

2017

# Highlights of Operational Plan

## First Quarter

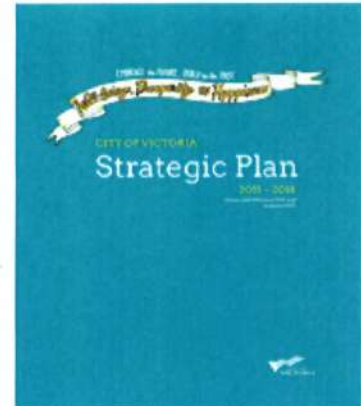
Committee of the Whole Meeting

June 8, 2017



## STRATEGIC OBJECTIVE #1: INNOVATE AND LEAD

- In January, amendments to the City of Victoria Strategic Plan 2015-2018 were ratified. The Strategic Plan is a road map for Council's decision-making and includes 13 objectives and associated actions and outcomes to guide the City's work. The [amended Strategic Plan](#) is available on the City's website.



- In the first quarter, the City presented its fourth quarter 2016 report, which measured progress towards achieving the organization's strategic objectives. New for 2017, the second quarter report will include fewer, more meaningful measures that will be depicted graphically to better tie service levels to performance. Many of the previous quarterly metrics will still be collected and included in the Annual Report.
- In February, the City's 2017 Operational Plan Key Initiatives were presented to Council, which will inform the basis of quarterly reporting to Council moving forward. An improved project status reporting process will be phased in during first and second quarters of 2017 through the introduction of a new interactive reporting platform to provide better accountability, transparency and efficiency. Quarterly Highlights will continue to provide an overview of progress made towards meeting the City's objectives in the delivery of its key initiatives, programs, and services to Victoria citizens.
- In quarter one, City staff were directed to bring forward policy options to address process enhancements for advisory bodies to Council. Examples of advisory bodies include citizen-based advisory committees, task forces and working groups that assist the City of Victoria and provide recommendations to Council.
- In quarter one, City staff were directed to develop a plan for development of an Accessibility Framework for inclusion with the next quarterly report. This will be presented to Council with the policy options for advisory bodies to Council.



- In February, the City's Cannabis Storefront Retailer Rezoning Policy that was adopted in September 2016, was amended by adding the following content: Section 8: All applications for rezoning under this Policy shall be forwarded to the Neighbourhood Association in which the subject property is located for information and comments they may wish to provide.

In March, the City commenced legal proceedings to enforce provisions of City bylaws in relation to any cannabis-related businesses that are operating without a valid business licence or that have not applied for a rezoning where required; and any business permitting the consumption of cannabis on the premises contrary to the Cannabis Related Business Regulation Bylaw.

- Based on the best practices of other cities, in quarter one the City introduced a one-year pilot to enable taxi drivers to wait for fares at six identified taxi hydrant zones as long as they remain in their vehicle and relocate immediately upon the approach or arrival of an emergency vehicle. The new zones are designed to increase the number of available areas where taxis can wait, freeing up valuable on-street parking spaces for downtown visitors to access local businesses; provide an efficient use of downtown space; increase the capacity of existing taxi zones; and help reduce taxi idling and emissions downtown.





- Due to increased exposure to distressing situations and repetitive traumatic events, more and more first responders are experiencing symptoms of mental health conditions, including anxiety, depression and post-traumatic stress disorder. In an effort to address this worrisome trend, the Victoria Fire Department has partnered with the Canadian Mental Health Association to provide resiliency training and support for first responders. To date, 13 Victoria Fire Department members have become certified as instructors through the Canadian Mental Health Association and can deliver programs to firefighters throughout the Capital Region.

The trained Fire Department instructors work with a local mental health professional to lead first responders through skill building workshops, which provide comprehensive information on trauma, mental health problems, and resiliency. The goal is to give first responders a personal toolkit to increase mental health literacy, encourage early access to care, and strengthen the psychological health of first responders. The training benefits both personal and workplace relationships and encourages discussion on mental and physical well-being.

- In quarter one, the City launched the *Cities in the 21st Century*, a lunch time lecture series at City Hall for the public and staff. The first lecture on March 6 titled "Inspired to Lead: Climate Action at the City and Beyond" was delivered by Fraser Work, Director of Engineering and Public Works at the City of Victoria.

The series explores city-making in the 21st century, and includes upcoming events such as "21st Century Leadership" with Dan Pontefract (April 3), "The Life and Death of the Single Family House" with Nathanael Lauster (May 1), and "Bikes Mean Business" with Elly Blue (June 5). The lunch time lectures are hosted by Mayor Lisa Helps and City Manager Jason Johnson.



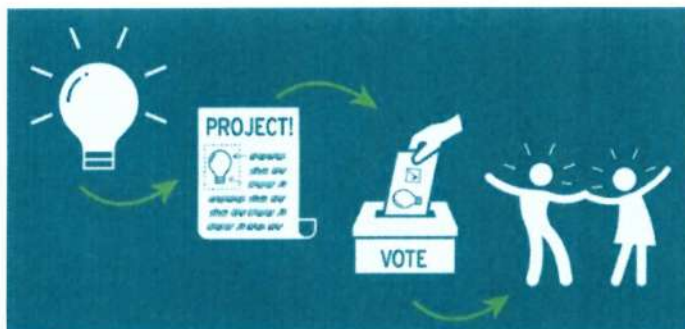
- During the first quarter of 2017, 20 staff received career and/or developmental support from the Human Resources Department. These employees obtained insights into careers at the City, required qualifications and opportunities to plan their next steps.
- Fifty staff participated in facilitated sessions gaining exposure to Office 365, which will be used to track the City's key initiatives on a monthly basis.
- In support of succession planning, additional services were implemented this quarter to support staff in planning and providing advanced notice of retirement. Information sessions on Federal Pension benefits and the Municipal Pension plan were scheduled.
- Three City staff are enrolled in Royal Road University's revised Certificate in Sustainable Community Development program, a blended learning opportunity part of which is offered at the CityStudio Victoria.
- The "Occupational Health and Safety Re-boot" was launched with course offerings in March, April and May. With a number of staff promotions, this re-boot provides team leaders with knowledge in the areas of due diligence, incident investigations, inspections, hazard identification and risk assessments. The City's partnership with the BC Municipal Safety Association allows course participants to work towards obtaining their Supervisor Safety Certificate. This training also supports the work of the City's six joint labour management safety committees.

- A five-year analysis of workplace injuries identified a 43% reduction in time loss injury claims, a 65% reduction in total days lost due to injury and a 61% reduction in cost of injuries. Currently the City's average WorkSafeBC claims duration is six days shorter than the local government average.
- The City in collaboration with Long Term Disability Trust co-hosted a regional presentation for municipal staff by the Canadian Mental Health Association titled *Awareness of Mental Health*.
- In quarter one, the City launched an improved key initiatives reporting tool to track the City's progress toward achieving its strategic objectives.



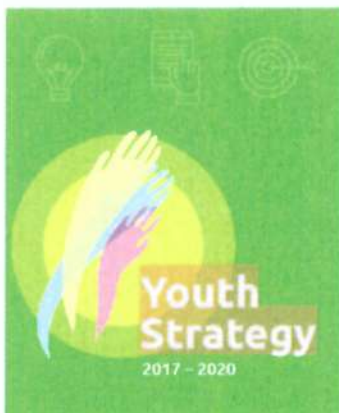
## **STRATEGIC OBJECTIVE #2: ENGAGE AND EMPOWER THE COMMUNITY**

- On January 12, the City's first participatory budget process kicked off with an opportunity for residents to learn more about participatory budgeting and to begin to design a process where the community decides how to spend \$60,000 in Victoria. The launch event was facilitated by the Participatory Budgeting Project, a non-profit agency from New York that works to empower people to decide together how to spend public money.



Best practices research took place in February and a call for steering committee members was launched on March 27 and closed on April 12. Members were selected in mid-April and will shape the process for the coming months.

Participatory budgeting, pushes traditional public engagement and traditional budgeting methods to the limit by empowering citizens to design a decision-making process and choose how the funds are spent. The municipality becomes the facilitator of the community and supports citizen efforts, implementing what the community decides they want for the community. This is the first participatory process led by a municipality on the South Island, and one of the first in BC.

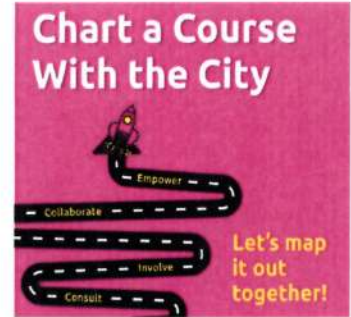


- In February, City Council unanimously adopted a strategy designed to get more youth involved in local government. The three-year Youth Strategy, written by a team of 10 youth between the ages of 12 and 25, includes practical and creative initiatives that will help the City strengthen its relationship with youth and involve them in City activities. Youth ages 12 – 24 make up over 15 percent of Victoria's population, yet are under-represented in the City's planning processes. This strategy is intended to give young people a voice in local government and be part of planning the future of their community.

The strategy includes more than a dozen ways for the City to involve youth in their municipal government such as developing a learning tool in partnership with the school district so children and youth are learning about the City in classrooms; opening a youth hub as a safe space for youth to hang out and find out about programs and services; creating a channel for direct two-way dialogue between City Council and youth; and getting more youth working at the City through mentorship and co-op programs. Implementation of the plan began in March.



- Timed around Valentine's Day, the community was invited to get "engaged" with the City by helping shape Council's Public Engagement Roadmap on February 18 at the Royal BC Museum. Community members were invited to learn more about 2017 – 2018 City initiatives on which the City will be seeking to engage residents and businesses. The workshop and drop-in portion of the event asked participants how they would like to be involved in City decision-making. City staff have met to discuss the input and have determined that enhancements should be made to the Roadmap and presented to Council and the community in late May.
- In January, *Create Victoria* engagement activities were launched, inviting the broad community and arts, culture and heritage practitioners to "make your mark" in helping build a creative city. The City is developing the *Create Victoria* Arts and Culture Master Plan to guide investment in arts and culture over the next five years.



During this phase of engagement, the community was asked for its vision for arts and culture and what does a creative city look like.

Input opportunities included a range of stakeholder meetings and presentations, a six-part Cultural Café series, three pop-up kiosk engagement locations, and an invitation to industry workers to make sure they were on the ArtsVictoria cultural map. The online survey which opened February 17 and closed April 13 was designed for public input and for industry members to complete an Economic

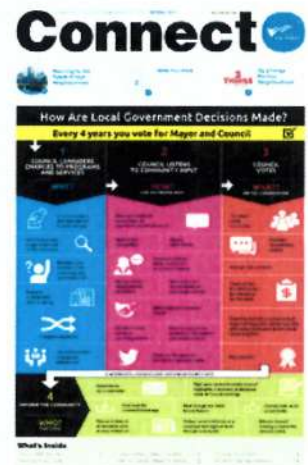


Impact Assessment section to inform the City's Economic Impact Assessment study, and resulted in 488 completed surveys. A progress update, draft Cultural Policy and interim engagement summary will be presented to City Council on April 20.

Since September 2016, more than 1,900 people have been engaged in-person at 27 engagement events on the *Create Victoria* initiative. Next steps include writing the draft Master Plan, which in addition to the draft Cultural

Policy, will be shared with the public and arts and culture community in mid-June for feedback.

- In February, the City reached out to the community seeking applicants to fill five positions on the Strategic Plan Grant Review Committee for a one-year pilot. The purpose of the Strategic Plan Grant Review Committee is to review all applications received by the City under the Strategic Plan Grants program and to make recommendations to City Council on the annual Strategic Plan Grants to be funded by the City. The Committee will be comprised of five members of the public appointed by Council with specific expertise and interest in the key strategic plan areas of: Social Inclusion and Community Wellness; Economic Development; Arts and Culture; Public Spaces, Green Spaces and Food Systems; and Community Empowerment. Public members on the Committee could not be affiliated with any of the organizations applying for Strategic Grants Funding.
- In early March, the spring issue of the City's *Connect* newsletter was delivered to single family homes in Victoria by way of the Vic News. Included in this issue was information on how local government makes decisions, neighbourhood planning, the *Create Victoria* initiative, garden tips, park improvements and more. The newsletter is also available on the City's website.





- In March, the Neighbourhood Team developed proposed updates to the Neighbourhood Grant policy and prepared a report for Council that was presented in April. As well, staff designed a public event held in April to promote the grant in a creative way.
- The City's Twitter feed reached 43,700 followers by the end of quarter one 2017, a 46% increase over the same period in 2016 when the City attained 30,000 followers.

The number of the City's Facebook likes grew by 11% in quarter one 2017 with 13,000 likes over the previous year's first quarter's 11,750 likes.

The City's Instagram account experienced tremendous growth from 2,500 followers at the end of quarter one 2016 to 7,343 followers by the end of quarter one 2017 – an increase of 194%. Launched in March 2015, Instagram grew by 1,000 followers in its first year.



**City of Victoria**  
@CityOfVictoria

Social media continues to serve as beneficial two-way communication channels between the City and its stakeholders, providing an opportunity to not only promote City programs, services and initiatives and seek input, but to also broaden reach and establish new relationships and conversations with members of the community.

Victoria business owners were reminded on social media that the deadline for 2017 business licence payments was February 15, and that they could save a trip to City Hall by making their payment online.



The option to renew one's dog licence online was promoted on social media in February. Dog licences can be purchased or renewed at various locations in Victoria.

- During the first quarter of 2017, the City hosted 10 protocol events, which included a community gathering outside City Hall to show solidarity with the Muslim community after six men were shot and killed while they prayed in a Quebec City mosque. The gathering was led by Ismail Mohamed Nur, the imam for Victoria's Masjid Al-Iman mosque, and Mayor Lisa Helps.
- The City was excited to welcome the Right Honourable Justin Trudeau, Prime Minister of Canada, to City Hall on Thursday, March 2, 2017.

The visit provided an opportunity for Mayor Lisa Helps to meet with Mr. Trudeau and advance the City's position on a number of key initiatives. The last time Canada's Prime Minister visited Victoria City Hall was 50 years ago when Lester B. Pearson met with Mayor Richard B. Wilson on August 22, 1965.

#### **Q1 2017 Protocol Events:**

- Gathering to show solidarity with Muslim community - Tuesday, January 31 from 11 a.m. to 11:30 a.m., Pandora Avenue entrance to City Hall
- Morioka students met with Acting Mayor Chris Coleman - Monday, February 6 from 9:15 a.m. to 9:45 a.m., Council Chambers
- Mayor Helps met with US Consul General Lynne Platt - Tuesday, February 14 from 9:30 a.m. to 10 a.m., Mayor's office



- Acting Mayor Chris Coleman met with Ambassador of Ireland, His Excellency Mr. Jim Kelly - Wednesday, February 22 from 3:15 p.m. to 3:45 p.m. Council Chambers
- Prime Minister Justin Trudeau visited Victoria City Hall - Thursday, March 2 from 2 p.m. to 3 p.m., City Hall
- Mayor Helps met with Chargé d'Affaires of the Embassy of Lebanon, Mr. Sami Haddad -Monday, March 6 from 1:30 p.m. to 2 p.m., Mayor's office
- Mayor Helps met with students from Victoria High School - Tuesday, March 7 from 11:30 a.m. to 12 p.m., Antechamber
- Suzhou Business delegation met with local business representatives, City staff and Acting Mayor Margaret Lucas - Friday, March 10 from 1:30 p.m. to 3 p.m., Songhees Nation Room
- Mayor Helps met with students from Kobe, Japan - Tuesday, March 21 from 11 a.m. to 11:30 a.m., Council Chambers
- Mayor Helps meets with students from Morioka, Japan - Tuesday, March 28 from 11:30 to noon, Council Chambers

#### **Flag Half-Masting**

- Half-masting in recognition of the passing of Saanich Councillor Vic Derman - Monday, March 20
  - Half-masting in memory of the victims of the attack in London on March 22 – Thursday, March 23
- In quarter one, there were 19 public use events held at City Hall, comprised of meetings, a film screening, community fundraiser and one wedding. This is the second consecutive year that City Hall has been available for private and public events on weekdays/evenings.



#### **Q1 2017 Public Use Events**

- Host Home Office Support (Meet Up Group) - Friday, January 6 from 8:30 a.m. to 12:30 p.m., Antechamber
- Victoria Esquimalt Harbour Society meeting - Tuesday, January 10 from 4:30 p.m. to 8 p.m., Antechamber
- UVIC Alumni Association committee meeting - Monday, January 16 from 2 p.m. to 4 p.m., Songhees Nation Room
- Victoria Community Network Association meeting - Wednesday, January 18 from 5 p.m. to 8 p.m., Antechamber
- Coalition to End Homelessness meeting - Wednesday, January 25 from 8 a.m. to 12:30 p.m., Antechamber
- Host Home Office Support (Meet Up Group) - Friday, February 3 from 8:30 a.m. to 12:30 p.m., Antechamber
- Persian Business Network (organized by the Victoria Iranian Persian Cultural Society) - Tuesday, February 7 from 4 p.m. to 9 p.m., Antechamber/Council Chambers
- Coalition to End Homelessness meeting - Wednesday, February 8 from 8 a.m. to 12:30 p.m., Antechamber
- Wedding Day at City Hall (one wedding) - Friday, February 10 from 2 p.m. to 3 p.m., Council Chambers



- Dream Girl Film Screening - Thursday, February 16 from 6:30 p.m. to 8:30 p.m., Antechamber/Council Chambers
- Victoria Esquimalt Harbour Society meeting - Wednesday, February 22 from 4:30 p.m. to 8 p.m., Antechamber
- Coalition to End Homelessness meeting - Wednesday, March 1 from 8:30 a.m. to 12:30 p.m., Antechamber
- Host Home Office Support (Meet Up Group) - Friday, March 3 from 8:30 a.m. to 12:30 p.m., Antechamber
- Untold Ongoing Genocide of South Sudan (organized by the St Bakhita Anakdiar Peace Foundation) - Saturday, March 11 from 3 p.m. to 7 p.m., Antechamber/Council Chambers
- UVIC Alumni Association committee meeting - Monday, March 13 from 2 p.m. to 4 p.m., Songhees Nation Room
- Faces of Victoria Art Fundraiser (organized by Central Middle School) - Monday, March 13 from 6 p.m. to 9 p.m., Antechamber/Council Chambers
- Coalition to End Homelessness meeting - Wednesday, March 15 from 8:30 a.m. to 12:30 p.m., Antechamber
- Victoria Community Network Association meeting - Wednesday, March 15 from 4:30 p.m. to 7:30 p.m., Antechamber
- Vancouver Island Refugee Response Team Appreciation event (organized by the Victoria Immigration and Refugee Centre Society) - Monday, March 27 from 4 p.m. to 5:30 p.m., Antechamber/Council Chambers

### **STRATEGIC OBJECTIVE #3: STRIVE FOR EXCELLENCE IN PLANNING AND LAND USE**

- In January following a public hearing, Council adopted amendments to the Official Community Plan and Zoning bylaws, and approved the Dockside Green Community Plan. The plan allows for additional uses such as a brewery, distillery, liquor retail store (as an accessory use to a brewery or distillery), a kindergarten (with daycare), parks, assisted and independent living seniors' housing and a cultural facility.
- City staff were directed to report back to Council on the implications of proactively enforcing existing bylaws where short-term vacation rentals are allowed and require a business licence. In March, Council reconsidered scenario two of the Short Term Vacations Rental (STVR) report that addresses an entire condo with transient zoning. Staff are to provide advice on what tools are available to limit the number of STVRs where they are currently allowed and include options for a City-initiated rezoning to remove transient accommodation as a permitted use from a residential strata-property; a business licence scheme for STVRs that is consistent with the Strata Property Act; and maintain transient accommodation as a permitted use, with the option for an "opt-in" mechanism for a City-initiated rezoning.
- January 21 was an inspiring day for community building, when close to 100 people came out to the Roundhouse to plan the future of Vic West. Many great ideas on how to connect the community and make the streets all about the people were shared. The session was part of progress made on the development of the Vic West Neighbourhood Plan.
- Local area planning work in quarter one consisted of drafting the Fairfield Gonzales Neighbourhood Plan, planning a design workshop for the Victoria West neighbourhood, preparing growth concepts for Fairfield and holding working group meetings to discuss progress made.
- In February, the City extended the Capital City Station bus depot pilot to September 30, 2018 and directed staff to continue to monitor and assess operations and gather additional stakeholder feedback to make necessary minor modification to improve operations. A report with a longer-term lease agreement and extension recommendations will be presented to Council in October 2017. The BC Transit turnaround/layover pilot on Government Street at Superior will continue and staff will monitor and assess the current operations and gather stakeholder feedback, presenting a long-term recommendation to Council also in October.
- In quarter one, the results of the consultation that took place with the development community during the Development Cost Charges review were shared with Council. The Development Cost Charge Bylaw was adopted and the associated policy was approved, which will establish the frequency of review for the City's Development Cost Charges. As Victoria grows and evolves, new infrastructure and parks are needed to support people and businesses moving into neighbourhoods. Development Cost Charges are fees levied on development to help pay for growth-related infrastructure and parks.
- Based on input from the development community, landowners and the community to date, the City has developed a new (draft) Zoning Bylaw for the Downtown Core Area. The bylaw is designed to better support growth and development, and maintain existing development rights.



The Zoning Bylaw regulates how private land and buildings may be used (e.g. residential, commercial, industrial) as well as where buildings and other structures may be located. The Zoning Bylaw also addresses other aspects of development such as building height, density, building setbacks and off-street parking for vehicles and bicycles.

The new (draft) Zoning Bylaw introduces four new zones that will replace approximately 71 current zones. The proposed new zones will retain existing development rights while supporting the



implementation of the Downtown Core Area Plan. The community was invited to learn more at an open house in April and to provide feedback by emailing [engage@victoria.ca](mailto:engage@victoria.ca).

- In March, work got underway to prepare Official Community Plan amendment bylaws to adjust urban place designations, expand development permit area boundaries and introduce new guidelines, and create a new heritage conservation area in accordance with the draft Burnside Gorge Neighbourhood Plan. Public consultation will take place with those affected by the proposed OCP amendments prior to finalizing the bylaw amendments. A public hearing is anticipated in June 2017.
- In quarter one, the early termination process of all 42 of the Land Use Contracts in Victoria got underway. Provincial legislation mandates that these contracts be terminated by June 30, 2024 but municipalities have been given the ability to terminate earlier than this date. Removing Land Use Contracts will ensure uniformity with current City process on any future applications.
- In quarter one, work commenced on developing a land inventory and initiating the development of strategies for acquisition and disposal. Work to date has included consulting with City Parks and Planning staff and School District 61, and with stakeholder businesses regarding inventory needs.
- In February, based on a presentation to Council by School District #61, it was agreed that the Mayor will write to the Ministry of Education supporting funding for the needed upgrades of Vic High School.

#### **STRATEGIC OBJECTIVE #4: BUILD FINANCIAL CAPACITY OF THE ORGANIZATION**

- Public consultation on the Draft Financial Plan included a Town Hall and an e-Town Hall meeting in early December, an online survey, the introduction of a new budget simulator, and a budget at a glance package, all of which resulted in approval of the budget on January 12, 2017.

CITY OF VICTORIA

#### **2017 Budget at a Glance**



As presented in the Financial Plan, and combined with utility fees, the overall costs to homeowners will result in a 2.91% increase from 2016 and a 2.98% increase for businesses.

- The City of Victoria was awarded the Distinguished Budget Presentation Award from Government Finance Officers Association International for the 2016 Financial Plan.
- The first quarter saw City parkade transactions increase by 12%; 375,000 transactions compared to 335,000 in the same quarter of 2016. In addition, ParkVictoria app transactions increased by 64%; 143,000 transactions compared to 87,000 in quarter one of 2016.
- Internal efficiencies included enhanced reporting tools within the City's financial system that streamlined the issuance of T4s; the introduction of a new staff directory; and implementation of eTax for administration of Provincial School Tax and Home Owner Grant programs.
- In quarter one, the City received funding for several key initiatives, including the Point Ellice Bridge Update, Bowker Creek Feasibility Study, Crystal Pool swim lessons and the development of a multi-unit rental building retrofit strategy. Staff also applied for several projects under the Rick Hansen Foundation Barrier Buster grant program and expect to hear back from program staff in the coming weeks.
- The City received \$2.4 million grant funding for the Point Ellice Bridge repairs from the New Building Canada Fund - Small Communities Fund.



## **STRATEGIC OBJECTIVE #5: CREATE PROSPERITY THROUGH ECONOMIC DEVELOPMENT**

- In the first quarter, the Mayor's Task Force on Social Enterprise and Social Procurement sought input to shape its draft action plan *Good Jobs + Good Business = Better Community*, which was launched at a joint Chamber of Commerce and Tourism Victoria mixer in January. The actions in the plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time.



The plan identifies three sets of recommendations that will strengthen the City's procurement practices to maximize community benefit as well as support small business and social enterprise sectors. Using an ecosystem-based approach to community economic development, the draft action plan focuses to a large degree on efforts to get the unemployed, underemployed and marginalized into employment. The community was invited to provide feedback in an online survey, through Twitter or by email at from January 19 - February 12.

The draft plan was adopted by City Council on March 2, with an amendment to include "recent immigrants" in the group of people for strategic focus. City staff are in the process of developing a Social Procurement Framework for Council's consideration.

- The City's 2017 Capital Mission has already started producing significant returns on investment for the region's technology sector. The Capital Mission is an opportunity for angel and venture capital investors with an interest in early stage innovative technology companies to visit Victoria.

Held in February for the second consecutive year, the event was hosted by the City of Victoria, VIATEC and the Capital Investment Network (CIN). As a direct result of the mission, the National Angel Capital Organization (NACO) will hold its Regional Summit in Victoria in February 2018. The Summit is expected to attract 100 angel investors and NACO members to the city exposing those investors to Victoria's thriving and dynamic tech industry.




Invitees for the 2017 Capital Mission experienced first-hand the City's highly sought after quality of life, including how easy it is to travel to and from Victoria, the vibrancy of our innovative business community and the depth of our local deal flow. This year was fully subscribed once again, and 100% of attendees said they would refer the mission to someone in their network.

- In March, the City was pleased to hear that the federal budget aligns with the City's approach to infrastructure investment and innovation – initiatives which support economic development and social enterprise as well as an Innovations and Skills Plan to foster growth in six sectors: advanced manufacturing, agri-food, clean technology, digital industries, health-biosciences and clean resources.

While there was no specific announcement about the Belleville Terminal, the City is aware that the Province is working hard with the federal government on this important international gateway. The City will follow up with Ottawa to obtain more information to ensure the City is well-positioned as a partner in delivering the federal government's ambitious and much-needed infrastructure agenda.

- During quarter one, the Business Hub received 122 inquiries, of which 91 were related to starting a new business. Home-based business inquiries were the most common inquiry to the Business Hub at 41%, followed by restaurants, and vending businesses. The most popular methods of contact is walk-in (47) followed equally by telephone and email at 36 each. Fifty percent of inquiries were related to business licensing.

The Business Hub welcomed a record number of new businesses this quarter (91), up from 86 in quarter two 2016. First quarter 2017 initiatives included:

- Hosted the "Small Business Resource Information Session" at City Hall on January 31. This is the second event the City has hosted and drew a crowd of close to 150 participants, up from 80 participants from the October 2016 session.
  - Created the Business Hub's year-end newsletter, reflecting on the Business Hub's inaugural year.
  - Collaborated with the UVic Business Law Clinic to host a "Business Law Information Session" at City Hall. Approximately 40 people attended.
  - Supported the development and launch of the City's Social Enterprise Social Procurement Action Plan. The top concerns for quarter one were parking requirements and the parking variance process; zoning, permits and inspections; and the home-occupation bylaw.
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- In the first quarter, the Business Hub engaged with the local business community and hosted a range of business networking and education sessions at City Hall. Below is a list of the Business Hub's community outreach for this quarter.
    - Urban Design Institute sessions (2)
    - Cook Street Village Business Association Meeting
    - Greater Victoria Chamber of Commerce/Tourism Victoria/Greater Victoria Harbour Authority/City of Victoria joint mixer
    - Small Office Home Office Conference
    - Innovation 150, Vancouver
    - BC Provincial Nominee Program Information Session
    - Victoria Small Business Information Session
    - Persian Business Network Mixer (hosted by the Business Hub)
    - BC Innovation Council – Regional Innovation Opportunities
    - Victoria's Leader's Dinner
    - Destination BC Planning Session
    - Economic Development Taskforce Meetings (2)
    - Demystifying Real Estate for Social Enterprise
    - Small Business BC Awards
    - Capital Mission
    - Social Enterprise and Social Procurement Meeting
    - UVic Business Law Clinic at City Hall
    - Czech Embassy visit
    - Jamie Cassels Undergraduate Research Awards Fair
    - Suzhou Business Delegation – Protocol Visit (Victoria Chamber of Commerce, City of Victoria and Downtown Victoria Business Association)
    - Chamber Marketplace Mixer
    - Tourism of Victoria Mixer



- In quarter one, 46 events were held at the Victoria Conference Centre. Eighteen contracts for conferences were executed, including six citywide conferences:
  - BC New Democratic Party 2017; 900 delegates; 350 room nights
  - Association of BC Forest Professionals 2018; 400 delegates; 330 room nights
  - Goodlife Fitness Victoria Marathon 2017; 7,000 delegates; 450 room nights
  - Nova Clinical Services - Infectious Diseases Update 2017; 500 delegates; 200 room nights
  - BC Road Builders and Heavy Construction Association 2019; 500 delegates; 730 room nights
  - BC Road Builders and Heavy Construction Association 2020; 500 delegates; 750 room nights
- Conference Centre sales staff attended two missions in Ottawa and Toronto in March, both of which gained positive feedback and provided great potential business opportunities for Victoria. Centre staff also attended two shows, the CSAE Tête-à-Tête in Ottawa-Gatineau in February and the PCMA Convening Leaders in Austin, Texas in January.
- The destination marketing organizations of Victoria, Saskatoon and St. John's have announced an innovative new initiative called *Cities in Sync* which aims to boost conference business and enhance predictability for the tourism sector by providing meeting planners with a simple and effective way to book meetings and conferences. By working through *Cities in Sync*, planners can book consecutive events in each city, which supports a natural event rotation through Eastern, Central and Western Canada, and gives planners assurance that each event will meet their standards and expectations.

## **STRATEGIC OBJECTIVE #6: MAKE VICTORIA MORE AFFORDABLE**

- In quarter one, as part of the Victoria Housing Strategy, the City moved to reduce any minimum unit size larger than the standard 33m<sup>2</sup> down to that size for consistency, and to tie future requests for micro units to housing affordability.
- In the first quarter, the proposed Housing Reserve Fund guidelines were shared with community stakeholders for input. In 2017, the guidelines will be updated with consideration to fund allocations and limits, criteria to encourage family-oriented units, and evaluation of the fund for affordable housing projects outside of Victoria.





## STRATEGIC OBJECTIVE #7: FACILITATE SOCIAL INCLUSION AND COMMUNITY WELLNESS

- Leading up to the first two weeks of the New Year, the City promoted the annual *Try it Free* campaign, which invited the community to try out a range of recreation and fitness programming for free to determine if they would like to register for a class. *Try it Free* programs were offered at the Crystal Pool and Fitness Centre and participating local recreation and community centres.

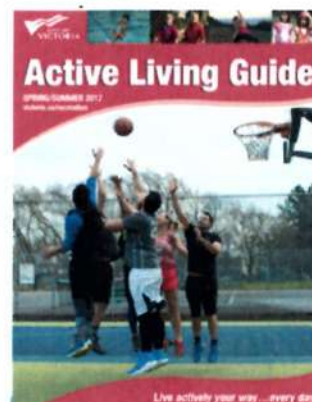


- On BC Family Day (February 13), the Crystal Pool and Fitness Centre welcomed the community to enjoy some splash and family fun from 10 a.m. – 4 p.m., with free admission after 1 p.m. The afternoon Family Fun Swim featured a parent-kid race on the WIBIT floating obstacle course. Fitness classes and the weight room and cardio area were available. Financial support was provided by the Province of British Columbia.



- \$2 Friday Night Youth Swims were promoted on social media to encourage local youth ages 11 - 16 to participate in low-cost recreation at the Crystal Pool and Fitness Centre from 8:30 p.m. – 10 p.m.

- The 2017 Spring/Summer Active Living Guide was distributed to Victoria residents in the Vic News on March 3 to encourage health, wellness and



- In quarter one, a TriggerPoint Master trainer from Vancouver provided a regional, two-session, Foam Rolling 101 Workshop training opportunity at the Crystal Pool and Fitness Centre. The sessions attracted 31 fitness leaders from around the region.

- Quarter one was a busy time for organized groups at Crystal Pool. George Jay Elementary School brought 75 children during school hours for swimming lessons at Crystal Pool from January – March. This was made possible through the generous support of the JumpStart Community Development Fund.

Another group to use Crystal Pool was St. Michael's University, which has created a new swim club for their students and has become so popular that they have added additional lane space to meet demand. They have also seen an increase in interest for triathlon training and the school is hosting youth triathlon clinics out of Crystal Pool.

Pro Aviation conducted their annual safety training at Crystal Pool in January. They practise safety and rescue simulations on and under the water to ensure they have the necessary skills in the event of a water-landing emergency.

Crystal Pool was able to accommodate a large group of Navy Master swimmers from Naden while their pool is being renovated from December – May, and Special Olympics athletes continue to train hard at Crystal Pool in preparation for Provincials in July!



- This quarter, the renovation of the Crystal Pool change room was approved. Construction of the new space is expected to take 4 – 6 weeks and will be scheduled during the facility's annual maintenance closure in September to minimized impacts to patrons.



- The City invited the community to ring in the Year of the Rooster in Canada's oldest Chinatown at the Chinese New Year celebration on Sunday, January 29 by the Gate of the Harmonious Interest. Festivities includes cultural performances and a Kung Fu demonstration, and the Lion Dancers paraded from business to business. The event was hosted by the Chinese Consolidated Benevolent Association.

- In January, the City approved \$204,900 to fund the VicPD's mental health pilot project designed to support vulnerable populations as outlined in their Mental Health Strategy. The funding will support two officers who will help people with mental health issues.

- At the New Year's Levee, the City kicked off the *3 Things for Canada* initiative to mark Canada's 150<sup>th</sup> birthday this year, inviting Victoria citizens to do three things to support or improve their neighbourhood and inspire others to do the same. The City joined the *3 Things for Canada*, a national campaign created by the Mayor's Civic Engagement Committee of The City of Calgary after a challenge from Mayor Naheed Nenshi to get all Canadians to become more involved in their communities.



Examples of what people may choose to do include holding a neighbourhood BBQ or block party, getting to know neighbours at a coffee gathering, initiating a little library on a local street, volunteering for a non-profit organization, bringing a hot lunch to a senior in need, and more. Citizens are encouraged to be creative as they do these acts of service for their neighbourhood, their nation, or the world. In addition to doing three acts of service, citizens are asked to share these good deeds and spread the word, whether it's posting a photo, video or comment on the *3 Things for Canada* Facebook page, using the hashtag #3ThingsforCanada on Twitter, Instagram and Facebook, or sending a digital postcard to a friend.

- In February, the City participated in the annual Anti-Bullying Film Festival in partnership with the Boys and Girls Club of Greater Victoria and the Community Centre Network. Councillor Jeremy Loveday was one of the guest judges.
- In February, the Crystal Pool feasibility study was presented to City Council. The report identified further details regarding renovation risks, potential partnerships, federal and provincial funding opportunities, and a process for exploring non-profit housing.



City staff were directed to develop an implementation plan for a new facility to cost no more than \$69.4 million. The funding will consist of \$10 million from a combination of the Buildings and Infrastructure Reserve Fund and the remainder through a combination of external borrowing and other funding opportunities. The 2017-2021 Financial Plan will be amended to include \$10 million towards the funding of the project. Staff are exploring additional funding opportunities and will report back with a



plan to use the referendum process as the method for placing the borrowing question before the electors.



## **STRATEGIC OBJECTIVE #8: ENHANCE AND STEWARD PUBLIC SPACES, GREEN SPACES AND FOOD SYSTEMS**

- On March 23, City staff received approval to develop concepts for Ship Point that reflect Victoria's history, support other waterfront planning initiatives and align with City policies. The Ship Point Master Plan will implement the vision for the area as a high quality waterfront park and signature events and festival site. The concepts developed will focus on features including the public use of the site, attractive park spaces and economic development, and will be shared with the community this summer for input. Community input will inform the draft Ship Point Master Plan that will be presented to the community for feedback this fall. City staff will report back to Council as part of the master plan with a proposed budget, funding options, and an implementation plan.
- In quarter one, the City held a summer pop-up design competition for Centennial Square. In February, the creative ideas were sought to integrate play into Centennial Square, and qualified teams and individuals were invited to submit design concepts to unleash the playful possibilities of the space this summer.

The purpose of the 'Pop-Up @ the Square' Design Competition is to select a team to design, build and install a playful, playable feature that appeals to a wide range of ages. Participants were encouraged to explore unconventional approaches to 'play' that contribute to the architectural character and public realm experience in Centennial Square.

The winning team will be selected by a jury panel and will receive a \$5,000 award and up to \$50,000 to design, build and install an imaginative feature in Victoria's signature public square. There will also be an opportunity for the public to cast their vote for the People's Choice Award, with the winning team receiving \$1,000. The submission deadline was March 30. The People's Choice vote took place in late April and announced in May.





- In March, staff proceeded with the design build tender for the public washrooms next to Centennial Square. The design uses the spaces where the previous washroom was housed. The layout consists of two spaces identified as male and female, each with private accessible stalls and fixtures. In the first quarter, the community was consulted by way of two open houses and an online survey on the proposed design for improving
- Reeson Park, a half-acre waterfront park located at the intersection of Yates and Fort Streets. The current park has a small entrance feature off Wharf Street, a sloping grassy area and a rocky shoreline. The area around the park is changing rapidly, with an active rezoning application in process to the north and new public spaces in development around the Johnson Street Bridge.



The City heard from the community that the park should feel safe and welcoming, with clear view and better lighting at night; should become a community destination that appeals to all ages; have continued access to the waterfront shoreline; provide opportunities for some busking and/or food vending; include some open grass areas for picnicking and play; and incorporate large seating steps for use year-round. The plan will be finalized based on community feedback, and if approved by Council, the park improvements will be constructed this summer.

is upgrading the playground at Raynor Park, which is located in the Vic West neighbourhood. The community was invited to attend an open house and complete an online survey in mid-March to provide input on two draft design concepts to improve the playground. Based on public input, the final design will be shared with the community in late spring and construction will take place this summer.

- This year, the City



- The City's annual Residential Branch Chipping service took place from February 14 – March 15. Victoria residents were asked to have their branch piles placed on the boulevard for chipping within this timeframe. Only tree branches between 2.5 cm and 25 cm (1" and 10") in diameter are accepted. Branches were to be loosely stacked with their cut ends together in one branch pile.

- Visual Victoria is a program that will refresh the overall look and feel of downtown, and will introduce an efficient system to help people find their way to key points in the city. An open house was held on March 30 at City Hall to share the draft plan and collect feedback on the public's implementation priorities before it's presented to Council. A wayfinding presentation to Council will take place on April 27 and the public realm draft strategy will be presented to Council in May.





## **STRATEGIC OBJECTIVE #9: COMPLETE A MULTI-MODAL AND ACTIVE TRANSPORTATION NETWORK**

- In February, a workshop was provided to Council on the Phase 1 implementation of the City's cycling network and future work moving forward. The workshop included a review of the design guidelines, an update on the current work, and the development of the overall program implementation which remains subject to further analysis and planning, while providing Council an opportunity to provide feedback. Council directed staff to report back in June with further updates and recommendations regarding sequencing, scheduling, resourcing and costs for completing the cycling network by 2022.

Preparations were underway in quarter one, including electrical work, new curbing, gutter and paving work, lane painting, and signage in preparation for opening the AAA two-way Pandora Avenue bike lane in May. Every effort was made to minimize impacts to the travelling public during construction.



- In quarter one, the City of Victoria in partnership with the Downtown Victoria Business Association co-created the *Transportation Mode-Shift EcoStar Award* with the Synergy Sustainability Institute. The new award category will recognize businesses and other organizations that incentivizing or encouraging staff and/or customers to shift modes and arrive at their location by sustainable transportation. The annual EcoStar Awards recognize organizations leading in sustainability and innovation and will take place in November 2017. This will be the Synergy Sustainability Institute's third year hosting the awards. Applications for the awards will open this summer.



- In February, the revised Parking Rates Policy was approved by Council which outlines ranges of rates for the City's on-street, parkade and surface parking lots to reduce long-term use and free up space in City parkades for short-term parkers downtown. Rate changes will go into effect on May 1, 2017. A communications plan was developed to share information about the revised rates, collaborative initiatives with the Downtown Victoria Business Association to make parking easier, and upcoming parking customer service improvements in 2017. City staff have commenced a long-term Sustainable Transportation Strategy; the first report back to Council is scheduled for August 2017.
- In quarter one, work got underway to amend the Vehicles for Hire Bylaw to extend the current Motor Sightseeing Vehicle Parking Stands to December 31, 2017. Bus operating and technical data from Motor Sightseeing Vehicle Parking Stand users will be gathered and analyzed to assess the relative impact of emissions on air quality from the buses using the parking stands. A bus stand economic assessment will be completed to define the value of the parking stands to inform the 2018 management plan and fees. The allocation of Motorized Sightseeing Vehicle Parking Stand 3 will be discussed at Council in April.
- The first quarter update on the Johnson Street Bridge Replacement Project was shared with Council on March 23. Work on the steel fabrication continues at two locations in China (see photo below).



Onsite activities include roadworks and the new sidewalk that opened on the southwest corner of Harbour and Esquimalt Roads, providing increased access to the public. An additional cycle ramp from the pedestrian bridge to the eastbound bridge lanes, which will enhance cycle traffic flow, is under design and handrails were under fabrication. The fendering design process continues. The current bridge budget is \$105 million and there will be two more planned budget increase requests for fendering and public realm work. The bridge is scheduled to open to traffic by the end of December 2017, with completion by March 31, 2018. Media were invited to attend a briefing at City Hall with Project Director Jonathan Huggett after his report to Council to provide information on the fendering design history, the current design status, next steps and timelines leading up to construction.



- Two new pilot projects aimed at improving accessibility in Victoria were approved by Council in March. Truncated domes, or tactile surfaces at curb cuts, and accessible pedestrian signals each received \$30,000 to pilot improvements. Future reports to Council are to include accessibility considerations.

## **STRATEGIC OBJECTIVE #10: NURTURE OUR ARTS, CULTURAL AND LEARNING CAPITAL**

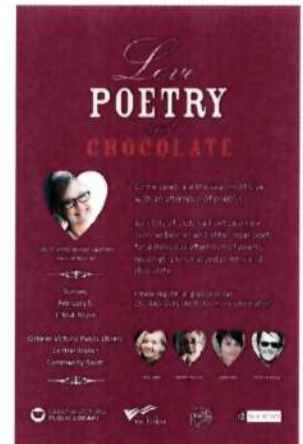
- In the first quarter, the City approved \$169,000 and \$115,500 in-kind support in Festival Investment Grants for 32 festivals and celebrations to enhance Victoria's vitality, vibrancy and diversity this summer. Over the past 18 years, the City has invested more than \$4 million in outdoor festivals and events through its annual Festival Investment Grant program.
- In January, Maita Cienska was announced as the City's 2017 Youth Poet Laureate. Serving as a champion for youth and literary arts, Victoria's Youth Poet Laureate seeks to inspire and engage local youth to share their stories through both the written and spoken word.

A 19-year old Vancouver Island poet, Maita Cienska has composed poems as a form of expression since middle school. For the past few years Cienska has been on a self-journey to explore her independence and immerse herself in creativity. During this time, she has released the album *Fumble*, won two Slams, tied for Slam Champion of 2015, served as a judge at Victorious Voices in 2016, and performed at a range of local events including (Poetry) *Slam by the Sea* and the Victoria Writer Society's literary series *Water Feature Night*. Cienska is in the midst of publishing her first book of poetry.

The Youth Poet Laureate serves a one-year term from January – December and receives a \$1,750 honorarium and \$1,000 in project funding, in addition to a year-long mentorship with Victoria's Poet Laureate Yvonne Blomer. The position is funded by the City of Victoria with project support from the Greater Victoria Public Library.



- The community was invited to join Victoria Poet Laureate Yvonne Blomer and Youth Poet Laureate Maita Cienska and local poets to enjoy some Love, Poetry and Chocolate around Valentine's Day at the Central Branch of the Greater Victoria Public Library. Guest poets included Inaugural Poet Laureate Carla Funk, Wendy Morton, Julie Paul and Terence Young.



- Iroquois Mohawk artist Lindsay Katsitsakatste Delaronde was announced as the City's first Indigenous Artist in Residence on International Women's Day (March 8). Delaronde's submission was one of six the City received in response to a Request for Expressions of Interest, which was open to First Nations, Inuit and Métis artists and artist teams working in any artistic discipline who reside in the Capital Region, including the Gulf Islands.

The new Indigenous Artist in Residence program provides the opportunity for a local artist to develop artistic works and engage the community in dialogue, workshops, events, and activities throughout a one-year term.

Born and raised on the Kahnawake reservation, Delaronde has been a professional artist for the past five years. She began this journey by travelling to Vancouver to earn a Bachelor of Fine Arts Degree at the Emily Carr Institute of Art and Design followed by a Master of Fine Arts Degree from the University of Victoria. Recently, Delaronde completed her second Master's degree in Indigenous Communities Counselling Psychology from the



University. Born and raised on the Kahnawake reservation, Delaronde has been a professional artist for the past five years. She began this journey by travelling to Vancouver to earn a Bachelor of Fine Arts Degree at the Emily Carr Institute of Art and Design followed by a Master of Fine Arts Degree from the University of Victoria. Recently, Delaronde completed her second Master's degree in Indigenous Communities Counselling Psychology from the University.

A drop-in meet and greet events was held on March 16 from 5 p.m. – 7 p.m. at City Hall to provide an opportunity for City staff and the community to meet Delaronde

- Lindsay Delaronde held two information sessions at Raino Dance in late March to provide an opportunity for Indigenous and non-Indigenous females of all ages to learn more about participating in the *A CHoRd* site performance in June. The multidisciplinary piece will be co-created by Delaronde in collaboration with volunteer participants. During the three months leading up to the performance, volunteers will meet to practise on weekends. The performance will be directed by Monique Salez, owner and artistic director of Raino Dance.



- In early March, the City issued a Call to Artists to emerging artists and artist teams for proposals for the fifth installation of the Commercial Alley Outdoor Art Gallery. Located between the 500 Block of Yates Street and Bastion Square, the outdoor gallery enhances the vitality of the area while retaining the alley's use by local businesses. The artwork will be showcased from August 2017 to August 2018 and the artist will be paid \$2,000 and a \$250 stipend for shipping the artwork to the location.

In the first quarter, the community was invited to respond to a Call for Creative Programming Proposals seeking activities for Cameron Bandshell and Centennial Square for the community to enjoy from May to September 2017. Activities could be delivered on a weekly or monthly basis and be anywhere from one to five months in duration. Creativity was encouraged and examples of recent activities included ballroom and salsa dancing, board games such as chess and scrabble, markets and fitness classes.



- The City received 231 applications from local musicians and band for the City's Musicians Roster. These applications were assessed by a jury made up of local music professionals and City staff. The jury consisted of members from the Islands Musicians Association, UVic School of Music, Conservatory of Music, a local media representative and a local business representative. Applications were assessed on talent, diversity, creativity and broad appeal. 121 bands and musicians have been hired to perform on City stages for 92 consecutive days of free outdoor live music this summer.

## **STRATEGIC OBJECTIVE #11: STEWARD WATER SYSTEMS AND WASTE STREAMS**

- In late February, construction began on Belleville Street to replace a water main from Menzies Street to Oswego Street, and upgrade the cast iron water supply main that was constructed over 60 years ago. The water main replacement is the first step in the "complete streets" improvements planned for this portion of Belleville Street in 2017. The existing cast iron water main is undersized for the James Bay area, so a larger diameter pipe is being installed and bolted together to help withstand possible earthquakes. Construction was completed in 12 weeks.

In early February work began to replace the water mains along Government Street, Chatham Street and Caledonia Street, to upgrade the cast iron water mains that were constructed over 100 years ago. This work is expected to be completed in May.

In 2017, the City of Victoria is completing a number of water service upgrade projects designed to deliver high quality water to residents and make upgrades to improve fire suppression capacity and seismic capability.



- In February, the City began the injunction application process to removed vessels and wharves from the Gorge Waterway that do not comply with the City's Zoning Regulation Bylaw that limits anchoring in the Gorge Waterway for a period of up to 48 hours, but not exceeding 72 total hours in a 30-day period. In quarter one, the City was in the process of serving respondents. Once this stage is complete, the City will request a court hearing date. The injunction application process is expected to be completed before the summer.

- The City approved the CRD's rezoning application for 1303 Dallas Road to permit the expansion of a portion of the public right-of-way and structural alteration of the existing Clover Point Pump Station as part of the Core Area Wastewater Treatment Project. The City of Victoria will receive an amenity contribution of a one-time payment of \$100,000 to cover public realm improvements. Specific improvements will be determined based on the City consulting with the community and presenting a report to the CRD and City Council for consideration.



- In February, Council endorsed a resolution supporting the City of Victoria make an application of \$10,000 in grant funds through the Infrastructure Planning Grant Program to fund a daylighting feasibility study of Bowker Creek in partnership with the CRD, District of Saanich and the District of Oak Bay.



- In March, staff were directed to work with the community from April to September to explore ways to reduce single-use plastic retail bag use. Workshops will be held with stakeholder groups such as business, industry, advocate and residents to share their unique perspectives related to future bag reduction regulations, working with businesses to promote a set of voluntary commitments/pledges to reduce retail bag use, and developing a design competition for a City of Victoria sustainable reusable retail bag, with a financial reward of \$2,000. Staff will report back to Council in October 2017 with a draft bylaw and will work with the CRD to draft a model bylaw to be for a phased in ban of plastic bags that could be adopted by Councils across the Capital Region.



## **STRATEGIC OBJECTIVE #12: TAKE CLIMATE ACTION AND PREPARE FOR EMERGENCIES**

- The City was excited to confirm that we will host the 2017 ICLEI Liveable Cities Forum on September 18-20 at the Victoria Conference Centre. The conference focuses on climate change mitigation and adaptation strategies from across Canada and around the world and will attract a diverse group of visitors to the City. It will also provide an opportunity to highlight the many actions the City has taken to support climate action including the new cycling infrastructure on Pandora.
- City staff were pleased to launch a new e-bike program to offer a clean, healthy and fun way for staff to travel across Victoria while performing their duties. The City invested in three new e-bikes as a pilot program to give staff a more sustainable, and active option for travelling to work appointments. The three bikes are located at the City Hall, Public Works Yard and at the Parks Yard and staff have been provided safety orientations and training to use the new bikes.



- In quarter one, staff were asked to expand the scope of the City's Tax Incentive Program (TIP) beyond downtown to include eligible heritage buildings city-wide. Staff will also examine the City's authority to expand incentives beyond heritage buildings and assess opportunities to include seismic considerations as part of the City's Rental Retention and Revitalization study. TIP has already successfully incentivized the upgrading of 43 buildings. Currently it is limited to granting tax exemptions exclusively to heritage-designated properties downtown.
- In mid-February, Victoria residents became eligible for extra savings when retrofitting their homes. The City partnered with BC Hydro, FortisBC, the Province and CRD to enhance the Home Renovation Rebate and Oil to Heat Pump Programs, which have multiple benefits such as lowering bills, enhancing home values, increasing comfort and making a healthier home. Victoria homeowners who have an Energy Evaluation may also be eligible to receive free Home Energy Coaching through the Municipal Partner offer.



- In early February, City crews were busy clearing snow and ice from priority one streets and sidewalks, and reminding residents and businesses of their role in helping keep sidewalks fronting their properties clear. The snow and ice also provided an opportunity to remind the community to have their emergency kit on hand.
- In quarter one, the Victoria Fire Department continued implementing its operational strategy for the Emergency Management division, updating the delivery of its volunteer emergency social services, focusing on the redevelopment of public education programming and providing "industry best" instruction to external stakeholders.
- Emergency Management in collaboration with City departments completed Hazards, Risks, and Vulnerabilities Assessment (HRVA) and Business Impact Analysis (BIA) sessions for the City of Victoria. The sessions will inform enhancements to the City's Emergency Plan as mandated through legislative oversight of the Emergency Program Act.
- During the first quarter, the Emergency Management division was successful in recruiting 14 new Urban Search and Rescue volunteers and 8 new Emergency Social Services volunteers to these two teams.
- This quarter, Emergency Management delivered 13 Emergency Preparedness Workshops to the community, in which 326 people participated. Emergency Social Services volunteers responded to the Cook Street apartment fire and provided assistance to 29 evacuee, collaborating with external stakeholders to secure services for evacuees.
- In Q1, Phase 1 of the LED Streetlight Replacement Project was completed, converting all of the streetlights on City owned metal poles from HPS to LED.



- Four Victoria Fire Department staff completed their final pilot training for Emergency Management's unmanned aerial vehicle (UAV) program. The UAVs make operations faster, safer and more efficient by conducting damage assessments, providing immediate situational awareness, locating lost or trapped individuals, performing structural analysis of damaged infrastructure, delivering emergency supplies, and capturing images from inaccessible places.



- In quarter one, a visioning session was held with the Emergency Management volunteer teams to identify what is working well and areas for growth. The session was a success, resulting in helpful input from volunteers, with actions that are being implemented to further develop programs and enhance volunteer engagement.

- Emergency Management developed an Emergency Social Services "boot camp" to train volunteers to "ESS Level 1", increasing the team's response capacity. Developed in-house, this program resulted in a reduced timeframe of two days to complete the training, in comparison to 1.5 years through external educational institutions.



- Thirteen Fire Department members received Resilient Minds Instructor training through the Canadian Mental Health Association in quarter one. These internal instructors are now certified to deliver the training to members of the Victoria Fire Department as well as neighbouring departments. Resilient Minds provides first responders with training and tools to help recognize, recover from, and cope with traumatic events.
- The department received 1,974 calls for service this quarter, the most notable is the increased medical aid requests. The first quarter of 2017 saw a 33% increase in medical aid requests over the same quarter in 2016. Opioid overdose calls have contributed to the increase in medical emergencies. There were 236 overdose calls in Q1 of 2017 in comparison to 115 overdose calls in Q1 2016, over 200% increase. The department has been trained to administer the lifesaving antidote "Naloxone" since May of 2016, in response to this crisis.
- Hoarding Education Action Team (HEAT) hotline experienced increased calls, with 76 calls this quarter in comparison to 147 in total for 2016. As this hotline is monitored by Victoria Fire staff, the increase has required additional staff hours dedicated to responding to calls in Victoria and distributing calls to municipalities across Vancouver Island. This quarter saw just over 45 hours dedicated to hoarding response compared to a total of 118 in 2016. The knowledge and awareness of hoarding in the community has increased since the program's inception in April 2014 and has seen a steady increase in inquiries.
- The Fire Department's "peer" Critical Incident Stress Debriefing was utilized on one occasion this quarter to provide support to staff in other City departments who witnessed traumatic event.



- The Fire Prevention Division continued to use a risk-based approach to inspecting buildings -- completing inspections from the highest to the lowest risk. The division experienced a slight increase in completed inspections and re-inspections in the first quarter and continues to identify efficiencies through current staffing levels.
- The Mechanical Division has evaluated and certified 20 "Bronto" aerial operators on the new specialized aerial apparatus. The Bronto is now in service at Fire Station #2 in James Bay to support the City's increasing high-rise operations and population densification.
- The Victoria Fire Department engaged and completed a joint training exercise with the CBRNE (Chemical, Biological, Radiological, Nuclear, and Explosives Team) with the Provincial Legislative Assembly team in quarter one.

### **STRATEGIC OBJECTIVE #13 - DEMONSTRATE REGIONAL LEADERSHIP**

- In February, Council agreed to make a formal request to the Province of British Columbia to extend the authority to introduce a surtax on vacant and derelict residential properties to local governments across British Columbia and encourage the occupancy, maintenance, and improvement of buildings to address housing affordability and public safety.
- In March, Council consented to the adoption of the CRD Bylaw No. 4142 Regional Parks Loan Authorization Bylaw No. 1, 2016, which authorizes the borrowing of funds to complete the E&N Rail Trail – Humpback Connector by 2019.
- On March 9, the Mayor attended a Provincial government announcement on the formation of a working group to look at options around using the E&N rail line for transit services between Langford and Victoria West. The working group will examine a proposal to use a portion of the E&N line for transit service on the 15-kilometre stretch between Westhills in Langford and Vic West. The working group will include representatives from the Ministry of Transportation, local government, BC Transit and the Victoria Regional Transit Commission.
- The City in partnership with the Downtown Victoria Business Association, Chamber of Commerce, Tourism Victoria and the Urban Design Institute hosted an All Candidates Listening Session on Thursday, March 2 from 5 p.m. – 7 p.m. at the Victoria Conference Centre. The event provided an opportunity for the community to have a conversation with candidates from across the region.
- In the first quarter, the City endorsed a work plan for the Royal McPherson Theatre Society that will encourage more municipal participation in the regional partner's project group. In addition, Council requested that the CRD Board lift a funding freeze on capital funds for 2017.
- Council endorsed a motion that the Association of Vancouver Island and Coastal Communities (AVICC) Executive appoint a liaison to its Working Group and that the Working Group undertake a feasibility assessment of a "Community Benefit Procurement Hub" as per the information that was circulated at the AVICC 2017 Convention and report back to the AVICC at the 2018 AGM.