial Plan will include a summary of the public input within it to demonstrate the consultation efforts undertaken and what was heard from the community. Changes to the Financial Plan to reflect the public input will also be highlighted.



In 2015, the financial planning process for future years will begin much earlier. It will also place greater focus on metrics and service levels within business units. The process is one of continuous improvement each year.

Planning for participatory budgeting

Generating greater awareness around the budget through improved information will build a strong foundation for greater participation. In January, the Director of Finance and Director of Citizen Engagement participated in the participatory budgeting process in Tofino, BC, to learn firsthand what they are considering for their community. Staff continue to research participatory practices in other communities with the intention of working with the community in 2015 on the design of a participatory process here.

A review of the City's grant programs will also occur this year with participatory budgeting as a consideration in terms of how the programs can be improved.

Year-end preparation

In the last quarter of the year, accounting and payroll staff start to prepare for year-end procedures. This includes preparation for annual audit, annual statements, and issuing of T4's to all City and VicPD employees by the end of February.

Information Technology

In 2014, a number of technological improvements were made:

- A new mobile phone contract was introduced in late 2014, providing improved mobile devices for staff and Council, while saving the City approximately \$40,000 per year in costs. Improved mobile devices better serve staff needs. 473 smart phones have been replaced. Another 25 remain.

- Free Wi-Fi was introduced in City Hall. An upgrade for Apple users was made in Q1 to address an issue that impacts those accessing Wi-Fi on iPhone or Mac computers. Wi-Fi is being introduced in Crystal Pool and at Fire Station No. 1 during the first quarter of 2015.
- A number of network improvements were made in 2014, significantly enhancing network stability. The second half of 2014 saw 75% fewer outages than the first half.
- In 2014, tablets and laptops were issued to provide greater flexibility and support for key positions. This was done on a pilot basis to inform future equipment purchases and gauge technical support needs for these devices.
- 175 thin clients (personal monitors communicating with one central computer unit) are being replaced with personal computers, providing greater functionality to employees. This started in 2014 and should be complete by the end of April 2015.
- Over the last quarter, staff have been working with Citizen Engagement staff and staff in Nanaimo to learn more about their e-town hall module. IT staff are preparing new code for introducing the module into the City's website for a March e-Town Hall.
- IT also provided support to the new employee portal project this year. Launched in November, the new City Hub improves information sharing between staff and will encourage greater online collaboration to support project management.
- An online monitoring tool for development projects is in development. Online monitoring of rezoning applications will be introduced in late March; heritage and development permits will follow.
- New mobile devices and laptops were issued to the new Council to support a move from paper agenda management to paperless. Additional training support will be offered to Council early in the New Year to assist with this transition.
- A major upgrade to the Fire Department's software and hardware complement is underway. This will enable mobile terminals in fire vehicles and tablets for fire inspectors to use in the field. New analytics are now available to the fire department to access trends and statistics from their reporting system.
- New email accounts have been established for all firefighters who did not previously have email (approximately 50). This also facilitates their login access to the City Hub employee portal.
- Overall IT system reliability has improved over the past year, improving from 95% to >99% availability. This translates to fewer outages and less down time for users.



Customer Service Centre

Over 5,000 customers each month are served at the Centre. The staff team has been working closely with the new ambassador position, since its introduction in July, to triage customer needs and expedite any wait times.

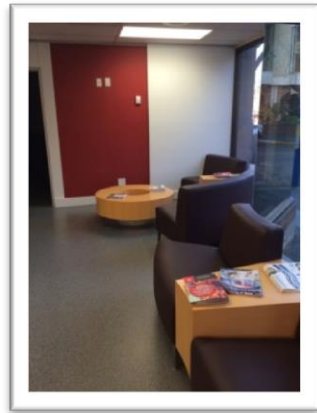
HUMAN RESOURCES

In 2014, 60% of the City's 279 vacancies were filled by internal candidates.

The Human Resources Department is committed to strategic workplace planning. This includes plans for succession and information transfer as 312 employees are eligible to retire in the next five years.

Human Resources staff have begun collaborating with the Citizen Engagement and Strategic Planning Department on a new orientation and recognition program, designed to be meaningful to employees and be based on merit, not simply length of tenure.

In 2014, there was a strengthening and reset of the City's relationship with its unions, and engagement in achieving joint objectives in the area of employee and labour relations. The City has had no new grievances since August.



There was increased focus on the accommodation of individuals within the workforce, earlier return to work, and improvements in attendance and sick time. In 2014, the City saw the lowest usage of sick leave in 10 years, with the reduction from 2013 to 2014 being equivalent to a \$146,000 gain in productivity. This has been achieved through the City's Return to Work Coordinator working in collaboration with departments.

In terms of health and safety, the City recorded the lowest WorkSafe BC usage in eight years. The reduction over the past two years is an estimated insurance savings of more than \$400,000.

In learning and development, the focus for 2015 will be creating individual development plans to retain and develop the City's workforce.

LEGISLATIVE AND REGULATORY SERVICES

Municipal Election



General Voting Day was held on Saturday, November 15 from 8 a.m. to 8 p.m. Advanced voting was held at Victoria City Hall on Wednesday, November 5 and Monday, November 10 from 8 a.m. to 8 p.m. on both days. Advance voting opportunities were also held at the University of Victoria on November 6 from noon to 4 p.m., and at Our Place on November 12 from 8 a.m. to 6 p.m.

On Saturday, November 15, 2014, the Municipal Election results from all 17 polls were tabulated, including 12 Voting Places, four advance voting opportunities, and mail balloting.

Total voter turnout was 24,665, approximately 39% of registered voters. This was the highest voter turnout in the past 20 years.

The results were:

Mayor:

HELPS, Lisa

Councillors: *(alphabetical)*

ALTO, Marianne

COLEMAN, Christopher

ISITT, Ben

LOVEDAY, Jeremy

LUCAS, Margaret

MADOFF, Pamela

THORNTON-JOE, Charlayne

YOUNG, Geoff

CRD Directors:

ALTO, Marianne

ISITT, Ben

YOUNG, Geoff



The response to the non-binding question "Are you in favour of reducing the number of municipalities in Greater Victoria through amalgamation?" was 80% Yes and 20% No.

Inauguration of new Council

The inaugural meeting of the new City of Victoria Council took place on Thursday, December 4. A First Nations blessing was conducted by Elder Mary Ann Thomas of the Esquimalt Nation, and The Honourable Chief Judge Thomas J. Crabtree administered the Oath of Office to the newly elected Mayor and eight Council members. The Reverend Canon Susan House, Priest-in-Charge at Christ Church Cathedral, gave the Invocation, after which Mayor Lisa Helps delivered an Inaugural Address. A short reception followed in the Antechamber.

New technology reduces paper use

To be more sustainable and cost-effective, City Council has been provided with tablets to replace the multiple meeting agenda/report binders that had been supplied in the past. The new tablets were provided to Council in January 2015. The cost savings are estimated to be \$15,000 annually.

Victoria Animal Control Services

In the fourth quarter:

- Animals impounded: 70
- Impound fees: \$3,831.39
- Licences sold: 246
- Licence fees: \$6,331.95
- Reported Incidents: 420
- Actions taken by Officers: 487

2014 Legislative Services at a Glance

- Freedom of Information Requests: 85
- Bylaw Officer Calls for Service: 2,103
- City Archives Inquiries: 2,000

2014 Council and Committee Meetings

- Governance and Priorities Committee: 26 open and 24 closed meetings
- Council: 29 open and 21 closed meetings
- Planning and Land Use Committee: 21 open and 8 closed meetings
- Standing Committees: 8 open meetings

Gorge Waterway Tenure

In the previous quarter, the City amended Zoning Regulations and requested that the Province remove any mooring buoys, derelict or anchored boats from the area. In July, the City applied for tenure over the water lot and wrote to the Minister of Environment and the CRD Chair, requesting process and/or studies of the Gorge Waterway/Portage Inlet marine ecosystem. The City is awaiting approval of its tenure application from the Province for the Selkirk Water.

New Year's Levee at Crystal Pool and Fitness Centre

In December, the annual New Year's Levee was planned and was hosted January 1 by City Council. For the first time, the New Year's Levee was held at the Crystal Pool and Fitness Centre instead of City Hall. Families were invited to enjoy a free swim and meet City Council on January 1 from 1 p.m. – 3:30 p.m. The event had a record attendance of 550 people.

Other Noteworthy 2014 Events

- Legislative Services and Policy and Planning divisions consolidated to improve departmental effectiveness.
- Long-term lease of City water lot on Wharf Street was executed for the Harbour Air Float Plane Terminal.



PARKS, RECREATION AND CULTURE

PARKS

Temporary overhead shelters in City parks

In 2014, there was an increase in camping and occupation of parks and green spaces resulting in impacts on the parks and green spaces themselves, as well as other park visitors and neighbouring residents. There has been increased coordination by City departments and VicPd to monitor and respond to the issue and a detailed report is being prepared for the March 12, 2015 Governance and Priorities meeting outlining the various impacts of the issue.

Annual Leaf Pick-up Service

Annual leaf pick-up service began in City neighbourhoods on November 12 and ended in early January. Residents can place their leaves in loose leaf piles or in tied, clear, 100% compostable bags on the boulevard for pick-up. There is no limit to the number of leaf piles or bagged leaves that can be set out. Victoria residents are asked to have their bagged leaves or leaf piles on the boulevard for pick-up according to their neighbourhood date.



Clawthorpe Park Playground consultation



Clawthorpe Park Playground consultation took place in October and early November. The community was invited to drop by an open house on October 22 at the Oaklands Elementary School library to learn more. Participants had the opportunity to view displays and place stickers next to their favourite play equipment; share their vision in a drawing, meet Parks planners and ask questions, suggest park improvements for the enjoyment of the community, and complete a short survey. The online survey was open until November 30. Public feedback will help inform the design for the new playground. Engagement is now complete and a report will be presented to Council for consideration in March 2015.

Playground and Park improvements

In the fourth quarter, the Parks Division completed the construction of a set of new stairs at Summit Park, located on the north side of Blackwood Street. In addition, the play area and park upgrades at Hollywood and Alexander Parks were completed, both of which included natural play elements. Fitness equipment installations were completed at Topaz Park and Cecelia Ravine Park.

Rockland Avenue Greenway Closure and Enhancement

In January 2014, a section of Rockland Avenue closed to motorists between Quadra and Vancouver Streets to make the greenway safer and more enjoyable for pedestrians and cyclists. Local vehicle traffic could still access Rockland Avenue from Vancouver Street, but there was no exit to Quadra Street.



In addition to increasing Victoria's walkability and improving this cycling corridor, the closed road connects Christ Church Cathedral to Pioneer Square, creating an improved green space downtown. The enhanced greenway is designed to guide vehicle traffic away from this residential street and onto main roads such as Fort and Fairfield.

Engagement opportunities in 2014 included an open house scheduled before the closure, staffed kiosks in Pioneer Square, meetings with stakeholders, and an online survey that closed on December 31. An engagement summary and report on the project will be presented to Council in March 2015 to determine next steps. In the meantime, this section of the greenway remains closed to traffic.

Greenways improvements

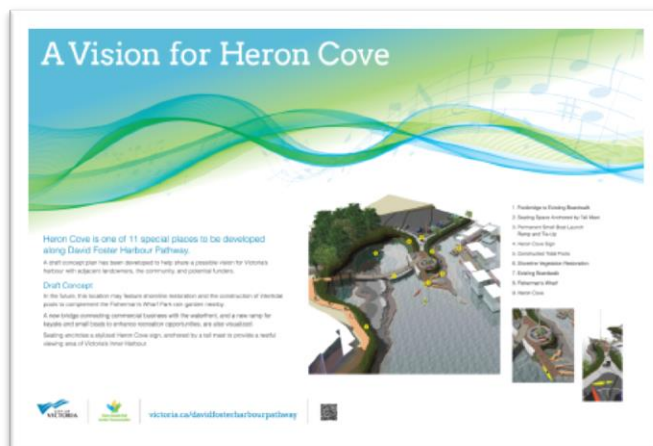
Other greenway improvements over the past quarter included completing 310 metres of new pathway through Oaklands Park, connecting Shakespeare Street north of Haultain to Ryan Streets. In addition, crews completed the staircases and a pathway connection at Hereward Green to connect Hereward Street to the E&N Regional Rail Trail. Boulevard work along Cook Street at Oxford Street consisted of drainage improvements, installing additional pavers to widen the existing sidewalk, and new turf.

9th Annual Tree Appreciation Day

The City held its 9th Annual Tree Appreciation Day at Beacon Hill Park on Sunday, November 2 from 10 a.m. – noon next to the new Rose Garden in Beacon Hill Park. The public was invited to bring their gloves and join the Mayor and staff in the planting of 12 trees in the park. The trees selected were well-suited to the local climate, and are species or cultivars that are new to Beacon Hill Park's tree inventory. Some of the trees included Amur Cork, Sugar Maple, Orange Bark Stewartia, 'Cobblestone' Bur Oak, and 'Goldstar' Magnolia.



\$1.4 million from Trans Canada Trail to advance construction of David Foster Harbour Pathway



On November 7, the City received confirmation of \$1.4 million in funding from Trans Canada Trail (TCT) to help advance construction of the David Foster Harbour Pathway in 2015. The pathway is a five-kilometre, high-quality, paved portion of Victoria's section of the Trans Canada Trail. Construction on this project will mainly focus on connecting gaps in the trail, including pedestrian bridges. The David Foster Harbour Pathway is also an important link on the 7.4-km stretch of the TCT from the Johnson Street Bridge to Clover Point, kilometre-zero of the Western section of the Trans Canada Trail. Two bridge connections will be the focus of consultation in 2015.

Interim boulevard gardening guidelines

Since the City's interim boulevard gardening guidelines were introduced in September, the Parks Division has received four enquiries from community members about planting a boulevard garden.

The interim boulevard gardening guidelines allow property owners to create gardens on boulevards immediately adjacent to their property. The guidelines outline the safety, accessibility, maintenance, and aesthetic elements that should be considered and also the legal responsibilities of managing a specific area of the boulevard. Once a comprehensive boulevard review is complete, final guidelines will be introduced in 2016.

RECREATION

Increased Registration at Crystal Pool and Fitness Centre

The City saw an increase of \$50,000 in revenue for registrations at the Crystal Pool and Fitness Centre in the last quarter, of which \$18,000 can be attributed to online registrations. The facility was closed for two weeks, rather than its usual three-week period, which provided one extra week of programming that could be attributed to the revenue increase.



National Sports Day celebrations

The fourth annual National RBC Sports Day in Canada was held on Saturday, November 29 to celebrate the role of organized sports in promoting healthy communities. The City promoted the following events:

- **National Jersey Day: Friday, November 28**
Victoria City Hall and Crystal Pool and Fitness Centre
The community and City staff were invited to wear their favourite team jersey to City Hall or the Crystal Pool and Fitness Centre, to receive a single admission pass to Crystal Pool and Fitness Centre, and have their name entered to win four tickets to a Victoria Royals, Victoria HarbourCats, or Victoria Highlanders game.
- **National Jersey Day Everyone Welcome Skate: Friday, November 28**
Anyone wearing their favourite team jersey had their name entered to win a signed Victoria Royals jersey. Admission was free for those wearing a jersey and \$2 for everyone else. All proceeds went to KidSport Victoria.
- **Sports Day in Canada Free Swim: Saturday, November 29**
The Crystal Pool and Fitness Centre offered a free swim with games and prizes in celebration of Sports Day.

CULTURE



City of Victoria Butler Book Prize

M.A.C. (Marion) Farrant, author of *The World Afloat*, published by Talonbooks, was named the winner of the 11th annual City of Victoria Butler Book Prize at the Victoria Book Prize Awards Gala on October 15, 2014 at the Union Club of British Columbia.

Call for Nominations for Poet Laureate and Youth Poet Laureate

The Call for Nominations for Victoria's Poet Laureate (new four-year term) and Youth Poet Laureate (one-year term) that was announced in third quarter on September 25 had its deadline extended until November 17 to allow students more time to submit a nomination. The new Poet Laureate and Youth Poet Laureate were announced in the first quarter of 2015.

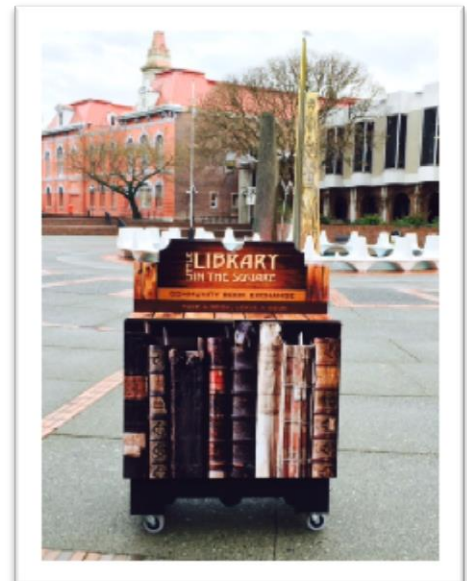
Annual Christmas programming

Partnering with the Downtown Victoria Business Association, the City launched its annual Christmas programming on November 17, which consisted of the 7th Annual Centennial Square Christmas Tree Light-up timed with the Island Farms Santa Light Parade (Saturday, November 29 from 4 p.m. – 5:30 p.m.; the Ferris Wheel in Centennial Square from November 29 – December 21, (Fridays 5 p.m. – 9 p.m.), Saturdays (1 p.m. – 9 p.m.), and Sundays (1 p.m. – 7 p.m.). The City also celebrated and promoted the 49th Annual Carolling Week that took place December 1 – 5 (except Thursday, December 4) from noon – 1 p.m. at City Hall and featured local school choirs.

Big square gets little library

On December 4, the City launched a new *Little Library* offering a free community book exchange in Centennial Square. The library is designed to help foster the love of reading. The community is invited “to take a book, leave a book”.

Constructed out of two re-purposed electrical boxes and refurbished with shelves, the *Little Library* features a unique wrap design depicting a wooden cabinet stocked with antique novels. It opens from both sides and is set on wheels, making it easy to position in various areas of the Square to complement public events. Although originally stocked with books donated by staff, the *Little Library* is continually stocked by the community with a variety of reading materials for all ages.



Call to Artists to create public art for Johnson Street Parkade

The Culture Division is working in collaboration with Parking Services staff to beautify the City's parkades. On December 19, the City announced a national, three-stage Call to Artists to create public art to enhance the Johnson Street Parkade.

The artwork may be located inside the building, such as in elevators or stairwells, and/or on the façade of the parkade. The artwork(s) is to be installed by the end of the year. The deadline for submissions is February 2, 2015.

The budget for the completed artwork(s) is up to \$125,000, inclusive of all design, production, installation and administrative costs. The new artwork(s) will be funded by the City's Art in Public Places Reserve Fund. Two local Calls for Artists will be announced this spring to create public art to enhance Centennial Square Parkade and Bastion Square Parkade.

Online Event Feedback Form

The City launched an online event feedback form in summer 2014 to provide citizens with an easy way to submit comments on the festivals and events they attend, plan to attend, or are held near their home or business. Feedback helps the City and event organizers improve future programming and to minimize impacts to surrounding neighbourhoods such as noise, reduced parking or road closures.

In the fourth quarter, the City received enquiries by way of this online form about filming locations around town, how to submit an application to participate in the Island Farms Santa Light Parade, and some comments on noise caused by vehicles honking during the annual Truck Light Parade. The online form will be promoted in the second quarter of 2015, timed with Victoria's busy festival and events season.

SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

STATUS UPDATE FOR MAJOR DEVELOPMENT APPLICATIONS: Quarter Four – 2014

(Sites with “COMPLETE” status indicated, are included to note progress since previous update and will be removed with next update)

Major Development Applications		
Site	Application Type	Status / Notes
Burnside/Gorge		
1950 Blanshard – affordable housing (Council directed priority processing)	Rezoning/DP	COMPLETE
	Housing Trust Fund Application (for \$543,725 grant towards project)	Recommended for Approval by GPC in Q4 2014 (December 18) and ratified by Council Q1 2015
2680 Blanshard – liquor store	Rezoning	Advancing to PH January 29th.
605-629 Speed & 606-618 Francis – ground floor commercial with residential above	Rezoning/DP	Updated report required for PLUC. Legal agreements have been finalized.
120 Gorge Road East – 26 affordable housing units. (Council directed priority processing)	DP	Application recently received.
Downtown		
755 Caledonia – ground floor commercial with residential tower	DP	COMPLETE
1515 Douglas – office commercial	Rezoning/DP	Advancing to PH – MDA in progress
816 Government – mixed use	Rezoning/DP/HAP	Proceeding to PLUC
613 Herald – commercial with residential above	DP	Awaiting resubmission and TDM study
595 Pandora – commercial with residential above	DP with variance	Referred to ADP, advancing to PH
1312-1314, 1318 Wharf (Northern Junk) – ground floor commercial with residential above	Rezoning/DP	Applicant reconsidering proposal
819 Yates – commercial with residential above	DP	COMPLETE but pending MOE release before issuing DP
1610 Store Street (Janion Hotel) – adaptive reuse for ground floor commercial with residential above	Heritage Designation and Tax Exemption	Approved
Fairfield / Gonzales		
1303 Dallas (Clover Point Pump Station)	Rezoning	PH scheduled then postponed
1030/1038 McClure – residential	Rezoning/DP	Advancing to PH
913 – 929 Burdett Avenue and 914 – 924 McClure - seniors at Mount St Angela	Rezoning/DP/HAP	Application recently received.
Fernwood		
1521-1531 Elford – residential	OCP Amendment/ Rezoning/DP	Referred to ADP, advancing to PH
1310 Gladstone – mixed use	OCP Amendment/ Rezoning/DP	Advancing to PH
Harris Green		
840 Fort (Sawyer Building) – ground floor commercial with residential above	DP	Advancing to Hearing

960-962 Yates – commercial with residential above	Rezoning/DP	Advancing to PLUC
Hillside-Quadra		
2813-2887 Quadra (Quadra Village) – residential	Rezoning/DP	Currently on hold. Site sold. New owners may proceed. MDA & PH on hold pending outcome.
James Bay		
521-557 Superior & 524-584 Michigan (South Block) – mixed use	Rezoning/HAP/OCP	Advancing to Public Hearing
Jubilee (N&S)		
North Park		
1002-1012 Pandora (St. Andrews School) – ground floor commercial with residential above	Rezoning/DP	Applicant reconsidering proposal
Oaklands		
2636 Shelbourne – residential	Rezoning/DP	Advancing to PH
Rockland		
1070 Joan Crescent – cultural facility	Rezoning/HAP	Application recently received
1082 Richmond – residential	Rezoning/DP	COMPLETE but pending signing of priority agreements
1745 Rockland – townhouses	Rezoning/DP	Applicant making revisions
Victoria West		
105 Wilson – affordable housing (Council directed priority processing)	Rezoning/DP	COMPLETE
251-259 Esquimalt (Roundhouse) – commercial heritage phase of the Roundhouse Development	OCP Amendment/DP/HAP	Awaiting required legal agreements, revised plans and design guidelines before advancing to PH

Legend:

DP - Development Permit Application

REZ - Rezoning Application

HAP - Heritage Alteration Permit Application

OCP - Official Community Plan Amendment

MDA - Master Development Agreement

STATUS UPDATE FOR MAJOR BUILDING PERMIT APPLICATIONS
Quarter Four - 2014

(Sites with an "OCCUPANCY GRANTED" status are included to note progress since previous update and will be removed with next update)

Major Building Permit Applications		
Site	Construction Value	Status/Notes
Burnside/Gorge		
1950 Blanshard	\$9,794,522	65 apartments/retail/office that consists of one level parking substructure, seven storey cast in place super structure, residential and commercial retail building areas, for a total of 5,500 square meters above grade development. Status: IN PROGRESS
740 Hillside	\$18,600,000	Retail and office building, including day care 20 children. Status: OCCUPANCY GRANTED
3050 Douglas Street	\$9,740,000	Three storey Toyota dealership and a two storey Lexus dealership. Connected by parking deck. Status: OCCUPANCY GRANTED
Downtown		
755 Caledonia	\$18,000,000	170 dwelling units in a 16 storey tower plus mixed use three storey podium ground level retail. Project will include 210 underground parking stalls. Status: IN PROGRESS
621 Fort Street	\$5,140,200	4 storey office building with 1 level of basement - base building only - tenant improvements to follow. Status: OCCUPANCY GRANTED
1006 Government	\$2,000,000	Improvements to seismic upgrading, facade improvements/heritage restoration, building code improvements, new mechanical and electrical systems, envelope and interior rehabilitation of the building. Subsequent tenant improvement permits needed for full occupancy. Status: OCCUPANCY GRANTED
Fairfield / Gonzales		
838 Broughton St	\$10,000,000	82 unit residential building 3 levels of underground parking, bike storage, storage lockers, roof top patio area. 82 units and 2 commercial. Status: IN PROGRESS
1015 Rockland Ave	\$2,048,265	14 residential suites, surface parking (4 storey w/lower level). Status: IN PROGRESS
1969 Oak Bay Ave	\$6,468,639	Four storey mixed use building complete with underground parking. 22 residential units and five commercial rental units. Status: OCCUPANCY GRANTED
Harris Green		
1075 Pandora Ave	\$18,000,000	134 residential rental units in a 13 storey building with underground parking and main floor commercial shell. Status: IN PROGRESS

James Bay		
411 Kingston St/443 Oswego	\$1,098,000	Three residential units, two-storey townhouse building. Open parking area at rear of lot, accessed by new driveway off Kingston Street. Status: IN PROGRESS
Victoria West		
105 Wilson	\$10,000,000	108 residential rental units in a 10 storey tower with an extension to the existing underground parking facility. Status: IN PROGRESS

Development Summit and Action Plan

A development summit was held during the summer of 2014 to hear from community partners, the development community and staff on ways to improve relationships and processes to help grow the city and manage development thoughtfully and efficiently.

An action plan was developed and approved by Council in September and is now being implemented across the organization. A development summit will be an annual occurrence in future years. Progress towards delivering an action plan will be reported on in March 2015.

Delegated Authority

Staff are in the process of reviewing the work to date and a preparing a new simplified approach for Council's consideration in 2015.

Harbour Vitality Principles

The Harbour Vitality Principles were approved by Council on October 23 following receipt of public feedback. Minor amendments were made to the document in response to the feedback. Next steps include preparation of an implementation strategy in 2015.

Authorization Method for Inspections for Plumbing Permits

The City hosted its first contractors' breakfast on November 19. Over 200 invitations were sent, and all the major local plumbing contractors attended. The City's new authorization method allows the plumbing inspectors to accept a declaration from the plumbing contractors without on-site inspections. This method allows staff to better manage inspection activities and to allow construction to continue without delays due to inspection timing.

Building Bylaw Consultation

Stakeholder consultation started in November with developers, architects, engineers, building officials. Staff presented at eight different venues.

Sign Permits – Electronic Submission

Staff started accepting sign permits electronically in the summer as a pilot project. Customers were given a choice of electronic or paper submission. Most preferred the electronic method, and now almost all sign permits are processed electronically.

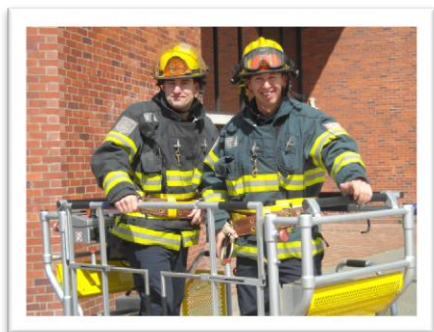
VICTORIA FIRE DEPARTMENT

The fourth quarter of 2014 saw a number of fires in Victoria in addition to requests for mutual aid from neighbouring municipalities. The Department is working to increase efficiencies and progression of service delivery.

The City of Victoria and the International Association of Fire Fighters (IAFF) Local 730 negotiated a new 2012 - 2015 collective agreement. The collective agreement provides enhanced training and staffing efficiencies to better meet operational needs, in addition to wage and benefit increases. The collective agreement was completed successfully without a mediator.

The department submitted a draft Fire Prevention and Regulation Bylaw to Council for approval that was adopted on December 18, 2014. The new bylaw better represents current departmental operations, improved clarity and cost recovery strategies.

During this quarter, the Victoria Fire Department responded to 1,598 requests for service. Included in this figure are responses to 35 structure fires, 95 motor vehicle incidents, 242 automated fire alarm responses, 37 requests for public assistance and 1,053 medical aid responses. The Suppression Division, in addition to emergency response, has been active in the Company Inspection and Pre-Plan Programs. Two new programs added this quarter to complement the Pre Plan Program included the Aerial Access and Fire Department Connection Survey for Victoria's 133 high-rise buildings, and a confined space pre-plan project for City of Victoria confined spaces. The intent of these programs is to increase response efficiency through improved familiarity and information access.



The Fire Prevention Division has completed 152 inspections, 25 public education sessions, and 13 fire investigations. The new Fire Investigation vehicle was placed into service to support efficient investigation operations. The Fire Prevention Division, through a coordinated effort with Fire Suppression, was active at City Hall and at all elementary schools within the City of Victoria for Fire Prevention Week. They conducted fire drills and provided fire safety education. To support increased presence in schools in 2015, a member of the Fire Prevention Division was appointed as a School Fire Safety Liaison Officer.

The Training Division facilitated many education and certification sessions this past quarter to maintain specialized disciplines for both City and Regional response. Through the division, the department participated in a Joint Victoria Harbour Emergency Response Group night marine rescue exercise with the fireboat "Protector", CRD Regional Hazmat training, and a Regional Technical High Angle Rope Rescue exercise. Three members completed Officer Certification Programs to qualify for the Captain and Battalion Chief Promotional Pools. In addition, the department conducted training sessions for VicPD to educate their members on the hazards related to fire response. This training included fire science, health hazards, and safety precautions.

The Mechanical Division was instrumental in acquiring the new VEMA USAR vehicle at a considerable savings to the City, and a new Polaris Ranger utility vehicle. The division designed and outfitted the new



fire investigation vehicle, which is the first of its kind in the Region and was chosen for its size, front wheel drive train, and fuel efficiency. The Mechanical Division was responsible for the research and acquisition of the fire investigation vehicle. Commercial vehicle inspections of the department's apparatus and the annual dry dock service of the fireboat "Protector" were also completed. As a Regional maintenance and repair centre, the Mechanical Division completed several services, repairs, and commercial vehicle inspections for neighbouring fire departments.



Victoria Emergency Management Agency (VEMA) has appointed a new Deputy Emergency Coordinator who has brought experience as an emergency planner. Several training sessions for both City staff and VEMA volunteers were conducted this past quarter including: an EOC exercise, Urban Search and Rescue earthquake exercise, and an Evacuee Assistance Team Regional Reception Centre exercise.

The annual BC Shake Out earthquake drill provided City staff an opportunity to practise lifesaving skills in the event of a major earthquake. VEMA also finalized a Memorandum of Understanding with the Canadian Red Cross to provide assistance in large emergencies or disasters. This quarter also included a focus on the advantage of the City's Emergency Plan.

In 2014, the Victoria Fire Department experienced staffing challenges due to leaves of absence and long-term illness. In this quarter, some staffing matters have resolved and some vacancies have been filled through recruitments. The Fire Prevention Inspector vacancy was filled by hiring an internal candidate. The department is also in the process of holding a competition for the position of Deputy Chief of Operations. There are currently two other competitions running - the first is an Alarm Dispatch Operator competition to fill the vacancy created by the hiring of an internal candidate. The second is a Fire Fighter competition to prepare for future vacancies.

The implementation of the new Fire Prevention and Regulation Bylaw, recruitment processes, and continued investigation relating to Harbour Response will be priorities moving into the New Year.

VICTORIA CONFERENCE CENTRE

Crystal Gardens

A market sounding was issued on October 14 to identify alternate opportunities for maximizing the Crystal Garden space, while supporting downtown vitality and embracing the historical significance of the building. This was the first step in assessing market interest and potential for the property.



On October 23, the Governance and Priorities Committee received information about three responses submitted for potential uses for the City's historic Crystal Garden. The City initiated "market sounding" which closed the previous day, resulted in responses from David Roberts and Amit Sofer from the TVM Group, Macaloney Brewers and Distilleries, and Oceans Network Canada. The next steps include an evaluation to Council in Quarter 1 of 2015.

Economic Development

Work continues on economic development initiatives to advance harbour vitality. The new Strategic Plan that will be developed in the first quarter of 2015 will provide staff with direction on next steps.

Naming Rights

Naming rights opportunities continue to be pursued by Spectrum Communications based on direction from Council to pursue exploration by philanthropic naming. The naming rights agreement process continues and will be concluded in the fourth quarter of 2015.

Delegate Days

In 2014, there were 103,000 delegate days. This is in comparison to 104,613 delegate days in 2013 and 94,529 in 2012.

The highest number of delegate days was 136,908 in 2007, just before the global economic downturn.

Reorganization

Over the past year, thoughtful review and evaluation has occurred on how the City can support the arts and culture division in helping to grow the economy while building a more vibrant community. To build synergy in related areas working together, the Arts and Culture division will be aligned and located at the Victoria Conference Centre in January 2015. Under the Economic Development umbrella led by the Victoria Conference Centre, the alignment will support the strengthening of arts and cultural programming, while enhancing the conference business of the Centre. Culture activities will be reported within this section in future 2015 quarterly reports.

Events

Sept 29 – Oct 2	Canadian Urban Forest Conference – 400 delegates
October 4	Victoria Film Festival – 800 delegates
October 8	BC Public Service Agency – 700 delegates
October 8 – 9	Office of the Chief Information Officer – 345 delegates
October 10 – 12	Victoria Marathon Society – 10,000 delegates
October 12 – 14	Captive Resources Inc. – 80 delegates
October 15 – 17	Canadian Construction Association – 130 delegates

Events - continued

October 16 – 17	TBD Holding Inc. – 90 delegates
October 16	Greater Victoria Coalition to End Homelessness – 90 delegates
October 20 – 23	Diversified Business Communications – 165 delegates
October 23	Agilent Technologies Inc. – 15 delegates
October 24	BC Primary Teachers Association – 850 delegates
October 25	Pacific Coast Public Television Association – 400 delegates
October 27 – 31	Institute of Chartered Accountants of BC – 50 delegates
October 27	Federation of Post Secondary Educators – 100 delegates
October 28	Central 1 Credit Union – 50 delegates
October 30	Gold Metal Plates – 500 delegates
October 30	AWM-Alliance Real Estate Group – 60 delegates
November 1	City of Victoria Parks, Recreation and Culture Division – 150 delegates
November 3 – 5	Solution Tree – 400 delegates
November 6 – 8	Nova Clinical Services Inc. – 485 delegates
November 6 – 7	Indigenous Perspectives Society – 95 delegates
November 6	Western Literature Association – 400 delegates
November 8 – 10	Payne's Marine Supply Group – 400 delegates
November 13 – 14	Victoria and District Dental Society – 190 delegates
November 16	Rotary International – District 5190 – 566 delegates
November 14 – 16	Fine Vintage Ltd. – 25 delegates
November 17 – 20	C2C Network – 244 delegates
November 17 – 18	TELUS – 125 delegates
November 18 – 20	Fisheries and Oceans Canada – 55 delegates
November 18	CI Investments – 65 delegates
November 18	nForm – 15 delegates
November 20	Triology Software, Inc. – 45 delegates
November 22 – 23	Studio 4 Athletics – 920 delegates
November 23 – 28	National Energy Board – 100 delegates
November 24	DigiBC - The Digital Media & Wireless Association of BC – 125 delegates
November 28	BC Schizophrenia Society Victoria Branch (Inc) – 200 delegates
November 28 – 30	Out of Hand Crafts Inc. – 5,000 delegates
November 29	Shaw Cablesystems GP – 800 delegates
Nov 30 – Dec 1	Thrifty Foods – 375 delegates
December 2 – 3	ECF Management Inc./Education & Career Fairs – 1,200 delegates
December 3 – 5	Canadian Professional Management Services – 11 delegates
December 4 – 6	BC Road Builder's and Heavy Construction Association – 505 delegates
December 5 – 7	SMUS Parents' Auxillary Society – 806 delegates
December 6	MAXIMUS BC Health Inc. – 350 delegates
December 9	City of Victoria – 500 delegates
December 9	Graphic Office Interiors Ltd. – 18 delegates
December 10 – 12	Canadian Professional Management Services – 10 delegates
December 13	Seaspan Victoria Shipyards – 600 delegates
December 16	Ministry of Forests, Lands and Natural Resource Operations – 170 delegates
December 17 – 18	Computational Hydraulics Int. (CHI) – 6 delegates