

# City of Victoria

BRITISH COLUMBIA

## 2017 – 2021 Financial Plan





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# INTRODUCTION

## Reader's Guide

The Financial Plan Reader's Guide is intended to provide a basic understanding of the 2017–2021 Financial Plan and describes the contents of each major section of this document. The document has been divided into the following sections:

### Introduction

This section highlights the Distinguished Budget Presentation Award presented to the City of Victoria by the Government Finance Officers Association of the United States and Canada. As well this section provides a message from both the City Manager and Director of Finance. These key messages provide an overview of the year highlights and accomplishments of the City. The messages also provides the financial context for our Financial Plan and outlines some key initiatives and assumptions in the plan.

### City Profile

This section introduces the Mayor and eight City Councilors and provides the reader with a brief overview of the City of Victoria, its location, population, interesting community information, as well as highlights of the services available to citizens and businesses. This section also includes is the City of Victoria's organizational structure.

### Strategic Priorities

This section provides the detailed road map for Council's decision making. In 2015, a four year Strategic Plan was developed that includes 13 objectives and associated actions and outcomes to guide the City's work moving forward.

### Public Input on Financial Planning Process

This section explains the City of Victoria's public engagement strategy that has been developed and implemented to increase public understanding and input to the financial planning process. As well, the summary of survey responses that Council considers when informing the Financial Plan.

### Financial Plan Framework

This section provides policy and regulatory requirements for the development of both the City's operating and capital budgets. Additionally, it provides an overview of the planning framework used to develop the Financial Plan including the timelines, monitoring and variance reporting and evaluating performance.

This section also identifies the City of Victoria's financial fund structure which is a combination of utility funds and the general fund. It provides a description of each fund and the funding sources either property taxes or user fees or a combination of both.

### Financial Plan Overview

This section provides the reader with the City's approach to budgeting and the key priorities that are taken into consideration when developing the Financial Plan. These priorities are from both external and internal sources. Internal sources come directly from city policies, strategic direction from Council and external sources consist of economic factors and policies from outside government agencies such as the Provincial and Federal governments. The property tax and utility cost drivers are explained and the community impacts to households and businesses are shown in percentage as well as dollars over a five year period.

Additionally, this sections provides the analysis of the City's revenues by revenue type as well as expenditures by type and function. Additionally, an understanding of the capital budget is presented by category and strategic plan objectives. Information on debt and reserve policy balances are also explained.

### Consolidated Financial Plan

This section provides the consolidated Final Financial Plan that outlines the revenues, expenditures, debt servicing, transfers to and from reserves for the operating budget, as well for the capital budget that outlines the funding sources and expenditures.

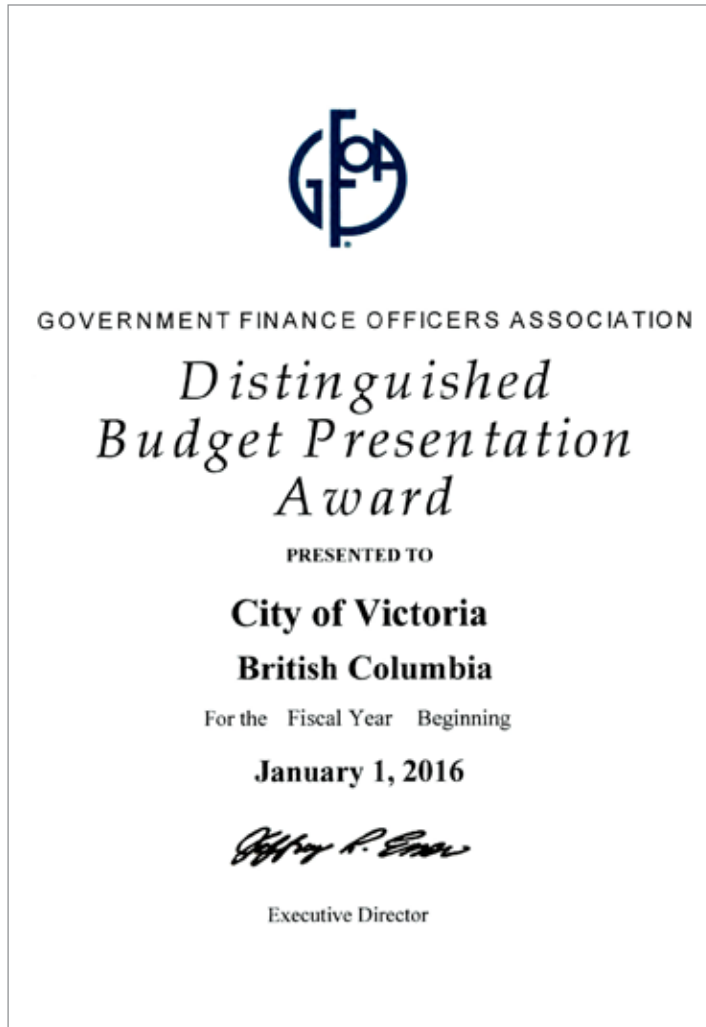
### Operating Budget

This section provides a summary of each Department's revenue and expenditure current budget compared to the prior year as well as the employee summary. Further departmental details provide a greater understanding about department operations, key highlights, organizational structure and financial line item summaries for the current budget to prior year budgets, variances between actuals and budget and a five year forecast including graphic illustrations. Performance metrics are also included in this section that explain and measure the what, why and how.

### Capital Budget

This section provides an overview of the 20 year Capital Plan including project summary details outlining the overview of the project, the key deliverables, budget line items as well as operating impacts.

# DISTINGUISHED BUDGET AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the City of Victoria, BC for its annual budget for the fiscal year beginning January 1, 2016.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting its eligibility for another award.

# CITY MANAGER



The 2017 Financial Plan lays out the services and programs we will provide our citizens and businesses in the coming year. The responsible stewardship of tax dollars to deliver these services is something that we take very seriously. We continue to make improvements on the budgeting process in order to provide transparency, and best value for your investment.

Since 2015, your City Council and staff have worked to reinvigorate the City's budget planning process. This has involved a renewed focus on consultation, comprehensive and easily accessible budget information, and education on what a City budget is and why it's so important to be involved.

Once again this year we invited citizens to join us for an e-Town Hall on the budget. This allowed staff and Council the opportunity to hear from our residents and businesses on what matters to them, and where they would like to see dollars allocated. Through our consultation we heard that citizens were largely satisfied with how the City is managing and providing services for their tax dollars. This is good news, but we will continue to strive to improve our services and value for dollars every year.

Another improvement made is a more holistic look at budget timelines. Over the past three years we have moved the budget process earlier in the year, resulting in an approved budget early in January. This allows us to provide greater certainty on resource and staffing allocation throughout the year, better planning for capital initiatives, and give Council shelf-ready projects at the start of each new year.

We also introduced a Project Management Framework along with a new Capital Cost Estimates Policy. This work ensures that we are providing value for money to citizens on all projects we undertake.

The financial planning process is a collaboration across the whole organization. Staff in all departments are engaged to bring their ideas on the budget, and how we can do things differently. This collaboration results in better services, cost savings, greater efficiencies and staff who feel empowered and connected to providing results.

We are fortunate to work together, City staff and Council, to deliver these high quality services in 2017 and beyond.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jason Johnson'. The signature is fluid and cursive, with a large initial 'J'.

Jason Johnson  
City Manager

# DIRECTOR OF FINANCE



It is my pleasure to present the City of Victoria's 2017 – 2021 Financial Plan. This is the third budget developed using the new financial planning process that puts an emphasis on priorities, outlining services and capital projects including costs, revenues and benefits of each.

The Financial Plan provides clear direction to staff and outlines to the taxpayers how the City has allocated its resources to achieve Council's priorities and to deliver services at the high level expected by the City of Victoria's residents. The Five Year Financial Plan and operational plan continue to align to the City's strategic goals with a focus on fiscal responsibility and sustainability.

The 2017 budget year was launched in Spring 2016 with staff continuing to work hard developing detailed work plans, identifying efficiencies and applying a disciplined approach to planning and funding. The City presented the 2017 – 2021 Draft Financial Plan to Council in October 2016, which is much earlier than the historical timing of the first quarter of the first year of the financial plan. As part of our continuous improvement efforts, enhancements to the financial plan include improving performance metrics and the capital summary sheets for each project area; introducing divisional summary sheets and providing more detailed analysis such as the financial plan overview including community impacts, priorities and issues.

Staff continued to approach the budget with a commitment to maintaining fiscal discipline and incorporating efficiencies. As well, the 2017 Financial Plan was developed based on Council's direction for a maximum tax increase of inflation plus 1%, the City's Financial Sustainability Policy and the City's Revenue and Tax Policy. For 2017, a 2.98% property tax increase, which when including utilities resulted in an overall increase at 2.91%, was approved by Council. The Five Year Financial Plan Bylaw received final adoption on April 27, 2017 with the final operating and capital plan budget totaling \$231.8 million and \$155 million respectively.

The City of Victoria's Financial Plan continues to be built on thoughtful planning to find balance between investing in quality public service and keeping taxes and utilities affordable. Fiscal responsibility is a key focus of the budget process as staff continually look at ways to do things better. Such efficiencies

include the development of a Project Management Framework to support a standard approach to planning and executing projects, as well as support a common understanding of governance structures and approval processes across the organization. Further enhancements to this framework include a Capital Cost Estimates Policy that is designed to improve the quality and reliability of project costing through the introduction of solid principles and standards for costing factors. Lessons learned are also a key element within the framework that focuses on reviewing previous projects and documenting new learnings to carry forward to future projects aligning with the City's goal of continuous improvement.

The City's 2017 engagement strategy built on tools used in the previous years and continued to use input from citizens to assist in decisions being made on priorities and the budgets. Efforts have focused, specifically, on improving the presentation of financial information, increasing the notice of public participation opportunities, and making available new tools including the recently launched budget simulator. In general, the majority of community response indicated satisfaction with the programs and services they receive for their tax dollars.

Upon completion of the public consultation, Council had the opportunity to consider the public feedback and made changes to the financial plan before giving final approval. The additional funding allocations based on public input included, accelerated local area planning, Car Free Day, Victoria Housing Strategy implementation, South Island Prosperity Project, Vulnerable Population pilot project, increased transfer to the buildings and infrastructure reserve, high risk tree removal and contribution to Canada 150 festivities.

I would like to thank Council, staff, residents and businesses for their input and contribution to this budget. We strive to lead a comprehensive planning process that reflects best practices for municipal budgeting and forecasting.

Sincerely,

A handwritten signature in black ink that reads "Susanne Thompson". The signature is written in a cursive, flowing style.

Susanne Thompson, CPA, CGA  
Director of Finance



# CITY PROFILE

## City Council



Lisa Helps  
Mayor

The Mayor and Council of the City of Victoria were each elected for a four-year term in the municipal election held in November 2014. Each member is appointed to specific portfolios, City standing committees and is responsible for a particular Victoria neighbourhood. Some members of Council are also appointed to the Board of the Capital Regional District (CRD). Appointments are made by the City to internal committees as well as external boards and committees – this does not include the external sub-committees or other groups to which members are appointed by those external bodies.

Council has four committees: Governance and Priorities, Planning and Land Use, Corporate and Strategic Services Standing Committee, and Community Services Standing Committee.



Marianne Alto  
Neighbourhood: Oaklands



Chris Coleman  
Neighbourhood: Fairfield



Ben Isitt  
Neighbourhoods:  
Hillside-Quadra



Jeremy Loveday  
Neighbourhoods:  
North Park, Victoria West



Margaret Lucas  
Neighbourhoods: James Bay,  
Downtown/Harris Green



Pamela Madoff  
Neighbourhood: South Jubilee,  
North Jubilee, Rockland



Charlayne Thornton-Joe  
Neighbourhood: Fernwood,  
Downtown/Harris Green



Geoff Young  
Neighbourhood:  
Burnside-Gorge

# CITY PROFILE

## Community Overview

Located on the southern tip of Vancouver Island, the City of Victoria is home to 85,792 people, and is the economic and entertainment centre for the 367,770 residents of Greater Victoria. The Capital City of British Columbia, Victoria is a community of choice for its temperate climate, natural beauty, recreational sites and superior economic opportunities.



Anchored by the spectacular Inner Harbour, downtown Victoria is the economic heart of the region that includes 13 municipalities. The region's strategic location as a gateway to the Pacific Rim, its proximity to American markets, and its many sea and air links, make Victoria a hub for tourism, business development and economic investment.

Located in a sub-Mediterranean zone, Victoria enjoys the mildest climate in Canada. This, combined with spectacular outdoor settings adorned with ocean views and mountain vistas, encourage year round recreational opportunities including hiking, golfing, cycling, gardening and kayaking.

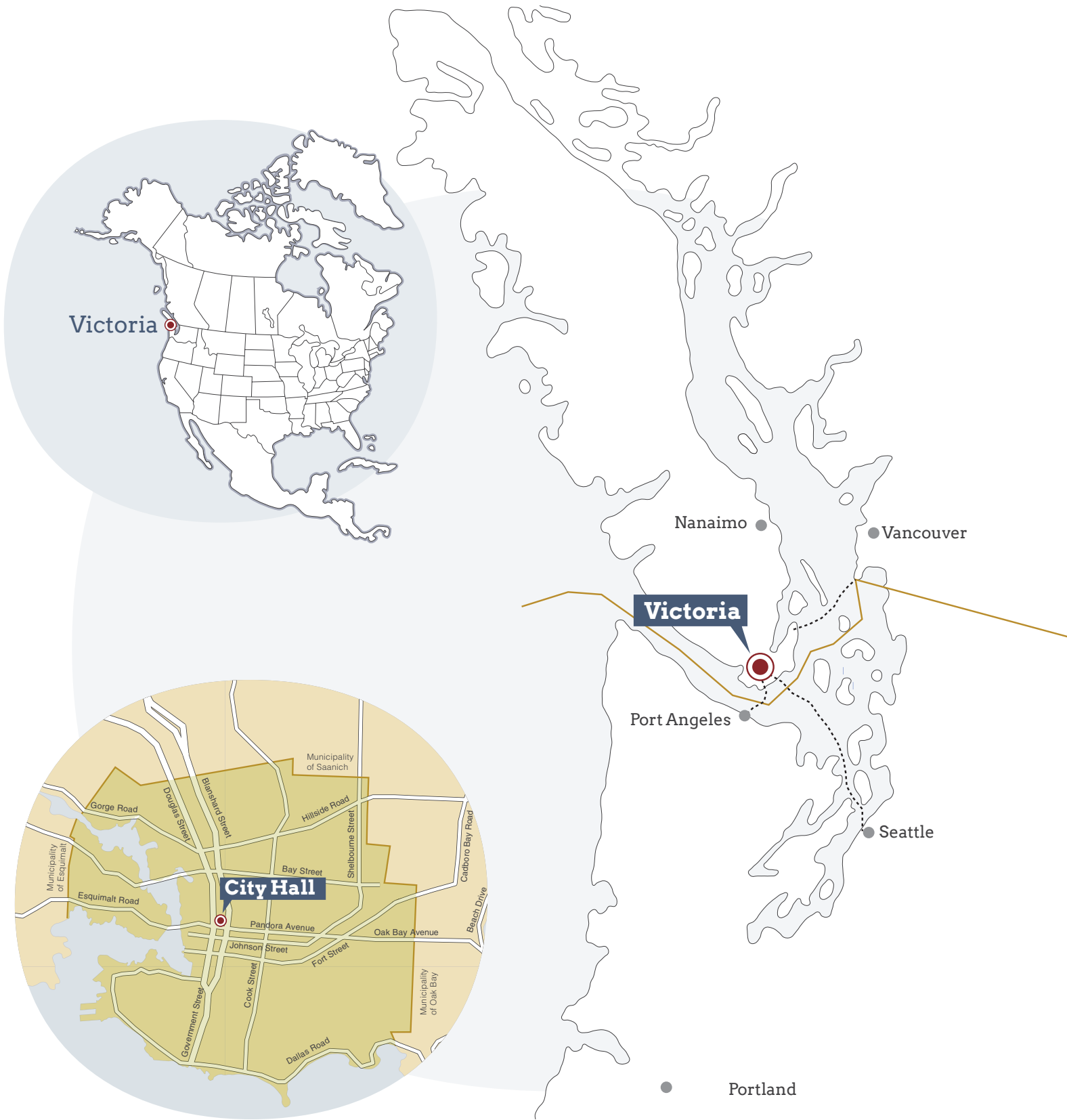
Victoria is home to a vibrant and eclectic arts and culture community, from world class performing arts, museums and festivals to local authors and artisans. The juxtaposition of heritage charm and modern urban living is part of what makes Victoria one of the most uniquely special places in Canada.

### Victoria at a glance:

- Incorporated on August 2, 1862
- Population: 85,792
- Serves as the metropolitan core for a region of 367,770
- Capital City of British Columbia
- Over 3 million visitors annually
- Average of 2,193 hours of sunshine each year
- Average rainfall is 58.3 centimetres per year

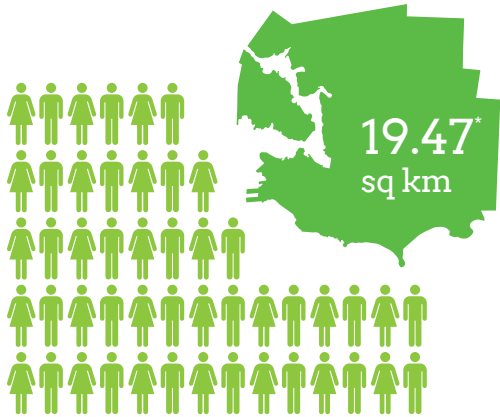
# CITY PROFILE

## Map of Victoria



# CITY PROFILE

## City of Victoria at a Glance



Population **85,792\***  
(14th largest city in British Columbia)

### Property taxpayers<sup>†</sup>

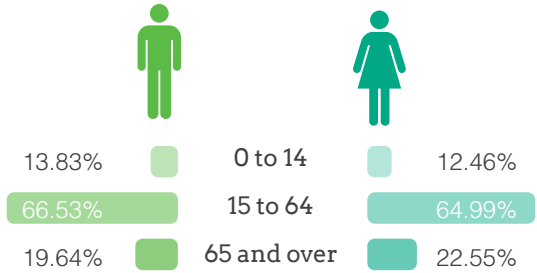


### Rent vs Own\*\*



Average household income .. \$58,648  
Median household income .... \$45,827

### Demographics by age and gender\*



### Family size\*\*

Married couples with children ..... 3,475  
Married couples without children ..... 6,845  
Common-law-couples with children ..... 820  
Common-law-couples without children .... 3,815



### Marital Status\*\*

- 35% Single
- 30% Married
- 13% Common Law
- 11% Divorced
- 7% Widowed
- 4% Separated

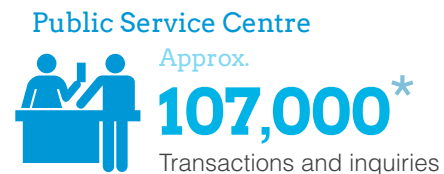
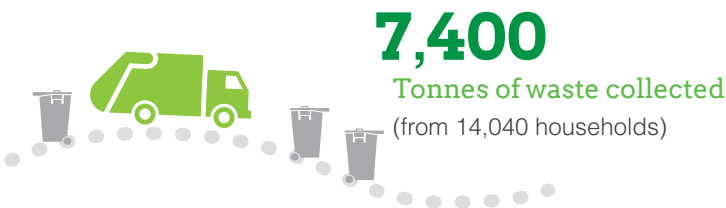
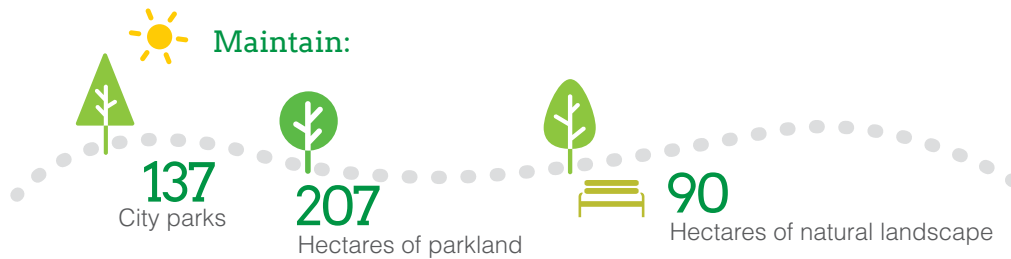


Source: \*Stats Canada, 2016 Census  
\*\*Stats Canada, 2011 Census  
†City of Victoria

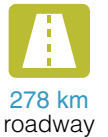


# CITY PROFILE

## Highlights of City Services



### Maintain:



257 km  
stormwater mains  
4  
stormwater  
rehabilitation units  
74  
stormwater outlets



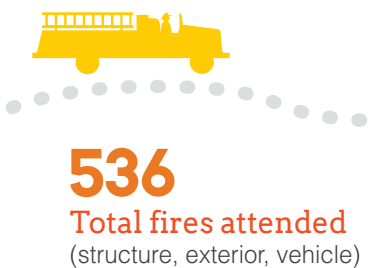
45 km  
bike lanes



529  
vehicles and  
heavy equipment  
(including VicPD)



265  
parking  
pay stations



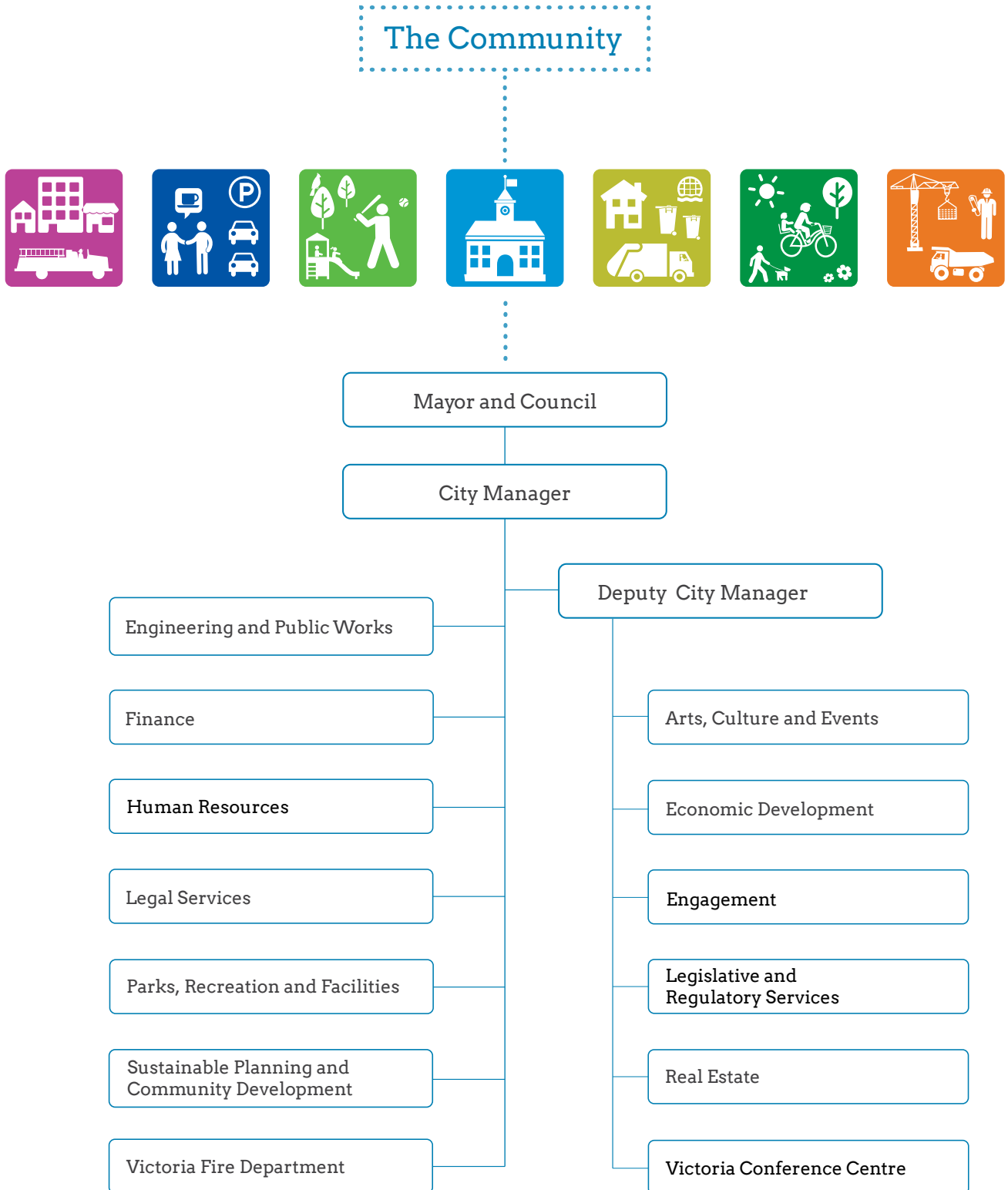
### Victoria Emergency Management



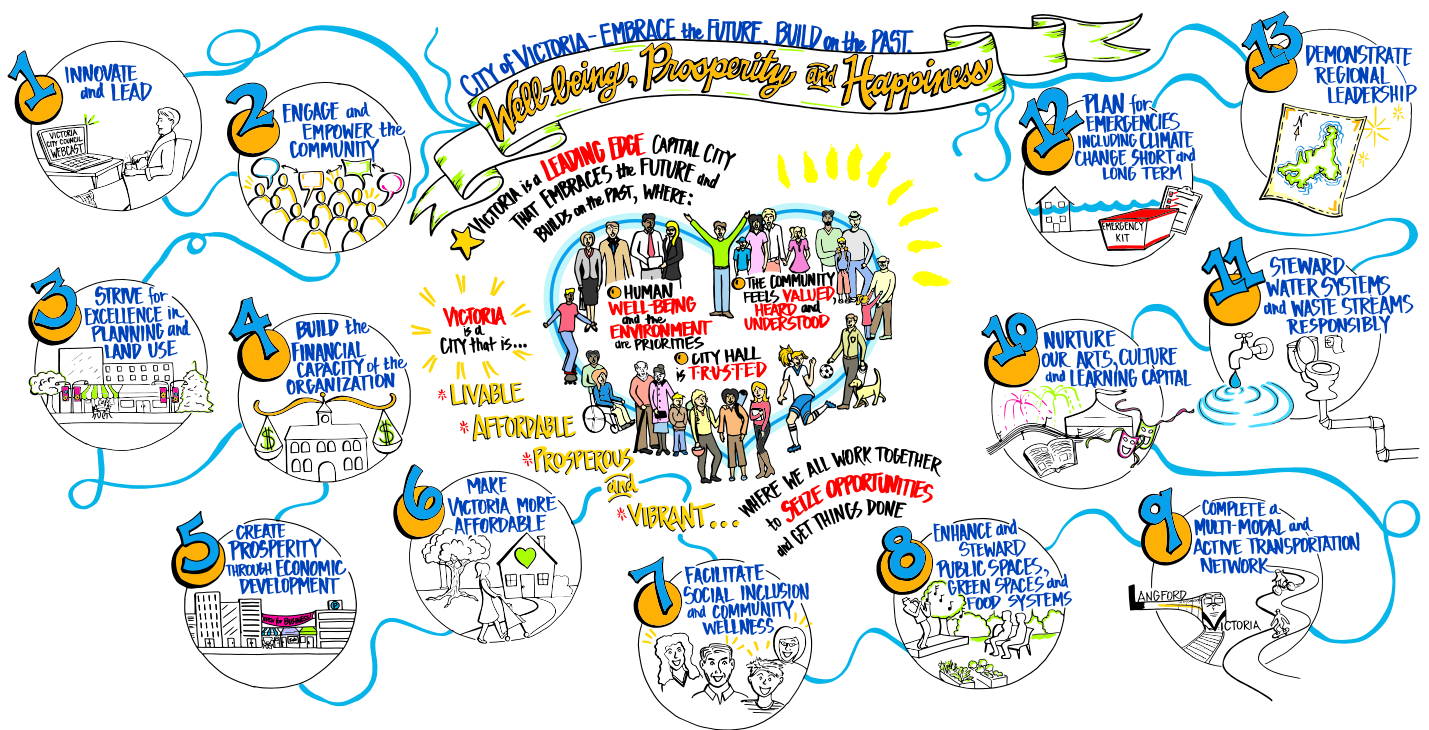
\*Based on 2016 stats.

# CITY PROFILE

# Organizational Chart



# STRATEGIC PRIORITIES



## Our Goal:

“Victoria is a leading edge capital city that embraces the future and builds on the past, where human well-being and the environment are priorities, where the community feels valued, heard and understood and where City Hall is trusted. Victoria is a city that is liveable, affordable, prosperous and vibrant, where we all work in partnership to create and seize opportunities and get things done.”

# Council's Principles for Strategic Planning

## In the planning process we are committed to:

1. Starting with an open heart and an open mind
2. Being honest, frank and respectful in our discussions
3. Participating with active listening and respectful challenging
4. Keeping a sense of humour
5. Believing in the process and the outcome
6. Allowing for differences
7. Strong facilitation
8. Learning from the past
9. Making the process visible
10. Making sure that we're starting with a blank slate but also with transparency around priorities
11. Engaging the public

## In the plan we are committed to:

1. Creating a clear plan with agreed upon purposes
2. Making sure our stated values are clear
3. Making defining, concrete statements
4. Including timelines, measurables, and budgets for all items
5. Making the plan accessible

## In implementation we are committed to:

1. Doing what we say
2. Remaining open to new information, new ideas and public input
3. Scheduling quarterly check in updates with Council on strategic plan execution
4. Creating mechanisms to consider emerging issues
5. Aligning our governance structure with our priorities

# Our Strategic Objectives

1. Innovate and Lead
2. Engage and Empower the Community
3. Strive for Excellence in Planning and Land Use
4. Build the Financial Capacity of the Organization
5. Create Prosperity Through Economic Development
6. Make Victoria More Affordable
7. Facilitate Social Inclusion and Community Wellness
8. Enhance and Steward Public Spaces, Green Spaces and Food Systems
9. Complete a Multi-Modal and Active Transportation Network
10. Nurture Our Arts, Culture and Learning Capital
11. Steward Water Systems and Waste Streams Responsibly
12. Take Climate Action and Prepare for Emergencies
13. Demonstrate Regional Leadership



## Objective 1: Innovate and Lead

---

### 2015–2018 OUTCOMES:

- Council's governance structure reflects its strategic objectives.
- Staff is organized into cross-departmental project teams with strong project management capacity.
- Organizational culture is collaborative, supportive and empowering.

### 2015 ACTIONS:

- Be bold.
- To enable bold, innovative leadership, invest in City Hall's capacity by creating an interdisciplinary project team to support collaborative, holistic planning and execution, and public engagement. This approach introduces new expertise, project management support and capacity for meeting strategic objectives and delivering within Financial Plan.
- Introduce focused advisory committees and task forces to build capacity and include public input within specific projects and timelines. Focus mandate and meeting frequency of broad topical advisory committees.

### 2015–2018 ACTION:

- Support the City Manager in developing an organizational culture of collaboration, continuous learning, and employee empowerment.

## Objective 2: Engage and Empower the Community

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### 2015 OUTCOME:

- Improved relationship with nearby First Nations. (Ongoing)

### 2016 OUTCOMES:

- Built capacity of neighbourhood/community associations. (Ongoing)
- Empowered neighbourhood residents, place makers and others to lead and implement projects.

### 2017 OUTCOME:

- More youth are engaged in City programs, civic issues, and the broader community. (Ongoing)

### 2018 OUTCOMES:

- Transparent government.
- Rebuilt trust with the public in terms of meaningful public engagement.
- Regional leader in Open and Transparent Government.
- City Hall is engaged in a meaningful, two-way conversation with the public.

### 2015 ACTIONS:

- Create Councillor Liaison position to support the Mayor in reaching out and working with Esquimalt and Songhees Nations.
- Identify dedicated staff to work with community/neighbourhood associations to inform and collaborate with community association/neighbourhood boards and staff on City processes, expectations and opportunities.
- Make open government actions routine – require automatic posting of reports, plans, budgets etc. (Create and implement a plan and timeline for open government enhancements.)
- Create a “great neighbourhoods initiative” based on Edmonton's model; amend to fit our local circumstances.
- Utilize online tools, established youth networks, and learn from other cities, to improve the City's youth engagement.
- Be engaged in a meaningful two-way conversation with the public.

### 2017 ACTIONS:

- Create a Public Engagement Road Map to accompany 2015–2018 Strategic Plan action items. (previously 2016)
- Implement neighbourhood ambassador program that serves the needs of the neighbourhoods.
- Work with community to design participatory budgeting opportunities. (previously 2015)
- Approve and implement the Youth Strategy.

## Objective 3: Strive for Excellence in Planning and Land Use

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### 2016 OUTCOMES:

- Reduced processing time for all types of applications from building permits to rezoning.
- Planning for Phase One of Capital Park is complete.
- Streamlined land use policies.
- Local Area Planning focused on urban villages and transportation corridors.

### 2017 OUTCOME:

- Created a Development Permit/Heritage Conservation Area on Dallas Road between Cook Street and Clover Point. (previously 2016)

### 2018 OUTCOMES:

- Housing, employment and economic boom in Douglas/Blanshard Corridor through implementation of Master Plan, with substantial new low-cost units, mixed use, and quality-of-life infrastructure.
- Enlivened public spaces. Victoria is a people-centered place i.e. Centennial Square, Harbour front.

### 2015 ACTIONS:

- Hire City planner to lead our Sustainable Planning and Community Development Department.
- Identify as staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors.
- Identify as a staff priority: Work through planning process to deliver acceptable form and density for proponent and community at Capital Park.
- Make a decision with regard to whether we are going to delegate more decision-making authority to staff.
- Empower the City Manager to lead the changes required to streamline our residential and commercial land use processes at City Hall.
- Increase emphasis on placemaking in our planning and support the Greater Victoria Placemaking Network and other citizen-led placemaking initiatives.
- Include active transportation and public realm impacts and opportunities listed in all planning and land use reports.

### 2016 ACTIONS:

- Work through planning process to deliver acceptable form and density for Capital Park for proponent and community.
- Complete the Douglas/Blanshard Corridor Master Plan and allocate funds in Financial Plan for quality-of-life infrastructure.
- Commence three new urban village centre plans upon completion of Burnside-Gorge/Douglas Street Corridor Plan.
- Initiate Local Area Planning Processes in Fairfield/Gonzales and Vic West neighbourhoods.
- Review Community Association Land-Use Process.
- Establish predictable flat fee for bonus density.

### 2017 ACTIONS:

- Complete Fairfield Gonzales and Victoria West Neighbourhood Plans.
- Commence Fernwood, North and South Jubilee, North Park, Rockland Neighbourhood Plans and Fort Street Corridor Plan.

### 2018 ACTIONS:

- Complete Fernwood, North and South Jubilee, North Park, Rockland and Fort Street Corridor Plans.
- Commence James Bay, Hillside Quadra and Oaklands Neighbourhood Plans.

## Objective 4: Build the Financial Capacity of the Organization

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### 2015 OUTCOMES:

- A business case for a property acquisitions/real estate management office.
- More revenue and strategic influence for City with implementation of Municipal Property Acquisition and Management Strategy.

### 2018 OUTCOMES:

- Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets, put to best and highest use including market rate commercial leases.
- Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property.

### 2015 ACTIONS:

- Create an integrated facilities and real estate arm at City Hall or in Economic Development Office staffed by people who understand business and the real estate market and respond to the market and the short and long-term economic outlook of the City.
- Complete a full long-term infrastructure and facilities assessment.

### 2017 ACTION:

- Complete Municipal Property Acquisition, Disposition and Management Strategy.

### 2018 ACTION:

- Begin to implement Municipal Property Acquisition, Disposition and Management Strategy.

## Objective 5: Create Prosperity Through Economic Development

---

### 2015 OUTCOME:

- City “Economic Development Office” or “Office of Small Business Services” or something along these lines is set up.

### 2016 OUTCOMES:

- Downtown is the hub of both large and small business.
- Reduced retail and commercial vacancies downtown.
- Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.
- Victoria’s two largest private sector industries – tech and tourism – have grown and Victoria’s social enterprise sector has grown.

### 2015 ACTION:

- Create an Economic Development and Downtown Prosperity Task Force led by the Mayor, of up to 15 diverse individuals, to advise on how the City can best deliver an economic development function, support small businesses – including social enterprises – and fill downtown vacancies with the aim of creating local and regional prosperity.

### 2016 ACTIONS:

- Strike a Canada 150 working group to which other community leaders would be invited to plan Victoria activities to recognize Canada’s Sesquicentennial in 2017.
- Advocate for policies to ensure residents have sufficient income and supports to live with dignity and participate in the local economy.
- Implement *Making Victoria: Unleashing Potential* including Year One and Ongoing Actions for Business Hub, and Actions where City is lead or supporting agency in Six Economic Engines.
- Work with Tourism Victoria to modernize relationship between the City of Victoria and Tourism Victoria including removing the grandfathered status of Tourism Victoria with regards to the destination marketing tax.
- Create Mayor’s Task Force on Social Enterprise, as outlined in *Making Victoria: Unleashing Potential*.

## Objective 5: Create Prosperity Through Economic Development

### 2017 OUTCOMES:

- Downtown is vibrant and is a draw for residents and visitors alike.
- Victoria has hosted delegations from each of our Twin City partners.

### 2018 OUTCOMES:

- Victoria is the heart of commerce and business in the Region and Vancouver Island.
- Taxpayers and businesses perceive tax levels to be fair and reasonable.
- Increased household median income.

### 2017 ACTIONS:

- Consider and implement recommendations from Mayor's Task Force on Social Enterprise and Social Procurement.
- Develop a living wage policy for the City, including an analysis of the costs resulting from the policy's application to City employees and contractors.
- Work with Downtown Victoria Business Association, BC Transit, VIATEC and private sector to address transportation challenges and opportunities downtown.
- Increase street vending opportunities for both new entrepreneurs and established storefront businesses, while ensuring accessibility for pedestrians.

### 2016 – 2018 ACTION:

- Work in partnership with Downtown Victoria Business Association to identify marketing initiatives and infrastructure improvements to support the vitality of downtown.

### 2017 – 2018 ACTION:

- Create and implement a plan to revitalize and brand Douglas Street as our "Main Street".



## Objective 6: Make Victoria More Affordable

---

### 2016 OUTCOMES:

- Substantial increase in construction of new low-cost housing units with implementation of income-mixed zoning.
- Completed Municipal Housing Strategy; include income mixed zoning.

### 2017 OUTCOME:

- Appropriate solutions in place for all individuals experiencing chronic homelessness with additional or other support needs as identified by the Greater Victoria Coalition to End Homelessness' Priority One Task Force.

### 2017/2018 OUTCOME:

- Increased range of affordable housing not only for those in need of supports but also for working people, families and youth.

### 2018 OUTCOMES:

- More affordable and supportive rental units available.
- New garden and secondary suites are in process. (Target TBD)

### 2021 OUTCOME:

- Appropriate solutions in place, including adequate housing, for all individuals experiencing chronic homelessness.

### 2015 ACTIONS:

- Increase City contribution to Victoria Housing Reserve. Lobby other municipalities in the Capital Region to do the same.
- Review Victoria Housing Reserve to consider increasing the amount per door and building family housing and creating guidelines to allow Housing Reserve monies to be used for properties outside the City.
- Initiate Municipal Housing Strategy; include income mixed zoning.
- Form an Affordable Housing Task Force to research, analyze and implement innovative housing policy solutions. Look at zoning, bylaws and specifically at inclusionary zoning.
- Work with developers, BC Housing, and private sector landlords. Think and act outside the box. Be willing to pilot new ideas.
- Limit annual property tax increases to maximum of rate of inflation plus 1%.
- Drive more garden suites and secondary suites through an incentive program.
- Consider re-instituting incentives for suites.

### 2016 ACTIONS:

- Continue to push for a National Housing Strategy.
- Develop Municipal Housing Action Plan.
- Work with CRD partners to implement a Housing First Initiative.
- Continue to push for a National Housing Strategy.
- Develop Municipal Housing Action Plan.
- Work with CRD partners to implement a Housing First Initiative.

### 2017 ACTIONS:

- Continue to implement Municipal Housing Strategy.
- Strengthen policy and regulations related to short-term vacation rentals.

### 2017/2018 ACTION:

- Continue to support the work of the Greater Victoria Coalition to End Homelessness.

### 2015 – 2018 ACTION:

- Continue to keep subsidized housing units a focus and work with partners to create/identify new opportunities. (Moved from Objective 7)

### 2018 ACTION:

- Limit property tax increase to a maximum rate of inflation plus 1%, including police.

# Objective 7: Facilitate Social Inclusion and Community Wellness

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## 2016 OUTCOME:

- Accessible health services are available for Victoria's most marginalized people.

## 2017 OUTCOMES:

- Enhanced quality of life.
- Victoria is closer to ending chronic homelessness.
- Opportunities for accessible sports and fitness by children and adults.

## 2018 OUTCOMES:

- Public recreation and cultural facilities are first rate.
- City infrastructure and facilities are more accessible for everyone.
- Seniors' centres have increased programming options.
- Crystal Pool issues are resolved by replacing or renovating the facility. Victoria has a modern, inclusive public pool and fitness facility in a central location, with increased revenue. (previously 2017)

## 2015 ACTIONS:

- Commit to facilitating collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health services, including harm reduction.
- Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the Victoria Housing Reserve.
- Create an Accessibility Capital Fund and Accessibility Advisory Committee to ensure City infrastructure and facilities are accessible to everyone.
- Work with partner agencies and street-involved people to establish increased options for safe and secure storage of the belongings of street-involved people in an area that will not have negative impacts on surrounding neighbours or land uses.

## 2016 ACTIONS:

- Work toward establishing supervised consumption services, in collaboration with Island Health, VicPD, and YES2SCS.
- Work through Facilities Assessment and community engagement plan, and seek out possible funding partners for Crystal Pool.
- Tender required upgrades and invest in public pool and fitness facility.
- Continue collaborating with Vic High on new/upgraded school and community sports facility at Vic High. Expect \$ expenditure in 2016/2017.
- Develop public engagement plan for Crystal Pool and Fitness Centre, to be implemented in early 2016.
- Initiate discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivering many programs.
- Continue sheltering solutions work including storage of belongings and alternatives to sheltering in the parks.
- Work towards implementation of Municipal Truth and Reconciliation Recommendations.

## 2017 ACTIONS:

- Make decision whether to refurbish or replace Crystal Pool and hold borrowing referendum.
- Develop and begin to implement transgender inclusion policy.
- Convene Truth and Reconciliation Commission's Call to Action Task Force and consider and begin to implement recommendations.
- Undertake Year of Reconciliation activities and events.
- Review the Liquor Licence Policy to support neighbourhood livability.

## Objective 8: Enhance and Steward Public Spaces, Green Spaces and Food Systems

### 2016 OUTCOME:

- Completed three projects, identified through consultation in Parks Master Plan and food security discussions.

### 2017 OUTCOMES:

- Boulevard gardens exist in all neighbourhoods.
- Increased waterfront park space at Ship Point resulting in community wellness and economic vitality.
- David Foster Harbour Pathway is celebrated for its wayfinding that links all harbour front developments.
- School lands and facilities are enhanced for benefits such as community wellness and recreation, greenspace, and food systems etc.

### 2018 OUTCOME:

- Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.

### 2015 ACTIONS:

- Develop, design and make investment to improve Begbie Green in the North Jubilee Neighbourhood.
- Create a micro-grant for volunteer coordination of commons and community gardens.
- Develop long-term policies for food security and boulevard gardening including an inventory of City-owned land for food production and improved coordination of food systems resources and initiatives in the city.
- Learn from Vancouver's success in creating a community garden on Davie Street private property and replicate model on available private properties in Victoria, including downtown.
- Allocate existing resources in Parks and other departments to implement food security initiatives.
- Strengthen the relationship between the City of Victoria and School District 61 in order to maximize the benefit of School lands and facilities.

### 2016 ACTIONS:

- Introduce new partnerships with citizens and groups to increase food cultivation on public and private land.
- Initiate and complete Parks Master Planning process.
- Hold a placemaking activity at Ship Point to advance a site plan from Harbour Dialogues. Consult public on specific design and allocate money in 2018 capital budget to complete.
- Identify pilot or "pop-up" placemaking and/or projects small scale enterprises that can be undertaken in 2016.
- Monitor the efforts in neighbouring municipalities and create a report regarding a solution the urban deer problem.

### 2017 ACTIONS:

- Complete and begin implementation of Parks Master Plan.
- Undertake and begin implementation of Ship Point Plan.
- Undertake and begin implementation of Centennial Square Master Plan.
- Participate in development of Lekwungen Trail.
- Support development of Gorge Waterway Loop.
- Support Downtown Residents Association in opening Yates Street Community Garden.
- Finish implementation of Gorge Waterway Zoning Bylaw implementation.
- Create a report on the efforts of the provincial government, neighbouring municipalities and the CRD for deer management, and determine the magnitude of the issue in the City of Victoria and send to the provincial government.

## Objective 9: Complete a Multi-Modal and Active Transportation Network

### 2016 OUTCOMES:

- Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.
- Public transit is accessible to all and rivals private automobile trip duration.
- Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.
- Bus terminal is replaced.

### 2017 OUTCOMES:

- Extended Government Street Mall, including periodic closures to vehicle traffic.
- David Foster Harbour Pathway almost completed.
- Johnson Street Bridge is complete.
- Train is running between Victoria and Langford. (previously 2016)

### 2018 OUTCOMES:

- Victoria is a national leader for cycling infrastructure and complete streets planning, with Phase One of an all-ages and abilities cycling network connecting all neighbourhoods and village centres completed and work underway on the remainder of the network.
- Completed Phase Two of the Belleville Terminal Project. (Phase Two is David Foster Harbour Pathway improvements to Belleville Street public realm.)
- Pedestrian travel is safe, comfortable and enjoyable for all ages and abilities. (Ongoing)

### 2015 ACTIONS:

- Mandate and create a collaborative neighbourhood process and “complete streets” lens for all projects.
- Collaborative design and completion of network of 4–8 high quality cycling corridors by 2016.
- Build protected cycling facilities, more bike parking, and start an Active Transportation Advisory Committee. Begin to see all planning and engineering through multi-modal lens.
- Designate money in 2015, 2016, 2017 and build it (cycling network).
- Explore opportunities for increased safe cycling training in schools.
- Keep the Johnson Street Bridge replacement project moving forward.

### LATE 2015 ACTION:

- Develop task force including Government Street property owners and the DVBA to consider a Local Area Improvement Project.

### 2016 ACTIONS:

- Move to full-time bus lanes on Douglas and fewer stops (in accordance with Rapid Bus plans).
- Support replacement of bus terminal.
- Work in partnership with First Nations, Province, ferry operators and others to identify financial opportunities for the Belleville Terminal. Allocate money in 2017 Capital Budget for Belleville Street.
- Designate location for E&N station as close as possible to the new bridge.
- Start an Active Transportation Advisory Committee.
- Sign pedestrian-only lanes just as prominently as streets. Distinguish between “no exit” and “no exit for motor vehicles”.
- Review policy for desired right of way widths for road dedications and statutory right of ways.

### 2017 ACTIONS:

- Complete two of the “special sites” at Heron Cove along the David Foster Harbour Pathway corridor. (moved from Objective 8)
- Prioritize “special places” along the David Foster Harbour Pathway and identify funding opportunities.
- Work with other municipalities, First Nations and others to get train running between Victoria and Langford.
- Assess 18-month pilot project at Capital City Station.

### 2017 – 2018 ACTION:

- Based on report funded through 2015 budget allocation to Island Transformations, repair rail crossings within the City of Victoria.

## Objective 10: Nurture Our Arts, Culture and Learning Capital

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### 2017 OUTCOMES:

- Victoria has an Arts and Culture Master Plan.
- A new Arts Centre serves as a cultural hub.
- A new James Bay Library branch is opened.
- Increased number of funding partners for the McPherson Theatre. (previously 2015)

### 2018 OUTCOMES:

- Support for arts and culture is increased, inclusive and strategic.
- Successful Western Canada Music Awards/BreakOut West event with Rifflandia sees Region being asked to bid for the JUNOS.

### 2015 ACTIONS:

- Support the 2015 event Western Canada Music Awards/BreakOut West with Rifflandia.
- Work with the CRD to increase number of funding partners for McPherson Theatre by making it more financially viable.
- Identify resources required to develop Arts and Culture Master Plan, including identifying objectives and purposes of the plan.
- Provide the public with background on arts and cultural mapping.

### 2016 ACTIONS:

- Develop Arts and Culture Master Plan.
- Fund an Economic Impact Study linked to an Arts and Culture Master Plan.
- Identify scope and develop budget strategy for a library branch at Capital Park in James Bay.

### 2017 ACTIONS:

- Work with the CRD to increase number of funding partners for McPherson Theatre to strengthen the facility's long-term financial sustainability.
- Continue to plan and implement CityStudio Victoria with Camosun, Royal Roads and UVIC.

## Objective 11: Steward Water Systems and Waste Streams Responsibly

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### 2017 OUTCOME:

- A sewage treatment plant is under construction. (previously 2018)

### 2018 OUTCOME:

- The City handles waste in a more responsible way.

### 2015 ACTION:

- Begin the discussion of sewage treatment sites for different treatment options.

### 2016 ACTION:

- Create and enact bylaw to phase in the ban on the use of single use plastic bags.

### 2017 ACTIONS:

- Communicate to CRD desire to see collection of recyclables in closed wheeled totes. Make garbage disposal less convenient than recycling. (previously 2016)
- Consider rezoning of Clover Point for upgraded pump station.
- Develop and implement waste reduction strategies including a phased in ban on single use plastic bags.



## Objective 12: Take Climate Action and Prepare for Emergencies

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### 2016 OUTCOME:

- City has increased the capacity of VEMA.

### 2018 OUTCOMES:

- City heritage buildings can survive a major earthquake. (Ongoing)
- Fire Station issues are resolved.

### 2020 OUTCOME:

- City and community have reduced greenhouse gas emissions by 33% less than 2007 levels.

### 2050 OUTCOMES:

- City and community have reduced greenhouse gas emissions by 80% lower than 2007 levels.
- City and community run on 100% renewable energy.

### 2075 OUTCOME:

- Low-lying areas are protected from flooding.

### 2015 ACTIONS:

- Begin seismic analysis of privately-owned properties and infrastructure.
- Explore potential for City to require upgrades to heritage buildings for seismic protection even where use is not changed, combined with subsidy program.
- Align Victoria Emergency Management Agency's budget through Victoria Fire Department and work with Sustainable Planning and Community Development Department.
- Initiate public dialogue and market sounding on fire station options.

### 2016 ACTIONS:

- Move forward with plans for a new fire station.
- Continue to explore options for fossil fuel free investments and financial services.

### 2017 ACTIONS:

- Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed.
- Begin to implement Climate Action Program.
- Break ground on new fire hall.

## Objective 13: Demonstrate Regional Leadership

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### 2018 OUTCOMES:

- A recommendation about amalgamation is in front of the public in the 2018 Election.
- Enhanced governance is in place in the region, especially with respect to emergency services dispatch.

### 2015 – 2018 ACTION:

- Support and work with the Provincial government in the study of more effective regional governance in the capital region, including the possibility of amalgamation.

# PUBLIC INPUT ON FINANCIAL PLANNING PROCESS



Over the past few years a new public engagement strategy has been developed and implemented to increase public understanding and input on the financial planning and strategic planning processes. This is consistent with the City's objective to "Engage and Empower the Community," with public input informing the final 2017 Financial Plan. Efforts have focused, specifically, on improving the presentation of financial information, increasing notice of public participation opportunities, and making available new tools for the public to engage in the decision-making process.

The City began public consultation on the draft 2017 Financial Plan in early November, 2016. Citizens were invited to provide input on the proposed budget through a variety of ways: including by completing an online survey, submitting correspondence, and through the Town Hall/e-Town Hall held on December 1.

The budgeting process continues to evolve and improve each year. Feedback on budget materials and the budget survey will inform next year's process, which will include a further break-down of financial information, and improved access to overviews while completing the online survey.

Projected budget impacts were communicated holistically, including impacts from utility increases in addition to municipal property tax increases and five year forecasts for both residential and business properties. Information items developed for the

public were provided online at [victoria.ca/budget](http://victoria.ca/budget), including a video to explain the nature and purpose of a City budget, the full Draft Financial Plan, the "Budget at a Glance" piece, Town Hall details, and the online survey.

Consultation details were widely promoted through various channels: news media, newspaper ads, home page placement on the website, e-newsletter, social media (Twitter, Facebook and Instagram), rack cards and display boards and materials available at City Hall. Several groups were encouraged to share information with their members and stakeholders.

## Online Survey

A total of 955 citizens responded to the online budget survey. The survey asked questions about the operating budget, specific capital budget categories, overall value and satisfaction for tax dollars, and spending priorities for new revenues and prior year's surplus funds.

On November 24 Council received the Victoria Police Department's budget request which was \$277,000 higher than previously included in the draft Financial Plan. As per Council's request, the budget survey was updated to reflect this new information. As a result, the survey findings are broken into two parts – those prior to the updated VicPD information, and those after.

# PUBLIC INPUT ON FINANCIAL PLANNING PROCESS



## Budget Town Hall

For the third consecutive year, the City hosted a budget Town Hall with an e-Town Hall component. The meeting was interactive and webcast live. Participants were able to attend and provide feedback in person at City Hall, or from the comfort of their own homes. Citizens were invited to submit questions and feedback in a variety of ways:

- in person
- on Facebook
- through Twitter using the hashtag #victownhall
- using the Website form
- by phone during the meeting

## Correspondence

Formal correspondence was welcomed as part of the budget feedback process. Several pieces of correspondence were received from groups and individuals.

While the greatest number of respondents came from the online survey, feedback from the survey should be considered in conjunction from those received via Town Hall, and correspondence.

## What We Heard

955 people participated in the online survey over five weeks. Of those:

- the highest neighbourhood representation came from Fairfield Gonzales
- 55% indicated they own property in Victoria while 44% responded they rent in Victoria
- 20% of total respondents indicated they owned or operated a business in Victoria, an increase from previous years

In general, survey respondents noted that spending in capital categories was “just right”, with the exceptions of Active Transportation and Complete Streets.

Of those that responded prior to November 25, the highest response for spending needed in Active Transportation was “more”; after November 25 the highest response answer was “less.”

Of those that responded prior to November 25, the highest response for spending needed in Complete Streets was “more” and after November 25 the highest response answer was “just right.”

The highest response group for the VicPD budget and Greater Victoria Public Library Board spending needs was also “just right.”

The majority of survey respondents stated they agreed with the proposed tax increase (54.1% prior to November 25 and 47.35% after) and the majority of survey respondents were moderately satisfied (49.62% before November 25/50.32% after) to very satisfied (14.02% before/10% after) with the programs and services they receive for their tax dollars.

When asked “How would you like to see the City allocate \$500,000 in new assessed revenue” the highest response prior to November 25 was “Fund new initiatives” at 46.52% and after November 25 was “Transfer to infrastructure reserves” at 44.98%.

When asked “Which one-time initiatives would you like to see the City invest in, or would you like the City to save the surplus in reserves?” the highest response was for “Invest some of the surplus in one-time initiatives and some of the surplus into reserves for future capital investments” at 54.10% prior to November 25, and 58.65% after that date.

The budgeting process continues to evolve and improve each year. Feedback from this year will inform next year’s budget process.

During November and December 2016, the City sought input from the public on the 2017 – 2021 Draft Financial Plan. Upon completion of the public consultation and based on the feedback received, Council allocated assessment growth property tax revenue and 2016 surplus.

# FINANCIAL PLAN FRAMEWORK

## Framework and Policies

The City of Victoria's financial plan process framework consists of the following:

### Legislative Requirements

The Community Charter requires municipalities to prepare Five Year Financial Plans each year that identify the expenditures, funding sources and transfers to or between funds for both operating and capital expenditures. The City's five year plan must be balanced; therefore the total of expenditures and transfers to other funds must not exceed the total of revenues, funding sources and transfers from other funds for that year. This plan must be adopted before the tax rate bylaw is approved, but before May 15th of each year.

In addition, the Community Charter directs municipalities to consult with the public prior to adoption of the Financial Plan.

### City Policies

#### Financial Sustainability Policy

##### Purpose

The purpose of the Financial Sustainability Policy is to guide the City's financial planning to meet financial obligations while providing high quality services.

##### Primary Objective

The policies shall be designed and structured to develop principles that guide, support and respect the direction of the community so that tax payers can benefit from stable, equitable and affordable property taxation.

#### Reserve Fund Policy

##### Purpose

The purpose of the Reserve Fund Policy is to provide guidance with respect to the development, maintenance, and use of City Reserve Funds.

##### Primary Objective

To ensure stable and predictable tax levies to buffer the impact of unusual or unplanned cost increases and revenue reductions over multiple budget cycles. The City will maintain adequate reserves to provide for operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues and environmental hazards to reduce the risk of extensive service interruptions and prevent risks to infrastructure and public safety. Establishing reserves to finance new capital assets to respond quickly to alternative service delivery methods and safeguarding and maximizing existing assets are further primary objectives.

### Revenue and Tax Policy

##### Purpose

The purpose of the Revenue and Tax Policy is to outline the proportions of revenue sources, the distribution of property taxes among property classes and the use of permissive property tax exemptions.

##### Primary Objectives

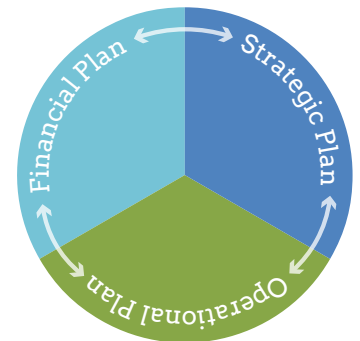
To provide tax payers with stable, equitable and affordable property taxation while at the same time providing high quality services.

To support the Official Community Plan and other City plans, as well as complement the Regional Context Statement.

### Financial Planning Framework

The Financial Planning Framework is developed in alignment with the following plans to organize and coordinate the activities necessary to bring the City's vision to life:

1. The Strategic Plan
2. The Operational Plan
3. The Financial Plan



### The Strategic Plan

The Strategic Plan is the road map for Council's decision-making and provides the guiding framework for the Financial Plan. It defines the vision and includes 13 strategic objectives and associated actions that guide the City. The Strategic Plan is updated every four years following the municipal election. This plan will be used to assess performance on a quarterly basis and to update operational plans according to emerging priorities and the will of Council.

### The Operational Plan

The Operational Plan identifies the strategies and tasks for each strategic objective to achieve the desired annual outcomes. Work plans are aligned within the 13 strategic objectives. This aims to shift quarterly reporting to objective-based performance reporting, from one based on departmental responsibility. Over the long term this will assist in guiding the

re-organization of the City's financial plan to better articulate the funding allocations for each strategic objective, but is also key to establishing a more inter-disciplinary approach to measuring and communicating progress towards objectives.

There are both internal and external benefits to develop one operational plan. It serves as an important communication tool with both City Council and the community about how the City is delivering on the approved projects and funding, and where challenges have been identified. This plan also assists in measuring the performance of departments in achieving intended results.

## The Financial Plan

The Financial Plan provides the resources, both financial and human, and connects the day to day work required to achieve the goals of the Operational Plan and the Strategic Plan.

This plan is updated annually to ensure alignment and that objectives are achieved. The City's performance is reviewed monthly and is presented to Council quarterly.

The City continues to improve on the new financial planning process introduced in 2015 that focuses on budgeting by priorities, outlining services and projects including the costs, revenues and benefits of each. This new focus will enable the City to better demonstrate the value residents and businesses receive for their tax dollars.

Financial Planning is comprised of the following:

### 1) Align with the Strategic Plan

City department operational plans are developed according to the Strategic Plan as well as emerging priorities, input from the community and the will of Council.

### 2) Review Budget Priorities

#### Operating

Departments review their base service levels and deliverables, who they deliver the service to, why they provide the service and what is the benefit of this service annually.

#### Capital

Departments review their capital projects to determine investment needs based on asset master plans and condition assessments. Master plans outline the level of funding that is considered sustainable to maintain current service levels and the priorities for infrastructure investment.

For both operating and capital a review of the operational plan will ensure all priorities will be accounted for and align with the City's objectives. Departments will also review all processes to be bold and innovative, identify efficiencies, and if necessary reallocate both financial and human resources to ensure delivery of the project or service.

#### Supplemental Budget Requests:

Departments that wish to increase service levels and/or employees (FTE) are required to submit a supplemental budget request. Each request will require a business case outlining how they support the City's goals and objectives, the operating and capital impacts and return on investment. Evaluation of the requests are based on the alignment of the operational and strategic plans.

### 3) Community Engagement and Identify Citizen Priorities

A variety of engagement tools are used to develop participatory budgeting, focusing on improved financial information and public participation. The City's practices, tools and techniques include a Town Hall and E-Town Hall meeting, online surveys, property tax calculator as well as an online educational budget simulator that demonstrate the decisions City Council and staff encounter when developing and approving the budget.

### 4) Performance Metrics

Identification of key performance metrics to measure City operations to expected deliverables.

## Monitoring and Variance Reporting

The City performs monthly variance analysis of the revenues and expenditures as they compare to the approved financial plan and reports the progress quarterly to Council. Quarterly updates on the operational plan is also completed that provide a status update on the progress of each action item identified under the strategic objectives. The status updates are colour coded to indicate the status of each action item.

The quarterly report is a comparison of actual revenues and expenditures for city operations and capital projects as well as staffing levels. The purpose of the quarterly financial report is to provide Council, the community and staff with a continual overview of financial information and staffing levels. Each report highlights any actual to budget variances and recommends adjustments, if any, to the five-year financial plan bylaw. Consistent monitoring identifies issues in a timely manner allowing staff and Council time to make the appropriate decisions to ensure the City is on budget and in alignment with the Strategic Plan.

## Performance Metrics and Evaluation

Financial planning is a system of continuous improvement. Performance evaluations exist at multiple levels of the City. Performance metrics demonstrate something important about our services and the processes that produce them. They are a tool to help us understand, manage and improve what our organization does. Performance measures let us know:

- How much did we do?
- How well did we do it?
- Is anyone better off?

They provide us with the information necessary to make informed decisions about what we do. A performance metric is composed of a number and a unit of measure. The number gives us a magnitude (how much) and the unit gives the number a meaning (what). Performance metrics are always tied to a goal or an objective (the target).



## Financial Planning Process and Timelines

Date(s)	Task
April – June 30, 2016	Departments develop their 2017 budget and performance metrics
July – September 2016	Operating and Capital reviews with Directors and City Manager
October 20, 2016	Introduction of the 2017 draft financial plan to Council
October – November 2016	Detailed department presentations of the 2017 draft financial plan to Council
November 3, 2016	Council passed 1st reading of the 2017 financial plan bylaw
November 2016	Online survey – Public consultation on the draft financial plan
December 1, 2016	Town Hall and E-Town Hall meeting – Public consultation on the draft financial plan
January 5, 2017	Consultation results presented to Council and Council to provide direction on changes to the draft financial plan
April 13, 2017	Summarize Council direction for the 2017 draft financial plan and passing of the 2nd and 3rd reading of the 2017 financial plan bylaw
April 27, 2017	Adoption of the 2017–2021 Financial Plan and Tax Bylaw

## Budget Bylaw Amendments

If unanticipated events occur during the year that impact the approved five-year financial plan, staff recommend amendments to the financial plan bylaw to authorize the changes. All budgetary amendments require Council's approval.





# FINANCIAL PLAN FRAMEWORK

## Fund Structure

The City of Victoria's financial structure is separated into four funds; General, Water Utility, Sewer Utility and Stormwater Utility. Each fund has to balance all the revenues and expenditures to ensure that there is no budgeted deficit or surplus.



### General Fund

The General Fund is funded in part through various user fees, fines and penalties, though the main source of funding is property taxes. This fund is comprised of a diverse range of services to the community. Services include garbage collection and emergency services to parks and recreation programs, community planning and land use development. Parking and Solid Waste and Recycling are self-financing entities within the General Fund as they are funded by user fees rather than property taxes.



### Water Utility

The City of Victoria's Water Utility is a self-funded program that delivers safe drinking water to the public and sufficient pressure and flow for fire protection. The water service is provided to all property owners in the City of Victoria and the Township of Esquimalt. User fees are the primary source of revenue for this fund.



### Sewer Utility

The City of Victoria's Sewer Utility is a self-funded entity that operates, maintains and constructs the sanitary sewer system. An efficient sanitary sewer system provides a foundation for public health and community well-being. User fees are the primary source of revenue for this fund.



### Stormwater Utility

The City of Victoria's Stormwater Utility is a self-funded entity that operates, maintains and constructs the City's stormwater system. An efficient stormwater system manages run off to reduce contamination and pollution of waters to minimize impacts to marine life. Stormwater management is required by provincial and environmental regulation. The funding for the majority of the Utility's cost are covered by a stormwater user fee. However, a portion representing the cost of City rights-of-way, continues to be funded by property taxes.



# FINANCIAL PLAN OVERVIEW

## Our Approach

This is the third year of implementing the new financial planning process that moves away from expense based budgeting towards budgeting by priorities. The new approach provides greater context than in the past by outlining services and capital projects including the deliverables and metrics, benefits, costs and revenues of each. The new format enables the City to better demonstrate the value tax and rate payers receive for their dollars. Greater emphasis is also being placed on staff and community involvement in the planning process.

The 2017 budget process began in April 2016 with the introduction of the budget guidelines to staff. Budget information sessions were held with staff to increase the understanding of the budget process. These sessions helped staff rethink the budget process as not just inputs in terms of dollar figures, but aligning the human and financial resources to service levels delivering community value.

The budget process required a team effort involving over 70 staff from across the organization. This new approach has increased collaboration and provided an opportunity for staff to gain a greater understanding of the City's services and provide continuous feedback and to achieve the City's four pillars:

- Better is Possible
- Value Customer Experience
- One City
- Pride In All We Do

Review and submission edits were completed to refine the budget numbers to better reflect the deliverables and make the language more accessible to a taxpayer. The 2017 financial planning process further enhanced department performance metrics to provide greater context outlining "how much", "how well" and "is anyone better off as a result". Further summarized department sheets and an expanded financial analysis section were added to provide greater context for the reader. Detailed reviews of all departmental operating and capital budget submissions were completed by the City Manager and Directors in July and August.

The Draft 2017 – 2021 Financial Plan was presented to Council on October 20, 2016. The Financial Plan was developed based on Council's direction for a maximum tax increase of inflation plus

one percent as well as the City's Financial Sustainability Policy, Reserve Fund Policy and Revenue and Tax Policy as the guiding document for budget development. August 2016 was the latest CPI factor at 2% when the Draft Financial Plan was presented.

Budgets are developed to maintain existing services and service levels; staff will present recommendations to Council on service level changes as supplemental budget requests. Additionally, this budget has kept the capital budget from property taxes at the 2016 level to align with the Financial Sustainability Policy; where staff will outline the potential projects for Council consideration.

The 2017 draft operating and capital plan budget totaled \$224.5 million and \$50.9 million resulting in an overall increase for utility user fees and property taxes of \$4.4 million or \$2.91% (1.73% for operations, 0.63% for capital, 0.78% for Police and 0.10% for Greater Victoria Public Library, offset by new property tax revenue from growth of 0.33%).

During the month of November and December 2016, public consultation began with an online survey, Town Hall and E Town Hall meeting supported with a budget toolkit, budget simulator and video explaining municipal budgets. These tools provided the City with input from the public on the draft financial plan and based on that feedback, Council allocated non-market change or assessment growth, 2016 surplus and annual gas tax funding.

The amended Five Year Financial Plan Bylaw received final adoption on April 27, 2017. The final operating and capital plan budget totaled \$231.8 million and \$155 million respectively. For property taxes and utilities combined, the average increase is 2.95% for residential properties and 3.0% for business properties. The overall dollar increase for an average home and business including utility user fees is \$69 and \$197 respectively. The budget process is one of continuous improvement and will be enhanced each year.

The Financial Plan was prepared based on information available at the time of development and supported by staff estimates. The Financial Plan is not audited.

For comparative purposes, certain prior year figures have been reclassified to match the presentation adopted for the current year.

The City uses the accrual method of accounting where expenses are recognized in the accounting period in which they are incurred, and revenues in the period earned.

# FINANCIAL PLAN OVERVIEW

## Priorities and Issues

There are a variety of issues that must be considered during the Financial Planning process to ensure a balanced and fiscally solid financial plan. City policies provide guidelines to inform the financial plan. The economy, infrastructure needs, economic development, affordability and impacts from Federal and Provincial governments are among the challenges the City of Victoria faces.

The 2017 – 2021 Financial Plan is based on the following three city policies that guide our Financial Planning process:

1. Financial Sustainability Policy – (Appendix A)
2. Reserve Fund Policy – (Appendix B)
3. Revenue and Tax Policy– (Appendix C)

Key priorities and issues from these policies that form the Financial Plan are:

### Growth in Property Tax Base

- The City is seeing additional revenue from development permits
- To balance infrastructure upgrades the first \$500,000 of assessment growth or non-market change property tax revenue will be transferred to infrastructure reserves and the remaining balance allocated as determined by Council



### Property Tax Increase

- Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services and then considering other enhancements

### New Services and Major Enhancements to Existing Services

- New services or enhancements to existing services will be funded by one or a combination of reduction in the costs of existing services and then reallocated to another service, an increase in non-tax revenues or a further increase in property taxes

### Debt Management

- Every attempt should be made to keep the debt servicing charges at the current budget level of 7% of the property tax levy by adding new debt only in the years when other debt issues are retired

### Surplus

- Surplus represents non-renewable savings and should only be considered a funding source for one-time expenditures

### Capital Projects

- Each capital project submitted for consideration must clearly state the full initial cost as well as future costs, including operating and upgrade/replacement costs



### User Pay Funding

- This type of funding will be used for such services that are practical and desirable to fund on a user pay basis

### Infrastructure Maintenance and Replacement

- Each year, Council will consider a property tax increase dedicated to increasing capital infrastructure investment

### Reserves

- Ensure stable and predictable levies
- Provide for ongoing emergencies
- Finance new capital assets
- Safeguard and maximize existing assets

### Distribution of Property Taxes Among Property Classes

- Maintain the current share of distribution of property taxes among property classes (business property tax class share is 48%) by allocating tax increases equal. Tax rates for the light and major industrial tax classes will be equal to the business tax rate to support the City's desire to retain industrial businesses



# FINANCIAL PLAN OVERVIEW

## Priorities and Issues

In addition to the budget issues that are considered from the three guiding policies, Financial Plan Guidelines are distributed to all staff. These guidelines provide the framework and direction to staff in preparation of the 2017 budget. Direction provided by the guidelines included the following:

- The Strategic Objective “ Make Victoria More Affordable” limits the annual property tax increases to a maximum of the rate of inflation plus 1%
- Priority based budgeting which includes aligning department work plans to the City’s 13 Strategic Objectives
- Department budgets to be developed by Priority Based Budgeting as follows:
  - Identify deliverables
  - Identify deliverables between operating and capital
  - Develop work plans that identify resources, revenues, expenditures and human resources to each deliverable
- Departments to adapt a “better is possible” and “continuous improvement” focus which includes a thorough examination of the City’s processes and current operations each year to seek efficiencies and better value to the community
- Departments are to develop meaningful Performance Metrics
- Departments are expected to justify all expenses in alignment with the Strategic Objectives
- Supplemental requests include a rationale to support requests for new service levels outlining all expenditures, revenues and required FTE’s
- Departments are to make every effort to access external funding from non-City sources including other levels of governments

Other factors affecting the Financial Plan are:

### The Economy

In 2017, the Canadian economy is expecting an economic growth domestic product (GDP) expansion of approximately 1.8%, due mainly to the combination of low interest rates and rising energy prices. With the expectation of the recovery of oil prices that began in mid-February it is anticipated that the inflation rate will top 2% next year.<sup>1</sup>



British Columbia’s GDP is projected to grow by 1.9% in 2017 which is lower than the previously forecasted 3% due to dimmed prospects for the Vancouver housing markets in light of the newly implemented tax on foreign homebuyers. Year to date statistics on the labour market, consumer spending, population and housing point toward solid growth.<sup>2</sup>

Regional economies in southern British Columbia such as Victoria are anticipated to benefit most from an export sector which includes services. One of the most significant areas of growth is the tourism sector which is thriving due to the depreciated Canadian dollar, lower gasoline prices and the rebound in American consumer spending.<sup>3</sup>

Like many other cities, population growth is a key driver of economic activity. While local labour market conditions, particularly in the public service, attracts households to Victoria, our city is also reliant on the migration of retirees and semi-retirees. Life style migration is anticipated to pick up as retirement delays are temporary.



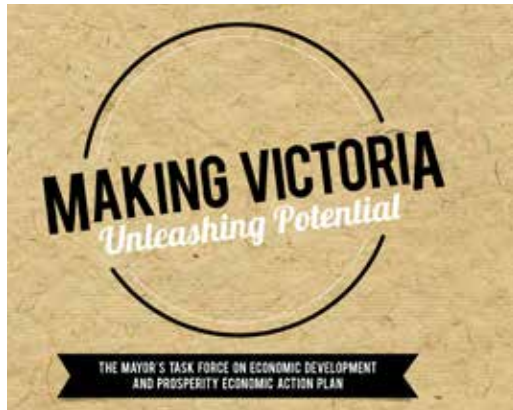
<sup>1</sup> RBC Economic and Financial Management Research September 2016

<sup>2</sup> RBC Economic Provincial Outlook September 2016

<sup>3</sup> Central 1 Economic Analysis of BC

# FINANCIAL PLAN OVERVIEW

## Priorities and Issues



### Infrastructure Needs

The City's municipal infrastructure is vital in sustaining the economic, environmental, social and cultural life of our community. The quality of life enjoyed by our citizens is directly related to the condition of the infrastructure. The goal of the City is to ensure the resources are available to build and maintain infrastructure assets to provide services to the community.

Funding levels have reached sustainable levels for some assets, such as water infrastructure, though there are some assets that fall short of industry-recommended replacement schedules. The City completed a facilities assessment to help determine the 2017 and future funding requirements to ensure sustainability. Currently, the City is planning and balancing major investment needs including a fire hall, city pool and a sewage treatment plant.

Since 1999, Council has increased the annual capital budget funding through property taxes from \$2.5 million to over \$10 million. As per the Financial Sustainability Policy, additional funding decisions through an increase in property taxes, will be considered by Council based on proposed projects identified by staff. The 2017 – 2021 Financial Plan has maintained the annual capital funding at just over \$10 million.

### Support Small Businesses

Small businesses are the lifeblood of our economy and community. A Mayor's Task Force on Economic Development and Prosperity has worked to develop the City's economic action plan. The action plan is called Making Victoria: Unleashing Potential and outlines how the City, working in partnership, can help to create a strong economic ecosystem in Victoria. The goal is for Victoria to be a place where everyone prospers. In December 2015, the City opened a Business Hub at City Hall to serve the existing businesses as well as people interested in opening businesses or investing in Victoria.

### Affordable Housing

As one of the objectives of the Strategic Plan, the goal is to increase overall housing supply in the City and allocate additional city revenue to affordable housing and to create places where everyone wants to live through urban planning principles. The cost of housing has been identified as a significant factor that negatively impacts affordability for many Victoria residents. Traditionally, housing has been the responsibility of the provincial and federal governments; the City of Victoria has taken a leadership role to develop innovative and creative ways to immediately increase the availability of low-end market affordable housing.

While housing and homelessness are not primarily municipal responsibilities, the issues affect the community – housed or unhoused. The City is working with the Province and partners across the region on the Regional Housing First Initiative. This initiative will see up to potentially \$90 million in funding from the regional, provincial and federal governments to build new affordable housing for those who are chronically homeless.

### Active Transportation

The goal of active transportation is improved quality of life, public safety, air quality, place making, pedestrian and cycling lanes through the implementation of neighbourhood-led transportation planning and a "complete streets" lense for all transportation projects.

Balancing priorities for active transportation include the David Foster Harbour Pathway and the Bicycle Master Plan Implementation. The David Foster Harbour Pathway will be a five kilometre pathway extending from Rock Bay to Ogden Point and will be one of the longest continuous pedestrian harbour pathways in North America.

# FINANCIAL PLAN OVERVIEW

## Priorities and Issues

The City has identified priority cycling routes that focus on providing better connections to and within downtown, public schools, community and senior centres and with existing or proposed cycling routes in other municipalities to ensure that urban villages and town centres are all on, or within one block of a cycling route and to construct “all ages and abilities” routes.

### Impacts from Federal and Provincial Governments

The City of Victoria faces challenges due to changing responsibilities of the federal and provincial governments. These challenges include new or expanded service requirements as a result of a shift in responsibility from other levels of governments to the municipal level in addition to the decline of municipal financial support.

### Property Tax Base

The primary revenue sources for local governments is property taxes which is not directly related to the performance of the economy. The City of Victoria continues to look at alternative revenue sources and is gradually shifting to a more user-pay approach; which is demonstrated through the implementation of the new stormwater utility fee introduced in 2016.





# FINANCIAL PLAN OVERVIEW

## Community Impacts

As part of the 2015 – 2018 Strategic Plan, Council set a target maximum tax increase of inflation plus one percent. The December 2016 consumer price index (CPI) for the City of Victoria was 1.9%. Therefore based on this factor of 1.9%, the maximum property tax increase target for the 2017 Financial Plan is 2.9%.

### Overall Impact including both Property Taxes and Utilities

The City of Victoria property owners pay separate property tax and utility bills. The amounts for both bills are combined in the table to show the full impact on a household. The 2017 Financial Plan includes a property tax increase of 2.98% which is slightly above Council's target maximum increase of inflation plus one percent. Combining property taxes and utilities, the overall impact to the taxpayer is at 2.91%.

A variety of factors in addition to Council priorities impact the 2017 Financial Plan. The City's main cost drivers are collective agreement salary increases, followed by software licences, insurance, water and hydro rate increases, lease commissions and reduced traffic fine revenue. These cost drivers are partially offset with increased revenue from the Fortis Franchise Fee, recreation programming, sidewalk café permits and electrical and plumbing permits. The City also has dedicated \$960,464 to capital investment, including \$500,000 from non-market change in accordance to city policy.

The following table summarizes both the property tax and utility increase for 2017:

Property Tax Impact	Tax Increase	
	Dollars \$	Percentage %
<b>Operations</b>		
Salaries and Benefits	\$1,738,579	1.45%
Revenue Decrease – Traffic Fine Revenue	210,000	0.17%
Software Licencing	201,986	0.17%
Lease Commissions	80,000	0.07%
CREST	56,500	0.05%
Water	55,733	0.05%
Hydro	51,510	0.04%
Insurance	49,700	0.04%
Credit Card Discount Fees	46,200	0.04%
Revenue Increase – Fortis Franchise Fees	(308,000)	-0.26%
Revenue Increase – Recreation Programming	(39,000)	-0.03%
Revenue Increase – Sidewalk Café	(47,000)	-0.04%
Revenue Increase – Permits and Inspections	(50,000)	-0.04%
Other Changes	152,148	0.13%
Capital Investment	500,000	0.42%
New Property Tax Revenue due to Growth (Non-Market Change)	(500,000)	-0.42%
<b>City Total</b>	<b>2,198,356</b>	<b>1.83%</b>
Greater Victoria Library	148,653	0.12%
Police	1,229,882	1.02%
<b>Total Property Tax</b>	<b>\$3,576,891</b>	<b>2.98%</b>

Overall Impact Including Utilities on Average Households	Tax and Utility Increase	
	Dollars \$	Percentage %
Operations	\$2,579,978	1.70%
Capital Investment	960,464	0.63%
Greater Victoria Public Library	148,653	0.10%
Police	1,229,882	0.81%
New Property Tax Revenue due to Growth (Non-Market Change)	(500,000)	-0.33%
<b>Total Property Tax and Utility Fee Increases</b>	<b>\$4,418,977</b>	<b>2.91%</b>

# FINANCIAL PLAN OVERVIEW

## Community Impacts

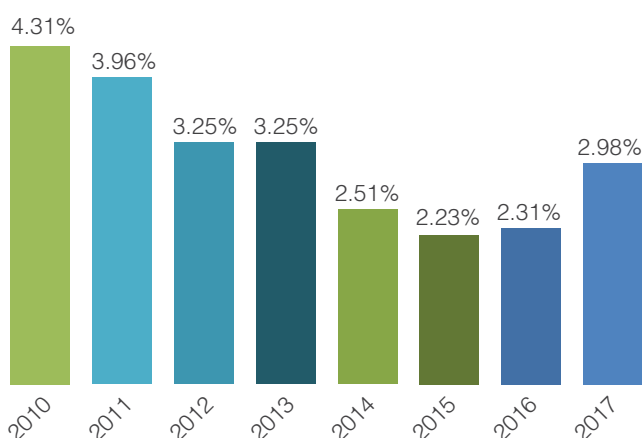


### Property Taxes

The 2017 Financial Plan incorporates an overall tax increase of 2.98%. This means that the financial plan's tax increase is slightly over by 0.08% or \$90,000 above the maximum target. Though the overall impact to the taxpayer including both property taxes and utilities is at 2.91%.

The graph below shows that the City of Victoria's annual overall tax rate has decreased by 1.33% from 2010 to 2017, with the lowest tax increase recognized in 2015 at 2.23%.

Annual Tax Increase  
2010 – 2017



### Utilities

The 2017 Financial Plan includes a water user fee revenue increase of \$443,517 or 2.35% over 2016, a solid waste user fee revenue increase of \$99,691 or 3.38% over 2016, a stormwater user fee revenue increase of \$308,633 or 5.15% over 2016 and zero increase to the sewer budget. The tables below show the cost drivers per utility.

#### Water

The 2017 Water Utility budget includes a water user fee revenue increase of \$443,517 or 2.35% increase over 2016 as outlined in the following table:

Water Cost Driver	Dollars \$	Percentage %
CRD Bulk Water	\$ 172,700	0.91%
Salaries, materials & equipment	58,062	0.31%
Capital investment	203,000	1.08%
<b>Total</b>	<b>\$ 433,762</b>	<b>2.30%</b>

#### Solid Waste and Recycling

The 2017 Solid Waste and Recycling budget will increase by \$99,691 or 3.38% as outlined in the following table:

Solid Waste and Recycling Cost Driver	Dollars \$	Percentage %
Tipping Fees – garbage/organics	\$ 39,140	1.33%
Salaries, materials & equipment	60,551	2.05%
<b>Total</b>	<b>\$ 99,691</b>	<b>3.38%</b>

# FINANCIAL PLAN OVERVIEW

## Community Impacts



### Stormwater

The 2017 Stormwater program's user fee revenue is to increase by \$308,633 or 5.16% as outlined below. The Stormwater Utility was first introduced in 2016 and the majority of this utility's costs is funded through the Stormwater user fee. There is \$1.25 million that is funded through property taxes that represents the cost to oversee the City's rights-of-ways.

Stormwater Cost Driver	Dollars \$	Percentage %
Salaries, materials & equipment	\$ 51,169	0.85%
Capital investment	257,464	4.30%
<b>Total</b>	<b>\$ 308,633</b>	<b>5.15%</b>

### Utilities – Sewer

The 2017 Sewer Utility budget will keep steady at about \$7.8 million; with no change from 2016. The sewer budget is dependent on the location of The Capital Regional District's sewage treatment project. For this budget, the sewer infrastructure investment has been delayed, though the budget is putting aside approximately \$1.4 million in the sewer utility reserve for these projects. As a result there is no revenue increase in 2017.

Although there has been a recent decision to build the sewage treatment facility in Esquimalt, the Sewer Master Plan must be completed first, which will inform future capital projects related to the new sewage treatment plant. It is anticipated that the Sewer Master Plan will commence in 2017.

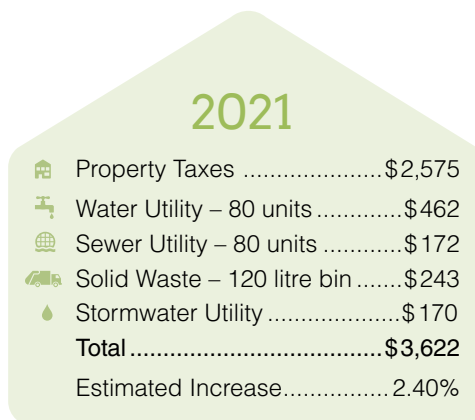
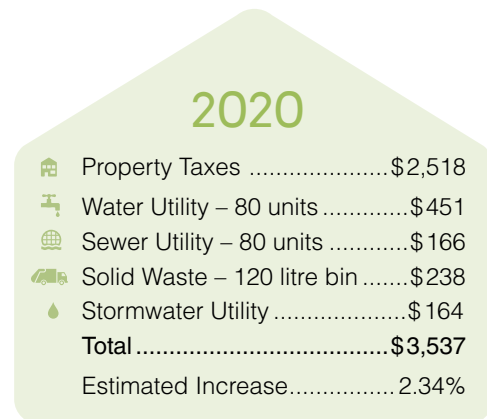
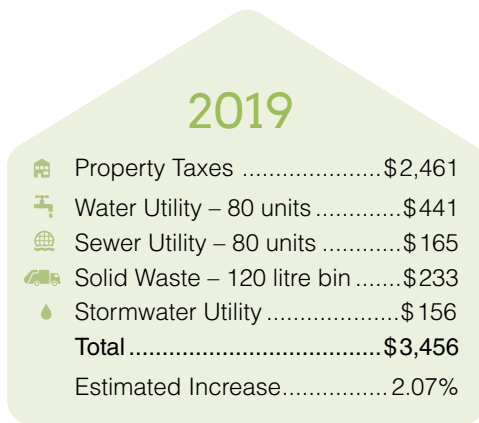
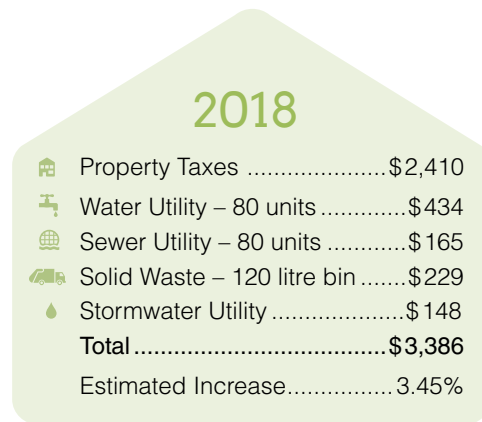
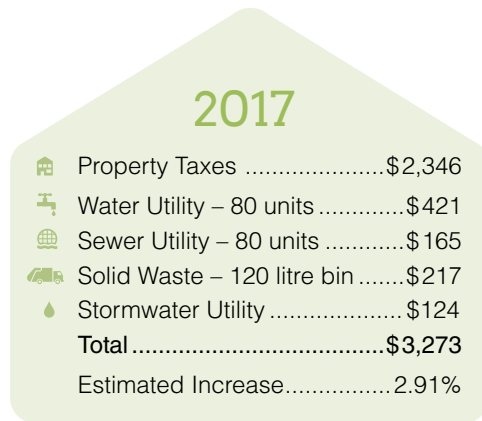
# FINANCIAL PLAN OVERVIEW

## Overall Impact to Households

For an average residential home of (\$641,000 assessment), the total municipal property taxes and utility user fees will be approximately \$3,273, an increase of \$93 over 2016. This increase is comprised of \$68 for property taxes, \$10 for water, \$7 for solid waste, \$8 for stormwater and \$0 for sewer.

### 5 year Forecast: Estimated City Costs for an Average Victoria Household

(Based on \$641,000 assessed value)





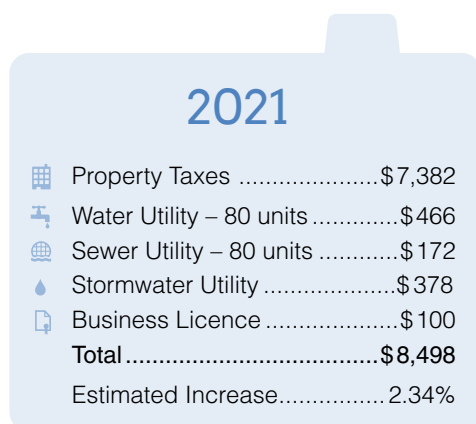
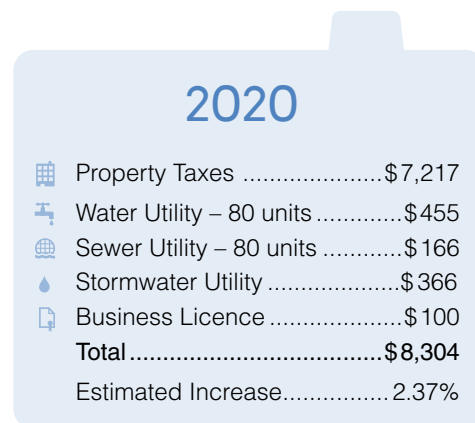
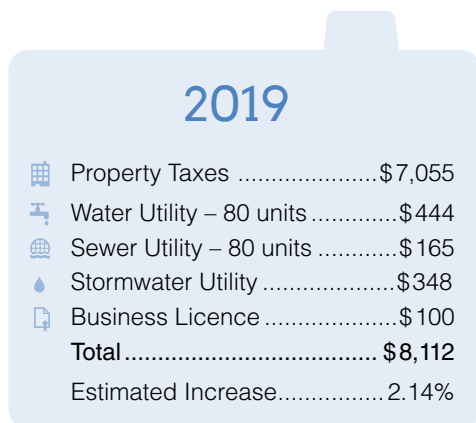
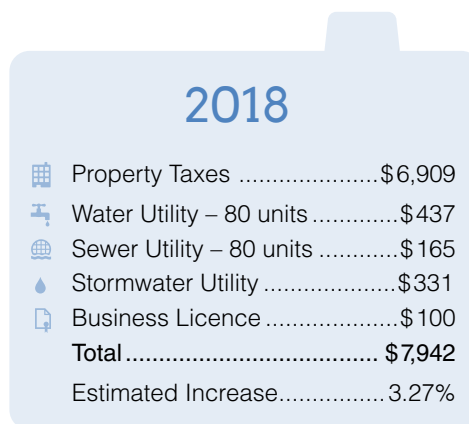
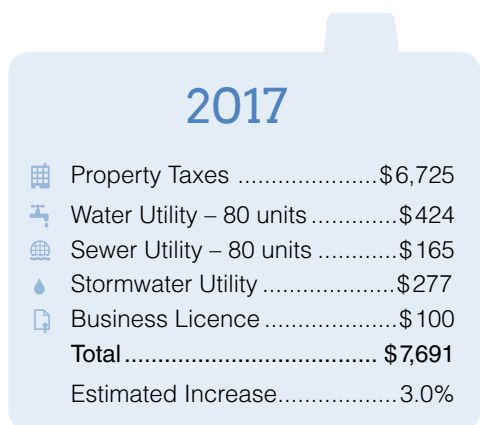
# FINANCIAL PLAN OVERVIEW

## Overall Impact to Businesses

For a typical small business (\$540,000 assessment), the total municipal property taxes, utility fees and business license fees will be approximately \$7,691, an increase of \$224 over 2016. This increase is comprised of \$197 for property taxes, \$10 for water, \$17 for stormwater and \$0 for both sewer and business license fees.

### 5 year Forecast: Estimated City Costs for a Typical Victoria Business

(Based on \$540,000 assessed value)



# FINANCIAL PLAN OVERVIEW



The City of Victoria's 2017 to 2021 Financial Plan, introduced to Council on October 20, 2016 provides the detailed plan to address community priorities in a fiscally responsible manner. The Financial Plan is aligned with the Strategic Plan, supports the Operational Plan and is in compliance with the Community Charter. The Financial Plan also provides clear direction and authority to spend funds to provide services for the taxpayers of Victoria.

The 2017 Financial Plan is based on the 2015 – 2018 Strategic Plan that was developed through community input, resulting in 13 priorities:

- Innovate and Lead
- Engage and Empower the Community
- Strive for Excellence in Planning and Land Use
- Build the Financial Capacity of the Organization
- Create Prosperity Through Economic Development
- Make Victoria More Affordable
- Facilitate Social Inclusion and Community Wellness
- Enhance and Steward Public Spaces, Green Spaces and Food Systems
- Complete an Active and Multi-Modal Transportation Network
- Nurture Our Arts, Culture and Learning Capital
- Steward Water Systems and Waste Streams Responsibly

- Plan for Emergencies Including Climate Change Short and Long-Term
- Demonstrate Regional Leadership

The operating budget totals \$231.8 million which includes funding for tree planting, Canada 150 celebrations, economic development trade missions to attract talent and investment to our city, arts and culture master plan, continued local area planning, municipal housing strategy, James Bay library branch, and continued implementation of the real estate function and Gorge Waterway plan.

The capital budget totals \$155 million and includes a variety of projects ranging from new ages and abilities bike lanes, crosswalks and pathways, David Foster Harbour Pathway, Johnson Street Bridge Replacement Project, LED streetlight initiative, Raynor Park, Topaz Park and Hollywood Park improvements as well as replacing aging pipes and underground infrastructure, and to ensure clean water and environmental protection for the harbour and City's natural areas.



# FINANCIAL PLAN OVERVIEW

## Where Our Money Comes From

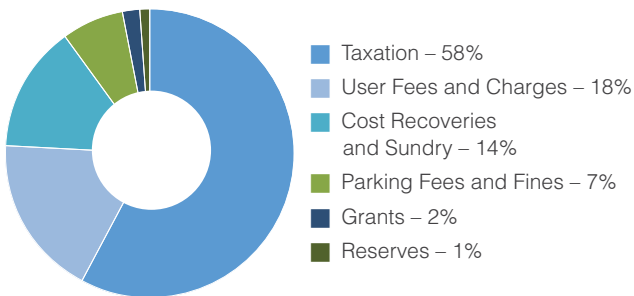
### Operating Budget

Similar to most Canadian municipalities, taxation is the largest source of revenue, financing the majority of the services provided by the City of Victoria. Every property owner in British Columbia must pay property taxes based on the value of their property, unless the property is specifically exempted by provincial statute.

The City's revenue is generated mainly from taxation at 58%. At 18% of the total revenue, user fees form the next significant portion of revenue collected by the City. In accordance with the Community Charter, municipal governments set fees and charges by bylaw to cover the costs of providing that service to the public. The fees charged must be for the services delivered and designed not to generate a surplus and are supported by bylaws. The remaining revenue is collected from cost recoveries and sundry at 14%, parking fees and fines at 7%, grants at 2% and reserves at 1%.

#### Consolidated Revenue by Type

2017 Budget Funding Sources (\$231.8 million)

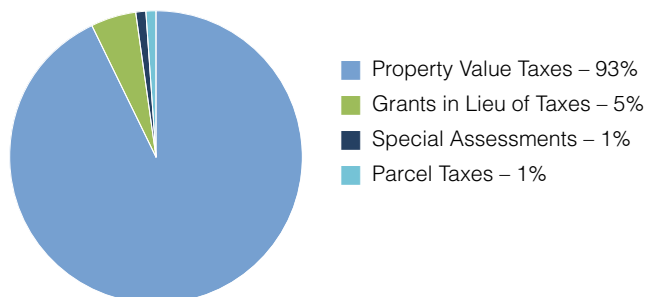


### Taxation

Property taxes represent the most significant funding source within taxation at \$124.9 million. Grants in lieu of taxes at \$6 million form the next significant portion of taxation, followed by special assessments at \$1.3 million, and parcel taxes at \$1.4 million.

#### Taxation Revenue by Type

2017 Budget Funding Sources (\$133.6 million)

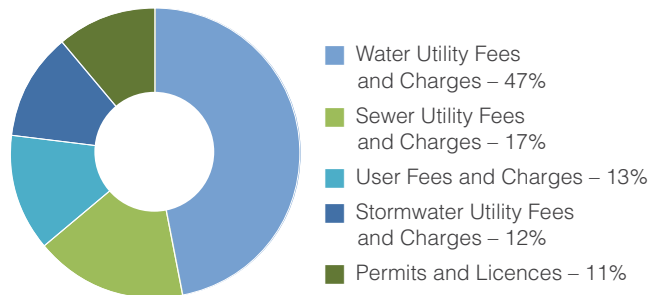


### User Fees and Charges

The second largest source of revenue is user fees and charges that are charged for the use of city services. The City operates the water distribution systems for both the City of Victoria and the Township of Esquimalt. Water utility fees and charges represent \$19.3 million out of the total \$41.1 million collected. Sewer utility fees and charges are the second largest source of user fees at \$7.1 million, followed by general user fees and charges at \$5.2 million, stormwater utility fees and charges at \$5 million, and permits and licenses at \$4.5 million.

#### User Fees and Charges Revenue by Type

2017 Budget Funding Sources (\$41.2 million)

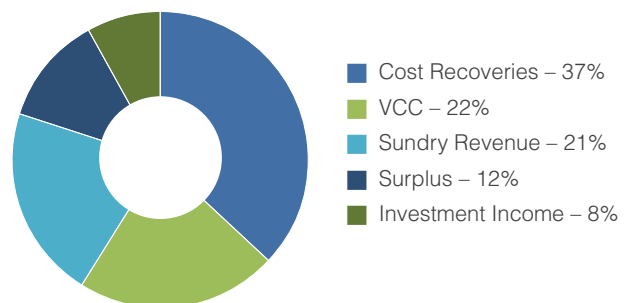


### Cost Recoveries and Sundry

The City's cost recovery budget is at \$32.6 million in 2017, with the majority of the recovery at \$7.7 million for Esquimalt's share of policing costs. The Victoria Conference Centre's revenue of \$7.3 million is primarily comprised of event cost recovery paid by event organizers of \$3.5 million, as well as revenue generated from parking and room rentals. Sundry revenue of \$6.7 million, includes revenue such as property leases, tax certificates and penalties, bus shelter advertising and multipurpose revenue. Investment income for 2017 is budgeted at \$2.7 million.

#### Cost Recoveries and Sundry Revenues by Type

2017 Budget Funding Sources (\$32.6 million)



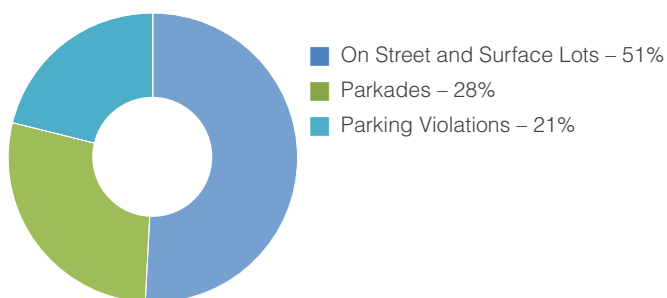
# FINANCIAL PLAN OVERVIEW

## Where Our Money Comes From

### Parking Fees and Fines

The City of Victoria operates five parkades, three surface lots and has nearly 2,000 on-street parking spaces downtown that are budgeted to generate approximately \$16 million in revenue in 2017. The 2017 budget includes revenue from on street and surface lots at \$8.2 million, which is the largest parking revenue source. This is followed by parkade parking at \$4.5 million and parking violations at \$3.3 million.

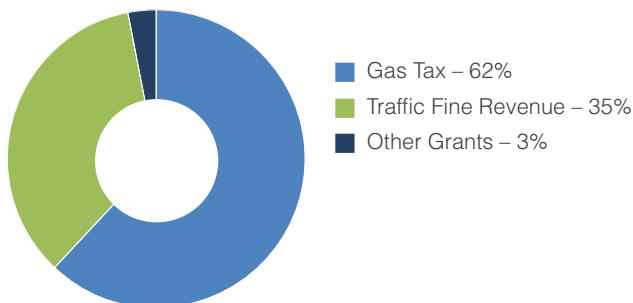
**Parking Fees and Fines Revenues by Type**  
2017 Budget Funding Sources (\$16.0 million)



### Grants

The City's budget includes the annual funding from the Federal Government's gas tax program which makes up the majority of grant funding at 62%. In 2014, as a result of a renewed gas tax agreement with the Federal Government, the City is receiving additional funding of over \$1 million for a total of \$3.4 million in the 2017 budget. The second largest grant source is from the Provincial Traffic Fine Revenue at \$2 million. Other grants amount to \$157,000 that include Climate Action initiative grants and Parks initiative grants from BC Hydro and CN Rail.

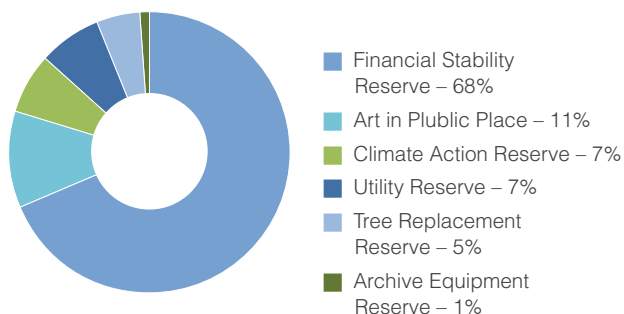
**Grants Revenues by Type**  
2017 Budget Funding Sources (\$5.6 million)



### Reserves

The purpose of setting aside reserves is to provide funding for various anticipated future expenditures to ensure sufficient funds are available when required and to smooth the annual tax rate. For 2017, 68% of the reserves funding is from the Financial Stability Reserve that includes a variety of City initiatives such as Car Free Day, expediting local area plans, Waterfront Plan, Downtown Core Area Plan, parks overnight sheltering and brick pavers for Malls and Squares. The Art in Public Place reserve provide a source of funds for art in public spaces and expand opportunities for artists and the public to participate in the process. The Utility Reserve at 7% is funding water and sewer initiatives and the Tree Replacement Reserve at 5% is funding for additional tree replacement. At 1% the Archive Equipment Reserve is funding the Archives Digitization Project.

**Reserves Revenues by Type**  
2017 Budget Funding Sources (\$2.7 million)



# FINANCIAL PLAN OVERVIEW

## What Our Money Is Spent On

### Operating Budget

The City of Victoria provides services to the community by incurring operating costs and capital costs. With each service, the capital costs of any equipment, infrastructure or facility needed to deliver the service must be considered in addition to the ongoing operational and labour cost of providing that service.

Like most municipalities, the City is faced with balancing rising costs, limited resources and providing more and higher level of services to its citizens. To achieve this balance through the budget process, departments undertake re-analysis of budget needs, endeavour to find economies and efficiencies that are expected of a prudent budgeting process. Staff are to explore opportunities to increase efficiencies throughout the City's operations focusing on providing better service to the community and reducing expenditures.

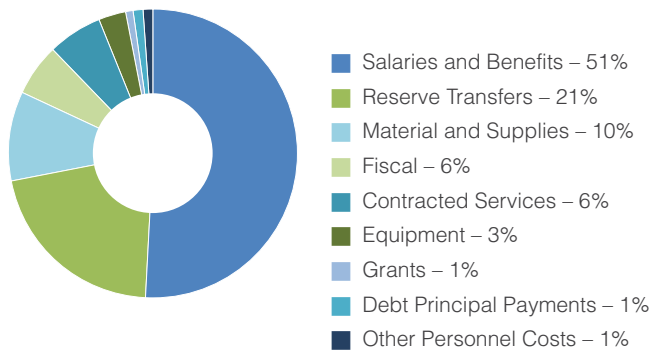
The 2017 budget reflects a variety of cost savings and efficiencies including continuation of the Parking Ambassador model, bylaw adjudication process and systems, safety and return to work initiatives that translate into WorkSafe BC premium savings, online employment applicant tracking system, interdisciplinary leadership and continued trenchless technology for underground infrastructure.

To promote continuous improvement aimed towards efficiency, effectiveness and accountable government, a new Service Review Policy was introduced. These service reviews will provide recommended improvements to City processes, including benchmarking and best practices from other municipalities. In 2017, recommendations from the Parks service review will result in complete inventory and service standard.

The graph below outlines the operating expenditures by type:

### Operating Expenditures by Type

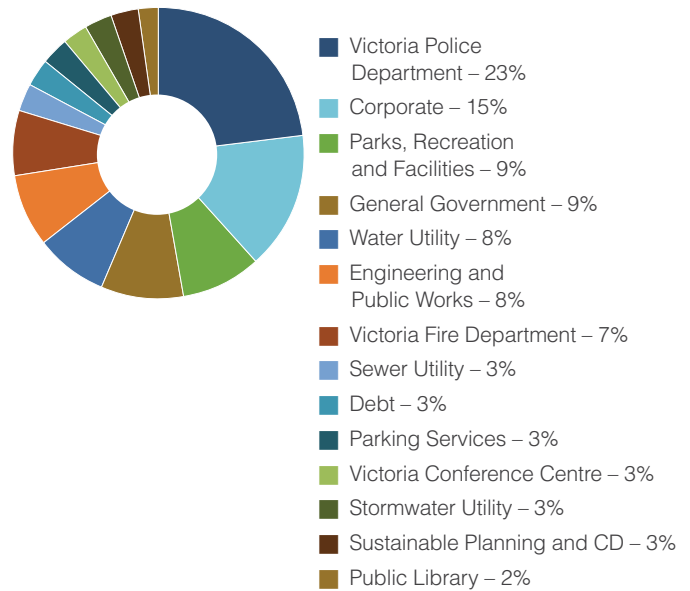
2017 Budget Expenditures (\$231.8 million)



The graph below outlines the 2017 expenditures by function:

### Operating Expenditures by Function

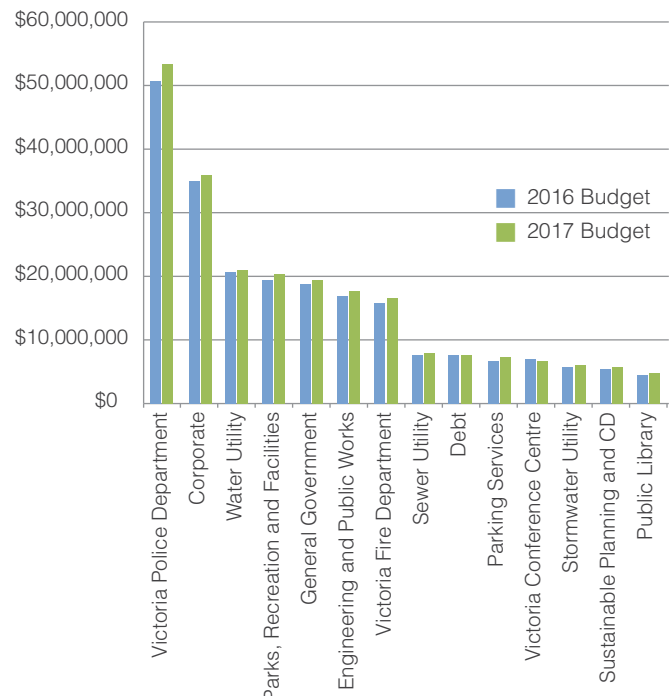
2017 Budgeted Function Expenditures (\$231.8 million)



This graph shows the budget change from 2016 to 2017 for operating expenditures by function:

### Operating Expenditures by Function

Budget Trends 2016 – 2017



# FINANCIAL PLAN OVERVIEW

## Capital Budget

### Capital Budget

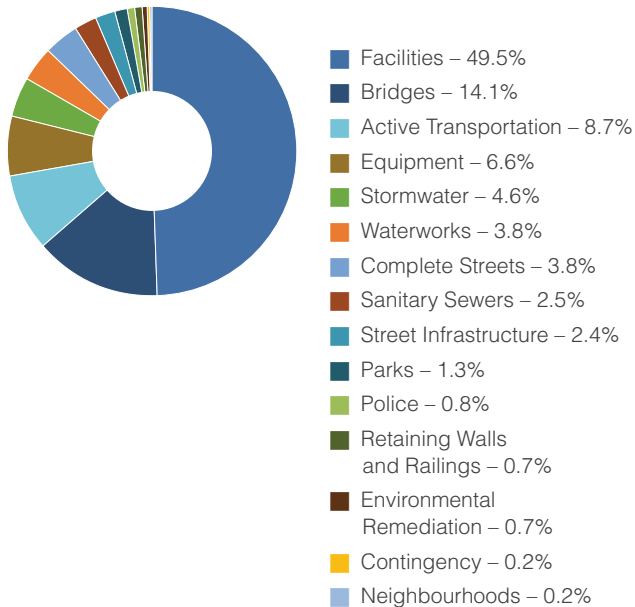
The City's 20 year capital budget is a plan that identifies required projects, related funding and timelines including the impact of multi-year and multi-department projects. Capital requirements are driven by the need to maintain, upgrade or replace existing aging infrastructure, meet industry standards, population growth and invest in new capital in alignment with the Strategic Plan and community input.

The capital budget for 2017 totals \$155 million, which is larger than normal primarily due to the Johnson Street Bridge Replacement Project and the Crystal Pool Replacement. The annual capital investment needs are determined through asset master plans and condition assessments. Asset master plans outline the level of funding that is considered sustainable to maintain current service levels and the priorities of infrastructure investment.

For 2017, the Capital budget has been grouped into the categories displayed in the graph below:

### Capital Expenditures by Category

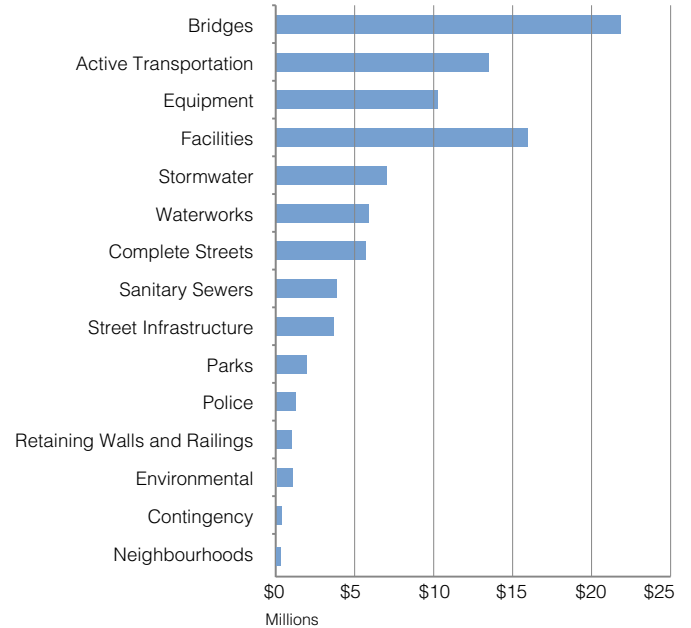
2017 Budgeted Category Expenditures (\$155 million)



The graph below shows the capital spending by category in dollars:

### Capital Budget by Category in Dollars

2017 Budgeted Category Expenditures (\$155 million)



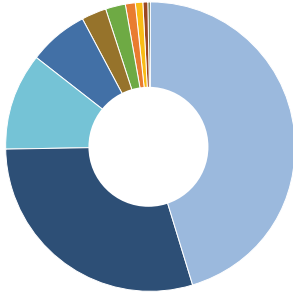
# FINANCIAL PLAN OVERVIEW

## Capital Budget

For 2017, each capital budget has been aligned to a Strategic Plan Objective as outlined in the graph below:

### Capital Expenditures by Strategic Plan Objectives

2017 Budgeted Strategic Plan Objectives Expenditures (\$155 million)



- Facilitate Social Inclusion and Community Wellness – 45.54%
- Complete a Multi-Modal and Active Transportation Network – 29.19%
- Steward Water Systems and Waste Streams Responsibly – 10.89%
- All Strategic Plan Objectives – 6.84%
- Enhance and Steward Public Spaces, Green Spaces and Food Systems – 2.68%
- Create Prosperity Through Economic Development – 2.34%
- Nurture Our Arts, Culture and Learning Capital – 0.97%
- Plan for Emergencies including Climate Change Short and Long-Term – 0.83%
- Demonstrate Regional Leadership – 0.68%
- Engage and Empower the Community – 0.04%





# FINANCIAL PLAN OVERVIEW

## Debt

### Debt

The City is guided by legislation and the Financial Sustainability Policy regarding debt management. In accordance with section 174 of the Community Charter, the debt servicing costs cannot exceed 25% of revenues. The City's policy limits the debt principal and interest payments, excluding utilities and other self-financing areas to \$7.8 million to limit the impact to property taxes as a result of new debt.

Below is the City's total gross amount of debt and the principal and interest payments in the 2017 Financial Plan. The following table and graph outlines the City's debt payments and estimates for planned debt for the Johnson Street Bridge Replacement Project. As the chart indicates, the City has the opportunity to acquire additional debt within the existing principal and interest payment budget cap.



MFA Issue – Purpose	Gross Debt	2017 Principal	2017 Interest	2017 Total
Issue 79 – Multipurpose Facility	10,000,000	150,514	210,000	360,514
Issue 80 – Mutlipurpose Facility	10,000,000	150,514	240,000	390,514
Issue 81 – Mutlipurpose Facility	10,000,000	150,514	240,000	390,514
Issue 102 – City Hall and Community Centre Upgrades	4,509,000	225,184	217,334	442,518
Issue 103 – Parkade Upgrades	1,800,000	89,894	83,700	173,594
Issue 105 – Parkade Upgrades	1,800,000	89,894	88,200	178,094
Issue 105 – Crystal Gardens Upgrades	3,440,015	171,798	168,561	340,359
Issue 110 – Parkade Upgrades	5,200,000	259,694	234,000	493,694
Issue 115 – Johnson Street Bridge Replacement	10,200,000	419,299	323,943	743,242
Issue 130 – Johnson Street Bridge Replacement	23,200,000	779,097	696,000	1,475,097
Issue 139 – Johnson Street Bridge Replacement	5,500,000	204,686	178,200	382,886
<b>Total</b>	<b>85,649,015</b>	<b>2,691,088</b>	<b>2,679,938</b>	<b>5,371,026</b>
<b>Less Self Funded Debt</b>				
Parkade Upgrades	(8,800,000)	(439,482)	(405,900)	(845,382)
Crystal Gardens Upgrades	(3,440,015)	(171,798)	(168,561)	(340,359)
<b>Total General Operating Budget</b>	<b>73,409,000</b>	<b>2,079,808</b>	<b>2,105,477</b>	<b>4,185,285</b>



# FINANCIAL PLAN OVERVIEW

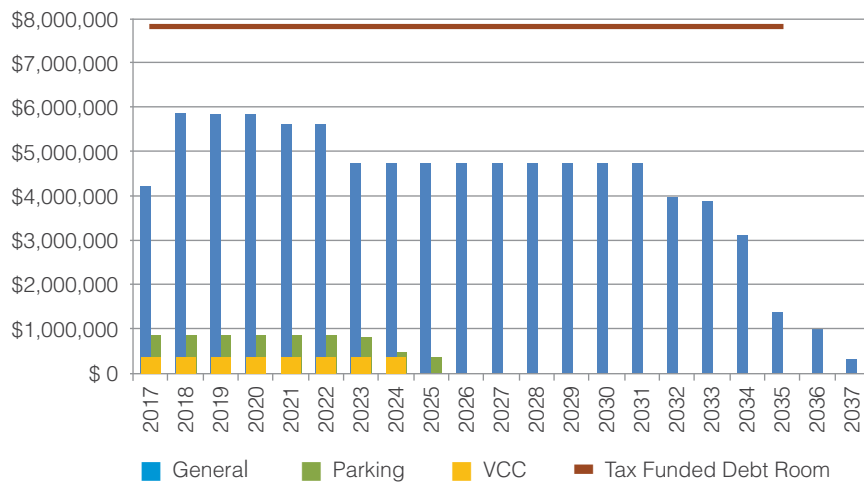
## Debt



### Reserves

The City's reserves were established by bylaw under section 188 of the Community Charter. The legislation requires that money in a reserve fund must be used for the purpose for which the fund was established.

### Debt Principal and Interest Payments



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Debt Limit*	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583
General	4,185,285	5,842,094	5,842,094	5,842,094	5,610,100	5,610,100	4,725,064	4,725,064	4,725,064	4,725,064	4,725,064
Parking	845,382	845,382	845,382	845,382	845,382	845,382	803,532	493,694	376,694	-	-
VCC	340,359	340,359	340,359	340,359	340,359	340,359	340,359	340,359	-	-	-
Debt Room	3,642,298	1,985,489	1,985,489	1,985,489	2,217,483	2,217,483	3,102,519	3,102,519	3,102,519	3,102,519	3,102,519

	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
Debt Limit*	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583
General	4,725,064	4,725,064	4,725,064	4,725,064	3,981,822	3,876,822	3,110,794	1,365,183	982,296	313,985
Parking	-	-	-	-	-	-	-	-	-	-
VCC	-	-	-	-	-	-	-	-	-	-
Debt Room	3,102,519	3,102,519	3,102,519	3,102,519	3,845,761	3,950,761	4,716,789	6,462,400	6,845,287	7,513,598

\*Per the Financial Stability Policy

# FINANCIAL PLAN OVERVIEW

## Reserves

As part of the prior year's financial planning process, a review of the City's Reserve Fund Policy was conducted and a methodology for determining target reserve fund balances was approved. The minimum target balances for reserve funds where asset management information is available, with the exception of the stormwater utility recently created, have already been achieved. The minimum, however, is simply the minimum requirement and actual reserve funding needed also depends on capital budget spending needs. Capital budget spending levels are not sufficient for roads, facilities and fleet to maintain current service levels. Funding needs related to surface infrastructure and equipment are unknown at this point, since inventory and condition assessments for those asset groups are currently underway. Water and stormwater infrastructure have already achieved or are close to achieving recommended annual spend levels, whereas sewer infrastructure is unknown since the Sewer Master Plan was on hold pending the Capital Regional District's decision on the location of a sewage treatment plant.

The chart on the following page outlines the City of Victoria's expected reserve balances at the end of 2017.



# FINANCIAL PLAN OVERVIEW

## Reserves

Description	Balance Dec 31, 2016	2017 Budget Transfers In	2017 Budget Transfers out	Projected Balance Dec 31, 2017
<b>Capital Reserves</b>				
Equipment & Infrastructure				
Police				
Police Vehicles, Equipment & Infrastructure	2,176,138	1,030,000	1,277,000	1,929,138
Police Emergency Response Team	263,714			263,714
City				
VCC Equipment and Infrastructure	153,476		152,000	1,476
City Equipment	8,405,227	1,602,500	1,814,000	8,193,727
City Vehicles & Heavy Equipment	7,073,009	1,623,104	5,915,000	2,781,113
City Buildings & Infrastructure	32,261,423	7,835,686	24,907,000	15,190,109
Debt for Projects	12,388,709		12,388,709	0
Accessibility Capital	485,002	250,000	60,000	675,002
Parking Services Equipment and Infrastructure	5,169,631	1,261,347	2,141,000	4,289,978
Multipurpose Equipment and Infrastructure	959,757	117,000	122,000	954,757
Recreation Facilities Equipment and Infrastructure	1,026,887	25,000		1,051,887
Archives Equipment	51,931		40,000	11,931
Artificial Turf Field	892,716	85,000		977,716
Gas Tax	10,164,281	3,428,000	9,812,000	3,780,281
Water Utility Equipment and Infrastructure	15,201,565	1,850,000	1,914,000	15,137,565
Sewer Utility Equipment and Infrastructure	25,217,284	1,875,706	1,211,000	25,881,990
Stormwater Utility Equipment and Infrastructure	1,237,539	–	1,138,000	99,539
Tax Sale Lands Fund	5,865,775	50,000	1,546,000	4,369,775
Parks and Greenways Acquisition Fund	2,346,203		500,000	1,846,203
Local Amenities Reserve	637,198		136,190	501,008
Development Cost Charges	13,534,862		55,000	13,479,862
Downtown Core Area Public Realm Improvements	151,034			151,034
<b>Total Capital Reserves</b>	<b>145,663,360</b>	<b>21,033,343</b>	<b>65,128,899</b>	<b>101,567,804</b>
<b>Operating Reserves</b>				
Financial Stability Reserves				
City	7,487,478	355,000	1,611,376	6,231,102
Police	1,244,821		500,000	744,821
Debt Reduction	34,138,103	3,642,298		37,780,401
Insurance Claims	3,855,063			3,855,063
Water Utility	682,312			682,312
Sewer Utility	617,688			617,688
Stormwater Utility	235,610			235,610
Victoria Housing Reserve	2,628,280	250,000		2,878,280
Dockside Affordable Housing	254,445			254,445
Climate Action Reserve	765,867	90,000	202,000	653,867
Art in Public Places	579,639	135,000	315,000	399,639
Heritage Buildings Seismic Upgrades	87,709			87,709
<b>Total Operating Reserves</b>	<b>52,577,014</b>	<b>4,472,298</b>	<b>2,628,376</b>	<b>54,420,936</b>
<b>Total City Reserves</b>	<b>198,240,374</b>	<b>25,505,641</b>	<b>67,757,275</b>	<b>155,988,740</b>



# FINANCIAL PLAN OVERVIEW

## Enhancements



During November and December 2016, the City sought input from the public on the 2017 – 2021 Draft Financial Plan. Upon completion of the public consultation and based on the feedback received, Council allocated assessment growth property tax revenue and 2016 surplus.

This is what we heard and this is what we did:

### Ongoing allocation in non-market change revenue

Ongoing Items	\$ Amount
Police Core Budget	277,000
Buildings and Infrastructure Reserve	250,000
Accessibility Reserve	250,000
Real Estate Function	135,000
Tree Care	128,000
Greening of Fleet – Vehicle and Heavy Equipment Reserve	61,722
950 Kings Road Gymnasium Operating Costs	49,000
Arts and Culture Support	25,000
Community Garden Volunteer Coordinator	6,000
Distribution of Mulch to Community Garden Operators	6,000
Victoria Heritage Foundation	5,125
Victoria Civic Heritage Trust	2,153
City of Victoria Medallion Challenge Trophy	500
	<b>\$ 1,195,500</b>

### One-time allocation of 2016 surplus

One Time Items	\$ Amount
Buildings and Infrastructure Reserve	\$1,440,209
Accelerated Local Area Planning (2018 – 2019)	500,000
South Island Prosperity Project (SIPP)	220,000
Vulnerable Population Pilot Project	204,891
Parks Overnight Sheltering	200,000
Parks Infrastructure	158,000
High Risk Tree Removal	150,000
Canada 150 Festivities	150,000
Songhees and Esquimalt First Nations Long House	110,000
Parks Planning Temporary Support	103,000
Victoria Housing Strategy Implementation	100,000
Correspondence Coordinator	87,000
Install Symbol of Lekwungen People	75,000
Adaptive Management Framework	55,000
Temporary Moveable Child Friendly Play Feature In Centennial Square	50,000
City Studio (2018 – 2019)	50,000
Public Works Master Plan	50,000
Seasonal Special Events Traffic Control Support	50,000
Solid Waste Management Strategy	50,000
City's Truth and Reconciliation Commission Calls to Action Task Force	50,000
Car Free Day (2018 – 2020)	45,000
Development Services Temporary Support	42,000
Zoning Updates	30,000
Youth Strategy	30,000
2017 Canadian Capital Cities Organization Annual Conference	20,000
Temporary Installation of Table Tennis and Chess Tables in Centennial Square	11,000
Victoria Community Association Network	1,200
Fairfield Community Centre – Insurance Administration	500
	<b>\$ 4,032,800</b>





# CONSOLIDATED FINANCIAL PLAN

Operating Budget	2017	2018	2019	2020	2021
<b>Revenues</b>					
Property Value Taxes	123,716,268	128,336,853	132,425,707	135,983,073	139,597,555
Property Value Taxes from New Assessments	1,195,000	1,344,667	500,000	500,000	500,000
Parcel Taxes	1,405,000	1,415,700	1,426,614	1,437,746	1,449,101
Special Assessments	1,351,000	1,365,560	1,380,411	1,395,559	1,411,011
Grants in Lieu of Taxes	5,984,140	6,103,827	6,225,900	6,350,419	6,477,427
User Fees and Charges	5,214,637	5,306,439	5,400,102	5,495,613	5,593,035
Permits and Licences	4,516,750	4,520,040	4,523,241	4,526,490	4,529,789
Parking Services	16,042,800	16,278,880	16,536,002	16,798,266	17,065,775
Water Utility Fees and Charges	19,323,507	19,905,450	20,215,950	20,690,944	21,180,520
Sewer Utility Fees and Charges	7,085,200	7,085,200	7,085,200	7,140,334	7,388,273
Stormwater Utility Fees and Charges	5,044,511	5,641,755	5,933,842	6,235,796	6,445,320
Other Sources	34,191,422	34,513,289	34,808,652	35,259,011	35,723,916
	225,070,235	231,817,659	236,461,621	241,813,251	247,361,722
<b>Transfers From</b>					
Accumulated Surplus	4,032,800	–	–	–	–
<b>Reserves</b>					
Art in Public Places	315,000	135,000	135,000	135,000	135,000
Financial Stability	1,861,376	240,000	15,000	–	–
Tree Replacement Reserve	136,190	–	–	–	–
Archives Equipment Reserve	40,000	10,000	–	–	–
Climate Action Reserve	202,000	50,000	–	–	–
Water Utility Reserve	79,000	–	–	–	–
Sewer Utility Reserve	108,000	–	–	–	–
	6,774,366	435,000	150,000	135,000	135,000
	231,844,601	232,252,659	236,611,621	241,948,251	247,496,722

# CONSOLIDATED FINANCIAL PLAN

Operating Budget	2017	2018	2019	2020	2021
<b>Expenditures</b>					
General Government	36,391,903	35,408,628	35,932,467	36,504,919	37,092,689
Police	52,223,743	53,028,050	54,618,891	56,257,457	57,945,181
Victoria Fire Department	16,647,787	16,969,519	17,382,069	17,804,712	18,237,695
Engineering and Public Works	17,728,168	17,233,080	17,413,139	17,764,821	18,123,900
Sustainable Planning and Community Development	5,951,792	5,277,991	4,876,785	4,973,690	5,072,534
Parks, Recreation and Facilities	20,917,474	20,609,853	21,047,446	21,495,948	21,953,865
Greater Victoria Public Library	4,879,695	5,364,866	5,521,770	5,632,205	5,744,849
Victoria Conference Centre	6,612,859	6,747,062	6,884,077	7,023,967	7,160,169
Water Utility	13,980,507	14,171,450	14,444,951	14,723,944	15,008,521
Sewer Utility	3,669,494	3,625,473	3,690,742	3,757,334	3,825,273
Stormwater Utility	3,358,511	3,425,754	3,494,341	3,564,305	3,635,360
	182,361,934	181,861,726	185,306,677	189,503,303	193,800,035
<b>Debt Servicing</b>					
Principal and Interest – General	4,185,285	7,827,583	7,827,583	7,827,583	7,827,583
Principal and Interest – Parking Services	845,382	845,382	845,382	845,382	845,382
Principal and Interest – Victoria Conference Centre	340,359	340,359	340,359	340,359	340,359
	5,371,026	9,013,324	9,013,324	9,013,324	9,013,324
<b>Transfers From</b>					
<b>Capital Funds</b>					
General	10,161,000	10,100,000	10,100,000	10,100,000	10,100,000
Water Utility	3,572,000	3,884,000	3,921,000	4,117,000	4,322,000
Sewer Utility	2,437,000	3,437,000	3,601,000	3,772,000	3,952,000
Stormwater Utility	2,936,000	3,491,000	3,640,000	3,798,000	3,963,000

# CONSOLIDATED FINANCIAL PLAN

Operating Budget	2017	2018	2019	2020	2021
<b>Reserves</b>					
Equipment and Infrastructure					
City Equipment	1,602,500	1,602,500	1,602,500	1,602,500	1,602,500
City Vehicles and Heavy Equipment	1,623,104	1,623,104	1,623,104	1,623,104	1,623,104
City Buildings and Infrastructure	8,085,686	7,643,214	8,138,186	8,633,057	9,127,824
Parking Services Equipment and Infrastructure	1,261,347	1,428,825	1,592,918	1,760,293	1,931,016
Multipurpose Arena Facility Equipment and Infrastructure	117,000	119,340	121,727	124,161	126,645
Gas Tax	3,428,000	3,591,000	3,591,000	3,591,000	3,591,000
Police Vehicles, Equipment and Infrastructure	1,030,000	1,060,900	1,092,727	1,125,509	1,159,274
Water Utility Equipment and Infrastructure	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Sewer Utility Equipment and Infrastructure	1,875,706	811,727	582,458	400,000	400,000
Stormwater Utility Equipment and Infrastructure	–	–	100,000	200,000	200,000
Recreation Facilities Equipment and Infrastructure	25,000	25,000	25,000	25,000	25,000
Financial Stability	3,497,298	100,000	100,000	100,000	100,000
Tax Sale Lands	50,000	50,000	50,000	50,000	50,000
Victoria Housing	250,000	250,000	250,000	250,000	250,000
Art in Public Places	135,000	135,000	135,000	135,000	135,000
Climate Action	90,000	90,000	90,000	90,000	90,000
Artificial Turf	85,000	85,000	85,000	85,000	85,000
	44,111,641	41,377,610	42,291,620	43,431,624	44,683,363
	<b>231,844,601</b>	<b>232,252,659</b>	<b>236,611,621</b>	<b>241,948,251</b>	<b>247,496,722</b>

# CONSOLIDATED FINANCIAL PLAN

Capital Budget	2017	2018	2019	2020	2021
<b>Revenues</b>					
Utility Connection Fees	1,100,000	1,100,000	1,100,000	1,150,000	1,200,000
Grants and Partnerships	69,769,000	704,000	–	–	–
<b>Transfers From</b>					
Operating Funds					
General	10,150,000	10,100,000	10,100,000	10,100,000	10,100,000
Water Utility	3,572,000	3,899,000	3,936,000	4,132,000	4,337,000
Sewer Utility	2,437,000	3,437,000	3,601,000	3,772,000	3,952,000
Stormwater Utility	2,936,000	3,491,000	3,640,000	3,798,000	3,963,000
Reserves					
Equipment and Infrastructure					
City Equipment	1,814,000	1,193,000	1,300,000	1,242,000	1,375,000
City Vehicles and Heavy Equipment	5,915,000	–	–	–	–
City Buildings and Infrastructure	24,907,000	4,178,000	115,000	117,000	119,000
Accessibility Capital Reserve	60,000	–	–	–	–
Victoria Conference Centre Equipment and Infrastructure	152,000	–	–	–	–
Parking Services Equipment and Infrastructure	2,141,000	750,000	255,000	260,000	265,000
Gas Tax	9,812,000	3,172,000	1,034,000	1,055,000	1,076,000
Police Vehicles, Equipment and Infrastructure	1,277,000	1,532,000	1,442,000	1,643,000	1,101,000
Water Utility Reserve	1,835,000	–	–	–	–
Sewer Utility Reserve	1,103,000	2,040,000	2,081,000	2,123,000	2,165,000
Stormwater Utility Reserve	1,138,000	–	–	–	–
Multipurpose Arena Equipment and Infrastructure	122,000	–	–	–	–
Tax Sale Lands	1,546,000	–	–	–	–
Parks and Greenways Acquisition	500,000	–	–	–	–
Development Cost Charges	55,000	56,000	57,000	59,000	60,000
Financial Stability Reserve	250,000	–	–	–	–
<b>Debt Proceeds</b>	12,803,000	–	–	–	–
	<b>155,394,000</b>	<b>35,652,000</b>	<b>28,661,000</b>	<b>29,451,000</b>	<b>29,713,000</b>

# CONSOLIDATED FINANCIAL PLAN

Capital Budget	2017	2018	2019	2020	2021
<b>Expenditures</b>					
Capital Equipment	10,327,000	2,313,000	1,910,000	1,857,000	1,970,000
<b>Capital Programs and Projects</b>					
Active Transportation	13,533,000	3,554,000	1,672,000	1,685,000	699,000
Complete Streets	5,840,000	2,560,000	2,407,000	2,456,000	2,505,000
Neighbourhoods	338,000	317,000	219,000	223,000	227,000
Parks	2,049,000	–	–	–	–
Street Infrastructure	3,700,000	896,000	925,000	851,000	867,000
Retaining Walls and Railings	1,085,000	895,000	–	–	–
Bridges	21,940,000	4,682,000	–	–	–
Facilities	76,972,000	–	–	–	–
Environmental Remediation	1,058,000	–	–	–	–
Sanitary Sewers	3,840,000	5,777,000	5,982,000	6,245,000	6,467,000
Stormwater	7,121,000	4,305,000	4,924,000	5,103,000	5,289,000
Waterworks	5,957,000	4,449,000	4,486,000	4,682,000	4,937,000
Contingency	357,000	364,000	371,000	378,000	386,000
Police	1,277,000	1,532,000	1,442,000	1,643,000	1,101,000
Projects to be determined (Facilities, Active Transportation, Parks, Fleet etc.)		4,008,000	4,323,000	4,328,000	5,265,000
	<b>155,394,000</b>	<b>35,652,000</b>	<b>28,661,000</b>	<b>29,451,000</b>	<b>29,713,000</b>





# OPERATING BUDGET

## Revenues

	2016 Budget	2017 Budget	\$ Change
Deputy City Manager	\$3,000	\$3,000	\$ –
Arts, Culture and Events	514,850	397,800	(117,050)
Economic Development	129,545	–	(129,545)
Legislative and Regulatory Services	212,350	287,350	75,000
Real Estate	1,664,004	1,786,750	122,746
<b>Engineering and Public Works</b>			
Engineering and Public Works	4,050,002	4,546,293	496,291
Water Utility	18,889,745	19,402,507	512,762
Sewer Utility	7,874,200	7,982,200	108,000
Stormwater Utility	5,985,878	6,294,511	308,633
<b>Finance</b>			
Parking Services	15,357,800	16,042,800	685,000
Parks, Recreation and Facilities	3,101,494	2,986,966	(114,528)
Sustainable Planning and Community Development	3,732,864	3,563,501	(169,363)
Victoria Conference Centre	3,789,600	3,739,138	(50,462)
Victoria Conference Centre Event Flow Through	3,548,000	3,460,000	(88,000)
Victoria Fire Department	71,500	159,700	88,200
<b>Corporate</b>			
Payment in Lieu of Taxes/Special Assessments	7,508,300	7,416,140	(92,160)
Fees and Interest	3,090,000	3,490,000	400,000
Business and Other Licences	1,420,000	1,499,500	79,500
Overhead Recoveries	3,176,589	3,310,160	133,571
Gas Tax	3,428,000	3,428,000	–
Fortis Franchise Fee	192,000	500,000	308,000
Traffic Fine Revenue	2,183,000	1,973,000	(210,000)
Miscellaneous	2,451,918	2,099,192	(352,726)
Hotel Tax	1,800,000	–	(1,800,000)
Prior Year's Surplus	1,818,421	3,827,909	2,009,488
Victoria Police Department	7,771,626	8,736,916	965,290
<b>Property Taxes</b>			
Base	120,139,377	120,139,377	–
Assessment Growth Property Tax Revenue		1,195,000	1,195,000
2017 Property Tax Increase		3,576,891	3,576,891
<b>Total</b>	<b>\$223,904,063</b>	<b>\$231,844,601</b>	<b>\$7,940,538</b>

# OPERATING BUDGET

## Expenditures

	2016 Budget	2017 Budget	\$ Change
City Manager's Office	\$681,703	\$782,448	\$100,745
Council	580,836	589,875	9,039
Deputy City Manager	394,054	397,147	3,093
Arts, Culture and Events	1,661,272	1,726,757	65,485
Economic Development	379,545	495,000	115,455
Engagement	1,777,569	1,846,722	69,153
Legislative and Regulatory Services	2,913,167	3,068,655	155,488
Real Estate	1,484,509	1,609,689	125,180
Engineering and Public Works			–
Engineering and Public Works	16,975,898	17,828,167	852,269
Water Utility	18,889,745	19,402,507	512,762
Sewer Utility	7,874,200	7,982,200	108,000
Stormwater Utility	5,985,878	6,294,511	308,633
Finance	7,063,665	7,324,558	260,893
Parking Services	6,904,535	7,589,535	685,000
Human Resources	1,790,113	1,815,101	24,988
Legal Services	722,769	728,073	5,304
Parks, Recreation and Facilities	20,669,775	21,027,474	357,699
Sustainable Planning and Community Development	5,613,688	5,951,792	338,104
Victoria Conference Centre	3,728,738	3,493,218	(235,520)
Victoria Conference Centre Event Flow Through	3,548,000	3,460,000	(88,000)
Victoria Fire Department	16,121,982	16,647,787	525,805
Corporate			–
Contingencies	1,022,412	2,330,000	1,307,588
Debt principal, interest and transfer to reserve	7,827,583	7,827,583	–
Grants	2,666,162	2,834,294	168,132
Hotel Tax	1,800,000	–	(1,800,000)
Miscellaneous	3,439,635	3,057,700	(381,935)
Transfer to Stormwater Utility	1,250,000	1,250,000	–
Transfer to Victoria Conference Centre	300,000	300,000	–
Transfer to Reserve Funds	14,025,182	15,889,369	1,864,187
Transfer to Capital Budget			–
Base amount	10,098,706	10,161,000	62,294
One-time surplus	200,000	–	(200,000)
Greater Victoria Public Library	4,731,042	4,879,695	148,653
Victoria Police Department	50,781,700	53,253,743	2,472,043
<b>Total</b>	<b>\$223,904,063</b>	<b>\$231,844,601</b>	<b>\$7,940,538</b>

# OPERATING BUDGET

## Employee Summary

	Revised 2016 FTE	2017 FTE	Change
City Manager's Office	5.00	5.00	0.00
Deputy City Manager	2.00	2.00	0.00
Arts, Culture and Events	7.00	7.29	0.29
Economic Development	1.00	1.00	0.00
Engagement	14.60	15.00	0.40
Legislative and Regulatory Services	22.28	21.88	(0.40)
Real Estate	2.00	3.00	1.00
Victoria Conference Centre	13.62	13.62	0.00
Engineering and Public Works	273.22	273.72	0.50
Finance	102.26	102.26	0.00
Human Resources	11.00	11.00	0.00
Legal Services	4.00	4.00	0.00
Parks, Recreation and Facilities	176.48	176.81	0.33
Sustainable Planning and Community Development	43.43	43.43	0.00
Victoria Fire Department	123.09	123.09	0.00
<b>Total</b>	<b>800.98</b>	<b>803.10</b>	<b>2.12</b>

**Note:**

The 2017 FTE's have been restated to reflect departmental reorganizations for the employee shifts between departments as follows:

- Building Services reallocated to Parks, Recreation and Facilities from Engineering and Public Works
- Executive Administration and Correspondance Coordinator reallocated to City Manager's Office from Engagement







# COUNCIL Summary

City Council as a whole acts as the executive board of the municipal corporation, developing and overseeing policy and the finances of the City of Victoria.



## Budget Summary

2017 Approved Expenditures	589,875
2016 Approved Expenditures	580,836
Budget Change	9,039
Change by %	1.56%





# Business Unit Summary with Service Areas

## Business Unit: 2000 - Council

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4018 Salaries - Council	423,771	429,671	430,425	439,033	+ 2.00 %
4102 Benefits	17,667	17,446	21,521	21,952	+ 2.00 %
4112 Mileage/Parking	9,708	9,404	11,000	11,000	0.00 %
4116 Conferences/Travel	40,663	35,302	30,000	30,000	0.00 %
4118 Membership Fees	39,564	38,412	39,000	39,000	0.00 %
4312 Office Supplies	0	2,984	2,000	2,000	0.00 %
4364 Telecommunications	7,570	6,841	6,000	6,000	0.00 %
4814 Miscellaneous	6,468	0	0	0	
4824 Recovery	0	(8,685)	0	0	
4867 Mayor's Office Budget	4,562	7,600	12,890	12,890	0.00 %
9211 WO Regular Time	0	406	0	0	
9231 WO Dirty Pay	0	121	0	0	
9321 WO Outside Purchases	32,413	21,899	28,000	28,000	0.00 %
9411 WO Contracted Services	110	2,602	0	0	
<b>Total Expenditures</b>	<b>582,496</b>	<b>564,004</b>	<b>580,836</b>	<b>589,875</b>	
<b>Net Total</b>	<b>(582,496)</b>	<b>(564,004)</b>	<b>(580,836)</b>	<b>(589,875)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2000 - Council

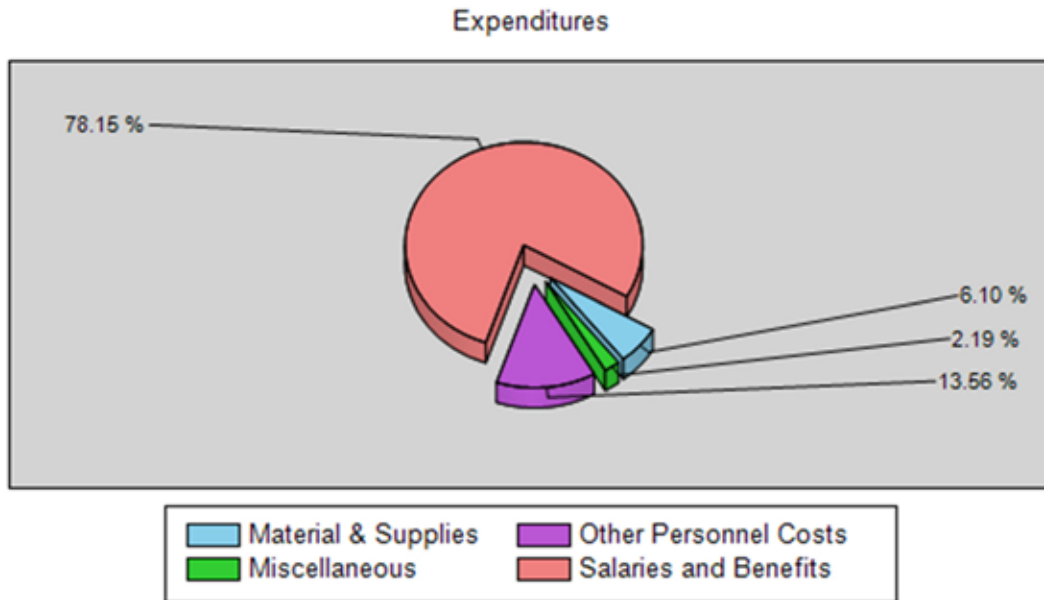
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4018	Salaries - Council	439,033	447,814	456,770	465,906	474,447
4102	Benefits	21,952	22,391	37,839	38,295	38,722
4112	Mileage/Parking	11,000	11,220	11,444	11,673	11,907
4116	Conferences/Travel	30,000	30,600	31,212	31,836	32,473
4118	Membership Fees	39,000	39,780	40,576	41,387	42,215
4312	Office Supplies	2,000	2,040	2,081	2,122	2,165
4364	Telecommunications	6,000	6,120	6,242	6,367	6,495
4867	Mayor's Office Budget	12,890	13,148	13,411	13,679	13,953
9321	WO Outside Purchases	28,000	28,560	29,131	29,714	30,308
<b>Total Expenditures</b>		<b>589,875</b>	<b>601,672</b>	<b>628,706</b>	<b>640,980</b>	<b>652,684</b>
<b>% Increase</b>			2.00%	4.49%	1.95%	1.83%
<b>Net Total</b>		<b>(589,875)</b>	<b>(601,672)</b>	<b>(628,706)</b>	<b>(640,980)</b>	<b>(652,684)</b>



# Business Unit Summary with Service Areas

Business Unit: 2000 - Council





# CITY MANAGER Summary

The City Manager's Office provides strategic leadership to the 1,000 city employees and implements Council policy and direction.

The City Manager is the one employee of Council, providing a liaison between Council and all City staff, monitoring and reporting on the performance of the organization.

The City Manager is accountable to Council for staff performance and responsible for the allocation of all resources to deliver the direction and priorities of Council.

### Core Services:

- **Strategic and operational planning:** support City Manager in development of new process and development of new plan, quarterly progress reporting and on-going monitoring.
- **Executive Administration:** City correspondence, administrative support to City Manager and Mayor's Office



### Budget Summary

2017 Approved Expenditures	782,448
2016 Approved Expenditures	681,703
Budget Change	100,745
Change by %	14.78%
2017 FTE	5
2016 FTE	5
Change	0
Change by %	0.00%

City Manager

Strategic and  
Operational Planning

Executive  
Administration



# Business Unit Summary with Service Areas

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## ***Business Unit: 2050 - Executive Administration***

**Department:** City Manager's Office      **Budget Year:** 2017

---

### **Overview:**

This business unit supports the day-to-day customer service and administrative needs of the Mayor and City Manager.

This office provides direct services to the public, senior management and City Council to facilitate responsive communications and services to citizens and taxpayers, as well as City partners and stakeholders.

The office maintains schedules, acknowledges and coordinates timely correspondence, manages travel, and assists the Acting Mayor in the Mayor's absence. The office also prepares proclamations requested by the public.

### **Deliverables:**

- Manage meeting requests
- Manage invitations to events and speaking engagements
- Issue proclamations: 65/year
- Manage letters and correspondence
- 30-50 emails/day (including meeting events and speaking requests)
- Letter writing (congratulatory, related to invites or awards, general): 200/year
- Phone calls: 20/day
- Complaints: 15/week
- Greet and address drop-in citizens
- Mayor's Open Door events
- Schedule Acting Mayor commitments

# Business Unit Summary with Service Areas

## Business Unit: 2050 - Executive Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	191,659	195,135	202,090	209,218	+ 3.53 %
4016	Salaries - Inside	62,934	69,327	68,384	138,184	+ 102.07 %
4070	Overtime	4504	3,463	0	0	
4080	Auxiliaries/RPT/Seasonal	16,482	24,890	3,500	3,500	0.00 %
4102	Benefits	77,422	82,179	62,631	84,207	+ 34.45 %
4112	Mileage/Parking	3,787	3,882	4,000	4,000	0.00 %
4116	Conferences/Travel	0	0	3,100	3,100	0.00 %
4120	Training and Development	40	0	1,150	1,150	0.00 %
4226	Photocopy	148	0	400	400	0.00 %
4312	Office Supplies	2,384	2,911	3,060	3,060	0.00 %
4364	Telecommunications	1,541	1,668	1,500	1,500	0.00 %
4814	Miscellaneous	1,594	2,564	5,660	5,660	0.00 %
4824	Recovery	0	(630)	0	0	
<b>Total Expenditures</b>		<b>362,495</b>	<b>385,389</b>	<b>355,475</b>	<b>453,978</b>	
<b>Net Total</b>		<b>(362,495)</b>	<b>(385,389)</b>	<b>(355,475)</b>	<b>(453,978)</b>	



# Business Unit Summary with Service Areas

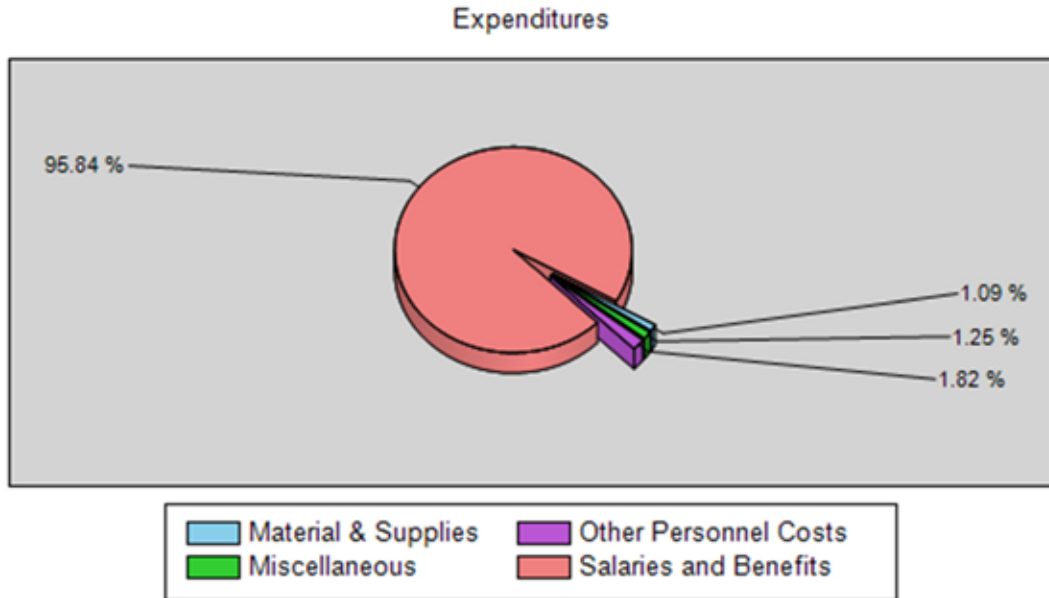
## Business Unit: 2050 - Executive Administration

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	209,218	213,401	217,669	222,021	226,463
4016	Salaries - Inside	138,184	69,751	71,146	72,569	74,021
4080	Auxiliaries/RPT/Seasonal	3,500	3,570	3,641	3,714	3,789
4102	Benefits	84,207	68,347	69,715	71,109	72,530
4112	Mileage/Parking	4,000	4,080	4,162	4,245	4,330
4116	Conferences/Travel	3,100	3,162	3,225	3,290	3,356
4120	Training and Development	1,150	1,173	1,196	1,220	1,245
4226	Photocopy	400	408	416	424	433
4312	Office Supplies	3,060	3,121	3,184	3,247	3,312
4364	Telecommunications	1,500	1,530	1,561	1,592	1,624
4814	Miscellaneous	5,660	5,773	5,889	6,006	6,127
<b>Total Expenditures</b>		<b>453,978</b>	<b>374,317</b>	<b>381,804</b>	<b>389,439</b>	<b>397,229</b>
<b>% Increase</b>			<b>(17.55%)</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Total</b>		<b>(453,978)</b>	<b>(374,317)</b>	<b>(381,804)</b>	<b>(389,439)</b>	<b>(397,229)</b>

# Business Unit Summary with Service Areas

Business Unit: 2050 - Executive Administration



# Business Unit Summary with Service Areas

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## **Business Unit: 2060 - City Manager's Office**

**Department:** City Manager's Office      **Budget Year:** 2017

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### **Overview:**

The City Manager's Office provides strategic leadership to the 1,000 city employees and implements Council policy and direction.

The City Manager is the one employee of Council, who provides a liaison between Council and all City staff, monitoring and reporting on the performance of the organization.

The City Manager is accountable to Council for staff performance and responsible for the allocation of all resources to deliver the direction and priorities of Council.

### **Deliverables:**

- Strategic Planning and Quarterly Reporting
- Budget reporting
- Implementation of the Economic Development Strategy
- Attendance at all Council and committee meetings to provide strategic advice and staff liaison
- Employee outreach to engage and energize staff (e.g. employee forums)

# Business Unit Summary with Service Areas

## Business Unit: 2060 - City Manager's Office

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	232,963	239,744	228,637	228,637	0.00 %
4102	Benefits	39,124	40,388	52,676	54,918	+ 4.26 %
4116	Conferences/Travel	4,886	6,360	5,915	5,915	0.00 %
4118	Membership Fees	900	905	500	500	0.00 %
4120	Training and Development	605	0	0	0	
4308	General Supplies	0	25	0	0	
4364	Telecommunications	1,586	5,749	8,000	8,000	0.00 %
4814	Miscellaneous	0	27	500	500	0.00 %
<b>Total Expenditures</b>		<b>280,064</b>	<b>293,199</b>	<b>296,229</b>	<b>298,470</b>	
<b>Net Total</b>		<b>(280,064)</b>	<b>(293,199)</b>	<b>(296,229)</b>	<b>(298,470)</b>	

# Business Unit Summary with Service Areas

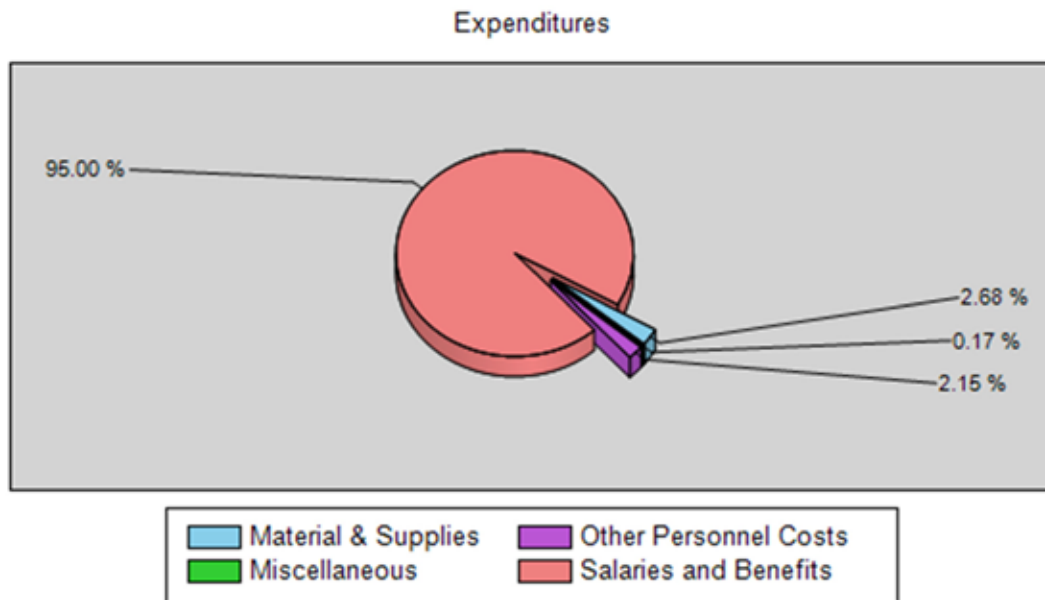
## *Business Unit: 2060 - City Manager's Office*

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	228,637	233,210	237,874	242,632	247,484
4102	Benefits	54,918	56,016	57,136	58,279	59,445
4116	Conferences/Travel	5,915	6,033	6,154	6,277	6,403
4118	Membership Fees	500	510	520	531	541
4364	Telecommunications	8,000	8,160	8,323	8,490	8,659
4814	Miscellaneous	500	510	520	531	541
<b>Total Expenditures</b>		298,470	304,440	310,528	316,739	323,074
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(298,470)</b>	<b>(304,440)</b>	<b>(310,528)</b>	<b>(316,739)</b>	<b>(323,074)</b>

# Business Unit Summary with Service Areas

Business Unit: 2060 - City Manager's Office





# Business Unit Summary with Service Areas

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## ***Business Unit: 2095 - Protocol***

**Department:** City Manager's Office      **Budget Year:** 2017

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### **Overview:**

The City of Victoria Protocol function provides guidance and support for fostering meaningful First Nations relationships, Twin City and Friendship City relationships, as well as overall cultural and ceremonial support to Council.

The City of Victoria is located on the traditional territories of the Songhees and Esquimalt First Nations.

The Protocol program handles various events, activities and services that benefit, promote, celebrate or enhance the City of Victoria. The program also coordinates the official City delegations to international communities.

As representatives of the Capital City, Mayor and Council are often called upon to act in an official capacity to host dignitaries and interact with the Governor General of Canada, consulates, First Nations and other levels of government.

### **Deliverables:**

- School Group Visits and number of students
- Mayor's Office Visits
- First Nations involvement and awareness
- Proclamations
- Half mastings

# Business Unit Summary with Service Areas

## Business Unit: 2095 - Protocol

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
9011	Work Order Revenue	12,000	0	0	0	
<b>Total Revenues</b>		<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>						
4112	Mileage/Parking	4	0	0	0	
4308	General Supplies	481	0	0	0	
4814	Miscellaneous	24,214	8,769	30,000	30,000	0.00 %
9111	WO Inside Equipment Rent	549	17	0	0	
9211	WO Regular Time	8,198	96	0	0	
9221	WO Overtime	849	0	0	0	
9311	WO Inventory Purchases	125	0	0	0	
9411	WO Contracted Services	4,235	210	0	0	
<b>Total Expenditures</b>		<b>38,653</b>	<b>9,092</b>	<b>30,000</b>	<b>30,000</b>	
<b>Net Total</b>		<b>(26,653)</b>	<b>(9,092)</b>	<b>(30,000)</b>	<b>(30,000)</b>	

# Business Unit Summary with Service Areas

## *Business Unit: 2095 - Protocol*

### 5 Year Forecast:

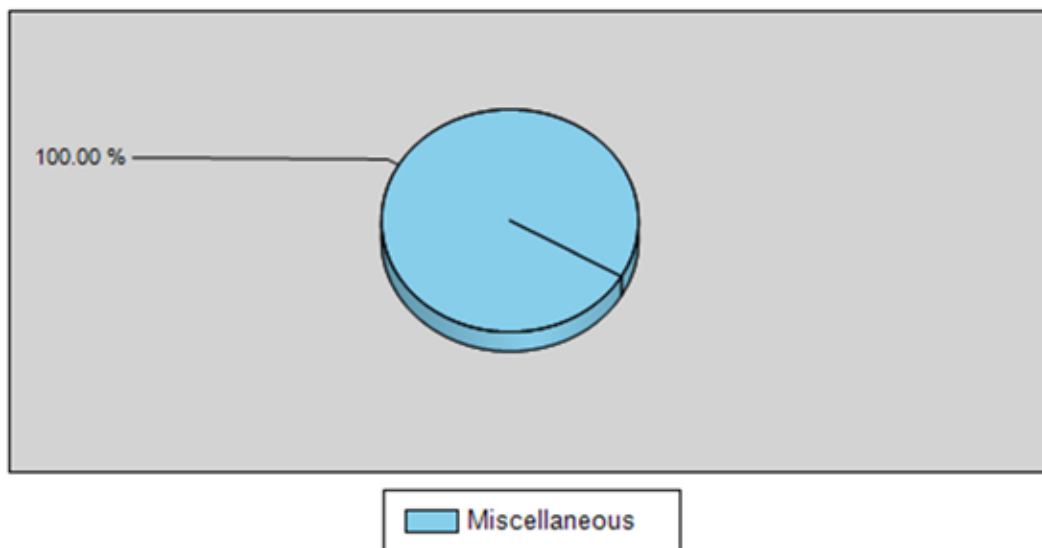
	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4814      Miscellaneous	30,000	30,600	31,212	31,836	32,473
<b>Total Expenditures</b>	30,000	30,600	31,212	31,836	32,473
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(30,000)</b>	<b>(30,600)</b>	<b>(31,212)</b>	<b>(31,836)</b>	<b>(32,473)</b>

# Business Unit Summary with Service Areas

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*Business Unit: 2095 - Protocol*

Expenditures





# DEPUTY CITY MANAGER Summary

The Deputy City Manager's office provides leadership and direction for the following areas:

- Arts, Culture and Events
- Economic Development
- Engagement
- Legislative and Regulatory Services
- Real Estate
- Victoria Conference Centre



## Budget Summary

2017 Approved Expenditures	397,147
2016 Approved Expenditures	394,054
Budget Change	3,093
Change by %	0.78%
2017 Approved Revenues	3,000
2016 Approved Revenues	3,000
Budget Change	0
Change by %	0.00%
2017 FTE	2.00
2016 FTE	2.00
Change	0
Change by %	0.00%

Deputy  
City Manager

Arts, Culture and  
Events

Economic  
Development

Engagement

Legislative and  
Regulatory Services

Real Estate

Victoria Conference  
Centre





# Business Unit Summary with Service Areas

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## *Business Unit: 2062 - Deputy City Manager*

**Department:** Deputy City Manager      **Budget Year:** 2017

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### **Overview:**

The Deputy City Manager's office provides leadership and direction for the following areas:

- Arts, Culture and Events
- Economic Development
- Engagement
- Legislative and Regulatory Services
- Real Estate
- Victoria Conference Centre

# Business Unit Summary with Service Areas

## Business Unit: 2062 - Deputy City Manager

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
9011	Work Order Revenue	0	3,000	3,000	3,000	0.00 %
<b>Total Revenues</b>		<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	313,141	324,946	315,472	315,472	0.00 %
4102	Benefits	55,146	65,453	72,682	75,775	+ 4.26 %
4112	Mileage/Parking	588	0	500	500	0.00 %
4116	Conferences/Travel	0	517	0	0	
4118	Membership Fees	0	245	0	0	
4312	Office Supplies	68	256	100	100	0.00 %
4364	Telecommunications	847	3,007	2,500	2,500	0.00 %
4814	Miscellaneous	0	0	900	900	0.00 %
9211	WO Regular Time	0	1,890	0	0	
9321	WO Outside Purchases	0	42	1,900	1,900	0.00 %
<b>Total Expenditures</b>		<b>369,791</b>	<b>396,356</b>	<b>394,054</b>	<b>397,147</b>	
<b>Net Total</b>		<b>(369,791)</b>	<b>(393,356)</b>	<b>(391,054)</b>	<b>(394,147)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2062 - Deputy City Manager

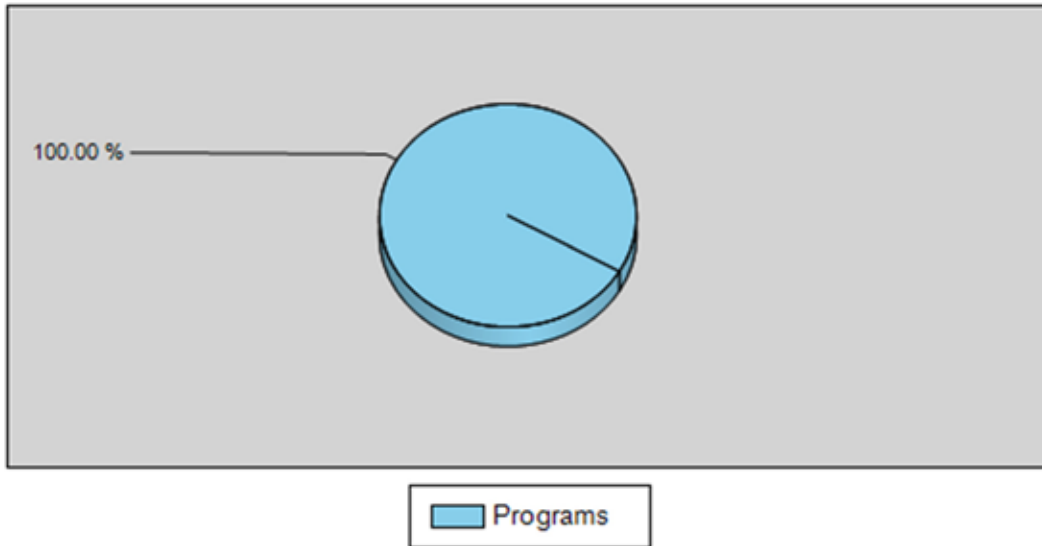
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
9011	Work Order Revenue	3,000	3,000	3,000	3,000	3,000
<b>Total Revenues</b>		3,000	3,000	3,000	3,000	3,000
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	315,472	321,781	328,217	334,781	341,477
4102	Benefits	75,775	77,291	78,836	80,413	82,021
4112	Mileage/Parking	500	510	520	531	541
4312	Office Supplies	100	102	104	106	108
4364	Telecommunications	2,500	2,550	2,601	2,653	2,706
4814	Miscellaneous	900	918	936	955	974
9321	WO Outside Purchases	1,900	1,938	1,977	2,016	2,057
<b>Total Expenditures</b>		397,147	405,090	413,192	421,455	429,885
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(394,147)</b>	<b>(402,090)</b>	<b>(410,192)</b>	<b>(418,455)</b>	<b>(426,885)</b>

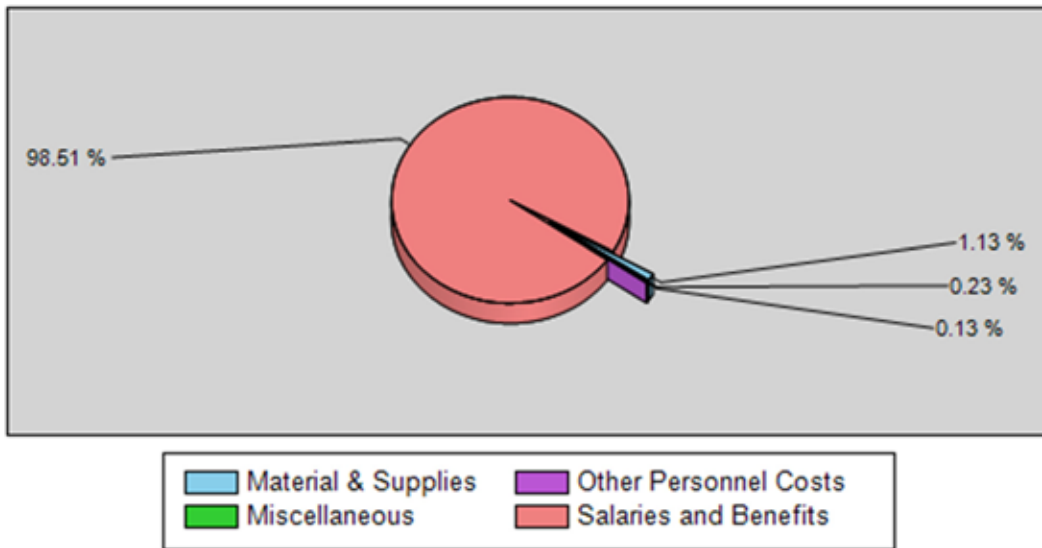
# Business Unit Summary with Service Areas

Business Unit: 2062 - Deputy City Manager

Revenues



Expenditures





# ARTS, CULTURE AND EVENTS

## Summary

Arts, Culture and Events Services aim to enhance neighbourhoods, foster arts and culture, and work to create a city that is a natural draw for festivals and events. This business unit funds arts, culture and events initiatives to support community vibrancy and economic impact through tourism.

### Core Services:

- Special event liaison and permitting
- Film permitting, Film Commission liaison and coordination support
- Special Event Technical Committee
- Festival Investment Grant program
- Festival Equipment Loan coordination and maintenance
- Canada Day Celebrations
- Noise bylaw exemptions, special occasion licences, block party permits
- Seasonal programming in Centennial Square and
- Public art commissioning and maintenance
- Poet Laureate and Youth Poet Laureate programs
- First Nations Artist Forum
- Annual Butler Book Prize
- Marketing and promotional support for programming and festivals
- Community development support to arts and culture organizations



### Budget Summary

2017 Approved Expenditures	1,726,757
2016 Approved Expenditures	1,661,272
Budget Change	65,485
Change by %	3.94%
2017 Approved Revenues	397,800
2016 Approved Revenues	514,850
Budget Change	(117,050)
Change by %	-22.73%
2017 FTE	7
2016 FTE	7.29
Change	0.29
Change by %	4.14%

## ARTS, CULTURE AND EVENTS

### Summary



### Initiatives for 2017

- Arts, Culture and Events Master Plan
- Canada's 150th Celebrations
- Symbol of the Lekwungen People – Reconciliation Public Art Project



# ARTS, CULTURE AND EVENTS

## Performance Metrics

### Measuring Success – Community Led Specials Event and Film Permits

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of community led special events and film permits	333	277	345
<b>How well did we do it?</b>			
Event investment per capita	\$7.59	\$5.60	\$8.38
<b>Story behind the data</b>	The City of Victoria recognizes that local, regional, national and international events of all types have an important role to play in contributing to improved quality of life of Victoria residents. Community-based festivals and celebrations reflect the vibrant, distinct and diverse character of Victoria and its residents. Events offer opportunities to create economic, social, health and community benefits. The Festival Investment Grant program is designed to provide support to organizations producing festivals and celebrations that will deliver significant economic impact, vitality and vibrancy within the City of Victoria, particularly the downtown core. The data reflects investment in special event support including Festival Investment Grant allocations, city in kind support such as police, traffic control, and festival equipment labour. Film production is experiencing a slow down on the Island in 2016. 2017 will be a very busy event year as many new events emerge to mark Canada's 150th.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	High quality festivals and celebrations contribute to the community's well-being and economic health. The City places the pursuit of arts, culture and tourism opportunities as one of its primary objectives as a means to strengthen its downtown and enhance the City's livability.		
<b>Where do we want to go?</b>	Be a leader in high quality event service delivery for outdoor events, films and festivals to support economic vibrancy and prosperity. The City has embarked on an Arts and Culture Master Plan to identify comprehensive objectives and direction that is complete and strategic.		

### Measuring Success – City-organized Arts and Culture programs and events

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of free, city-organized arts and culture programs and events	157	168	180
<b>How well did we do it?</b>			
Number of participants and attendees at city produced events and programs	26,000	32,000	30,000
<b>Story behind the data</b>	The City of Victoria provides leadership and support to initiatives related to arts and culture including free events, concerts and programs in Centennial Square and Cameron Bandshell as well as literary events through the poet laureate positions provide a diversity of programs to participate in.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Victoria is the regional centre for arts and culture. We lead efforts to enhance our neighbourhoods, foster arts and culture and work to create a City that is vibrant and people centered.		
<b>Where do we want to go?</b>	The City's Strategic Plan outcome states the support for arts and culture is increased, inclusive and strategic. The City will embark on an Arts and Culture Master Plan to identify comprehensive objectives and direction that is complete and strategic.		

## ARTS, CULTURE AND EVENTS

# Performance Metrics

### Measuring Success – Number of Public Art Objects Maintained by the City

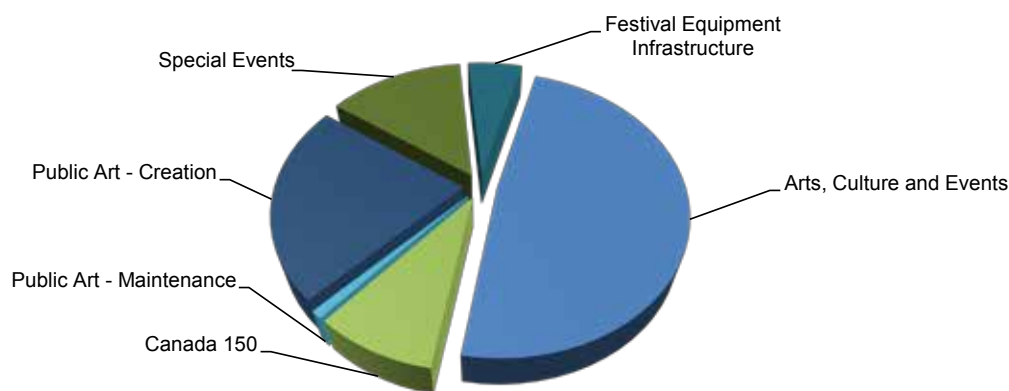
Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of public art objects	80	91	89
<b>How well did we do it?</b>			
Number of public art applicants applying to competitions	135	73	150
Dollar value of public art	\$4.43 million	\$4.57 million	\$5.01 million
<b>Story behind the data</b>	Refreshed in 2010, the Art in Public Places Policy commits \$135,000 annually to public art which is placed in a reserve fund. Construction projects will include public art for up to one per cent of the construction costs. The City of Victoria's Art in Public Places Policy reflects current best practices and creates a broad range of opportunities for citizen participation and opportunities for artists. Art in Public Places is a vital ingredient in the cultural fabric and streetscape of a creative city. Every five years the City has the public art professionally appraised. The last appraisal was completed in December 2013.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Greater accessibility to the City's art collection through the public realm and the City's website. Art in its many forms has the power to energize public spaces, make us think and transform where we work, live and play. Artworks in public places increase the livability and artistic richness of our city, by making art a part of our environment and creating a legacy for future generations.		
<b>Where do we want to go?</b>	The City continues to invest in public art commissions attracting emerging and establish artists across Canada. The City will embark on an Arts and Culture Master Plan to identify comprehensive objectives and direction that is complete and strategic.		

# ARTS, CULTURE AND EVENTS

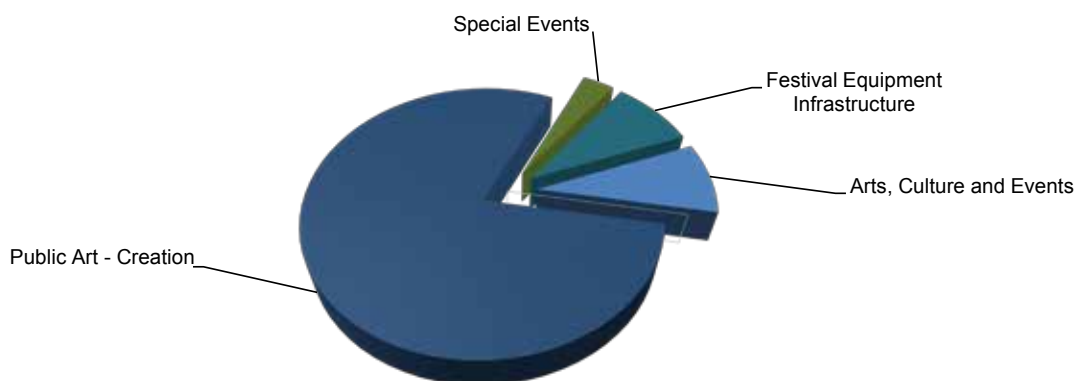
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Arts, Culture and Events	25,850	34,300	8,450	32.69%
Public Art – Creation	439,500	315,000	(124,500)	-28.33%
Special Events	14,500	13,500	(1,000)	-6.90%
Festival Equipment Infrastructure	35,000	35,000	0	0.00%
<b>Total</b>	<b>514,850</b>	<b>397,800</b>	<b>(117,050)</b>	<b>-22.73</b>
<b>Expenditures</b>				
Arts, Culture and Events	896,315	838,778	(57,537)	-6.42%
Canada 150	0	150,000	150,000	100.00%
Public Art – Maintenance	15,000	15,000	0	0.00%
Public Art – Creation	439,500	390,000	(49,500)	-11.26%
Special Events	222,572	237,572	15,000	6.74%
Festival Equipment Infrastructure	87,885	95,407	7,522	8.56%
<b>Total</b>	<b>1,661,272</b>	<b>1,726,757</b>	<b>65,485</b>	<b>3.94%</b>
<b>Net</b>	<b>1,146,422</b>	<b>1,328,957</b>	<b>182,535</b>	<b>15.92%</b>

### 2017 Expenditures



### 2017 Revenues





# Business Unit Summary with Service Areas

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## ***Business Unit: 5240 - Arts, Culture and Events***

**Department:** Arts, Culture and Events      **Budget Year:** 2017

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### **Overview:**

Funds and programs accessible arts, culture and event initiatives to support community vibrancy. Economic impact is generated through arts, culture and event activities that attract visitors and residents throughout the City.

Annual activities include: the annual Butler Book Prize, Poet Laureate and Youth Poet Laureate program, seasonal programming in Centennial Square and Cameron Bandshell, and community development support to arts and culture organizations.

### **Deliverables:**

- Annual Butler Book Prize program
- Poet Laureate and Youth Poet Laureate Program
- 35,000 City Vibes distributed
- First Nations Artist Forum
- Centennial Square programs: 37 free lunchtime concerts plus 10 Eventide Events, free dance instruction (6 ballroom, 5 country line dancing, 5 hip hop and 15 salsa dance classes), 5 fitness classes, 17 chess and board game events, 6 Etsy Maker Markets
- Cameron Bandshell programs: 44 lunchtime concerts, 7 folk evening concerts, 6 children concerts, annual Ceilidh in the Park event
- Projected 140 event days in Centennial Square and 60 event days in Cameron Bandshell
- Projected 50 Special Event Permits issued for community use of Centennial Square
- 32,000 estimated attendance at free programs (15,000 in Centennial Square, 17,000 at Cameron Bandshell)
- Projected 900,000 Visitors to artsvictoria.ca (cultural mapping website and online cultural resource)
- Commercial Alley art installation in partnership with Open Space Art Society
- Culture Master Plan engagement and policy development

# Business Unit Summary with Service Areas

## Business Unit: 5240 - Arts, Culture and Events

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3274	Miscellaneous Fees	16,264	19,617	25,100	17,500	- 30.28 %
3282	Band Shell	1,313	1,336	750	1,000	+ 33.33 %
3760	Grants	0	3,700	0	0	
3762	Sponsorship	1,250	5,250	0	0	
5075	Financial Stability Reserve	0	0	0	15,800	
<b>Total Revenues</b>		<b>18,827</b>	<b>29,904</b>	<b>25,850</b>	<b>34,300</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	97,063				
4016	Salaries - Inside	313,199	387,527	406,270	417,263	+ 2.71 %
4070	Overtime	14,195	16,903	0	0	
4080	Auxiliaries/RPT/Seasonal	17,549	86,217	0	25,000	
4102	Benefits	95,983	101,101	93,486	100,157	+ 7.14 %
4112	Mileage/Parking	226	745	400	400	0.00 %
4116	Conferences/Travel	0	6,508	9,100	9,100	0.00 %
4118	Membership Fees	0	435	446	446	0.00 %
4120	Training and Development	0	1,673	2,500	2,500	0.00 %
4216	Contracted Services	217,607	252,155	373,788	273,588	- 26.81 %
4217	Honorariums	0	300	0	0	
4312	Office Supplies	0	5,324	4,000	4,000	0.00 %
4364	Telecommunications	43	3,618	3,150	3,150	0.00 %
4814	Miscellaneous	443	218	500	500	0.00 %
4852	Licence Fees	442	920	2,675	2,675	0.00 %
6035	Transfer to Financial Stability Reserve	0	15,827	0	0	
9111	WO Inside Equipment Rent	859	455	0	0	
9211	WO Regular Time	7,508	8,105	0	0	
9311	WO Inventory Purchases	22	0	0	0	
9321	WO Outside Purchases	2,853	2,994	0	0	
9411	WO Contracted Services	0	6,799	0	0	
<b>Total Expenditures</b>		<b>767,992</b>	<b>897,825</b>	<b>896,315</b>	<b>838,778</b>	
<b>Net Total</b>		<b>(749,165)</b>	<b>(867,921)</b>	<b>(870,465)</b>	<b>(804,478)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5240 - Arts, Culture and Events

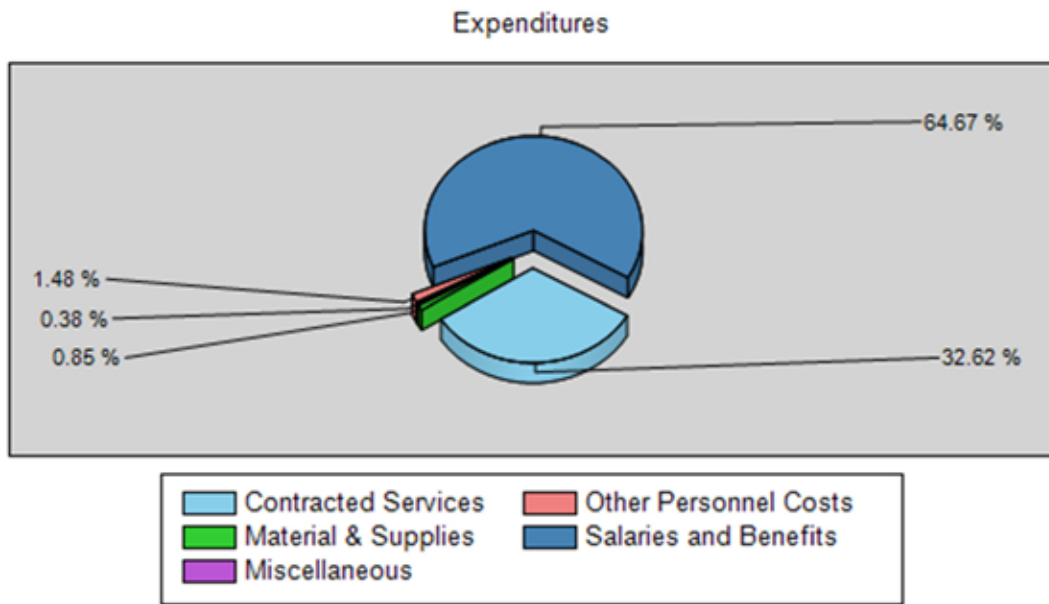
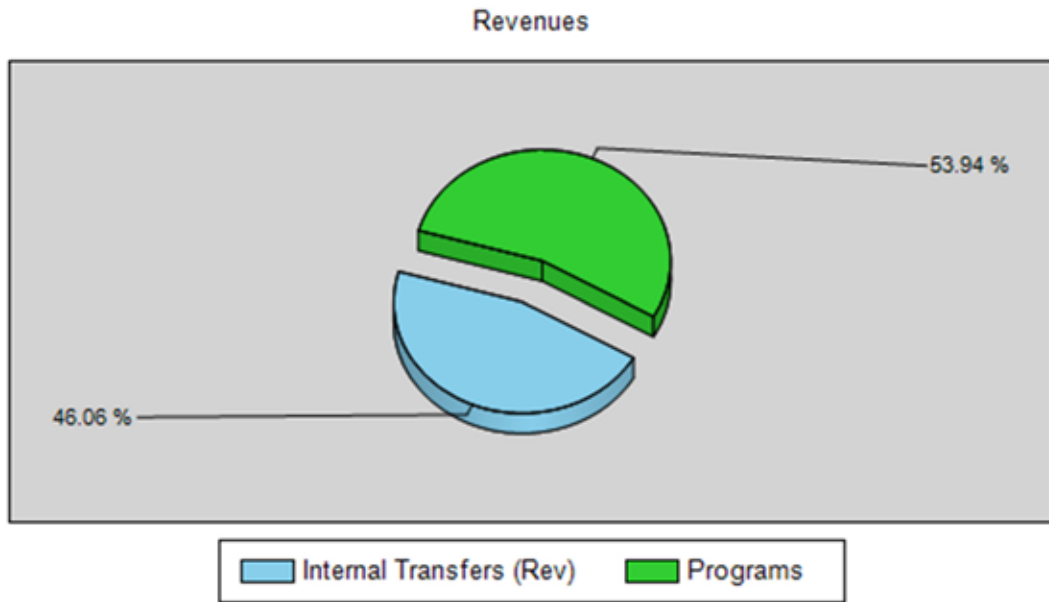
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3274	Miscellaneous Fees	17,500	17,500	17,500	17,500	17,500
3282	Band Shell	1,000	1,020	1,040	1,061	1,082
5075	Financial Stability Reserve	15,800	0	0	0	0
<b>Total Revenues</b>		<b>34,300</b>	<b>18,520</b>	<b>18,540</b>	<b>18,561</b>	<b>18,582</b>
<b>% Increase</b>			(46.01%)	0.11%	0.11%	0.11%
<b>Expenditures</b>						
4016	Salaries - Inside	417,263	425,596	434,108	442,791	451,646
4080	Auxiliaries/RPT/Seasonal	25,000	25,000	25,000	25,000	24,999
4102	Benefits	100,157	102,161	104,205	106,288	108,414
4112	Mileage/Parking	400	408	416	424	433
4116	Conferences/Travel	9,100	9,282	9,468	9,657	9,850
4118	Membership Fees	446	455	464	473	483
4120	Training and Development	2,500	2,550	2,601	2,653	2,706
4216	Contracted Services	273,588	262,955	268,211	273,576	279,049
4312	Office Supplies	4,000	4,080	4,162	4,245	4,330
4364	Telecommunications	3,150	3,213	3,277	3,343	3,410
4814	Miscellaneous	500	510	520	531	541
4852	Licence Fees	2,675	2,729	2,783	2,839	2,896
<b>Total Expenditures</b>		<b>838,778</b>	<b>838,939</b>	<b>855,214</b>	<b>871,820</b>	<b>888,756</b>
<b>% Increase</b>			0.02%	1.94%	1.94%	1.94%
<b>Net Total</b>		<b>(804,478)</b>	<b>(820,419)</b>	<b>(836,674)</b>	<b>(853,259)</b>	<b>(870,174)</b>



# Business Unit Summary with Service Areas

Business Unit: 5240 - Arts, Culture and Events



# Business Unit Summary with Service Areas

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## **Business Unit: 5245 - Public Art - Maintenance**

**Department:** Arts, Culture and Events      **Budget Year:** 2017

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### **Overview:**

Supports the repair and maintenance of existing public art.

### **Deliverables:**

Priorities are based on a maintenance plan developed from the city's public art conservation report, including:

- Remedial work to repair lettering and chime for Glass Half Full located at the Harrison Yacht Pond
- Remedial work to repair the seven 'Signs of Lekwungen' statues
- Cleaning and preventative maintenance to the Police Department totem pole

# Business Unit Summary with Service Areas

## Business Unit: 5245 - Public Art - Maintenance

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4216	Contracted Services	8,952	4,300	0	0	
4822	Repairs and Maintenance	58	3,430	15,000	15,000	0.00 %
9111	WO Inside Equipment Rent	272	492	0	0	
9211	WO Regular Time	3,204	4,467	0	0	
9221	WO Overtime	276	0	0	0	
9311	WO Inventory Purchases	11	34	0	0	
9321	WO Outside Purchases	695	209	0	0	
<b>Total Expenditures</b>		<b>13,467</b>	<b>12,931</b>	<b>15,000</b>	<b>15,000</b>	
<b>Net Total</b>		<b>(13,467)</b>	<b>(12,931)</b>	<b>(15,000)</b>	<b>(15,000)</b>	

# Business Unit Summary with Service Areas

## *Business Unit: 5245 - Public Art - Maintenance*

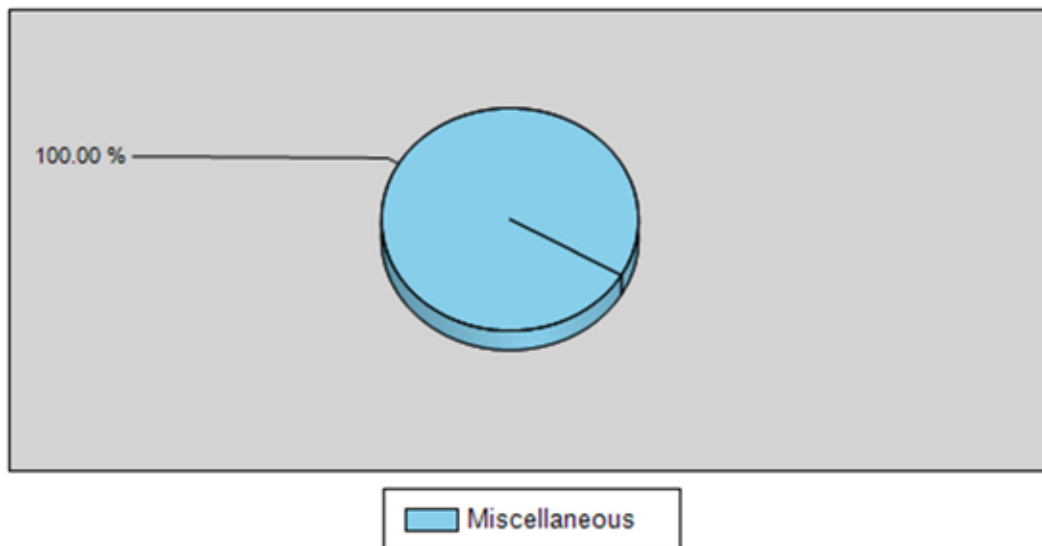
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4822 Repairs and Maintenance	15,000	15,300	15,606	15,918	16,236
<b>Total Expenditures</b>	15,000	15,300	15,606	15,918	16,236
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(15,000)</b>	<b>(15,300)</b>	<b>(15,606)</b>	<b>(15,918)</b>	<b>(16,236)</b>

# Business Unit Summary with Service Areas

*Business Unit: 5245 - Public Art - Maintenance*

Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 5246 - Public Art - Creation***

**Department:** Arts, Culture and Events      **Budget Year:** 2017

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### **Overview:**

Funds contracts for the design, production and installation of art in the public realm in accordance with the Art in Public Places Policy from 2010. Funding can be used to incorporate public art into capital project design elements, to create stand-alone artwork or for public art in other appropriate locations.

### **Deliverables:**

Planned projects for 2017 include:

- Completion of the Neighbourhood projects
- Artist in Residence program initiated in 2016

# Business Unit Summary with Service Areas

## Business Unit: 5246 - Public Art - Creation

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
5069	Trf from Public Art	30,363	106,625	439,500	315,000	- 28.33 %
9011	Work Order Revenue	13,816	0	0	0	
<b>Total Revenues</b>		<b>44,179</b>	<b>106,625</b>	<b>439,500</b>	<b>315,000</b>	
<b>Expenditures</b>						
4216	Contracted Services	30,299	7,000	439,500	295,000	- 32.88 %
9111	WO Inside Equipment Rent	723	118	0	0	
9211	WO Regular Time	8,179	1,856	0	0	
9311	WO Inventory Purchases	408	0	0	0	
9321	WO Outside Purchases	2,553	55	0	0	
9411	WO Contracted Services	2,018	97,595	0	95,000	
<b>Total Expenditures</b>		<b>44,179</b>	<b>106,625</b>	<b>439,500</b>	<b>390,000</b>	
<b>Net Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(75,000)</b>	



# Business Unit Summary with Service Areas

## Business Unit: 5246 - Public Art - Creation

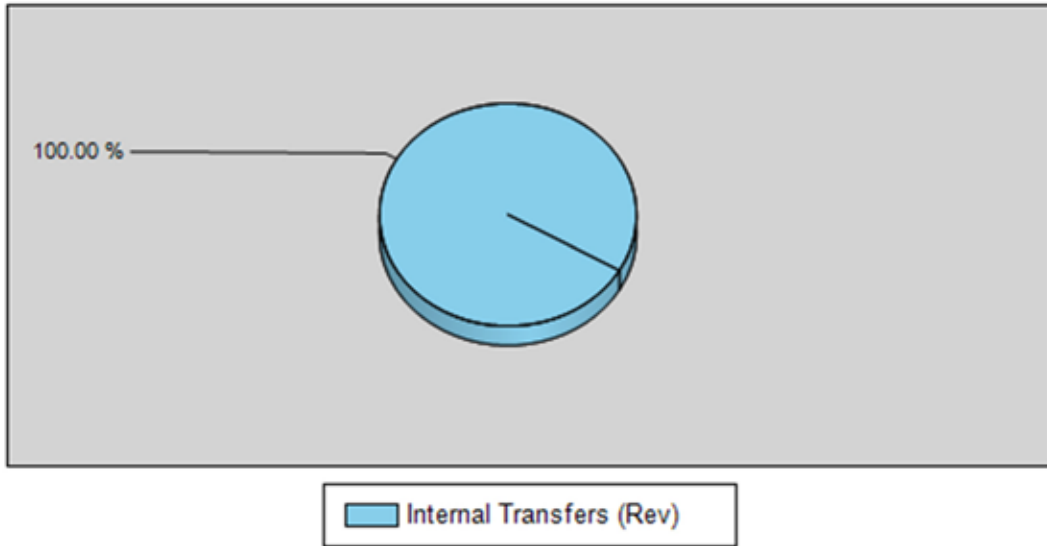
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
5069 Trf from Public Art	315,000	135,000	135,000	135,000	135,000
<b>Total Revenues</b>	315,000	135,000	135,000	135,000	135,000
<b>% Increase</b>		(57.14%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4216 Contracted Services	295,000	135,000	135,000	135,000	135,000
9411 WO Contracted Services	95,000	0	0	0	0
<b>Total Expenditures</b>	390,000	135,000	135,000	135,000	135,000
<b>% Increase</b>		(65.38%)	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(75,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

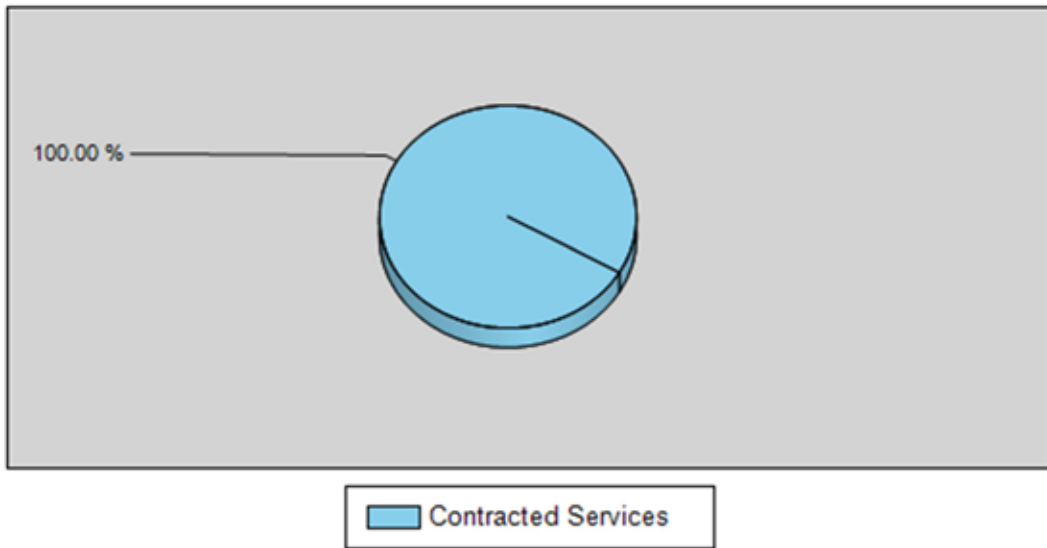
# Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

Revenues



Expenditures



# Business Unit Summary with Service Areas

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**Business Unit:** 5265 - Canada 150

**Department:** Arts, Culture and Events      **Budget Year:** 2017

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## **Overview:**

Staff support, city services in-kind and cash contributions toward celebrations related to Canada's 150th in Victoria to complement offsetting funding from Canadian Heritage Canada 150 funding.

## **Deliverables:**

Programming support for City and Spirit Committee on 150th related initiatives and event planning. City service support for activations and related event police support.

# Business Unit Summary with Service Areas

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*Business Unit: 5265 - Canada 150*

Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3760 Grants	0	224,000	0	0	
<b>Total Revenues</b>	<b>0</b>	<b>224,000</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>					
4216 Contracted Services	0	224,000	0	50,000	
9211 WO Regular Time	0	0	0	40,000	
9321 WO Outside Purchases	0	0	0	60,000	
<b>Total Expenditures</b>	<b>0</b>	<b>224,000</b>	<b>0</b>	<b>150,000</b>	
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(150,000)</b>	

# Business Unit Summary with Service Areas

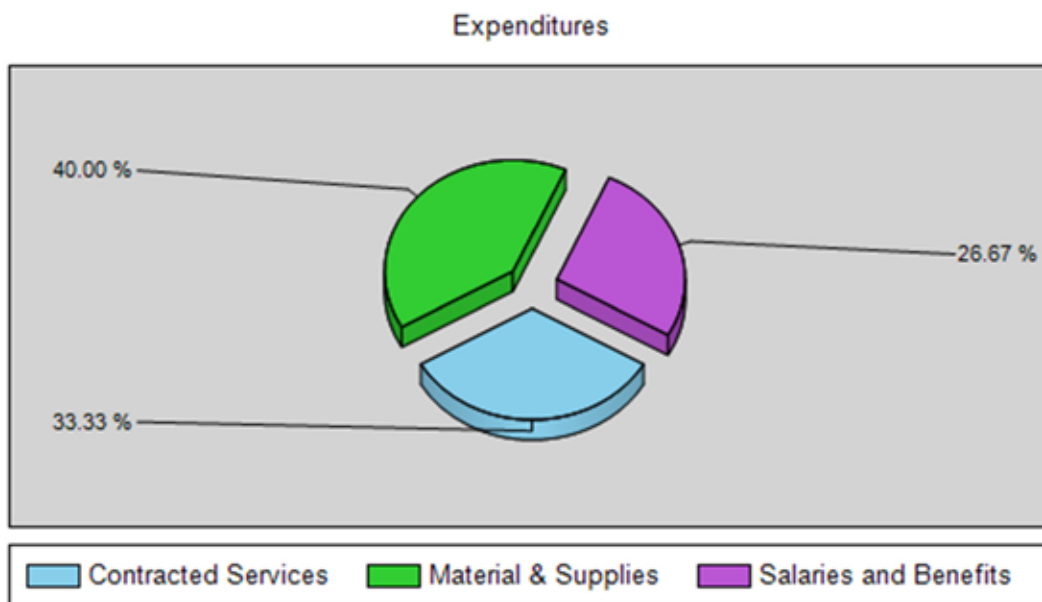
*Business Unit: 5265 - Canada 150*

**5 Year Forecast:**

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4216	Contracted Services	50,000	0	0	0	0
9211	WO Regular Time	40,000	0	0	0	0
9321	WO Outside Purchases	60,000	0	0	0	0
<b>Total Expenditures</b>		150,000	0	0	0	0
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Net Total</b>		<b>(150,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Business Unit Summary with Service Areas

Business Unit: 5265 - Canada 150



# Business Unit Summary with Service Areas

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## **Business Unit: 5270 - Special Events**

**Department:** Arts, Culture and Events      **Budget Year:** 2017

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### **Overview:**

Victoria hosts a range of events, from world-class competitions and festivals to neighbourhood block parties and weddings.

This business unit reflects the provision of the special event permit function including City services in support of special events, festivals and filming, other than those provided in Centennial Square, including police, fire, public works, barricades, signage, etc.

Signature events supported by this business unit include Canada Day, the Highland Games, Symphony Splash, Moss Street Paint-In, Car Free Day and many others including large and small community events. Additional budget and city service support for Canada's 150th events and celebrations will be required for 2017.

### **Deliverables:**

The work is driven by demand, which has been increasing for special event and film permits consistently over the previous 3 to 5 years. Historical data shows 250-350 special event related permits per year.

2017 projections include:

- 35 noise bylaw exemption permits
- 25 block party permits
- 215 special event permits
- 50-60 filming permits
- 20-25 special occasion licenses



# Business Unit Summary with Service Areas

## Business Unit: 5270 - Special Events

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3129	Film Permit Fees	11,063	6,705	8,500	8,500	0.00 %
3274	Miscellaneous Fees	4,737	5,225	6,000	5,000	- 16.67 %
<b>Total Revenues</b>		<b>15,800</b>	<b>11,930</b>	<b>14,500</b>	<b>13,500</b>	
<b>Expenditures</b>						
4216	Contracted Services	25,000	25,000	25,000	25,000	0.00 %
4814	Miscellaneous	934	1,173	0	0	
9111	WO Inside Equipment Rent	11,546	16,196	0	0	
9121	WO Outside Equipment Ren	0	685	0	0	
9211	WO Regular Time	43,191	38,454	103,626	109,626	+ 5.79 %
9221	WO Overtime	13,278	7,348	0	0	
9311	WO Inventory Purchases	91	1,442	0	0	
9321	WO Outside Purchases	131,033	148,763	0	9,000	
9411	WO Contracted Services	6,236	1,065	93,946	93,946	0.00 %
<b>Total Expenditures</b>		<b>231,309</b>	<b>240,124</b>	<b>222,572</b>	<b>237,572</b>	
<b>Net Total</b>		<b>(215,509)</b>	<b>(228,194)</b>	<b>(208,072)</b>	<b>(224,072)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5270 - Special Events

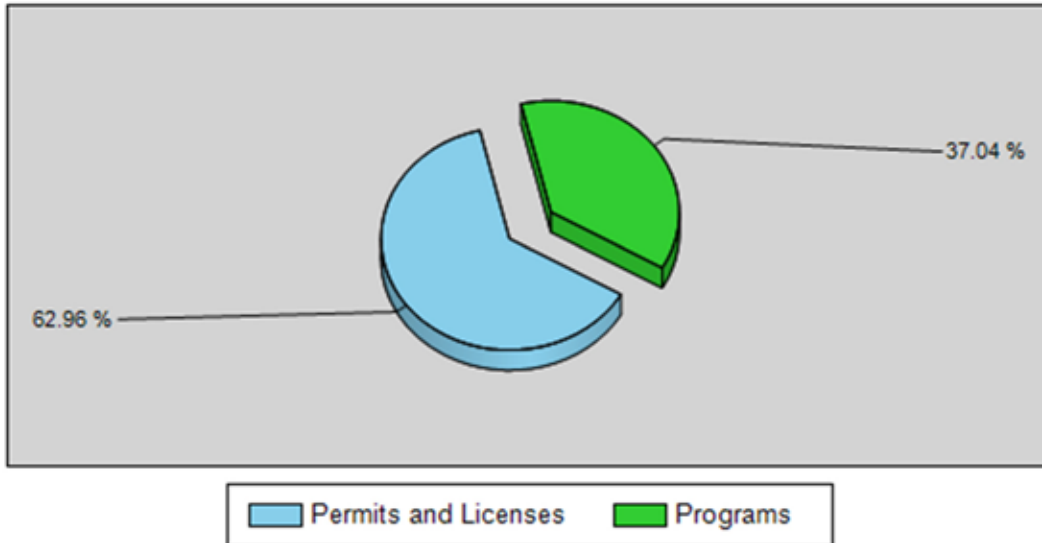
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3129	Film Permit Fees	8,500	8,500	8,500	8,500	8,500
3274	Miscellaneous Fees	5,000	5,000	5,000	5,000	5,000
5075	Financial Stability Reserve	0	15,000	15,000	0	0
<b>Total Revenues</b>		13,500	28,500	28,500	13,500	13,500
<b>% Increase</b>			111.11%	0.00%	(52.63%)	0.00%
<b>Expenditures</b>						
4216	Contracted Services	25,000	25,500	26,010	26,530	27,061
9211	WO Regular Time	109,626	111,699	113,812	109,969	112,168
9321	WO Outside Purchases	9,000	9,000	9,000	0	0
9411	WO Contracted Services	93,946	95,825	97,741	99,696	101,690
<b>Total Expenditures</b>		237,572	242,023	246,564	236,195	240,919
<b>% Increase</b>			1.87%	1.88%	(4.21%)	2.00%
<b>Net Total</b>		<b>(224,072)</b>	<b>(213,523)</b>	<b>(218,064)</b>	<b>(222,695)</b>	<b>(227,419)</b>

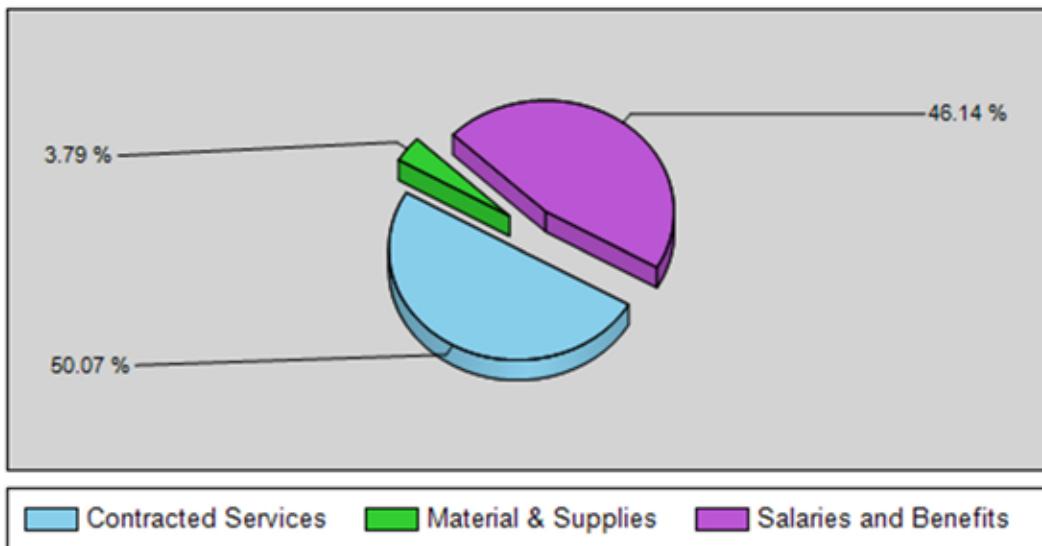
# Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 5555 - Festival Equipment Infrastructure***

**Department:** Arts, Culture and Events      **Budget Year:** 2017

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### **Overview:**

Provides special event equipment to event organizers to attract special events that bring vibrancy to the community and generate local economic activity. Equipment including stages, bleachers, tables, tents, and folding chairs are available for loan/rent to organizations staging festivals and special events within and outside the City. This business unit will also manage the maintenance and replacement of equipment and includes delivery, set up, and teardown services.

### **Deliverables:**

- # of rentals by equipment type
- 115-135 events
- 30 rentals to internal customers

# Business Unit Summary with Service Areas

## Business Unit: 5555 - Festival Equipment Infrastructure

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3408	Equipment Rental	35,558	36,186	35,000	35,000	0.00 %
<b>Total Revenues</b>		<b>35,558</b>	<b>36,186</b>	<b>35,000</b>	<b>35,000</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	32,671	0	53,429	56,149	+ 5.09 %
4070	Overtime	4,993	0	0	0	
4080	Auxiliaries/RPT/Seasonal	18,599	74,892	0	0	
4102	Benefits	10,743	0	12,556	13,757	+ 9.56 %
4120	Training and Development	0	0	500	500	0.00 %
4216	Contracted Services	54,814	60,416	60,000	60,000	0.00 %
4412	Equipment Rentals	13,800	15,600	17,400	16,000	- 8.05 %
4418	Equipment	1,689	481	3,000	3,000	0.00 %
4822	Repairs and Maintenance	1,476	5,717	1,000	6,000	+ 500.00 %
4824	Recovery	(44,196)	(53,935)	(60,000)	(60,000)	0.00 %
9111	WO Inside Equipment Rent	39	0	0	0	
9211	WO Regular Time	1,853	758	0	0	
9311	WO Inventory Purchases	133	16	0	0	
9321	WO Outside Purchases	484	375	0	0	
9411	WO Contracted Services	276	0	0	0	
<b>Total Expenditures</b>		<b>97,375</b>	<b>104,321</b>	<b>87,885</b>	<b>95,406</b>	
<b>Net Total</b>		<b>(61,817)</b>	<b>(68,134)</b>	<b>(52,885)</b>	<b>(60,406)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5555 - Festival Equipment Infrastructure

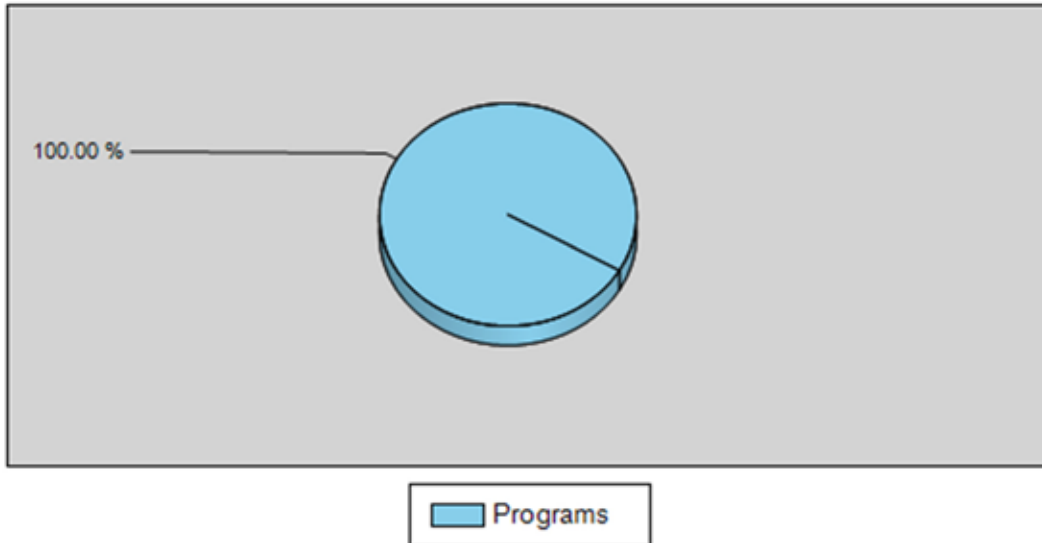
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3408	Equipment Rental	35,000	35,700	36,414	37,142	37,885
<b>Total Revenues</b>		35,000	35,700	36,414	37,142	37,885
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4016	Salaries - Inside	56,149	57,272	58,418	59,586	60,778
4102	Benefits	13,757	14,032	14,312	14,599	14,891
4120	Training and Development	500	510	520	531	541
4216	Contracted Services	60,000	61,200	62,424	63,672	64,946
4412	Equipment Rentals	16,000	16,320	16,646	16,979	17,319
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4822	Repairs and Maintenance	6,000	6,120	6,242	6,367	6,495
4824	Recovery	(60,000)	(61,200)	(62,424)	(63,672)	(64,946)
<b>Total Expenditures</b>		95,406	97,314	99,261	101,246	103,271
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(60,406)</b>	<b>(61,614)</b>	<b>(62,847)</b>	<b>(64,103)</b>	<b>(65,386)</b>

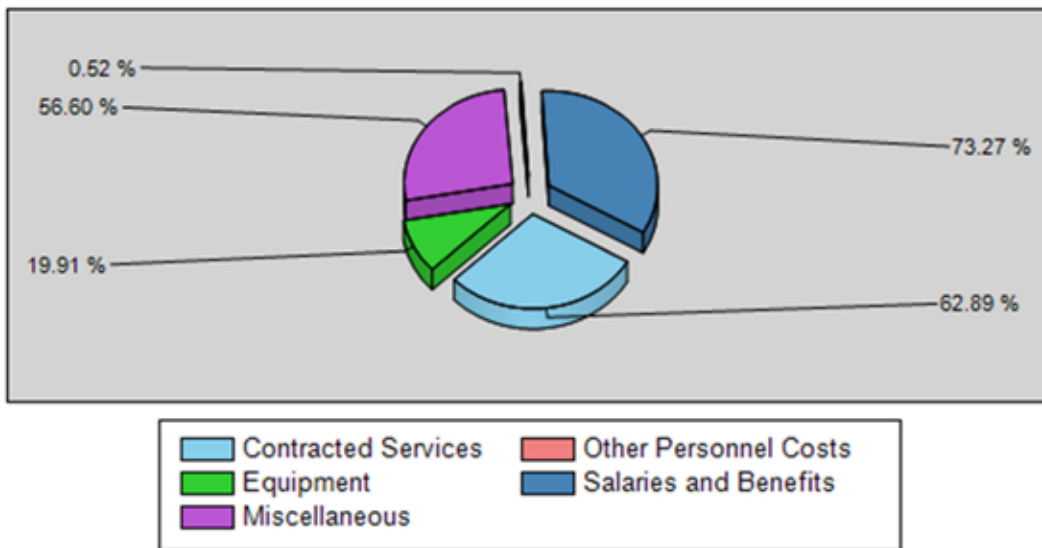
# Business Unit Summary with Service Areas

Business Unit: 5555 - Festival Equipment Infrastructure

Revenues



Expenditures





# ECONOMIC DEVELOPMENT

## Summary

The economic development function is guided by recommendations from the Mayor's Task Force on Economic Development and prosperity. The task force identified six primary "engines" to drive Victoria's businesses, generate jobs, raise household incomes and increase well-being over the next four years. The six engines include: advanced education and research and development; the ocean and marine sector; experiential tourism; government; technology; and entrepreneurship, start-ups and social enterprise.

### Core Services/Service Areas

- Streamlining business processes and barriers within City Hall for businesses and social enterprises
- Provide customer service to new and established businesses within the BusinessHub
- Support innovation, creativity and collaboration between the City and community and business stakeholders to increase business investment in Victoria

### Initiatives for 2017

- Plan and deliver a reverse trade mission to Victoria called a 'Capital Mission' in February 2017
- Continue to work with post-secondary institutions on the prototyping of CityStudio through course programming aligned with real City projects
- Through the BusinessHub, make it easier for new entrepreneurs and existing businesses to do business in Victoria by streamlining and demystifying business and development processes at City Hall
- Plan trade mission to San Francisco to build and strengthen relationships, attract talent and garner investment
- Target specific business events; Douglas 10 to Watch focusing on new businesses, the Greater Victoria Chamber of Commerce Business Awards highlighting new and existing businesses, and the EcoStar Awards recognizing outstanding environmental achievements and leadership



### Budget Summary

2017 Approved Expenditures	495,000
2016 Approved Expenditures	379,545
Budget Change	115,455
Change by %	30.42%
2017 Approved Revenues	0
2016 Approved Revenues	129,545
Budget Change	(129,545)
Change by %	-100.00%
2017 FTE	1
2016 FTE	1
Change	0
Change by %	0.00%





# Business Unit Summary with Service Areas

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## ***Business Unit: 2461 - City Studio***

**Department:** Economic Development      **Budget Year:** 2017

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### **Overview:**

City Studio Victoria is a place for authentic community engagement. Located on the traditional territories of the Songhees and Esquimalt nations, City Studio is a joint commitment and a collaboration among the region's three post-secondary institutions, the City of Victoria and the community. It's an inclusive, creative place that inspires and engages students as they learn by working on projects with city staff and community members, playing with ideas, and exploring complex urban systems. City Studio builds civic capacity, gives students opportunities to make a contribution and have an impact in the community and can lead to meaningful employment after graduation.

### **Deliverables:**

City Studio will build relationships between the post-secondary institutions and the community through responsive, innovative programming.

# Business Unit Summary with Service Areas

---

## *Business Unit: 2461 - City Studio*

### Changes to Service Area:

<b>Account Description</b>	<b>December 31, 2015 Actual</b>	<b>December 31, 2016 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Percent Change</b>
<b>Expenditures</b>					
4814      Miscellaneous	0	0	0	25,000	
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,000</b>	
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(25,000)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2461 - City Studio

### 5 Year Forecast:

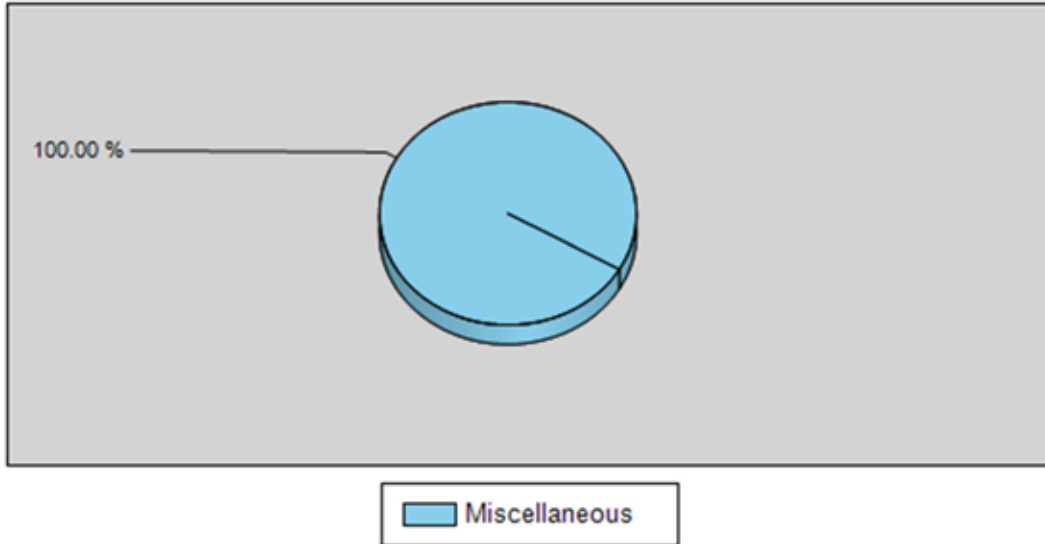
	2017	2018	2019	2020	2021
<b>Revenues</b>					
5075 Financial Stability Reserve	0	25,000	0	0	0
<b>Total Revenues</b>	0	25,000	0	0	0
<b>% Increase</b>		100.00%	(100.00%)	0.00%	0.00%
<b>Expenditures</b>					
4814 Miscellaneous	25,000	25,000	0	0	0
<b>Total Expenditures</b>	25,000	25,000	0	0	0
<b>% Increase</b>		0.00%	(100.00%)	0.00%	0.00%
<b>Net Total</b>	<b>(25,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Business Unit Summary with Service Areas

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*Business Unit: 2461 - City Studio*

Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 2462 - Economic Development Implementation*

**Department:** Economic Development      **Budget Year:** 2017

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### **Overview:**

This business unit delivers an economic development function that supports and initiates programs to make it easier for business to start and thrive, support entrepreneurs and innovation and increase the genuine well-being of citizens.

The City plays a vital role in fostering a community environment to retain our successful business leaders and innovators while continuing to attract the additional entrepreneurs and talent that we need to grow local prosperity.

### **Deliverables:**

- Plan and deliver a reverse trade mission to Victoria called a 'Capital Mission' in February
- Through the Business Hub, make it easier for new entrepreneurs and existing businesses to do business in Victoria by streamlining all business and development processes at City Hall
- Plan and deliver a trade mission to San Francisco as it is the tech epicenter of the USA - there are natural synergies that will allow the City to build and strengthen relationships, attract talent and garner investment as Victoria's local tech industry generates \$3.1 billion in annual revenue
- Target specific business events; Douglas 10 to Watch focusing on new businesses, the Greater Victoria Chamber of Commerce Business Awards highlighting new and existing businesses and the EcoStar Awards recognizing outstanding environmental achievements and leadership

# Business Unit Summary with Service Areas

## Business Unit: 2462 - Economic Development Implementation

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
5075	Financial Stability Reserve	0	35,545	129,545	0	
<b>Total Revenues</b>		<b>0</b>	<b>35,545</b>	<b>129,545</b>	<b>0</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	0	56,363	75,396	75,396	0.00 %
4070	Overtime	0	1,067	0	0	
4102	Benefits	0	14,717	17,718	18,472	+ 4.26 %
4112	Mileage/Parking	0	19	100	100	0.00 %
4116	Conferences/Travel	5,820	24,053	40,000	47,000	+ 17.50 %
4118	Membership Fees	0	500	500	500	0.00 %
4120	Training and Development	80	70	0	1,000	
4214	Consulting	83,928	3,515	56,687	54,183	- 4.42 %
4312	Office Supplies	0	1,295	1,500	1,500	0.00 %
4364	Telecommunications	0	787	650	650	0.00 %
4642	Economic Development Grant	0	135,795	135,795	220,000	+ 62.01 %
4814	Miscellaneous	6,111	470	1,200	1,200	0.00 %
4838	Business Promotion	0	46,250	50,000	50,000	0.00 %
6035	Transfer to Financial Stability Reserve	129,545	0	0	0	
<b>Total Expenditures</b>		<b>225,484</b>	<b>284,900</b>	<b>379,545</b>	<b>470,000</b>	
<b>Net Total</b>		<b>(225,484)</b>	<b>(249,355)</b>	<b>(250,000)</b>	<b>(470,000)</b>	

# Business Unit Summary with Service Areas

## *Business Unit: 2462 - Economic Development Implementation*

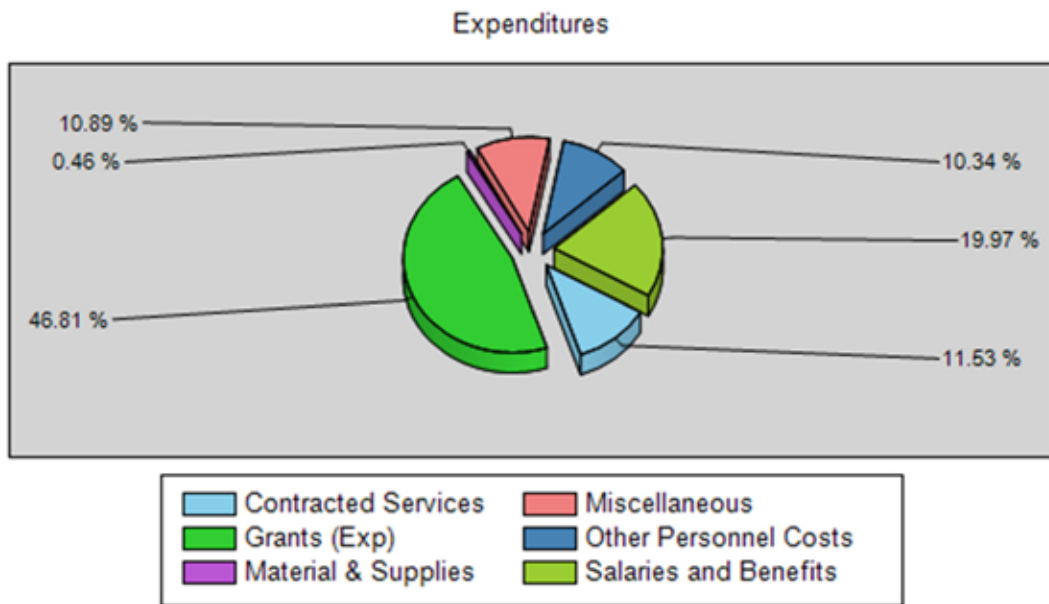
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4016	Salaries - Inside	75,396	76,903	78,442	80,010	81,611
4102	Benefits	18,472	18,841	19,218	19,603	19,995
4112	Mileage/Parking	100	102	104	106	108
4116	Conferences/Travel	47,000	47,000	47,000	47,000	47,000
4118	Membership Fees	500	510	520	531	541
4120	Training and Development	1,000	1,050	1,103	1,158	1,216
4214	Consulting	54,183	51,176	48,108	44,977	41,783
4312	Office Supplies	1,500	1,530	1,561	1,592	1,624
4364	Telecommunications	650	663	676	690	704
4642	Economic Development Grant	220,000	0	0	0	0
4814	Miscellaneous	1,200	1,224	1,248	1,273	1,299
4838	Business Promotion	50,000	51,000	52,020	53,060	54,122
<b>Total Expenditures</b>		470,000	250,000	250,000	250,000	250,000
<b>% Increase</b>			(46.81%)	0.00%	0.00%	0.00%
<b>Net Total</b>		<b>(470,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>	<b>(250,000)</b>



# Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation





# ENGAGEMENT Summary

The Engagement department monitors and reports on progress made towards achieving organizational objectives to improve the lives of Victorians, while providing opportunities for ongoing public input and customer feedback into those priorities.

The department provides timely and effective two-way communications to support the delivery of high quality services and programs, and provide meaningful opportunities for citizens to understand, participate and access City services and information.

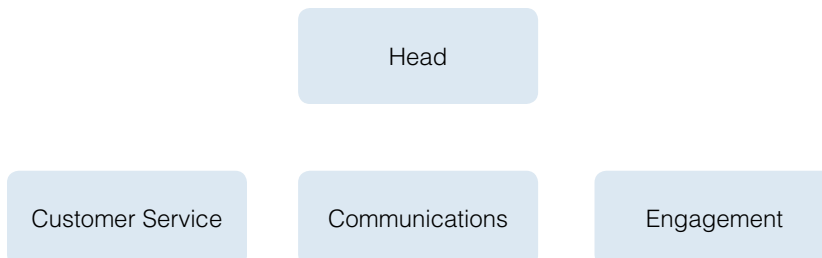
## Core Services:

- **Customer Service:** front line customer service, victoria.ca, employee communications, and physical customer service areas.
- **Communications:** graphic design, communications planning and implementation to support City services and programs
- **Engagement:** leadership and implementation of engagement processes, citizen and business surveying, engagement tools and techniques and the Great Neighbourhoods Initiative



## Budget Summary

2017 Approved Expenditures	1,846,722
2016 Approved Expenditures	1,777,569
Budget Change	69,153
Change by %	3.89%
2017 FTE	15.00
2016 FTE	14.60
Change	0.40
Change by %	2.74%



## ENGAGEMENT

# Summary



## Initiatives for 2017

- Website Re-Development
- Web and Mobile Applications
- Neighbourhood Grants
- Public Engagement Road Map
- Neighbourhood Ambassador Program
- Participatory Budgeting
- Youth Strategy
- Open Government

# ENGAGEMENT

## Performance Metrics

### Measuring Success – Community Satisfaction with City Engagement Initiatives

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of people engaged through surveys or engagement event attendance	4,759	7,429	17,000
<b>How well did we do it?</b>			
Percentage of engagement participants that were satisfied or very satisfied with their engagement experience	N/A	N/A	N/A
<b>Story behind the data</b>	The Civic Engagement Strategy guides the City on how best to inform and involve citizens in priority setting, program development and decision-making. This measure seeks to gauge how effectively the City is communicating with residents and businesses, how involved the community is in decision-making and how engagement can be improved to ensure the community is equipped with the tools and information they need to help shape their city. When engagement is done well, the community feels heard and their voices inform the decision-making.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Through clear and accessible information, the City is able to build trust, make it easier for residents and businesses to access the information and services they need and to provide informed feedback on decisions that impact them. Resident and business owner satisfaction with the level of engagement reflects the extent to which their participation in the process was met and is reflective of the variety of views included in each City initiative.		
<b>Where do we want to go?</b>	While no baseline measure or trend for satisfaction has been established, an internal target of maintaining a 70% satisfaction on the appropriate level of engagement is considered to be an achievable goal to ensure community input is included in planning and decision-making.		

## ENGAGEMENT

# Performance Metrics

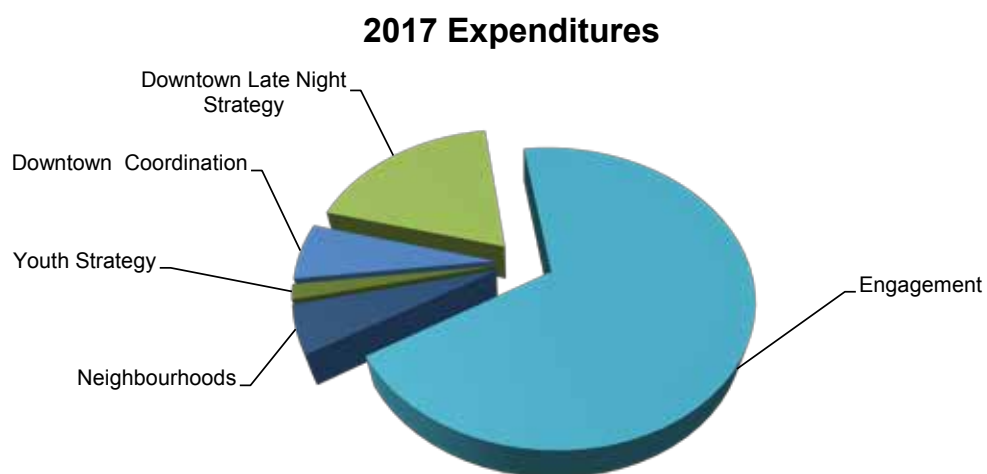
### Measuring Success – Great Neighbourhoods

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of eligible grant fund applications received.	N/A	22	22
<b>How well did we do it?</b>			
Percent of available grant funds disbursed to non-profit and community organizations.	N/A	81%	100%
<b>Story behind the data</b>	Feedback from the community indicates a strong desire to improve their neighbourhoods. The financial capacity for these organizations, which are largely volunteer based, is limited and greater support for information on available funds and the process to access funds through a simple process, reflects the City's responsiveness to meet community needs.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	The My Great Neighbourhood Grant was created in the spring of 2016 as a result of listening to the neighbourhoods' wishes to build community. Through the creation of this placemaking fund, improved communication, and the establishment of a Neighbourhood Team, a greater level of community improvements will be realized.		
<b>Where do we want to go?</b>	This grant program is intended to create and support strong, connected neighbourhoods by funding projects that bring neighbours together and empower them to shape their community. This program funds community projects that leave a positive physical legacy in the public space. The focus is on building community and changing neighbourhood spaces through placemaking initiatives.		

# ENGAGEMENT

## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Expenditures</b>				
Downtown Coordination	112,297	113,088	791	0.71%
Downtown Late Night Strategy	343,449	344,161	712	0.21%
Engagement	1,226,759	1,263,655	36,895	3.01%
Neighbourhoods	95,063	95,817	754	0.79%
Youth Strategy	0	30,000	30,000	100.00%
<b>Total</b>	<b>1,777,569</b>	<b>1,846,722</b>	<b>69,153</b>	<b>3.89%</b>





# Business Unit Summary with Service Areas

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## *Business Unit: 2069 - Youth Strategy*

**Department:** Engagement                      **Budget Year:** 2017

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### **Overview:**

In April of 2016, the City engaged a team of 10 youth between the ages of 12 and 24 to create a strategy to get youth involved in their local government. Over the course of seven months, the youth team met and surveyed diverse youth, youth serving organizations, teachers, principals, City staff and Councillors to come up with strategies for engaging youth.

### **Deliverables:**

The youth strategy identifies more than 20 tasks over a three-year period that fall under the following categories:

- openness and inclusivity
- communication and education
- opportunities and support

The tasks include creating tools for City staff to better engage youth, connecting youth with local support services, and developing a curriculum for schools to teach youth about local government.



# Business Unit Summary with Service Areas

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## *Business Unit: 2069 - Youth Strategy*

### Changes to Service Area:

<b>Account Description</b>	<b>December 31, 2015 Actual</b>	<b>December 31, 2016 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Percent Change</b>
<b>Expenditures</b>					
4216 Contracted Services	0	0	0	30,000	
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>	
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(30,000)</b>	

# Business Unit Summary with Service Areas

## *Business Unit: 2069 - Youth Strategy*

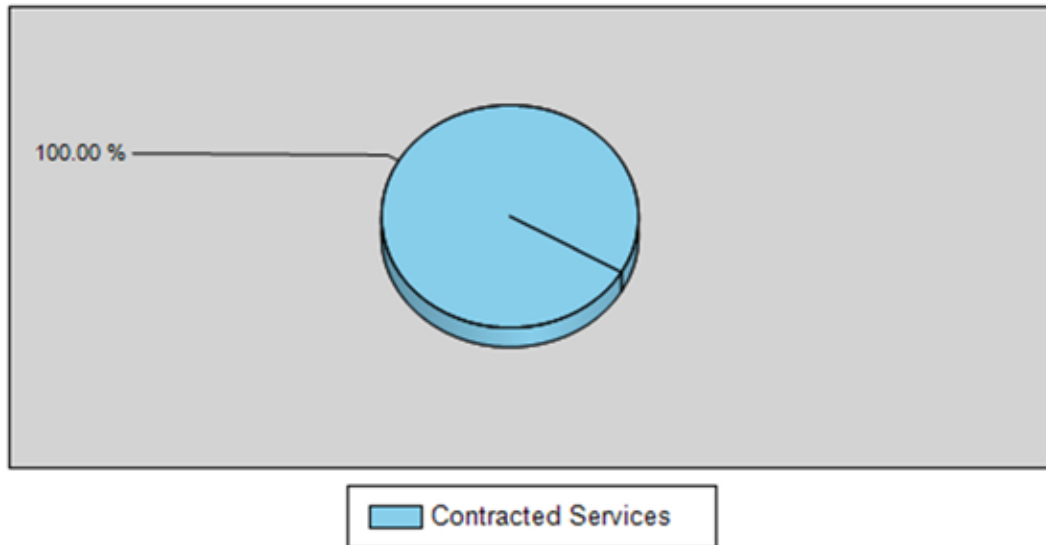
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4216 Contracted Services	30,000	0	0	0	0
<b>Total Expenditures</b>	30,000	0	0	0	0
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Business Unit Summary with Service Areas

*Business Unit: 2069 - Youth Strategy*

Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 2070 - Engagement***

**Department:** Engagement                      **Budget Year:** 2017

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### **Overview:**

The Citizen Engagement and Strategic Planning department monitors and reports on progress made towards achieving organizational objectives to improve the lives of Victorians, while providing opportunities for ongoing public input and customer feedback into those priorities.

#### Key Service areas:

- Strategic and operational planning: support City Manager in the development of new processes and the development of new plans, quarterly progress reporting and on-going monitoring.
- Executive Administration: City correspondence, administrative support to City Manager and Mayor's Office
- Customer Service: front line customer service, [www.victoria.ca](http://www.victoria.ca), employee communications, and physical customer service areas.
- Communications: graphic design, communications planning and implementation to support City services and programs
- Citizen Engagement: leadership and implementation of engagement processes, citizen and business surveying, engagement tools and techniques and the Great Neighbourhood's initiative.

### **Deliverables:**

- Members of the public engaged
- Consultation processes
- Project specific engagement targets
- Number of media inquiries (~10/day, 2500 /year)
- Number of social media following (twitter, facebook, linked in, youtube)
- Ongoing website maintenance ([victoria.ca](http://victoria.ca), [johnsonstreetbridge.com](http://johnsonstreetbridge.com), [shapeyourfuturevictoria.ca](http://shapeyourfuturevictoria.ca))
- Support 30-50 events and engagement opportunities each year
- Publications produced and distributed
- Connect newsletters
- Videos
- Number of datasets available to the public
- Visitation to open data catalog/portal
- Number of visitors to the website each month (80,000)

# Business Unit Summary with Service Areas

## Business Unit: 2070 - Engagement

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	271,144	213,257	281,557	276,710	- 1.72 %
4016	Salaries - Inside	588,141	556,128	638,277	718,148	+ 12.51 %
4070	Overtime	25,465	26,200	20,000	20,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	58,931	301,594	62,994	3,500	- 94.44 %
4102	Benefits	202,847	188,441	214,882	236,249	+ 9.94 %
4112	Mileage/Parking	3,144	2,518	3,524	3,524	0.00 %
4116	Conferences/Travel	5,411	3,746	3,000	3,000	0.00 %
4118	Membership Fees	2,324	937	1,000	1,000	0.00 %
4120	Training and Development	1,046	8,538	10,000	10,000	0.00 %
4210	Catering	1,149	0	500	500	0.00 %
4216	Contracted Services	28,026	25,007	25,975	25,975	0.00 %
4228	Printing	6,905	3,300	0	0	
4310	Books/Publications	703	1,235	1,000	1,000	0.00 %
4312	Office Supplies	12,766	12,598	4,000	4,000	0.00 %
4364	Telecommunications	13,882	8,692	6,050	6,050	0.00 %
4406	Computer Equipment	0	1,444	0	0	
4414	Software	0	2,472	0	0	
4814	Miscellaneous	3,830	5,315	0	0	
4824	Recovery	(86,506)	(46,611)	(46,000)	(46,000)	0.00 %
9111	WO Inside Equipment Rent	72	5	0	0	
9211	WO Regular Time	1,604	24	0	0	
9321	WO Outside Purchases	323	42	0	0	
<b>Total Expenditures</b>		<b>1,141,207</b>	<b>1,314,882</b>	<b>1,226,759</b>	<b>1,263,655</b>	
<b>Net Total</b>		<b>(1,141,207)</b>	<b>(1,314,882)</b>	<b>(1,226,759)</b>	<b>(1,263,655)</b>	

# Business Unit Summary with Service Areas

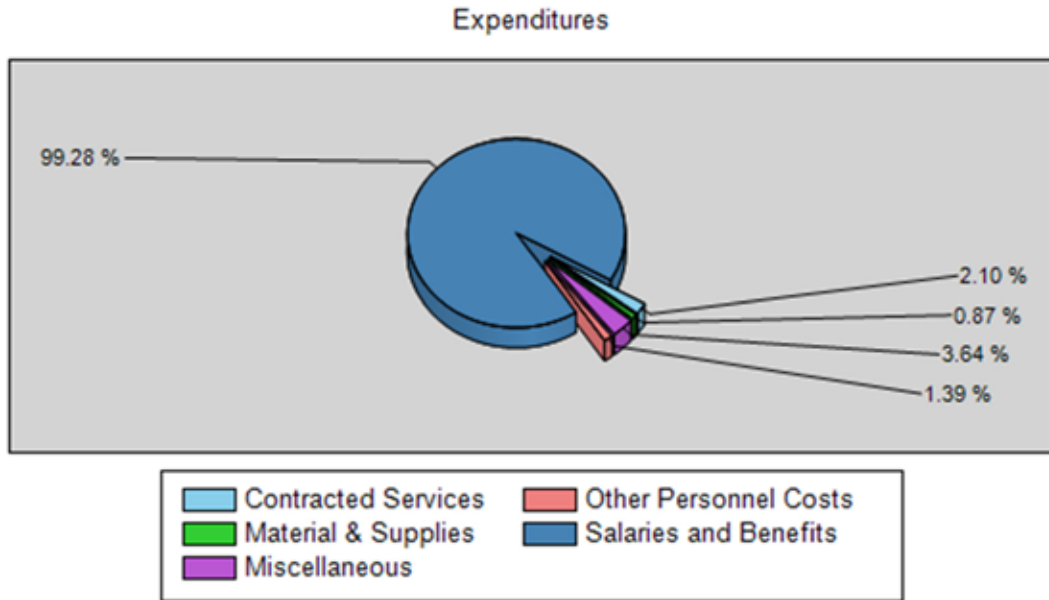
## Business Unit: 2070 - Engagement

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	276,710	282,245	287,892	293,651	299,522
4016	Salaries - Inside	718,148	732,510	747,161	762,104	777,346
4070	Overtime	20,000	20,400	20,808	21,224	21,649
4080	Auxiliaries/RPT/Seasonal	3,500	3,570	3,641	3,714	3,789
4102	Benefits	236,249	240,972	245,790	250,704	255,720
4112	Mileage/Parking	3,524	3,594	3,666	3,740	3,814
4116	Conferences/Travel	3,000	3,060	3,121	3,184	3,247
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4120	Training and Development	10,000	10,200	10,404	10,612	10,824
4210	Catering	500	510	520	531	541
4216	Contracted Services	25,975	26,495	27,024	27,565	28,116
4310	Books/Publications	1,000	1,020	1,040	1,061	1,082
4312	Office Supplies	4,000	4,080	4,162	4,245	4,330
4364	Telecommunications	6,050	6,171	6,294	6,420	6,549
4824	Recovery	(46,000)	(46,920)	(47,858)	(48,816)	(49,792)
<b>Total Expenditures</b>		<b>1,263,655</b>	<b>1,288,927</b>	<b>1,314,706</b>	<b>1,341,000</b>	<b>1,367,820</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(1,263,655)</b>	<b>(1,288,927)</b>	<b>(1,314,706)</b>	<b>(1,341,000)</b>	<b>(1,367,820)</b>

# Business Unit Summary with Service Areas

Business Unit: 2070 - Engagement



# Business Unit Summary with Service Areas

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## ***Business Unit: 2079 - Neighbourhoods***

**Department:** Engagement                      **Budget Year:** 2017

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### **Overview:**

The neighbourhoods team oversee neighbourhood based initiatives, and act as a staff liaison to neighbourhoods to provide increase responsiveness for concerns or questions, as well as support for community led initiatives that require City guidance or advice.

### **Deliverables:**

- Increased understanding of neighbourhood opportunities and concerns
- Improved information developed and routinely provided to support neighborhoods and Councillor Liaisons (maps of planned work, earlier notification, consultation on budget prior to approval)
- Clear points of contact for neighbourhood associations
- New system for tracking questions and concerns
- Reduced customer service demands on council liaisons
- Stronger relationships between City staff and neighborhoods



# Business Unit Summary with Service Areas

## Business Unit: 2079 - Neighbourhoods

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4016	Salaries - Inside	75,064	70,245	75,396	75,396	0.00 %
4070	Overtime	1,813	7,356	0	0	
4102	Benefits	18,315	18,480	17,718	18,472	+ 4.26 %
4112	Mileage/Parking	86	47	0	0	
4116	Conferences/Travel	0	363	1,300	1,300	0.00 %
4364	Telecommunications	708	933	650	650	0.00 %
<b>Total Expenditures</b>		<b>95,986</b>	<b>97,425</b>	<b>95,063</b>	<b>95,817</b>	
<b>Net Total</b>		<b>(95,986)</b>	<b>(97,425)</b>	<b>(95,063)</b>	<b>(95,817)</b>	

# Business Unit Summary with Service Areas

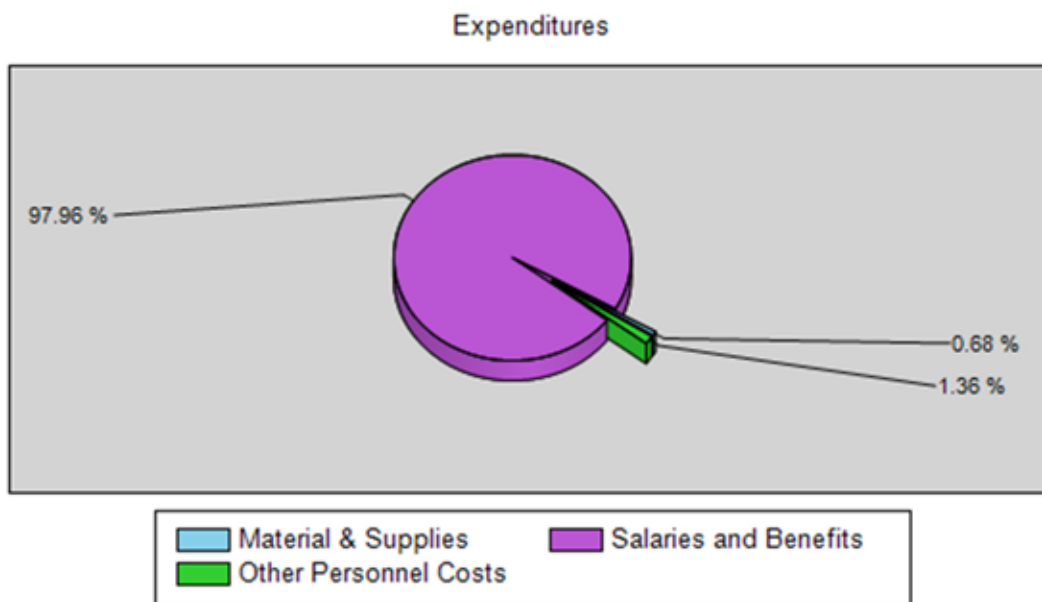
## Business Unit: 2079 - Neighbourhoods

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4016	Salaries - Inside	75,396	76,903	78,442	80,010	81,611
4102	Benefits	18,472	18,841	19,218	19,603	19,995
4116	Conferences/Travel	1,300	1,326	1,353	1,380	1,407
4364	Telecommunications	650	663	676	690	704
<b>Total Expenditures</b>		95,817	97,734	99,688	101,682	103,716
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(95,817)</b>	<b>(97,734)</b>	<b>(99,688)</b>	<b>(101,682)</b>	<b>(103,716)</b>

# Business Unit Summary with Service Areas

Business Unit: 2079 - Neighbourhoods



# Business Unit Summary with Service Areas

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## ***Business Unit: 5210 - Downtown Coordination***

**Department:** Engagement                      **Budget Year:** 2017

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### **Overview:**

This business unit is focused on programs, projects and problem-solving related to downtown vitality. These include:

- Liaising with the Downtown Victoria Business Association (DVBA) and supporting business owners downtown
- Addressing issues with public space use (e.g. vendors, buskers, sidewalk cafes)
- Addressing street furnishing needs (e.g. bike rack designs, new benches, planter pilot)
- Coordinating responses to public space functionality and appearance
- Coordinating projects and budget for seasonal decorations (e.g. banner design, Christmas program, Chinatown decorations and lighting)
- Coordinating washroom needs in the downtown
- Reviewing liquor licence applications
- Liaising with the Bastion Square Revitalization Association (BSRA) and supporting market operations
- Addressing social issues affecting downtown vitality (e.g. syringe disposal) and liaising with the Pandora Green Good Neighbour Group

Operational costs are for the installation and removal of Christmas decorations, summer banners, and other seasonal decorations.

### **Deliverables:**

- Seasonal decorations for downtown
- Liaise with the Downtown Victoria Business Association and support of downtown business owners
- Support downtown seasonal market operations

# Business Unit Summary with Service Areas

## Business Unit: 5210 - Downtown Coordination

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4016 Salaries - Inside	78,470	78,201	79,175	79,175	0.00 %
4070 Overtime	918	5,301	0	0	
4102 Benefits	17,417	17,808	18,606	19,398	+ 4.26 %
4112 Mileage/Parking	153	74	500	500	0.00 %
4116 Conferences/Travel	1,884	36	3,000	3,000	0.00 %
4118 Membership Fees	469	0	0	0	
4120 Training and Development	107	1,150	5,700	5,700	0.00 %
4364 Telecommunications	1,040	869	605	605	0.00 %
4814 Miscellaneous	0	0	1,000	1,000	0.00 %
9111 WO Inside Equipment Rent	307	51	0	0	
9121 WO Outside Equipment Ren	3,963	0	0	0	
9211 WO Regular Time	4,231	0	0	0	
9321 WO Outside Purchases	6,158	4,283	3,710	3,710	0.00 %
<b>Total Expenditures</b>	<b>115,117</b>	<b>107,773</b>	<b>112,297</b>	<b>113,088</b>	
<b>Net Total</b>	<b>(115,117)</b>	<b>(107,773)</b>	<b>(112,297)</b>	<b>(113,088)</b>	

# Business Unit Summary with Service Areas

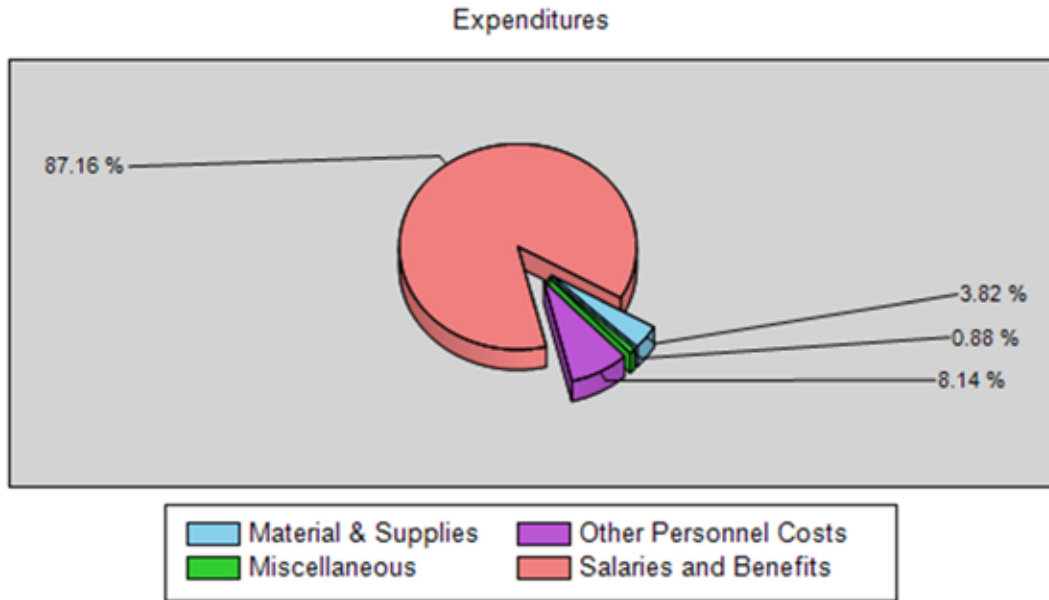
## Business Unit: 5210 - Downtown Coordination

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4016	Salaries - Inside	79,175	80,759	82,374	84,022	85,702
4102	Benefits	19,398	19,786	20,182	20,585	20,997
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	3,000	3,060	3,121	3,184	3,247
4120	Training and Development	5,700	5,814	5,930	6,049	6,170
4364	Telecommunications	605	617	629	642	655
4814	Miscellaneous	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	3,710	3,784	3,859	3,938	4,015
<b>Total Expenditures</b>		113,088	115,350	117,656	120,011	122,410
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(113,088)</b>	<b>(115,350)</b>	<b>(117,656)</b>	<b>(120,011)</b>	<b>(122,410)</b>

# Business Unit Summary with Service Areas

*Business Unit: 5210 - Downtown Coordination*



# Business Unit Summary with Service Areas

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## *Business Unit: 5211 - Downtown Late Night Strategy*

**Department:** Engagement                      **Budget Year:** 2017

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### **Overview:**

This business unit is directed to the “late night, great night” program and graffiti/poster management.

These include:

- Implementing the late night strategy and coordinating late night programs such as the taxi stands and special duty police officers
- Coordinating the graffiti and postering strategies and initiatives

### **Deliverables:**

- Reduce late night disorder (e.g. number of police callouts)
- Input from late night patrons
- Graffiti Management Strategy
- Annual review



# Business Unit Summary with Service Areas

## Business Unit: 5211 - Downtown Late Night Strategy

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
9011	Work Order Revenue	11,800	7,400	0	0	
<b>Total Revenues</b>		<b>11,800</b>	<b>7,400</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	67,917	68,861	71,214	71,214	0.00 %
4070	Overtime	3,525	5,267	0	0	
4102	Benefits	14,556	14,605	16,735	17,447	+ 4.26 %
4231	SD-PoliceLateNightTaskForce	218,393	218,874	215,500	215,500	0.00 %
4232	Security	23,532	35,463	35,000	35,000	0.00 %
4364	Telecommunications	670	605	0	0	
9111	WO Inside Equipment Rent	0	110	0	0	
9211	WO Regular Time	21	579	0	0	
9321	WO Outside Purchases	2,073	260	0	5,000	
9411	WO Contracted Services	10,286	8,600	5,000	0	
<b>Total Expenditures</b>		<b>340,973</b>	<b>353,224</b>	<b>343,449</b>	<b>344,161</b>	
<b>Net Total</b>		<b>(329,173)</b>	<b>(345,824)</b>	<b>(343,449)</b>	<b>(344,161)</b>	

# Business Unit Summary with Service Areas

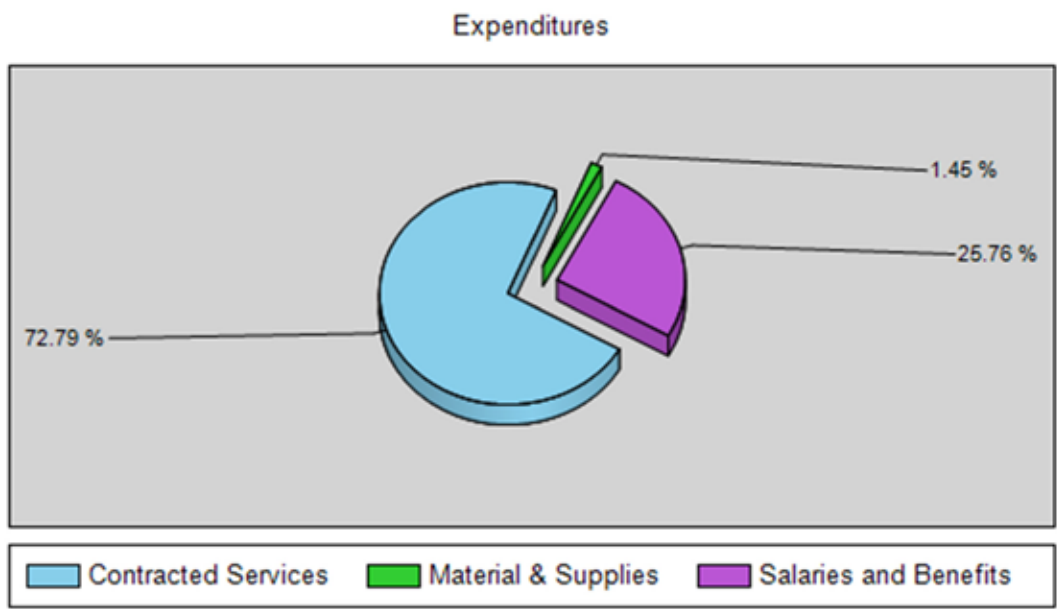
## *Business Unit: 5211 - Downtown Late Night Strategy*

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4016	Salaries - Inside	71,214	72,638	74,091	75,573	77,084
4102	Benefits	17,447	17,796	18,152	18,515	18,886
4231	SD- PoliceLateNightTaskForce	215,500	219,810	224,206	228,690	233,264
4232	Security	35,000	35,700	36,414	37,142	37,885
9111	WO Inside Equipment Rent	0	0	0	0	0
9321	WO Outside Purchases	5,000	5,100	5,202	5,306	5,412
9411	WO Contracted Services	0	0	0	0	0
<b>Total Expenditures</b>		344,161	351,045	358,066	365,227	372,531
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(344,161)</b>	<b>(351,045)</b>	<b>(358,066)</b>	<b>(365,227)</b>	<b>(372,531)</b>

# Business Unit Summary with Service Areas

*Business Unit: 5211 - Downtown Late Night Strategy*





# LEGISLATIVE AND REGULATORY SERVICES

## Summary

The Legislative and Regulatory Services Department provides legislative, policy, administrative and regulatory expertise and services to City Council and City departments to ensure that the City conducts its business in a manner consistent with City bylaws and provincial legislation.

The Department also coordinates records management services, public records access requests and operates the City Archives, all of which provide access to important City records. Bylaw enforcement services, including animal control. Provide community patrols and respond to bylaw complaints to ensure compliance with expected community standards.

The City Clerk also performs a variety of Corporate Officer functions, including maintaining and providing access to official records, executing documents and accepting service of documents on the City.

### Core Services/Service Areas

- **Legislative Services:** administrative support and governance advice to Council and Council Committees; official records of Council and Committees of Council; policy analysis; maintain, consolidate and revise City bylaws; administer civic elections and referenda
- **Archives and Records Management:** records management; coordinate and assist with Freedom of Information requests and privacy impact assessments as required under the *Freedom of Information and Protection of Privacy Act*; printing facility and mail room; City Archives
- **Bylaw and Licensing Services:** bylaw enforcement, compliance and investigations; licence application review; business licence reviews and compliance checks



### Budget Summary

2017 Approved Expenditures	3,068,655
2016 Approved Expenditures	2,948,167
Budget Change	120,488
Change by %	4.09%
2017 Approved Revenues	287,350
2016 Approved Revenues	247,350
Budget Change	40,000
Change by %	16.17%
2017 FTE	21.88
2016 FTE	22.28
Change	(0.40)
Change by %	-1.80%



## SUMMARY

# Legislative and Regulatory Services



## Initiatives for 2017

- Conduct policy and bylaw reviews
- Complete the implementation of recommendations of Bylaw and Licensing Services audit
- Implement Gorge Waterway Management Plan
- Digitization of Archived Material
- Continue to implement records management system across organization
- Support implementation of new medicinal marijuana regulations

## LEGISLATIVE AND REGULATORY SERVICES

### Performance Metrics

#### Measuring Success – Publication of Electronic Meeting Agendas

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Meeting Agendas Published	94	93	100
<b>How well did we do it?</b>			
Agendas published by 3 p.m. each Friday	85%	97%	99%
Story behind the data	It is the City's goal to publish electronic meeting agendas by 3:00 p.m. each Friday afternoon, in order to give the public and members of Council adequate time to review the agenda materials prior to the meeting. Revamping the City's report writing process will improve the production deadline target.		
<b>Is anyone better off?</b>			
Story behind the data	The introduction of electronic agenda technology to Council in Feb 2015 provided the opportunity to discontinue producing paper copies of all agendas and minutes. This innovation reduced the amount of paper, supplies and staff time to produce the meeting agendas. As a result, electronic agendas can be produced and distributed in a shorter timeframe. In 2016 we further reduced the volume of paper by reducing from 6 to 1 the number of paper copies on hand for the public given all of the electronic advancements and the lack of demand for the paper product.		
Where do we want to go?	The objective is to produce 100% of electronic agendas by the Friday deadline.		

#### Measuring Success – Virtual Access to Public City Meetings

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of Council and Committee meetings	74	84	100
<b>How well did we do it?</b>			
Public meetings webcast	94%	98%	98%
Story behind the data	Public and accessible Council and Committee meetings are hallmarks of Open Government. Live webcasting of these meetings and publishing video records on the City's website enhances public access to the Council's decision-making process.		
<b>Is anyone better off?</b>			
Story behind the data	When the City began webcasting, it was focused exclusively on Council and Council Committee meetings. Now that the technology is in place, the City has the capability to webcast any meeting or event that takes place in the Council Chambers. Council is also utilizing new meeting formats that are less formal and more accessible for the public, such as Open Houses, Idea Forums and Town Hall meetings. Ensuring these new types of meetings are webcast increases their reach into the community.		
Where do we want to go?	Utilize webcasting for all types of Council, Council Committee and other public City meetings to improve accessibility and the reach of public engagement. We would like to see an increase in viewers each year.		

# LEGISLATIVE AND REGULATORY SERVICES

## Performance Metrics

### Measuring Success – Complaint Response – Bylaw & Licensing Services

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Public complaints received	1,869	4,851	4,500
<b>How well did we do it?</b>			
Bylaw complaints investigated and concluded within 30 days	73%	91%	90%
<b>Story behind the data</b>	When a bylaw complaint is received the person filing the complaint has an expectation for service response. The timeliness of service response is important because most complaints reflect a person's dissatisfaction with an activity in their neighbourhood. Verifying a bylaw complaint, investigating the complaint and resolving the complaint in a timely manner are important factors that drive service effectiveness and customer satisfaction.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	The City's first goal is to ensure that valid complaints are investigated and responded to in an effective and timely manner to satisfy the complainant's expectations for service. The second goal is to ensure that the investigation and compliance action undertaken against a person or business that commits a bylaw offence is reasonable and proportionate to the circumstance.		
<b>Where do we want to go?</b>	Reaching a fair and reasonable outcome to a bylaw complaint investigation within thirty days is the City's objective.		

# LEGISLATIVE AND REGULATORY SERVICES

## Performance Metrics

### Measuring Success – Production Volume of Print Shop

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Pages printed (internal clients)	1,010,000	600,000	1,025,000
Outbound mail processed (pieces)	285,000	258,000	286,000
<b>How well did we do it?</b>			
<b>Turnaround – outbound mail</b>			
Routine mail – same day	100%	100%	100%
Notices (CALUC, Public Hearings, Parking) – same day	95%	100%	100%
Larger mailouts (Tax Bills, Utility Bills – 3 to 5 days)	95%	100%	100%
<b>Turnaround – printing</b>			
Routine size/low complexity – same day	95%	100%	100%
Large/complex jobs – 3 to 5 days	95%	100%	100%
<b>Story behind the data</b>	<p>The City's Print Shop provides customized printing and document production services, and processes and distributes City mail.</p> <p>The printing and document production services include colour production, and document binding in custom sizes and formats.</p> <p>Mail services include folding/inserting, postage metering and customized mail packages.</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>The City invests in printing and mail processing equipment in an effort to minimize the production cost for these services.</p>		
<b>Where do we want to go?</b>	<p>Make efficient use of printing and mail processing equipment to maximize the value of these equipment investments.</p> <p>Minimize the amount of turnaround time for printing and mail processing jobs.</p> <p>Monitor mail and printing volumes and periodically evaluate the most cost effective methods to perform these services.</p>		



LEGISLATIVE AND REGULATORY SERVICES

## Performance Metrics

Measuring Success – Privacy Impact Assessments			
Performance Measurements	2015 Actuals	2016 Projections	2017 Forecast
<b>How much did we do?</b>			
Privacy Impact Assessments completed – existing programs	12	15	15
Privacy Impact Assessments completed – new programs			
<b>How well did we do it?</b>			
Bylaw complaints investigated and concluded within 30 days	91%	90%	90%
<b>Story behind the data</b>	The Freedom of Information and Protection of Privacy Act requires that all new programs, activities, systems, bylaws or have a completed PIA before they go live. The City has benefitted from having the Mobile Parking Services App PIA completed because it received two very significant challenges to the App's privacy compliance that involved the OIPC. Because the PIA was completed there were no issues that arose with respect to the APP and personal privacy.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Since July 2013 the City has opened 42 PIAs and completed 33. The majority have been identified by the IT Branch or the Information Access and Privacy Analyst.		
<b>Where do we want to go?</b>	Complete a formal policy process that triggers the PIA process when new systems, programs, activities are initiated throughout the City. This is a priority project for 2016 that will be completed.		

# LEGISLATIVE AND REGULATORY SERVICES

## Performance Metrics

### Measuring Success – Record Access Requests

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Record access requests completed under FIPPA	123	148	130–140 (except for 2014 requests have increased year of year since 2009)
<b>How well did we do it?</b>			
Record access requests completed within 30 days	85%	92% (based on 99 requests completed to date)*	95%
<b>Story behind the data</b>	<p>FOI requests were being processed by 1.5 FTES up until December 31, 2015. All requests are now being process by one FTE. Since 2009, FOI requests have increased by 10% or more in four of the last six years (2009–2015). To date 106 requests have been received in 2016 which is 10 more than received as of September 13th 2015. Between 2010 and 2012 75% requests were completed, on average, on time. Between 2014 and 2015 90% of requests were completed, on average, on time. Individuals and media outlets make up more than 50% of requests received in any given year.</p> <p>*By comparison, 81% of the Province's "Generals" requests were closed on time in 2014/15 and 79% of its "Personals" requests were closed on time. On average between 2008 and 2015, the percentage is 82% for the former and the latter is 84%.</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>As a public body, the City is required by legislated to complete requests within legislated due dates. This could be 30, 60, 90 or more working days depending on whether time extensions are required. In 2015 the City received 123 requests as compared to 64 in 2009. Also, in 2012 there were 9 OIPC appeals, in 2013 there were 6, in 2014 there were 5 and 2015 there were 3 with none to date in 2016. These figures are based on FOI request files that were sent to the OIPC.</p>		
<b>Where do we want to go?</b>	<p>Further training, more formal access request processes, more proactive release of information, continue with Open and accountability efforts.</p>		

# LEGISLATIVE AND REGULATORY SERVICES

## Performance Metrics

### Measuring Success – Archives Customer Activities

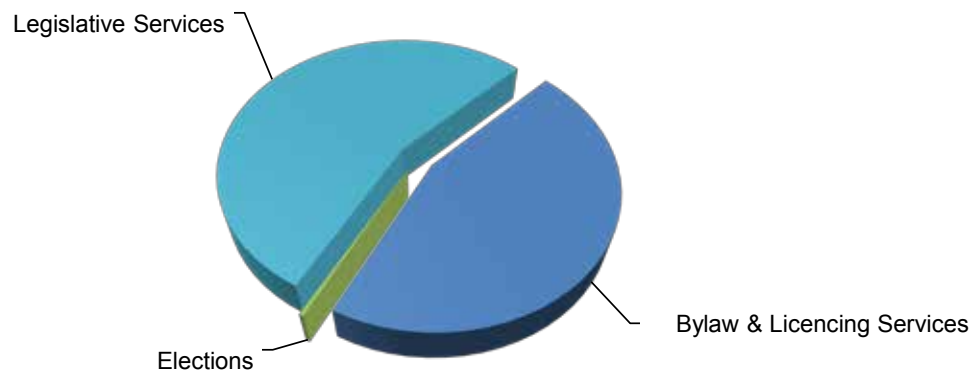
Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Archives Customer Contact In person/telephone/email	2,052	2,070	2,600
Archives Customers Virtual visits	40,000	53,000	60,000
<b>How well did we do it?</b>			
<b>Story behind the data</b>	<p>Customers seek access to City services through the most convenient and useful ways to the customer.</p> <p>City Archives is a repository of historical records about the City and the community, which have value to many people for many different reasons. Ensuring that the City Archives' records are accessible to people in their preferred format and access method is an important customer service objective.</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>Increasing the scope of the Archives' records collection accessible to the public online should increase the number virtual visits.</p> <p>An increase in the number virtual visits overall, and a decrease in the number of in person visits would be a success indicator.</p>		
<b>Where do we want to go?</b>	<p>Increasing virtual access to City Archives record holdings is a primary operational objective. Improving online access to a catalogue of City Archives record holdings is a key objective.</p>		

## LEGISLATIVE AND REGULATORY SERVICES

### Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Bylaw & Licencing Services	212,350	212,350	0	0.00%
Legislative Services	35,000	75,000	40,000	114.29%
<b>Total</b>	<b>247,350</b>	<b>287,350</b>	<b>40,000</b>	<b>16.17%</b>
<b>Expenditures</b>				
Bylaw & Licencing Services	1,297,402	1,383,467	86,065	6.63%
Elections	10,000	10,000	0	0.00%
Legislative Services	1,640,765	1,675,188	34,423	2.10%
<b>Total</b>	<b>2,948,167</b>	<b>3,068,655</b>	<b>120,488</b>	<b>4.09%</b>
<b>Net</b>	<b>2,700,817</b>	<b>2,781,305</b>	<b>80,488</b>	<b>2.98%</b>

#### 2017 Expenditures



#### 2017 Revenues





# Business Unit Summary with Service Areas

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## *Service Area: Legislative Services*

**Department:** Legislative & Regulatory Serv.      **Budget Year:** 2017

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### **Overview:**

Legislative Services provides support to Council and staff in order to facilitate effective Council and committee meetings and informed and timely decision making. This area includes the Print Shop, Archives and the Freedom of Information and Protection of Privacy Act (FIPPA) legislation function.

### **Deliverables:**

- Prepare meeting agendas and minutes for every regular meeting of Council and its committees
- Support Task Forces and other committees established by the Mayor or Council
- Administer recruitment process for Council appointees to internal and external boards and committees
- Conduct policy and bylaw reviews / development, based on approved priorities
- Provide policy advice to Council and staff on a range of matters

# Business Unit Summary with Service Areas

## Service Area: Legislative Services

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3258 Rezoning - Hearing Fee	37,525	42,205	35,000	35,000	
5079 Archives Equipment Reserve	0	0	0	40,000	
<b>Total Revenues</b>	<b>37,525</b>	<b>42,205</b>	<b>35,000</b>	<b>75,000</b>	
<b>Expenditures</b>					
4010 Salaries - Exempt	274,710	293,622	288,428	288,428	0.00 %
4016 Salaries - Inside	608,500	509,014	632,453	613,832	- 2.94 %
4070 Overtime	7,603	7,028	8,200	8,200	0.00 %
4080 Auxiliaries/RPT/Seasonal	100,550	105,762	89,404	108,790	+ 21.68 %
4102 Benefits	221,412	197,540	215,079	208,739	- 2.95 %
4112 Mileage/Parking	2,774	3,215	3,450	3,450	0.00 %
4116 Conferences/Travel	1,537	3,964	6,800	6,800	0.00 %
4118 Membership Fees	1,066	1,415	1,565	1,565	0.00 %
4120 Training and Development	948	2,475	5,000	5,000	0.00 %
4204 Advertising	58,761	58,650	60,000	60,000	0.00 %
4210 Catering	325	113	500	500	0.00 %
4216 Contracted Services	98,167	112,355	107,400	147,400	+ 37.24 %
4226 Photocopy	28,440	18,564	14,250	14,250	0.00 %
4228 Printing	314	2,105	1,800	1,800	0.00 %
4308 General Supplies	1,209	1,098	1,200	1,200	0.00 %
4310 Books/Publications	652	716	760	760	0.00 %
4312 Office Supplies	25,586	23,015	21,520	21,520	0.00 %
4314 Postage	192,843	219,140	270,000	270,000	0.00 %
4364 Telecommunications	2,183	2,068	1,535	1,535	0.00 %
4814 Miscellaneous	1,545	1,528	2,020	2,020	0.00 %
4824 Recovery	(101,898)	(96,911)	(90,600)	(90,600)	- 27.87 %
<b>Total Expenditures</b>	<b>1,527,228</b>	<b>1,466,475</b>	<b>1,640,765</b>	<b>1,675,188</b>	
<b>Net Total</b>	<b>(1,489,703)</b>	<b>(1,424,271)</b>	<b>(1,605,765)</b>	<b>(1,600,188)</b>	

# Business Unit Summary with Service Areas

## Service Area: Legislative Services

### 5 Year Forecast:

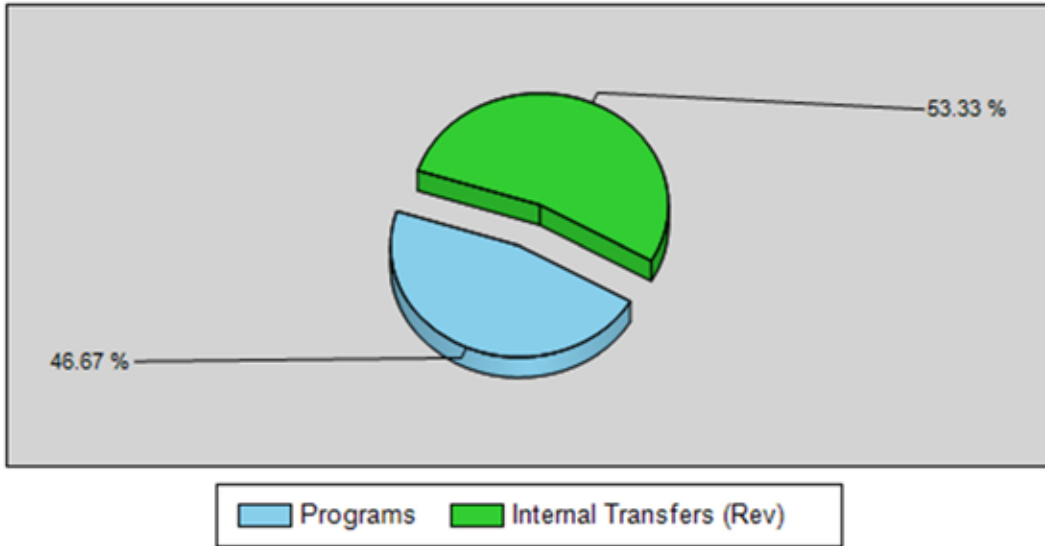
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3258	Rezoning - Hearing Fee	35,000	35,700	36,414	37,142	37,885
5079	Archives Equipment Reserve	40,000	10,000	0	0	0
<b>Total Revenues</b>		75,000	45,700	36,414	37,142	37,885
<b>% Increase</b>			(39.07%)	(20.32%)	2.00%	2.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	288,428	294,322	300,214	306,208	312,329
4016	Salaries - Inside	613,832	626,108	638,631	651,403	664,431
4070	Overtime	8,200	8,364	8,531	8,702	8,876
4080	Auxiliaries/RPT/Seasonal	108,790	110,966	113,185	115,449	117,758
4102	Benefits	208,739	212,914	217,174	221,517	225,945
4112	Mileage/Parking	3,450	3,519	3,589	3,661	3,734
4116	Conferences/Travel	6,800	6,936	7,075	7,216	7,361
4118	Membership Fees	1,565	1,596	1,628	1,661	1,694
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
4204	Advertising	60,000	61,200	62,424	63,672	64,946
4210	Catering	500	510	520	531	541
4216	Contracted Services	147,400	119,548	111,739	113,974	116,253
4226	Photocopy	14,250	14,535	14,826	15,122	15,425
4228	Printing	1,800	1,836	1,873	1,910	1,948
4308	General Supplies	1,200	1,224	1,248	1,273	1,299
4310	Books/Publications	760	775	791	807	823
4312	Office Supplies	21,520	21,950	22,389	22,837	23,294
4314	Postage	270,000	275,400	280,908	286,526	292,257
4364	Telecommunications	1,535	1,566	1,597	1,629	1,662
4814	Miscellaneous	2,020	2,060	2,102	2,144	2,187
4824	Recovery	(90,600)	(92,412)	(94,260)	(96,145)	(98,068)
<b>Total Expenditures</b>		1,675,188	1,678,018	1,701,387	1,735,403	1,770,105
<b>% Increase</b>			0.17%	1.39%	2.00%	2.00%
<b>Net Total</b>		<b>(1,600,188)</b>	<b>(1,632,318)</b>	<b>(1,664,973)</b>	<b>(1,698,261)</b>	<b>(1,732,220)</b>



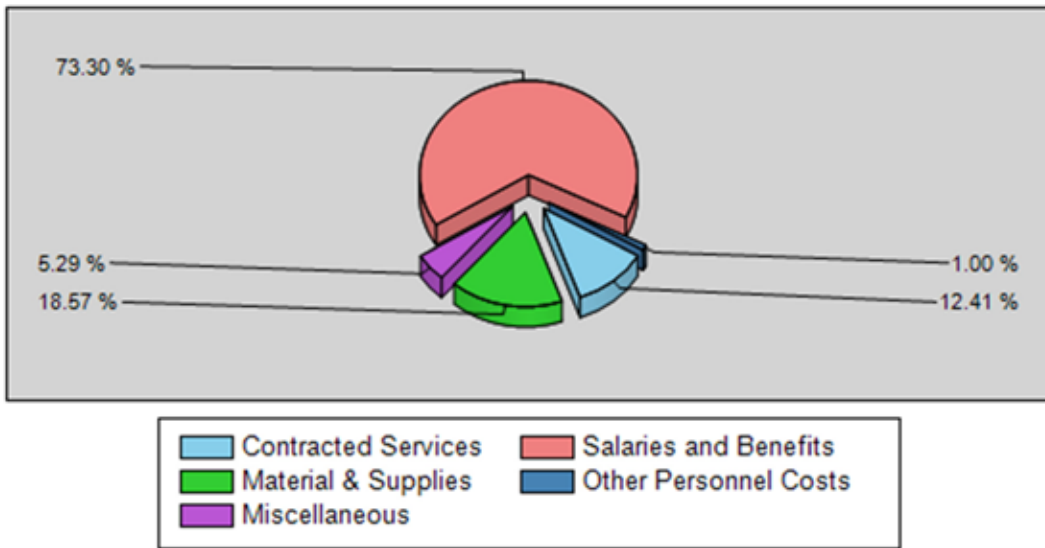
# Business Unit Summary with Service Areas

## Service Area: Legislative Services

Revenues



Expenses



# Business Unit Summary with Service Areas

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## ***Business Unit: 2085 - Elections***

**Department:** Legislative & Regulatory Serv.      **Budget Year:** 2017

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### **Overview:**

This business unit oversees the local general election on a four-year cycle, as well as by-elections and referenda as required by statute. As the next election will be held in 2018, expenditures in 2017 will be limited to the maintenance of contracts with service providers.

This function supports the democratic election process, maintains confidentiality of election materials, and concludes legislated requirements for elections.

### **Deliverables:**

- Maintain service agreements and licences with election service providers

# Business Unit Summary with Service Areas

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## *Business Unit: 2085 - Elections*

### Changes to Service Area:

<b>Account Description</b>	<b>December 31, 2015 Actual</b>	<b>December 31, 2016 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Percent Change</b>
<b>Expenditures</b>					
4080 Auxiliaries/RPT/Seasonal	178	0	0	0	
4216 Contracted Services	0	3,152	10,000	10,000	0.00 %
4814 Miscellaneous	293	0	0	0	
<b>Total Expenditures</b>	<b>471</b>	<b>3,152</b>	<b>10,000</b>	<b>10,000</b>	
<b>Net Total</b>	<b>(471)</b>	<b>(3,152)</b>	<b>(10,000)</b>	<b>(10,000)</b>	

# Business Unit Summary with Service Areas

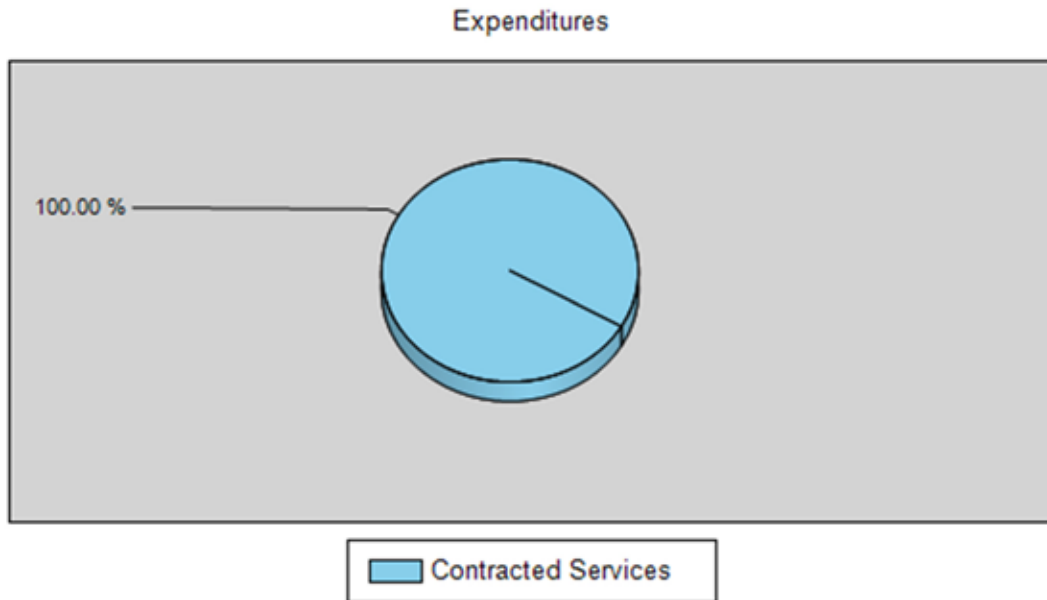
## Business Unit: 2085 - Elections

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4080 Auxiliaries/RPT/Seasonal	0	20,000	0	0	0
4112 Mileage/Parking	0	500	0	0	0
4120 Training and Development	0	1,000	0	0	0
4204 Advertising	0	40,000	0	0	0
4210 Catering	0	1,000	0	0	0
4216 Contracted Services	10,000	30,000	10,000	10,000	10,000
4228 Printing	0	10,000	0	0	0
4312 Office Supplies	0	5,000	0	0	0
4814 Miscellaneous	0	55,000	0	0	0
4816 Lease/Rental	0	1,500	0	0	0
4824 Recovery	0	(75,000)	0	0	0
4864 Election Staffing	0	200,000	0	0	0
<b>Total Expenditures</b>	<b>10,000</b>	<b>289,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>% Increase</b>		<b>2,790.00%</b>	<b>(96.54%)</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Net Total</b>	<b>(10,000)</b>	<b>(289,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>

# Business Unit Summary with Service Areas

*Business Unit: 2085 - Elections*



# Business Unit Summary with Service Areas

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## **Business Unit: 3250 - Bylaw & Licencing Services**

**Department:** Legislative & Regulatory Serv.  
**Budget Year:** 2017

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### **Overview:**

The Bylaw and Licensing Services Division oversees the enforcement of most City bylaws and manages the contract for animal control services. City bylaws are enacted to establish community standards and to regulate activities on public and private lands.

Staff provide the following services:

- Proactive parks and public space patrols (teams of 2 Bylaw Officers) to monitor bylaw compliance seven days a week (May to October)
- Respond to all recorded complaints about potential bylaw contraventions (year round)
- Management of the contracted service provider for compliance and enforcement services under the City's Animal Control Bylaw (including City pound operation, dog licence sales and Animal Control Bylaw monitoring and compliance duties)
- Business Licence review and compliance monitoring (licence approvals, inspections and compliance actions)
- Liquor licence application review and reporting to Council, as well as administrative approvals
- Policy oversight and management for Business Licensing Program (other than financial)
- Coordinate the City's RESPOND Team, which undertakes a coordinated team approach to address problem properties and businesses
- Review new regulatory bylaws and bylaw amendments to ensure compliance monitoring and enforcement issues are incorporated

### **Deliverables:**

- Annual number of calls for service about alleged bylaw contraventions
- Annual Number of valid bylaw calls for service investigated
- Annual number of public contacts while conducting proactive patrols in the City Parks and other public spaces
- Annual number of illegal shelters found in City Parks and removed by City staff
- Annual number of new business licence applications reviewed
- Annual number of liquor licence applications reviewed
- Annual number of dog licences sold and value
- Annual number of animals impounded for bylaw contraventions
- Annual number of Animal Control Bylaw calls for service
- Annual number of Animal Control Bylaw investigations

# Business Unit Summary with Service Areas

## Business Unit: 3250 - Bylaw & Licencing Services

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3158	Dog Licences	193,192	198,671	185,000	185,000	0.00 %
3264	Street Vending Fees	2,350	2,350	2,350	2,350	0.00 %
3428	Animal Control	29,231	29,351	20,000	20,000	0.00 %
3430	Bylaw Enforcement Fines	1,879	3,134	5,000	5,000	0.00 %
3472	Over/Under	0	(1)	0	0	
<b>Total Revenues</b>		<b>226,652</b>	<b>233,504</b>	<b>212,350</b>	<b>212,350</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	101,900	109,515	119,483	119,483	0.00 %
4016	Salaries - Inside	401,878	462,226	470,560	538,944	+ 14.53 %
4070	Overtime	12,016	15,080	5,000	5,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	135,428	105,406	0	0	
4082	WCB Leave - CUPE 388	234	0	0	0	
4102	Benefits	116,993	144,631	138,109	160,740	+ 16.39 %
4112	Mileage/Parking	0	1,294	0	1,500	
4114	Clothing/Boot/Cleaning AI	4,278	4,173	3,500	4,200	+ 20.00 %
4116	Conferences/Travel	1,267	0	1,500	1,500	0.00 %
4118	Membership Fees	945	420	1,000	1,000	0.00 %
4120	Training and Development	802	400	16,000	16,000	0.00 %
4154	Recovery - WCB	(234)	0	0	0	
4216	Contracted Services	458,572	469,927	486,000	486,000	0.00 %
4226	Photocopy	1,253	309	2,000	2,000	0.00 %
4228	Printing	194	468	1,000	1,000	0.00 %
4312	Office Supplies	4,662	3,113	3,500	3,500	0.00 %
4316	Protective Clothing/Uniforms	1,321	8,170	7,000	8,500	+ 21.43 %
4364	Telecommunications	6,478	4,983	10,800	11,450	+ 6.02 %
4412	Equipment Rentals	30,000	30,000	30,000	20,700	- 31.00 %
4418	Equipment	288	934	1,000	1,000	0.00 %
4508	Credit Card Discount Fees	828	702	950	950	0.00 %
4814	Miscellaneous	36	0	0	0	
4824	Recovery	(50)	0	0	0	
9111	WO Inside Equipment Rent	0	6	0	0	
9211	WO Regular Time	0	55	0	0	
9311	WO Inventory Purchases	183	17	0	0	
9321	WO Outside Purchases	0	89	0	0	
<b>Total Expenditures</b>		<b>1,279,271</b>	<b>1,361,915</b>	<b>1,297,402</b>	<b>1,383,467</b>	
<b>Net Total</b>		<b>(1,052,619)</b>	<b>(1,128,411)</b>	<b>(1,085,052)</b>	<b>(1,171,117)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3250 - Bylaw & Licencing Services

### 5 Year Forecast:

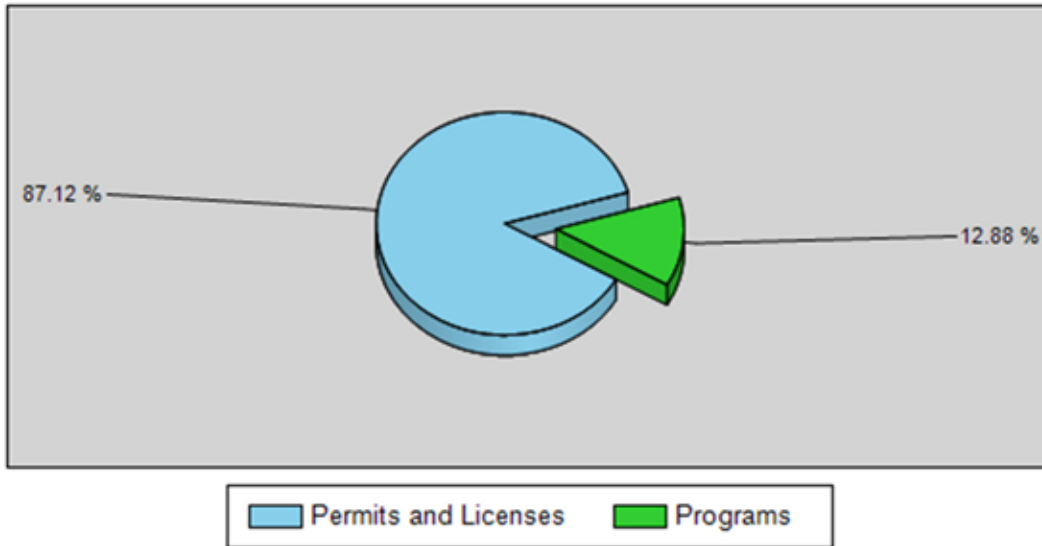
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3158	Dog Licences	185,000	185,000	185,000	185,000	185,000
3264	Street Vending Fees	2,350	2,350	2,350	2,350	2,350
3428	Animal Control	20,000	20,000	20,000	20,000	20,000
3430	Bylaw Enforcement Fines	5,000	5,000	5,000	5,000	5,000
<b>Total Revenues</b>		212,350	212,350	212,350	212,350	212,350
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	119,483	121,872	124,310	126,796	129,332
4016	Salaries - Inside	538,944	549,723	560,717	571,932	583,370
4070	Overtime	5,000	5,100	5,202	5,306	5,412
4102	Benefits	160,740	163,955	167,234	170,579	173,991
4112	Mileage/Parking	1,500	1,530	1,561	1,592	1,624
4114	Clothing/Boot/Cleaning AI	4,200	4,284	4,370	4,457	4,546
4116	Conferences/Travel	1,500	1,530	1,561	1,592	1,624
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4120	Training and Development	16,000	16,320	16,646	16,979	17,319
4216	Contracted Services	486,000	495,720	505,634	515,747	526,062
4226	Photocopy	2,000	2,040	2,081	2,122	2,165
4228	Printing	1,000	1,020	1,040	1,061	1,082
4312	Office Supplies	3,500	3,570	3,641	3,714	3,789
4316	Protective Clothing/Uniforms	8,500	8,670	8,843	9,020	9,201
4364	Telecommunications	11,450	11,679	11,913	12,151	12,394
4412	Equipment Rentals	20,700	21,114	21,536	21,967	22,406
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4508	Credit Card Discount Fees	950	969	988	1,008	1,028
<b>Total Expenditures</b>		1,383,467	1,411,136	1,439,359	1,468,146	1,497,509
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(1,171,117)</b>	<b>(1,198,786)</b>	<b>(1,227,009)</b>	<b>(1,255,796)</b>	<b>(1,285,159)</b>



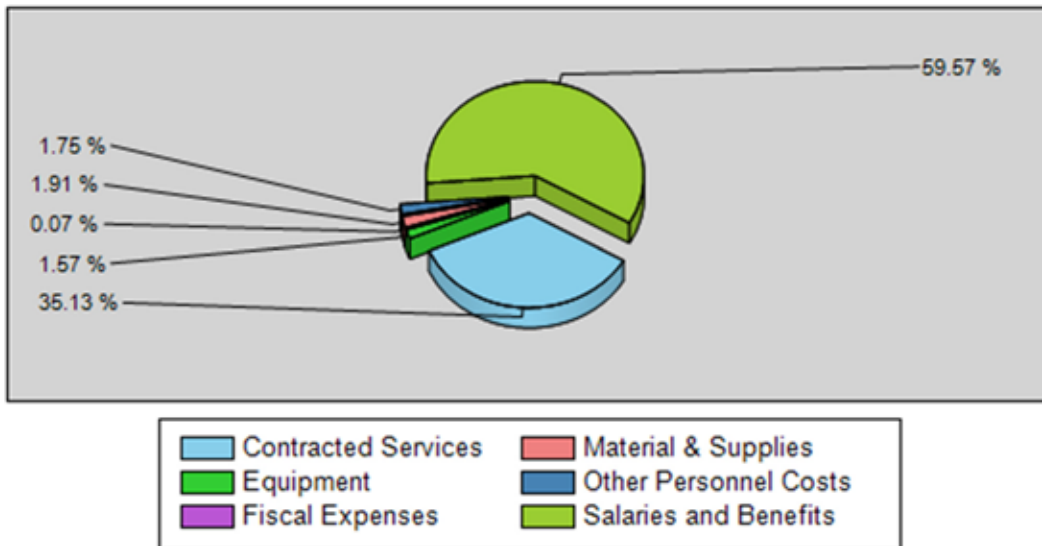
# Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw & Licencing Services

Revenues



Expenditures





# REAL ESTATE Summary

The Strategic Real Estate business unit administers all aspects of the City's strategic real estate program and holdings including the City's active portfolio of commercial properties. In particular, the business unit seeks to maximize the City's returns from its property holdings and ensure the City has the appropriate real estate portfolio to meet its current and long terms needs.

## Core Services/Service Areas:

- Manage all aspects of the City's real estate holdings based on an established real estate philosophy and strategy and based on a triple bottom line perspective.
- Provide strategic advice and direction related to real estate transactions involving City interests.
- Conduct investigations and due diligence on proposed acquisitions and sales, and negotiate all aspects of those transactions.
- Negotiate and ongoing contract management of all lease agreements, licenses of use, easements, statutory rights-of-way and other property-related agreements.
- Development and ongoing management of a comprehensive real estate inventory.
- Respond to enquiries from applicants, their agents and City departments about City-owned property.
- Work with the development community to identify opportunities to leverage the City's real estate holdings.
- Monitor local real estate industry data and trends.



## Budget Summary

2017 Approved Expenditures	1,609,689
2016 Approved Expenditures	1,484,509
Budget Change	125,180
Change by %	8.43%

2017 Approved Revenues	1,786,750
2016 Approved Revenues	1,664,004
Budget Change	122,746
Change by %	7.38%

2017 FTE	3.00
2016 FTE	2.00
Change	1.00
Change by %	50.00%

# Summary

## Initiatives for 2017

- Real Estate Portfolio Development
- Land Inventory
- Real Estate Opportunities Assessment
- Property Acquisitions, Disposal, Lease Agreements and Tenure
- Real Estate Tools and Resources



# REAL ESTATE

## Performance Metrics

### Measuring Success – Arrears Management

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Reflects number of rental units with arrears >30days		3	3
<b>How well did we do it?</b>			
Percentage of units with arrears greater than 30 days		7%	7%
<b>Story behind the data</b>	The rate was higher at start of 2016 and was significantly improved through focused arrears collection and changes to security policies for leases which collectively have reduced percentage of units in arrears by 50% since March 2016. Original goal (forecast in 2016) for 2017 has been further revised from 7% to 5% (due to the better than expected performance in 2016) which would reflect approximately 2 of 44 commercial rental units.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Ensuring billed revenue is collected supports City receives all amounts owing and prevents budgeting shortfalls. Also improves efficient use of staff time as significant resources must be spent when tenants are in arrears to ensure collection. Ensuring tenants stay current can also be a benefit to tenants as the more arrears develop the more difficult it is for a tenant to pay them off.		
<b>Where do we want to go?</b>	COV's goal is to decrease arrears rates by 30% in 2017.		

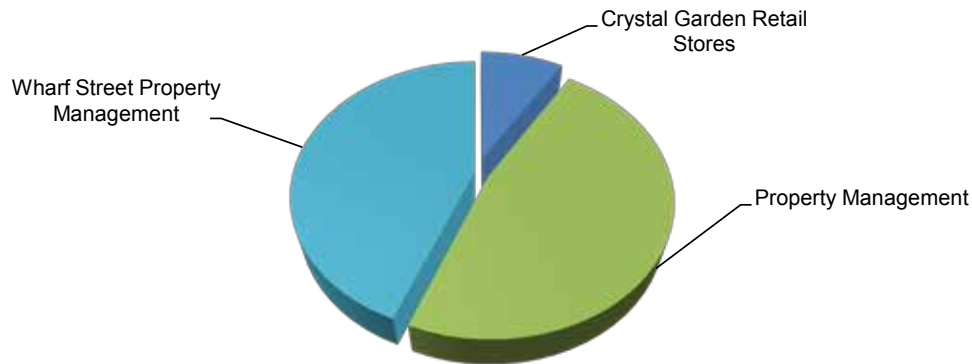
### Measuring Success – Occupancy Rate

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Total vacant months all units: Reflects how much of our total lease stock was vacant in aggregate months during the year.		22	22
<b>How well did we do it?</b>			
Vacancy Rate: Number of months vacant all units compared to total months available for rental.		4.2%	4.2%
<b>Story behind the data</b>	2016 actual performance was better than 2016 projected (4.5%). Key corporate focus is to ensure improved communications with tenants to support their business needs, pursuing larger percentage of fixed term leases, finding tenants better suited to locations and marketing locations early to reduce delays between incoming and outgoing tenants. The average vacancy rate for downtown commercial was 6.02% for the 2016 year end.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Maintaining lower vacancy levels improves overall revenues and financial capacity of City (Objective 4), improves commercial setting for surrounding tenants and local businesses (Objective 5) and supports more effective use of staff and Council time.		
<b>Where do we want to go?</b>	COV's goal is to continue reducing the vacancy rates and at a minimum maintain rates below the industry average. (2016 average 6.02%)		

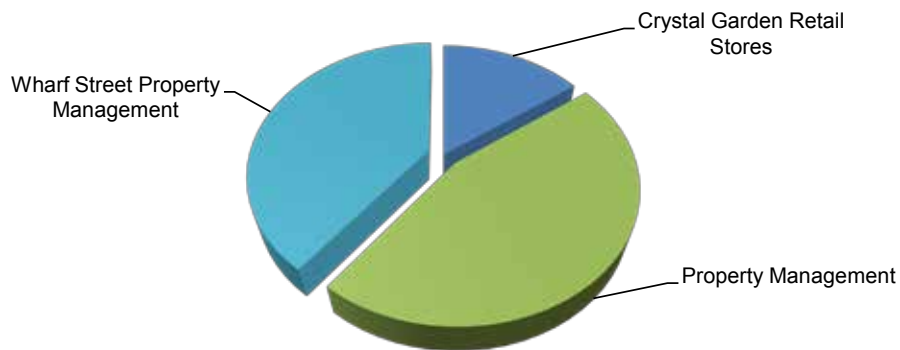
# Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Crystal Garden Retail Stores	206,751	268,150	61,399	29.70%
Property Management	770,000	811,600	41,600	5.40%
Wharf Street Property Management	687,253	707,000	19,747	2.87%
<b>Total</b>	<b>1,664,004</b>	<b>1,786,750</b>	<b>122,746</b>	<b>7.38%</b>
<b>Expenditures</b>				
Crystal Garden Retail Stores	137,645	141,245	3,600	2.62%
Property Management	659,611	761,444	101,833	15.44%
Wharf Street Property Management	687,253	707,000	19,747	2.87%
<b>Total</b>	<b>1,484,509</b>	<b>1,609,689</b>	<b>125,180</b>	<b>8.43%</b>
<b>Net</b>	<b>(179,495)</b>	<b>(177,061)</b>	<b>2,434</b>	<b>-1.36%</b>

## 2017 Expenditures



## 2017 Revenues



# Business Unit Summary with Service Areas

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## ***Business Unit: 2360 - Property Management***

**Department:** Real Estate                      **Budget Year:** 2017

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### **Overview:**

The Strategic Real Estate business unit administers all aspects of the City's strategic real estate program and holdings including the City's active portfolio of commercial properties. In particular, the business unit seeks to maximize the City's returns from its property holdings and ensure the City has the appropriate real estate portfolio to meet its current and long terms needs.

This function does the following:

- Manage all aspects of the City's real estate holdings based on an established real estate philosophy and strategy as approved by Council and based on a triple bottom line perspective
- Provide strategic advice and direction related to real estate transactions involving City interests
- Conduct investigations and due diligence on proposed acquisitions and sales and negotiates all aspects of those transactions
- Negotiation and ongoing contract management of all lease agreements, licenses of use, easements, statutory rights of way and other property related agreements
- Development and ongoing management of a comprehensive City Real Estate Inventory
- Respond to enquiries from applicants, their agents and City departments about City property
- Work with the development community to identify opportunities to leverage City real estate holdings
- Monitor local real estate industry data and trends

### **Deliverables:**

- Completion of James Bay Public Library Project
- Develop and refine functions, processes and performance reporting
- Develop a land inventory and initiate development of strategies for acquisition and disposal
- Identify upcoming capital projects and work with other departments to review real estate implications and opportunities (e.g. replacement of Fire Hall Headquarters)
- Develop tools and resources to liaise on real estate and land development needs
- Lead all acquisitions, disposals, lease agreements, and land tenure components (e.g. David Foster Harbour Pathway Project) in support of City initiatives

# Business Unit Summary with Service Areas

## Business Unit: 2360 - Property Management

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3386 Lease/Rental Properties	734,956	725,476	770,000	763,000	- 0.91 %
5075 Financial Stability Reserve	0	0	0	48,600	
<b>Total Revenues</b>	<b>734,956</b>	<b>725,476</b>	<b>770,000</b>	<b>811,600</b>	
<b>Expenditures</b>					
4010 Salaries - Exempt	0	129,538	120,037	243,465	+ 102.82 %
4016 Salaries - Inside	79,342	83,345	83,211	83,211	0.00 %
4070 Overtime	365	0	0	0	
4102 Benefits	18,194	45,944	47,358	78,663	+ 66.10 %
4112 Mileage/Parking	0	1,058	0	1,500	
4116 Conferences/Travel	390	838	500	1,500	+ 200.00 %
4118 Membership Fees	0	1,478	1,500	1,500	0.00 %
4120 Training and Development	890	1,095	1,000	2,500	+ 150.00 %
4204 Advertising	5,012	0	5,000	5,000	0.00 %
4214 Consulting	0	51,424	100,000	48,600	- 51.40 %
4216 Contracted Services	22,023	25,796	50,000	50,000	0.00 %
4308 General Supplies	0	0	18,000	12,000	- 33.33 %
4358 Gas	0	301	250	250	0.00 %
4360 Hydro	2,832	1,794	2,000	2,000	0.00 %
4364 Telecommunications	641	1,405	605	1,105	+ 82.64 %
4366 Water	212	216	300	300	0.00 %
4814 Miscellaneous	267	975	500	500	0.00 %
4816 Lease/Rental	148,753	135,707	200,000	200,000	0.00 %
4822 Repairs and Maintenance	22,228	17,198	40,000	40,000	0.00 %
4824 Recovery	(19,295)	(17,992)	(15,000)	(15,000)	0.00 %
6035 Transfer to Financial Stability Reserve	0	48,576	0	0	
9111 WO Inside Equipment Rent	220	429	250	250	0.00 %
9121 WO Outside Equipment Ren	0	1,274	0	0	
9211 WO Regular Time	4,907	2,710	4,100	4,100	0.00 %
9311 WO Inventory Purchases	111	0	0	0	
9321 WO Outside Purchases	59	4,560	0	0	
9411 WO Contracted Services	0	320	0	0	
<b>Total Expenditures</b>	<b>287,150</b>	<b>537,990</b>	<b>659,611</b>	<b>761,444</b>	
<b>Net Total</b>	<b>447,806</b>	<b>187,486</b>	<b>110,389</b>	<b>50,156</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2360 - Property Management

### 5 Year Forecast:

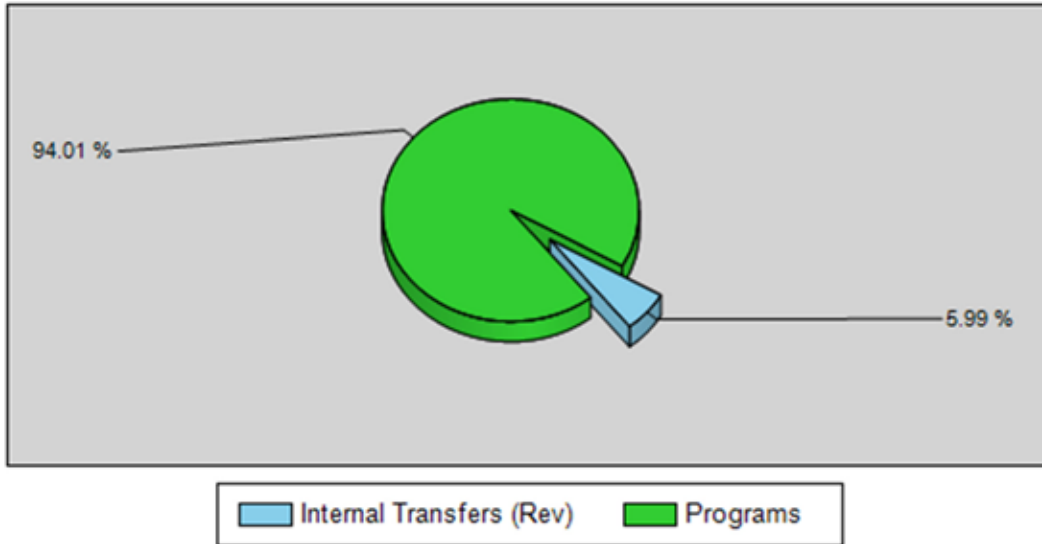
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3386	Lease/Rental Properties	763,000	763,000	763,000	763,000	763,000
5075	Financial Stability Reserve	48,600	0	0	0	0
<b>Total Revenues</b>		811,600	763,000	763,000	763,000	763,000
<b>% Increase</b>			(5.99%)	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	243,465	245,655	247,888	250,167	252,489
4016	Salaries - Inside	83,211	84,875	86,573	88,304	90,070
4102	Benefits	78,663	80,236	81,841	83,478	85,147
4112	Mileage/Parking	1,500	1,530	1,561	1,592	1,624
4116	Conferences/Travel	1,500	1,530	1,561	1,592	1,624
4118	Membership Fees	1,500	1,530	1,561	1,592	1,624
4120	Training and Development	2,500	2,540	2,581	2,622	2,665
4204	Advertising	5,000	5,100	5,202	5,306	5,412
4214	Consulting	48,600	0	0	0	0
4216	Contracted Services	50,000	51,000	52,020	53,060	54,122
4308	General Supplies	12,000	12,240	12,485	12,734	12,989
4358	Gas	250	250	250	250	250
4360	Hydro	2,000	2,100	2,205	2,315	2,431
4364	Telecommunications	1,105	1,117	1,129	1,142	1,155
4366	Water	300	306	312	318	325
4814	Miscellaneous	500	510	520	531	541
4816	Lease/Rental	200,000	204,000	208,080	212,242	216,486
4822	Repairs and Maintenance	40,000	40,800	41,616	42,448	43,297
4824	Recovery	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)
9111	WO Inside Equipment Rent	250	255	260	265	271
9211	WO Regular Time	4,100	4,182	4,266	4,351	4,438
<b>Total Expenditures</b>		761,444	724,456	736,303	748,391	760,723
<b>% Increase</b>			(4.86%)	1.64%	1.64%	1.65%
<b>Net Total</b>		<b>50,156</b>	<b>38,544</b>	<b>26,697</b>	<b>14,609</b>	<b>2,277</b>



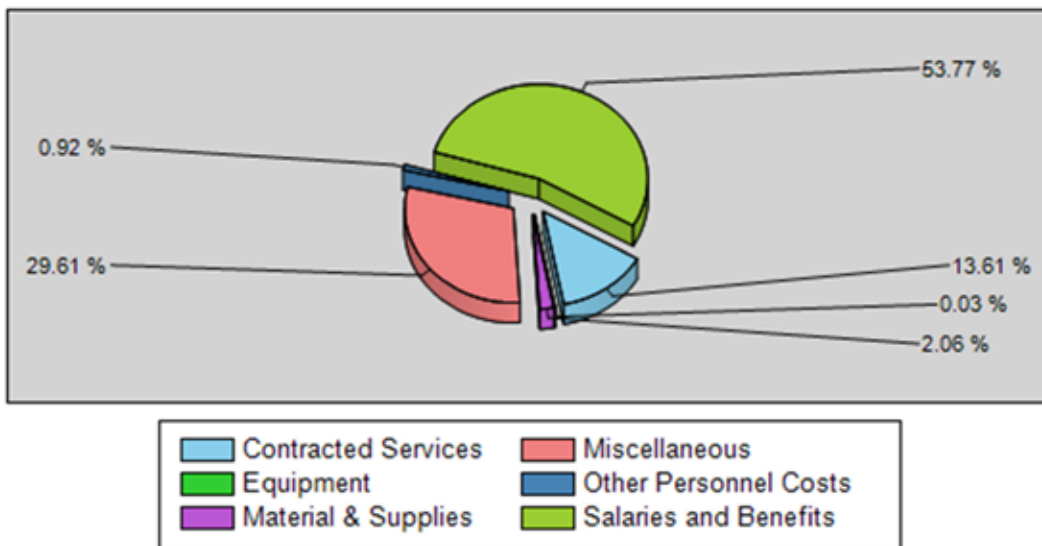
# Business Unit Summary with Service Areas

Business Unit: 2360 - Property Management

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 2362 - Wharf Street Property Management*

**Department:** Real Estate                      **Budget Year:** 2017

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### **Overview:**

Management of the property at 812 Wharf Street that includes the Tourism Victoria Visitor Centre, Milestones Restaurant, a whale watching operator and a gift shop. The building also has public washrooms which are operated and maintained by City staff.

### **Deliverables:**

- Maximize tenant occupancy
- Negotiate key leases

# Business Unit Summary with Service Areas

## Business Unit: 2362 - Wharf Street Property Management

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3386 Lease/Rental Properties	494,954	623,116	687,253	707,000	+ 2.87 %
9011 Work Order Revenue	3,500	0	0	0	
<b>Total Revenues</b>	<b>498,454</b>	<b>623,116</b>	<b>687,253</b>	<b>707,000</b>	
<b>Expenditures</b>					
4216 Contracted Services	18,536	45,115	44,000	104,000	+ 136.36 %
4222 Janitorial	8,761	10,511	12,900	19,800	+ 53.49 %
4232 Security	6,011	7,800	8,700	8,700	0.00 %
4360 Hydro	9,414	14,256	18,800	18,800	0.00 %
4364 Telecommunications	427	1,504	2,280	1,500	- 34.21 %
4366 Water	13,534	11,662	18,253	18,253	0.00 %
4512 Insurance	12,350	13,296	13,890	13,350	- 3.89 %
4814 Miscellaneous	215	420	420	420	0.00 %
4822 Repairs and Maintenance	49,622	69,759	74,256	74,256	0.00 %
6042 Buildings and Infrastruct	316,445	368,948	437,754	391,921	- 10.47 %
9111 WO Inside Equipment Rent	73	0	0	0	
9211 WO Regular Time	52,451	54,284	50,500	50,500	0.00 %
9221 WO Overtime	466	2,050	0	0	
9311 WO Inventory Purchases	27	0	0	0	
9321 WO Outside Purchases	10,120	13,024	5,500	5,500	0.00 %
9411 WO Contracted Services	0	10,487	0	0	
<b>Total Expenditures</b>	<b>498,454</b>	<b>623,116</b>	<b>687,253</b>	<b>707,000</b>	
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2362 - Wharf Street Property Management

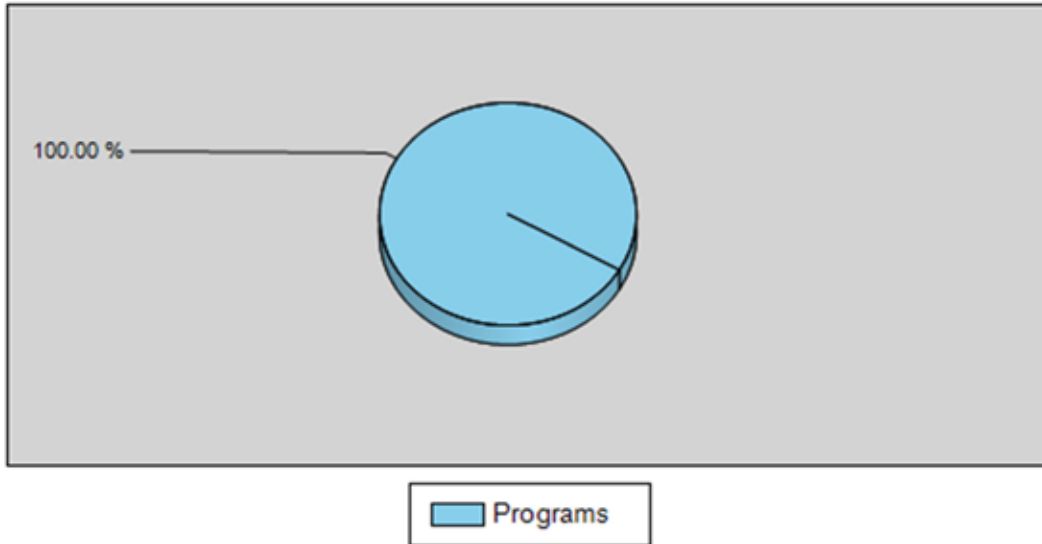
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3386	Lease/Rental Properties	707,000	707,000	707,000	707,000	707,000
<b>Total Revenues</b>		707,000	707,000	707,000	707,000	707,000
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4216	Contracted Services	104,000	106,080	108,202	110,366	112,573
4222	Janitorial	19,800	20,196	20,600	21,012	21,432
4232	Security	8,700	8,874	9,051	9,233	9,417
4360	Hydro	18,800	19,176	19,560	19,951	20,350
4364	Telecommunications	1,500	1,530	1,561	1,592	1,624
4366	Water	18,253	18,618	18,990	19,370	19,758
4512	Insurance	13,350	13,617	13,889	14,167	14,450
4814	Miscellaneous	420	428	437	446	455
4822	Repairs and Maintenance	74,256	75,741	77,256	78,801	80,377
6042	Buildings and Infrastruct	391,921	385,619	379,192	372,636	365,948
9211	WO Regular Time	50,500	51,510	52,540	53,591	54,663
9321	WO Outside Purchases	5,500	5,610	5,722	5,837	5,953
<b>Total Expenditures</b>		707,000	707,000	707,000	707,000	707,000
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

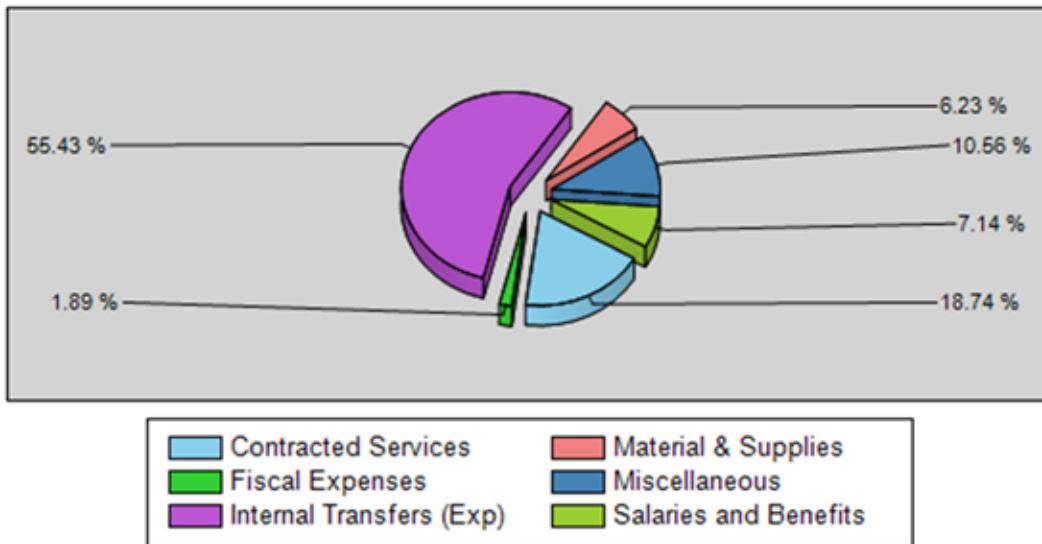
# Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Management

Revenues



Expenditures



# Business Unit Summary with Service Areas

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**Business Unit:** 5975 - Crystal Garden Retail Stores

**Department:** Real Estate                      **Budget Year:** 2017

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## **Overview:**

This business unit includes the eight retail units on Douglas Street, street level below the Crystal Garden. They are managed by Richmond Property Group (Leasing Agent is DTZ Barnicke).

Retail space at Crystal Garden was acquired by the City on April 1, 2015 as part of the ownership of the Crystal Garden.

## **Deliverables:**

- Maximize tenant occupancy

# Business Unit Summary with Service Areas

## Business Unit: 5975 - Crystal Garden Retail Stores

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3386 Lease/Rental Properties	206,099	254,526	206,751	268,150	+ 29.70 %
<b>Total Revenues</b>	<b>206,099</b>	<b>254,526</b>	<b>206,751</b>	<b>268,150</b>	
<b>Expenditures</b>					
4216 Contracted Services	8,385	14,264	15,000	14,000	- 6.67 %
4222 Janitorial	8,328	8,328	8,500	8,500	0.00 %
4232 Security	6,000	7,200	7,200	7,200	0.00 %
4358 Gas	23,818	0	25,500	25,500	0.00 %
4360 Hydro	3,094	3,308	3,100	3,100	0.00 %
4366 Water	21,192	25,781	24,300	24,300	0.00 %
4512 Insurance	6,600	7,512	7,300	7,300	0.00 %
4814 Miscellaneous	144	162	145	145	0.00 %
4822 Repairs and Maintenance	44,234	55,159	46,600	51,200	+ 9.87 %
<b>Total Expenditures</b>	<b>121,795</b>	<b>121,715</b>	<b>137,645</b>	<b>141,245</b>	
<b>Net Total</b>	<b>84,305</b>	<b>132,811</b>	<b>69,106</b>	<b>126,905</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5975 - Crystal Garden Retail Stores

### 5 Year Forecast:

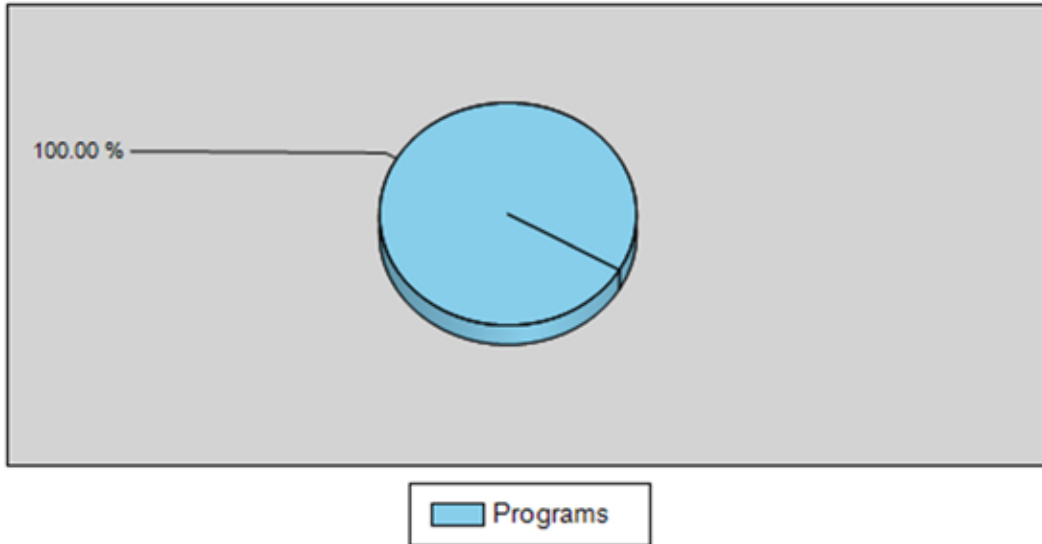
	2017	2018	2019	2020	2021
<b>Revenues</b>					
3386 Lease/Rental Properties	268,150	268,592	268,592	268,592	268,592
<b>Total Revenues</b>	268,150	268,592	268,592	268,592	268,592
<b>% Increase</b>		0.16%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4216 Contracted Services	14,000	14,280	14,566	14,857	15,154
4222 Janitorial	8,500	8,670	8,843	9,020	9,201
4232 Security	7,200	7,344	7,491	7,641	7,794
4358 Gas	25,500	25,500	25,500	25,500	25,500
4360 Hydro	3,100	3,209	3,321	3,437	3,557
4366 Water	24,300	25,515	26,791	28,130	29,537
4512 Insurance	7,300	7,446	7,595	7,747	7,902
4814 Miscellaneous	145	148	151	154	157
4822 Repairs and Maintenance	51,200	52,224	53,268	54,334	55,421
<b>Total Expenditures</b>	141,245	144,335	147,526	150,820	154,222
<b>% Increase</b>		2.19%	2.21%	2.23%	2.26%
<b>Net Total</b>	<b>126,905</b>	<b>124,257</b>	<b>121,066</b>	<b>117,772</b>	<b>114,370</b>



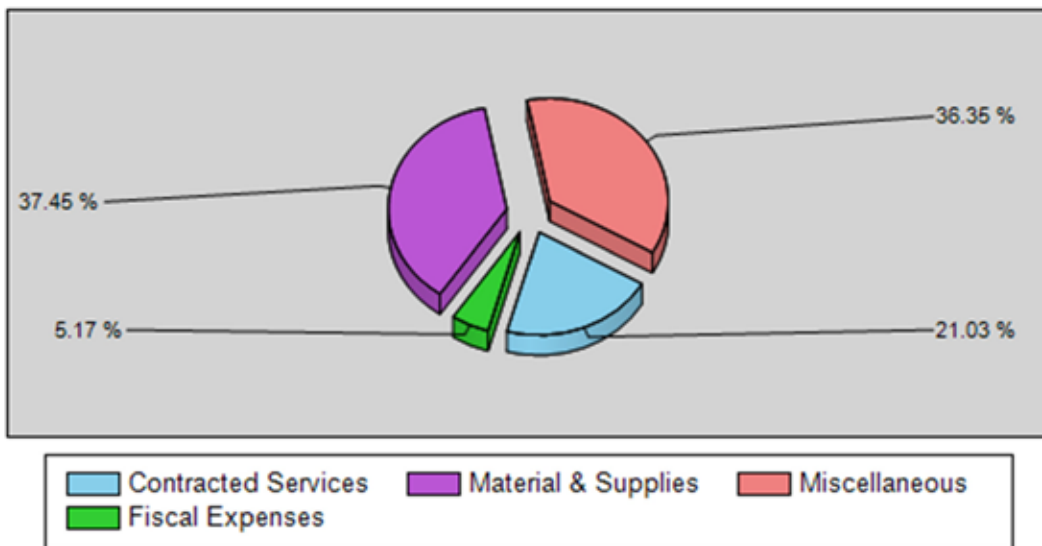
# Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores

Revenues



Expenditures





# VICTORIA CONFERENCE CENTRE

## Summary

The Victoria Conference Centre contributes to the community's economic health and to the Victoria community by attracting business to the City, providing high quality convention services and providing sustainable and energy efficient facilities.

The Conference Centre includes 73,000 square feet of meeting space, 19 multi-purpose meeting rooms including a large exhibit hall and a 400-seat lecture theatre. The historic Crystal Garden, across the street, adds 25,000 square feet of space.

### Core Services/Service Areas

- Sell, manage and service conference, special events, meeting and trade and consumer shows in Victoria
- Liaison for destination management and business development with business, tourism and hospitality industry partners on the Victoria Conference Optimization Network.



### Budget Summary

#### Victoria Conference Centre (VCC)

2017 Approved Expenditures	3,493,218
2016 Approved Expenditures	3,728,738
Budget Change	(235,520)
Change by %	-6.32%

2017 Approved Revenues	3,739,138
2016 Approved Revenues	3,789,600
Budget Change	(50,462)
Change by %	-1.33%

#### VCC Event Costs Paid by Clients

2017 Approved Expenditures	3,460,000
2016 Approved Expenditures	3,548,000
Budget Change	(88,000)
Change by %	-2.48%

2017 Approved Revenues	3,460,000
2016 Approved Revenues	3,548,000
Budget Change	(88,000)
Change by %	-2.48%

2017 FTE	13.62
2016 FTE	13.62
Change	0
Change by %	0.00%

## Summary



### Initiatives for 2017

- Energy Efficiency for Building Owners and Managers Association

# VICTORIA CONFERENCE CENTRE

## Performance Metrics

### Measuring Success – City-Wide Conferences

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of city-wide conferences	26	27	35
<b>How well did we do it?</b>			
Delegate days	96,590	106,808	116,761
Story behind the data	The mandate of convention and conference centres is to generate economic impact to their destination. That economic impact is created by conference delegates staying in the city overnight at hotels, eating in local restaurants and shopping downtown while they are in the city. The measure of this activity is the delegate day. Delegate day numbers are the numbers of delegates multiplied by the number of nights that they stay in the city.		
Where do we want to go?	We will continue to emphasize the attributes of the destination which will result in increased delegate attendance.		
<b>Is anyone better off?</b>			
Economic Impact – increase economic impact for the City of Victoria from \$48.06 million in 2016 with conferences and delegates.			
Story behind the data	The average conference size is 402 and each non-resident delegate spends an average of \$450 per day. This economic impact captures the spend related to hotel stays, restaurants, and retail as well as the “production spend” which is the money spent by the event planner through the event on behalf of the delegate (food and beverage, décor and AV). A study was conducted in 2005 by Synovate which sampled spending over a one year period for delegates at the VCC. The spend identified through that work was \$450 per delegate per day. This number is used as the multiplier (with the number of delegate days) to determine the overall economic impact of the centre on an annual basis.		
Where do we want to go?	<p>To continue working collaboratively with our industry colleagues and the Victoria Conference Optimization Network and develop strategic sales &amp; marketing initiatives to bring more conference business to Victoria.</p> <p>Victoria Conference Optimization Network (VCON) has committed to:</p> <ul style="list-style-type: none"> <li>• Continue to collaborate and leverage synergies within sales and marketing activities between the hotels, TVIC and VCC to increase hotel room nights to the destination through increased conference and meeting business.</li> <li>• A focus on performance measures and return on investment are key elements of the VCON initiative moving forward.</li> </ul>		

# VICTORIA CONFERENCE CENTRE

## Performance Metrics

### Measuring Success – Events including conferences, tradeshow and meetings.

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
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#### How much did we do?

Number of events	175	209	181
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#### How well did we do it?

Percent of repeat business	50.3%	49%	56%
Percent of space utilization	31%	44.1%	31%

	As a member of Convention Centres of Canada, the VCC is benchmarked against convention centres across the country by HLT Advisory on an annual basis. Part of this benchmarking includes the utilization of the facility to identify levels of occupancy. This information is helpful for future determinants of the most desirable space and when a facility expansion may be required.			
	Over 50% of events at the VCC are repeat events and are a solid base of business for the facility.			
		Exhibit Hall Space	Meeting Room Space	Ballroom Space
Occupancy Rate (2016)	63%	51%	11.5%	51%

#### Is anyone better off?

Focus on planning and successful execution of all events. Work closely with the clients and suppliers to increase ancillary revenues, and maximize the utilization of the space.

Story behind the data	Proactive sales efforts are the focus of the sales department and involve relationship based selling on a multiyear basis. Once the contract has been executed, the events department works with the clients on the details of the events and to rebook the event for future years. Increase events by working closely with clients for repeat business. There is always room for improvement of service levels.
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Where do we want to go?	Offering the best service to the clients by planning and executing their events to ensure that the client's events are successful and they return to the VCC.
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# Performance Metrics

**Measuring Success – Operations: Manage the ongoing operation & maintenance of building systems.**

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
How much did we do?			
Level of BOMA Accreditation (Level 4 is the highest)	Level 4	Achieved Platinum (Highest Level)	Platinum (Highest Level)

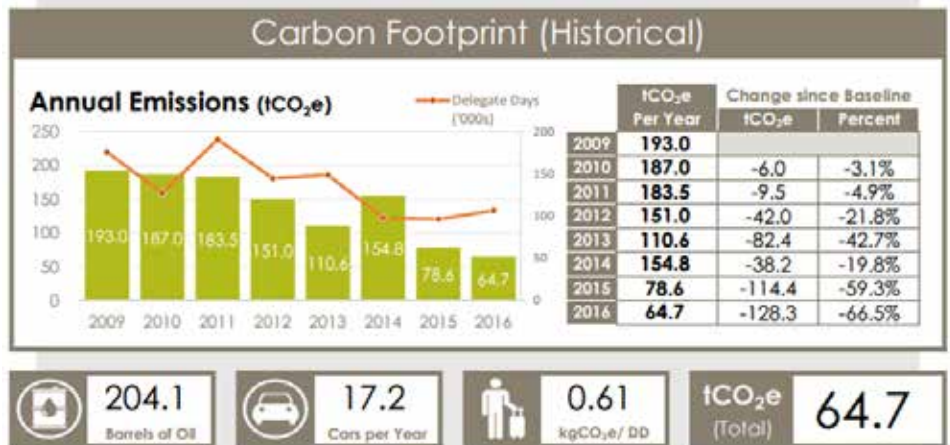
How well did we do it?

Story behind the data

Building Owners & Managers Association of Canada (BOMA CANADA) is the Canadian industry standard for commercial building environmental standards and sustainability certification. 2016 VCC has achieved the highest level – BOMA BEST® Canada PLATINUM Accreditation. VCC is the only one on Vancouver Island that has this achievement and the other six buildings are in Vancouver.

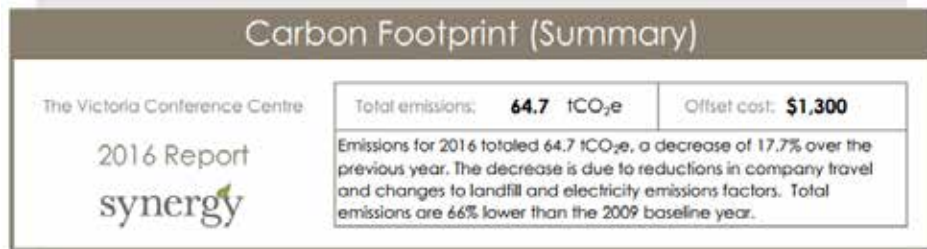
As part of the BOMA BEST program, it is a requirement to facilitate an annual Sustainability Report which the emissions factors are reviewed and approved by Offsetters.

Three charts show the summary of year 2016 – Historical Carbon Footprint, VCC Reduction Summary including Total Emissions, electricity, water, paper, landfill & tCO<sub>2</sub>e & Carbon Footprint Summary – a decrease of 66% from 2014.



Year	Reduction in tCO <sub>2</sub> e	Total Emissions % reduction	Electricity % reduction	Water % reduction	Landfill % reduction	kgCO <sub>2</sub> e/ Delegate Day
2009	--	--	--	--	--	1.10
2010	6.0	3%	2%	-13%	4%	1.47
2011	3.5	2%	-5%	-24%	41%	0.96
2012	32.5	18%	18%	22%	-16%	1.04
2013	40.4	27%	8%	13%	36%	0.74
2014	-44.2	-40%	11%	48%	6%	1.57
2015	76.2	49%	10%	17%	20%	0.81
2016	13.9	18%	-2%	5%	-2%	0.61
<b>Total reduction since baseline (2009)</b>	<b>128.3</b>	<b>66%</b>	<b>36%</b>	<b>61%</b>	<b>68%</b>	<b>45%</b>

## Performance Metrics



### Measuring Success – Operations: Manage the ongoing operation & maintenance of building systems

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
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Is anyone better off?

Continue to manage a safe, clean, cost efficient facility which maintains the level of the event industry standard.

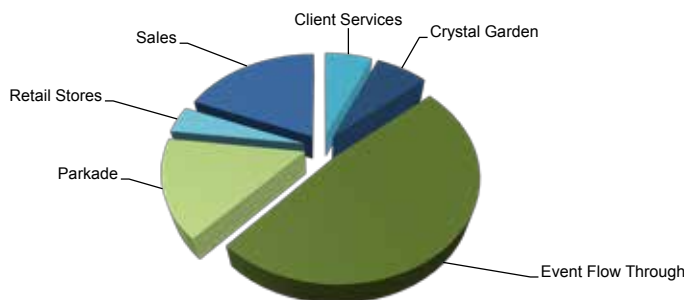
Story behind the data	<p>Achievements:</p> <ul style="list-style-type: none"> <li>• Recertified BOMA BEST® PLATINUM LEVEL building</li> <li>• 66% reduction in carbon emissions since 2009</li> <li>• 24% reduction in electricity use since 2012</li> <li>• 65% reduction in water consumption since 2012</li> <li>• 64% waste diversion rate</li> <li>• 95% average of post-consumer content in all paper and a reduction of 52% in total use since 2009</li> <li>• 60–70% of parkade has been upgraded to LED lighting</li> </ul>
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Where do we want to go?	<p>Continue to manage the facility based on best environmental performance and management practices with BOMA BEST®. Maintain the highest accreditation level of PLATINUM. The Annual Sustainability Report will continue to be certified on a yearly schedule to document the Performance Measures of environmental practices.</p>
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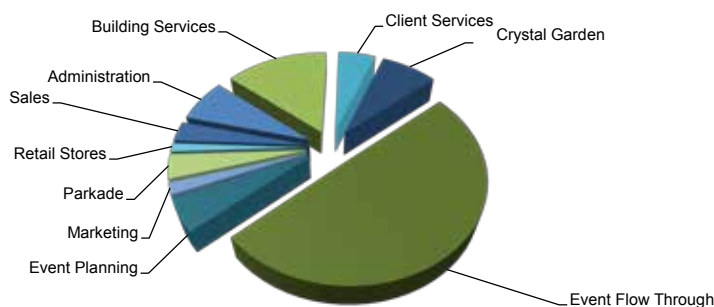
# Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Client Services	508,000	468,000	(40,000)	-7.87%
Crystal Garden	506,300	518,300	12,000	2.37%
Event Flow Through	3,548,000	3,460,000	(88,000)	-2.48%
Parkade	1,065,000	1,101,000	36,000	3.38%
Retail Stores	290,300	300,300	10,000	3.44%
Sales	1,420,000	1,351,538	(68,462)	-4.82%
<b>Total</b>	<b>7,337,600</b>	<b>7,199,138</b>	<b>(138,462)</b>	<b>-1.89%</b>
<b>Expenditures</b>				
Administration	443,448	493,879	50,431	11.37%
Building Services	995,310	1,013,919	18,609	1.87%
Client Services	364,942	367,127	2,185	0.60%
Crystal Garden	547,064	555,035	7,971	1.46%
Event Flow Through	3,548,000	3,460,000	(88,000)	-2.48%
Event Planning	341,506	352,702	11,197	3.28%
Marketing	128,755	128,755	0	0.00%
Parkade	277,100	266,830	(10,270)	-3.71%
Retail Stores	92,920	92,598	(322)	-0.35%
Sales	537,692	222,373	(315,319)	-58.64%
<b>Total</b>	<b>7,276,738</b>	<b>6,953,218</b>	<b>(323,520)</b>	<b>-4.45%</b>
<b>Net</b>	<b>(60,862)</b>	<b>(245,920)</b>	<b>(185,058)</b>	<b>304.06%</b>

**2017 Revenues**



**2017 Expenditures**







# Business Unit Summary with Service Areas

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## ***Business Unit: 5910 - VCC - Marketing***

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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### **Overview:**

The marketing of the Victoria Conference Centre to potential clients and attendees is a key support for driving sales and bookings. This has a direct correlation with the number of conferences, delegates and economic impact for Victoria and the Region.

This business unit supports promotion of the VCC brand, including website and social media, print and electronic advertising, marketing brochures and sales collateral materials. This is done in conjunction with Tourism Victoria, VCON, hotel GM's and local stakeholders.

It also includes association memberships, research and development.

### **Deliverables:**

- Ensure we maintain our presence in all pertinent conference and meeting publications
- Ensure we continue to be included/listed in all industry related publications that specifically promote Victoria as a conference and meeting destination
- Communicate and promote the advantages of bringing a City Wide conference to Victoria
- Realize a return on investment

# Business Unit Summary with Service Areas

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## *Business Unit: 5910 - VCC - Marketing*

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4118 Membership Fees	16,998	14,213	20,000	20,000	0.00 %
4314 Postage	4,004	1,739	2,000	2,000	0.00 %
4842 Communications	98,341	91,729	106,755	106,755	0.00 %
<b>Total Expenditures</b>	<b>119,343</b>	<b>107,681</b>	<b>128,755</b>	<b>128,755</b>	
<b>Net Total</b>	<b>(119,343)</b>	<b>(107,681)</b>	<b>(128,755)</b>	<b>(128,755)</b>	

# Business Unit Summary with Service Areas

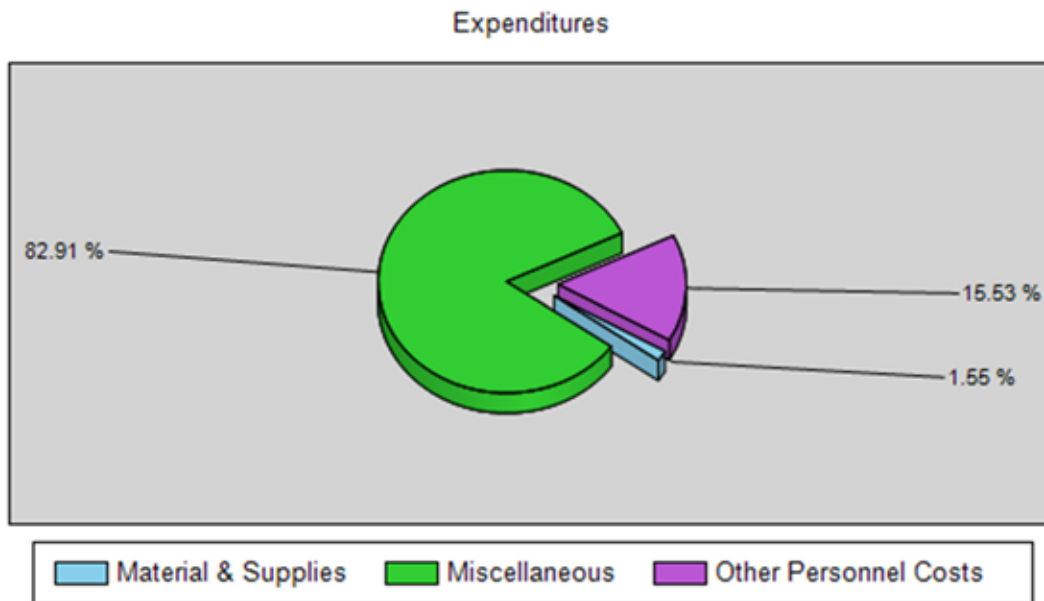
## *Business Unit: 5910 - VCC - Marketing*

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4118	Membership Fees	20,000	20,400	20,808	21,224	21,649
4314	Postage	2,000	2,040	2,081	2,122	2,165
4842	Communications	106,755	108,890	111,068	113,289	115,555
<b>Total Expenditures</b>		128,755	131,330	133,957	136,636	139,369
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(128,755)</b>	<b>(131,330)</b>	<b>(133,957)</b>	<b>(136,636)</b>	<b>(139,369)</b>

# Business Unit Summary with Service Areas

Business Unit: 5910 - VCC - Marketing



# Business Unit Summary with Service Areas

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## **Business Unit: 5920 - VCC - Sales**

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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### **Overview:**

The primary objective of the VCC sales department is to proactively identify and contract City wide conferences (350+ delegates) to Victoria creating economic impact for the Conference Centre and the City. The Sales Department sells the Victoria market in Canada and the US through participation in industry trade shows, meeting planner conferences, market sales calls, events and trade shows. It offers 73,000 square feet of meeting space comprised of 19 multi-purpose meeting rooms including a large exhibit hall and a 400-seat lecture theatre.

The VCC is the second largest facility of its kind in BC and is capable of hosting meetings, conventions, conferences, exhibits and trade shows.

The VCC business model is to create economic impact by showcasing Victoria as an exciting and viable destination for corporate and association meetings. This will have a direct economic impact through the revenues generated by the delegate spending at hotels, shops, restaurants and attractions.

### **Deliverables:**

- Number of city wide conferences per year (27 in 2016)
- Number of delegate (106,808 non-resident delegate days in 2016 resulting in \$48 million in estimated economic impact)
- % of repeat business versus new business (49% was repeat business and 51% was new business in 2016)
- Number of programmed sales trips per Account Executive (8-16 in 2016)
- Space rental revenue generated by booked business

# Business Unit Summary with Service Areas

## Business Unit: 5920 - VCC - Sales

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3062	2% Hotel Tax	588,756	595,821	600,000	0	
3394	Room Rental	788,105	968,101	820,000	1,129,165	+ 37.70 %
3515	Tourism Victoria Recovery	0	0	0	222,373	
<b>Total Revenues</b>		<b>1,376,861</b>	<b>1,563,922</b>	<b>1,420,000</b>	<b>1,351,538</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	386,592	184,462	179,305	179,305	0.00 %
4016	Salaries - Inside	22,552	0	0	0	
4102	Benefits	88,681	50,618	41,310	43,068	+ 4.26 %
4112	Mileage/Parking	4,676	3,122	5,100	0	
4116	Conferences/Travel	(378)	0	0	0	
4118	Membership Fees	0	2,825	0	0	
4120	Training and Development	1,084	10,164	15,000	0	
4216	Contracted Services	8	39,595	90,000	0	
4314	Postage	476	0	0	0	
4814	Miscellaneous	0	24	0	0	
4838	Business Promotion	19,812	4,683	10,000	0	
4844	Sales Activities	183,253	170,474	196,977	0	
<b>Total Expenditures</b>		<b>706,756</b>	<b>465,967</b>	<b>537,692</b>	<b>222,373</b>	
<b>Net Total</b>		<b>670,105</b>	<b>1,097,954</b>	<b>882,308</b>	<b>1,129,165</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5920 - VCC - Sales

### 5 Year Forecast:

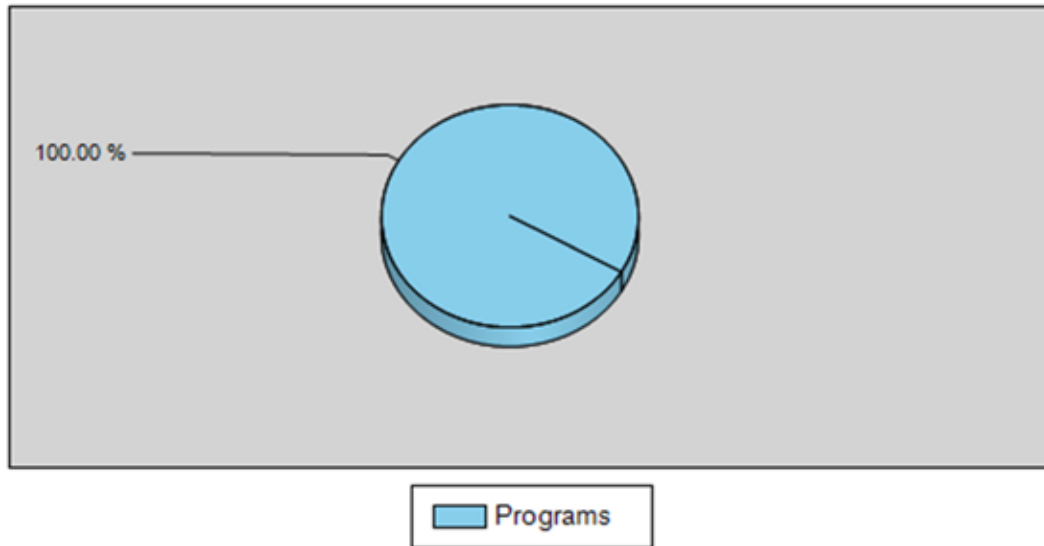
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3394	Room Rental	1,129,165	995,000	995,000	995,000	995,000
3515	Tourism Victoria Recovery	222,373	226,821	231,357	235,984	240,704
<b>Total Revenues</b>		1,351,538	1,221,821	1,226,357	1,230,984	1,235,704
<b>% Increase</b>			(9.60%)	0.37%	0.38%	0.38%
<b>Expenditures</b>						
4010	Salaries - Exempt	179,305	182,891	186,549	190,280	194,085
4102	Benefits	43,068	43,930	44,808	45,704	46,619
<b>Total Expenditures</b>		222,373	226,821	231,357	235,984	240,704
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>1,129,165</b>	<b>995,000</b>	<b>995,000</b>	<b>995,000</b>	<b>995,000</b>



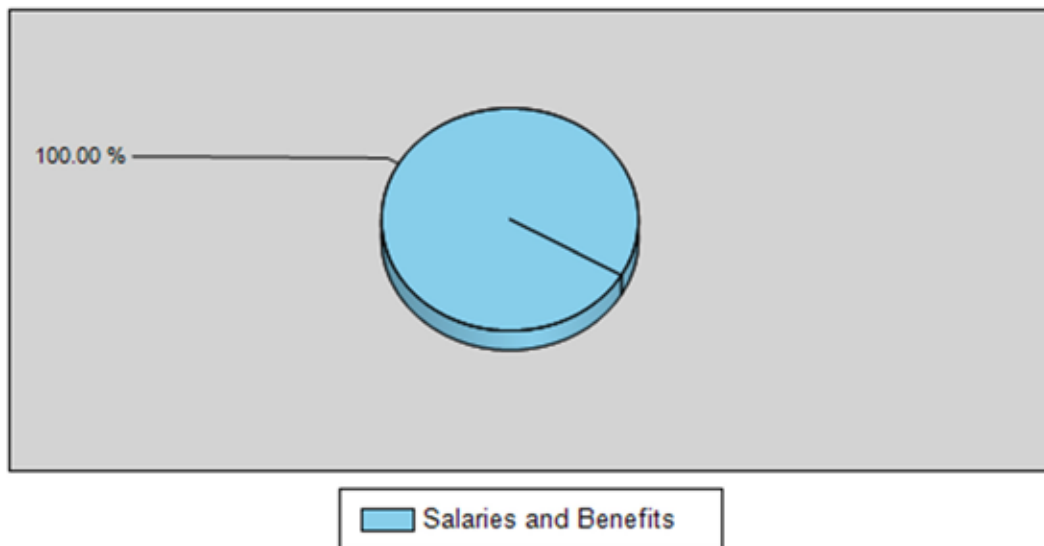
# Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 5930 - VCC - Event Planning***

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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### **Overview:**

The primary focus is planning and successful execution of all events. This business unit is responsible for effectively planning and organizing events at the VCC, such as conferences, meeting, special events, banquets, trade shows and exhibits to associations, corporations, promoters, event planners, individuals and other potential building users.

Event managers coordinate the event details for all clients, gathering information and articulating the details in an Event Plan.

### **Deliverables:**

- 209 events in 2016, 57 conferences, 14 consumer and tradeshows and 138 single day meetings and special events

# Business Unit Summary with Service Areas

## Business Unit: 5930 - VCC - Event Planning

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	265,162	287,481	272,666	279,538	+ 2.52 %
4080	Auxiliaries/RPT/Seasonal	37,863	79,696	0	0	
4102	Benefits	59,508	68,285	62,819	67,144	+ 6.88 %
4112	Mileage/Parking	2,313	3,084	2,500	2,500	0.00 %
4116	Conferences/Travel	753	452	0	0	
4118	Membership Fees	372	0	0	0	
4120	Training and Development	0	396	0	0	
4230	Professional	241	0	0	0	
4814	Miscellaneous	1,263	0	1,020	1,020	0.00 %
4838	Business Promotion	1,253	523	2,500	2,500	0.00 %
<b>Total Expenditures</b>		<b>368,729</b>	<b>439,919</b>	<b>341,506</b>	<b>352,702</b>	
<b>Net Total</b>		<b>(368,729)</b>	<b>(439,919)</b>	<b>(341,506)</b>	<b>(352,702)</b>	

# Business Unit Summary with Service Areas

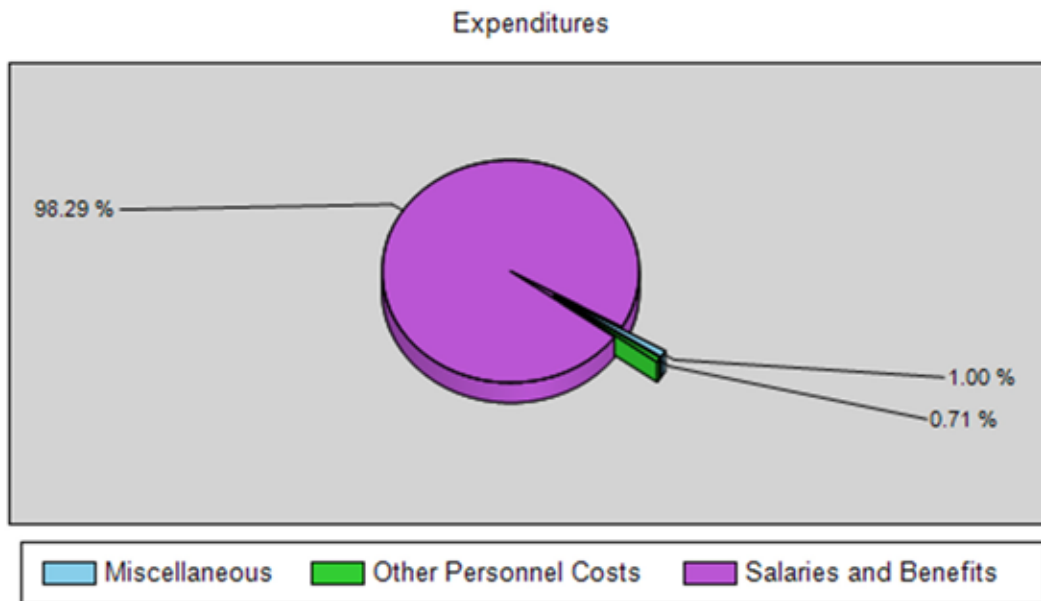
## Business Unit: 5930 - VCC - Event Planning

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	279,538	285,129	290,832	296,648	302,581
4102	Benefits	67,144	68,487	69,857	71,254	72,679
4112	Mileage/Parking	2,500	2,550	2,601	2,653	2,706
4814	Miscellaneous	1,020	1,040	1,061	1,082	1,104
4838	Business Promotion	2,500	2,550	2,601	2,653	2,706
<b>Total Expenditures</b>		<b>352,702</b>	<b>359,756</b>	<b>366,951</b>	<b>374,290</b>	<b>381,776</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(352,702)</b>	<b>(359,756)</b>	<b>(366,951)</b>	<b>(374,290)</b>	<b>(381,776)</b>

# Business Unit Summary with Service Areas

Business Unit: 5930 - VCC - Event Planning



# Business Unit Summary with Service Areas

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## **Business Unit: 5950 - VCC - Client Services**

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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### **Overview:**

Client Services staff are responsible for monitoring the service delivery of the event (housekeeping, security, food and beverage, audio visual, trade show, exhibit set up) according to the Event Plan. They also monitor safety and building requirements.

Commissions excluding commission earned from events held at Crystal Garden (Food and Beverage, audio visual, security) are recorded in this business unit.

### **Deliverables:**

- Customer Satisfaction Survey results (Client Services received a 95% average customer satisfaction rating)

# Business Unit Summary with Service Areas

## Business Unit: 5950 - VCC - Client Services

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3274	Miscellaneous Fees	15,747	12,286	14,000	14,000	0.00 %
3352	Audio Visual	152,548	190,863	143,000	162,000	+ 13.29 %
3358	Food	156,406	164,548	143,000	157,000	+ 9.79 %
3360	Miscellaneous Commission	6,807	1,437	0	0	
3362	Security	14,058	16,633	13,000	12,000	- 7.69 %
3366	Vending Machines	0	90	0	0	
3400	Telephone Rental	9,661	9,121	9,000	8,000	- 11.11 %
3408	Equipment Rental	45,315	54,775	36,000	36,000	0.00 %
3474	Electrical Service	92,151	88,541	75,000	30,000	- 60.00 %
3476	Display Revenue	78,071	75,400	75,000	49,000	- 34.67 %
3494	Photocopy	13	0	0	0	
<b>Total Revenues</b>		<b>570,778</b>	<b>613,695</b>	<b>508,000</b>	<b>468,000</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	76,931	77,110	75,395	75,395	0.00 %
4080	Auxiliaries/RPT/Seasonal	165,723	177,666	144,797	144,797	0.00 %
4102	Benefits	22,012	22,790	17,370	18,110	+ 4.26 %
4112	Mileage/Parking	0	1,478	0	0	
4120	Training and Development	503	345	0	0	
4216	Contracted Services	55,790	73,052	60,550	61,761	+ 2.00 %
4232	Security	244	0	0	0	
4308	General Supplies	5,469	4,509	5,100	5,100	0.00 %
4814	Miscellaneous	4,281	8,462	0	0	
4838	Business Promotion	591	49	0	0	
9121	WO Outside Equipment Ren	8,995	9,974	6,630	6,763	+ 2.00 %
9311	WO Inventory Purchases	3,878	5,539	5,100	5,202	+ 2.00 %
9321	WO Outside Purchases	0	27	0	0	
9411	WO Contracted Services	45,856	40,373	50,000	50,000	0.00 %
<b>Total Expenditures</b>		<b>390,272</b>	<b>421,374</b>	<b>364,942</b>	<b>367,127</b>	
<b>Net Total</b>		<b>180,506</b>	<b>192,321</b>	<b>143,058</b>	<b>100,873</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5950 - VCC - Client Services

### 5 Year Forecast:

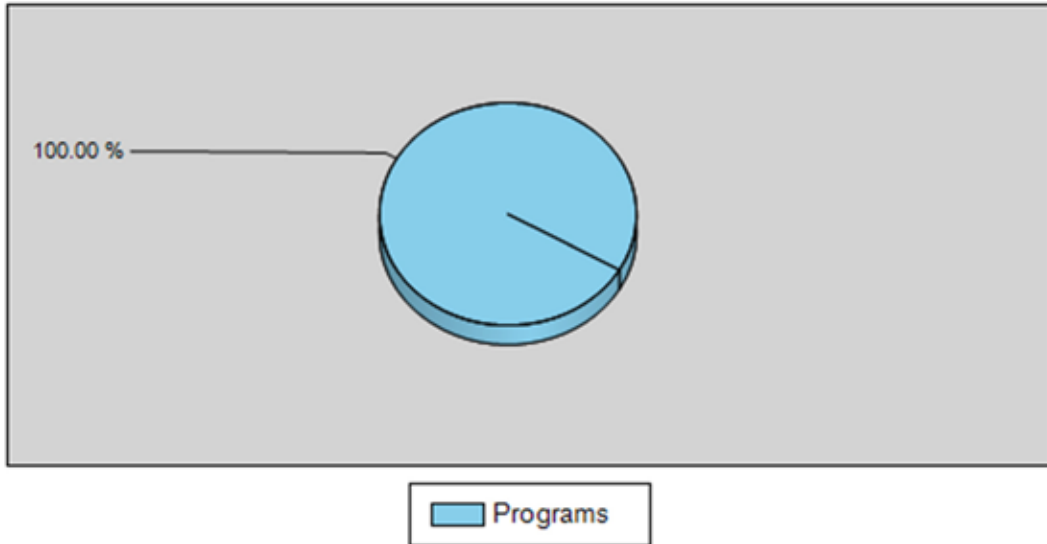
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3274	Miscellaneous Fees	14,000	14,280	14,566	14,857	15,154
3352	Audio Visual	162,000	165,240	168,545	171,916	175,354
3358	Food	157,000	160,140	163,343	166,610	169,942
3362	Security	12,000	12,240	12,485	12,734	12,989
3400	Telephone Rental	8,000	8,160	8,323	8,490	8,659
3408	Equipment Rental	36,000	36,720	37,454	38,203	38,968
3474	Electrical Service	30,000	30,600	31,212	31,836	32,473
3476	Display Revenue	49,000	49,980	50,980	51,999	53,039
<b>Total Revenues</b>		<b>468,000</b>	<b>477,360</b>	<b>486,907</b>	<b>496,645</b>	<b>506,578</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	75,395	76,903	78,441	80,010	81,610
4080	Auxiliaries/RPT/Seasonal	144,797	147,693	150,647	153,660	156,733
4102	Benefits	18,110	18,472	18,841	19,218	19,602
4216	Contracted Services	61,761	62,996	64,256	65,541	66,852
4308	General Supplies	5,100	5,202	5,306	5,412	5,520
9121	WO Outside Equipment Ren	6,763	6,898	7,036	7,177	7,320
9311	WO Inventory Purchases	5,202	5,306	5,412	5,520	5,631
9411	WO Contracted Services	50,000	51,000	52,020	53,060	54,122
<b>Total Expenditures</b>		<b>367,127</b>	<b>374,469</b>	<b>381,959</b>	<b>389,598</b>	<b>397,390</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>100,873</b>	<b>102,891</b>	<b>104,948</b>	<b>107,047</b>	<b>109,188</b>



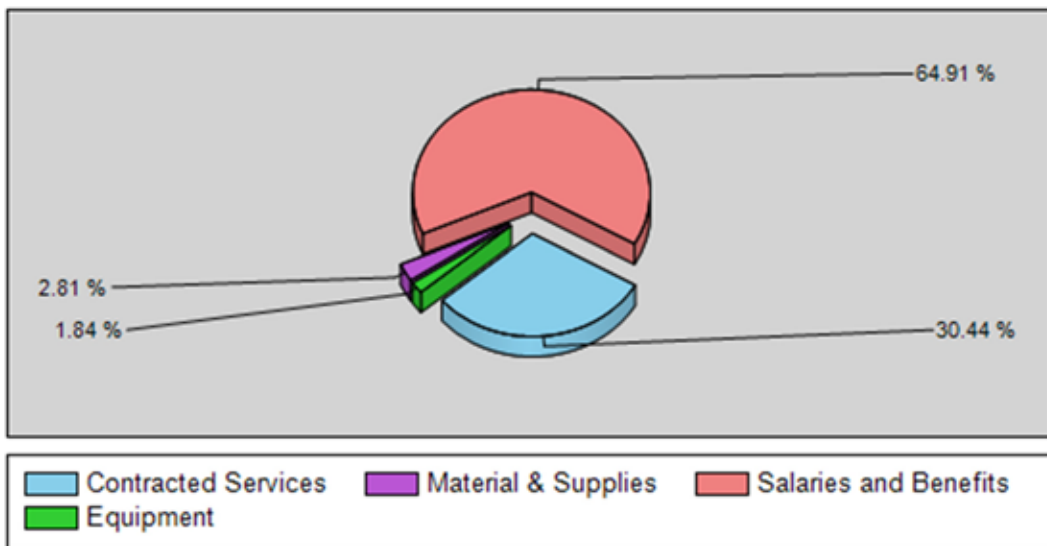
# Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

Revenues



Expenditures



# Business Unit Summary with Service Areas

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**Business Unit:** 5955 - VCC - Crystal Garden

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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## Overview:

The historic Crystal Garden provides additional function space as part of the Victoria Conference Centre.

This provides additional layout options for those considering the VCC for their event and allows Victoria to attract larger conferences.

## Deliverables:

- Additional space provided by the facility contributes to the estimated economic impact for the City of Victoria
- Economic Impact – 3,829 delegate days for estimated economic impact of \$ 1.7 million
- Space Rental

# Business Unit Summary with Service Areas

## Business Unit: 5955 - VCC - Crystal Garden

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3274 Miscellaneous Fees	1,774	1,781	2,000	2,000	0.00 %
3352 Audio Visual	16,379	6,871	13,000	12,000	- 7.69 %
3358 Food	21,534	19,016	17,000	23,000	+ 35.29 %
3362 Security	8,934	1,693	4,000	3,000	- 25.00 %
3394 Room Rental	161,396	177,383	106,000	110,000	+ 3.77 %
3400 Telephone Rental	150	0	300	300	0.00 %
3408 Equipment Rental	8,317	9,033	6,000	6,000	0.00 %
3474 Electrical Service	27,894	23,997	26,000	30,000	+ 15.38 %
3476 Display Revenue	31,455	21,894	32,000	32,000	0.00 %
5042 Trf from Property Taxes	300,000	300,000	300,000	300,000	0.00 %
<b>Total Revenues</b>	<b>577,834</b>	<b>561,667</b>	<b>506,300</b>	<b>518,300</b>	
<b>Expenditures</b>					
4216 Contracted Services	203	173	0	0	
4222 Janitorial	34,641	23,867	11,000	11,000	0.00 %
4232 Security	8,945	8,610	15,000	15,000	0.00 %
4354 Cable	815	0	1,000	1,000	0.00 %
4358 Gas	7,939	10,213	14,500	14,500	0.00 %
4360 Hydro	27,276	24,852	17,288	17,980	+ 4.00 %
4364 Telecommunications	1,663	1,782	2,000	2,000	0.00 %
4366 Water	7,064	4,401	4,500	4,725	+ 5.00 %
4512 Insurance	33,983	31,985	34,730	39,490	+ 13.71 %
4516 Interest - Debenture	168,561	168,561	168,561	168,561	0.00 %
4822 Repairs and Maintenance	98,231	81,412	114,687	116,981	+ 2.00 %
4824 Recovery	(8,000)	(8,000)	(8,000)	(8,000)	0.00 %
6020 Debt repayments	171,798	171,798	171,798	171,798	0.00 %
9211 WO Regular Time	3,335	1,086	0	0	
<b>Total Expenditures</b>	<b>556,454</b>	<b>520,739</b>	<b>547,064</b>	<b>555,035</b>	
<b>Net Total</b>	<b>21,380</b>	<b>40,927</b>	<b>(40,764)</b>	<b>(36,735)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5955 - VCC - Crystal Garden

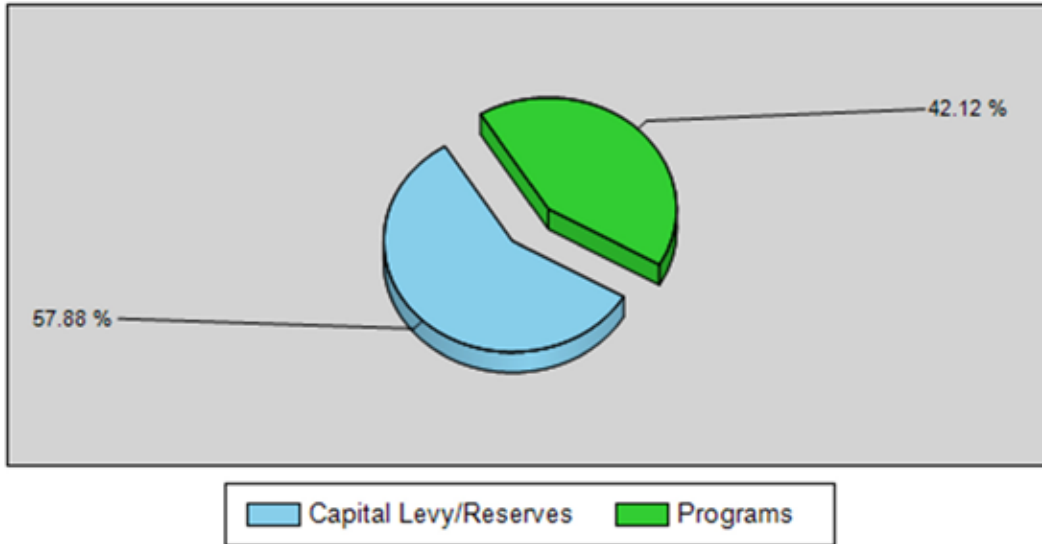
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3274	Miscellaneous Fees	2,000	2,040	2,081	2,122	2,165
3352	Audio Visual	12,000	12,240	12,485	12,734	12,989
3358	Food	23,000	23,460	23,929	24,408	24,896
3362	Security	3,000	3,060	3,121	3,184	3,247
3394	Room Rental	110,000	112,200	114,444	116,733	119,068
3400	Telephone Rental	300	306	312	318	325
3408	Equipment Rental	6,000	6,120	6,242	6,367	6,495
3474	Electrical Service	30,000	30,600	31,212	31,836	32,473
3476	Display Revenue	32,000	32,640	33,293	33,959	34,638
5042	Trf from Property Taxes	300,000	300,000	300,000	300,000	300,000
<b>Total Revenues</b>		<b>518,300</b>	<b>522,666</b>	<b>527,119</b>	<b>531,662</b>	<b>536,295</b>
<b>% Increase</b>			0.84%	0.85%	0.86%	0.87%
<b>Expenditures</b>						
4222	Janitorial	11,000	11,220	11,444	11,673	11,907
4232	Security	15,000	15,300	15,606	15,918	16,236
4354	Cable	1,000	1,020	1,040	1,061	1,082
4358	Gas	14,500	14,500	14,500	14,500	14,500
4360	Hydro	17,980	18,609	19,261	19,935	20,632
4364	Telecommunications	2,000	2,040	2,081	2,122	2,165
4366	Water	4,725	4,820	4,916	5,014	5,114
4512	Insurance	39,490	40,280	41,085	41,907	42,745
4516	Interest - Debenture	168,561	168,561	168,561	168,561	168,561
4822	Repairs and Maintenance	116,981	119,320	121,707	124,141	126,624
4824	Recovery	(8,000)	(8,160)	(8,323)	(8,490)	(8,659)
6020	Debt repayments	171,798	171,798	171,798	171,798	171,798
<b>Total Expenditures</b>		<b>555,035</b>	<b>559,308</b>	<b>563,676</b>	<b>568,141</b>	<b>572,706</b>
<b>% Increase</b>			0.77%	0.78%	0.79%	0.80%
<b>Net Total</b>		<b>(36,735)</b>	<b>(36,642)</b>	<b>(36,557)</b>	<b>(36,480)</b>	<b>(36,411)</b>

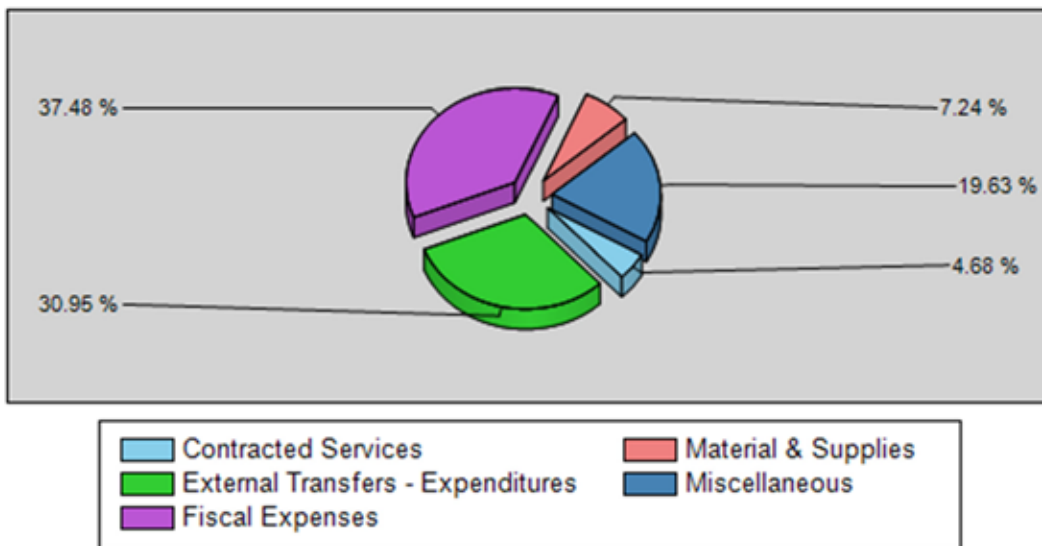
# Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 5960 - VCC - Parkade***

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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### **Overview:**

The underground parkade of the VCC offers 377 parking stalls and provides a convenient service to clients of the facility as well as to the Empress Hotel. Parkade revenues are an integral part of the business revenues of the VCC and is managed by Robbins Parking on behalf of the VCC.

# Business Unit Summary with Service Areas

## Business Unit: 5960 - VCC - Parkade

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3310 Parking - VCC	1,069,402	1,095,461	1,065,000	1,101,000	+ 3.38 %
<b>Total Revenues</b>	<b>1,069,402</b>	<b>1,095,461</b>	<b>1,065,000</b>	<b>1,101,000</b>	
<b>Expenditures</b>					
4216 Contracted Services	244,820	272,788	250,500	238,198	- 4.91 %
4308 General Supplies	9,041	12,058	12,500	10,400	- 16.80 %
4316 Protective Clothing/Uniforms	738	844	800	800	0.00 %
4806 Claims	0	0	800	800	0.00 %
4822 Repairs and Maintenance	21,327	29,546	20,900	25,200	+ 20.57 %
4824 Recovery	(6,683)	(7,647)	(8,400)	(8,568)	+ 2.00 %
<b>Total Expenditures</b>	<b>269,243</b>	<b>307,588</b>	<b>277,100</b>	<b>266,830</b>	
<b>Net Total</b>	<b>800,159</b>	<b>787,873</b>	<b>787,900</b>	<b>834,170</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5960 - VCC - Parkade

### 5 Year Forecast:

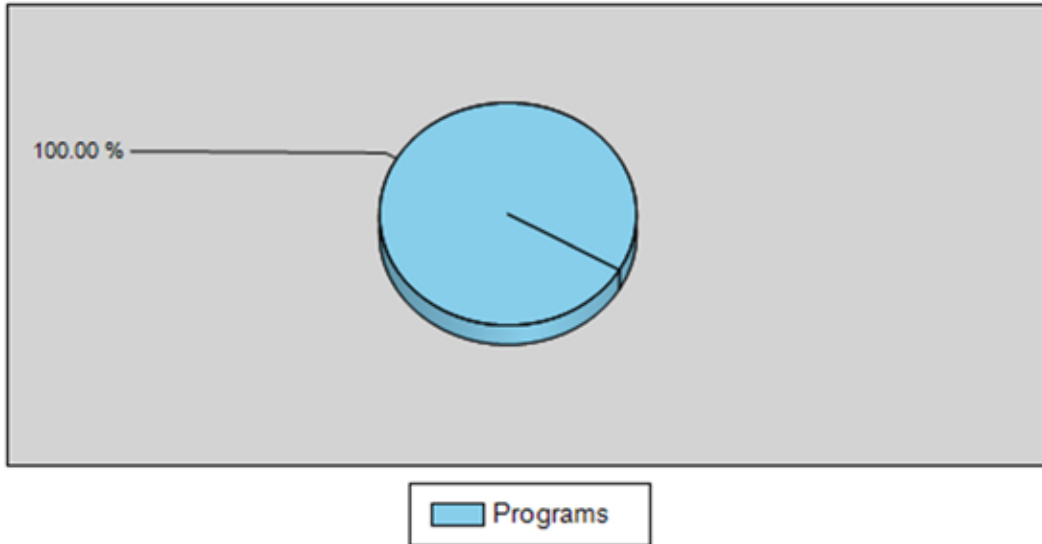
	2017	2018	2019	2020	2021
<b>Revenues</b>					
3310 Parking - VCC	1,101,000	1,123,020	1,145,480	1,168,390	1,191,758
<b>Total Revenues</b>	1,101,000	1,123,020	1,145,480	1,168,390	1,191,758
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>					
4216 Contracted Services	238,198	242,962	247,821	252,778	257,833
4308 General Supplies	10,400	10,608	10,820	11,037	11,257
4316 Protective Clothing/Uniforms	800	816	832	849	866
4806 Claims	800	816	832	849	866
4822 Repairs and Maintenance	25,200	25,704	26,218	26,742	27,277
4824 Recovery	(8,568)	(8,739)	(8,914)	(9,092)	(9,274)
<b>Total Expenditures</b>	266,830	272,167	277,610	283,162	288,825
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>834,170</b>	<b>850,853</b>	<b>867,870</b>	<b>885,228</b>	<b>902,932</b>



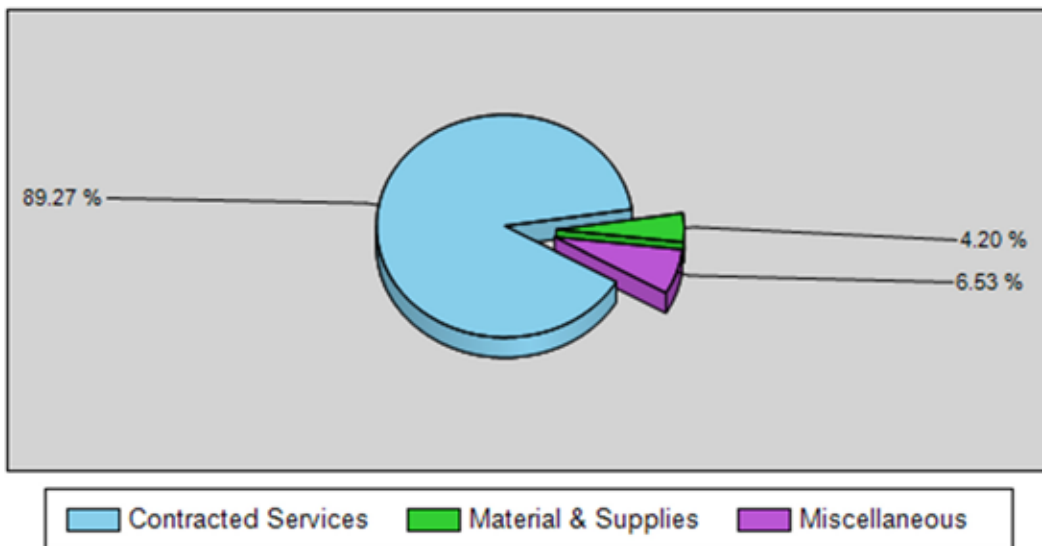
# Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 5970 - VCC - Retail Stores**

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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### **Overview:**

The Victoria Conference Centre has 12 street level retail units on Douglas Street in the main VCC building that are managed by Richmond Property Group (Leasing Agent is DTZ Barnicke).

### **Deliverables:**

- Maximize tenant occupancy rate
- Ensure mix of tenants attractive to foot traffic and location of retail units

# Business Unit Summary with Service Areas

## Business Unit: 5970 - VCC - Retail Stores

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3386 Lease/Rental Properties	300,323	313,999	290,300	300,300	+ 3.44 %
<b>Total Revenues</b>	<b>300,323</b>	<b>313,999</b>	<b>290,300</b>	<b>300,300</b>	
<b>Expenditures</b>					
4216 Contracted Services	20,923	20,450	27,000	27,240	+ 0.89 %
4232 Security	6,000	7,200	7,200	7,344	+ 2.00 %
4360 Hydro	4,057	4,092	4,500	4,950	+ 10.00 %
4366 Water	720	720	720	734	+ 2.00 %
4512 Insurance	5,985	5,985	6,000	6,120	+ 2.00 %
4814 Miscellaneous	272	252	500	510	+ 2.00 %
4822 Repairs and Maintenance	39,641	46,604	47,000	45,700	- 2.77 %
<b>Total Expenditures</b>	<b>77,599</b>	<b>85,304</b>	<b>92,920</b>	<b>92,598</b>	
<b>Net Total</b>	<b>222,724</b>	<b>228,696</b>	<b>197,380</b>	<b>207,702</b>	

# Business Unit Summary with Service Areas

**Business Unit: 5970 - VCC - Retail Stores**

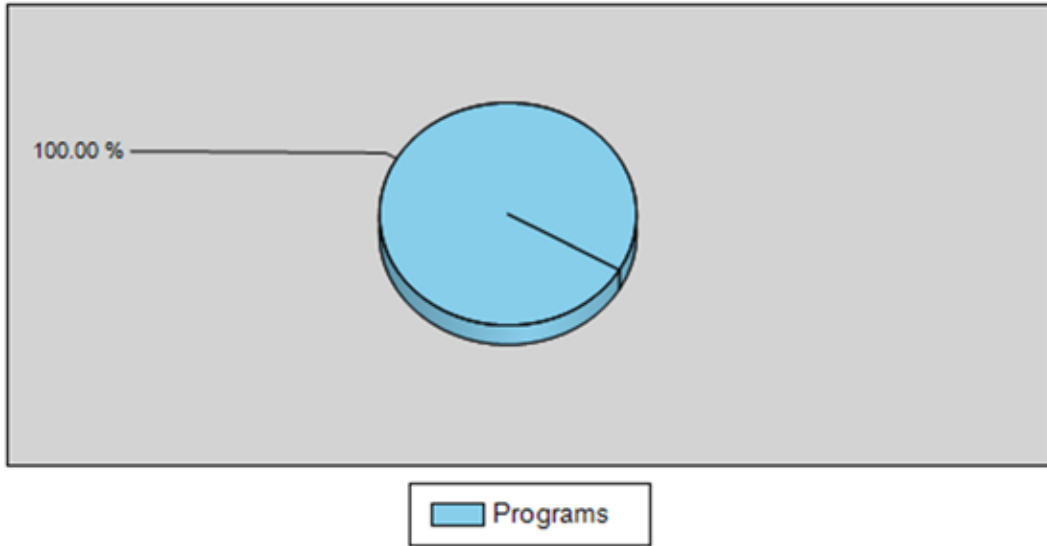
**5 Year Forecast:**

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3386	Lease/Rental Properties	300,300	300,300	300,300	300,300	300,300
<b>Total Revenues</b>		300,300	300,300	300,300	300,300	300,300
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4216	Contracted Services	27,240	27,785	28,340	28,907	29,485
4232	Security	7,344	7,491	7,641	7,794	7,949
4360	Hydro	4,950	5,049	5,150	5,253	5,358
4366	Water	734	749	764	779	795
4512	Insurance	6,120	6,242	6,367	6,495	0
4814	Miscellaneous	510	520	531	541	552
4822	Repairs and Maintenance	45,700	46,614	47,546	48,497	49,467
<b>Total Expenditures</b>		92,598	94,450	96,339	98,266	93,607
<b>% Increase</b>			2.00%	2.00%	2.00%	(4.74%)
<b>Net Total</b>		<b>207,702</b>	<b>205,850</b>	<b>203,961</b>	<b>202,034</b>	<b>206,693</b>

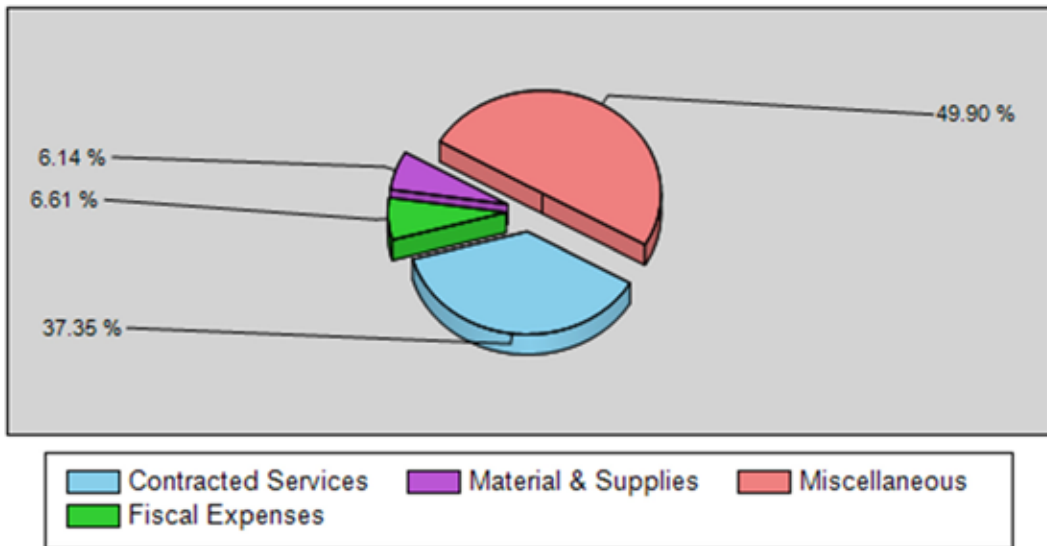
# Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 5980 - VCC - Event Flow Through*

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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### **Overview:**

This business unit serves as a “flow through account” for event services provided through our service partners and suppliers (Empress Hotel and others) and billed directly to the VCC. This allows for improved customer service and accounting by streamlining the billing process so that customers remit payment for only one invoice.

The VCC receives a commission from the sales of food/beverage, audio visual, and security.

### **Deliverables:**

- Indicator of commission revenue, general sales and the economic impact of events

# Business Unit Summary with Service Areas

## Business Unit: 5980 - VCC - Event Flow Through

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3510	VCC Event Recovery	3,823,621	4,449,137	3,548,000	3,460,000	- 2.48 %
<b>Total Revenues</b>		<b>3,823,621</b>	<b>4,449,137</b>	<b>3,548,000</b>	<b>3,460,000</b>	
<b>Expenditures</b>						
4232	Security	74,312	61,389	41,000	40,000	- 2.44 %
4304	Food and Beverage	3,323,699	3,700,176	3,125,000	3,048,000	- 2.46 %
4814	Miscellaneous	19,752	34,559	30,000	29,000	- 3.33 %
4846	Audio Visual	405,858	653,013	352,000	343,000	- 2.56 %
<b>Total Expenditures</b>		<b>3,823,621</b>	<b>4,449,137</b>	<b>3,548,000</b>	<b>3,460,000</b>	
<b>Net Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5980 - VCC - Event Flow Through

### 5 Year Forecast:

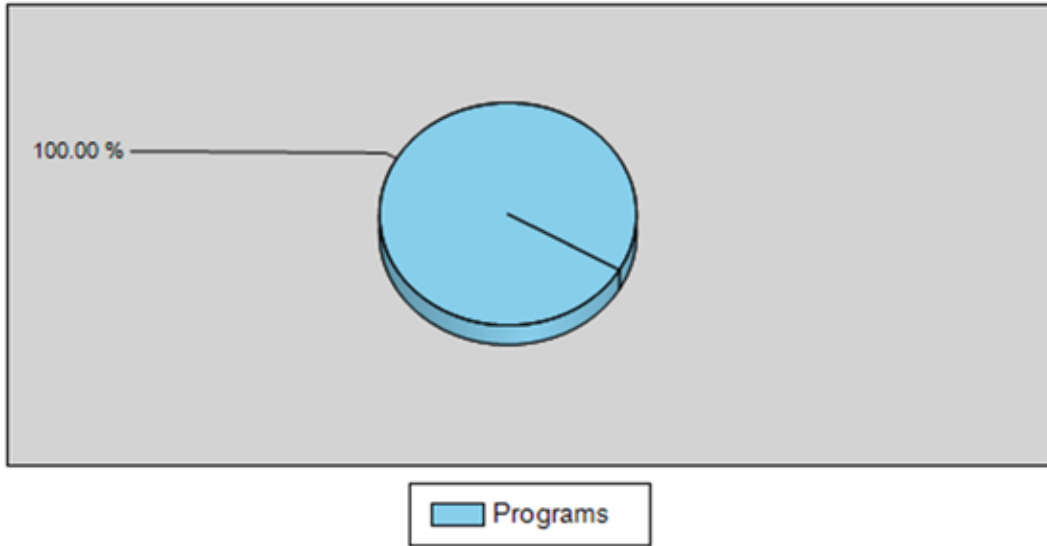
	2017	2018	2019	2020	2021
<b>Revenues</b>					
3510 VCC Event Recovery	3,460,000	3,529,200	3,599,784	3,671,780	3,745,215
<b>Total Revenues</b>	3,460,000	3,529,200	3,599,784	3,671,780	3,745,215
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>					
4232 Security	40,000	40,800	41,616	42,448	43,297
4304 Food and Beverage	3,048,000	3,108,960	3,171,139	3,234,562	3,299,253
4814 Miscellaneous	29,000	29,580	30,172	30,775	31,391
4846 Audio Visual	343,000	349,860	356,857	363,994	371,274
<b>Total Expenditures</b>	3,460,000	3,529,200	3,599,784	3,671,780	3,745,215
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



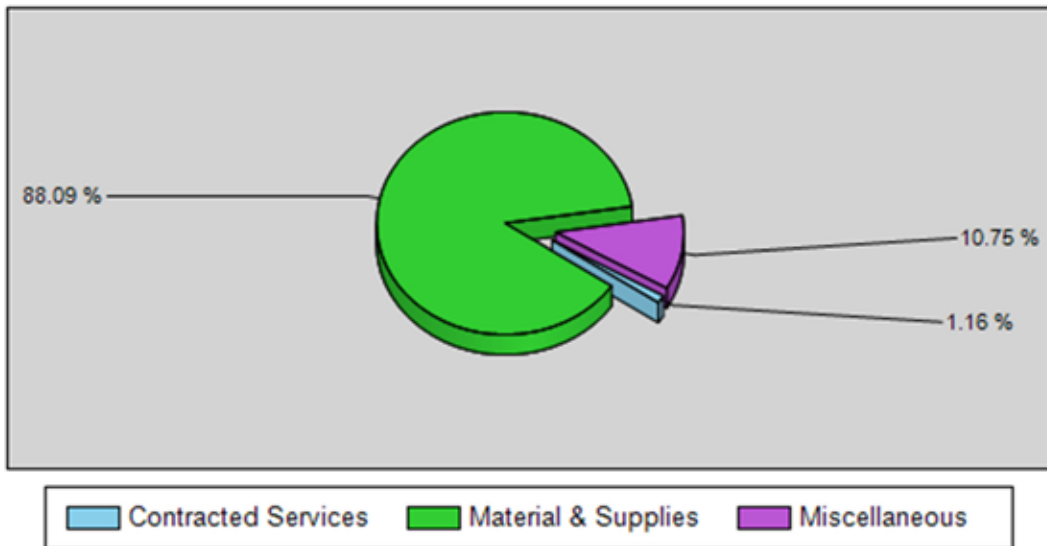
# Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Service Area: VCC - Administration**

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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### **Overview:**

The VCC is a client facing organization operating in a competitive conference industry environment. As such, this business unit supports the centre in business efficiency and effectiveness as a generator of economic impact for Victoria. This business unit supports the financial management, business processes and administrative functions of the VCC.

### **Deliverables:**

- Support the efficiency and effectiveness of all the VCC business processes both internal and client facing
- Provides support to contracted partners (Empress Hotel and others) with regard to the centralized VCC accounting and to ensure business continuity
- Continue to implement resources in the Event Business Management System (EBMS) to streamline and improve business processes

# Business Unit Summary with Service Areas

## Service Area: VCC - Administration

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
5042 Trf from Property Taxes	169,530	0	0	0	
<b>Total Revenues</b>	<b>169,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>					
4016 Salaries - Inside	112,244	59,695	123,018	123,018	0.00 %
4070 Overtime	0	547	0	0	
4080 Auxiliaries/RPT/Seasonal	73,460	67,675	77,472	77,472	0.00 %
4102 Benefits	23,488	15,627	28,909	30,139	+ 4.26 %
4206 Armoured Car Service	600	600	600	600	0.00 %
4216 Contracted Services	0	0	0	60,000	
4218 Courier Service	480	140	500	500	0.00 %
4226 Photocopy	16,628	12,885	3,000	3,000	0.00 %
4228 Printing	0	0	250	250	0.00 %
4230 Professional	57,937	41,625	63,500	52,700	- 17.01 %
4245 Software Licencing/Mtce/Support	848	1,697	0	0	
4310 Books/Publications	699	544	800	800	0.00 %
4312 Office Supplies	1,775	2,566	3,500	3,500	0.00 %
4314 Postage	425	210	200	200	0.00 %
4364 Telecommunications	38,484	35,798	35,000	35,000	0.00 %
4412 Equipment Rentals	8,079	4,355	10,200	0	
4418 Equipment	9,212	41,441	7,500	17,700	+ 136.00 %
4508 Credit Card Discount Fees	19,769	23,502	25,000	25,000	0.00 %
4808 Contingencies	30,655	0	0	0	
4814 Miscellaneous	3,938	2,511	3,000	3,000	0.00 %
4821 Recoveries and Services	60,000	60,000	60,000	60,000	0.00 %
4826 Uncollectable A/R	49,117	7,726	0	0	
4838 Business Promotion	0	0	1,000	1,000	0.00 %
<b>Total Expenditures</b>	<b>507,838</b>	<b>379,145</b>	<b>443,448</b>	<b>493,879</b>	
<b>Net Total</b>	<b>(338,308)</b>	<b>(379,145)</b>	<b>(443,448)</b>	<b>(493,879)</b>	

# Business Unit Summary with Service Areas

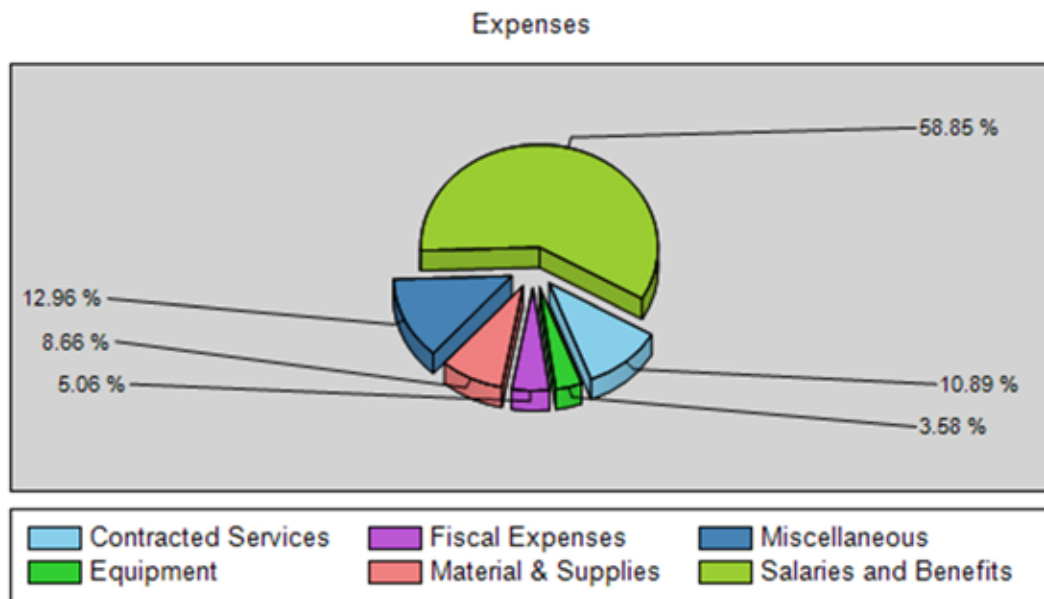
## Service Area: VCC - Administration

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4016 Salaries - Inside	123,018	125,478	127,988	130,547	133,158
4080 Auxiliaries/RPT/Seasonal	77,472	79,021	80,602	82,214	83,858
4102 Benefits	30,139	30,742	31,357	31,984	32,624
4206 Armoured Car Service	600	612	624	637	649
4216 Contracted Services	60,000	61,200	62,424	63,672	64,946
4218 Courier Service	500	510	520	531	541
4226 Photocopy	3,000	3,060	3,121	3,184	3,247
4228 Printing	250	255	260	265	271
4230 Professional	52,700	53,754	54,829	55,926	57,044
4310 Books/Publications	800	816	832	849	866
4312 Office Supplies	3,500	3,570	3,641	3,714	3,789
4314 Postage	200	204	208	212	216
4364 Telecommunications	35,000	35,700	36,414	37,142	37,885
4418 Equipment	17,700	18,054	18,415	18,783	19,159
4508 Credit Card Discount Fees	25,000	25,500	26,010	26,530	27,061
4814 Miscellaneous	3,000	3,060	3,121	3,184	3,247
4821 Recoveries and Services	60,000	60,000	60,000	60,000	60,000
4838 Business Promotion	1,000	1,020	1,040	1,061	1,082
<b>Total Expenditures</b>	<b>493,879</b>	<b>502,556</b>	<b>511,407</b>	<b>520,435</b>	<b>529,644</b>
<b>% Increase</b>		1.76%	1.76%	1.77%	1.77%
<b>Net Total</b>	<b>(493,879)</b>	<b>(502,556)</b>	<b>(511,407)</b>	<b>(520,435)</b>	<b>(529,644)</b>

# Business Unit Summary with Service Areas

Service Area: VCC - Administration



# Business Unit Summary with Service Areas

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## ***Service Area: VCC Building Services***

**Department:** Victoria Conference Centre      **Budget Year:** 2017

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### **Overview:**

This business unit has a proactive role in the management of the VCC as a City asset and as a venue that needs to be highly competitive in the conference industry where other centres are experiencing expansions or new builds. It includes operating expenses required to maintain a clean, safe, efficiently operated building infrastructure, main conference space, Crystal Garden, 2 pavilions, exterior grounds, retail stores and parking.

The VCC is a national green building certified by BOMA Canada which is based on the internationally recognized and accepted Green Globes™ environmental assessment platform. It is a unique, voluntary, national program designed to assess environmental performance and management of existing buildings and is offered by the Building Owners and Managers Association of Canada (BOMA Canada). The facility has been active with BOMA since 2008 and has achieved Level 4 – the highest accreditation and is 1 of 7 buildings out of 261 certified buildings in BC.

Staff utilize asset management software to assist with equipment management, inventory control, maintenance scheduling, tracking costs, work orders and reporting. Direct digital control software program is also used to assist with automating control of the HVAC system in an efficient manner.

The VCC has reached the mid-point in its life cycle of the facility and as such many mechanical components have reached the end of their life cycle. Feasibility studies are being conducted to evaluate new cost effective technologies.

### **Deliverables:**

- Process of recertification to be completed in February 2017
- Continue to participate in annual Sustainability Audit to maintain BOMA level 4 rating
- 2015 data:
  - o 59% reduction in carbon emissions since 2009
  - o 25% reduction in electricity use since 2012
  - o 63% reduction in water consumption since 2012
  - o 62% waste diversion rate
  - o 95% average of post-consumer content in all paper and a reduction of 52% in total use since 2009

# Business Unit Summary with Service Areas

## Service Area: VCC Building Services

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4016	Salaries - Inside	102,779	106,068	104,648	104,648	0.00 %
4070	Overtime	(5)	1	0	0	
4080	Auxiliaries/RPT/Seasonal	46,060	52,910	48,850	48,850	0.00 %
4102	Benefits	28,363	29,125	24,592	25,639	+ 4.26 %
4120	Training and Development	0	418	2,000	2,000	0.00 %
4216	Contracted Services	0	14,548	28,000	28,000	0.00 %
4222	Janitorial	158,448	164,586	180,000	183,600	+ 2.00 %
4228	Printing	91	0	0	0	
4232	Security	114,788	112,845	115,120	117,422	+ 2.00 %
4308	General Supplies	1,166	130	1,000	1,000	0.00 %
4320	Building Supplies	0	0	1,500	1,500	0.00 %
4354	Cable	1,045	1,861	950	950	0.00 %
4358	Gas	298	131	150	150	0.00 %
4360	Hydro	150,237	172,813	170,000	176,800	+ 4.00 %
4364	Telecommunications	1,528	811	3,000	3,000	0.00 %
4366	Water	10,865	9,675	17,000	17,850	+ 5.00 %
4418	Equipment	37	5,597	3,000	3,000	0.00 %
4512	Insurance	99,479	97,062	103,000	103,160	+ 0.16 %
4808	Contingencies	2,000	0	0	0	
4822	Repairs and Maintenance	191,542	204,752	200,000	204,000	+ 2.00 %
4824	Recovery	(7,446)	(7,446)	(7,500)	(7,650)	+ 2.00 %
9211	WO Regular Time	682	0	0	0	
<b>Total Expenditures</b>		<b>901,957</b>	<b>965,887</b>	<b>995,310</b>	<b>1,013,919</b>	
<b>Net Total</b>		<b>(901,957)</b>	<b>(965,887)</b>	<b>(995,310)</b>	<b>(1,013,919)</b>	

# Business Unit Summary with Service Areas

## Service Area: VCC Building Services

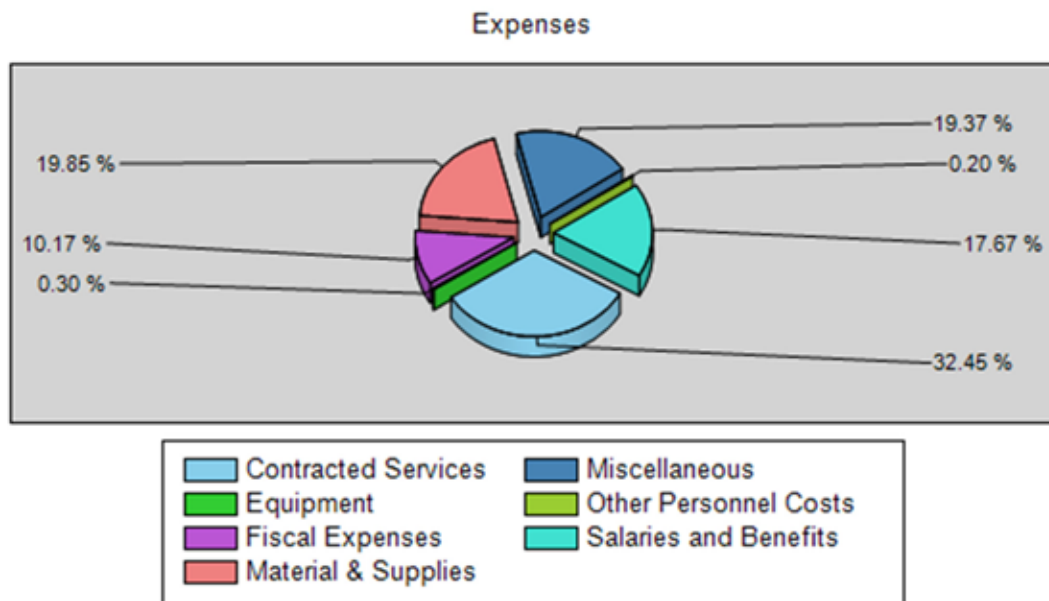
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4016	Salaries - Inside	104,648	106,741	108,876	111,053	113,274
4080	Auxiliaries/RPT/Seasonal	48,850	49,827	50,824	51,840	52,877
4102	Benefits	25,639	26,152	26,675	27,208	27,752
4120	Training and Development	2,000	2,040	2,081	2,122	2,165
4216	Contracted Services	28,000	28,560	29,131	29,714	30,308
4222	Janitorial	183,600	187,272	191,017	194,838	198,735
4232	Security	117,422	119,771	122,166	124,610	127,102
4308	General Supplies	1,000	1,001	1,002	1,003	1,004
4320	Building Supplies	1,500	1,530	1,561	1,592	1,624
4354	Cable	950	969	988	1,008	1,028
4358	Gas	150	150	150	150	150
4360	Hydro	176,800	182,988	189,393	196,021	202,882
4364	Telecommunications	3,000	3,060	3,121	3,184	3,247
4366	Water	17,850	18,743	19,680	20,664	21,697
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4512	Insurance	103,160	105,223	107,328	109,474	111,664
4822	Repairs and Maintenance	204,000	208,080	212,242	216,486	220,816
4824	Recovery	(7,650)	(7,803)	(7,959)	(8,118)	(8,281)
6040	Transfer to Reserve	0	0	0	0	0
<b>Total Expenditures</b>		1,013,919	1,037,363	1,061,396	1,086,033	1,111,292
<b>% Increase</b>			2.31%	2.32%	2.32%	2.33%
<b>Net Total</b>		<b>(1,013,919)</b>	<b>(1,037,363)</b>	<b>(1,061,396)</b>	<b>(1,086,033)</b>	<b>(1,111,292)</b>



# Business Unit Summary with Service Areas

Service Area: VCC Building Services





# ENGINEERING AND PUBLIC WORKS

## Summary

The Engineering and Public Works department is responsible for planning, design, operations and maintenance of nearly \$2 billion in built assets and infrastructure. This essential infrastructure delivers key services to the public, including water distribution, drainage, wastewater collection, garbage collection, transportation systems and public amenities.

The department is also responsible for organizational and community climate action and environmental programs.



### Core Services/Service Areas

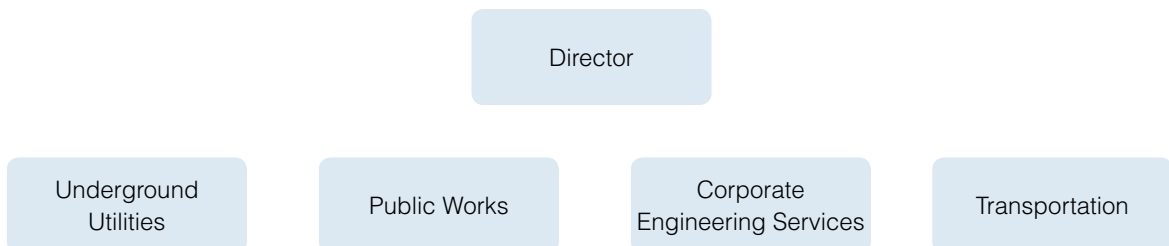
- **Underground Utilities:** Water, Sewer and Stormwater
- **Public Works:** Solid waste and recycling, Street cleaning, Snow and ice response, Water, Sewer and Stormwater Utilities, Carpentry shop, Fabrication shop, Paint shop, Tool depot, Fleet operations, Construction coordination, Roads and bridges, Concrete and sidewalks, Signs and road markings, Electrical, Signals and Support Services
- Corporate Engineering Services
- Transportation
- Climate Action

### Budget Summary

2017 Approved Expenditures	51,507,385
2016 Approved Expenditures	49,725,721
<b>Budget Change</b>	<b>1,781,664</b>
<b>Change by %</b>	<b>3.58%</b>

2017 Approved Revenues	38,225,511
2016 Approved Revenues	36,799,825
<b>Budget Change</b>	<b>1,425,686</b>
<b>Change by %</b>	<b>3.87%</b>

2017 FTE	273.72
2016 FTE	273.22
<b>Change</b>	<b>0.50</b>
<b>Change by %</b>	<b>0.18%</b>



## Summary



### Initiatives for 2017

- Johnson Street Bridge Replacement
- LED Street Light Replacement
- Crosswalks
- Pandora Avenue Bike Lane
- Fort Street Bike Lane (including crosswalks at 800, 900 and 1000 blocks)
- Cook Street Bike Lane
- Wharf Street Bike Lane
- Humboldt/Pakington Bike Lane
- Pathway Pedestrian Bridges
- Belleville Street Improvements
- Douglas Street Bus Lanes (Tolmie to Hillside)
- Sustainable Transportation Strategy
- Road Width Policy
- Waste Reduction Strategy
- Climate Leadership Strategy
- Capital City Station Pilot

## TRANSPORTATION

# Performance Metrics

### Measuring Success – Reported Collisions

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Reported collisions	445	447	425
<b>How well did we do it?</b>			
Number of reported collisions compared to previous year (%)	Increase 6.2 %	Increase by 7%	Decrease 2.5%
<b>Story behind the data</b>	Collision statistics vary year to year and are typically looked at over a 5–10 year period to account for fluctuations due to external factors such as weather. The 5 year average of collisions from 2012 to 2016 is 408.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Improvements to the street network are intended to facilitate the safe and efficient movement of people, services, and goods. A reduction in reported accidents indicate improvements have been effective in reducing collisions for all users. Collision history is based on many factors including road improvements, safety campaigns, police enforcement and age of population to name a few.		
<b>Where do we want to go?</b>	Continue to reduce reported collisions annually. Continue to partner with ICBC on capital improvements targeted at reducing conflicts/collisions. Support other safety improvement initiatives through other departments or organizations		

# PUBLIC WORKS MECHANIC SHOP

## Performance Metrics

### Measuring Success – Planned Maintenance

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Annual cost	\$311,300	\$335,932	\$300,000
<b>How well did we do it?</b>			
System generated Work Orders	900	1,054	890
Story behind the data	By improving our preventative maintenance program trigger to fuel used (i.e. work done) system as opposed to time based servicing; scheduled maintenance only occurs when asset has completed required work.		
<b>Is anyone better off?</b>			
Story behind the data	Fuel based versus time (days) based preventative maintenance program has reduced the amount of down time for many assets, increasing productivity and asset utilisation for operational activity.		
Where do we want to go?	Transition all assets in the fleet to a form of fuel based/work complete preventative maintenance schedules. Developing a fluid analysis program to monitor and reduce the amount of fluid changes where possible, further reducing costs and increasing our efficiencies.		

### Measuring Success – Unplanned Maintenance

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Annual cost	\$1,048,000	\$995,540	\$1,000,000
<b>How well did we do it?</b>			
Repair Work Orders	2,032	1,896	2,000
Story behind the data	Efficiencies in preventative maintenance program contributes to catching smaller issues earlier (prior to escalation of fault) due to more controlled servicing.		
<b>Is anyone better off?</b>			
Story behind the data	Continuous improvements in the corrective repair program to further reduce asset down time will further increase availability of the fleet assets.		
Where do we want to go?	Continue to improve customer service and further reduce downtime. Begin development of failure trend analysis and transition common component failures into the preventative maintenance program – transition 'reactionary repairs' to planned repairs. Develop a Customer Service Index (CSI) survey in 2016 to benchmark workshop performance and measure future improvements.		

# PUBLIC WORKS MECHANIC SHOP

## Performance Metrics

### Measuring Success – Tire Program

Performance Measurements		2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>				
Annual cost		\$67,000	\$73,114	\$65,000
<b>How well did we do it?</b>				
Number of tires replaced		150	150	140
Story behind the data		By continually trying different tire designs for wear under various applications, tire life has been extended without compromising safety.		
<b>Is anyone better off?</b>				
Story behind the data		Extended tire life has been realised, reducing costs. And reduces vehicle down time.		
Where do we want to go?		Identify a preferred tire design that provides the best overall value to the City, introduces standardisation of tire types where possible reducing our inventory stock requirements.		

# WASTE MANAGEMENT, SOLID WASTE AND RECYCLING

## Performance Metrics

### Measuring Success – Residential Waste Collected and Transported to Hartland Landfill

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Waste collected and transported in tonnes	3,388	4,079	3,800
<b>How well did we do it?</b>			
Number of bins in service	14,043	13,998	13,900
Number of 180-litre bins in service	200	1,873	1,660
Story behind the data	Volume of the collected residential waste has increased continuously since 2013. A high number of 80-liter or 120-liter bins were replaced with 180-liter bins. Therefore, we were able to collect more volume with less number of bins.		
<b>Is anyone better off?</b>			
Story behind the data	This is an important service to our residents and they are happy with it. We need to maintain this service.		
Where do we want to go?	Seeking some solutions to improve the efficiency and to minimize the environmental impacts.		

### Measuring Success – Organic Materials Diverted from Landfill

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Materials diverted from landfill in tonnes	1,987	2,125	2,100
<b>How well did we do it?</b>			
Diversion rate	35%	33%	35%
Story behind the data	Volume of the collected residential organic material has increased since 2013 as the volume of waste collection has increased. The diversion rate has stayed the same which is above the initial target, and it means our residents have maintained supporting the sorting activities.		
<b>Is anyone better off?</b>			
Story behind the data	Our residents are participating and supporting the sorting of organic materials from waste stream.		
Where do we want to go?	To provide more education in regards to contamination, bin cleanliness and overall participation to increase diversion percentage. Research options to allow garden waste into the organic bins.		

## WASTE MANAGEMENT, SOLID WASTE AND RECYCLING

### Performance Metrics

#### Measuring Success – Garden Waste Drop off (Saturdays only)

Performance Measurements		2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>				
Garden waste dropped off in tonnes		1,160	1,212	1,240
<b>How well did we do it?</b>				
Number of vehicles served		23,039	23,716	24,000
Story behind the data	<p>Residents are using this service more than before. The number of vehicle served and the volume of material collected has increased continuously since 2011.</p> <p>They are satisfied with the existing services, but some asking for the Saanich model, which is collecting from residential houses combined with organic materials.</p>			
<b>Is anyone better off?</b>				
Story behind the data	<p>More service user, higher frequency of use and volume has increased the overall use. The service is important to our residents but we are reaching our maximum capacity and need to be able accommodate their needs.</p>			
Where do we want to go?	<p>Research options to increase capacity and relieve the lineups that occur, as the demand continues to grow.</p>			



PUBLIC WORKS ADMINISTRATION

# Performance Metrics

## Measuring Success – Students, teachers’ and seniors’ participation in Public Works Day

Performance Measurements		2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>				
Number of participants		745	708	750
<b>How well did we do it?</b>				
Percent increase/decrease of participants (700 is the benchmark)		10% increase over 2014	5% decrease from 2015	Increased participation is expected
<b>Story behind the data</b>	<p>Each year the City of Victoria supports National Public Works Week. The event takes place every 3rd week in May. We have seen a steady increase and demand in participation since 1999.</p> <p>Students in grade 4 and 5, teachers, parents and seniors have attended Public Works Day. Through interactive displays and activities, participants learned about above ground (traffic signals, roads, sidewalks, etc.) and underground (storm water, sewers, wires, etc.) and leave feeling better informed.</p> <p>It is also a great opportunity for staff to show and explain the work they do on a daily basis. Staff are able to show what they do to ensure a good quality of life, to build safe and beautiful spaces, to support accessibility and mobility, and to build sustainable infrastructures and communities.</p> <p>It is hoped that through the learning at Public Works Day, adults see the value they get for their tax dollars and kids understand what it takes to run a city.</p> <p>This event also acts as an outreach to students who may consider a career in the Engineering and Public Works profession in the future.</p>			
<b>Is anyone better off?</b>				
<b>Story behind the data</b>	<p>Attendees have expressed their appreciation and learning through surveys and letters. They have praised the educational and fun components of the event. Students have expressed what they have learned through the Art Contest.</p> <p>Participants who attend would likely share their experience and information with others in their community.</p> <p>Students who attended Public Works Day may choose a profession in the Public Sector.</p>			
<b>Where do we want to go?</b>	Expand the program to educate the community and raise the awareness of the public works profession. Continue to maximize participation.			

# PUBLIC WORKS ADMINISTRATION

## Performance Metrics

### Measuring Success – Calls for Service from the public

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of calls for service	2,625	4,299	2,780
<b>How well did we do it?</b>			
Number of calls for service resolved	2,625	4,299	2,780
<b>Story behind the data</b>	The Calls for Service Program was piloted in 2012. The objective of Calls for Service is to respond to customer needs and concerns efficiently and effectively.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Staff attend to customer inquiries and requests on a daily basis and customers have expressed their gratitude to staff through post-construction surveys, telephone calls, and letters. Staff have been described as polite, helpful, diligent and efficient.		
<b>Where do we want to go?</b>	<p>Expand Calls for Service to include other areas in the City.</p> <p>Reduce the number of unresolved Calls for Service each year.</p> <p>Utilize online tools to engage and empower the community to raise their concerns directly into the City of Victoria website. The Calls for Service on the City's website will be linked to the internal database, which will eliminate the need for duplication or double entry.</p>		

# TOOL DEPOT

## Performance Metrics

### Measuring Success – Tool Depot

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Mechanical equipment serviced, maintained and repaired by Public Works Tool Depot	145 Pieces	175 Pieces	175 Pieces
Mechanical equipment serviced, maintained and repaired by the Parks Mechanics shop	350 Pieces	300 Pieces	350 Pieces
All equipment managed by Tool Depot	495 Pieces	121 Pieces	525 Pieces
<b>How well did we do it?</b>			
<b>Mechanical equipment serviced, maintained and repaired by the Public Works Tool Depot</b>			
Story behind the data	There has been an increase in the City owned equipment inventory maintained by the Tool Depot program. 2016 saw the introduction of six Parking Ambassador Scooters in addition to our incumbent Public Works non ICBC registered equipment, tow behind compressors and pressure washers.		
<b>Mechanical equipment serviced, maintained and repaired by the Parks Mechanics shop.</b>			
Story behind the data	We continue to maintain all non – ICBC registered equipment used by the Parks Department as well as all equipment under the Restricted license plate program. We've been working closely with the Public Works Fleet department and help with maintenance and repairs of some ICBC registered equipment that is primarily located at the Parks Yard.		
<b>All mechanical equipment managed by Tool Depot</b>			
Story behind the data	<p>In 2015 the inventory levels were adjusted to better align with the demand of the Public Works crews with the equipment they need. Improved communication with end users groups regarding the equipment in the inventory, resulted in a reduction in the amount of equipment that has to be rented from outside vendors. Equipment that is rarely used will continue to be rented on an as required basis.</p> <p>2016 has seen a transition to all current work and maintenance of Parks used equipment now being entered into JD Edwards work orders – further improving the reporting and cost control of maintenance expenditures.</p>		
<b>Is anyone better off?</b>			
Mechanical equipment serviced, maintained and repaired by Public Works Tool Depot	Our services have expanded to now include the support and ongoing maintenance of the six Parking Ambassador scooters.		
Story behind the data	Other Public Works sections have benefited from improved communication and understanding what equipment we support and what equipment we carry in inventory.		
Where do we want to go?	There are some area of equipment that would benefit from having a spare in inventory – improving customer service in the event of equipment failure. In 2017 the inventory levels of the small plate tampers and jumping jack tampers will be increased by two units to better serve the demands of PW crews.		

TOOL DEPOT

# Performance Metrics

## Measuring Success – Tool Depot, continued

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
Mechanical equipment serviced, maintained and repaired by the Parks Mechanics shop	All Parks Equipment repairs are now documented in JD Edwards on work orders.		
Story behind the data	The improvement of asset management of Parks Mechanical Equipment continues to improve record keeping, making it easier to understand when equipment requires major repairs or replacement.		
Where do we want to go?	By 2017 all Public Works Tool Depot repairs will be documented in JD Edwards. By 2018 the goal is to have all of the City's mechanical and larger electrical equipment logged in the asset management database.		
All equipment managed by Tool Depot	The Tool depot now supports the maintenance of equipment that was historically repaired within other sections – increasing the scope of the customer service levels provided.		
Story behind the data	When requests for equipment cannot be satisfied, either not stocked or insufficient inventory, the shortfall is recorded. E.g. As a result of the demand tracking and analysis, it has been identified that two additional plate tampers and two additional jumping jack tampers are required to increase our inventory.		
Where do we want to go?	Constant review of the latest technology and alternative fuel to further reduce emissions and improve air quality. E.g. working with Building Services to test battery powered debris blowers and identify if they can be effective, replacing mixed gas models.		

## UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

### Performance Metrics

#### Measuring Success – Storm Drain Lateral Maintenance

Performance Measurements		2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>				
Condition of storm drain laterals assessed (% of total system)		83 (.3%)	131 (1.2%)	90 (.3%)
Storm drain laterals maintained (% of laterals assessed)		44 (50%)	50 (38%)	42 (46%)
Storm drain laterals repaired (% of laterals assessed)		25 (23%)	14 (11%)	29 (24%)
<b>How well did we do it?</b>				
Claims		49	22 Claims 50% reduction	15 Claims 32% reduction
<b>Story behind the data</b>	<p>Actual claims in 2015 can be attributed to the major flooding event in late October. Forecast for 2016 and 2017 is a reduction due to improvements to the drainage system made in areas subject to flooding, notwithstanding possible extreme weather events that overload the storm water system.</p> <p>City staff maintain and repair storm service laterals to minimize flooding and deleterious impacts to the high quality of life in Victoria. This also results in reduced claims. Our goal is to identify problems and deal with them before they cause flooding.</p> <p>There are a total of 10,939 service connections.</p>			
<b>Is anyone better off?</b>				
<b>Story behind the data</b>	<p>The October 30–31, 2015 storm event revealed some capacity and condition issues within the drainage system. Engineering and Public Works are currently repairing and rehabilitating these locations through spot repairs, relining and replacement.</p> <p>We have a lateral maintenance program to inspect and clean known problem laterals as scheduled, and repair when necessary. Deteriorated service laterals are scheduled for relining or replacement. 11 services have been relined to date in 2016.</p>			
<b>Where do we want to go?</b>	A 50% reduction in flooding damage/claims due to damaged and failing laterals through condition assessment, repairs and relining.			

## UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

### Performance Metrics

#### Measuring Success – Flushing and Cleaning of Storm Mains

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Cleaned storm drains in km (% of system)	53km (20%) \$2.31/m	55.2km (21%) \$2.35/m	50km (20%) \$2.20/m
Repaired storm drains locations	26	14	12
<b>How well did we do it?</b>			
Service levels of cleaned storm drains		1% increase in cleaning due to cleaning of downtown core	8.5% decrease in cleaning based on condition reviews
<b>Story behind the data</b>	<p>City staff flush and clean the storm mains to ensure the system is operating effectively. This removes gravel and debris from storm drain mains to maintain capacity and reduce blockages that cause flooding of homes, business and City streets, and can result in claims. The downtown core was flushed in 2016 for the first time in seven years. Overall condition was good.</p> <p>Program goal is to flush proactively in remaining sectors of the city based on condition reports, and reduce # of hours in emergency response cleaning blocked lines.</p> <p>There are 259 km of storm drain mains</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>We want to ensure that the storm water collection system is operating efficiently by reducing flooding calls. This will be achieved by prioritizing drain mains based on condition reports so that mains can be cleaned at optimal times. This will reduce unit cost.</p> <p>Work is carried out by City staff on storm sewer mains in the City of Victoria servicing all properties.</p>		
<b>Where do we want to go?</b>	Identified areas that require ongoing maintenance or repairs to mitigate future blockages.		

## UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

### Performance Metrics


#### Measuring Success – Catch Basin Cleaning

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of catch basins cleaned	4,429	3,550	4,500
<b>How well did we do it?</b>			
Percent cleaned & unit cost of catch basins	70% \$38.20	51% \$36.13/unit	+5% increase in total catch basins cleaned \$36.55/unit
<b>Story behind the data</b>	<p>City staff clean catch basin's year round to minimize or eliminate flooding of roadways and reduce impact on traffic and private property due to flooding. It also helps to prevent contaminants from entering waterways and increases the life of asphalt surfaces. The goal is to clean 100% of CB's in an 18 month cycle at a unit cost of \$36.55.</p> <p>There are approximately 6,900 catch basins in the City.</p> <p>Work is carried out by City staff on catch basins that service roadways, parks, boulevards.</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>Minimize or eliminate flooding of roadways and reduce impact on traffic and private property due to flooding.</p> <p>Prevent contaminants from entering waterways.</p>		
<b>Where do we want to go?</b>	Identify areas that require ongoing maintenance or repairs to mitigate future flooding.		

# UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

## Performance Metrics

### Measuring Success – Sanitary Sewer Lateral Maintenance

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Conditions of sanitary sewer laterals assessed	312 (2% of total laterals)	287 (1.9% of total laterals)	375 (2.5% of total laterals) Request driven
Maintained sanitary sewer laterals	111 (35% of lateral assessed)	200 (70% of laterals assessed)	190 (50% of laterals assessed)
Repaired sanitary sewer laterals	48 (15%)	37 (21%)	53 (27%)
<b>How well did we do it?</b>			
Number of claims Percent reduction	32 claims	25 claims 22% reduction	20 claims 20% reduction
<b>Story behind the data</b>	A video camera (CCTV) is used to inspect and assess the condition of sanitary sewer mainlines. The results of the pipe assessment allow City crews to take corrective measures to ensure wastewater collection system is operating efficiently and reduce the number of blockages.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	 <p>Our goal is to reduce the number of backups caused by blockages in City pipes, and the number of claims against the City due to blockages on City property.</p> <p>Usually these are complaint driven by property owners that notice problems occurring on the private property.</p> <p>We have a lateral maintenance program to inspect and clean known problem laterals as scheduled, and repair when necessary.</p> <p>There are 15,105 sanitary sewer laterals.</p> <p>Work is carried out by City staff on sewer lateral services to all property owners in the City of Victoria as required.</p>		
<b>Where do we want to go?</b>	Condition assessment of the sanitary system has been completed by Utilities Engineering which have identified areas that require ongoing maintenance or repairs to mitigate future blockages. Our goal is to reduce the number of blockages and claims.		



## UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

### Performance Metrics

#### Measuring Success – Flushing and Cleaning of Sewer Mains

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Cleaning of sewer mains as % of the whole system	93 km 38%	117 km 46%	75 km 30%
Repaired locations of sewer mains	111	13	40
<b>How well did we do it?</b>			
Percent increase of sewer main cleaning	36.7%	21%	-16.7%
<b>Story behind the data</b>	City staff flush and clean the sewer mains to optimize capacity and flow, reduce odor and to ensure the wastewater collection system is operating efficiently. This reduces the amount of blockages in the system that cause sewer backups affecting multiple homes and businesses.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Scheduled cleaning of sanitary mains is a recognized best practice that increased the service life of the asset and reduces potential for blockages, odor complaints and disrupted service, which can adversely impact health and quality of life for citizens. Work is carried out by City staff on sanitary sewer mains in the City of Victoria servicing all properties.		
<b>Where do we want to go?</b>	Condition assessment of the sanitary system has been completed by Utilities Engineering which have identified areas that require ongoing maintenance or repairs to mitigate future blockages.		

#### Measuring Success – Inspection of Sanitary Sewer Mains using CCTV

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Conditions assessed by CCTV in km (% of total system); cost per meter	60km (25%) \$0.76/m	11km (4.3%) \$4.65/m	70km (28%) \$4.30/m
<b>How well did we do it?</b>			
Percent increase of conditions assessed by CCTV		Data has been reviewed and validated for 2016	CCTV 2% increase
<b>Story behind the data</b>	A video camera (CCTV) is used to inspect and assess the condition of sanitary sewer mainlines. The results of the pipe assessment allow City crews to take corrective measures to ensure wastewater collection system is operating efficiently and reduce the number of blockages.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	With the CCTV work, our goal is to reduce disruptions in the wastewater collection system by identifying problem areas and taking corrective measures to eliminate blockages causing backups. Continued CCTV Maintenance program to reduce claims against the City. Work is carried out by City staff on sanitary sewer mains in the City of Victoria servicing all properties.		
<b>Where do we want to go?</b>	Condition assessment of the sanitary system has been completed by Utilities Engineering which have identified areas that require ongoing maintenance or repairs to mitigate future blockages. CCTV will continue by City staff.		

## UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

### Performance Metrics

#### Measuring Success – Waterworks Hydrant Maintenance

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of hydrants serviced cost/unit	1,276 (70% of inventory) \$93/unit	1,110 (63%) \$45/unit	1,350 (74%) \$83/unit
<b>How well did we do it?</b>			
Percent reduced hydrants serviced		13%	2.4%
<b>Story behind the data</b>	<p>The maintenance and repair of fire hydrants in the City of Victoria and the Township of Esquimalt ensures adequate fire protection. Hydrants are also used to flush water mains for optimal water quality.</p> <p>Regular inspections are carried out to identify deficiencies and take corrective measures. Cost per hydrant is budgeted at \$85/unit.</p> <p>City staff maintain and operate fire hydrants in the City of Victoria and the Township of Esquimalt.</p> <p>There are 1,828 Hydrants maintained by the city.</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Water works infrastructure service life varies from 60–100+ years. Regular, planned servicing of fire hydrants, valves and pumps extends each asset's useful life. This is the goal of all preventive maintenance programming.		
<b>Where do we want to go?</b>	Fire hydrant inspection, maintenance and repair is essential to protect public and private property in the event of a fire. The program aims to complete as close to 100% of the inventory annually, however historical service level has been 65%. Incorporating hydrant servicing with annual flush programs will allow for increased service. Target for 2017 is 75%.		

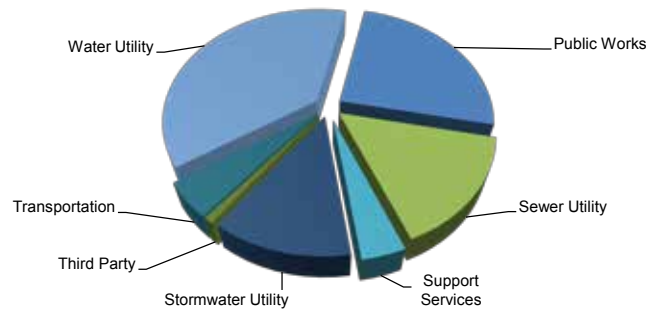
#### Measuring Success – Waterworks Mains Maintenance

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of water main maintenance breaks	6 breaks/100 km of water mains	14.5 breaks/100 km of water mains	≤ 6 breaks/100 km of water mains
<b>How well did we do it?</b>			
Reduced number of main breaks		Increase due to weather that was colder than normal	TBD
<b>Story behind the data</b>	Water main and service repairs are usually reactive, unless a system wide audit is conducted to reveal possible leakage.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Water works infrastructure service life varies from 60–100+ years. Regular, planned servicing of fire hydrants, valves and pumps extends each asset's useful life. This is the goal of all preventive maintenance programming.		
<b>Where do we want to go?</b>	Calculating the number of water main breaks per 100km will allow for analysis of capital replacement and pressure management efforts year over year.		

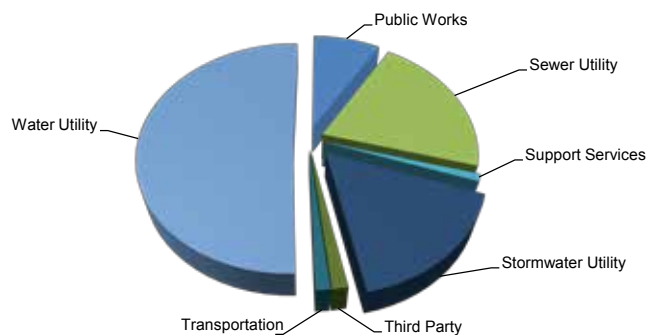
# Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Public Works	3,047,263	3,149,954	102,691	3.37%
Sewer Utility	7,874,200	7,982,200	108,000	1.37%
Support Services	346,623	375,523	28,900	8.34%
Stormwater Utility	5,985,878	6,294,511	308,633	5.16%
Third Party	528,400	528,400	0	0.00%
Transportation	127,716	492,416	364,700	285.56%
Water Utility	18,889,745	19,402,507	512,762	2.71%
<b>Total</b>	<b>36,799,825</b>	<b>38,225,511</b>	<b>1,425,686</b>	<b>3.87%</b>
<b>Expenditures</b>				
Public Works	12,579,099	12,878,988	299,889	2.38%
Sewer Utility	7,874,200	7,982,200	108,000	1.37%
Support Services	1,815,884	1,994,678	178,794	9.85%
Stormwater Utility	5,985,878	6,294,511	308,633	5.16%
Third Party	428,400	428,400	0	0.00%
Transportation	2,152,514	2,526,101	373,587	17.36%
Water Utility	18,889,745	19,402,507	512,762	2.71%
<b>Total</b>	<b>49,725,721</b>	<b>51,507,385</b>	<b>1,781,664</b>	<b>3.58%</b>
<b>Net</b>	<b>12,925,895</b>	<b>13,281,874</b>	<b>355,978</b>	<b>2.75%</b>

**2017 Expenditures**



**2017 Revenues**

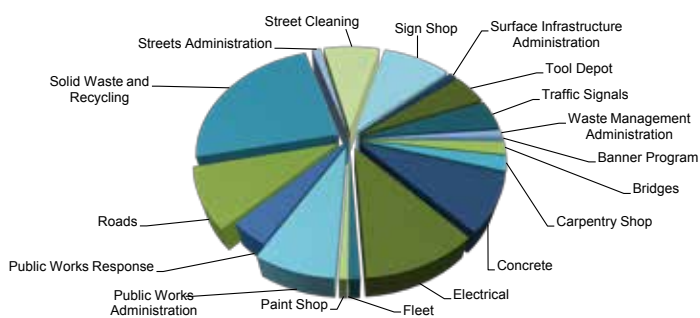


# PUBLIC WORKS

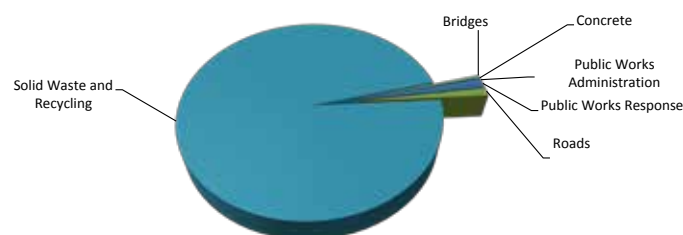
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Bridges	8,500	8,500	0	0.00%
Concrete	12,000	15,000	3,000	25.00%
Public Works Administration	3,000	3,000	0	0.00%
Public Works Response	33,000	33,000	0	0.00%
Roads	40,000	40,000	0	0.00%
Solid Waste and Recycling	2,950,763	3,050,454	99,691	3.38%
<b>Total</b>	<b>3,047,263</b>	<b>3,149,954</b>	<b>102,691</b>	<b>3.37%</b>
<b>Expenditures</b>				
Banner Program	64,000	64,000	0	0.00%
Bridges	263,105	262,549	(556)	-0.21%
Carpentry Shop	282,033	286,048	4,016	1.42%
Concrete	1,122,402	1,110,195	(12,207)	-1.09%
Electrical	1,393,409	1,410,369	16,960	1.22%
Fabrication Shop	119,434	140,489	21,055	17.63%
Fleet	4,618	0	(4,619)	0.00%
Paint Shop	97,935	103,385	5,450	5.56%
Public Works Administration	915,329	986,016	70,687	7.72%
Public Works Response	428,112	479,095	50,983	11.91%
Roads	1,215,888	1,189,400	(26,488)	-2.18%
Solid Waste and Recycling	2,950,763	3,050,454	99,691	3.38%
Streets Administration	154,999	154,054	(945)	-0.61%
Street Cleaning	979,625	982,556	2,931	0.30%
Sign Shop	1,160,165	1,189,351	29,186	2.52%
Surface Infrastructure Administration	132,101	133,154	1,053	0.80%
Tool Depot	608,470	606,965	(1,505)	-0.25%
Traffic Signals	587,554	585,049	(2,505)	-0.43%
Waste Management Administration	99,158	145,863	46,705	47.10%
<b>Total</b>	<b>12,579,099</b>	<b>12,878,988</b>	<b>299,889</b>	<b>2.38%</b>
<b>Net</b>	<b>9,531,836</b>	<b>9,729,034</b>	<b>197,198</b>	<b>2.07%</b>

**2017 Expenditures**



**2017 Revenues**





# Business Unit Summary with Service Areas

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## *Service Area: Banner Program*

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

Operational costs are for the maintenance of banners.

### **Deliverables:**

- Seasonal banners

# Business Unit Summary with Service Areas

## Service Area: Banner Program

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
9011 Work Order Revenue	0	3,837	0	0	
<b>Total Revenues</b>	<b>0</b>	<b>3,837</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	0	25	0	0	
9121 WO Outside Equipment Ren	0	2,390	0	0	
9211 WO Regular Time	0	240	0	0	
9321 WO Outside Purchases	0	2,670	0	0	0.00 %
9411 WO Contracted Services	67,867	62,091	64,000	64,000	
<b>Total Expenditures</b>	<b>67,867</b>	<b>67,416</b>	<b>64,000</b>	<b>64,000</b>	
<b>Net Total</b>	<b>(67,867)</b>	<b>(63,579)</b>	<b>(64,000)</b>	<b>(64,000)</b>	

# Business Unit Summary with Service Areas

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## Service Area: Banner Program

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
9321 WO Outside Purchases	64,000	65,280	66,586	67,917	69,276
<b>Total Expenditures</b>	64,000	65,280	66,586	67,917	69,276
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(64,000)</b>	<b>(65,280)</b>	<b>(66,586)</b>	<b>(67,917)</b>	<b>(69,276)</b>

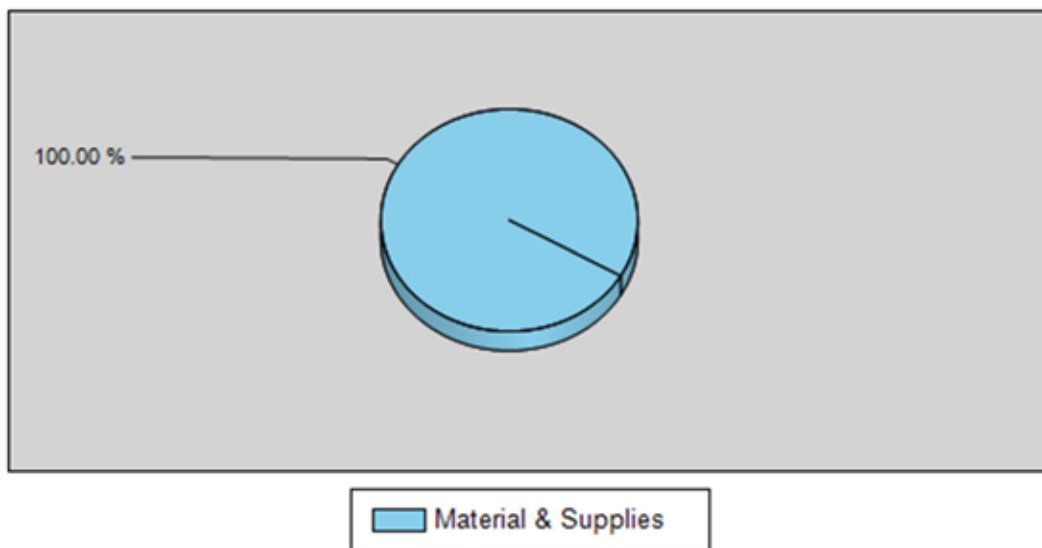


# Business Unit Summary with Service Areas

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Service Area: *Banner Program*

Expenses



# Business Unit Summary with Service Areas

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## **Service Area: Bridges**

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

The Bridges service area funds the on-going maintenance and operation of the City's six bridges, including the Johnson Street Bridge, Point Ellice Street Bridge and the Gorge, Burnside, and Hereward (rail) bridges to ensure safe travel by all users. In addition, this year we acquired the E&N 0.2 mile bridge which is being refurbished for pedestrian and bike use.

The two main bridges are Johnson Street Bridge and Point Ellice Street Bridge and each are assessed routinely to determine on-going maintenance needs.

The Johnson Street Bridge facilitates 30,000 vehicles trips each day and as well as 3,000 cyclist and 4,000 pedestrian trips between the neighbourhoods of Victoria West and downtown. Last year there was a total of 720 bridge lifts for marine traffic.

Point Ellice Bridge carries Bay Street over Victoria's Upper Harbour. The bridge provides access to 21,000 vehicle trips commuting back and forth on a daily basis. This bridge is critical to the City's network, as it provides the only other access to VicWest if the Johnson Street Bridge is out of service.

### **Deliverables:**

- 750 Johnson street Bridge lifts
- Maintenance and quarterly inspections of bridges for safety and bridge integrity

# Business Unit Summary with Service Areas

## Service Area: Bridges

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3488 Johnson St Bridge Opening	11,925	12,975	8,500	8,500	0.00 %
<b>Total Revenues</b>	<b>11,925</b>	<b>12,975</b>	<b>8,500</b>	<b>8,500</b>	
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	1,705	1,456	2,075	2,075	0.00 %
9121 WO Outside Equipment Ren	611	247	0	0	
9211 WO Regular Time	158,450	159,391	212,427	212,424	0.00 %
9221 WO Overtime	28,169	20,844	7,000	7,000	0.00 %
9311 WO Inventory Purchases	2,634	3,404	1,200	1,200	0.00 %
9321 WO Outside Purchases	14,131	11,455	35,329	34,775	- 1.57 %
9411 WO Contracted Services	15,681	17,522	5,075	5,075	0.00 %
9421 WO Consulting Services	0	794	0	0	
9511 WO Gas	46	0	0	0	
<b>Total Expenditures</b>	<b>221,427</b>	<b>215,113</b>	<b>263,105</b>	<b>262,549</b>	
<b>Net Total</b>	<b>(209,502)</b>	<b>(202,138)</b>	<b>(254,605)</b>	<b>(254,049)</b>	

# Business Unit Summary with Service Areas

## Service Area: Bridges

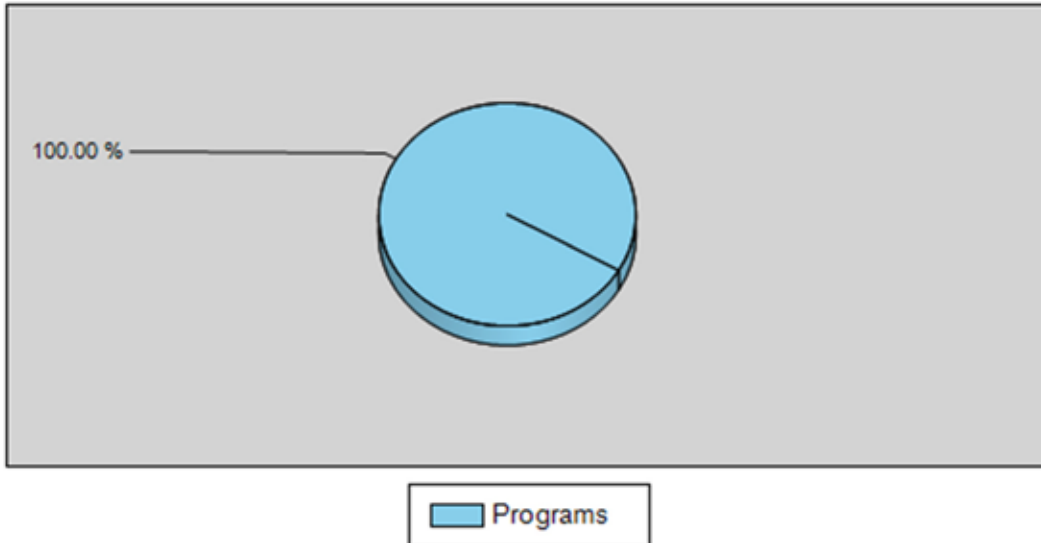
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3488	Johnson St Bridge Opening	8,500	8,500	8,500	8,500	8,500
<b>Total Revenues</b>		8,500	8,500	8,500	8,500	8,500
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	2,075	2,117	2,159	2,202	2,246
9211	WO Regular Time	212,424	216,672	221,006	225,426	229,935
9221	WO Overtime	7,000	7,140	7,283	7,428	7,577
9311	WO Inventory Purchases	1,200	1,224	1,248	1,273	1,299
9321	WO Outside Purchases	34,775	35,471	36,180	36,904	37,642
9411	WO Contracted Services	5,075	5,177	5,280	5,386	5,493
<b>Total Expenditures</b>		262,549	267,800	273,156	278,619	284,191
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(254,049)</b>	<b>(259,300)</b>	<b>(264,656)</b>	<b>(270,119)</b>	<b>(275,691)</b>

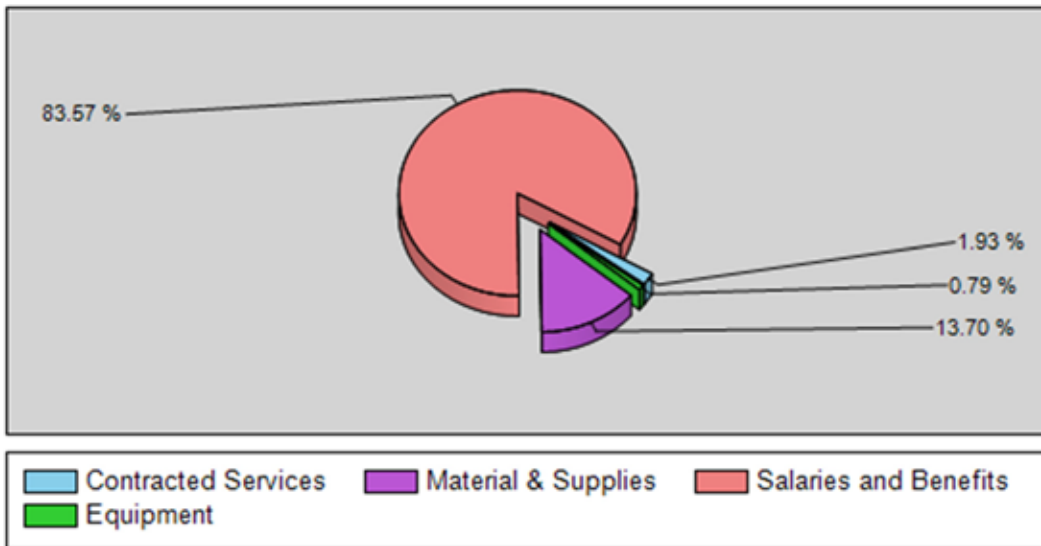
# Business Unit Summary with Service Areas

Service Area: Bridges

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Carpentry Shop*

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

The Carpentry Shop provides construction and maintenance services for all City buildings, bus shelters, benches, street furniture, information kiosks, bike racks, walkways, and specialized office furniture.

### **Deliverables:**

- Maintenance and repair of 104 shelters & 482 benches
- Work allocations for carpentry:
  - Facilities - 36%
  - Engineering & Public Works - 28%
  - Benches/Shelters - 8%
  - Parks - 7%
  - Others: Victoria Police Department, Capital Programs, Victoria Fire Department, CRD - 21%

# Business Unit Summary with Service Areas

## Service Area: Carpentry Shop

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4020 Salaries - Carpenters	103,073	93,491	90,492	90,492	0.00 %
4102 Benefits	21,961	22,643	20,361	22,171	+ 8.89 %
4120 Training and Development	0	500	0	1,500	
4316 Protective Clothing/Uniforms	3,949	4,561	7,884	7,884	0.00 %
4318 Lumber and Tools	70	0	0	0	
4412 Equipment Rentals	6,248	6,000	6,948	5,100	- 26.60 %
9111 WO Inside Equipment Rent	9,647	4,890	7,536	7,536	0.00 %
9121 WO Outside Equipment Ren	137	1,816	0	0	
9211 WO Regular Time	67,592	157,148	122,632	125,185	+ 2.08 %
9221 WO Overtime	773	986	0	0	
9311 WO Inventory Purchases	3,922	4,249	6,456	6,456	0.00 %
9321 WO Outside Purchases	33,422	21,275	17,724	17,724	0.00 %
9411 WO Contracted Services	1,450	420	1,000	1,000	0.00 %
9511 WO Gas	1,360	2,196	1,000	1,000	0.00 %
<b>Total Expenditures</b>	<b>253,604</b>	<b>320,175</b>	<b>282,033</b>	<b>286,048</b>	
<b>Net Total</b>	<b>(253,604)</b>	<b>(320,175)</b>	<b>(282,033)</b>	<b>(286,048)</b>	

# Business Unit Summary with Service Areas

## Service Area: Carpentry Shop

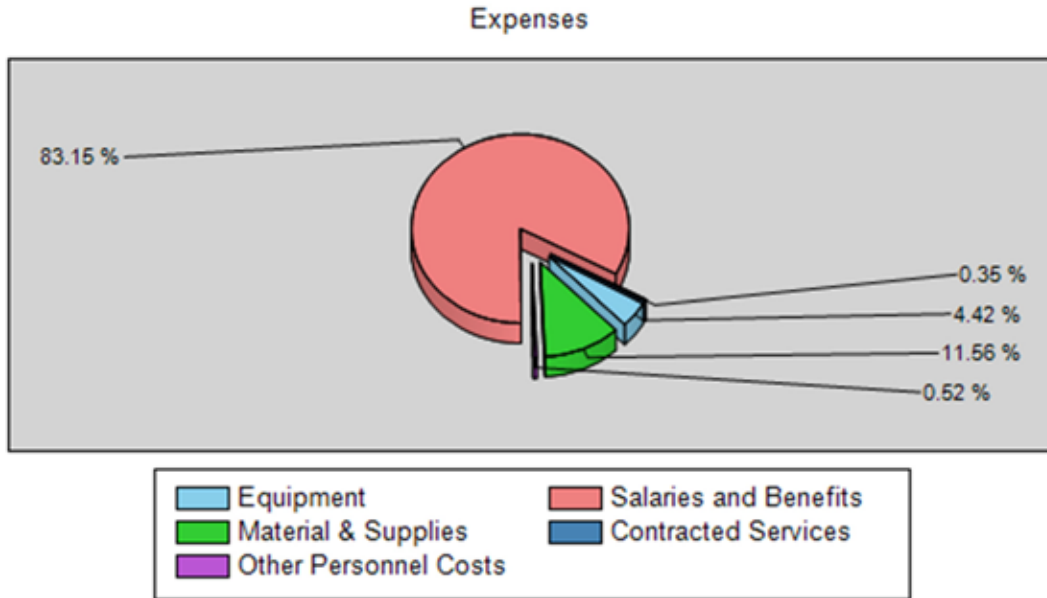
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4020	Salaries - Carpenters	90,492	92,302	94,148	96,031	97,952
4102	Benefits	22,171	22,614	23,066	23,528	23,998
4120	Training and Development	1,500	1,530	1,561	1,592	1,624
4316	Protective Clothing/Uniforms	7,884	8,042	8,203	8,367	8,534
4412	Equipment Rentals	5,100	5,202	5,306	5,412	5,520
9111	WO Inside Equipment Rent	7,536	7,687	7,840	7,997	8,157
9211	WO Regular Time	125,185	127,689	130,242	132,847	135,504
9311	WO Inventory Purchases	6,456	6,585	6,717	6,851	6,988
9321	WO Outside Purchases	17,724	18,078	18,440	18,809	19,185
9411	WO Contracted Services	1,000	1,020	1,040	1,061	1,082
9511	WO Gas	1,000	1,020	1,040	1,061	1,082
<b>Total Expenditures</b>		286,048	291,769	297,604	303,556	309,627
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(286,048)</b>	<b>(291,769)</b>	<b>(297,604)</b>	<b>(303,556)</b>	<b>(309,627)</b>



# Business Unit Summary with Service Areas

Service Area: Carpentry Shop



# Business Unit Summary with Service Areas

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## **Service Area: Concrete**

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

The Concrete service area manages and supervises the concrete infrastructure throughout the City related to maintenance and construction activities. It provides safe and accessible sidewalks, pathways, walkways and maintains the existing malls and squares in the City. Specialty work such as rock walls and brick pavers are also maintained by this section.

### **Deliverables:**

- 460 km of curb and gutter
- 450 km of sidewalk
- 1600 cubic meters of concrete placed and finished
- 600 calls for service requests
- 300 complaints response, of these 50 trip and fall complaints response
- 1200 square meters sidewalk replacement and repair
- 360 square meters driveway replacement and repair
- 165 lineal meters of lip grinding (tree root damage)
- 15 to 20 tree wells replacement and repair
- 350 square meters of sidewalks lifted by trees replacement and repair
- Upgrading brick crosswalks on Government Street Mall
- Repair concrete on Broad Street Mall
- Upgrade bus stops roadway to concrete from asphalt
- 300 square meters concrete pavers and brick pavers replacement and repair
- 360 square meters of driveways replaced (approx. 36 driveways)
- 200 square meters rock wall repairs
- 120 lineal meters of curb and gutter replacement and repair per year

# Business Unit Summary with Service Areas

## Service Area: Concrete

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
5044 Surplus	10,000	0	0	0	
5075 Financial Stability Reserve	0	0	12,000	15,000	+ 25.00 %
9011 Work Order Revenue	500	9,300	0	0	
<b>Total Revenues</b>	<b>10,500</b>	<b>9,300</b>	<b>12,000</b>	<b>15,000</b>	
<b>Expenditures</b>					
4014 Salaries - Outside	79,460	26,483	86,172	86,172	0.00 %
4102 Benefits	18,535	9,253	20,250	21,112	+ 4.26 %
4112 Mileage/Parking	0	0	200	200	0.00 %
4116 Conferences/Travel	1,484	686	1,930	1,930	0.00 %
4120 Training and Development	1,252	182	0	0	
4236 Land Services	11,511	11,500	11,500	0	
4316 Protective Clothing/Uniforms	10,621	10,022	9,458	10,500	+ 11.02 %
4318 Lumber and Tools	46,779	46,578	60,775	60,775	0.00 %
4412 Equipment Rentals	20,400	24,000	20,400	13,400	- 34.31 %
9111 WO Inside Equipment Rent	90,927	105,630	76,266	81,149	+ 6.40 %
9121 WO Outside Equipment Ren	48,785	42,636	73,718	73,718	0.00 %
9211 WO Regular Time	647,130	736,639	615,544	603,550	- 1.95 %
9221 WO Overtime	9,623	9,028	19,200	19,200	0.00 %
9311 WO Inventory Purchases	25,363	16,814	17,750	17,750	0.00 %
9321 WO Outside Purchases	139,018	259,597	97,538	109,038	+ 11.79 %
9411 WO Contracted Services	27,323	13,271	11,700	11,700	0.00 %
9541 WO Propane	127	0	0	0	
9824 Work Order Recoveries	0	(28,960)	0	0	
<b>Total Expenditures</b>	<b>1,178,338</b>	<b>1,283,359</b>	<b>1,122,402</b>	<b>1,110,194</b>	
<b>Net Total</b>	<b>(1,167,838)</b>	<b>(1,274,059)</b>	<b>(1,110,402)</b>	<b>(1,095,194)</b>	

# Business Unit Summary with Service Areas

## Service Area: Concrete

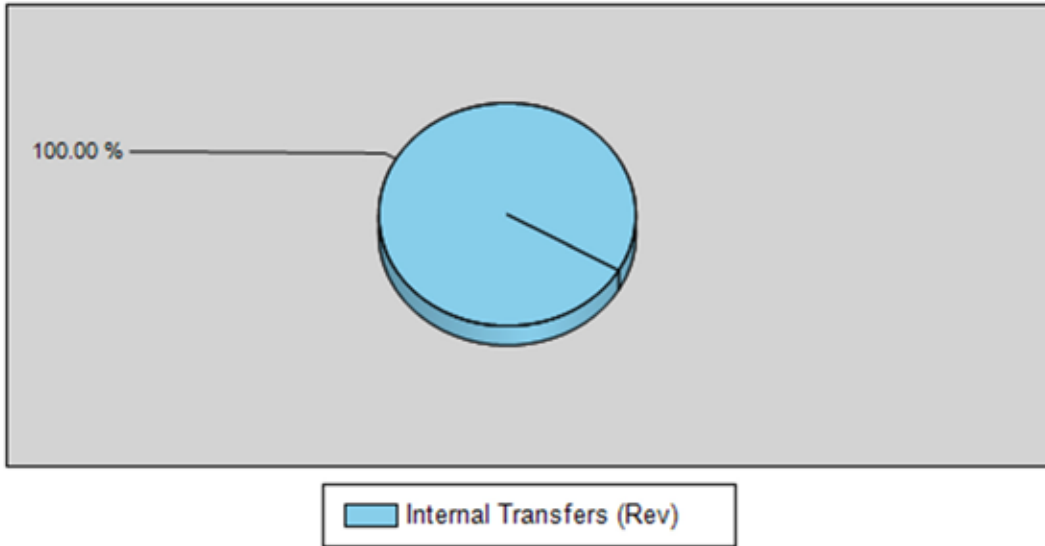
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
5075	Financial Stability Reserve	15,000	0	0	0	0
<b>Total Revenues</b>		15,000	0	0	0	0
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4014	Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4102	Benefits	21,112	21,534	21,965	22,404	22,853
4112	Mileage/Parking	200	204	208	212	216
4116	Conferences/Travel	1,930	1,969	2,008	2,048	2,089
4316	Protective Clothing/Uniforms	10,500	10,710	10,924	11,143	11,366
4318	Lumber and Tools	60,775	61,991	63,230	64,495	65,785
4412	Equipment Rentals	13,400	13,668	13,941	14,220	14,505
9111	WO Inside Equipment Rent	81,149	82,772	84,427	86,116	87,838
9121	WO Outside Equipment Ren	73,718	75,192	76,696	78,230	79,795
9211	WO Regular Time	603,550	600,321	612,327	624,574	637,065
9221	WO Overtime	19,200	19,584	19,976	20,375	20,783
9311	WO Inventory Purchases	17,750	18,105	18,467	18,836	19,213
9321	WO Outside Purchases	109,038	111,219	113,443	115,712	118,026
9411	WO Contracted Services	11,700	11,934	12,173	12,416	12,664
<b>Total Expenditures</b>		1,110,194	1,117,098	1,139,440	1,162,229	1,185,474
<b>% Increase</b>			0.62%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(1,095,194)</b>	<b>(1,117,098)</b>	<b>(1,139,440)</b>	<b>(1,162,229)</b>	<b>(1,185,474)</b>

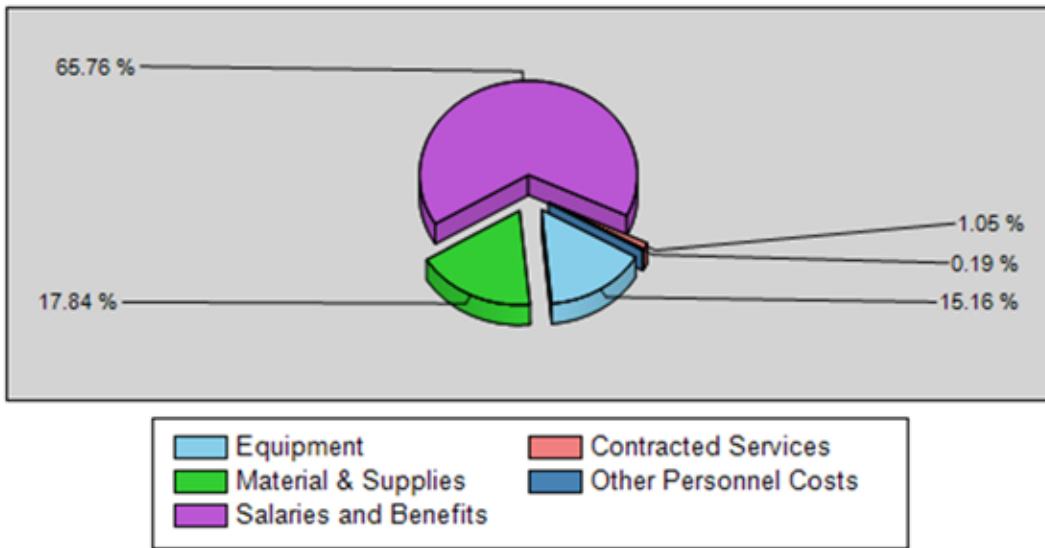
# Business Unit Summary with Service Areas

Service Area: Concrete

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Electrical*

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

Overall management of the electrical work related to City maintenance and construction activities. Electrical systems are essential to the safety of pedestrians, cyclists, and motorists as they pertain to street lighting, traffic signals and construction sites. The electrical section also maintains and installs ornamental and specialty lighting such as Chinatown, heritage and pathway lighting.

Work involves BC One locates for City construction, reviewing drawings, coordinating with other City crews and service areas, and developing job estimates. Staff review and generate maps and asset inventory of the City's outdoor electrical infrastructure.

### **Deliverables:**

- 6900 Street Lights
- 900 Lamp Clusters (annual maintenance of 450 each year)
- 62 Power Kiosks (annual maintenance )
- Underground Vaults/Manholes and Sidewalk Pits (annual maintenance)
- Specialty Street Lighting (Chinatown Poles, Heritage Poles, Rail Yards Poles, Pathway Poles etc)
- Specialty Lighting (Bollards, Steps, Side of buildings, Art work)
- Calls for Service – 570
- BC Hydro Pole change-outs -135
- On average 42 banner installations per year
- BC One locates

# Business Unit Summary with Service Areas

## Service Area: Electrical

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
9011	Work Order Revenue	33,100	0	0	0	
<b>Total Revenues</b>		<b>33,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>						
4012	Salaries - Electricians	84,760	90,447	86,266	86,266	0.00 %
4070	Overtime	(7)	(8)	0	0	
4102	Benefits	18,431	19,625	19,409	21,201	+ 9.23 %
4116	Conferences/Travel	2,354	1,042	2,000	2,000	0.00 %
4120	Training and Development	1,474	5,431	0	0	
4236	Land Services	3,852	3,851	3,851	0	
4308	General Supplies	0	350	0	0	
4312	Office Supplies	1,189	264	200	200	0.00 %
4412	Equipment Rentals	10,500	17,878	10,200	12,100	+ 18.63 %
9111	WO Inside Equipment Rent	54,357	66,587	73,917	73,917	0.00 %
9121	WO Outside Equipment Ren	0	1,470	0	0	
9211	WO Regular Time	375,257	417,865	409,763	400,224	- 2.33 %
9221	WO Overtime	5,166	5,339	5,000	5,000	0.00 %
9311	WO Inventory Purchases	129,958	108,769	155,546	155,546	0.00 %
9321	WO Outside Purchases	76,456	94,687	53,506	57,357	+ 7.20 %
9360	WO Utility-BC Hydro	542,928	573,703	570,200	593,008	+ 4.00 %
9411	WO Contracted Services	10,879	12,692	3,550	3,550	0.00 %
<b>Total Expenditures</b>		<b>1,317,554</b>	<b>1,419,992</b>	<b>1,393,409</b>	<b>1,410,369</b>	
<b>Net Total</b>		<b>(1,284,454)</b>	<b>(1,419,992)</b>	<b>(1,393,409)</b>	<b>(1,410,369)</b>	

# Business Unit Summary with Service Areas

## Service Area: Electrical

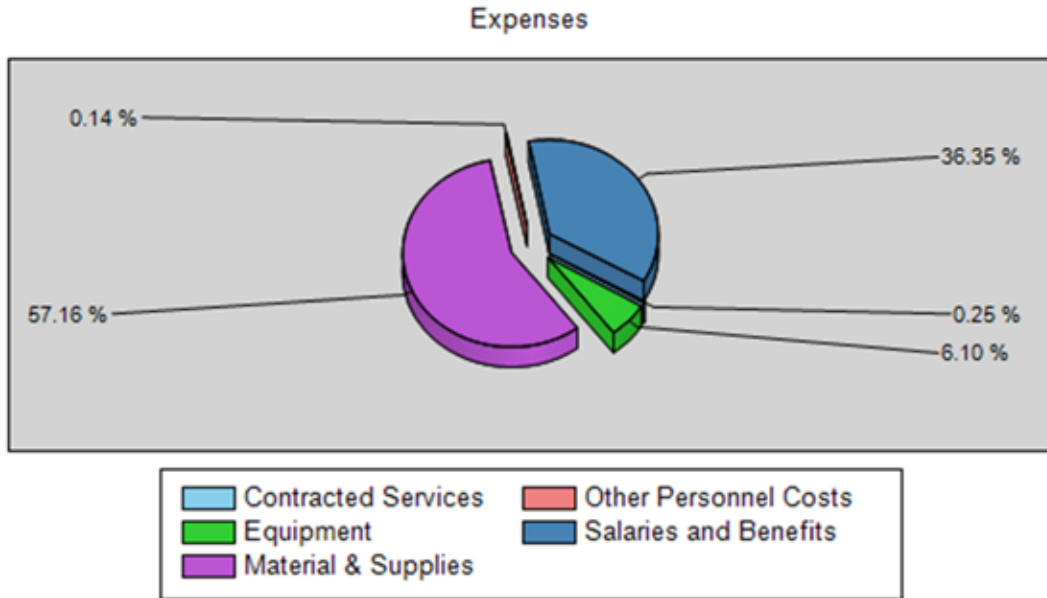
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4012	Salaries - Electricians	86,266	87,992	89,751	91,547	93,377
4102	Benefits	21,201	21,624	22,058	22,498	22,949
4116	Conferences/Travel	2,000	2,040	2,081	2,122	2,165
4312	Office Supplies	200	204	208	212	216
4412	Equipment Rentals	12,100	12,342	12,589	12,841	13,097
9111	WO Inside Equipment Rent	73,917	75,395	76,903	78,441	80,010
9211	WO Regular Time	400,224	408,228	416,393	424,721	433,215
9221	WO Overtime	5,000	5,100	5,202	5,306	5,412
9311	WO Inventory Purchases	155,546	158,657	161,830	165,067	168,368
9321	WO Outside Purchases	57,357	58,708	60,097	61,523	62,990
9360	WO Utility-BC Hydro	593,008	613,763	635,245	657,479	680,490
9411	WO Contracted Services	3,550	3,621	3,693	3,767	3,843
<b>Total Expenditures</b>		1,410,369	1,447,676	1,486,050	1,525,524	1,566,134
<b>% Increase</b>			2.65%	2.65%	2.66%	2.66%
<b>Net Total</b>		<b>(1,410,369)</b>	<b>(1,447,676)</b>	<b>(1,486,050)</b>	<b>(1,525,524)</b>	<b>(1,566,134)</b>



# Business Unit Summary with Service Areas

Service Area: *Electrical*



# Business Unit Summary with Service Areas

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## *Service Area: Fabrication Shop*

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

The Fabrication Shop provides welding services, aluminum fabrication, steel materials, assists with the customization of vehicles and equipment and provides maintenance support.

### **Deliverables:**

- Park benches: 15 sets
- Railings: 350 feet
- Vehicle customization prep time: 600 hours

# Business Unit Summary with Service Areas

## Service Area: Fabrication Shop

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4120 Training and Development	0	0	0	505	
9111 WO Inside Equipment Rent	12,249	10,852	12,220	12,220	0.00 %
9121 WO Outside Equipment Ren	0	100	0	0	
9211 WO Regular Time	83,809	109,812	84,014	86,564	+ 3.04 %
9221 WO Overtime	0	135	0	0	
9311 WO Inventory Purchases	6,467	4,724	4,000	4,000	0.00 %
9321 WO Outside Purchases	27,890	25,496	31,200	31,200	0.00 %
9411 WO Contracted Services	4,906	4,083	6,000	6,000	0.00 %
9824 Work Order Recoveries	(15,985)	(10,272)	(18,000)	0	
<b>Total Expenditures</b>	<b>119,336</b>	<b>144,930</b>	<b>119,434</b>	<b>140,489</b>	
<b>Net Total</b>	<b>(119,336)</b>	<b>(144,930)</b>	<b>(119,434)</b>	<b>(140,489)</b>	

# Business Unit Summary with Service Areas

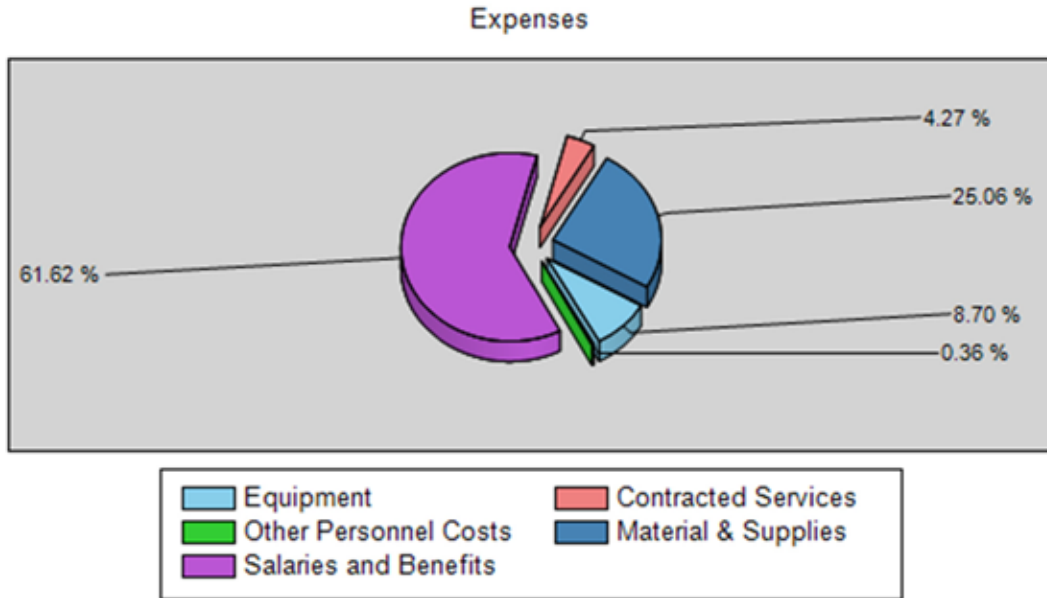
## Service Area: Fabrication Shop

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4120	Training and Development	505	515	525	536	547
9111	WO Inside Equipment Rent	12,220	12,464	12,714	12,968	13,227
9211	WO Regular Time	86,564	88,295	90,061	91,862	93,700
9311	WO Inventory Purchases	4,000	4,080	4,162	4,245	4,330
9321	WO Outside Purchases	31,200	31,824	32,460	33,110	33,772
9411	WO Contracted Services	6,000	6,120	6,242	6,367	6,495
<b>Total Expenditures</b>		140,489	143,299	146,165	149,088	152,070
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(140,489)</b>	<b>(143,299)</b>	<b>(146,165)</b>	<b>(149,088)</b>	<b>(152,070)</b>

# Business Unit Summary with Service Areas

Service Area: Fabrication Shop



# Business Unit Summary with Service Areas

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## *Service Area: Fleet*

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

Fleet Operations provides service, repair, and maintenance of all ICBC licensed City and Police vehicles according to Provincial and Federal regulations as per the Commercial Vehicle Inspection Program (provincial) and Transport Canada (federal). This service maintains 441 city vehicles, 88 police vehicles and approximately 50 pieces of specialized equipment.

Staff ensure Aerial Device (truck cranes and aerial devices) Non-Destruct and Dielectric Maintenance, testing and certification regulations are current and satisfied. Including maintenance to ensure safe and maximized performance; and satisfy Commercial Vehicle Safety Enforcement requirements. Complete all on-demand maintenance requests in order of importance daily. Complete all prep work on new vehicles for service including adding any necessary specialized equipment, fabrications needs, first aid equipment, lighting needs.

Strip and prepare vehicles and equipment for trade-in or disposal through public auction.

### **Deliverables:**

Fleet operations is currently tracked in the Operations/Maintenance module within JDE via Assets and work orders for Fleet and Police. Annual Benchmark reports.

# Business Unit Summary with Service Areas

## Service Area: Fleet

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
9011	Work Order Revenue	6,277	4,611	0	0	
<b>Total Revenues</b>		<b>6,277</b>	<b>4,611</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	110,444	107,372	107,365	107,365	0.00 %
4014	Salaries - Outside	70,305	98,973	86,172	86,172	0.00 %
4016	Salaries - Inside	0	62,454	63,179	63,179	0.00 %
4070	Overtime	0	644	0	0	
4102	Benefits	44,409	67,470	59,834	62,380	
4116	Conferences/Travel	4,415	7,697	6,040	12,000	
4118	Membership Fees	0	1,356	0	800	
4120	Training and Development	14,185	15,551	21,343	28,100	
4412	Equipment Rentals	62,505	55,839	64,960	50,200	
4512	Insurance	1,830	0	0	1,000	
4808	Contingencies	0	0	0	8,054	
4824	Recovery	(946,106)	(954,646)	(1,032,069)	(946,106)	
9111	WO Inside Equipment Rent	1,836,365	1,836,903	0	1,831,106	
9121	WO Outside Equipment Ren	19	3,536	0	0	
9211	WO Regular Time	1,076,681	1,094,584	470,000	1,127,353	
9221	WO Overtime	8,997	12,733	0	0	
9311	WO Inventory Purchases	68,612	63,206	10,499	66,499	
9321	WO Outside Purchases	548,687	562,595	102,000	582,000	
9411	WO Contracted Services	239,743	189,497	45,295	241,516	
9441	WO Insurance-Vehicle	180,826	208,605	0	195,328	
9511	WO Gas	190,192	188,244	0	424,879	
9521	WO Natural Gas	48,131	31,429	0	0	
9541	WO Propane	4,133	4,736	0	0	
9551	WO Bio Diesel	248,115	236,136	0	0	
9561	WO Motor Oil	19,057	18,976	0	0	
9571	Marked Gas	1,470	1,672	0	0	
9824	Work Order Recoveries	(1,824,331)	(1,785,699)	0	(1,900,242)	
9826	WO Equipment Recoveries	(2,069,215)	(2,126,595)	0	(2,041,583)	
<b>Total Expenditures</b>		<b>(60,531)</b>	<b>3,268</b>	<b>4,618</b>	<b>0</b>	
<b>Net Total</b>		<b>66,808</b>	<b>1,343</b>	<b>(4,618)</b>	<b>0</b>	

# Business Unit Summary with Service Areas

## Service Area: Fleet

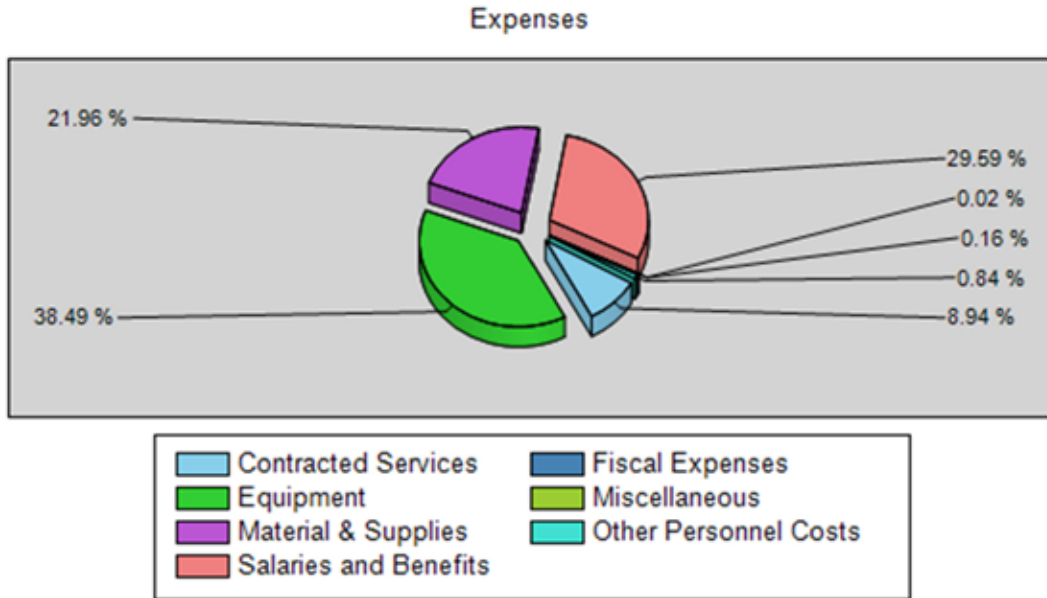
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4014	Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4016	Salaries - Inside	63,179	64,442	65,731	67,046	68,387
4102	Benefits	62,380	63,627	64,900	66,198	67,522
4116	Conferences/Travel	12,000	12,240	12,485	12,734	12,989
4118	Membership Fees	800	816	832	849	866
4120	Training and Development	28,100	28,662	29,235	29,820	30,416
4412	Equipment Rentals	50,200	51,204	52,228	53,273	54,338
4512	Insurance	1,000	1,020	1,040	1,061	1,082
4808	Contingencies	8,054	0	0	0	0
4824	Recovery	(946,106)	(946,106)	(946,106)	(946,106)	(946,106)
9111	WO Inside Equipment Rent	1,831,106	1,831,106	1,831,106	1,831,106	1,831,106
9211	WO Regular Time	1,127,353	1,149,900	1,172,898	1,196,356	1,220,283
9311	WO Inventory Purchases	66,499	67,829	69,186	70,569	71,981
9321	WO Outside Purchases	582,000	593,640	605,513	617,623	629,976
9411	WO Contracted Services	241,516	246,346	251,273	256,299	261,425
9441	WO Insurance-Vehicle	195,328	199,235	203,219	207,284	211,429
9511	WO Gas	424,879	433,377	442,044	450,885	459,903
9824	Work Order Recoveries	(1,900,242)	(1,912,331)	(1,932,878)	(1,953,836)	(1,975,212)
9826	WO Equipment Recoveries	(2,041,583)	(2,082,415)	(2,124,063)	(2,166,544)	(2,209,875)
<b>Total Expenditures</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>% Increase</b>			<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Net Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Business Unit Summary with Service Areas

Service Area: Fleet



# Business Unit Summary with Service Areas

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## *Service Area: Paint Shop*

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

The Paint Shop service area provides painting services within Civic facilities and protects and enhances city infrastructure for streets, squares and parks. This service maintains the surfaces of existing infrastructure and responds to the more complex graffiti removal issues.

### **Deliverables:**

- Support demands and needs of city infrastructure maintenance
- Attractive beautification for tourism and support to downtown businesses

## Business Unit Summary with Service Areas

### Service Area: Paint Shop

#### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4120	Training and Development	0	0	0	1,500	
9111	WO Inside Equipment Rent	578	2,696	2,800	4,200	+ 50.00 %
9211	WO Regular Time	70,209	91,715	78,782	81,332	+ 3.24 %
9311	WO Inventory Purchases	5,704	7,176	5,853	5,853	0.00 %
9321	WO Outside Purchases	15,815	19,261	10,000	10,000	0.00 %
9411	WO Contracted Services	2,591	102	500	500	0.00 %
9511	WO Gas	0	131	0	0	
9571	Marked Gas	0	34	0	0	
<b>Total Expenditures</b>		<b>94,897</b>	<b>121,115</b>	<b>97,935</b>	<b>103,385</b>	
<b>Net Total</b>		<b>(94,897)</b>	<b>(121,115)</b>	<b>(97,935)</b>	<b>(103,385)</b>	

# Business Unit Summary with Service Areas

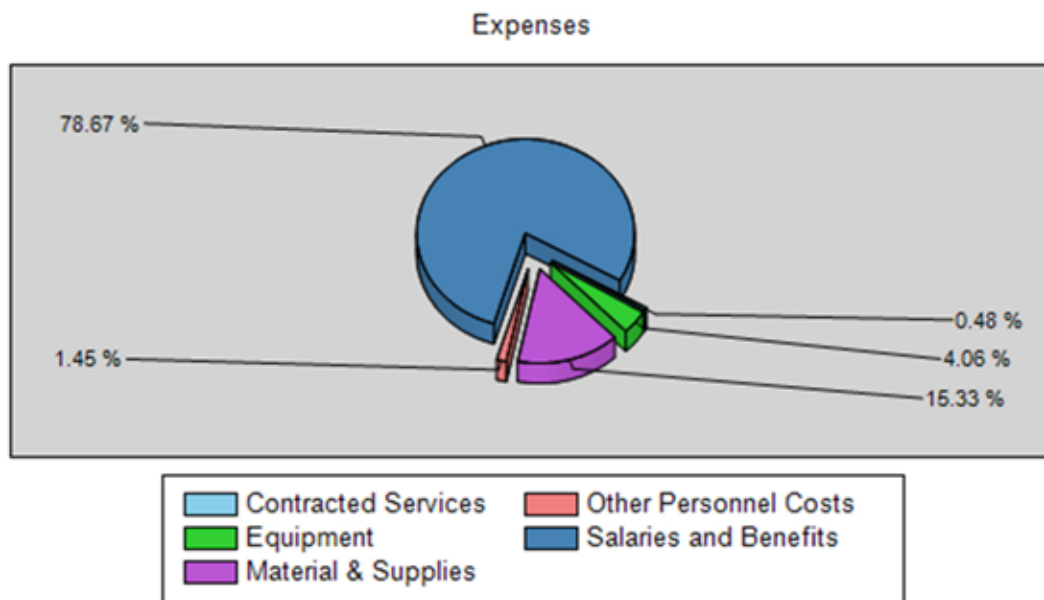
## Service Area: Paint Shop

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4120 Training and Development	1,500	1,530	1,561	1,592	1,624
9111 WO Inside Equipment Rent	4,200	4,284	4,370	4,457	4,546
9211 WO Regular Time	81,332	82,959	84,618	86,310	88,036
9311 WO Inventory Purchases	5,853	5,970	6,089	6,211	6,335
9321 WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
9411 WO Contracted Services	500	510	520	531	541
<b>Total Expenditures</b>	<b>103,385</b>	<b>105,453</b>	<b>107,562</b>	<b>109,713</b>	<b>111,907</b>
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(103,385)</b>	<b>(105,453)</b>	<b>(107,562)</b>	<b>(109,713)</b>	<b>(111,907)</b>

# Business Unit Summary with Service Areas

Service Area: *Paint Shop*



# Business Unit Summary with Service Areas

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## *Service Area: Public Works Administration*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

The Public Works Administration service area provides administrative support to the Public Works division to ensure effective and timely services. Staff respond to customer enquiries, coordinate information between construction crews, provide dispatch services, maintain schedules and maintain the customer reception at Public Works Yard.

### **Deliverables:**

Customer service response time for incoming calls to Public Works are answered immediately, and there are zero dropped calls.

- Total number of BC One Locates calls = 1,606
- Total number of Traffic Control Plans developed for special events = 108 plus 71 film permits
- Total number of Plumbing Reimbursements prepared = 42
- Total number of Municipal Insurance Association Claims prepared = 88
- Total number of banner confirmations prepared = 38
- Total number of Calls for Service = 2,625

# Business Unit Summary with Service Areas

## Service Area: Public Works Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
9011	Work Order Revenue	4,150	3,935	3,000	3,000	0.00 %
<b>Total Revenues</b>		<b>4,150</b>	<b>3,935</b>	<b>3,000</b>	<b>3,000</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	27,653	49,745	52,540	52,540	0.00 %
4016	Salaries - Inside	405,044	364,363	443,036	450,137	+ 1.60 %
4070	Overtime	4,909	6,436	3,000	3,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	70,534	51,551	51,292	51,292	0.00 %
4102	Benefits	110,049	104,326	116,219	122,903	+ 5.75 %
4112	Mileage/Parking	868	924	1,000	1,000	0.00 %
4116	Conferences/Travel	610	1,288	1,800	1,800	0.00 %
4118	Membership Fees	245	245	0	0	
4120	Training and Development	433	640	2,000	2,000	0.00 %
4216	Contracted Services	935	7,121	5,480	5,480	0.00 %
4226	Photocopy	6,488	6,588	4,500	5,500	+ 22.22 %
4308	General Supplies	0	0	1,500	1,500	0.00 %
4312	Office Supplies	20,099	24,198	16,883	19,883	+ 17.77 %
4364	Telecommunications	113,652	104,449	78,650	81,550	+ 3.69 %
4814	Miscellaneous	1,927	0	0	0	
9111	WO Inside Equipment Rent	6,494	4,302	5,700	5,200	- 8.77 %
9121	WO Outside Equipment Ren	0	999	0	0	
9211	WO Regular Time	91,671	88,479	108,718	108,720	+ 0.00 %
9221	WO Overtime	1,297	1,353	500	1,000	+ 100.00 %
9311	WO Inventory Purchases	280	226	0	0	
9321	WO Outside Purchases	8,371	19,025	11,042	11,042	0.00 %
9411	WO Contracted Services	9,775	3,046	11,470	11,470	0.00 %
9421	WO Consulting Services	0	0	0	50,000	
<b>Total Expenditures</b>		<b>881,332</b>	<b>839,303</b>	<b>915,329</b>	<b>986,016</b>	
<b>Net Total</b>		<b>(877,182)</b>	<b>(835,368)</b>	<b>(912,329)</b>	<b>(983,016)</b>	

# Business Unit Summary with Service Areas

## Service Area: Public Works Administration

### 5 Year Forecast:

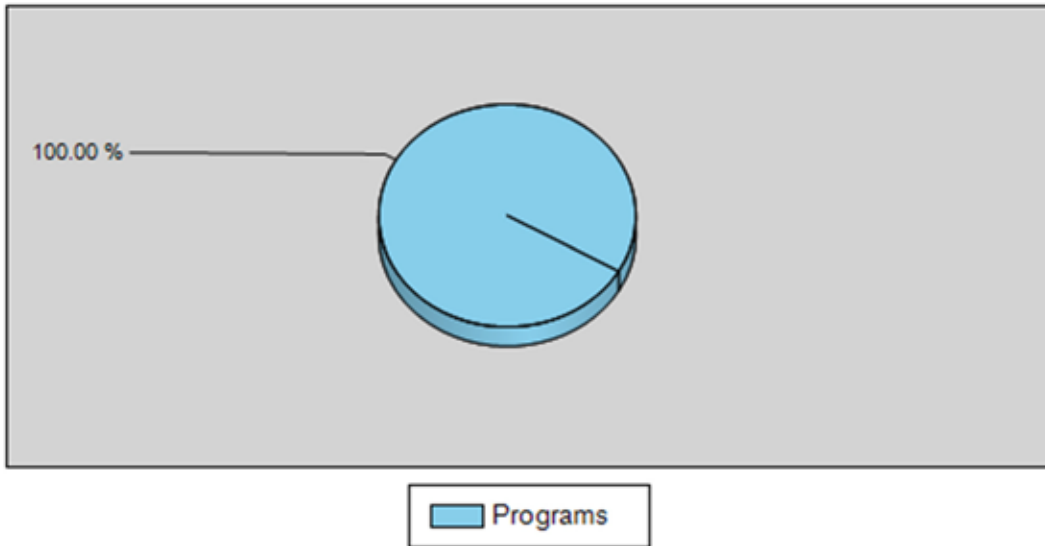
	2017	2018	2019	2020	2021
<b>Revenues</b>					
9011 Work Order Revenue	3,000	3,500	3,500	3,500	3,500
<b>Total Revenues</b>	<b>3,000</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>% Increase</b>		16.67%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4010 Salaries - Exempt	52,540	53,590	54,662	55,755	56,871
4016 Salaries - Inside	450,137	459,140	468,322	477,689	487,243
4070 Overtime	3,000	3,060	3,121	3,184	3,247
4080 Auxiliaries/RPT/Seasonal	51,292	52,317	53,364	54,431	55,520
4102 Benefits	122,903	125,361	127,869	130,426	133,035
4112 Mileage/Parking	1,000	1,020	1,040	1,061	1,082
4116 Conferences/Travel	1,800	1,836	1,873	1,910	1,948
4120 Training and Development	2,000	2,040	2,081	2,122	2,165
4216 Contracted Services	5,480	5,590	5,701	5,815	5,932
4226 Photocopy	5,500	5,610	5,722	5,837	5,953
4308 General Supplies	1,500	1,530	1,561	1,592	1,624
4312 Office Supplies	19,883	20,281	20,686	21,100	21,522
4364 Telecommunications	81,550	83,181	84,845	86,542	88,272
9111 WO Inside Equipment Rent	5,200	5,304	5,410	5,518	5,628
9211 WO Regular Time	108,720	110,894	113,112	115,375	117,682
9221 WO Overtime	1,000	1,020	1,040	1,061	1,082
9311 WO Inventory Purchases	0	0	0	0	0
9321 WO Outside Purchases	11,042	11,263	11,488	11,718	11,952
9411 WO Contracted Services	11,470	11,699	11,933	12,172	12,415
9421 WO Consulting Services	50,000	0	0	0	0
<b>Total Expenditures</b>	<b>986,016</b>	<b>954,737</b>	<b>973,831</b>	<b>993,308</b>	<b>1,013,174</b>
<b>% Increase</b>		(3.17%)	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(983,016)</b>	<b>(951,237)</b>	<b>(970,331)</b>	<b>(989,808)</b>	<b>(1,009,674)</b>



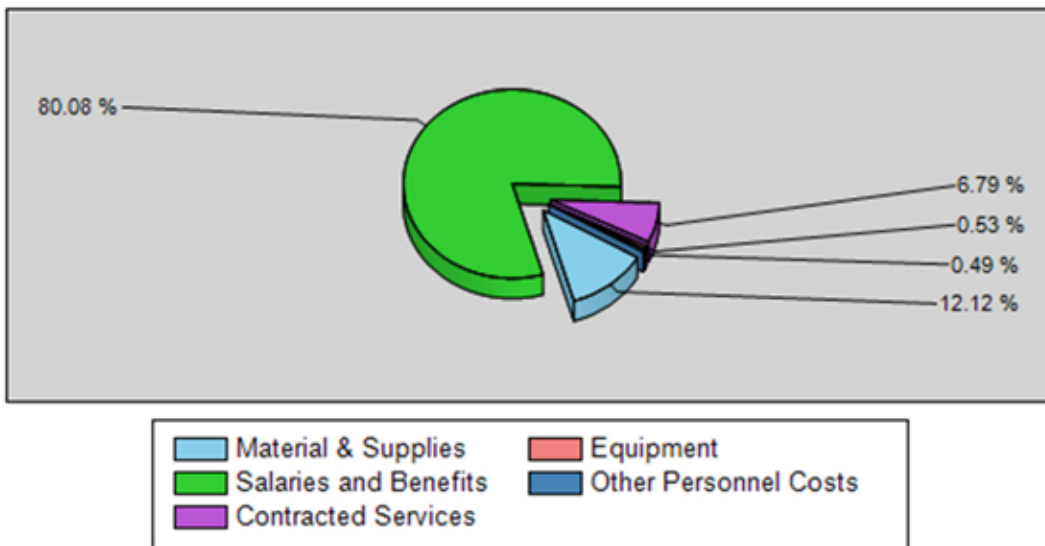
# Business Unit Summary with Service Areas

Service Area: Public Works Administration

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Public Works Response*

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

The City maintains a 24/7 emergency response for unexpected or unplanned events and incidents in the City. Public works service persons provide traffic control and emergency response.

- 24 hour, 7 day a week service to respond to all City emergencies. Sewers and water breaks, traffic barricades, VMI and events
- First responders for MVI emergencies & all other emergencies
- Manage all after hour calls for Public works, and determine who is needed to do the work
- Set up barricades for all city work
- Security for City Facilities
- Special events signage
- Snow removal
- Hydrant adapters

### **Deliverables:**

- Estimated 45 calls per day for Emergency Response and Traffic Control combined and 16,425 calls annually
- Call response = Priority and emergency calls are responded to within 2 hours and all calls are responded to within 24 hours

# Business Unit Summary with Service Areas

## Service Area: Public Works Response

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3128	Development Traffic Perm	30,788	37,092	33,000	33,000	0.00 %
<b>Total Revenues</b>		<b>30,788</b>	<b>37,092</b>	<b>33,000</b>	<b>33,000</b>	
<b>Expenditures</b>						
4120	Training and Development	420	281	3,500	3,500	0.00 %
4236	Land Services	3,852	3,850	3,850	0	
4308	General Supplies	0	17	0	0	
4821	Recoveries and Services	(19,715)	(21,765)	(90,935)	(90,935)	0.00 %
9111	WO Inside Equipment Rent	32,988	36,713	35,000	35,000	0.00 %
9211	WO Regular Time	379,936	328,166	401,697	402,680	+ 0.24 %
9221	WO Overtime	107,426	112,650	39,500	89,500	+ 126.58 %
9311	WO Inventory Purchases	25,246	18,230	22,500	22,500	0.00 %
9321	WO Outside Purchases	2,929	1,791	4,500	8,350	+ 85.56 %
9411	WO Contracted Services	9,650	14,590	8,500	8,500	0.00 %
<b>Total Expenditures</b>		<b>508,108</b>	<b>553,598</b>	<b>428,112</b>	<b>479,095</b>	
<b>Net Total</b>		<b>(477,320)</b>	<b>(516,506)</b>	<b>(395,112)</b>	<b>(446,095)</b>	

# Business Unit Summary with Service Areas

## Service Area: Public Works Response

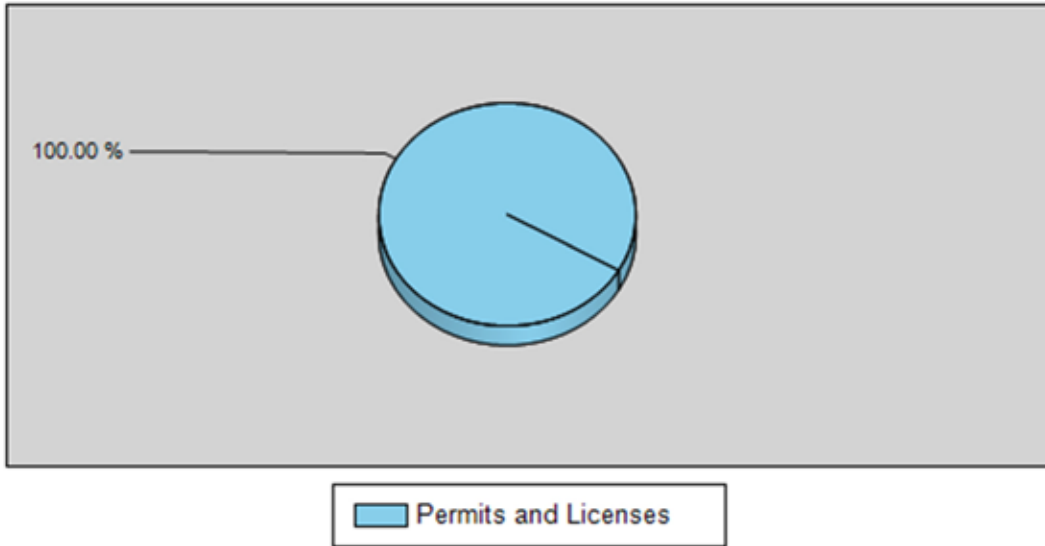
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3128	Development Traffic Perm	33,000	34,000	35,000	36,000	37,000
<b>Total Revenues</b>		33,000	34,000	35,000	36,000	37,000
<b>% Increase</b>			3.03%	2.94%	2.86%	2.78%
<b>Expenditures</b>						
4120	Training and Development	3,500	3,570	3,641	3,714	3,789
4821	Recoveries and Services	(90,935)	(90,935)	(90,935)	(90,935)	(90,935)
9111	WO Inside Equipment Rent	35,000	35,700	36,414	37,142	37,885
9211	WO Regular Time	402,680	359,734	366,928	374,267	381,752
9221	WO Overtime	89,500	91,290	93,116	94,978	96,878
9311	WO Inventory Purchases	22,500	22,950	23,409	23,877	24,355
9321	WO Outside Purchases	8,350	8,517	8,687	8,861	9,038
9411	WO Contracted Services	8,500	8,670	8,843	9,020	9,201
<b>Total Expenditures</b>		479,095	439,496	450,104	460,925	471,962
<b>% Increase</b>			(8.27%)	2.41%	2.40%	2.39%
<b>Net Total</b>		<b>(446,095)</b>	<b>(405,496)</b>	<b>(415,104)</b>	<b>(424,925)</b>	<b>(434,962)</b>

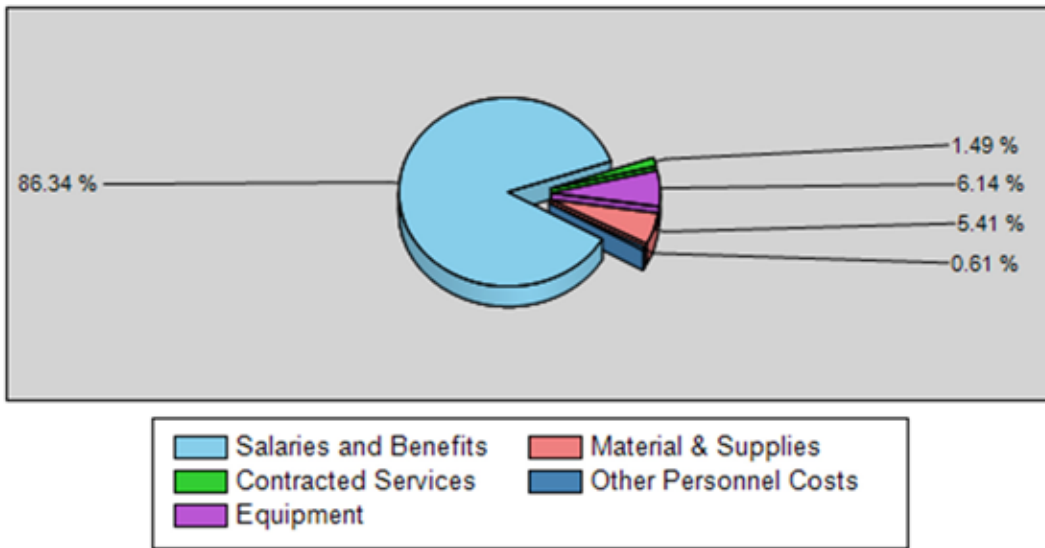
# Business Unit Summary with Service Areas

Service Area: Public Works Response

Revenues



Expenses



# Business Unit Summary with Service Areas

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## Service Area: Roads

Department: Engineering & PW      Budget Year: 2017

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### Overview:

Roads provides services to ensure safe travel on roadways, sidewalks, pathways, walkways, malls and squares, and bridges.

During winter weather conditions this service area provides snow and ice control when needed.

Asphalt for patching on City projects is provided, and is made available for sale to other municipalities, and contractors.

### Deliverables:

Annual deliverables-

- Pothole filling – 450 sq. meters
- Milling of roads – 3,500 sq. meters
- Crack sealing of roads – 20,000 lineal meters
- Skin patching of roads and some sidewalk areas – 2,000 sq. meters
- Bus stop repairs – 180 sq. meters
- Concrete road base repairs – 150 sq. meters
- Lane paving – 50 sq. meters
- Asphalt curb and water control installation – 50 lineal meters
- Harbour pathways maintained – 250 sq. meters
- Asphalt plant production – 1,500 tonnes
- Contract paving – 1,000 sq. meters
- Granular road base repairs – 150 meters

# Business Unit Summary with Service Areas

## Service Area: Roads

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3464	Mix Sales	8,772	10,164	40,000	40,000	0.00 %
<b>Total Revenues</b>		<b>8,772</b>	<b>10,164</b>	<b>40,000</b>	<b>40,000</b>	
<b>Expenditures</b>						
4014	Salaries - Outside	70,773	71,048	86,172	86,172	0.00 %
4102	Benefits	18,218	16,474	20,250	21,112	+ 4.26 %
4112	Mileage/Parking	351	330	500	500	0.00 %
4116	Conferences/Travel	481	240	2,300	2,300	0.00 %
4120	Training and Development	1,346	3,014	0	0	
4236	Land Services	4,828	4,827	4,827	0	
4318	Lumber and Tools	13,192	7,781	15,400	15,400	0.00 %
4412	Equipment Rentals	6,000	6,000	6,900	3,700	- 46.38 %
4824	Recovery	(142,181)	(72,840)	(80,000)	(100,000)	+ 25.00 %
9111	WO Inside Equipment Rent	233,785	239,934	225,442	221,142	- 1.91 %
9121	WO Outside Equipment Ren	5,636	14,120	12,499	12,499	0.00 %
9211	WO Regular Time	628,437	545,505	641,664	641,666	+ 0.00 %
9221	WO Overtime	29,797	62,455	14,000	14,020	+ 0.14 %
9311	WO Inventory Purchases	18,425	22,061	17,400	17,410	+ 0.06 %
9321	WO Outside Purchases	151,977	201,672	176,368	181,195	+ 2.74 %
9358	WO Utility-Gas-Fortis	56,859	37,940	56,900	58,038	+ 2.00 %
9411	WO Contracted Services	70,210	70,843	68,165	68,215	+ 0.07 %
9531	WO Diesel	0	0	500	500	0.00 %
9541	WO Propane	37	0	100	100	0.00 %
9551	WO Bio Diesel	3,586	1,811	2,500	2,550	+ 2.00 %
9561	WO Motor Oil	37	82	0	0	
9824	Work Order Recoveries	(48,131)	(30,926)	(56,000)	(57,120)	+ 2.00 %
<b>Total Expenditures</b>		<b>1,123,663</b>	<b>1,202,371</b>	<b>1,215,887</b>	<b>1,189,399</b>	
<b>Net Total</b>		<b>(1,114,891)</b>	<b>(1,192,207)</b>	<b>(1,175,887)</b>	<b>(1,149,399)</b>	

# Business Unit Summary with Service Areas

## Service Area: Roads

### 5 Year Forecast:

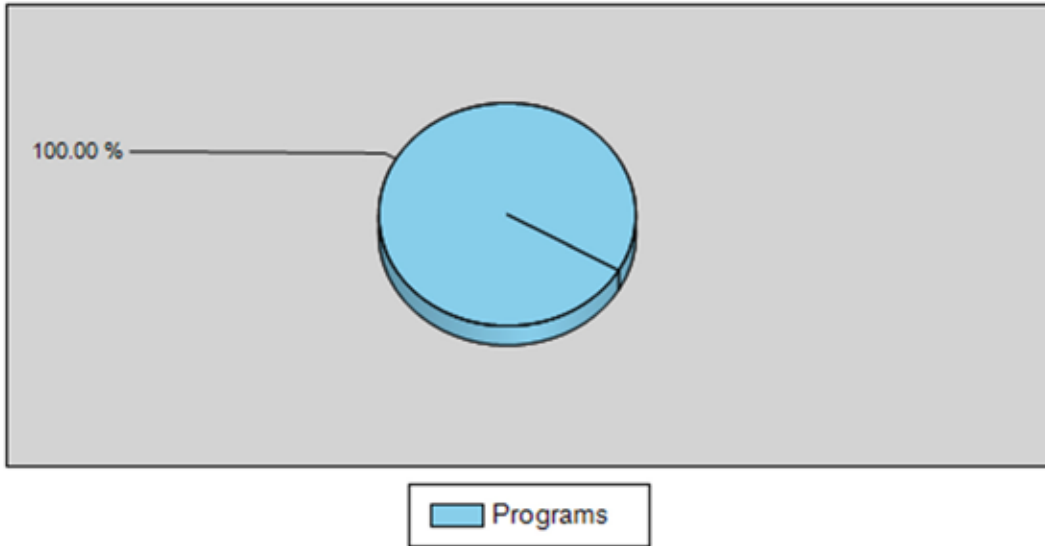
	2017	2018	2019	2020	2021
<b>Revenues</b>					
3464 Mix Sales	40,000	40,000	40,000	40,000	40,000
<b>Total Revenues</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4014 Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4102 Benefits	21,112	21,534	21,965	22,404	22,853
4112 Mileage/Parking	500	510	520	531	541
4116 Conferences/Travel	2,300	2,346	2,393	2,441	2,490
4318 Lumber and Tools	15,400	15,708	16,022	16,343	16,669
4412 Equipment Rentals	3,700	3,774	3,849	3,926	4,005
4824 Recovery	(100,000)	(102,000)	(104,040)	(106,121)	(108,243)
9111 WO Inside Equipment Rent	221,142	225,565	230,076	234,678	239,371
9121 WO Outside Equipment Ren	12,499	12,749	13,004	13,264	13,529
9211 WO Regular Time	641,666	654,499	667,589	680,941	694,560
9221 WO Overtime	14,020	14,300	14,586	14,878	15,176
9311 WO Inventory Purchases	17,410	17,758	18,113	18,476	18,845
9321 WO Outside Purchases	181,195	184,819	188,515	192,286	196,131
9358 WO Utility-Gas-Fortis	58,038	59,199	60,383	61,590	62,822
9411 WO Contracted Services	68,215	69,579	70,971	72,390	73,838
9531 WO Diesel	500	510	520	531	541
9541 WO Propane	100	102	104	106	108
9551 WO Bio Diesel	2,550	2,601	2,653	2,706	2,760
9824 Work Order Recoveries	(57,120)	(58,262)	(59,428)	(60,616)	(61,829)
<b>Total Expenditures</b>	<b>1,189,399</b>	<b>1,213,187</b>	<b>1,237,451</b>	<b>1,262,200</b>	<b>1,287,444</b>
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(1,149,399)</b>	<b>(1,173,187)</b>	<b>(1,197,451)</b>	<b>(1,222,200)</b>	<b>(1,247,444)</b>



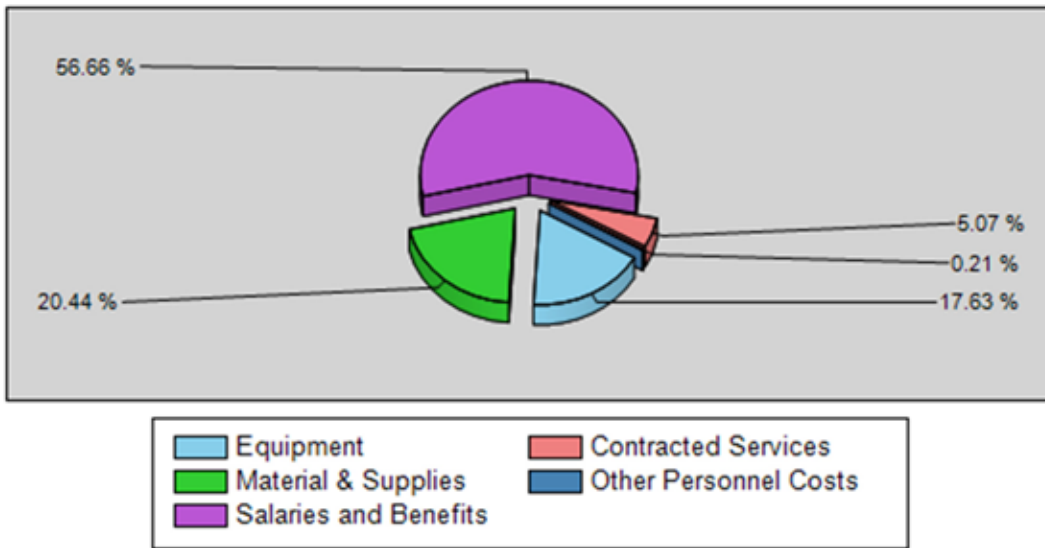
# Business Unit Summary with Service Areas

Service Area: Roads

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Solid Waste and Recycling*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

Solid Waste and Recycling provides collection of garbage and organic kitchen scraps every two weeks from approximately 13,750 households in the city of Victoria.

Over 3,800 metric tons of garbage are transported from the Public Works transfer station to Hartland Road Landfill. In addition, this unit collects and transports 2,200 metric tons of kitchen scraps yearly to a composting facility.

Maintenance, repair and replace an inventory of approximately 27,500 wheeled bins.

### **Deliverables:**

- Collection every 2 weeks
- Kitchen scraps diverted from Landfill = 2,200 tonnes
- Tonnes of waste collected not including kitchen scraps = 3,800 tonnes

# Business Unit Summary with Service Areas

## Service Area: Solid Waste and Recycling

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3604	Garbage Flat Rate	2,926,782	2,962,706	2,911,763	3,011,454	+ 3.42 %
3606	Residential Garbage Tick	17,472	20,188	14,000	14,000	0.00 %
3609	Composting Bags	29,520	25,020	25,000	25,000	0.00 %
3906	Fines and Fees	35,508	7,122	0	0	
<b>Total Revenues</b>		<b>3,009,282</b>	<b>3,015,036</b>	<b>2,950,763</b>	<b>3,050,454</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	58,979	58,721	59,621	61,784	+ 3.63 %
4014	Salaries - Outside	105,403	88,798	86,172	86,172	0.00 %
4102	Benefits	36,014	33,275	33,987	35,952	+ 5.78 %
4112	Mileage/Parking	128	112	0	0	
4116	Conferences/Travel	96	92	700	700	0.00 %
4118	Membership Fees	250	44	510	510	0.00 %
4120	Training and Development	49	1,235	500	1,000	+ 100.00 %
4228	Printing	0	43	5,000	5,000	0.00 %
4308	General Supplies	1,288	857	2,000	2,000	0.00 %
4316	Protective Clothing/Uniforms	14,809	11,673	14,000	16,300	+ 16.43 %
4364	Telecommunications	2,015	1,628	0	0	
4412	Equipment Rentals	68,755	74,460	81,200	59,159	- 27.14 %
4718	Corporate Overhead	187,533	191,284	191,284	195,000	+ 1.94 %
4808	Contingencies	0	0	0	33,000	
4824	Recovery	(280,311)	(282,015)	(280,000)	(280,000)	0.00 %
6042	Buildings and Infrastructure	102,500	100,000	100,000	100,000	0.00 %
9111	WO Inside Equipment Rent	286,489	290,662	277,880	311,926	+ 12.25 %
9211	WO Regular Time	1,348,012	1,124,321	1,429,000	1,443,900	+ 1.04 %
9221	WO Overtime	102,603	93,887	106,500	96,500	- 9.39 %
9311	WO Inventory Purchases	22,443	22,502	22,500	22,500	0.00 %
9321	WO Outside Purchases	31,411	60,836	68,249	68,250	+ 0.00 %
9411	WO Contracted Services	817,224	877,127	751,660	790,800	+ 5.21 %
<b>Total Expenditures</b>		<b>2,905,690</b>	<b>2,749,542</b>	<b>2,950,763</b>	<b>3,050,454</b>	
<b>Net Total</b>		<b>103,592</b>	<b>265,494</b>	<b>0</b>	<b>0</b>	

# Business Unit Summary with Service Areas

## Service Area: Solid Waste and Recycling

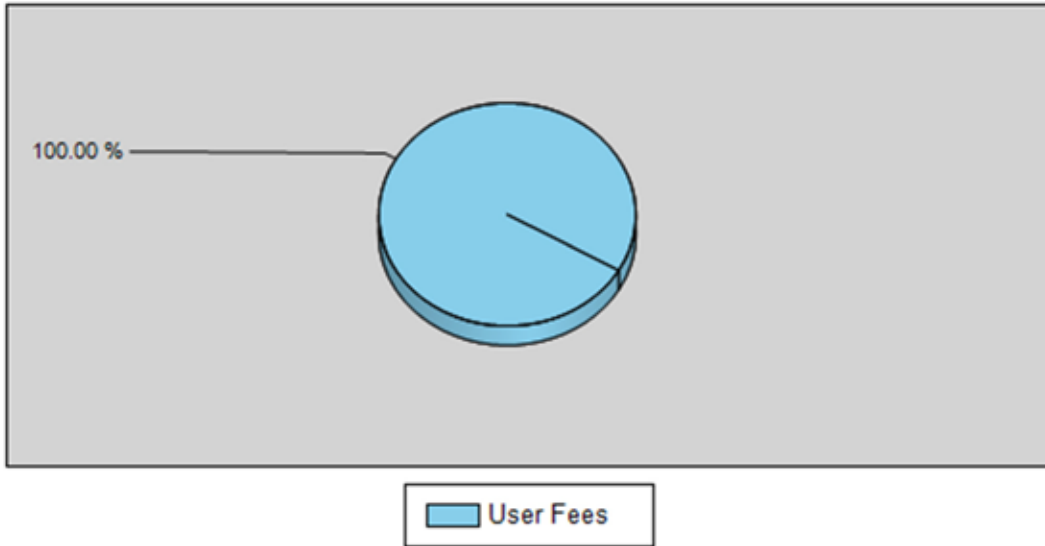
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3604	Garbage Flat Rate	3,011,454	3,070,462	3,130,652	3,192,045	3,254,665
3606	Residential Garbage Tick	14,000	14,000	14,000	14,000	14,000
3609	Composting Bags	25,000	25,000	25,000	25,000	25,000
<b>Total Revenues</b>		<b>3,050,454</b>	<b>3,109,462</b>	<b>3,169,652</b>	<b>3,231,045</b>	<b>3,293,665</b>
<b>% Increase</b>			1.93%	1.94%	1.94%	1.94%
<b>Expenditures</b>						
4010	Salaries - Exempt	61,784	63,020	64,280	65,566	66,877
4014	Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4102	Benefits	35,952	36,671	37,405	38,153	38,916
4116	Conferences/Travel	700	714	728	743	758
4118	Membership Fees	510	520	531	541	552
4120	Training and Development	1,000	1,020	1,040	1,061	1,082
4228	Printing	5,000	5,100	5,202	5,306	5,412
4308	General Supplies	2,000	2,040	2,081	2,122	2,165
4316	Protective Clothing/Uniforms	16,300	16,626	16,959	17,298	17,644
4412	Equipment Rentals	59,159	60,342	61,549	62,780	64,036
4718	Corporate Overhead	195,000	198,900	202,878	206,936	211,074
4808	Contingencies	33,000	33,660	34,333	35,020	35,720
4824	Recovery	(280,000)	(285,600)	(291,312)	(297,138)	(303,081)
6042	Buildings and Infrastruct	100,000	100,000	100,000	100,000	100,000
9111	WO Inside Equipment Rent	311,926	318,165	324,528	331,018	337,639
9211	WO Regular Time	1,443,900	1,472,778	1,502,234	1,532,278	1,562,924
9221	WO Overtime	96,500	98,430	100,399	102,407	104,455
9311	WO Inventory Purchases	22,500	22,950	23,409	23,877	24,355
9321	WO Outside Purchases	68,250	69,615	71,007	72,427	73,876
9411	WO Contracted Services	790,800	806,616	822,748	839,203	855,987
<b>Total Expenditures</b>		<b>3,050,454</b>	<b>3,109,463</b>	<b>3,169,652</b>	<b>3,231,045</b>	<b>3,293,666</b>
<b>% Increase</b>			1.93%	1.94%	1.94%	1.94%
<b>Net Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

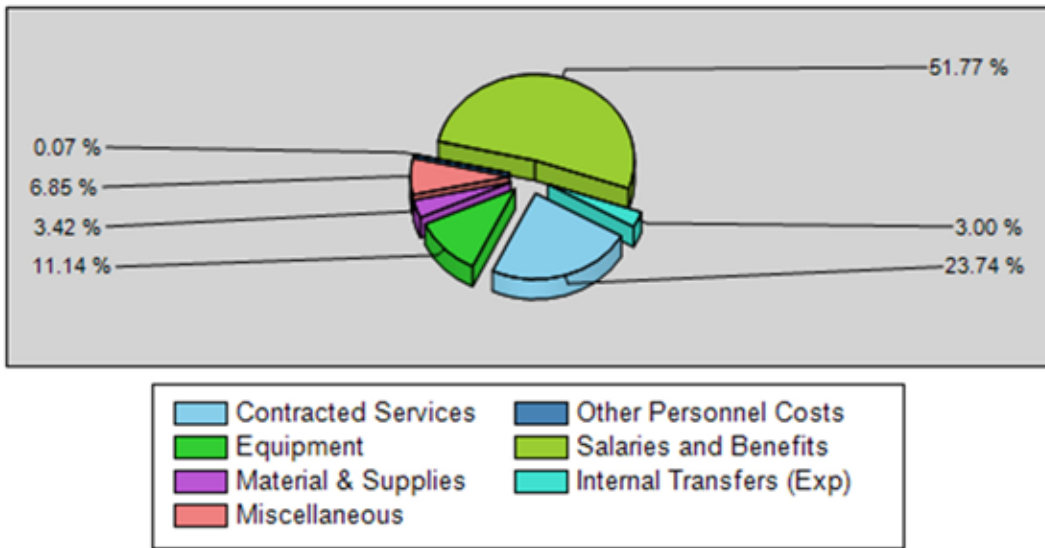
# Business Unit Summary with Service Areas

Service Area: Solid Waste and Recycling

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Streets Administration*

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

Streets Administration oversees the area of Concrete, Electrical, Roads and Bridges, and Traffic Signals. This service area provides safe roads, bridges, sidewalks, street lighting, traffic signals, traffic signage, road marking, snow removal, pathways, walkways, malls & squares. In addition to supplying asphalt to other municipalities and contractors.

### **Deliverables:**

#### Electrical:

- Annual maintenance of electrical infrastructure: 6,900 street lights, 900 lamp clusters, speciality lighting, underground vaults, manholes, and sidewalk pits

#### Traffic Signals:

- Annual maintenance and testing of traffic signal infrastructure: 128 traffic signal cabinets and traffic controller cabinets, pedestrian and overhead flashing beacons, UPS (un-interruptible power supply), traffic signals and underground wiring

#### Concrete:

- Annual maintenance of concrete infrastructure: 460 km of curb and gutter, 450 km of sidewalks, lip grinding repair (from tree root damage), tree wells, driveway repair, brickwork, concrete pavers, wooden block pavers, and rock wall repairs

#### Roads:

- Annual maintenance of road infrastructure: 100 km of major roads, 175 km of local roads, pothole filling, road milling, crack sealing, patching, road paving, bus stop repairs, lane paving, asphalt curbs, and pathways repairs

#### Bridges:

- Annual maintenance and inspection of bridge infrastructure: Johnson Street Bridge, Point Ellice Bridge, Gorge, Burnside, and Hereward rail bridges, and E&N 0.2 Mile Bridge

# Business Unit Summary with Service Areas

## Service Area: Streets Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	109,221	82,062	107,365	107,365	0.00 %
4102	Benefits	22,913	23,513	24,736	25,789	+ 4.26 %
4116	Conferences/Travel	3,520	0	3,600	3,600	0.00 %
4120	Training and Development	2,345	1,285	17,030	15,030	- 11.74 %
4308	General Supplies	0	0	800	800	0.00 %
9211	WO Regular Time	0	0	1,468	1,470	+ 0.15 %
<b>Total Expenditures</b>		<b>137,998</b>	<b>106,860</b>	<b>154,999</b>	<b>154,054</b>	
<b>Net Total</b>		<b>(137,998)</b>	<b>(106,860)</b>	<b>(154,999)</b>	<b>(154,054)</b>	

# Business Unit Summary with Service Areas

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## Service Area: Streets Administration

### 5 Year Forecast:

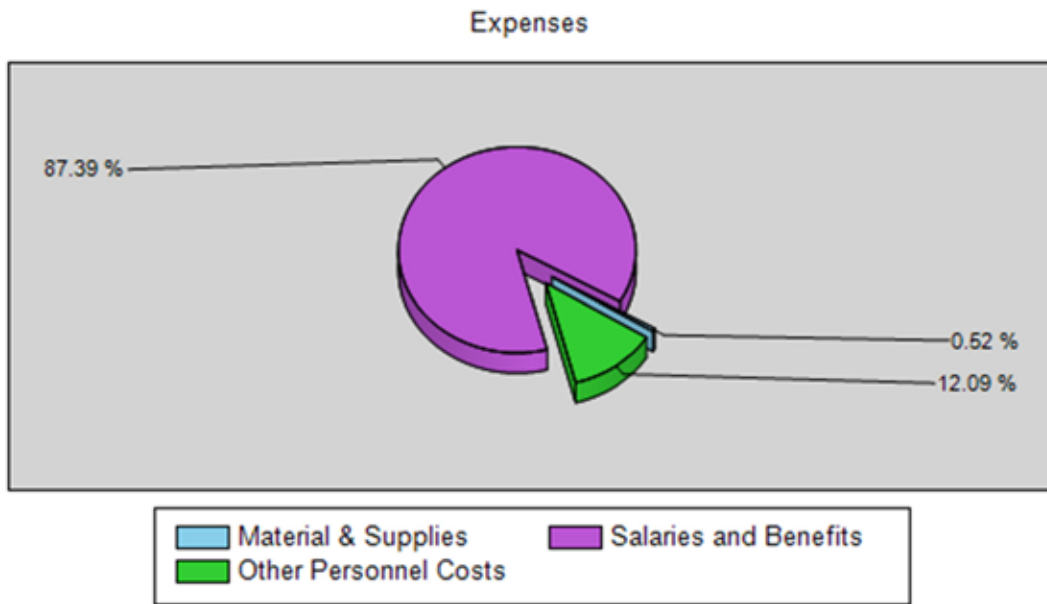
		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4102	Benefits	25,789	26,304	26,831	27,367	27,914
4116	Conferences/Travel	3,600	3,672	3,745	3,820	3,897
4120	Training and Development	15,030	15,331	15,637	15,950	16,269
4308	General Supplies	800	816	832	849	866
9211	WO Regular Time	1,470	1,499	1,529	1,560	1,591
<b>Total Expenditures</b>		154,054	157,135	160,277	163,483	166,753
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(154,054)</b>	<b>(157,135)</b>	<b>(160,277)</b>	<b>(163,483)</b>	<b>(166,753)</b>



# Business Unit Summary with Service Areas

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Service Area: Streets Administration



# Business Unit Summary with Service Areas

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## **Service Area: Street Cleaning**

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

Clean streets are important for esthetics and safety. Street Cleaning oversees Victoria streets, through the provision of the following services:

- Sweep downtown core streets during the morning hours, 7 days per week
- 364 days per year service and residential areas are swept in a 40 day rotation
- Sweep City Parkades once a week
- Collection and disposal of cardboard and recycling for City facilities
- Prepare and cleanup after Special events and Block Parties
- Collection and disposal of bio-medical waste (needles)
- Clean up after motor vehicle accidents and oil spills
- Additional cleaning for leaf season in the Fall
- Extra garbage collection and cleaning for special events
- Extra daily collection for downtown core during the summer months
- Collect garbage from cans in downtown daily
- Collect disposed street furniture and deceased animals, etc.
- Clean and maintain City owned bus shelters and medians

### **Deliverables:**

- Tonnes of garbage collected from City operations - street cleaning and furniture pickup = 100 tonnes
- Total litter tubs collected for the City = 1000, including 200 in the downtown core
- Downtown litter containers collected 2 to 3 times/day and other area once a day

# Business Unit Summary with Service Areas

## Service Area: Street Cleaning

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4014	Salaries - Outside	21,096	21,925	21,543	21,543	0.00 %
4102	Benefits	5,084	4,331	5,063	5,278	+ 4.26 %
4116	Conferences/Travel	23	0	0	0	
4120	Training and Development	0	95	0	0	
4316	Protective Clothing/Uniforms	0	0	1,000	1,000	0.00 %
4412	Equipment Rentals	120,680	122,880	130,000	130,000	0.00 %
9111	WO Inside Equipment Rent	4,131	4,854	6,500	6,500	0.00 %
9121	WO Outside Equipment Ren	0	1,027	5,800	5,800	0.00 %
9211	WO Regular Time	596,608	711,917	601,209	603,925	+ 0.45 %
9221	WO Overtime	48,301	55,388	14,750	14,750	0.00 %
9311	WO Inventory Purchases	4,472	5,516	6,250	6,250	0.00 %
9321	WO Outside Purchases	7,719	6,966	12,010	12,010	0.00 %
9331	WO Materials Disposal	197,937	197,937	165,250	165,250	0.00 %
9411	WO Contracted Services	5,545	664	9,250	9,250	0.00 %
9551	WO Bio Diesel	0	0	1,000	1,000	0.00 %
<b>Total Expenditures</b>		<b>1,011,596</b>	<b>1,133,500</b>	<b>979,625</b>	<b>982,556</b>	
<b>Net Total</b>		<b>(1,011,596)</b>	<b>(1,133,500)</b>	<b>(979,625)</b>	<b>(982,556)</b>	

# Business Unit Summary with Service Areas

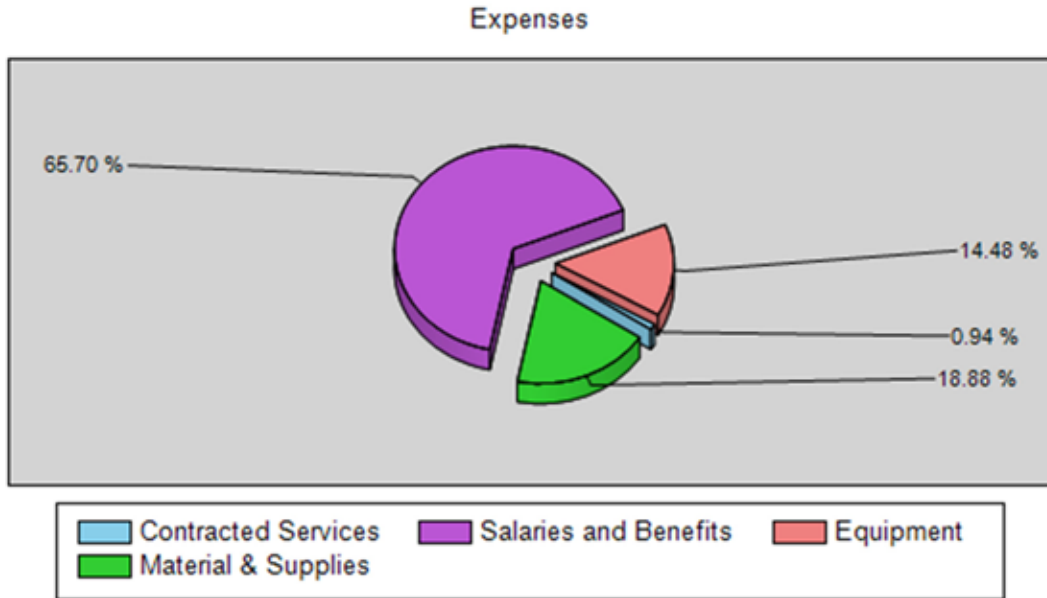
## Service Area: Street Cleaning

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4014	Salaries - Outside	21,543	21,974	22,413	22,862	23,319
4102	Benefits	5,278	5,384	5,491	5,601	5,713
4316	Protective Clothing/Uniforms	1,000	1,020	1,040	1,061	1,082
4412	Equipment Rentals	130,000	132,600	135,252	137,957	140,716
9111	WO Inside Equipment Rent	6,500	6,630	6,763	6,898	7,036
9121	WO Outside Equipment Ren	5,800	5,916	6,034	6,155	6,278
9211	WO Regular Time	603,925	616,656	628,989	641,569	654,401
9221	WO Overtime	14,750	15,580	15,892	16,209	16,534
9311	WO Inventory Purchases	6,250	6,375	6,503	6,633	6,765
9321	WO Outside Purchases	12,010	12,250	12,495	12,745	13,000
9331	WO Materials Disposal	165,250	168,555	171,926	175,365	178,872
9411	WO Contracted Services	9,250	9,435	9,624	9,816	10,012
9551	WO Bio Diesel	1,000	1,020	1,040	1,061	1,082
<b>Total Expenditures</b>		<b>982,556</b>	<b>1,003,395</b>	<b>1,023,463</b>	<b>1,043,932</b>	<b>1,064,811</b>
<b>% Increase</b>			2.12%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(982,556)</b>	<b>(1,003,395)</b>	<b>(1,023,463)</b>	<b>(1,043,932)</b>	<b>(1,064,811)</b>

# Business Unit Summary with Service Areas

Service Area: Street Cleaning



# Business Unit Summary with Service Areas

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## **Service Area: Sign Shop**

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

The Sign Shop manages design, manufacturing and installation of signage and road markings to improve safety for motorists, cyclists and pedestrians. This service also maintains and paints lamp standards, street furniture, provides graffiti removal and vehicle decaling. Special anti-graffiti signage is created for kiosks. Also provides signage assistance for City buildings and public information events.

### **Deliverables:**

Annual program:

- Maintain existing Street Infrastructure and maximizing life span of assets
- 45 lamp posts repainted
- Signs - 1,500 signs were made and installed, and 955 sign posts repaired or installed
- 70 kilometers of centre lines
- 75 kilometers of lane lines
- 45 kilometers of bike lanes
- 60 crosswalks
- 120 stop bars
- 60 arrows
- 50 shark teeth
- 2,500 meters of loading zones
- 21,950 meters of no stopping zones

## Business Unit Summary with Service Areas

### Service Area: Sign Shop

#### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
9011	Work Order Revenue	2,000	5,384	0	0	
<b>Total Revenues</b>		<b>2,000</b>	<b>5,384</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>						
4014	Salaries - Outside	85,429	87,152	86,172	86,172	0.00 %
4102	Benefits	17,295	18,311	20,250	21,112	+ 4.26 %
4116	Conferences/Travel	0	170	0	0	
4120	Training and Development	2,880	45	0	2,000	
4318	Lumber and Tools	4,668	3,435	6,725	6,725	0.00 %
4412	Equipment Rentals	6,000	6,000	6,000	4,000	- 33.33 %
9111	WO Inside Equipment Rent	107,943	105,199	109,012	112,110	+ 2.84 %
9211	WO Regular Time	582,633	508,647	598,312	609,308	+ 1.84 %
9221	WO Overtime	2,792	2,132	0	0	
9311	WO Inventory Purchases	84,803	80,210	91,800	92,590	+ 0.86 %
9321	WO Outside Purchases	149,466	87,282	151,760	141,060	- 7.05 %
9411	WO Contracted Services	122,495	120,144	136,934	161,074	+ 17.63 %
9511	WO Gas	118	120	200	200	0.00 %
9541	WO Propane	3,027	1,803	3,000	3,000	0.00 %
9824	Work Order Recoveries	(54,631)	(67,422)	(50,000)	(50,000)	0.00 %
<b>Total Expenditures</b>		<b>1,114,918</b>	<b>953,228</b>	<b>1,160,165</b>	<b>1,189,351</b>	
<b>Net Total</b>		<b>(1,112,918)</b>	<b>(947,844)</b>	<b>(1,160,165)</b>	<b>(1,189,351)</b>	

# Business Unit Summary with Service Areas

## Service Area: Sign Shop

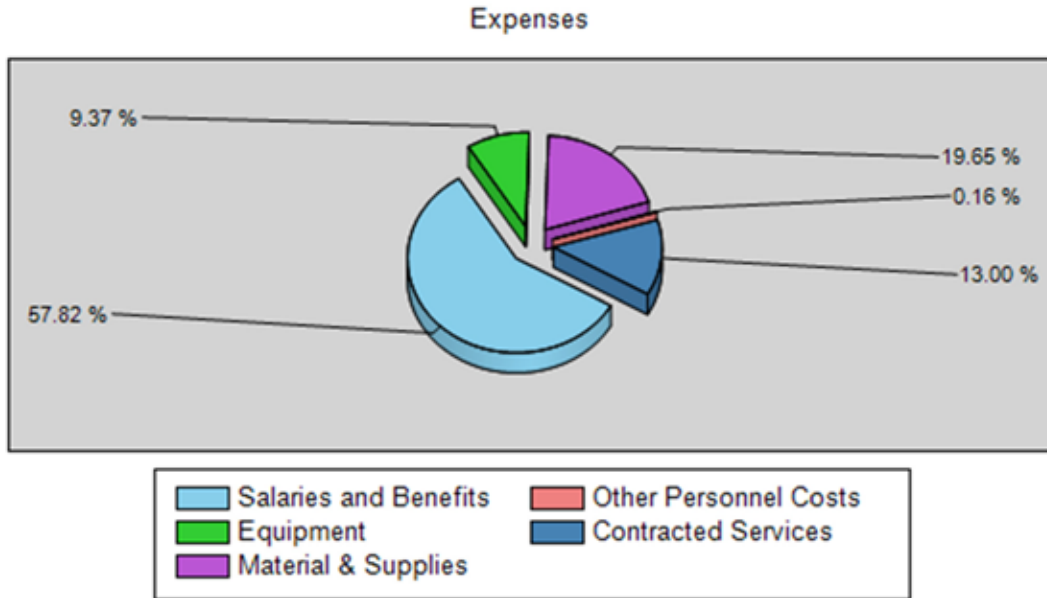
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4014	Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4102	Benefits	21,112	21,534	21,965	22,404	22,853
4120	Training and Development	2,000	2,040	2,081	2,122	2,165
4318	Lumber and Tools	6,725	6,860	6,997	7,137	7,279
4412	Equipment Rentals	4,000	4,080	4,162	4,245	4,330
9111	WO Inside Equipment Rent	112,110	114,352	116,639	118,972	121,351
9211	WO Regular Time	609,308	621,494	633,924	646,603	659,535
9311	WO Inventory Purchases	92,590	94,442	96,331	98,257	100,222
9321	WO Outside Purchases	141,060	143,881	146,759	149,694	152,688
9411	WO Contracted Services	161,074	164,295	167,581	170,933	174,352
9511	WO Gas	200	204	208	212	216
9541	WO Propane	3,000	3,060	3,121	3,184	3,247
9824	Work Order Recoveries	(50,000)	(51,000)	(52,020)	(53,060)	(54,122)
<b>Total Expenditures</b>		<b>1,189,351</b>	<b>1,213,138</b>	<b>1,237,401</b>	<b>1,262,149</b>	<b>1,287,392</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(1,189,351)</b>	<b>(1,213,138)</b>	<b>(1,237,401)</b>	<b>(1,262,149)</b>	<b>(1,287,392)</b>



# Business Unit Summary with Service Areas

Service Area: Sign Shop



# Business Unit Summary with Service Areas

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## *Service Area: Surface Infrastructure Administration*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

Surface Infrastructure oversees Carpentry, Sign, Fabrication, and Paint service areas. This service area provides maintenance and manufacturing of City surface infrastructure inventory, increasing the lifespan of assets.

### **Deliverables:**

#### Carpentry:

- Provides construction and maintenance support services for all City buildings, bus shelters, benches, street furniture, information kiosks, bike racks, walkways, wooden staircases and specialized office furniture

#### Sign:

- Manage design, manufacturing and installation of signage to improve safety for motorists, cyclists and pedestrians, graffiti removal, special anti-graffiti signage is created for kiosks, and this unit oversees vehicle decaling
- Provide signage assistance for City buildings and public information events

#### Fabrication:

- Provides welding services, aluminum fabrication, steel materials, assists with the customization of vehicles and equipment and fabricates and repairs the railings and staircases owned by the City
- Provides maintenance support to many Public Works' and Parks' stakeholders

#### Paint:

- Provides painting services within Civic facilities and protects and enhances City infrastructure for streets, squares and parks
- Maintains the surfaces of existing infrastructure and responds to the more complex graffiti removal issues

# Business Unit Summary with Service Areas

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## Service Area: Surface Infrastructure Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	0	49,162	107,365	107,365	0.00 %
4102	Benefits	0	13,220	24,736	25,789	+ 4.26 %
4112	Mileage/Parking	0	9	0	0	
4120	Training and Development	0	7	0	0	
<b>Total Expenditures</b>		<b>0</b>	<b>62,397</b>	<b>132,101</b>	<b>133,154</b>	
<b>Net Total</b>		<b>0</b>	<b>(62,397)</b>	<b>(132,101)</b>	<b>(133,154)</b>	

# Business Unit Summary with Service Areas

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## *Service Area: Surface Infrastructure Administration*

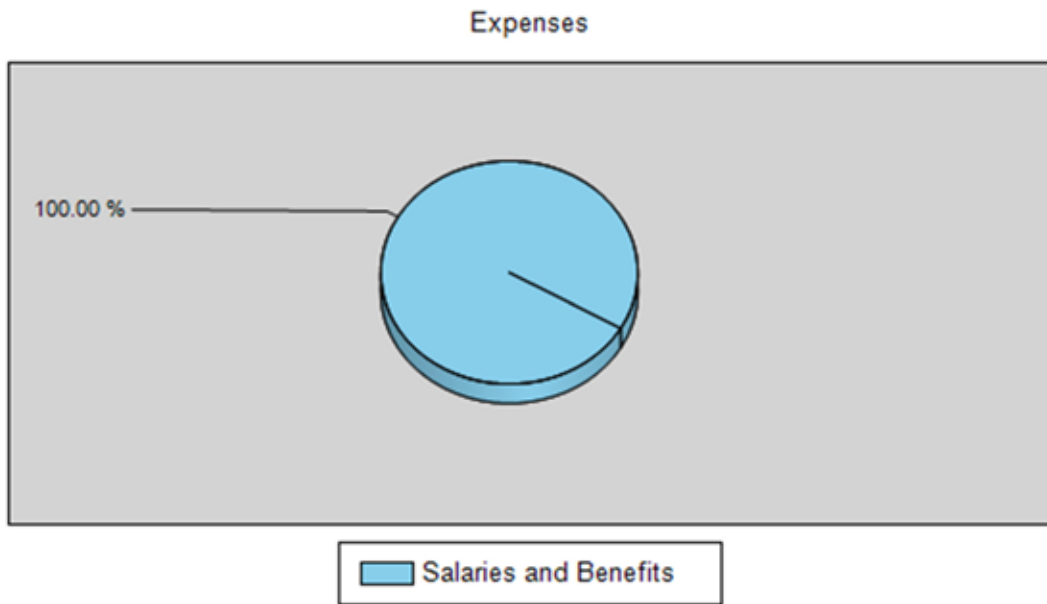
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4010 Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4102 Benefits	25,789	26,304	26,831	27,367	27,914
<b>Total Expenditures</b>	133,154	135,817	138,533	141,304	144,130
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(133,154)</b>	<b>(135,817)</b>	<b>(138,533)</b>	<b>(141,304)</b>	<b>(144,130)</b>

# Business Unit Summary with Service Areas

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*Service Area: Surface Infrastructure Administration*



# Business Unit Summary with Service Areas

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## *Service Area: Tool Depot*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

The Tool depot service supports equipment needs of City sections undertaking infrastructure maintenance; ensuring tools are available and operating efficiently on a daily basis for maximized productivity.

The Tool Depot supplies tools, small equipment and restricted licence motorized equipment for Public Works and Parks. This includes items such as: small hand tools, saws, jackhammers, small trimmers, weeders, mid-sized tractors, large mowers and loaders. Service and repair all tools and small equipment for Public Works and Parks. Itemize all asset listings in JDE for tracking of costs and maintenance scheduling. Build and maintain approximately 100 Traffic Control barricades annually.

Beginning in 2016 the Tool Depot also procures and supports the Parking Ambassador motorcycle fleet.

### **Deliverables:**

- List the number of barricades built per year
- Tracking hourly meters for all small equipment
- Track inventory for cost per unit to maintain

# Business Unit Summary with Service Areas

## Service Area: Tool Depot

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4014	Salaries - Outside	370,610	361,135	360,596	360,547	- 0.01 %
4070	Overtime	(980)	3,172	0	0	
4084	WCB Leave - CUPE 50	0	813	0	0	
4102	Benefits	97,967	97,119	84,146	87,726	+ 4.26 %
4154	Recovery - WCB	0	(914)	0	0	
4306	Fuel	4,036	3,277	3,530	3,530	0.00 %
4308	General Supplies	160	0	0	0	
4412	Equipment Rentals	6,000	6,000	7,521	3,800	- 49.47 %
9111	WO Inside Equipment Rent	6,158	12,625	12,000	10,684	- 10.97 %
9211	WO Regular Time	7,497	10,055	3,000	3,000	0.00 %
9311	WO Inventory Purchases	17,023	34,341	36,000	36,000	0.00 %
9321	WO Outside Purchases	114,259	117,694	95,978	95,978	0.00 %
9411	WO Contracted Services	4,249	6,498	5,700	5,700	0.00 %
<b>Total Expenditures</b>		<b>626,980</b>	<b>651,813</b>	<b>608,470</b>	<b>606,965</b>	
<b>Net Total</b>		<b>(626,980)</b>	<b>(651,813)</b>	<b>(608,470)</b>	<b>(606,965)</b>	

# Business Unit Summary with Service Areas

## Service Area: Tool Depot

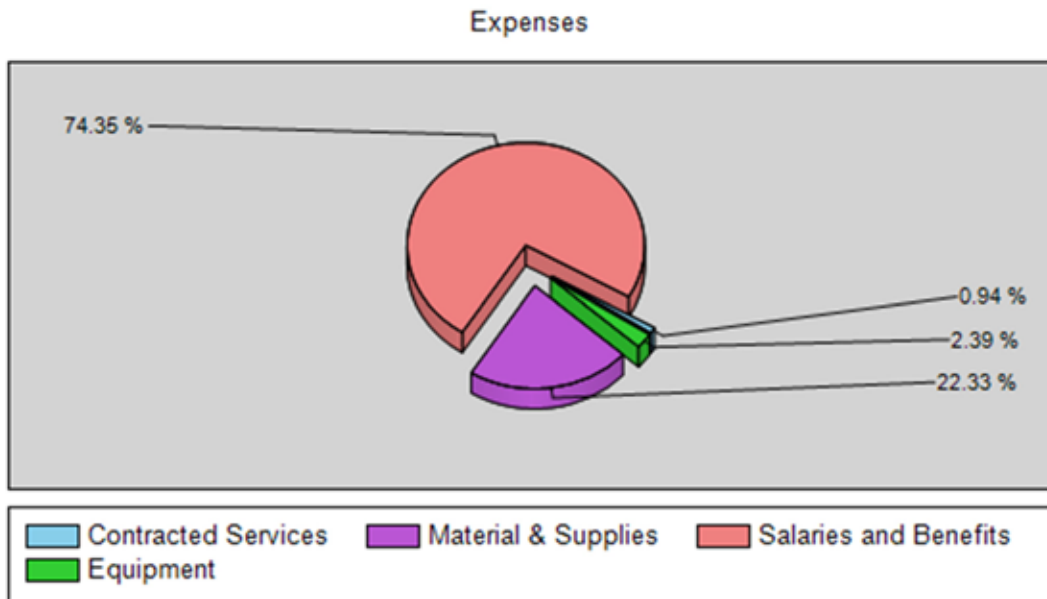
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4014	Salaries - Outside	360,547	367,758	375,113	382,615	390,267
4102	Benefits	87,726	89,481	91,270	93,096	94,958
4306	Fuel	3,530	3,601	3,673	3,746	3,821
4412	Equipment Rentals	3,800	3,876	3,954	4,033	4,113
9111	WO Inside Equipment Rent	10,684	10,898	11,116	11,338	11,565
9211	WO Regular Time	3,000	3,060	3,121	3,184	3,247
9311	WO Inventory Purchases	36,000	36,720	37,454	38,203	38,968
9321	WO Outside Purchases	95,978	97,898	99,856	101,853	103,890
9411	WO Contracted Services	5,700	5,814	5,930	6,049	6,170
<b>Total Expenditures</b>		606,965	619,104	631,486	644,116	656,998
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(606,965)</b>	<b>(619,104)</b>	<b>(631,486)</b>	<b>(644,116)</b>	<b>(656,998)</b>



# Business Unit Summary with Service Areas

Service Area: Tool Depot



# Business Unit Summary with Service Areas

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## *Service Area: Traffic Signals*

**Department:** Engineering & PW

**Budget Year:** 2017

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### **Overview:**

The Traffic Signal service area is responsible for the traffic signals system including installation, repair and maintenance of intersection traffic signals, cabinets and wiring, traffic signal inspections, and traffic system configuration.

### **Deliverables:**

- Annual maintenance program of Traffic Controller Cabinets
- Annual maintenance program of 128 Traffic Signal Cabinets, including Conflict Monitors
- Annual maintenance program for Pedestrian Flashing Beacons and Overhead flashing Beacons
- Annual UPS (Un-interruptible Power Supply) maintenance and testing
- 3 times per year - Traffic Signal display equipment maintenance
- 2 times per year - Pre-emption test for all Traffic Signals (for fire trucks)
- Annually - 3 Traffic Signal rewires – replacing old wires (30 yr. old) reduces emergency maintenance cost and improve traffic safety
- Annually - 1 Span wire replacement (Traffic Signal rebuild - replace all overhead cables, install road crossings c/w conduit for signal wires, install new bases and poles - for reduced emergency maintenance costs, and improved traffic safety)

## Business Unit Summary with Service Areas

### Service Area: Traffic Signals

#### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
9011	Work Order Revenue	0	23,940	0	0	
<b>Total Revenues</b>		<b>0</b>	<b>23,940</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>						
4012	Salaries - Electricians	84,171	82,551	84,030	84,030	0.00 %
4070	Overtime	939	12	0	0	
4102	Benefits	19,574	20,935	18,907	20,652	+ 9.23 %
4116	Conferences/Travel	575	0	0	0	
4120	Training and Development	800	0	0	0	
4360	Hydro	24,828	26,381	25,000	26,000	+ 4.00 %
4412	Equipment Rentals	9,600	11,250	14,200	6,500	- 54.23 %
9111	WO Inside Equipment Rent	17,573	17,302	30,250	30,250	0.00 %
9121	WO Outside Equipment Ren	4,165	5,901	5,000	5,000	0.00 %
9211	WO Regular Time	118,954	190,645	172,278	174,728	+ 1.42 %
9221	WO Overtime	7,885	11,074	16,000	16,000	0.00 %
9311	WO Inventory Purchases	15,094	47,865	66,950	66,950	0.00 %
9321	WO Outside Purchases	119,917	30,182	124,489	124,489	0.00 %
9411	WO Contracted Services	36,538	28,685	30,450	30,450	0.00 %
9511	WO Gas	32	14	0	0	
9824	Work Order Recoveries	0	(9,731)	0	0	
<b>Total Expenditures</b>		<b>460,645</b>	<b>463,066</b>	<b>587,554</b>	<b>585,049</b>	
<b>Net Total</b>		<b>(460,645)</b>	<b>(439,126)</b>	<b>(587,554)</b>	<b>(585,049)</b>	

# Business Unit Summary with Service Areas

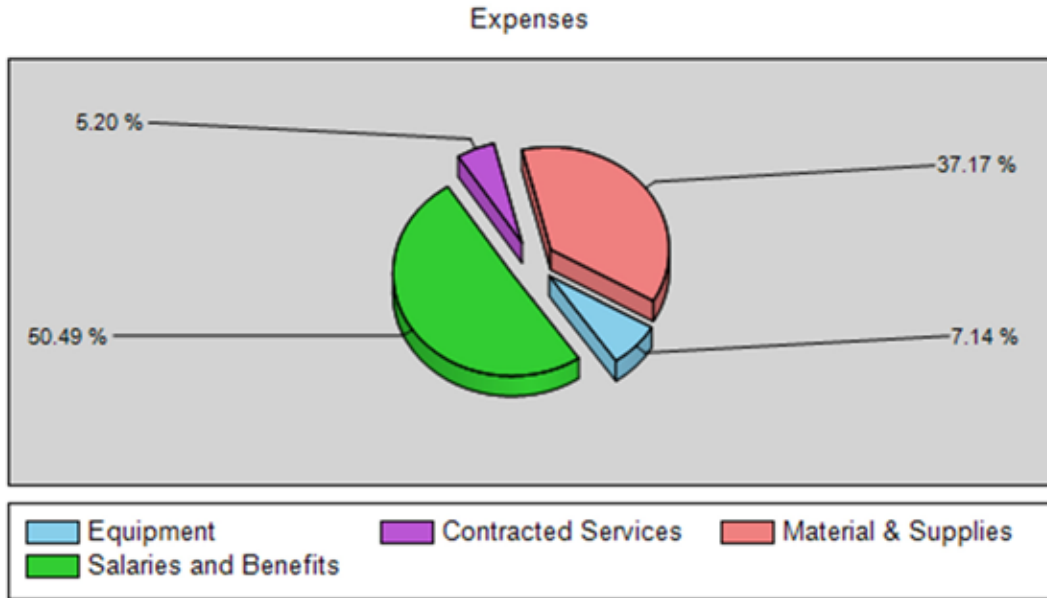
## Service Area: Traffic Signals

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4012	Salaries - Electricians	84,030	85,710	87,425	89,173	90,957
4102	Benefits	20,652	21,064	21,486	21,916	22,354
4360	Hydro	26,000	26,910	27,852	28,827	29,836
4412	Equipment Rentals	6,500	6,630	6,763	6,898	7,036
9111	WO Inside Equipment Rent	30,250	30,855	31,472	32,102	32,744
9121	WO Outside Equipment Ren	5,000	5,100	5,202	5,306	5,412
9211	WO Regular Time	174,728	178,223	181,787	185,423	189,131
9221	WO Overtime	16,000	16,320	16,646	16,979	17,319
9311	WO Inventory Purchases	66,950	68,289	69,655	71,048	72,469
9321	WO Outside Purchases	124,489	126,979	129,518	132,109	134,751
9411	WO Contracted Services	30,450	31,059	31,680	32,314	32,960
<b>Total Expenditures</b>		585,049	597,139	609,487	622,094	634,968
<b>% Increase</b>			2.07%	2.07%	2.07%	2.07%
<b>Net Total</b>		<b>(585,049)</b>	<b>(597,139)</b>	<b>(609,487)</b>	<b>(622,094)</b>	<b>(634,968)</b>

# Business Unit Summary with Service Areas

Service Area: Traffic Signals



# Business Unit Summary with Service Areas

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## **Business Unit: 3600 - Waste Management Administration**

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

Waste Management Administration is responsible for overseeing Solid Waste and Recycling, Street Cleaning, Traffic Control, and Emergency services.

- Solid Waste & Recycling - administration and operations of the solid waste and recycling residential program, transfer station for the organics kitchen scraps, and Saturday yard and garden drop off
- Street cleaning - sweep downtown core 24 hr., 7 days per week, 364 days per year service, and residential areas are swept in a 40 days rotation
- Public works response - providing traffic control and emergency response; 24 hour, 7 days per week service to respond to all City emergencies, sewer and water breaks, traffic barricades, VMI and events

### **Deliverables:**

#### Solid Waste:

- Collecting residential waste and compostable material from 30 sections on a 10 business day rotation
- Garbage is picked up once every 2 weeks
- Annual collection of 3,800 tons of waste & 2,200 tons of organic materials from close to 13,750 households
- Annual collection of 1,200 tons of garden waste materials from close to 7,000 customers

#### Street Cleaning:

- Sweeping downtown streets once daily, and residential areas on a 40 day rotation
- Sweeping City's parkades once daily
- Annual collection of 1,400 tons waste from public spaces and 1,600 tons of leaves from streets
- Garbage collection and cleaning for Special events
- Extra daily collection for downtown core during the high tourist season (May-September)
- 1250 response to Calls for Service from the public on an annual basis

# Business Unit Summary with Service Areas

## Business Unit: 3600 - Waste Management Administration

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4010 Salaries - Exempt	52,452	75,591	71,935	71,935	0.00 %
4102 Benefits	18,530	18,634	16,573	17,278	+ 4.26 %
4112 Mileage/Parking	139	954	450	450	0.00 %
4116 Conferences/Travel	3,532	5,533	5,000	5,000	0.00 %
4120 Training and Development	947	817	5,000	1,000	- 80.00 %
4214 Consulting	0	0	0	50,000	
4312 Office Supplies	346	2,014	200	200	0.00 %
<b>Total Expenditures</b>	<b>75,945</b>	<b>103,542</b>	<b>99,158</b>	<b>145,863</b>	
<b>Net Total</b>	<b>(75,945)</b>	<b>(103,542)</b>	<b>(99,158)</b>	<b>(145,863)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3600 - Waste Management Administration

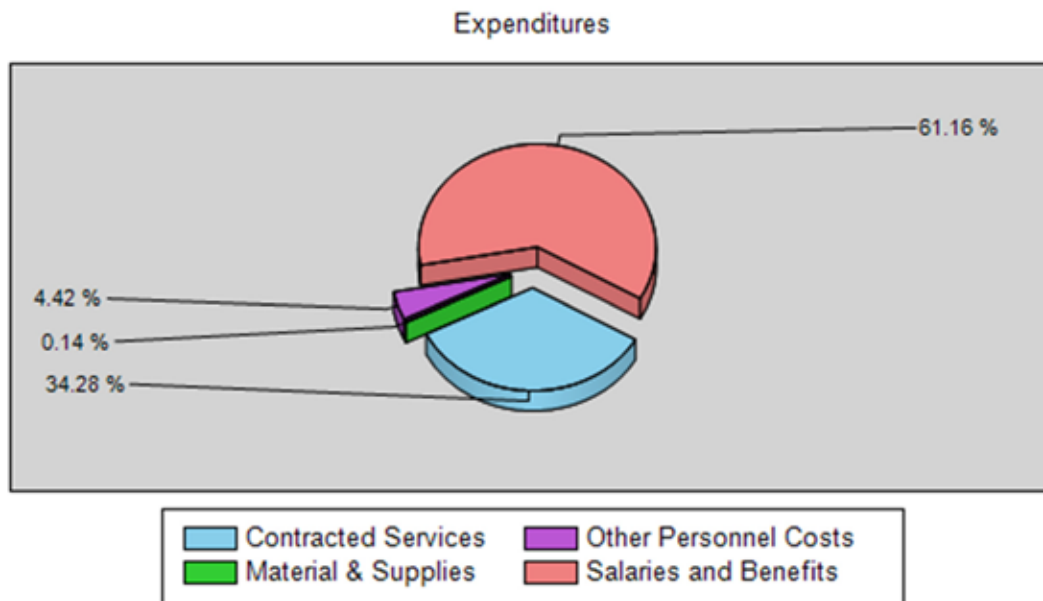
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	71,935	73,373	74,841	76,337	77,864
4102	Benefits	17,278	17,624	17,976	18,336	18,703
4112	Mileage/Parking	450	459	468	478	487
4116	Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	1,000	1,020	1,040	1,061	1,082
4214	Consulting	50,000	0	0	0	0
4312	Office Supplies	200	204	208	212	216
<b>Total Expenditures</b>		145,863	97,780	99,736	101,730	103,765
<b>% Increase</b>			(32.96%)	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(145,863)</b>	<b>(97,780)</b>	<b>(99,736)</b>	<b>(101,730)</b>	<b>(103,765)</b>



# Business Unit Summary with Service Areas

Business Unit: 3600 - Waste Management Administration

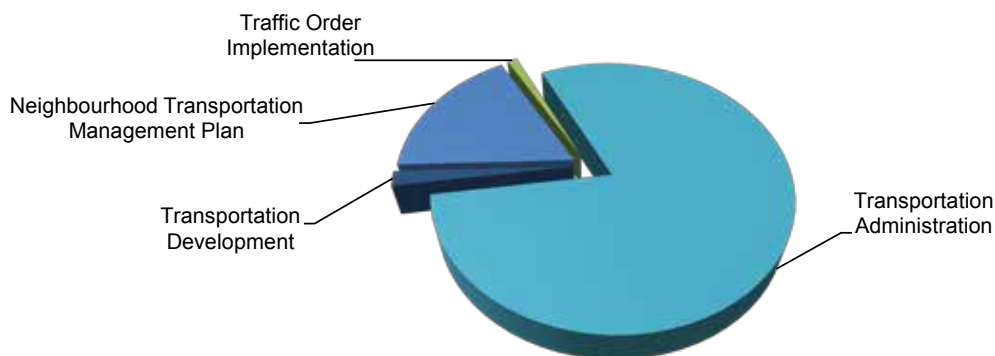


# TRANSPORTATION

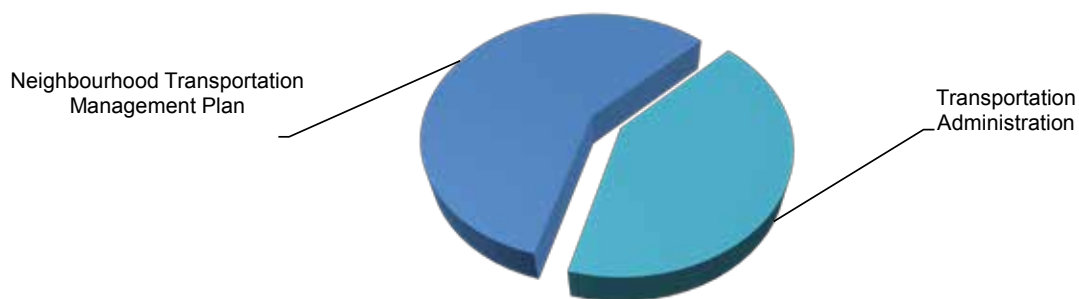
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Neighbourhood Transportation Management Plan	107,716	287,416	179,700	166.83%
Transportation Administration	20,000	205,000	185,000	925.00%
<b>Total</b>	<b>127,716</b>	<b>492,416</b>	<b>364,700</b>	<b>285.56%</b>
<b>Expenditures</b>				
Neighbourhood Transportation Management Plan	259,838	439,538	179,700	69.16%
Traffic Order Implementation	34,367	26,367	(8,000)	-23.28%
Transportation Administration	1,813,555	2,015,441	201,886	11.13%
Transportation Development	44,755	44,755	0	0.00%
<b>Total</b>	<b>2,152,514</b>	<b>2,526,101</b>	<b>373,586</b>	<b>17.36%</b>
<b>Net</b>	<b>2,024,798</b>	<b>2,033,685</b>	<b>8,886</b>	<b>0.44%</b>

### 2017 Expenditures



### 2017 Revenues





# Business Unit Summary with Service Areas

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## *Service Area: Transportation Administration*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

The Transportation service area manages the design and use of public right of way, ensuring the safe and efficient movement of people, services, and goods, reducing overall fossil fuel dependence, conserving energy, and lowering greenhouse gas emissions.

Transportation staff manage the design of a safe, integrated and convenient transportation network, including roads, sidewalks, curb and gutter, traffic signals, street lighting, and other public right-of-way surface infrastructure, with emphasis on accessible pedestrian, bicycle and transit networks.

Staff in the Transportation Section:

- Provide long and short term transportation planning services, to address future growth, develop and recommend transportation-related policies and bylaws
- Administer and regulate the use of public streets, permits and applications, on-street parking regulations, and associated bylaws
- Administer and regulate access to private property, and evaluate the impact that development (including subdivisions, rezonings, and development and building permits) has on the public right-of-way
- Coordinate work with other depts., public works and underground utilities, parking services, parks, fire and police
- Liaise with other levels of government, utility companies and community groups on transportation issues
- Collect data as needed to evaluate transportation-related issues

### **Deliverables:**

- 50+ capital projects - concept and design drawings produced
- >1000 street occupancy permits issued
- Responses to general public letters/emails in a timely manner, consistent with expectations.
- 80 traffic order approvals/installations of new/revised parking regulations
- 35 manual intersection counts reviewed/analyzed
- Data from 65 volume/speed study data sites reviewed/analyzed
- All submitted rezoning/development applications reviewed
- All building permit applications with impacts to the public realm reviewed

# Business Unit Summary with Service Areas

## Service Area: Transportation Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3274	Miscellaneous Fees	14,170	26,850	20,000	20,000	0.00 %
5075	Financial Stability Reserve	0	0	0	185,000	
<b>Total Revenues</b>		<b>14,170</b>	<b>26,850</b>	<b>20,000</b>	<b>205,000</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	232,588	176,192	242,619	242,619	0.00 %
4016	Salaries - Inside	851,866	1,002,480	1,100,748	1,127,518	+ 2.43 %
4070	Overtime	11,659	22,596	0	0	
4080	Auxiliaries/RPT/Seasonal	38,543	46,691	38,243	38,243	0.00 %
4102	Benefits	257,433	297,903	314,574	334,518	+ 6.34 %
4112	Mileage/Parking	1,878	1,429	3,430	3,430	0.00 %
4116	Conferences/Travel	2,723	3,190	2,150	2,150	0.00 %
4118	Membership Fees	0	105	2,060	2,060	0.00 %
4120	Training and Development	2,160	7,232	8,050	8,050	0.00 %
4214	Consulting	0	0	0	185,000	
4216	Contracted Services	31,131	14,434	60,780	32,152	- 47.10 %
4236	Land Services	4,843	4,700	4,700	0	
4312	Office Supplies	7,023	3,813	7,100	7,100	0.00 %
4364	Telecommunications	7,127	9,193	3,400	3,400	0.00 %
4412	Equipment Rentals	35,100	30,000	20,700	24,200	+ 16.91 %
4414	Software	1,570	0	0	0	
4418	Equipment	3,225	906	5,000	5,000	0.00 %
6035	Transfer to Financial Stability Reserve	0	185,000	0	0	
<b>Total Expenditures</b>		<b>1,488,869</b>	<b>1,805,865</b>	<b>1,813,555</b>	<b>2,015,441</b>	
<b>Net Total</b>		<b>(1,474,699)</b>	<b>(1,779,016)</b>	<b>(1,793,555)</b>	<b>(1,810,441)</b>	

# Business Unit Summary with Service Areas

## Service Area: Transportation Administration

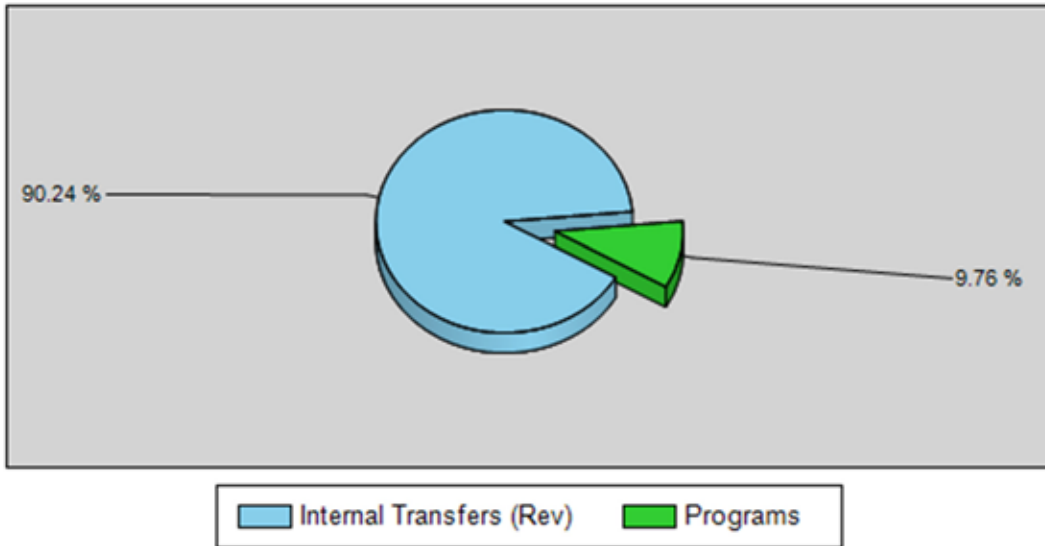
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3274	Miscellaneous Fees	20,000	20,000	20,000	20,000	20,000
5075	Financial Stability Reserve	185,000	0	0	0	0
<b>Total Revenues</b>		205,000	20,000	20,000	20,000	20,000
<b>% Increase</b>			(90.24%)	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	242,619	247,472	252,421	257,470	262,619
4016	Salaries - Inside	1,127,518	1,150,069	1,173,070	1,196,532	1,220,462
4080	Auxiliaries/RPT/Seasonal	38,243	39,007	39,788	40,583	41,395
4102	Benefits	334,518	341,209	348,033	354,993	362,093
4112	Mileage/Parking	3,430	3,499	3,569	3,640	3,713
4116	Conferences/Travel	2,150	2,193	2,237	2,282	2,327
4118	Membership Fees	2,060	2,101	2,143	2,186	2,230
4120	Training and Development	8,050	8,211	8,375	8,543	8,714
4214	Consulting	185,000	0	0	0	0
4216	Contracted Services	32,152	32,795	33,451	34,120	34,802
4312	Office Supplies	7,100	7,242	7,387	7,535	7,685
4364	Telecommunications	3,400	3,094	2,081	2,123	2,165
4412	Equipment Rentals	24,200	24,684	25,178	25,681	26,195
4418	Equipment	5,000	5,100	5,202	5,306	5,412
<b>Total Expenditures</b>		2,015,441	1,867,049	1,902,934	1,940,993	1,979,813
<b>% Increase</b>			(7.36%)	1.92%	2.00%	2.00%
<b>Net Total</b>		<b>(1,810,441)</b>	<b>(1,847,049)</b>	<b>(1,882,934)</b>	<b>(1,920,993)</b>	<b>(1,959,813)</b>

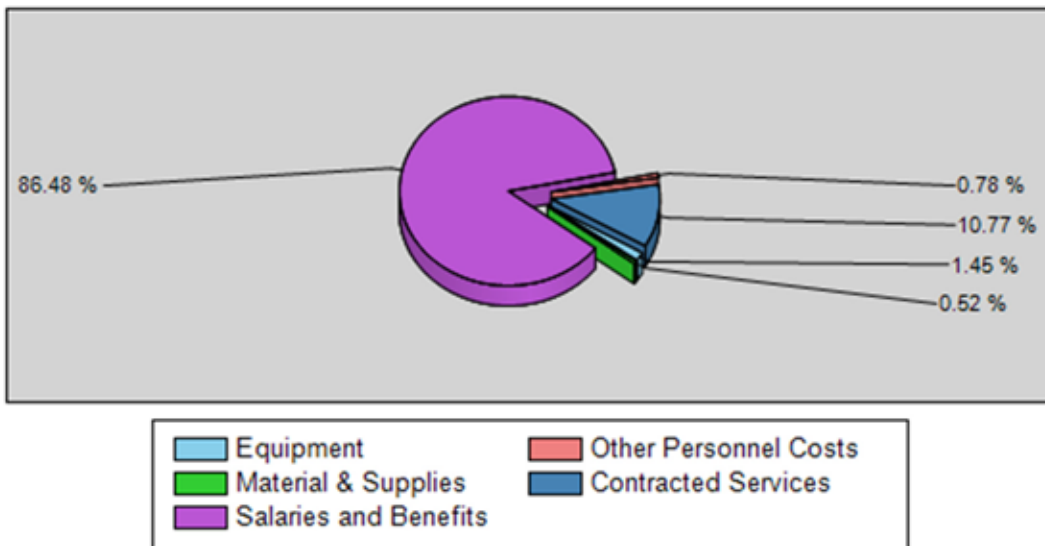
# Business Unit Summary with Service Areas

Service Area: *Transportation Administration*

Revenues



Expenses



# Business Unit Summary with Service Areas

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**Business Unit:** 4305 - T&D - Traffic Order Implementation

**Department:** Engineering & PW      **Budget Year:** 2017

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## **Overview:**

This business unit funds changes to on-street traffic control and parking regulations (signs/painting) on an annual basis.

## **Deliverables:**

- Approximately 80 traffic orders per year are processed (reviewed/prepared/installed) by staff



# Business Unit Summary with Service Areas

## Business Unit: 4305 - T&D - Traffic Order Implementation

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	4,919	3,200	2,000	2,000	0.00 %
9211 WO Regular Time	42,958	30,659	23,367	15,367	- 34.24 %
9221 WO Overtime	104	0	0	0	
9311 WO Inventory Purchases	7,111	4,248	5,000	5,000	0.00 %
9321 WO Outside Purchases	8,191	4,693	4,000	4,000	0.00 %
9411 WO Contracted Services	350	784	0	0	
<b>Total Expenditures</b>	<b>63,634</b>	<b>43,584</b>	<b>34,367</b>	<b>26,367</b>	
<b>Net Total</b>	<b>(63,634)</b>	<b>(43,584)</b>	<b>(34,367)</b>	<b>(26,367)</b>	

# Business Unit Summary with Service Areas

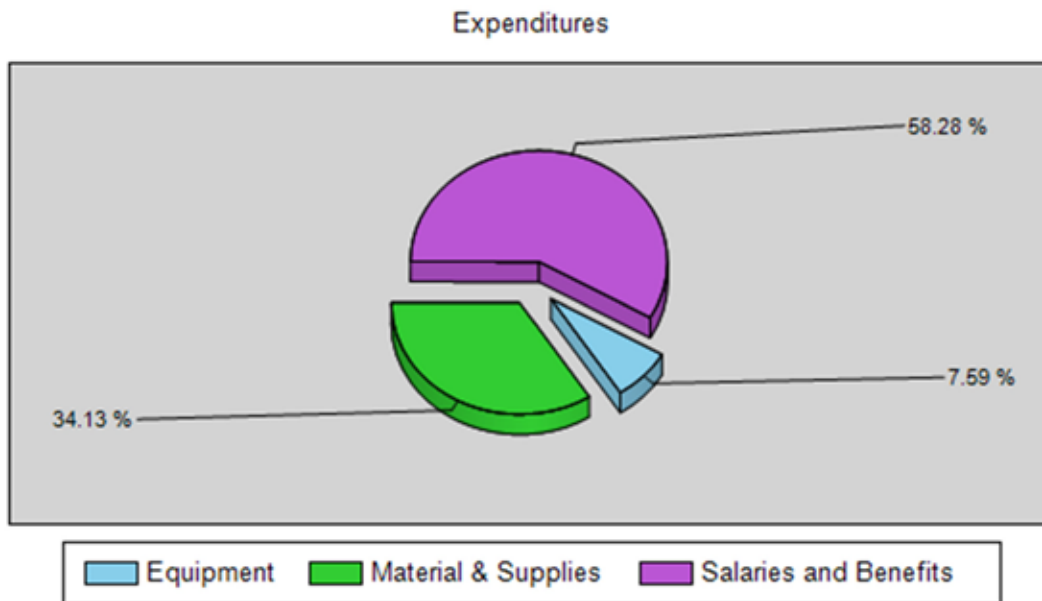
## Business Unit: 4305 - T&D - Traffic Order Implementation

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	15,367	15,674	15,988	16,308	16,634
9311	WO Inventory Purchases	5,000	5,100	5,202	5,306	5,412
9321	WO Outside Purchases	4,000	4,080	4,162	4,245	4,330
<b>Total Expenditures</b>		26,367	26,894	27,432	27,981	28,540
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(26,367)</b>	<b>(26,894)</b>	<b>(27,432)</b>	<b>(27,981)</b>	<b>(28,540)</b>

# Business Unit Summary with Service Areas

Business Unit: 4305 - T&D - Traffic Order Implementation



# Business Unit Summary with Service Areas

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**Business Unit:** 4315 - T&D - Neighbourhood Transportation Management Plan

**Department:** Engineering & PW      **Budget Year:** 2017

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## **Overview:**

This business unit funds the installation of smaller-scale traffic calming measures in various neighbourhoods.

## **Deliverables:**

- Fewer road user conflicts, and reduced resident concerns about neighbourhood safety

# Business Unit Summary with Service Areas

## Business Unit: 4315 - T&D - Neighbourhood Transportation Management Plan

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
5075 Financial Stability Reserve	0	0	107,716	287,416	+ 166.83 %
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>107,716</b>	<b>287,416</b>	
<b>Expenditures</b>					
6035 Transfer to Financial Stability Reserve	107,716	179,701	0	0	
9111 WO Inside Equipment Rent	2,991	7,718	0	0	
9121 WO Outside Equipment Ren	3,714	7,397	0	0	
9211 WO Regular Time	26,039	47,277	30,735	150,435	+ 389.46 %
9221 WO Overtime	139	976	0	0	
9311 WO Inventory Purchases	195	238	0	0	
9321 WO Outside Purchases	6,197	13,679	229,103	289,103	+ 26.19 %
9411 WO Contracted Services	4,381	818	0	0	
<b>Total Expenditures</b>	<b>151,372</b>	<b>257,804</b>	<b>259,838</b>	<b>439,538</b>	
<b>Net Total</b>	<b>(151,372)</b>	<b>(257,804)</b>	<b>(152,122)</b>	<b>(152,122)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 4315 - T&D - Neighbourhood Transportation Management Plan

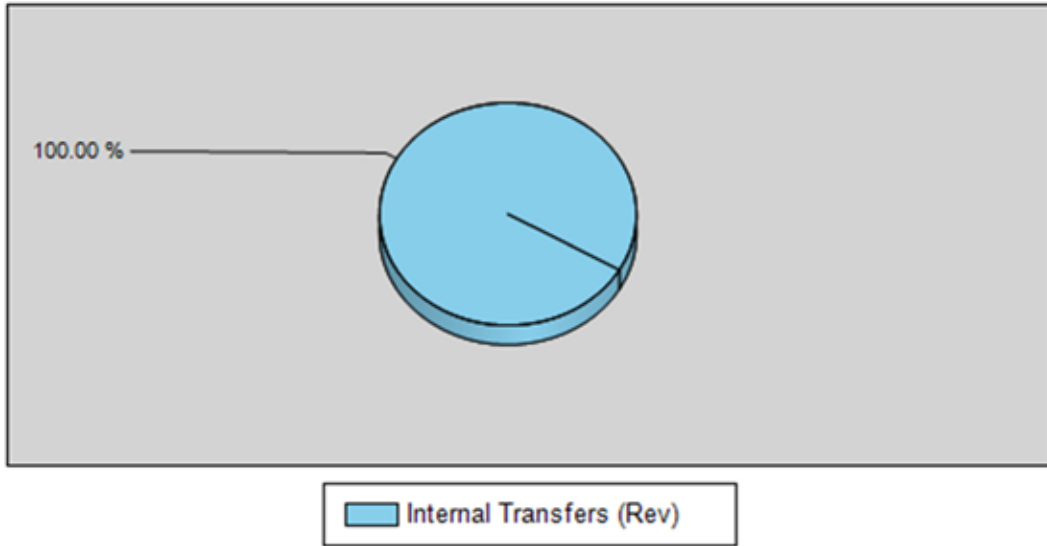
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
5075 Financial Stability Reserve	287,416	0	0	0	0
<b>Total Revenues</b>	287,416	0	0	0	0
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
9211 WO Regular Time	150,435	31,350	31,977	32,616	33,269
9321 WO Outside Purchases	289,103	123,815	126,291	128,817	131,393
<b>Total Expenditures</b>	439,538	155,164	158,268	161,433	164,662
<b>% Increase</b>		(64.70%)	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(152,122)</b>	<b>(155,164)</b>	<b>(158,268)</b>	<b>(161,433)</b>	<b>(164,662)</b>

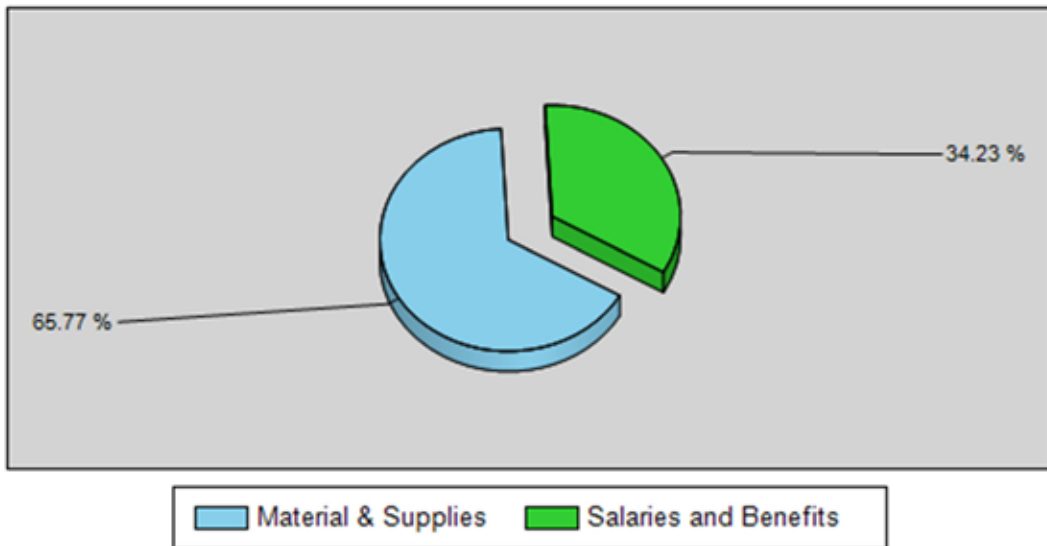
# Business Unit Summary with Service Areas

Business Unit: 4315 - T&D - Neighbourhood Transportation Management Plan

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 4810 - Transportation - Development*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit funds minor transportation works adjacent development sites, to ensure continuity of service/consistent quality of improvement to the public right-of-way. This work is triggered from development site frontage works.

### **Deliverables:**

- Improved frontage work on properties adjacent to developed sites



# Business Unit Summary with Service Areas

## Business Unit: 4810 - Transportation - Development

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4216	Contracted Services	0	835	0	0	
9111	WO Inside Equipment Rent	0	0	7,900	7,900	0.00 %
9211	WO Regular Time	0	0	4,625	4,625	+ 0.00 %
9311	WO Inventory Purchases	0	0	2,140	2,140	0.00 %
9321	WO Outside Purchases	0	122	0	0	
9411	WO Contracted Services	24,381	43,071	30,090	30,090	0.00 %
<b>Total Expenditures</b>		<b>24,381</b>	<b>44,029</b>	<b>44,755</b>	<b>44,755</b>	
<b>Net Total</b>		<b>(24,381)</b>	<b>(44,029)</b>	<b>(44,755)</b>	<b>(44,755)</b>	

# Business Unit Summary with Service Areas

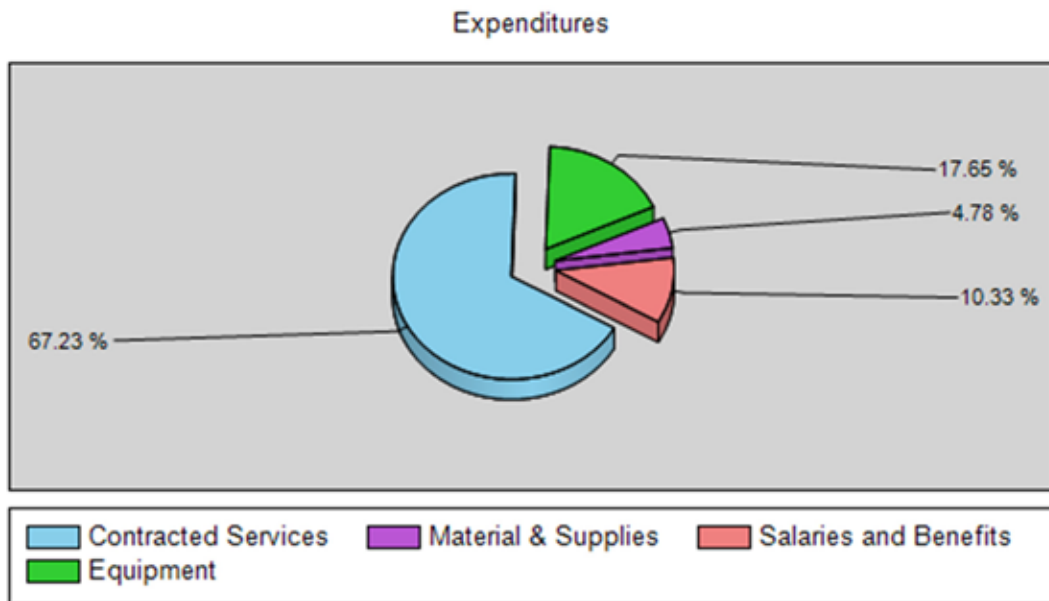
## Business Unit: 4810 - Transportation - Development

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	7,900	8,058	8,219	8,384	8,551
9211	WO Regular Time	4,625	4,718	4,812	4,908	5,006
9311	WO Inventory Purchases	2,140	2,183	2,226	2,271	2,316
9411	WO Contracted Services	30,090	30,692	31,306	31,932	32,570
<b>Total Expenditures</b>		44,755	45,650	46,563	47,494	48,444
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(44,755)</b>	<b>(45,650)</b>	<b>(46,563)</b>	<b>(47,494)</b>	<b>(48,444)</b>

# Business Unit Summary with Service Areas

Business Unit: 4810 - Transportation - Development

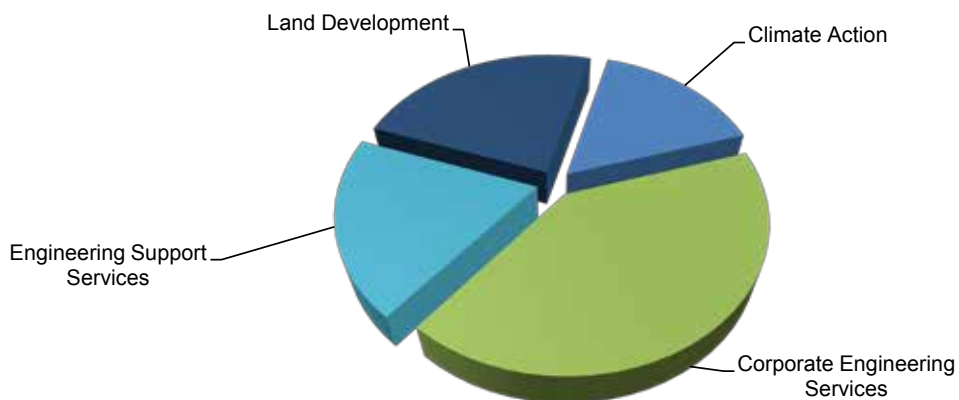


## SUPPORT SERVICES

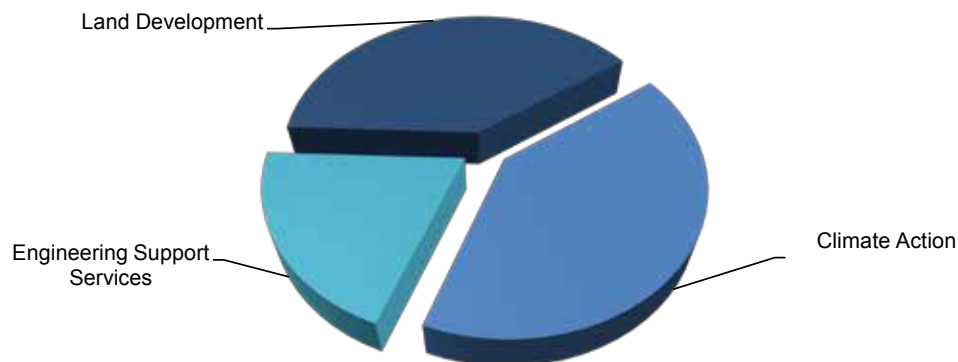
# Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Climate Action	170,000	152,000	(18,000)	-10.59%
Engineering Support Services	74,623	74,623	0	0.00%
Land Development	102,000	148,900	46,900	45.98%
<b>Total</b>	<b>346,623</b>	<b>375,523</b>	<b>28,900</b>	<b>8.34%</b>
<b>Expenditures</b>				
Climate Action	338,014	320,933	(17,081)	-5.05%
Corporate Engineering Services	608,186	812,590	204,404	33.61%
Engineering Support Services	398,206	387,411	(10,795)	-2.71%
Land Development	471,478	473,744	2,266	0.48%
<b>Total</b>	<b>1,815,884</b>	<b>1,994,678</b>	<b>178,794</b>	<b>9.85%</b>
<b>Net</b>	<b>1,469,261</b>	<b>1,619,155</b>	<b>149,894</b>	<b>10.20%</b>

### 2017 Expenditures



### 2017 Revenues





# Business Unit Summary with Service Areas

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## *Service Area: Climate Action*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

The City of Victoria has reinforced its commitment to climate action by endorsing a 100% renewable energy target for 2050. This supports the existing targets of 33% reduction in community GHG emissions and in municipal operations by 2020. The City's OCP also includes a strong commitment to Climate Change and Energy goals through policies that include:

- 1) Climate Change and Energy Resiliency
- 2) Sustainable Energy Principles
- 3) Energy Conservation and Efficiency
- 4) Renewable Energy
- 5) Building Performance
- 6) Measuring Progress

The Climate Action Program leads implementation of these goals by supporting departments across the organization and community partners to reduce GHG emissions throughout the City.

### **Deliverables:**

- Implement actions in the updated Climate Action Plan presented to Council in December 2016
- Climate action progress will be reported to Council on an annual basis. Asset management performance metrics will be tracked against a variety of industry standards and standards set by other municipalities. The asset management program also includes biennial auditing to ensure performance standards are being met.

# Business Unit Summary with Service Areas

## Service Area: Climate Action

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3760 Grants	16,400	0	170,000	0	
5063 Trf from Climate Action Reserve	2,250	0	0	152,000	
<b>Total Revenues</b>	<b>18,650</b>	<b>0</b>	<b>170,000</b>	<b>152,000</b>	
<b>Expenditures</b>					
4016 Salaries - Inside	85,299	71,329	91,830	91,830	0.00 %
4070 Overtime	(183)	7,067	0	0	
4102 Benefits	18,814	12,625	21,580	22,498	+ 4.26 %
4116 Conferences/Travel	3,436	1,715	4,000	4,000	0.00 %
4118 Membership Fees	1,451	2,076	1,000	1,000	0.00 %
4214 Consulting	5,226	2,125	145,000	0	
4216 Contracted Services	5,500	42,668	63,000	190,000	+ 201.59 %
4226 Photocopy	148	41	0	0	
4364 Telecommunications	1,236	731	605	605	0.00 %
4638 Miscellaneous Grants	2,250	0	0	0	
4814 Miscellaneous	567	6,607	1,000	1,000	0.00 %
4843 Research, Info & Analysis	13,400	3,992	10,000	10,000	0.00 %
<b>Total Expenditures</b>	<b>137,144</b>	<b>150,976</b>	<b>338,014</b>	<b>320,933</b>	
<b>Net Total</b>	<b>(118,494)</b>	<b>(150,976)</b>	<b>(168,014)</b>	<b>(168,933)</b>	

# Business Unit Summary with Service Areas

## Service Area: Climate Action

### 5 Year Forecast:

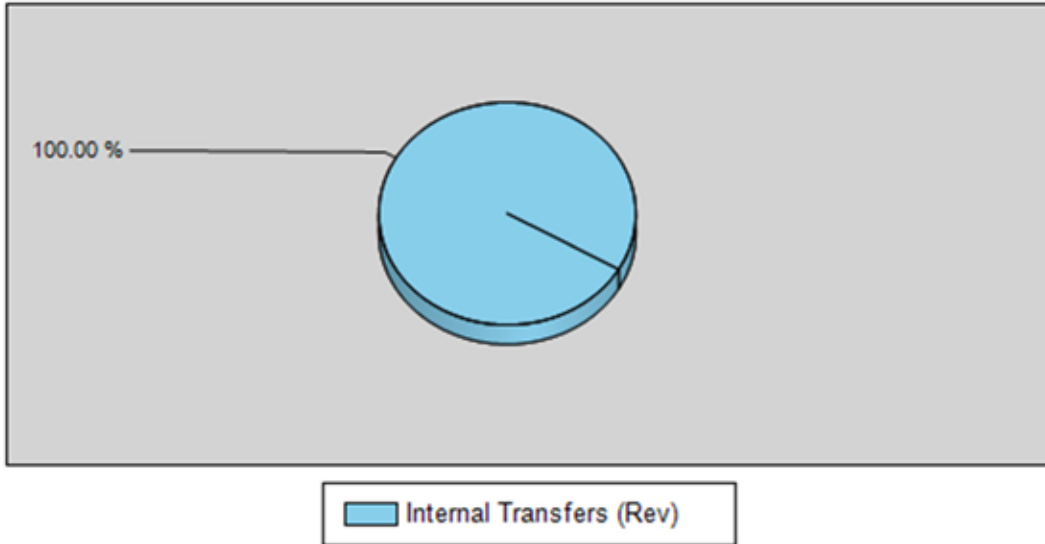
	2017	2018	2019	2020	2021
<b>Revenues</b>					
5063 Trf from Climate Action Reserve	152,000	0	0	0	0
<b>Total Revenues</b>	<b>152,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4016 Salaries - Inside	91,830	93,666	95,539	97,450	99,399
4102 Benefits	22,498	22,948	23,407	23,875	24,353
4116 Conferences/Travel	4,000	4,080	4,162	4,245	4,330
4118 Membership Fees	1,000	1,020	1,040	1,061	1,082
4216 Contracted Services	190,000	38,760	39,535	40,326	41,132
4364 Telecommunications	605	617	629	642	655
4814 Miscellaneous	1,000	1,020	1,040	1,061	1,082
4843 Research, Info & Analysis	10,000	10,200	10,404	10,612	10,824
<b>Total Expenditures</b>	<b>320,933</b>	<b>172,311</b>	<b>175,758</b>	<b>179,273</b>	<b>182,858</b>
<b>% Increase</b>		(46.31%)	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(168,933)</b>	<b>(172,311)</b>	<b>(175,758)</b>	<b>(179,273)</b>	<b>(182,858)</b>



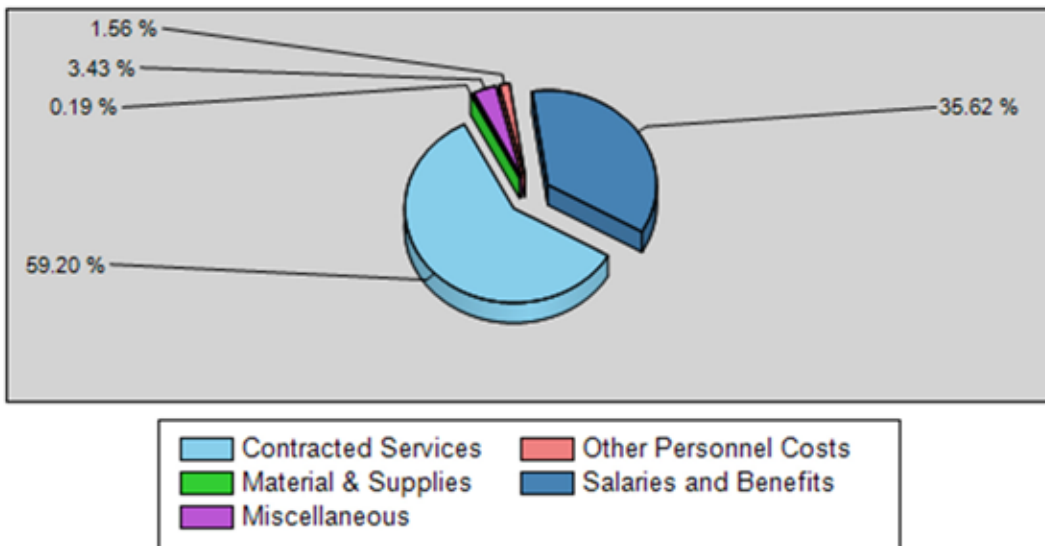
# Business Unit Summary with Service Areas

Service Area: Climate Action

Revenues



Expenses



# Business Unit Summary with Service Areas

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## ***Service Area: Corporate Engineering Services***

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

The service area provides support for all other departments in the organization through asset and information management services which includes:

- Operating and maintaining Vicmap and GIS databases, infrastructure databases, engineering information management, mapping requests, open data requests, and land management databases
- Maintain City's cadastral fabric (the continuous surface of connected map parcels)
- Represent the City at a variety of provincial and regional groups (IMGIS, URISA, Tempest)
- Survey and map city facilities and infrastructure
- Provide accurate, detailed engineering data to a variety of internal customers and external agencies
- Implement and operate the corporate maintenance management and asset management software system

### **Deliverables:**

- Average 120 Digital Mapping Requests per year
- Average 75 LTO plans per year (subdivisions, easements)
- Manage CAD & GIS on 52 computers

# Business Unit Summary with Service Areas

## Service Area: Corporate Engineering Services

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3468 GIS Information Sales	410	0	0	0	
<b>Total Revenues</b>	<b>410</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>					
4016 Salaries - Inside	599,500	493,862	557,913	592,117	+ 6.13 %
4070 Overtime	2,759	2,444	0	0	
4080 Auxiliaries/RPT/Seasonal	4,569	0	0	0	
4082 WCB Leave - CUPE 388	0	174	0	0	
4102 Benefits	137,260	121,775	135,093	145,069	+ 7.38 %
4112 Mileage/Parking	181	231	0	0	
4116 Conferences/Travel	1,578	9,854	6,000	6,000	0.00 %
4120 Training and Development	3,150	2,148	4,280	4,280	0.00 %
4154 Recovery - WCB	0	(174)	0	0	
4216 Contracted Services	3,186	2,024	18,220	2,500	- 86.28 %
4226 Photocopy	4,757	5,586	4,000	4,000	0.00 %
4236 Land Services	1,455	915	0	0	
4308 General Supplies	10,250	17,109	18,424	18,424	0.00 %
4412 Equipment Rentals	18,600	19,800	19,200	15,200	- 20.83 %
4418 Equipment	12,676	0	0	0	
4824 Recovery	(242,172)	(179,891)	(179,945)	0	
4852 Licence Fees	24,669	28,700	25,000	25,000	0.00 %
<b>Total Expenditures</b>	<b>582,417</b>	<b>524,558</b>	<b>608,186</b>	<b>812,590</b>	
<b>Net Total</b>	<b>(582,007)</b>	<b>(524,558)</b>	<b>(608,186)</b>	<b>(812,590)</b>	

# Business Unit Summary with Service Areas

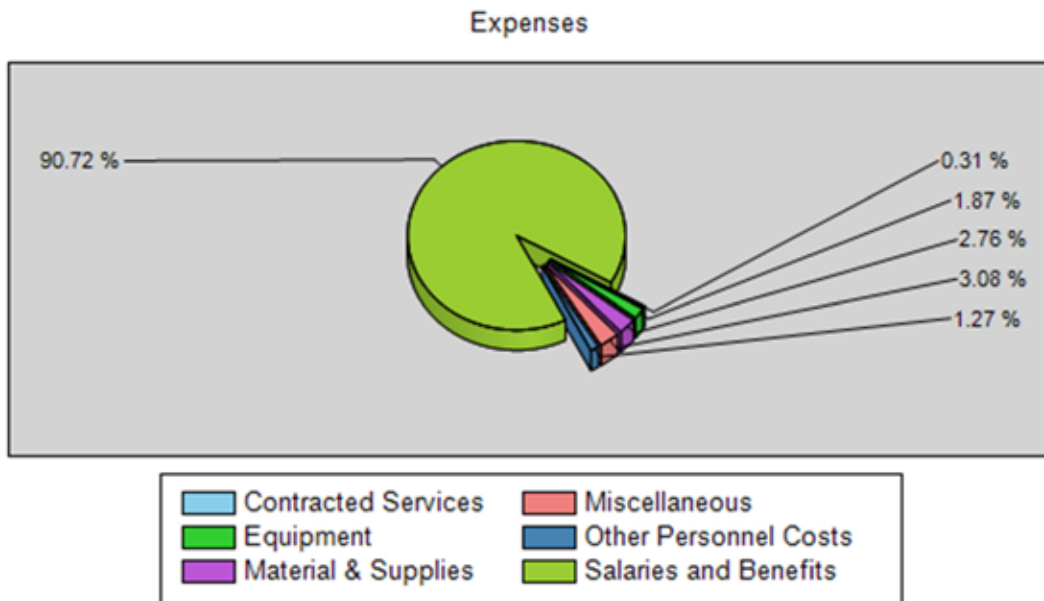
## Service Area: Corporate Engineering Services

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4016 Salaries - Inside	592,117	603,959	616,039	628,359	640,926
4102 Benefits	145,069	147,970	150,929	153,948	157,027
4116 Conferences/Travel	6,000	6,120	6,242	6,367	6,495
4120 Training and Development	4,280	4,366	4,453	4,542	4,633
4216 Contracted Services	2,500	2,550	2,601	2,653	2,706
4226 Photocopy	4,000	4,080	4,162	4,245	4,330
4308 General Supplies	18,424	18,792	19,168	19,552	19,943
4412 Equipment Rentals	15,200	15,504	15,814	16,130	16,453
4852 Licence Fees	25,000	25,500	26,010	26,530	27,061
<b>Total Expenditures</b>	<b>812,590</b>	<b>828,841</b>	<b>845,418</b>	<b>862,327</b>	<b>879,573</b>
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(812,590)</b>	<b>(828,841)</b>	<b>(845,418)</b>	<b>(862,327)</b>	<b>(879,573)</b>

# Business Unit Summary with Service Areas

Service Area: Corporate Engineering Services



# Business Unit Summary with Service Areas

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## *Service Area: Engineering Support Services*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

Provide administrative support for all other departments in the organization:

- Staff the Engineering customer service front desk
- Develop legal and utility agreements and contracts
- Administer outside party billing for cost recovery of infrastructure restoration

### **Deliverables:**

Internal and external requests are responded to within 24 hours. Basic data/mapping requests provided within 48 business hours. More complicated requests are given an agreed timeline.

# Business Unit Summary with Service Areas

## Service Area: Engineering Support Services

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3235 Lease Fees-Muni Access	74,524	76,828	74,623	74,623	0.00 %
<b>Total Revenues</b>	<b>74,524</b>	<b>76,828</b>	<b>74,623</b>	<b>74,623</b>	
<b>Expenditures</b>					
4010 Salaries - Exempt	109,451	131,622	114,089	114,089	0.00 %
4016 Salaries - Inside	189,888	111,628	112,409	112,409	0.00 %
4070 Overtime	0	0	0	0	
4080 Auxiliaries/RPT/Seasonal	26,499	42,384	37,134	37,134	0.00 %
4102 Benefits	74,467	60,542	52,701	54,944	+ 4.26 %
4112 Mileage/Parking	251	1,149	500	500	0.00 %
4116 Conferences/Travel	0	6,923	11,500	11,500	0.00 %
4118 Membership Fees	11,820	3,981	15,000	15,000	0.00 %
4120 Training and Development	1,827	1,377	1,000	1,000	0.00 %
4214 Consulting	0	16,102	20,233	20,233	0.00 %
4216 Contracted Services	7,345	10,615	15,500	3,462	- 77.66 %
4218 Courier Service	903	706	1,000	1,000	0.00 %
4226 Photocopy	4,638	2,831	6,140	6,140	0.00 %
4312 Office Supplies	5,490	11,343	11,000	10,000	- 9.09 %
4364 Telecommunications	594	555	0	0	
4814 Miscellaneous	177	403	0	0	
9211 WO Regular Time	2,048	2,678	0	0	
9321 WO Outside Purchases	896	3,176	0	0	
<b>Total Expenditures</b>	<b>436,295</b>	<b>408,014</b>	<b>398,206</b>	<b>387,411</b>	
<b>Net Total</b>	<b>(361,771)</b>	<b>(331,187)</b>	<b>(323,583)</b>	<b>(312,788)</b>	

# Business Unit Summary with Service Areas

## Service Area: Engineering Support Services

### 5 Year Forecast:

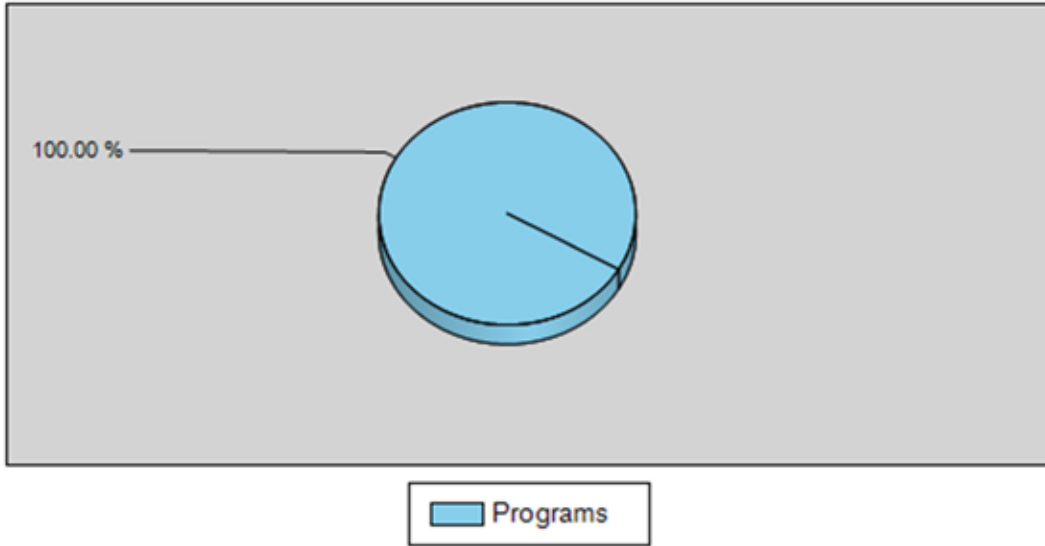
	2017	2018	2019	2020	2021
<b>Revenues</b>					
3235 Lease Fees-Muni Access	74,623	74,623	74,623	74,623	74,623
<b>Total Revenues</b>	<b>74,623</b>	<b>74,623</b>	<b>74,623</b>	<b>74,623</b>	<b>74,623</b>
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4010 Salaries - Exempt	114,089	116,371	118,698	121,072	123,494
4016 Salaries - Inside	112,409	114,657	116,950	119,289	121,675
4080 Auxiliaries/RPT/Seasonal	37,134	37,877	38,634	39,407	40,195
4102 Benefits	54,944	56,043	57,164	58,307	59,473
4112 Mileage/Parking	500	510	520	531	541
4116 Conferences/Travel	11,500	11,730	11,965	12,204	12,448
4118 Membership Fees	15,000	15,300	15,606	15,918	16,236
4120 Training and Development	1,000	1,020	1,040	1,061	1,082
4214 Consulting	20,233	20,638	21,050	21,471	21,901
4216 Contracted Services	3,462	3,531	3,602	3,674	3,747
4218 Courier Service	1,000	1,020	1,040	1,061	1,082
4226 Photocopy	6,140	6,263	6,388	6,516	6,646
4312 Office Supplies	10,000	10,200	10,404	10,612	10,824
<b>Total Expenditures</b>	<b>387,411</b>	<b>395,159</b>	<b>403,062</b>	<b>411,123</b>	<b>419,346</b>
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(312,788)</b>	<b>(320,536)</b>	<b>(328,439)</b>	<b>(336,500)</b>	<b>(344,723)</b>



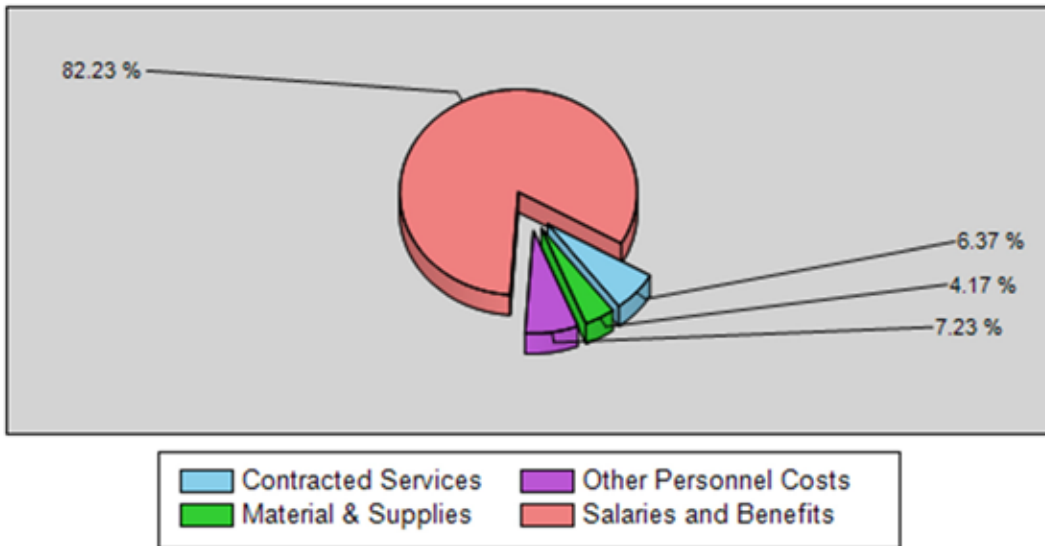
# Business Unit Summary with Service Areas

## Service Area: Engineering Support Services

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Land Development*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

The Land Development section administers the approval and processing applications for subdivisions and strata permits, sidewalk café permits, frontage and right of way construction permits, and encroachment and excavation permits. This ensures applications are consistent with the provincial regulations and OCP, civil engineering standards, land use and City standards are met when constructions occur.

The permit process provides a consistent set of standards for civil works and for public safety.

- Develops bylaws and policies for subdivisions
- Represents the City at Urban Development Institute
- Liason for developers and stakeholders
- Over-arching file manager for applications in the City, processed by other depts.
- Coordinate the Engineering review of the land use process
- Coordinate the Engineering review of building permit applications
- Development of regulations, such as: flood, stormwater

### **Deliverables:**

Number of applications processed annually :

- 100 sidewalk cafe permits (responsibility transferring to community development)
- 80 contractor permits
- 35 to 40 subdivision and strata permits
- 5 to 10 specialized encroachment permits

# Business Unit Summary with Service Areas

## Service Area: Land Development

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3126	Contractors' Permits	2,325	2,561	4,000	3,500	- 12.50 %
3266	Subdivisions and Strata	3,550	4,550	7,500	7,500	0.00 %
3274	Miscellaneous Fees	325	0	0	0	
3395	Encroachment Fees - Excavation	88,935	74,075	34,000	35,000	+ 2.94 %
3396	Sidewalk Cafes	48,651	48,486	53,000	100,000	+ 88.68 %
3397	Under Sidewalk Basement	3,341	2,991	3,500	2,900	- 17.14 %
<b>Total Revenues</b>		<b>147,128</b>	<b>132,663</b>	<b>102,000</b>	<b>148,900</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	321,918	372,437	371,682	371,682	0.00 %
4070	Overtime	(5)	0	0	0	
4080	Auxiliaries/RPT/Seasonal	31,631	0	0	0	
4102	Benefits	75,282	90,940	87,345	91,062	+ 4.26 %
4112	Mileage/Parking	259	125	0	0	
4116	Conferences/Travel	2,047	2,922	4,500	4,000	- 11.11 %
4118	Membership Fees	245	0	0	500	
4120	Training and Development	0	0	2,500	2,500	0.00 %
4312	Office Supplies	682	144	1,250	1,000	- 20.00 %
4412	Equipment Rentals	4,500	4,125	4,200	3,000	- 28.57 %
9211	WO Regular Time	185	137	0	0	
9321	WO Outside Purchases	0	9,165	0	0	
<b>Total Expenditures</b>		<b>436,742</b>	<b>479,996</b>	<b>471,478</b>	<b>473,744</b>	
<b>Net Total</b>		<b>(289,614)</b>	<b>(347,333)</b>	<b>(369,478)</b>	<b>(324,844)</b>	

# Business Unit Summary with Service Areas

## Service Area: Land Development

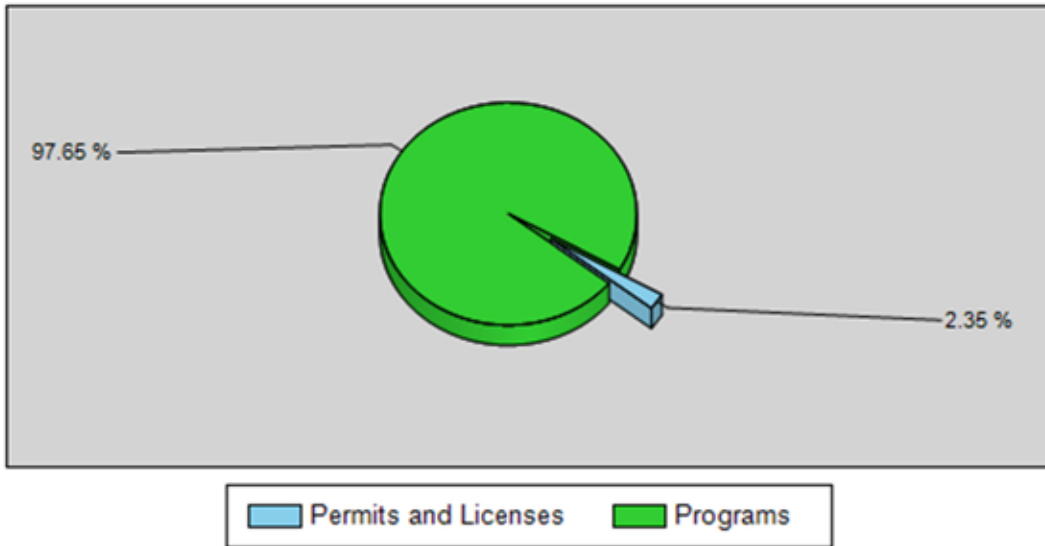
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3126	Contractors' Permits	3,500	3,500	3,500	3,500	3,500
3266	Subdivisions and Strata	7,500	7,500	7,500	7,500	7,500
3395	Encroachment Fees - Excavation	35,000	35,000	35,000	35,000	35,000
3396	Sidewalk Cafes	100,000	100,000	100,000	100,000	100,000
3397	Under Sidewalk Basement	2,900	2,900	2,900	2,900	2,900
<b>Total Revenues</b>		148,900	148,900	148,900	148,900	148,900
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4016	Salaries - Inside	371,682	379,116	386,698	394,432	402,321
4102	Benefits	91,062	92,883	94,741	96,636	98,569
4116	Conferences/Travel	4,000	4,080	4,162	4,245	4,330
4118	Membership Fees	500	510	520	531	541
4120	Training and Development	2,500	2,550	2,601	2,653	2,706
4312	Office Supplies	1,000	1,020	1,040	1,061	1,082
4412	Equipment Rentals	3,000	3,060	3,121	3,184	3,247
<b>Total Expenditures</b>		473,744	483,219	492,884	502,741	512,796
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(324,844)</b>	<b>(334,319)</b>	<b>(343,984)</b>	<b>(353,841)</b>	<b>(363,896)</b>

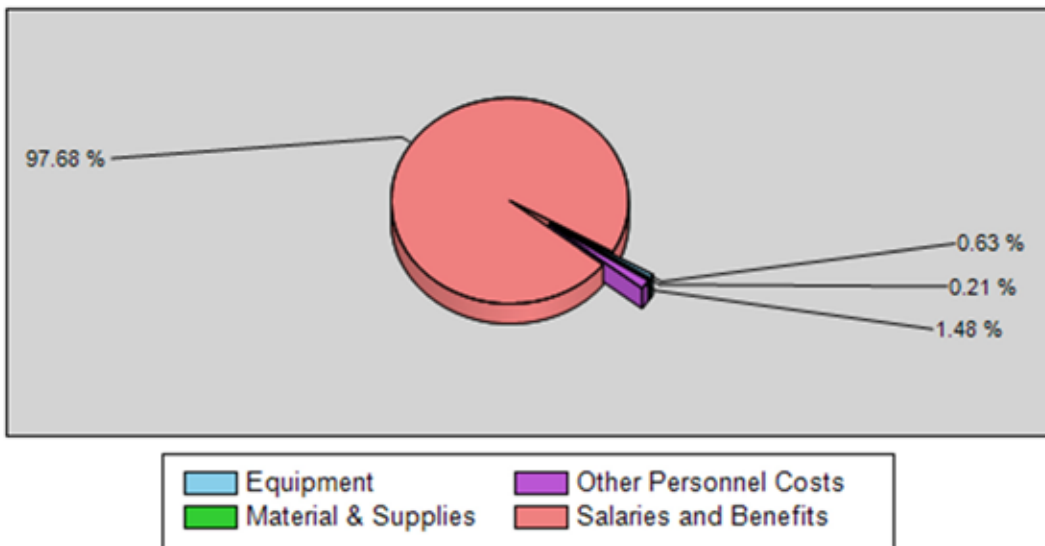
# Business Unit Summary with Service Areas

Service Area: Land Development

Revenues



Expenses

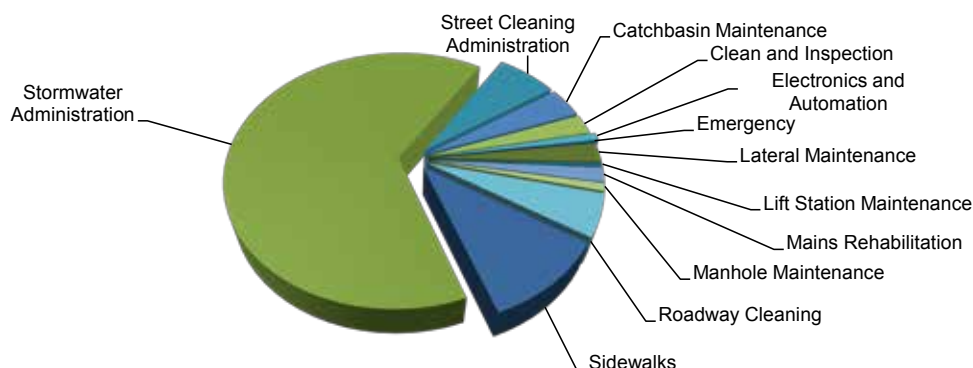


# STORMWATER UTILITY

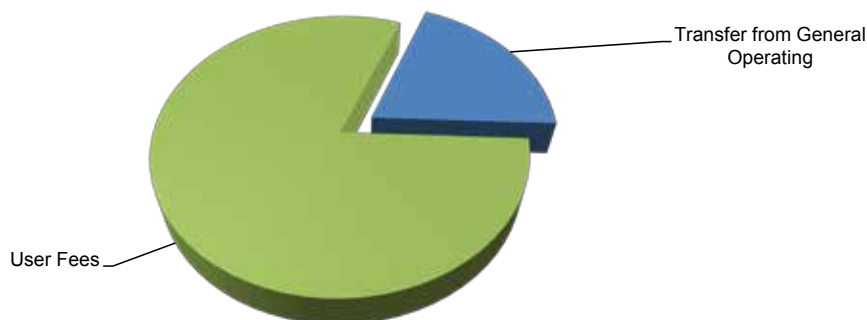
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Transfer from General Operating	1,250,000	1,250,000	0	0.00%
User Fees	4,735,878	5,044,511	308,633	6.52%
<b>Total</b>	<b>5,985,878</b>	<b>6,294,511</b>	<b>308,633</b>	<b>5.16%</b>
<b>Expenditures</b>				
Catchbasin Maintenance	251,742	241,052	(10,690)	-4.25%
Clean and Inspection	143,346	156,345	12,999	9.07%
Electronics and Automation	53,031	55,328	2,297	4.33%
Emergency	18,407	15,710	(2,697)	-14.65%
Lateral Maintenance	157,719	154,379	(3,340)	-2.12%
Lift Station Maintenance	34,547	30,870	(3,677)	-10.64%
Mains Rehabilitation	113,454	113,455	1	0.00%
Manhole Maintenance	60,005	60,006	1	0.00%
Roadway Cleaning	357,751	332,006	(25,745)	-7.20%
Sidewalks	640,998	655,750	14,752	2.30%
Stormwater Administration	3,740,771	4,064,857	324,086	8.66%
Street Cleaning Administration	414,107	414,753	646	0.16%
<b>Total</b>	<b>5,985,878</b>	<b>6,294,511</b>	<b>308,633</b>	<b>5.16%</b>
<b>Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

### 2017 Expenditures



### 2017 Revenues





# Business Unit Summary with Service Areas

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## *Service Area: Stormwater Administration*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This service area supports the overall engineering management of the City's stormwater system.

Effective engineering of the stormwater system aims to maximize the life span of existing assets and mitigate against floods and damage to city infrastructure and private properties. It also plans for impacts of climate change forecasts in sea level rise and increased rainfall intensities and storm durations.

An efficient stormwater system manages run off to reduce contamination and pollution of waters to minimize impacts to marine life. Stormwater management is required by provincial and environmental regulation.

Services include:

Daily customer service enquiries and calls for service, emergencies, support to City departments and review of development applications.

It also includes investigations, capital projects, long-term master planning, regular monitoring of stormwater outfalls and video or condition assessment reports.

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic and hydrologic modeling, coordination of condition assessment program, preparation of conceptual designs, coordination and integration of work with other departments and agencies. Maintenance of stormwater system inventories and databases.

Design and Construction – develop medium and long term capital work plans, prepare detailed design of stormwater projects, prepare tender documents and drawings, prepare construction estimates, construction inspection, monitor project costs, provide contract administration for tendered works. Liaise with and direct the work of consultants and contractors on stormwater projects.

Development Review – provide comments for development projects and building permits as they relate to stormwater. Prepare engineering recommendations and coordinate with other departments to provide stormwater services; review and approve stormwater service applications and engineering designs to ensure conformity to city standards and specifications. Provide technical advice and interpretation to applicants, contractors and consultants on design submissions.

Investigation and Monitoring – Conduct periodic storm water quality samples at outfall locations. Conduct flooding investigations during heavy rain events. Investigate and resolve contamination problems such as oil leaks and spills, spill response and chemical contamination. Investigate and resolve environmental matters such as sewer/storm drain cross-connections. Collect and analyze flow recorder and rain gauge data and install related instruments.

Provide assistance to the public and outside agencies regarding stormwater management practices and policies.

### **Deliverables:**

- Annual development of stormwater capital projects, total value of projects \$ 4.9 million,
- Detailed design drawings, tender documents, and rehabilitation strategies
- Development applications requiring stormwater connections review and processing
- Review of projects as part of the planning process.
- Inspection and condition assessment of the stormwater system
- Investigation of contamination, leaks and spill
- Investigation of cross-connection



## **Business Unit Summary with Service Areas**

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- Site inspections for Code of Practice compliance
- Processing of customer service requests

# Business Unit Summary with Service Areas

## Service Area: Stormwater Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3906	Fines and Fees	0	0	6,763	6,763	0.00 %
3909	Stormwater Utility Fee	0	4,776,058	4,725,545	5,034,178	+ 6.53 %
3916	Test and Clear	0	0	3,570	3,570	0.00 %
5042	Trf from Property Taxes	0	1,250,000	1,250,000	1,250,000	0.00 %
<b>Total Revenues</b>		<b>0</b>	<b>6,026,058</b>	<b>5,985,878</b>	<b>6,294,511</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	145,291	182,436	146,071	151,372	+ 3.63 %
4014	Salaries - Outside	28,016	36,752	29,862	29,862	0.00 %
4016	Salaries - Inside	328,498	311,799	288,745	288,745	0.00 %
4070	Overtime	4,342	4,614	4,270	4,270	0.00 %
4080	Auxiliaries/RPT/Seasonal	9,553	4,449	0	0	
4102	Benefits	119,397	139,186	108,528	114,418	+ 5.43 %
4112	Mileage/Parking	1,210	1,418	1,835	1,835	0.00 %
4116	Conferences/Travel	2,349	1,193	4,650	4,650	0.00 %
4120	Training and Development	2,083	713	5,900	5,900	0.00 %
4216	Contracted Services	9,061	15,203	37,215	37,875	+ 1.77 %
4312	Office Supplies	1,341	641	3,200	3,200	0.00 %
4364	Telecommunications	1,063	1,598	3,500	4,500	+ 28.57 %
4412	Equipment Rentals	9,000	10,250	13,680	6,400	- 53.22 %
4418	Equipment	0	0	1,000	1,000	0.00 %
4718	Corporate Overhead	365,000	365,680	365,680	387,854	+ 6.06 %
4808	Contingencies	0	0	0	38,850	
6032	Transfer to Capital	0	2,466,764	2,678,536	2,936,000	+ 9.61 %
6053	Trf to Utility Reserve	0	471,220	0	0	
9111	WO Inside Equipment Rent	1,436	1,454	4,250	4,250	0.00 %
9211	WO Regular Time	64,038	52,668	42,049	42,075	+ 0.06 %
9221	WO Overtime	117	46	0	0	
9311	WO Inventory Purchases	264	797	300	300	0.00 %
9321	WO Outside Purchases	2,517	7,219	1,500	1,500	0.00 %
9411	WO Contracted Services	460	465	0	0	
<b>Total Expenditures</b>		<b>1,095,036</b>	<b>4,076,565</b>	<b>3,740,771</b>	<b>4,064,857</b>	
<b>Net Total</b>		<b>(1,095,036)</b>	<b>1,949,493</b>	<b>2,245,107</b>	<b>2,229,654</b>	

# Business Unit Summary with Service Areas

## Service Area: Stormwater Administration

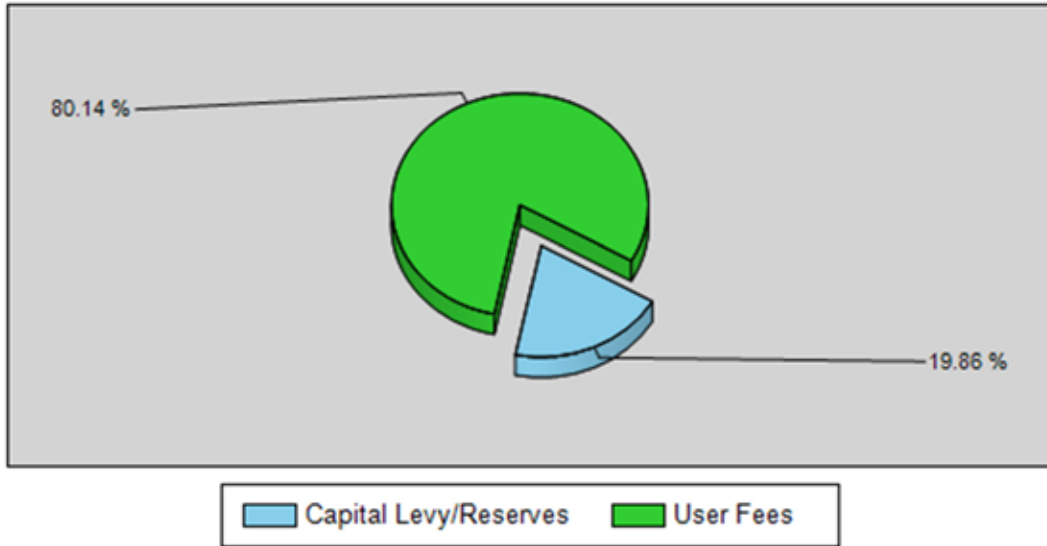
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3906	Fines and Fees	6,763	6,763	6,763	6,763	6,763
3909	Stormwater Utility Fee	5,034,178	5,631,422	5,923,509	6,225,463	6,434,987
3916	Test and Clear	3,570	3,570	3,570	3,570	3,570
5042	Trf from Property Taxes	1,250,000	1,275,000	1,300,500	1,326,510	1,353,040
<b>Total Revenues</b>		6,294,511	6,916,755	7,234,342	7,562,306	7,798,360
<b>% Increase</b>			9.89%	4.59%	4.53%	3.12%
<b>Expenditures</b>						
4010	Salaries - Exempt	151,372	154,399	157,487	160,637	163,850
4014	Salaries - Outside	29,862	30,460	31,069	31,690	32,324
4016	Salaries - Inside	288,745	294,520	300,411	306,419	312,547
4070	Overtime	4,270	4,355	4,443	4,531	4,622
4102	Benefits	114,418	116,706	119,040	121,421	123,850
4112	Mileage/Parking	1,835	1,872	1,909	1,947	1,986
4116	Conferences/Travel	4,650	4,743	4,838	4,935	5,033
4120	Training and Development	5,900	6,018	6,138	6,261	6,386
4216	Contracted Services	37,875	38,633	39,405	40,193	40,997
4312	Office Supplies	3,200	3,264	3,329	3,396	3,464
4364	Telecommunications	4,500	4,590	4,682	4,775	4,871
4412	Equipment Rentals	6,400	6,528	6,659	6,792	6,928
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4718	Corporate Overhead	387,854	395,611	403,523	411,594	419,826
4808	Contingencies	38,850	39,627	40,420	41,228	42,052
6032	Transfer to Capital	2,936,000	3,491,000	3,640,000	3,798,000	3,963,000
6053	Trf to Utility Reserve	0	0	100,000	200,000	200,000
9111	WO Inside Equipment Rent	4,250	4,335	4,422	4,510	4,600
9211	WO Regular Time	42,075	42,917	43,775	44,650	45,543
9311	WO Inventory Purchases	300	306	312	318	325
9321	WO Outside Purchases	1,500	1,530	1,561	1,592	1,624
<b>Total Expenditures</b>		4,064,857	4,642,434	4,914,462	5,195,952	5,384,911
<b>% Increase</b>			14.21%	5.86%	5.73%	3.64%
<b>Net Total</b>		<b>2,229,654</b>	<b>2,274,321</b>	<b>2,319,880</b>	<b>2,366,354</b>	<b>2,413,450</b>

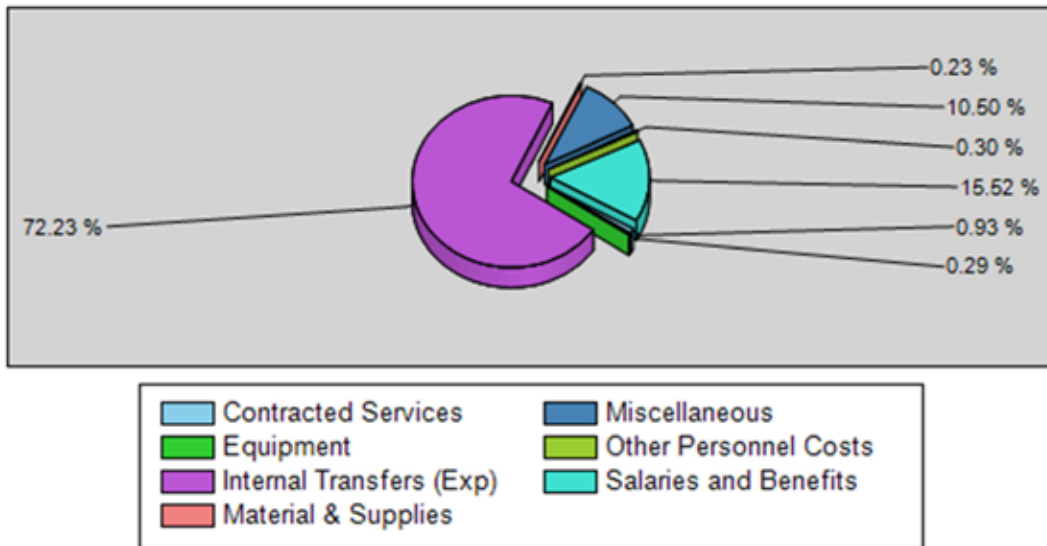
# Business Unit Summary with Service Areas

Service Area: Stormwater Administration

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Business Unit: 3715 - SD Electronics and Automation*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

Routine, daily monitoring of the stormwater system is in place for effective planning and issue mitigation. This ensures continuous and effective operations of storm drain pump stations. It also provides historical data for maintenance, operations and engineering purposes and a “real-time” view of station operations for maintenance staff.

This business unit supports the maintenance, installation and operation of the emergency alarm and collection of real-time data and electronic monitoring systems for the storm drain pump stations. This is commonly known as the SCADA system (Supervisory Control and Data Acquisition).

### **Deliverables:**

- 4 storm drain pump stations
- Pump station operations as per design specifications
- Alarms notification
- Historical database of pumping and condition trends
- Interface on internal network for staff to view and download data

# Business Unit Summary with Service Areas

## Business Unit: 3715 - SD Electronics and Automation

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4012 Salaries - Electricians	30,650	31,201	27,730	27,730	0.00 %
4016 Salaries - Inside	1,709	(3,867)	0	0	
4102 Benefits	5,969	6,070	6,238	6,814	+ 9.23 %
4412 Equipment Rentals	4,200	4,200	4,200	4,700	+ 11.90 %
9111 WO Inside Equipment Rent	4,680	4,733	4,680	5,900	+ 26.07 %
9211 WO Regular Time	1,764	2,977	8,299	8,300	+ 0.01 %
9321 WO Outside Purchases	171	2,797	1,884	1,884	0.00 %
9411 WO Contracted Services	666	0	0	0	
<b>Total Expenditures</b>	<b>49,810</b>	<b>48,110</b>	<b>53,031</b>	<b>55,328</b>	
<b>Net Total</b>	<b>(49,810)</b>	<b>(48,110)</b>	<b>(53,031)</b>	<b>(55,328)</b>	

# Business Unit Summary with Service Areas

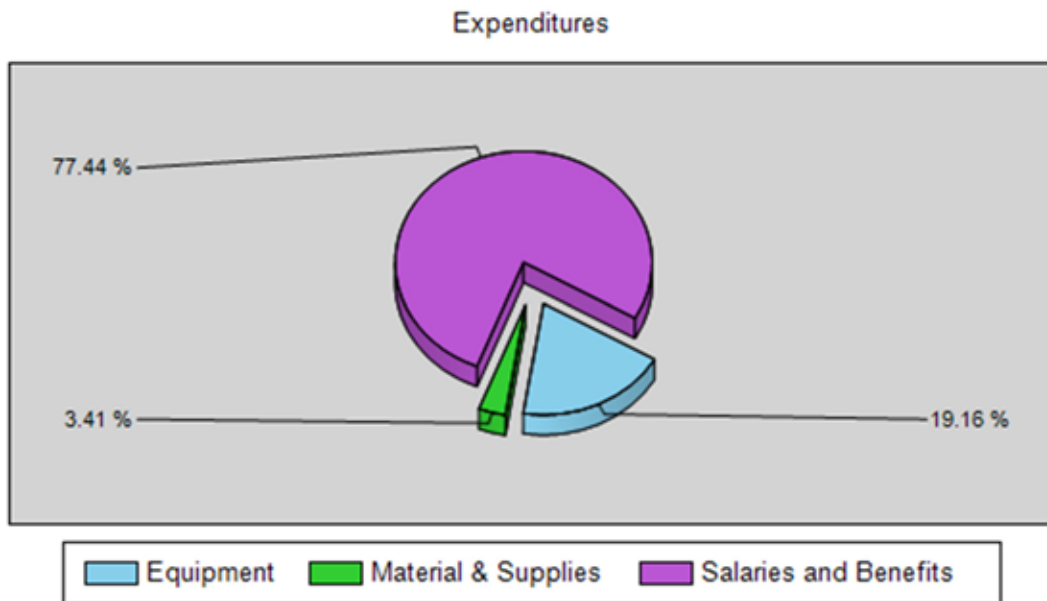
## Business Unit: 3715 - SD Electronics and Automation

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4012	Salaries - Electricians	27,730	28,285	28,850	29,427	30,016
4102	Benefits	6,814	6,951	7,090	7,232	7,376
4412	Equipment Rentals	4,700	4,794	4,890	4,988	5,087
9111	WO Inside Equipment Rent	5,900	6,018	6,138	6,261	6,386
9211	WO Regular Time	8,300	8,466	8,635	8,808	8,984
9321	WO Outside Purchases	1,884	1,922	1,960	1,999	2,039
<b>Total Expenditures</b>		<b>55,328</b>	<b>56,436</b>	<b>57,564</b>	<b>58,715</b>	<b>59,890</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(55,328)</b>	<b>(56,436)</b>	<b>(57,564)</b>	<b>(58,715)</b>	<b>(59,890)</b>

# Business Unit Summary with Service Areas

Business Unit: 3715 - SD Electronics and Automation





# Business Unit Summary with Service Areas

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## *Business Unit: 3725 - SD Mains Rehabilitation*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit funds rehabilitation of existing storm drain mains.

### **Deliverables:**

- 26 mains repairs
- 6 km CCTV by contractor
- 920 meters of storm main lined
- 1 km of future lining preparation
- 40 flooding investigations
- 6 spill investigations
- 30 Code of Practices inspections per month

# Business Unit Summary with Service Areas

## Business Unit: 3725 - SD Mains Rehabilitation

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	11,024	6,987	15,000	15,000	0.00 %
9121	WO Outside Equipment Ren	15,171	8,993	4,390	4,390	0.00 %
9211	WO Regular Time	52,671	35,056	52,654	52,655	+ 0.00 %
9221	WO Overtime	210	1,765	0	0	
9311	WO Inventory Purchases	20,126	17,046	22,792	22,792	0.00 %
9321	WO Outside Purchases	12,879	14,574	13,518	13,518	0.00 %
9411	WO Contracted Services	12,071	6,574	5,100	5,100	0.00 %
<b>Total Expenditures</b>		<b>124,152</b>	<b>90,994</b>	<b>113,454</b>	<b>113,455</b>	
<b>Net Total</b>		<b>(124,152)</b>	<b>(90,994)</b>	<b>(113,454)</b>	<b>(113,455)</b>	

# Business Unit Summary with Service Areas

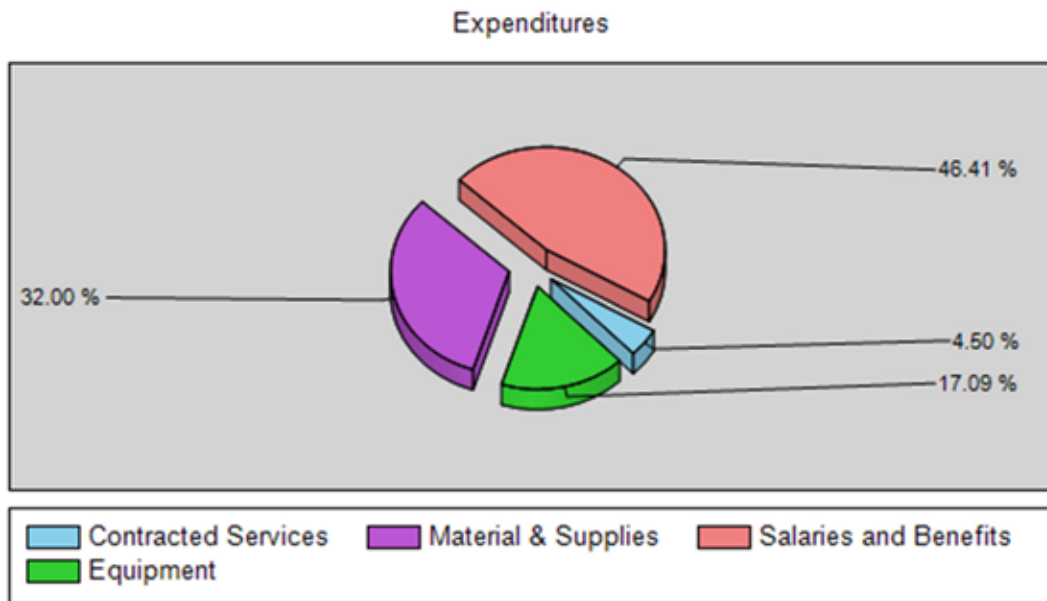
## Business Unit: 3725 - SD Mains Rehabilitation

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	15,000	15,300	15,606	15,918	16,236
9121	WO Outside Equipment Ren	4,390	4,478	4,567	4,659	4,752
9211	WO Regular Time	52,655	53,708	54,782	55,878	56,995
9311	WO Inventory Purchases	22,792	23,248	23,713	24,187	24,671
9321	WO Outside Purchases	13,518	13,788	14,064	14,345	14,632
9411	WO Contracted Services	5,100	5,202	5,306	5,412	5,520
<b>Total Expenditures</b>		113,455	115,724	118,039	120,399	122,807
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(113,455)</b>	<b>(115,724)</b>	<b>(118,039)</b>	<b>(120,399)</b>	<b>(122,807)</b>

# Business Unit Summary with Service Areas

Business Unit: 3725 - SD Mains Rehabilitation



# Business Unit Summary with Service Areas

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## *Business Unit: 3735 - SD Lift Station Maintenance*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit supports the maintenance, inspection, repair and operation of the storm drain pump stations. This work ensures the pump stations are operating efficiently to minimize or eliminate potential flooding.

### **Deliverables:**

- 4 stormwater pump stations
- Stormwater surface area of 19 sq. km

# Business Unit Summary with Service Areas

## Business Unit: 3735 - SD Lift Station Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4236 Land Services	3,852	3,950	3,950	0	
4360 Hydro	0	0	2,600	2,775	+ 6.73 %
4366 Water	1,221	1,234	265	278	+ 4.91 %
9111 WO Inside Equipment Rent	1,835	1,238	3,750	3,750	0.00 %
9211 WO Regular Time	9,854	5,581	20,982	20,980	- 0.01 %
9321 WO Outside Purchases	0	0	1,700	1,700	0.00 %
9360 WO Utility-BC Hydro	1,111	1,301	1,300	1,387	+ 6.69 %
9411 WO Contracted Services	2,667	0	0	0	
<b>Total Expenditures</b>	<b>20,539</b>	<b>13,303</b>	<b>34,547</b>	<b>30,870</b>	
<b>Net Total</b>	<b>(20,539)</b>	<b>(13,303)</b>	<b>(34,547)</b>	<b>(30,870)</b>	

# Business Unit Summary with Service Areas

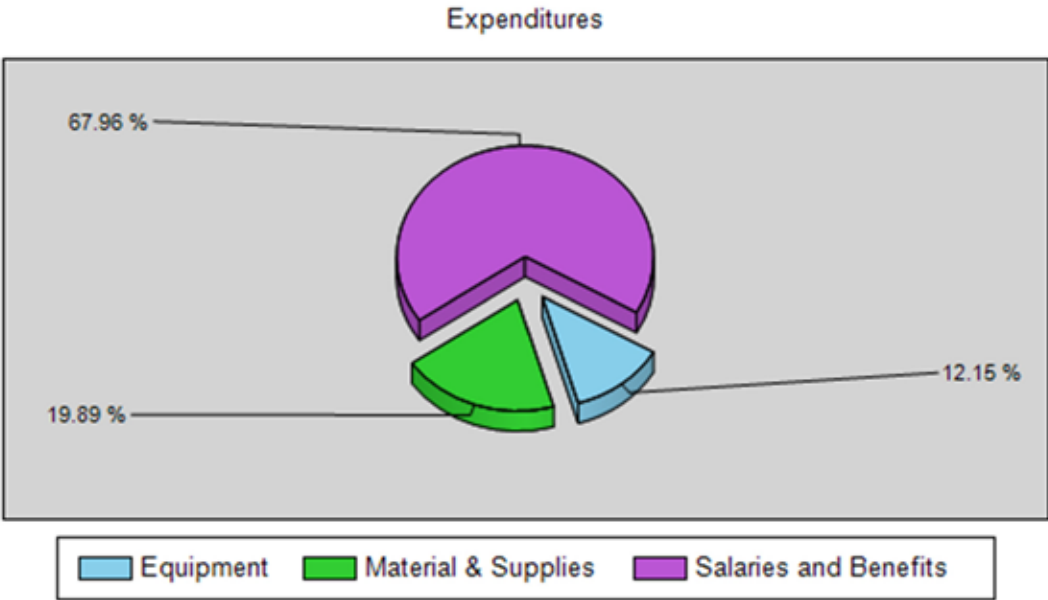
## Business Unit: 3735 - SD Lift Station Maintenance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4236	Land Services	0	0	0	0	0
4360	Hydro	2,775	2,872	2,973	3,077	3,184
4366	Water	278	292	306	322	338
9111	WO Inside Equipment Rent	3,750	3,825	3,902	3,980	4,059
9211	WO Regular Time	20,980	21,400	21,828	22,264	22,709
9321	WO Outside Purchases	1,700	1,734	1,769	1,804	1,840
9360	WO Utility-BC Hydro	1,387	1,436	1,486	1,538	1,592
<b>Total Expenditures</b>		30,870	31,558	32,263	32,984	33,723
<b>% Increase</b>			2.23%	2.23%	2.24%	2.24%
<b>Net Total</b>		<b>(30,870)</b>	<b>(31,558)</b>	<b>(32,263)</b>	<b>(32,984)</b>	<b>(33,723)</b>

# Business Unit Summary with Service Areas

Business Unit: 3735 - SD Lift Station Maintenance





# Business Unit Summary with Service Areas

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## ***Business Unit: 3740 - SD Lateral Maintenance***

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit is in place for repairs to storm drain laterals servicing private properties.

Proactive inspection and cleaning reduces the number of backups caused by blockages in City pipes. Regular maintenance and expedited response to customers mitigates impacts and reduces risk to the City in terms of claims.

### **Deliverables:**

- 10,939 storm drain laterals
- 36 storm drain laterals unplugged
- 34 storm drain clean outs installed
- 25 storm drain laterals repaired
- 5 storm drain laterals replaced
- 44 storm drain laterals on monthly maintenance schedule
- 5 km of lamping
- 578 lamped laterals

# Business Unit Summary with Service Areas

## Business Unit: 3740 - SD Lateral Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	14,482	25,211	22,075	18,737	- 15.12 %
9121 WO Outside Equipment Ren	20,629	34,010	14,284	14,284	0.00 %
9211 WO Regular Time	73,151	114,848	87,402	87,400	0.00 %
9221 WO Overtime	361	507	0	0	
9311 WO Inventory Purchases	5,673	8,850	10,781	10,781	0.00 %
9321 WO Outside Purchases	21,922	11,612	12,977	12,977	0.00 %
9411 WO Contracted Services	13,226	23,472	10,200	10,200	0.00 %
<b>Total Expenditures</b>	<b>149,443</b>	<b>218,509</b>	<b>157,719</b>	<b>154,379</b>	
<b>Net Total</b>	<b>(149,443)</b>	<b>(218,509)</b>	<b>(157,719)</b>	<b>(154,379)</b>	

# Business Unit Summary with Service Areas

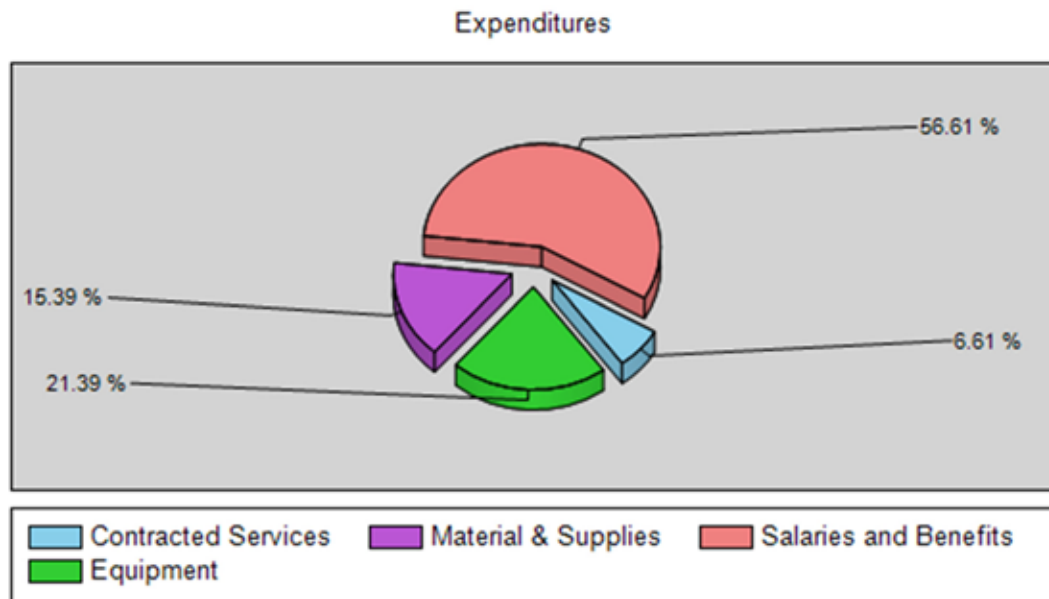
## Business Unit: 3740 - SD Lateral Maintenance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	18,737	19,112	19,494	19,884	20,282
9121	WO Outside Equipment Ren	14,284	14,570	14,861	15,158	15,461
9211	WO Regular Time	87,400	89,148	90,931	92,750	94,605
9311	WO Inventory Purchases	10,781	10,997	11,217	11,441	11,670
9321	WO Outside Purchases	12,977	13,237	13,501	13,771	14,047
9411	WO Contracted Services	10,200	10,404	10,612	10,824	11,041
<b>Total Expenditures</b>		154,379	157,467	160,616	163,828	167,105
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(154,379)</b>	<b>(157,467)</b>	<b>(160,616)</b>	<b>(163,828)</b>	<b>(167,105)</b>

# Business Unit Summary with Service Areas

Business Unit: 3740 - SD Lateral Maintenance



# Business Unit Summary with Service Areas

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## *Business Unit: 3745 - SD Catchbasin Maintenance*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit repairs, installs and inspects the 6,900 storm drain catch basins to minimize or eliminate flooding of roadways, including the subsequent impacts to private property and traffic. Catch basin maintenance reduces water quality impacts to receiving waters. Additionally, catch basins prevent contaminants from entering local waterways. This includes garbage, cigarette butts, chemicals and debris.

### **Deliverables:**

The maintenance program aims to clean 100% in an 18 month cycle

- 20 new catch basins installed
- 4,429 catch basins cleaned
- 13 catch basin repaired

# Business Unit Summary with Service Areas

## Business Unit: 3745 - SD Catchbasin Maintenance

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4236	Land Services	10,403	10,610	10,610	0	
9111	WO Inside Equipment Rent	50,022	49,140	44,000	43,386	- 1.40 %
9121	WO Outside Equipment Ren	2,140	290	9,467	9,467	0.00 %
9211	WO Regular Time	80,858	83,764	92,286	92,820	+ 0.58 %
9311	WO Inventory Purchases	3,231	602	11,504	11,504	0.00 %
9321	WO Outside Purchases	2,537	384	6,375	6,375	0.00 %
9411	WO Contracted Services	41,374	832	77,500	77,500	0.00 %
<b>Total Expenditures</b>		<b>190,565</b>	<b>145,622</b>	<b>251,742</b>	<b>241,052</b>	
<b>Net Total</b>		<b>(190,565)</b>	<b>(145,622)</b>	<b>(251,742)</b>	<b>(241,052)</b>	

# Business Unit Summary with Service Areas

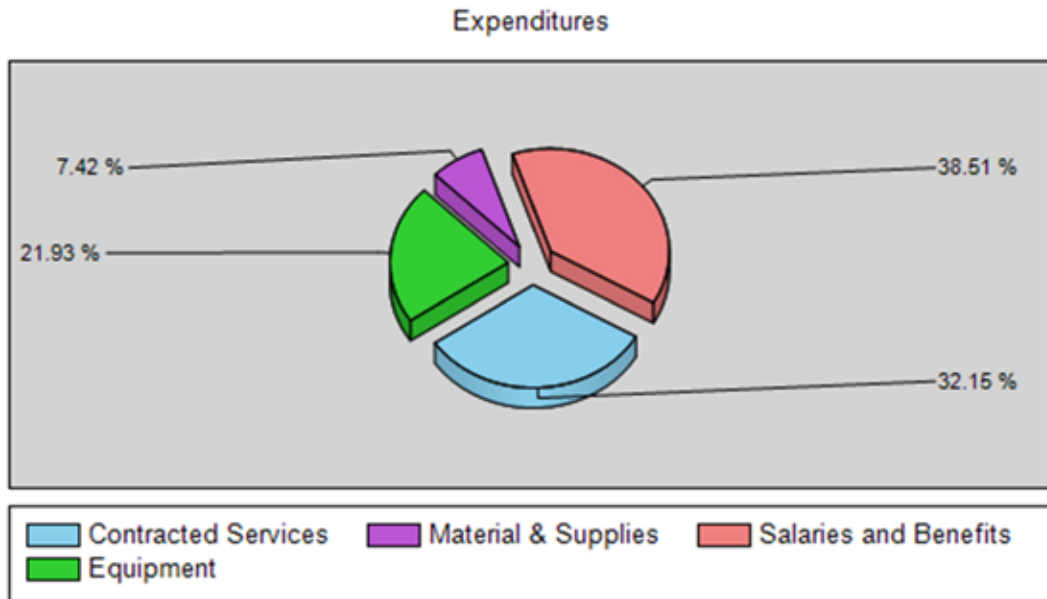
## Business Unit: 3745 - SD Catchbasin Maintenance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4236	Land Services	0	0	0	0	0
9111	WO Inside Equipment Rent	43,386	44,254	45,139	46,042	46,962
9121	WO Outside Equipment Ren	9,467	9,656	9,849	10,046	10,247
9211	WO Regular Time	92,820	94,676	96,570	98,501	100,471
9311	WO Inventory Purchases	11,504	11,734	11,969	12,208	12,452
9321	WO Outside Purchases	6,375	6,503	6,633	6,765	6,901
9411	WO Contracted Services	77,500	79,050	80,631	82,244	83,888
<b>Total Expenditures</b>		241,052	245,873	250,791	255,806	260,922
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(241,052)</b>	<b>(245,873)</b>	<b>(250,791)</b>	<b>(255,806)</b>	<b>(260,922)</b>

# Business Unit Summary with Service Areas

Business Unit: 3745 - SD Catchbasin Maintenance





# Business Unit Summary with Service Areas

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## *Business Unit: 3750 - SD Manhole Maintenance*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit funds the maintenance, inspection, repair and installation of storm drain manholes to reduce inflow and infiltration issues (sewer and storm water pipes incorrectly connected)

Priorities are established responsive to customer complaints and information captured by closed circuit (CCTV) monitoring of the system.

### **Deliverables:**

- Reduction in the inflow and infiltration
- Reduction in the number of public complaints
- 2,956 storm drain manholes
- 6 manholes repaired
- 8 new manholes installed
- 6 new castings installed

# Business Unit Summary with Service Areas

## Business Unit: 3750 - SD Manhole Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	2,267	391	7,500	7,500	0.00 %
9121 WO Outside Equipment Ren	0	0	2,000	2,000	0.00 %
9211 WO Regular Time	28,665	1,755	40,669	40,670	+ 0.00 %
9311 WO Inventory Purchases	661	6	5,396	5,396	0.00 %
9321 WO Outside Purchases	988	7	4,440	4,440	0.00 %
9411 WO Contracted Services	2,785	0	0	0	
<b>Total Expenditures</b>	<b>35,366</b>	<b>2,158</b>	<b>60,005</b>	<b>60,006</b>	
<b>Net Total</b>	<b>(35,366)</b>	<b>(2,158)</b>	<b>(60,005)</b>	<b>(60,006)</b>	

# Business Unit Summary with Service Areas

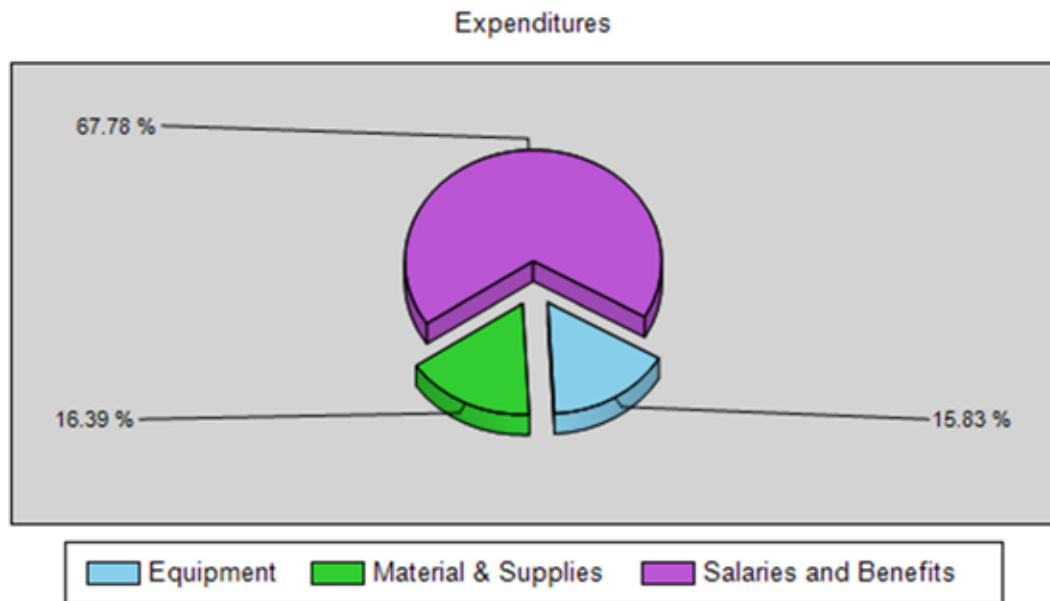
## Business Unit: 3750 - SD Manhole Maintenance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	7,500	7,650	7,803	7,959	8,118
9121	WO Outside Equipment Ren	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	40,670	41,483	42,313	43,159	44,023
9311	WO Inventory Purchases	5,396	5,504	5,614	5,726	5,841
9321	WO Outside Purchases	4,440	4,529	4,619	4,712	4,806
<b>Total Expenditures</b>		60,006	61,206	62,430	63,679	64,952
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(60,006)</b>	<b>(61,206)</b>	<b>(62,430)</b>	<b>(63,679)</b>	<b>(64,952)</b>

# Business Unit Summary with Service Areas

Business Unit: 3750 - SD Manhole Maintenance



# Business Unit Summary with Service Areas

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**Business Unit:** 3755 - SD Clean and Inspection

**Department:** Engineering & PW      **Budget Year:** 2017

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## **Overview:**

To clean, inspect and condition assess (CCTV) storm drain mainlines. Proactive monitoring assists in ensuring the stormwater system is operating effectively, minimizing flooding, blockages and potential impacts or claims.

## **Deliverables:**

To maintain the City's 259 km of storm drain mains

- 53 km cleaned in 2015 = 20% of system
- 7 km inspected by CCTV = 3% of system

# Business Unit Summary with Service Areas

## Business Unit: 3755 - SD Clean and Inspection

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	55,309	57,821	44,000	55,000	+ 25.00 %
9211	WO Regular Time	101,140	110,919	92,821	92,820	0.00 %
9221	WO Overtime	395	1,135	0	0	
9311	WO Inventory Purchases	0	0	525	525	0.00 %
9321	WO Outside Purchases	3,984	446	2,000	2,000	0.00 %
9411	WO Contracted Services	7,282	21,737	4,000	6,000	+ 50.00 %
<b>Total Expenditures</b>		<b>168,110</b>	<b>192,058</b>	<b>143,346</b>	<b>156,345</b>	
<b>Net Total</b>		<b>(168,110)</b>	<b>(192,058)</b>	<b>(143,346)</b>	<b>(156,345)</b>	

# Business Unit Summary with Service Areas

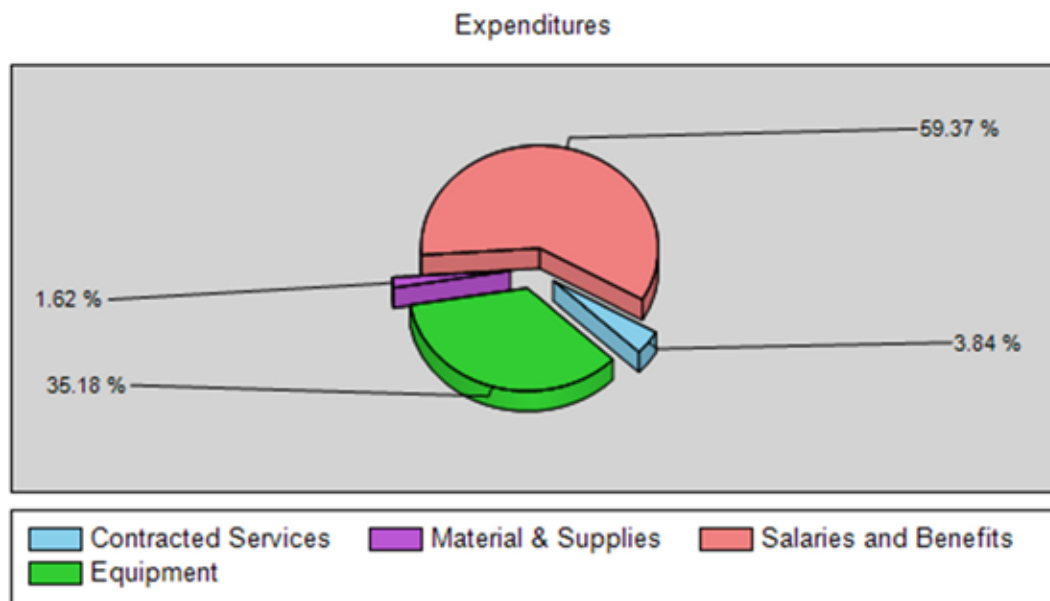
## Business Unit: 3755 - SD Clean and Inspection

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	55,000	56,100	57,222	58,366	59,534
9211	WO Regular Time	92,820	94,676	96,570	98,501	100,471
9311	WO Inventory Purchases	525	536	546	557	568
9321	WO Outside Purchases	2,000	2,040	2,081	2,122	2,165
9411	WO Contracted Services	6,000	6,120	6,242	6,367	6,495
<b>Total Expenditures</b>		156,345	159,472	162,661	165,915	169,233
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(156,345)</b>	<b>(159,472)</b>	<b>(162,661)</b>	<b>(165,915)</b>	<b>(169,233)</b>

# Business Unit Summary with Service Areas

Business Unit: 3755 - SD Clean and Inspection





# Business Unit Summary with Service Areas

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## *Business Unit: 3760 - SD Emergency*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit funds a standby person to deal with after-hours emergencies related to the storm drain system.

A qualified standby person is trained and available to provide immediate response to events outside of regular working hours such as flooding events, blockages and backups on private properties.

### **Deliverables:**

- Respond to emergencies within 30 minutes

# Business Unit Summary with Service Areas

## Business Unit: 3760 - SD Emergency

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	7,201	1,772	2,070	2,070	0.00 %
9121 WO Outside Equipment Ren	1,063	0	0	0	
9211 WO Regular Time	22,068	8,964	16,337	13,640	- 16.51 %
9221 WO Overtime	24,828	4,050	0	0	
9311 WO Inventory Purchases	341	62	0	0	
9321 WO Outside Purchases	949	128	0	0	
9411 WO Contracted Services	1,334	1,408	0	0	
<b>Total Expenditures</b>	<b>57,783</b>	<b>16,385</b>	<b>18,407</b>	<b>15,710</b>	
<b>Net Total</b>	<b>(57,783)</b>	<b>(16,385)</b>	<b>(18,407)</b>	<b>(15,710)</b>	

# Business Unit Summary with Service Areas

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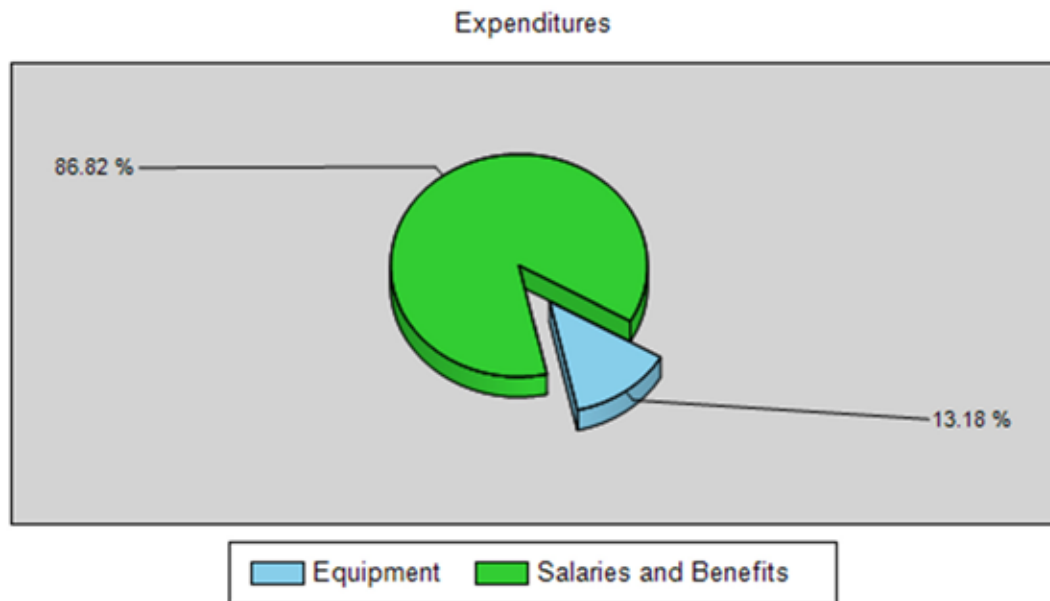
## *Business Unit: 3760 - SD Emergency*

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	2,070	2,111	2,154	2,197	2,241
9211	WO Regular Time	13,640	13,913	14,191	14,475	14,764
<b>Total Expenditures</b>		15,710	16,024	16,345	16,672	17,005
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(15,710)</b>	<b>(16,024)</b>	<b>(16,345)</b>	<b>(16,672)</b>	<b>(17,005)</b>

# Business Unit Summary with Service Areas

Business Unit: 3760 - SD Emergency



# Business Unit Summary with Service Areas

---

## *Business Unit: 3800 - SD - Street Cleaning Administration*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit oversees street cleaning to prevent street debris (dirt, contaminants, and litter) from entering the storm water system and the marine environment.

Clean streets, in particular in the busy downtown core, provides a welcoming environment for all users and supports a healthy downtown business community.

This service area provides:

- Weed control in the roads and curbs throughout the summer
- Sweeping of City parkades
- Collection and disposal of cardboard and recycling for the City facilities
- Bastion Square daily and extra service in summer
- Prepare and cleanup after special events and block parties
- Collection and disposal of bio-medical waste (needles)
- Clean up after vehicle accidents and oil spills
- Calls for service from public, police and fire
- Extra maintenance and cleaning needed of bike lanes
- Additional cleaning during leaf season in the Fall

### **Deliverables:**

- Downtown streets are swept daily
- Residential areas swept in 40 day rotation
- Sweep downtown core streets during morning hours, 7 days per week, 364 days per year
- Extra garbage collection and cleaning for special events
- Extra daily collection for downtown core during the summertime, 5 months
- 3 garbage dumps per 24 hours
- City parkades swept once per day

# Business Unit Summary with Service Areas

## Business Unit: 3800 - SD - Street Cleaning Administration

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4014 Salaries - Outside	62,026	71,721	64,629	64,629	0.00 %
4070 Overtime	(3,484)	(15)	1,000	1,000	0.00 %
4102 Benefits	15,310	13,247	15,188	15,834	+ 4.26 %
4120 Training and Development	2,189	529	0	0	
4154 Recovery - WCB	0	(2,536)	0	0	
4316 Protective Clothing/Uniforms	1,856	2,288	4,500	4,500	0.00 %
4412 Equipment Rentals	283,870	258,720	265,000	265,000	0.00 %
4418 Equipment	0	12,882	0	0	
9111 WO Inside Equipment Rent	20	5	1,000	1,000	0.00 %
9211 WO Regular Time	19,645	17,218	38,890	38,890	+ 0.00 %
9221 WO Overtime	10,274	9,052	5,900	5,900	0.00 %
9311 WO Inventory Purchases	10,298	12,372	9,000	9,000	0.00 %
9321 WO Outside Purchases	8,041	5,331	9,000	9,000	0.00 %
9411 WO Contracted Services	223	334	0	0	
<b>Total Expenditures</b>	<b>410,269</b>	<b>401,147</b>	<b>414,107</b>	<b>414,753</b>	
<b>Net Total</b>	<b>(410,269)</b>	<b>(401,147)</b>	<b>(414,107)</b>	<b>(414,753)</b>	

# Business Unit Summary with Service Areas

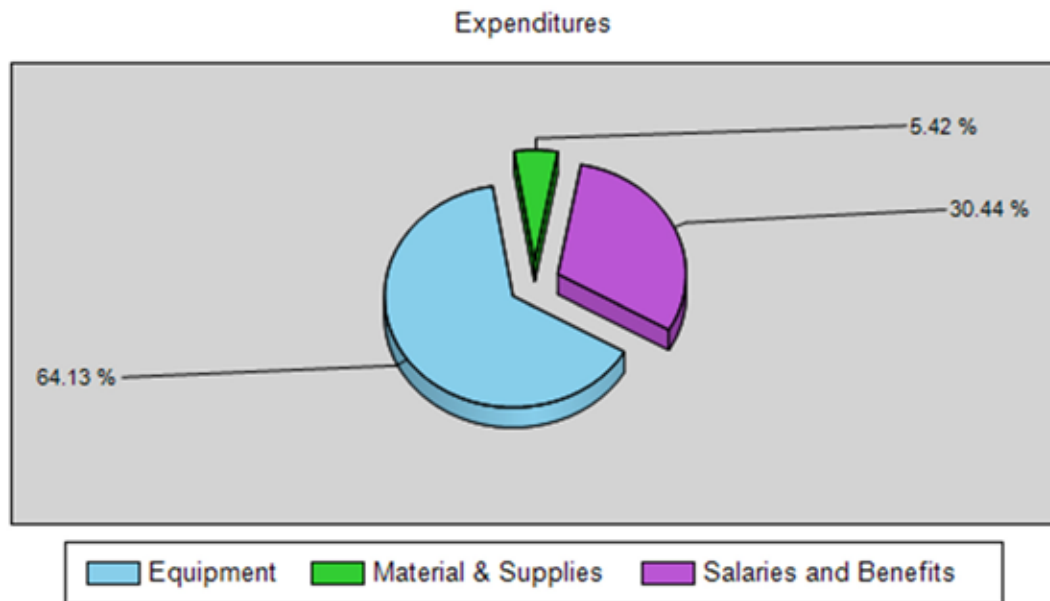
## Business Unit: 3800 - SD - Street Cleaning Administration

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4014	Salaries - Outside	64,629	65,922	67,240	68,585	69,957
4070	Overtime	1,000	1,020	1,040	1,061	1,082
4102	Benefits	15,834	16,151	16,474	16,803	17,139
4316	Protective Clothing/Uniforms	4,500	4,590	4,682	4,775	4,871
4412	Equipment Rentals	265,000	270,300	275,706	281,220	286,845
9111	WO Inside Equipment Rent	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	38,890	39,668	40,461	41,270	42,096
9221	WO Overtime	5,900	6,018	6,138	6,261	6,386
9311	WO Inventory Purchases	9,000	9,180	9,364	9,551	9,742
9321	WO Outside Purchases	9,000	9,180	9,364	9,551	9,742
<b>Total Expenditures</b>		<b>414,753</b>	<b>423,048</b>	<b>431,509</b>	<b>440,140</b>	<b>448,942</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(414,753)</b>	<b>(423,048)</b>	<b>(431,509)</b>	<b>(440,140)</b>	<b>(448,942)</b>

# Business Unit Summary with Service Areas

Business Unit: 3800 - SD - Street Cleaning Administration





# Business Unit Summary with Service Areas

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**Business Unit: 3830 - SD- Sidewalks**

**Department:** Engineering & PW      **Budget Year:** 2017

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## **Overview:**

This business unit oversees the cleaning of 450 km of sidewalks in the City of Victoria.

## **Deliverables:**

- Cleaning downtown sidewalks on a daily basis
- Annual collection of 1,400 tons of waste from garbage bins installed on the sidewalks

# Business Unit Summary with Service Areas

## Business Unit: 3830 - SD- Sidewalks

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	10,630	9,118	2,000	2,000	0.00 %
9121 WO Outside Equipment Ren	0	0	500	500	0.00 %
9211 WO Regular Time	607,003	491,482	606,748	621,500	+ 2.43 %
9221 WO Overtime	59,315	47,511	22,500	22,500	0.00 %
9311 WO Inventory Purchases	0	73	1,000	1,000	0.00 %
9321 WO Outside Purchases	7,656	1,606	1,000	1,000	0.00 %
9411 WO Contracted Services	118	194	250	250	0.00 %
9511 WO Gas	8,823	3,875	6,000	6,000	0.00 %
9551 WO Bio Diesel	533	0	1,000	1,000	0.00 %
9561 WO Motor Oil	27	20	0	0	
<b>Total Expenditures</b>	<b>694,105</b>	<b>553,879</b>	<b>640,998</b>	<b>655,750</b>	
<b>Net Total</b>	<b>(694,105)</b>	<b>(553,879)</b>	<b>(640,998)</b>	<b>(655,750)</b>	

# Business Unit Summary with Service Areas

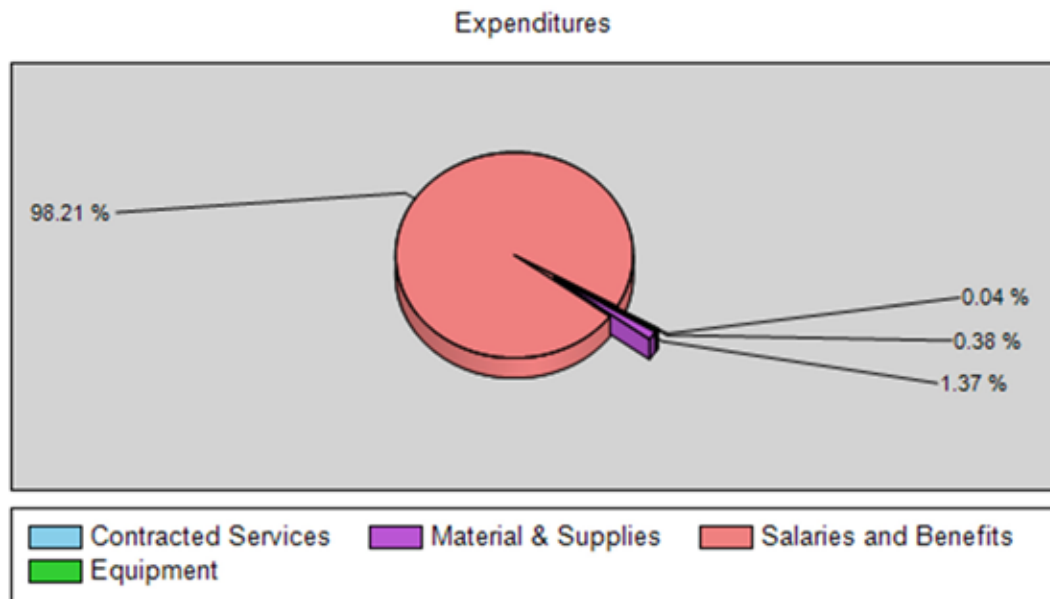
## Business Unit: 3830 - SD- Sidewalks

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	2,000	2,040	2,081	2,122	2,165
9121	WO Outside Equipment Ren	500	510	520	531	541
9211	WO Regular Time	621,500	633,930	646,609	659,541	672,421
9221	WO Overtime	22,500	22,950	23,409	23,877	24,355
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	1,000	1,020	1,040	1,061	1,082
9411	WO Contracted Services	250	255	260	265	271
9511	WO Gas	6,000	6,120	6,242	6,367	6,495
9551	WO Bio Diesel	1,000	1,020	1,040	1,061	1,082
<b>Total Expenditures</b>		655,750	668,865	682,242	695,887	709,494
<b>% Increase</b>			2.00%	2.00%	2.00%	1.96%
<b>Net Total</b>		<b>(655,750)</b>	<b>(668,865)</b>	<b>(682,242)</b>	<b>(695,887)</b>	<b>(709,494)</b>

# Business Unit Summary with Service Areas

Business Unit: 3830 - SD- Sidewalks



# Business Unit Summary with Service Areas

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*Business Unit: 3850 - SD-Roadway Cleaning*

**Department:** Engineering & PW      **Budget Year:** 2017

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## **Overview:**

This business unit oversees the cleaning of streets and pathways in the City of Victoria.

## **Deliverables:**

- Sweeping downtown streets on a daily basis
- Sweeping residential areas on a 40 day basis

# Business Unit Summary with Service Areas

## Business Unit: 3850 - SD-Roadway Cleaning

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	840	502	13,128	13,128	0.00 %
9121	WO Outside Equipment Ren	0	0	500	500	0.00 %
9211	WO Regular Time	239,241	237,807	294,623	268,878	- 8.74 %
9221	WO Overtime	23,061	15,687	6,000	6,000	0.00 %
9311	WO Inventory Purchases	1,382	688	2,500	2,500	0.00 %
9321	WO Outside Purchases	12,315	6,641	10,000	10,000	0.00 %
9411	WO Contracted Services	15,068	3,328	26,000	26,000	0.00 %
9511	WO Gas	3,328	575	2,000	2,000	0.00 %
9551	WO Bio Diesel	4,235	2,251	3,000	3,000	0.00 %
9561	WO Motor Oil	139	105	0	0	
9824	Work Order Recoveries	0	(255)	0	0	
<b>Total Expenditures</b>		<b>299,609</b>	<b>267,330</b>	<b>357,751</b>	<b>332,006</b>	
<b>Net Total</b>		<b>(299,609)</b>	<b>(267,330)</b>	<b>(357,751)</b>	<b>(332,006)</b>	

# Business Unit Summary with Service Areas

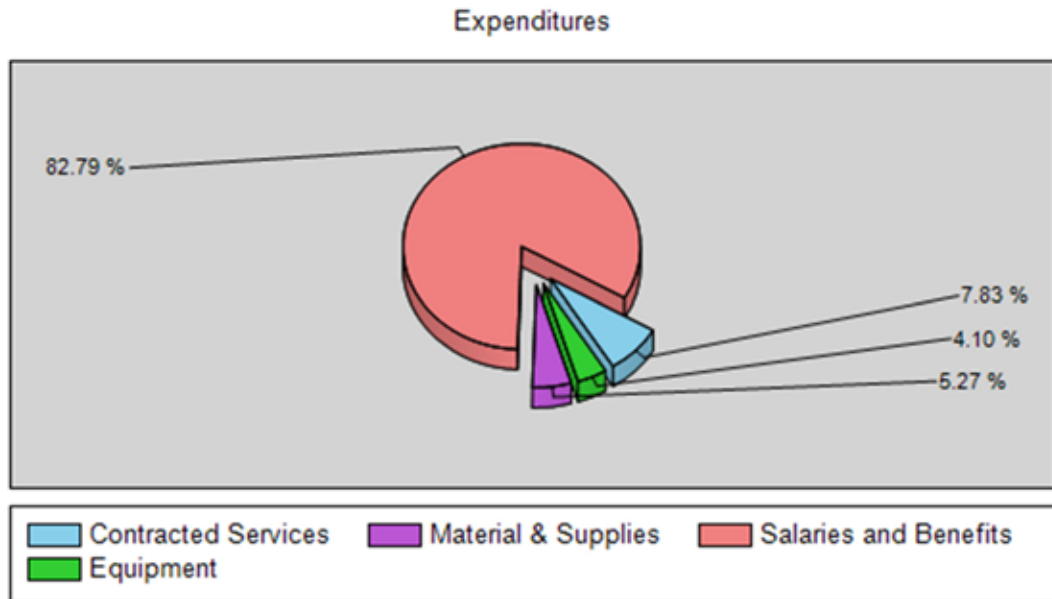
## Business Unit: 3850 - SD-Roadway Cleaning

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	13,128	13,392	13,659	13,933	14,212
9121	WO Outside Equipment Ren	500	510	520	531	541
9211	WO Regular Time	268,878	274,256	279,741	285,335	291,042
9221	WO Overtime	6,000	6,120	6,242	6,367	6,495
9311	WO Inventory Purchases	2,500	2,550	2,601	2,653	2,706
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
9411	WO Contracted Services	26,000	26,520	27,050	27,591	28,143
9511	WO Gas	2,000	2,040	2,081	2,122	2,165
9551	WO Bio Diesel	3,000	3,060	3,121	3,184	3,247
<b>Total Expenditures</b>		<b>332,006</b>	<b>338,648</b>	<b>345,420</b>	<b>352,329</b>	<b>359,376</b>
<b>% Increase</b>			<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Total</b>		<b>(332,006)</b>	<b>(338,648)</b>	<b>(345,420)</b>	<b>(352,329)</b>	<b>(359,376)</b>

# Business Unit Summary with Service Areas

Business Unit: 3850 - SD-Roadway Cleaning





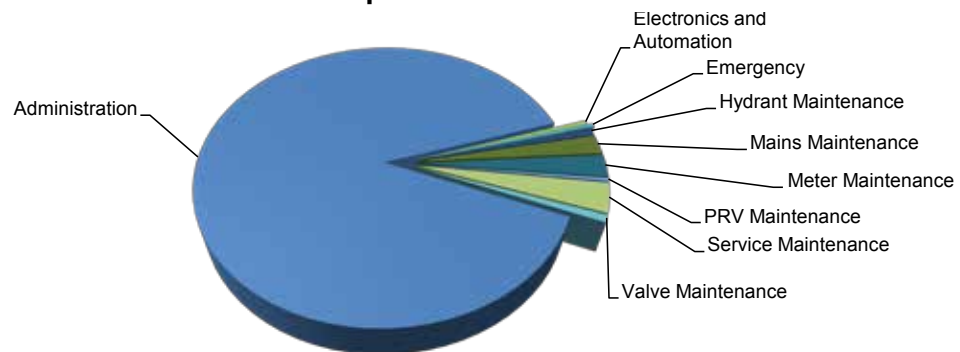


# WATERWORKS UTILITY

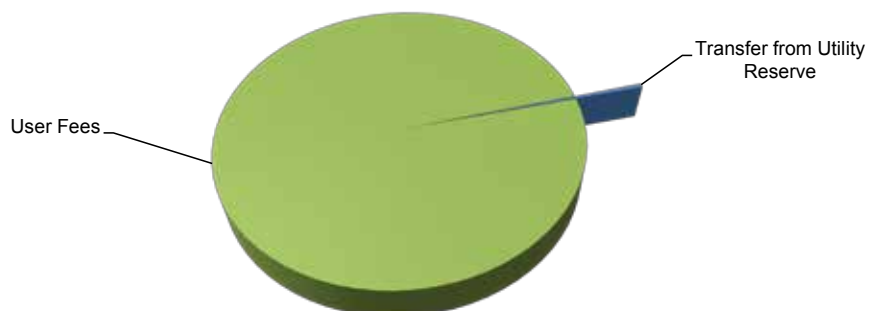
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Transfer from Utility Reserve	0	79,000	79,000	100.00%
User Fees	18,889,745	19,323,507	433,762	2.30%
<b>Total</b>	<b>18,889,745</b>	<b>19,402,507</b>	<b>512,762</b>	<b>2.71%</b>
<b>Expenditures</b>				
Administration	16,792,372	17,256,668	464,296	2.76%
Electronics and Automation	94,991	95,787	796	0.84%
Emergency	75,210	75,210	0	0.00%
Hydrant Maintenance	174,172	174,172	0	0.00%
Mains Maintenance	410,079	424,318	14,239	3.47%
Meter Maintenance	437,226	494,230	57,004	13.04%
PRV Maintenance	76,149	76,377	228	0.30%
Service Maintenance	672,535	648,733	(23,802)	-3.54%
Valve Maintenance	157,012	157,012	0	0.00%
<b>Total</b>	<b>18,889,745</b>	<b>19,402,507</b>	<b>512,762</b>	<b>2.71%</b>
<b>Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

**2017 Expenditures**



**2017 Revenues**



# Business Unit Summary with Service Areas

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## **Service Area: Waterworks Administration**

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This service area oversees the engineering management of the City of Victoria and Township of Esquimalt water distribution system.

The water distribution system is essential to provide clean drinking water and meeting fire suppression needs. This service area focuses on maintaining existing infrastructure and maximizing life span of assets for current and future needs.

Lower property insurance rates for residential and commercial properties results from adequate water supply for fire suppression.

The municipality must comply with federal, provincial and municipal regulations and environmental requirements.

Services include:

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic modeling, preparation of conceptual designs, coordination and integration of work with other departments and agencies. Maintenance of water distribution system inventories and databases

Design and Construction Administration – develop medium and long term capital work plans, prepare detailed design of water infrastructure projects, prepare tender documents and drawings, prepare construction estimates, submit designs to Vancouver Island Health Authority for construction approvals, provide construction inspection, monitor project costs, provide contract administration for tendered works. Liaise with and direct the work of consultants and contractors on water projects.

Development Review – provide comments for development projects and building permits as they relate to water. Prepare engineering recommendations and coordinate with other departments to provide water services; review and approve water service applications and engineering designs to ensure conformity to city standards and specifications. Provide technical advice and interpretation to applicants, contractors and consultants on design submissions and required changes.

Investigation and Monitoring – review water quality reports and coordinate additional sampling with CRD Water. Investigate and resolve water flow, leakage and pressure issues. Coordinate fire hydrant flow testing. Track monthly wholesale water usage and annual retail consumption. Conduct cross-connection control program for civic facilities. Liaise with the Regional District on cross-connection control issues and provide data on civic facilities.

Provide assistance to the public and outside agencies regarding water distribution inquiries. Provide technical assistance to help resolve billing problems.

### **Deliverables:**

- Annual development of water distribution capital projects, total value of 2018 projects \$ 3.7 million
- Detailed design drawings, tender documents, and rehabilitation strategies
- Development applications requiring water connections review and processing
- Review of projects as part of the planning process
- Investigations
- Customer service/technical assistance requests processing

# Business Unit Summary with Service Areas

## Service Area: Waterworks Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3232	Administration	8,787	36,482	0	0	
3812	Hydrants	16,692	19,393	12,000	12,000	0.00 %
3816	Meter Rates	15,547,201	16,565,605	15,731,745	16,165,507	+ 2.76 %
3818	Meter Service Charge	3,002,759	3,100,997	2,981,000	2,981,000	0.00 %
3906	Fines and Fees	145,476	227,115	165,000	165,000	0.00 %
5044	Surplus	(1,253,723)	(2,243,927)	0	0	
<b>Total Revenues</b>		<b>17,467,192</b>	<b>17,705,665</b>	<b>18,889,745</b>	<b>19,323,507</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	253,499	216,857	259,061	268,461	+ 3.63 %
4014	Salaries - Outside	76,573	76,369	76,014	76,014	0.00 %
4016	Salaries - Inside	256,075	302,396	288,745	288,745	0.00 %
4080	Auxiliaries/RPT/Seasonal	9,553	15,558	15,934	15,934	0.00 %
4102	Benefits	134,819	142,255	145,405	153,849	+ 5.81 %
4112	Mileage/Parking	1,052	1,957	2,780	2,780	0.00 %
4116	Conferences/Travel	3,756	5,811	4,850	8,500	+ 75.26 %
4118	Membership Fees	6,792	4,676	6,000	6,000	0.00 %
4120	Training and Development	2,611	6,742	12,000	24,000	+ 100.00 %
4154	Recovery - WCB	0	(1,936)	0	0	
4216	Contracted Services	750	5,000	30,000	16,200	- 46.00 %
4312	Office Supplies	8,266	8,077	10,470	10,470	0.00 %
4314	Postage	0	0	23,460	23,460	0.00 %
4364	Telecommunications	2,177	4,122	4,500	4,500	0.00 %
4366	Water	8,565,851	9,345,417	8,635,000	8,807,700	+ 2.00 %
4412	Equipment Rentals	48,017	43,475	48,000	38,100	- 20.63 %
4418	Equipment	5,040	63	8,825	9,825	+ 11.33 %
4508	Credit Card Discount Fees	107,967	120,485	64,600	64,600	0.00 %
4512	Insurance	102,917	95,000	95,000	95,000	0.00 %
4718	Corporate Overhead	1,311,661	1,337,646	1,337,646	1,395,498	+ 4.32 %
4808	Contingencies	0	0	0	36,000	
4809	Consumption Contingency	0	0	300,000	300,000	0.00 %
4814	Miscellaneous	0	711	0	0	
4816	Lease/Rental	105,000	105,000	105,000	105,000	0.00 %
6032	Transfer to Capital	2,884,212	2,070,740	3,369,000	3,572,000	+ 6.03 %
6053	Trf to Utility Reserve	1,850,000	1,850,000	1,850,000	1,850,000	0.00 %
9111	WO Inside Equipment Rent	507	411	2,904	2,904	0.00 %
9211	WO Regular Time	136,808	56,712	88,938	72,888	- 18.05 %
9221	WO Overtime	255	975	0	0	
9311	WO Inventory Purchases	35	0	0	0	
9321	WO Outside Purchases	216	157	2,440	2,440	0.00 %
9411	WO Contracted Services	0	250	5,800	5,800	0.00 %
<b>Total Expenditures</b>		<b>15,874,409</b>	<b>15,814,926</b>	<b>16,792,372</b>	<b>17,256,669</b>	
<b>Net Total</b>		<b>1,592,783</b>	<b>1,890,739</b>	<b>2,097,373</b>	<b>2,066,838</b>	

# Business Unit Summary with Service Areas

## Service Area: Waterworks Administration

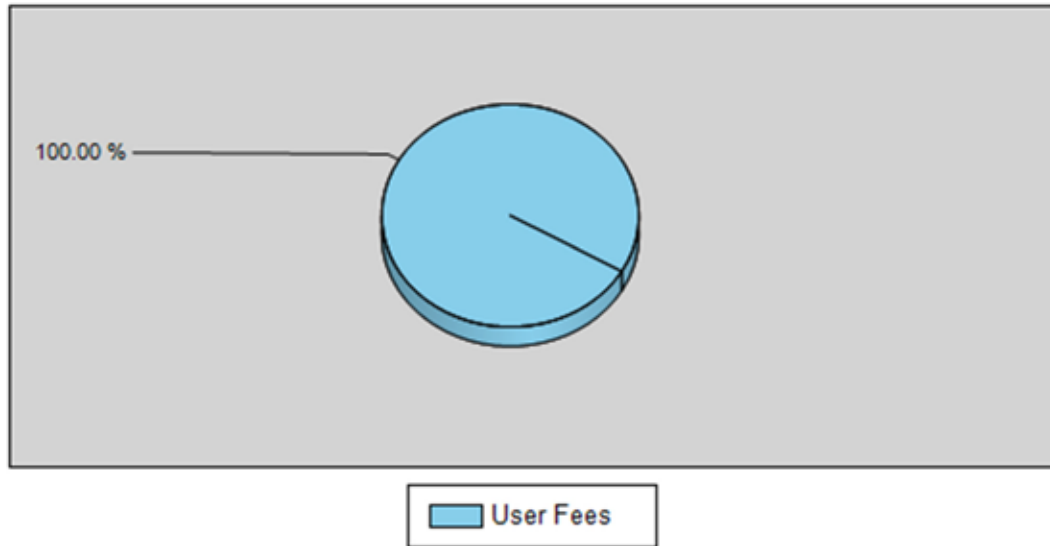
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3812	Hydrants	12,000	12,000	12,000	12,000	12,000
3816	Meter Rates	16,165,507	16,687,830	16,937,518	17,350,483	17,776,790
3818	Meter Service Charge	2,981,000	3,040,620	3,101,432	3,163,461	3,226,730
3906	Fines and Fees	165,000	165,000	165,000	165,000	165,000
<b>Total Revenues</b>		<b>19,323,507</b>	<b>19,905,450</b>	<b>20,215,950</b>	<b>20,690,944</b>	<b>21,180,520</b>
<b>% Increase</b>			3.01%	1.56%	2.35%	2.37%
<b>Expenditures</b>						
4010	Salaries - Exempt	268,461	273,830	279,307	284,893	290,591
4014	Salaries - Outside	76,014	77,534	79,084	80,666	82,280
4016	Salaries - Inside	288,745	294,520	300,411	306,419	312,547
4080	Auxiliaries/RPT/Seasonal	15,934	16,253	16,578	16,910	17,248
4102	Benefits	153,849	156,926	160,065	163,266	166,531
4112	Mileage/Parking	2,780	2,836	2,892	2,950	3,009
4116	Conferences/Travel	8,500	8,670	8,843	9,020	9,201
4118	Membership Fees	6,000	6,120	6,242	6,367	6,495
4120	Training and Development	24,000	24,480	24,970	25,469	25,978
4216	Contracted Services	16,200	18,360	18,727	19,102	19,484
4312	Office Supplies	10,470	10,679	10,893	11,111	11,333
4314	Postage	23,460	23,929	24,408	24,896	25,394
4364	Telecommunications	4,500	4,590	4,682	4,775	4,871
4366	Water	8,807,700	8,983,854	9,163,531	9,346,802	9,533,738
4412	Equipment Rentals	38,100	38,862	39,639	40,432	41,241
4418	Equipment	9,825	10,022	10,222	10,426	10,635
4508	Credit Card Discount Fees	64,600	65,892	67,210	68,554	69,925
4512	Insurance	95,000	95,000	95,000	95,000	95,000
4718	Corporate Overhead	1,395,498	1,423,404	1,451,875	1,480,913	1,510,531
4808	Contingencies	36,000	36,720	37,454	38,203	38,968
4809	Consumption Contingency	300,000	300,000	300,000	300,000	300,000
4816	Lease/Rental	105,000	105,000	105,000	105,000	105,000
6032	Transfer to Capital	3,572,000	3,884,000	3,921,000	4,117,000	4,322,000
6053	Trf to Utility Reserve	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
9111	WO Inside Equipment Rent	2,904	2,952	3,000	3,060	3,121
9211	WO Regular Time	72,888	74,346	75,833	77,349	78,896
9321	WO Outside Purchases	2,440	2,489	2,539	2,589	2,641
9411	WO Contracted Services	5,800	5,916	6,034	6,155	6,278
<b>Total Expenditures</b>		<b>17,256,669</b>	<b>17,797,184</b>	<b>18,065,440</b>	<b>18,497,329</b>	<b>18,942,935</b>
<b>% Increase</b>			3.13%	1.51%	2.39%	2.41%
<b>Net Total</b>		<b>2,066,838</b>	<b>2,108,266</b>	<b>2,150,511</b>	<b>2,193,615</b>	<b>2,237,585</b>

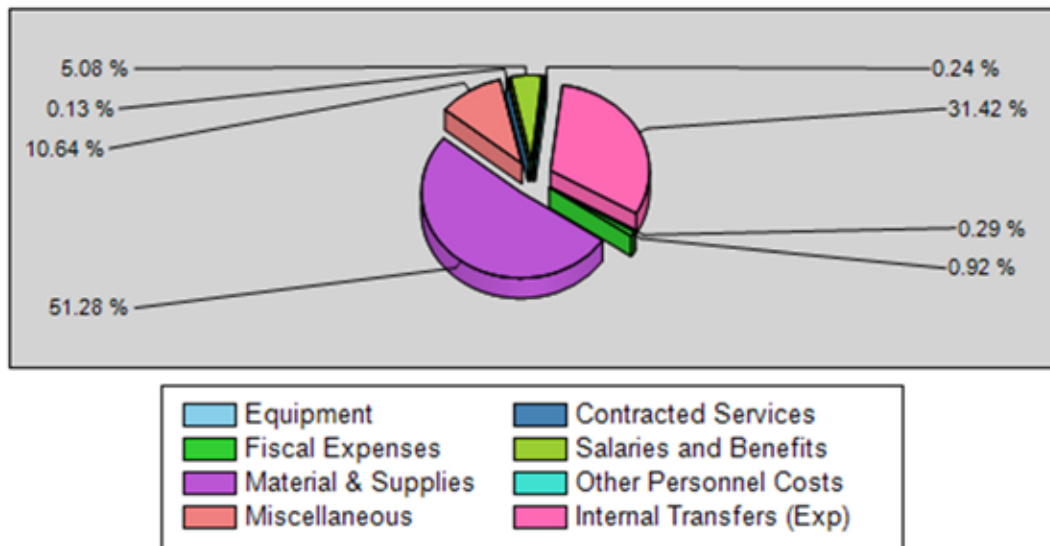
# Business Unit Summary with Service Areas

Service Area: Waterworks Administration

Revenues



Expenses





# Business Unit Summary with Service Areas

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## ***Business Unit: 6020 - WW Electronics and Automation***

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit funds the installation, maintenance and enhancement of the emergency alarm and electronic monitoring systems commonly known as SCADA (Supervisory Control and Data Acquisition) for pressure reducing valves and booster pump station.

This ensures the water distribution system is performing to design by monitoring the flows and pressures remotely through the SCADA system. The system allows for collection of data in “real time” for alarm notifications and engineering design purposes.

The City monitors and acquires data and controls 11 PRV sites (24 pressure reducing valves) and 1 booster pump station (Fairfield).

### **Deliverables:**

- 11 PRV stations
- 1 booster pump station
- Collection of data in real time includes, pressure, flow rates, volume
- Alarm notification of abnormal operations
- Historical database
- Interface on internal network for staff to view and download data for analysis



# Business Unit Summary with Service Areas

## Business Unit: 6020 - WW Electronics and Automation

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4012 Salaries - Electricians	29,620	32,145	28,570	28,570	0.00 %
4102 Benefits	5,731	6,233	6,428	7,021	+ 9.23 %
4116 Conferences/Travel	560	0	0	0	
4308 General Supplies	0	19	900	900	0.00 %
4364 Telecommunications	728	780	600	600	0.00 %
4412 Equipment Rentals	4,200	4,200	4,500	4,700	+ 4.44 %
9111 WO Inside Equipment Rent	610	168	0	0	
9211 WO Regular Time	42,182	55,035	49,337	49,340	+ 0.01 %
9221 WO Overtime	40	0	0	0	
9311 WO Inventory Purchases	337	0	400	400	0.00 %
9321 WO Outside Purchases	5,815	6,121	4,256	4,256	0.00 %
9411 WO Contracted Services	2,999	0	0	0	
<b>Total Expenditures</b>	<b>92,822</b>	<b>104,700</b>	<b>94,991</b>	<b>95,787</b>	
<b>Net Total</b>	<b>(92,822)</b>	<b>(104,700)</b>	<b>(94,991)</b>	<b>(95,787)</b>	

# Business Unit Summary with Service Areas

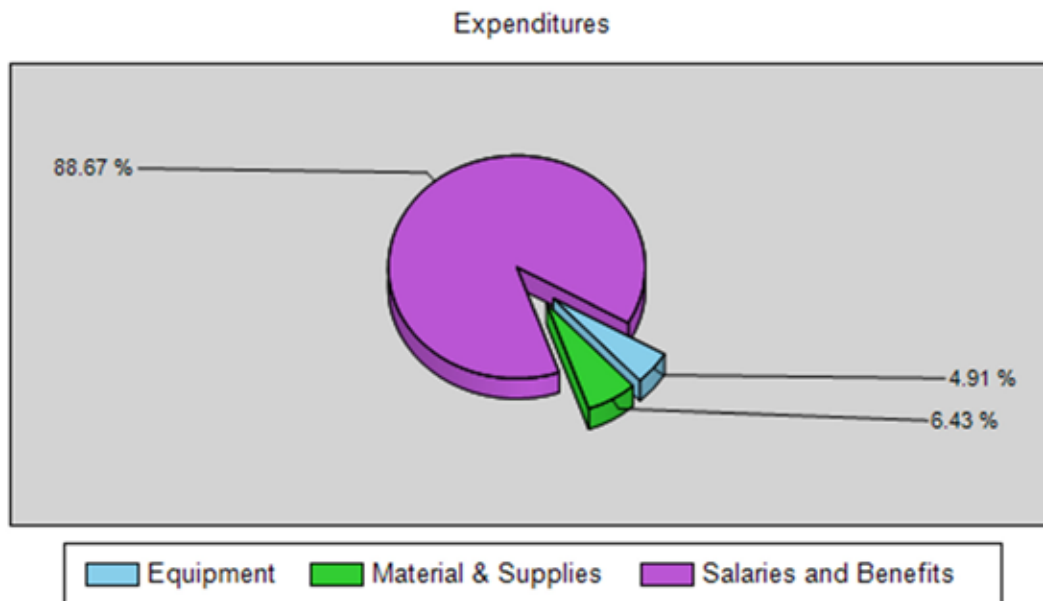
## Business Unit: 6020 - WW Electronics and Automation

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4012	Salaries - Electricians	28,570	29,142	29,725	30,319	30,925
4102	Benefits	7,021	7,162	7,304	7,452	7,601
4308	General Supplies	900	918	936	955	974
4364	Telecommunications	600	612	624	637	649
4412	Equipment Rentals	4,700	4,794	4,890	4,988	5,087
9211	WO Regular Time	49,340	50,327	51,333	52,360	53,407
9311	WO Inventory Purchases	400	408	416	424	433
9321	WO Outside Purchases	4,256	4,341	4,428	4,517	4,607
<b>Total Expenditures</b>		95,787	97,704	99,657	101,651	103,684
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(95,787)</b>	<b>(97,704)</b>	<b>(99,657)</b>	<b>(101,651)</b>	<b>(103,684)</b>

# Business Unit Summary with Service Areas

Business Unit: 6020 - WW Electronics and Automation



# Business Unit Summary with Service Areas

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**Business Unit:** 6040 - WW Hydrant Maintenance

**Department:** Engineering & PW

**Budget Year:** 2017

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## Overview:

This business unit funds the ongoing inspection, maintenance and repair of fire hydrants in Victoria and Esquimalt to deliver fire protection.

## Deliverables:

- 1,828 hydrants
- Maintained 1276 hydrants
- Replaced 5 hydrants
- Inspected 6 hydrants (after fire use)

# Business Unit Summary with Service Areas

## Business Unit: 6040 - WW Hydrant Maintenance

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	16,953	16,090	18,360	18,360	0.00 %
9121	WO Outside Equipment Ren	900	0	1,020	1,020	0.00 %
9211	WO Regular Time	93,796	80,739	107,801	107,800	0.00 %
9221	WO Overtime	0	334	0	0	
9311	WO Inventory Purchases	5,939	3,015	17,551	17,551	0.00 %
9321	WO Outside Purchases	1,996	1,043	27,400	27,400	0.00 %
9411	WO Contracted Services	3,250	532	2,040	2,040	0.00 %
<b>Total Expenditures</b>		<b>122,834</b>	<b>101,752</b>	<b>174,172</b>	<b>174,171</b>	
<b>Net Total</b>		<b>(122,834)</b>	<b>(101,752)</b>	<b>(174,172)</b>	<b>(174,171)</b>	

# Business Unit Summary with Service Areas

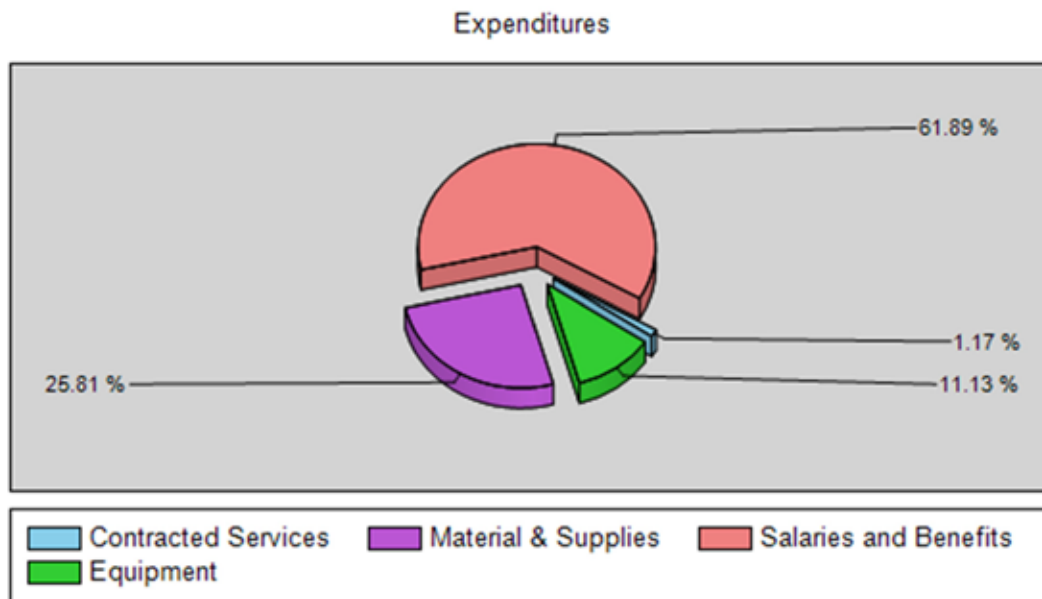
## Business Unit: 6040 - WW Hydrant Maintenance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	18,360	18,727	19,102	19,484	19,873
9121	WO Outside Equipment Ren	1,020	1,040	1,061	1,082	1,104
9211	WO Regular Time	107,800	109,956	112,155	114,398	116,686
9311	WO Inventory Purchases	17,551	17,902	18,260	18,625	18,998
9321	WO Outside Purchases	27,400	27,948	28,507	29,077	29,659
9411	WO Contracted Services	2,040	2,081	2,122	2,165	2,208
<b>Total Expenditures</b>		174,171	177,654	181,208	184,832	188,528
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(174,171)</b>	<b>(177,654)</b>	<b>(181,208)</b>	<b>(184,832)</b>	<b>(188,528)</b>

# Business Unit Summary with Service Areas

Business Unit: 6040 - WW Hydrant Maintenance



# Business Unit Summary with Service Areas

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**Business Unit:** 6045 - WW Valve Maintenance

**Department:** Engineering & PW

**Budget Year:** 2017

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## Overview:

To maintain, inspect and repair water valves within the water distribution system. Valves are normally open and used to isolate portions of the system when dealing with significant leaks and emergency repairs, or during water main flushing.

## Deliverables:

- 3,429 valves
- 1,085 valves inspected
- 12 valves repaired



# Business Unit Summary with Service Areas

## Business Unit: 6045 - WW Valve Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	15,053	18,152	11,220	11,220	0.00 %
9121 WO Outside Equipment Ren	905	0	1,000	1,000	0.00 %
9211 WO Regular Time	69,164	92,912	81,680	81,680	0.00 %
9221 WO Overtime	3,237	7,132	0	0	
9311 WO Inventory Purchases	3,287	5,361	11,624	11,624	0.00 %
9321 WO Outside Purchases	2,829	3,313	39,958	39,958	0.00 %
9411 WO Contracted Services	13,397	10,790	11,530	11,530	0.00 %
<b>Total Expenditures</b>	<b>107,873</b>	<b>137,660</b>	<b>157,012</b>	<b>157,012</b>	
<b>Net Total</b>	<b>(107,873)</b>	<b>(137,660)</b>	<b>(157,012)</b>	<b>(157,012)</b>	

# Business Unit Summary with Service Areas

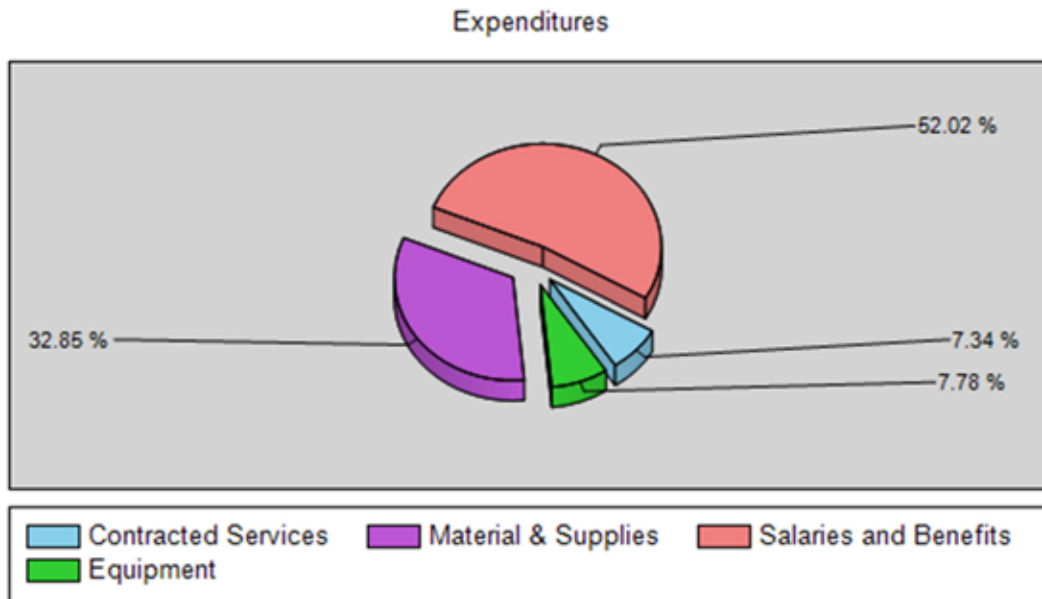
## Business Unit: 6045 - WW Valve Maintenance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	11,220	11,444	11,673	11,907	12,145
9121	WO Outside Equipment Ren	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	81,680	83,314	84,980	86,679	88,413
9311	WO Inventory Purchases	11,624	11,856	12,094	12,335	12,582
9321	WO Outside Purchases	39,958	40,757	41,572	42,404	43,252
9411	WO Contracted Services	11,530	11,761	11,996	12,236	12,480
<b>Total Expenditures</b>		157,012	160,152	163,355	166,622	169,955
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(157,012)</b>	<b>(160,152)</b>	<b>(163,355)</b>	<b>(166,622)</b>	<b>(169,955)</b>

# Business Unit Summary with Service Areas

Business Unit: 6045 - WW Valve Maintenance



# Business Unit Summary with Service Areas

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**Business Unit:** 6050 - WW Mains Maintenance

**Department:** Engineering & PW      **Budget Year:** 2017

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## **Overview:**

Provide safe drinking water to the public and fire protection through the regular repair and replacement of water mains in Victoria and Esquimalt. This work prevents water loss and subsequent costs.

Average age of water pipe is 52 years and the oldest pipe still in service was installed in 1891.

## **Deliverables:**

- 331 km of water mains
- 6 water main repairs per 100 km

# Business Unit Summary with Service Areas

## Business Unit: 6050 - WW Mains Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3448 Inventory and Equipment	0	1,185	0	0	
5045 Trf from Utility Reserve	0	0	0	22,000	
<b>Total Revenues</b>	<b>0</b>	<b>1,185</b>	<b>0</b>	<b>22,000</b>	
<b>Expenditures</b>					
4236 Land Services	7,709	7,700	7,700	0	
9111 WO Inside Equipment Rent	33,280	33,839	18,000	20,945	+ 16.36 %
9121 WO Outside Equipment Ren	3,348	5,133	8,000	8,000	0.00 %
9211 WO Regular Time	153,416	160,441	244,566	263,560	+ 7.77 %
9221 WO Overtime	29,274	25,046	4,000	4,000	0.00 %
9311 WO Inventory Purchases	41,710	56,043	42,126	42,126	0.00 %
9321 WO Outside Purchases	48,373	35,939	67,586	67,586	0.00 %
9411 WO Contracted Services	21,346	38,518	18,101	18,101	0.00 %
9421 WO Consulting Services	850	732	0	0	
<b>Total Expenditures</b>	<b>339,306</b>	<b>363,392</b>	<b>410,079</b>	<b>424,318</b>	
<b>Net Total</b>	<b>(339,306)</b>	<b>(362,206)</b>	<b>(410,079)</b>	<b>(402,318)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 6050 - WW Mains Maintenance

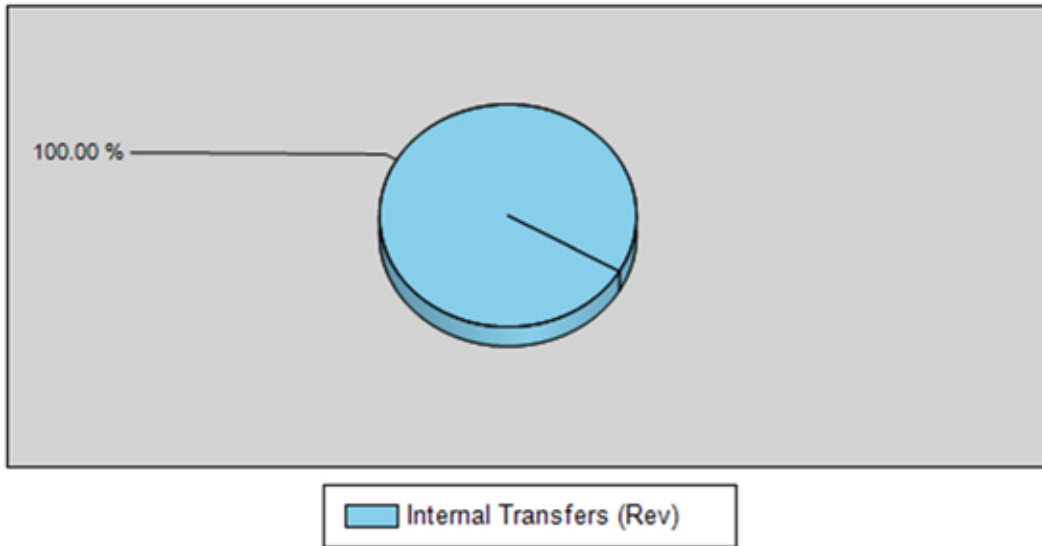
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
5045 Trf from Utility Reserve	22,000	0	0	0	0
<b>Total Revenues</b>	22,000	0	0	0	0
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4236 Land Services	0	0	0	0	0
9111 WO Inside Equipment Rent	20,945	18,304	18,670	19,043	19,424
9121 WO Outside Equipment Ren	8,000	8,160	8,323	8,490	8,659
9211 WO Regular Time	263,560	249,451	254,440	259,529	264,720
9221 WO Overtime	4,000	4,080	4,160	4,243	4,328
9311 WO Inventory Purchases	42,126	42,969	43,828	44,704	45,599
9321 WO Outside Purchases	67,586	68,938	70,316	71,723	73,157
9411 WO Contracted Services	18,101	18,463	18,832	19,209	19,593
<b>Total Expenditures</b>	424,318	410,364	418,570	426,941	435,480
<b>% Increase</b>		(3.29%)	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(402,318)</b>	<b>(410,364)</b>	<b>(418,570)</b>	<b>(426,941)</b>	<b>(435,480)</b>

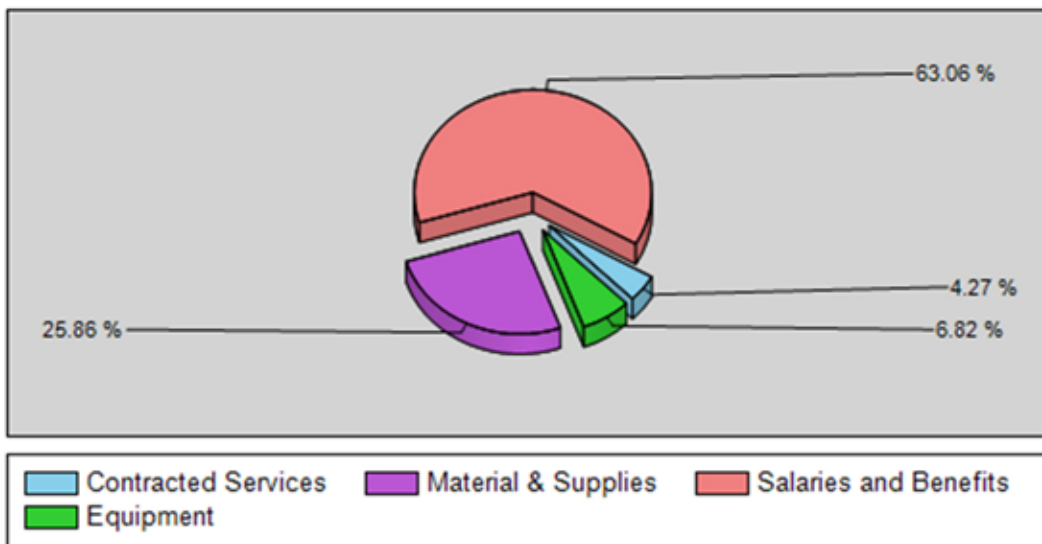
# Business Unit Summary with Service Areas

Business Unit: 6050 - WW Mains Maintenance

Revenues



Expenditures



# Business Unit Summary with Service Areas

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**Business Unit:** 6055 - WW Service Maintenance

**Department:** Engineering & PW      **Budget Year:** 2017

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## Overview:

This business area routinely responds to water leaks and conducts repairs and replacement of water services to eliminate leaks in Victoria and Esquimalt.

## Deliverables:

- 18,596 water services
- 15,806 single family residential
- 2,475 multi-user residential
- 2,512 industrial/commercial
- 92 services repaired
- 370 water service investigations
- 15 disconnects from mainline
- 170 water turn off requests
- 94 temporary water service requests
- 11 ring and cover repairs



# Business Unit Summary with Service Areas

## Business Unit: 6055 - WW Service Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4236 Land Services	23,801	23,800	23,800	0	
9111 WO Inside Equipment Rent	50,207	61,534	80,000	80,000	0.00 %
9121 WO Outside Equipment Ren	10,787	7,317	40,000	40,000	0.00 %
9211 WO Regular Time	348,788	425,049	381,522	381,520	0.00 %
9221 WO Overtime	12,593	7,292	7,000	7,000	0.00 %
9311 WO Inventory Purchases	34,302	22,237	43,305	43,305	0.00 %
9321 WO Outside Purchases	23,711	22,888	38,038	38,038	0.00 %
9411 WO Contracted Services	91,158	107,672	58,870	58,870	0.00 %
<b>Total Expenditures</b>	<b>595,346</b>	<b>677,790</b>	<b>672,535</b>	<b>648,733</b>	
<b>Net Total</b>	<b>(595,346)</b>	<b>(677,790)</b>	<b>(672,535)</b>	<b>(648,733)</b>	

# Business Unit Summary with Service Areas

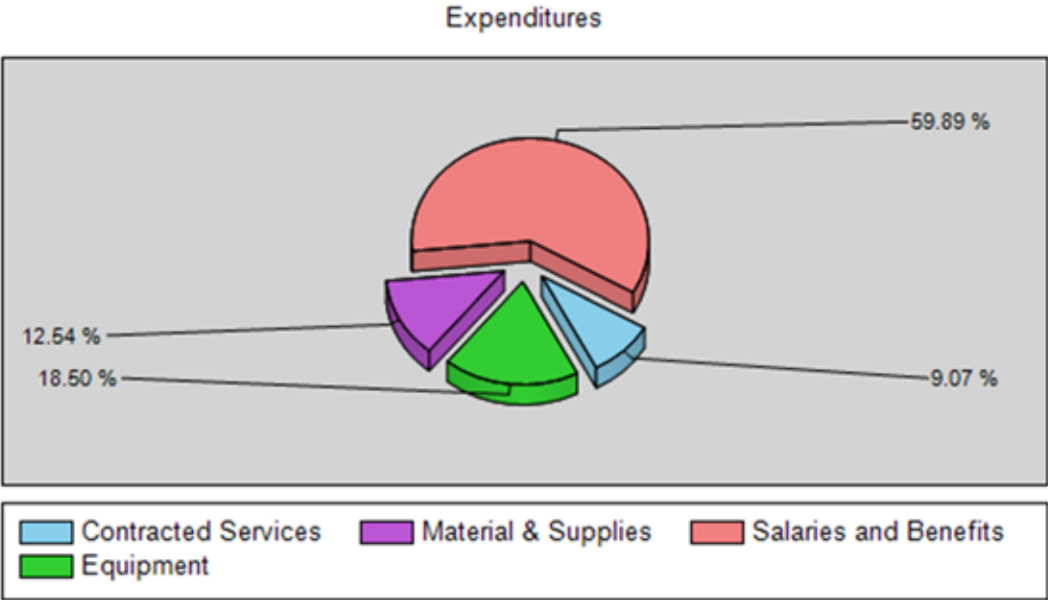
## Business Unit: 6055 - WW Service Maintenance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4236	Land Services	0	0	0	0	0
9111	WO Inside Equipment Rent	80,000	81,600	83,232	84,897	86,595
9121	WO Outside Equipment Ren	40,000	40,800	41,616	42,448	43,297
9211	WO Regular Time	381,520	389,153	396,936	404,875	412,972
9221	WO Overtime	7,000	7,140	7,280	7,426	7,574
9311	WO Inventory Purchases	43,305	44,171	45,055	45,956	46,875
9321	WO Outside Purchases	38,038	38,799	39,575	40,366	41,174
9411	WO Contracted Services	58,870	60,050	61,248	62,473	63,722
<b>Total Expenditures</b>		648,733	661,713	674,941	688,440	702,209
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(648,733)</b>	<b>(661,713)</b>	<b>(674,941)</b>	<b>(688,440)</b>	<b>(702,209)</b>

# Business Unit Summary with Service Areas

Business Unit: 6055 - WW Service Maintenance



# Business Unit Summary with Service Areas

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## ***Business Unit: 6060 - WW Meter Maintenance***

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

Repair and replace water meters of various sizes to ensure accurate meter readings and accurate billing for customers. This program assists in carrying out a water loss audit to verify billing by CRD for supply of bulk water to the City's system.

The leak detection program helps find and eliminate leaks in the system early, and determine if the leaks are on the private or City side. This reduces water loss.

### **Deliverables:**

- 13,534 single family residential, 2,612 multi-use residential, and 2,457 industrial/commercial
- Total water meters are 18,603
- Replaced 8 large meters 1.5" and above
- Replaced 418 ¾" meters & inspected 1470
- Replace meters that are not registering accurately

# Business Unit Summary with Service Areas

## Business Unit: 6060 - WW Meter Maintenance

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
5045	Trf from Utility Reserve	0	0	0	57,000	
<b>Total Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>57,000</b>	
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	13,647	13,056	30,000	38,000	+ 26.67 %
9121	WO Outside Equipment Ren	1,483	255	5,100	5,100	0.00 %
9211	WO Regular Time	118,566	116,081	202,646	251,650	+ 24.18 %
9221	WO Overtime	5,312	2,956	3,000	3,000	0.00 %
9311	WO Inventory Purchases	46,638	75,782	144,552	144,552	0.00 %
9321	WO Outside Purchases	4,828	6,018	21,628	21,628	0.00 %
9411	WO Contracted Services	8,030	8,152	30,300	30,300	0.00 %
<b>Total Expenditures</b>		<b>198,504</b>	<b>222,301</b>	<b>437,226</b>	<b>494,230</b>	
<b>Net Total</b>		<b>(198,504)</b>	<b>(222,301)</b>	<b>(437,226)</b>	<b>(437,230)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 6060 - WW Meter Maintenance

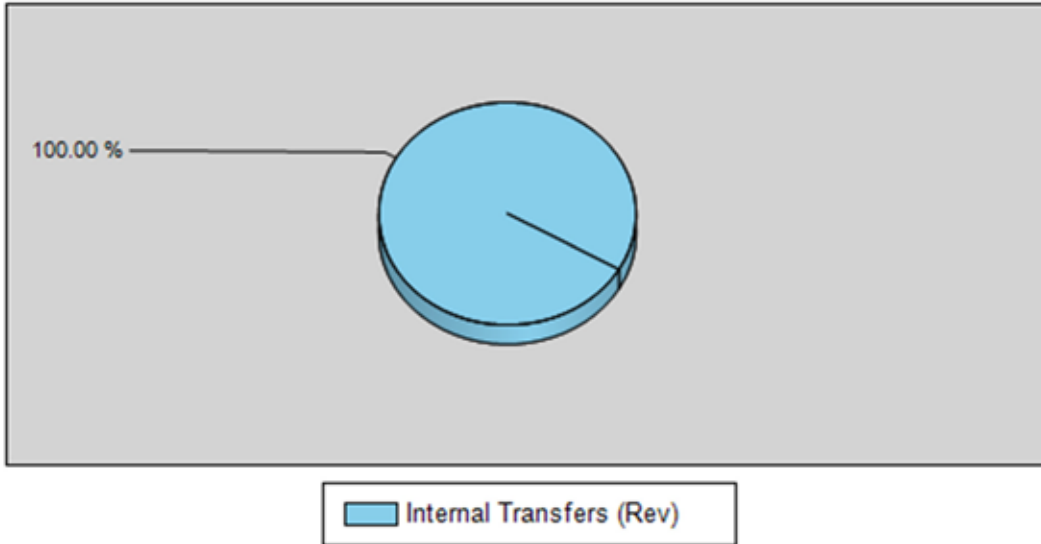
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
5045 Trf from Utility Reserve	57,000	0	0	0	0
<b>Total Revenues</b>	57,000	0	0	0	0
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	38,000	30,600	31,212	31,836	32,473
9121 WO Outside Equipment Ren	5,100	5,202	5,306	5,412	5,520
9211 WO Regular Time	251,650	206,703	210,837	215,054	219,355
9221 WO Overtime	3,000	3,060	3,121	3,184	3,247
9311 WO Inventory Purchases	144,552	147,443	150,392	153,400	156,468
9321 WO Outside Purchases	21,628	22,061	22,502	22,952	23,411
9411 WO Contracted Services	30,300	30,906	31,524	32,155	32,798
<b>Total Expenditures</b>	494,230	445,975	454,894	463,992	473,272
<b>% Increase</b>		(9.76%)	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(437,230)</b>	<b>(445,975)</b>	<b>(454,894)</b>	<b>(463,992)</b>	<b>(473,272)</b>

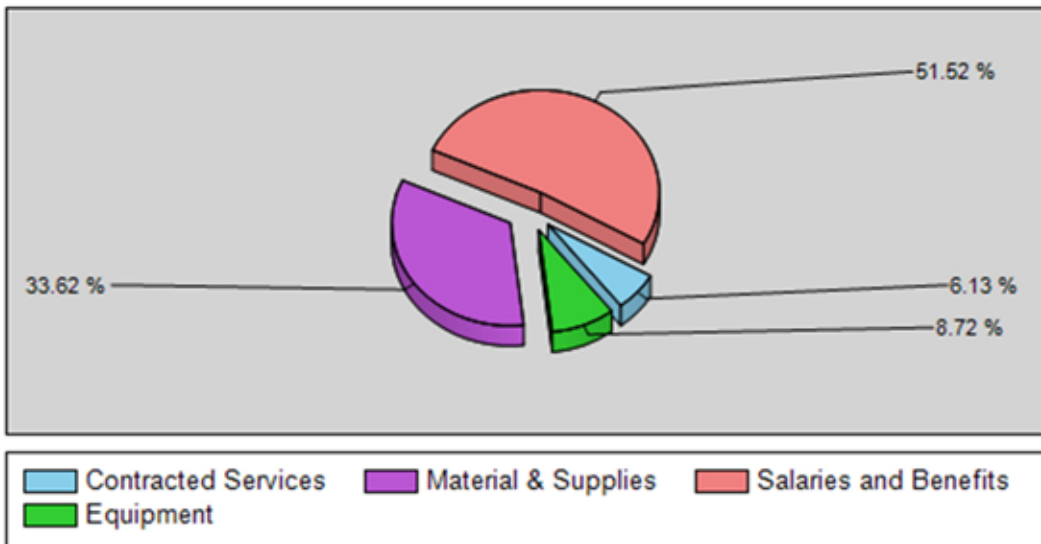
# Business Unit Summary with Service Areas

Business Unit: 6060 - WW Meter Maintenance

Revenues



Expenditures



# Business Unit Summary with Service Areas

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**Business Unit:** 6065 - WW PRV Maintenance

**Department:** Engineering & PW      **Budget Year:** 2017

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## **Overview:**

Maintenance and operations of Pressure Reducing Valve Stations (PRV) to ensure pressures and flows meet design specifications.

## **Deliverables:**

- 11 PRV stations
- 26 pressure reducing valves servicing the City of Victoria and the Township of Esquimalt



# Business Unit Summary with Service Areas

## Business Unit: 6065 - WW PRV Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4360 Hydro	4,467	5,705	5,607	5,831	+ 4.00 %
9111 WO Inside Equipment Rent	7,986	5,283	4,080	4,080	0.00 %
9211 WO Regular Time	60,038	42,201	52,796	52,800	+ 0.01 %
9221 WO Overtime	356	158	0	0	
9311 WO Inventory Purchases	17	153	0	0	
9321 WO Outside Purchases	12,357	9,645	8,666	8,666	0.00 %
9411 WO Contracted Services	16,933	0	5,000	5,000	0.00 %
<b>Total Expenditures</b>	<b>102,154</b>	<b>63,144</b>	<b>76,149</b>	<b>76,377</b>	
<b>Net Total</b>	<b>(102,154)</b>	<b>(63,144)</b>	<b>(76,149)</b>	<b>(76,377)</b>	

# Business Unit Summary with Service Areas

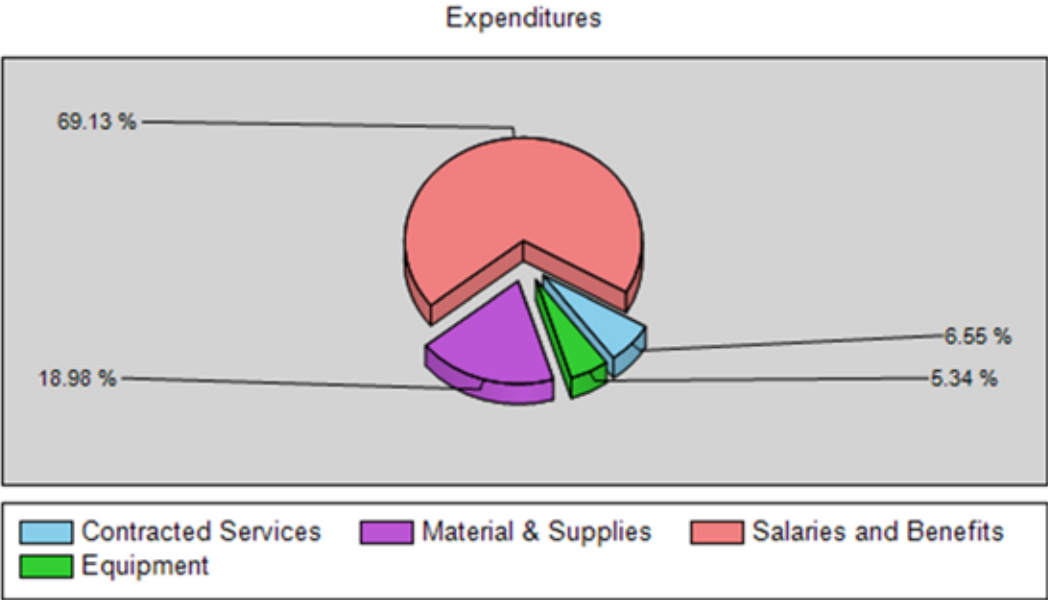
## Business Unit: 6065 - WW PRV Maintenance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4360	Hydro	5,831	6,035	6,246	6,465	6,691
9111	WO Inside Equipment Rent	4,080	4,160	4,240	4,325	4,411
9211	WO Regular Time	52,800	53,856	54,933	56,032	57,152
9321	WO Outside Purchases	8,666	8,839	9,016	9,196	9,380
9411	WO Contracted Services	5,000	5,100	5,202	5,306	5,412
<b>Total Expenditures</b>		76,377	77,990	79,638	81,324	83,047
<b>% Increase</b>			2.11%	2.11%	2.12%	2.12%
<b>Net Total</b>		<b>(76,377)</b>	<b>(77,990)</b>	<b>(79,638)</b>	<b>(81,324)</b>	<b>(83,047)</b>

# Business Unit Summary with Service Areas

Business Unit: 6065 - WW PRV Maintenance



# Business Unit Summary with Service Areas

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**Business Unit:** 6070 - WW Emergency

**Department:** Engineering & PW      **Budget Year:** 2017

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## Overview:

This business unit provides funding for a standby person to deal with after-hours emergencies related to the water distribution system in Victoria and Esquimalt.

A standby person, trained within the Environmental Operators Certification program, provides an immediate response to incidents outside of regular working hours.

## Deliverables:

- Response time to emergency within 30 minutes
- 285 water related emergencies, related to number of water main breaks across both systems

# Business Unit Summary with Service Areas

## Business Unit: 6070 - WW Emergency

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4718 Corporate Overhead	11,408	14,917	0	0	
9111 WO Inside Equipment Rent	2,316	15,152	500	500	0.00 %
9121 WO Outside Equipment Ren	0	390	0	0	
9211 WO Regular Time	3,006	14,999	14,709	14,710	+ 0.01 %
9221 WO Overtime	82,218	139,071	60,000	60,000	0.00 %
9311 WO Inventory Purchases	195	2,944	0	0	
9321 WO Outside Purchases	580	4,453	0	0	
9411 WO Contracted Services	0	2,051	0	0	
<b>Total Expenditures</b>	<b>99,722</b>	<b>193,977</b>	<b>75,209</b>	<b>75,210</b>	
<b>Net Total</b>	<b>(99,722)</b>	<b>(193,977)</b>	<b>(75,209)</b>	<b>(75,210)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 6070 - WW Emergency

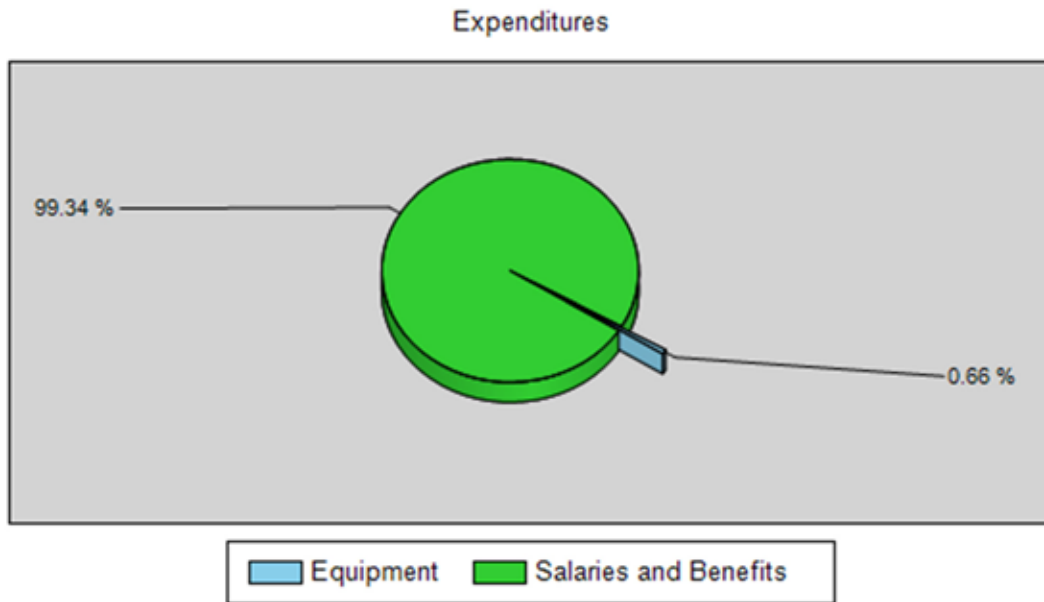
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	500	510	520	531	541
9211	WO Regular Time	14,710	15,004	15,304	15,610	15,923
9221	WO Overtime	60,000	61,200	62,424	63,672	64,946
<b>Total Expenditures</b>		75,210	76,714	78,248	79,813	81,410
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(75,210)</b>	<b>(76,714)</b>	<b>(78,248)</b>	<b>(79,813)</b>	<b>(81,410)</b>

# Business Unit Summary with Service Areas

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Business Unit: 6070 - WW Emergency

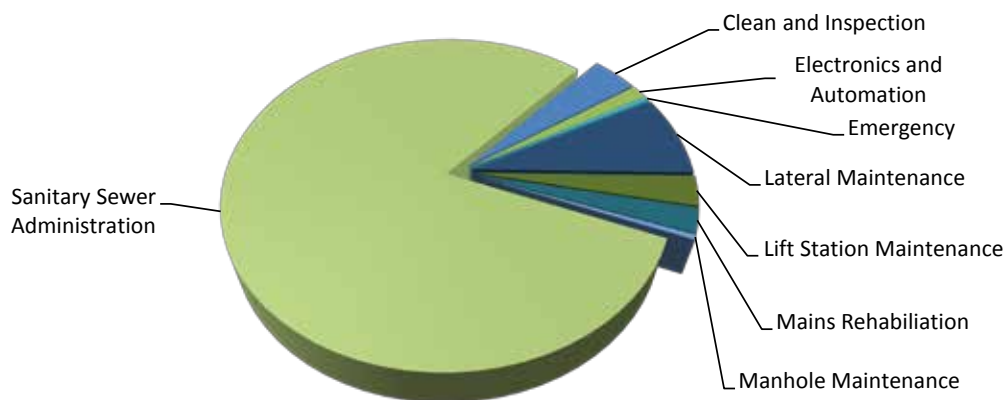


SEWER UTILITY

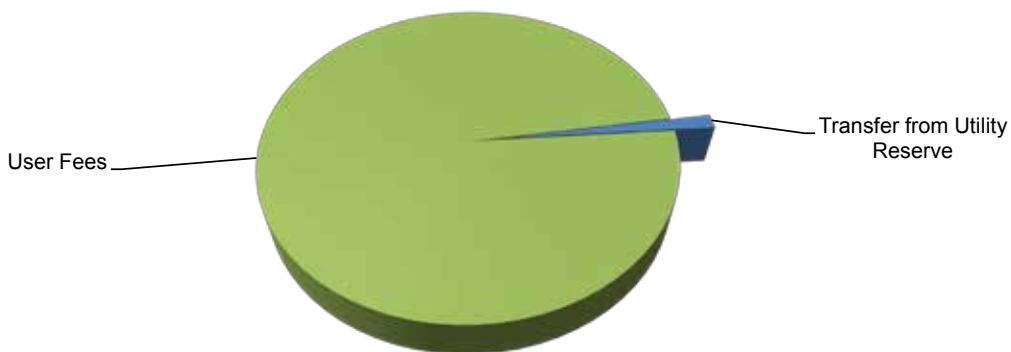
# Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Transfer from Utility Reserve	0	108,000	108,000	100.00%
User Fees	7,874,200	7,874,200	0	0.00%
<b>Total</b>	<b>7,874,200</b>	<b>7,982,200</b>	<b>108,000</b>	<b>1.37%</b>
<b>Expenditures</b>				
Clean and Inspection	246,346	309,340	62,994	25.57%
Electronics and Automation	106,470	108,841	2,371	2.23%
Emergency	33,218	33,220	2	0.01%
Lateral Maintenance	600,590	635,889	35,299	5.88%
Lift Station Maintenance	231,690	232,827	1,137	0.49%
Mains Rehabilitation	193,380	193,379	(1)	0.00%
Manhole Maintenance	42,926	37,526	(5,400)	-12.58%
Sanitary Sewer Administration	6,419,580	6,431,178	11,598	0.18%
<b>Total</b>	<b>7,874,200</b>	<b>7,982,200</b>	<b>108,000</b>	<b>1.37%</b>
<b>Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>

**2017 Expenditures**



**2017 Revenues**







# Business Unit Summary with Service Areas

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## ***Service Area: Sanitary Sewer Administration***

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This service area provides overall engineering management of the City's sanitary sewer system.

This service area focused on maintaining existing infrastructure and maximizing life span of existing sewer assets to protect public health and the environment.

Proactive monitoring and planning reduces overflows and backups and damage to city infrastructure and private properties. It also aims to reduce stormwater inflow and infiltration to the sanitary sewer system.

Municipalities must meet federal, provincial and municipal regulations and environmental requirements in managing sewage within the community.

Services include:

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic and hydrologic modeling, coordination of condition assessment programs, preparation of conceptual designs, coordination and integration of work with other departments and agencies. Maintenance of sanitary sewer system inventories and databases.

Design and Construction Administration – develop medium and long term capital work plans, prepare detailed design of sanitary sewer projects, prepare tender documents and drawings, prepare construction estimates, construction inspection, monitor project costs, provide contract administration for tendered works. Liaise with and direct the work of consultants and contractors on sanitary sewer projects.

Development Review – provide comments for development projects and building permits as they relate to sanitary sewer. Prepare engineering recommendations and coordinate with other departments to provide sanitary sewer services; review and approve sanitary sewer service applications and engineering designs to ensure conformity to city standards and specifications. Review requirements for sewage flow attenuation. Provide technical advice and interpretation to applicants, contractors and consultants on design submissions and required changes.

Investigation and Monitoring – Conduct investigations for sewer main or lateral backups. Review rain storm events, precipitation data, pump station and flow monitoring data. Investigate and resolve environmental matters such as grease contamination and sewer/storm drain cross-connections. Collect and analyze flow recorder and rain gauge data and install related instruments.

Provide assistance to the public and outside agencies regarding sanitary sewer practices and policies.

### **Deliverables:**

- Annual development of sanitary sewer capital projects, total value of 2018 projects \$ 5 million
- Detailed design drawings, tender documents, and rehabilitation strategies
- Development applications requiring sanitary sewer connections review and processing
- Review of sewage attenuation proposals
- Review of projects as part of the planning process
- Inspection and condition assessment of the sanitary sewer system
- Investigation of cross-connection
- Customer service requests processing

# Business Unit Summary with Service Areas

## Service Area: Sanitary Sewer Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3232	Administration	8,864	76,484	0	0	
3906	Fines and Fees	3,600	4,550	6,700	6,700	0.00 %
3910	Consumption	6,831,017	7,126,640	7,075,000	7,075,000	0.00 %
3912	Frontage	790,445	790,517	789,000	789,000	0.00 %
3916	Test and Clear	0	0	3,500	3,500	0.00 %
5044	Surplus	(892,529)	(388,437)	0	0	
<b>Total Revenues</b>		<b>6,741,397</b>	<b>7,609,754</b>	<b>7,874,200</b>	<b>7,874,200</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	254,628	217,888	260,098	269,535	+ 3.63 %
4014	Salaries - Outside	75,685	75,454	75,109	75,109	0.00 %
4016	Salaries - Inside	250,634	258,913	288,745	288,745	0.00 %
4070	Overtime	0	0	3,880	3,880	0.00 %
4080	Auxiliaries/RPT/Seasonal	9,593	15,454	15,934	15,934	0.00 %
4102	Benefits	133,438	133,635	145,430	153,885	+ 5.81 %
4112	Mileage/Parking	1,052	1,451	2,190	2,190	0.00 %
4116	Conferences/Travel	7,682	3,041	8,050	8,050	0.00 %
4118	Membership Fees	452	99	1,500	1,500	0.00 %
4120	Training and Development	26,490	40,646	48,775	48,775	0.00 %
4154	Recovery - WCB	0	(1,936)	0	0	
4216	Contracted Services	36	4,150	23,149	36,149	+ 56.16 %
4312	Office Supplies	2,234	3,432	2,700	2,700	0.00 %
4314	Postage	0	0	2,050	2,050	0.00 %
4364	Telecommunications	1,063	3,629	6,000	6,000	0.00 %
4412	Equipment Rentals	17,100	17,975	19,000	17,800	- 6.32 %
4418	Equipment	0	211	3,570	3,570	0.00 %
4512	Insurance	108,333	100,000	100,000	100,000	0.00 %
4718	Corporate Overhead	716,775	717,779	717,779	756,924	+ 5.45 %
4808	Contingencies	0	0	0	26,500	
4809	Consumption Contingency	0	0	200,000	200,000	0.00 %
4816	Lease/Rental	85,000	85,000	85,000	85,000	0.00 %
6032	Transfer to Capital	1,702,389	2,470,999	2,571,522	2,437,000	- 5.23 %
6053	Trf to Utility Reserve	1,680,536	1,825,623	1,825,623	1,875,706	+ 2.74 %
9111	WO Inside Equipment Rent	7,296	7,492	7,200	7,900	+ 9.72 %
9211	WO Regular Time	53,920	99,505	5,000	5,000	0.00 %
9221	WO Overtime	0	989	0	0	
9321	WO Outside Purchases	0	250	1,275	1,275	0.00 %
<b>Total Expenditures</b>		<b>5,134,335</b>	<b>6,081,679</b>	<b>6,419,580</b>	<b>6,431,178</b>	
<b>Net Total</b>		<b>1,607,062</b>	<b>1,528,075</b>	<b>1,454,620</b>	<b>1,443,022</b>	

# Business Unit Summary with Service Areas

## Service Area: Sanitary Sewer Administration

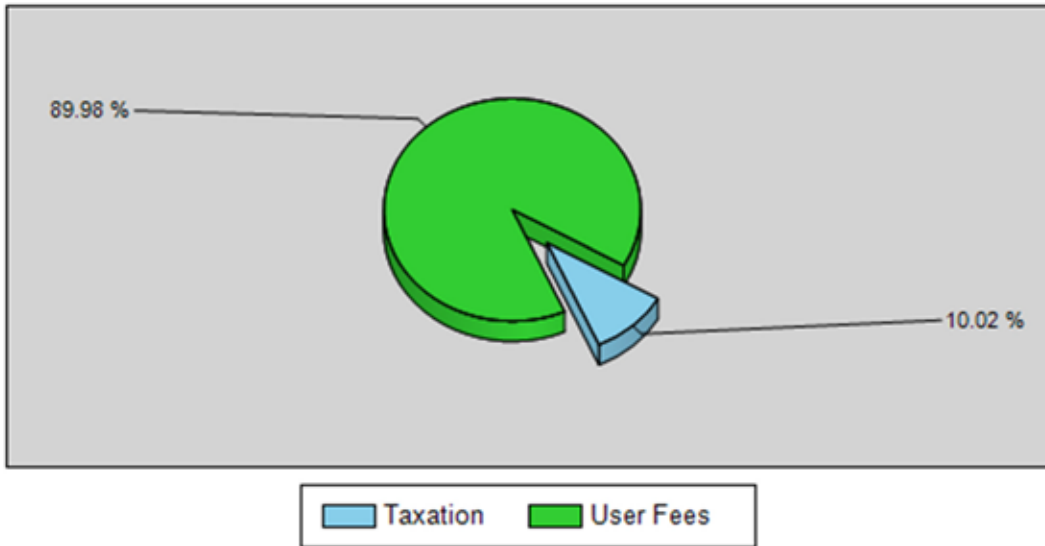
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3906	Fines and Fees	6,700	6,700	6,700	6,700	6,700
3910	Consumption	7,075,000	7,075,000	7,075,000	7,130,134	7,378,073
3912	Frontage	789,000	789,000	789,000	789,000	789,000
3916	Test and Clear	3,500	3,500	3,500	3,500	3,500
<b>Total Revenues</b>		<b>7,874,200</b>	<b>7,874,200</b>	<b>7,874,200</b>	<b>7,929,334</b>	<b>8,177,273</b>
<b>% Increase</b>			0.00%	0.00%	0.70%	3.13%
<b>Expenditures</b>						
4010	Salaries - Exempt	269,535	274,926	280,424	286,033	291,753
4014	Salaries - Outside	75,109	76,611	78,143	79,706	81,300
4016	Salaries - Inside	288,745	294,520	300,411	306,419	312,547
4070	Overtime	3,880	3,958	4,037	4,117	4,200
4080	Auxiliaries/RPT/Seasonal	15,934	16,253	16,578	16,910	17,248
4102	Benefits	153,885	156,963	160,102	163,304	166,571
4112	Mileage/Parking	2,190	2,234	2,278	2,324	2,371
4116	Conferences/Travel	8,050	8,211	8,375	8,543	8,714
4118	Membership Fees	1,500	1,530	1,561	1,592	1,624
4120	Training and Development	48,775	49,751	50,746	51,760	52,796
4216	Contracted Services	36,149	36,872	37,609	38,362	39,129
4312	Office Supplies	2,700	2,754	2,809	2,865	2,923
4314	Postage	2,050	2,091	2,133	2,175	2,219
4364	Telecommunications	6,000	6,120	6,242	6,367	6,495
4412	Equipment Rentals	17,800	18,156	18,519	18,890	19,267
4418	Equipment	3,570	3,641	3,714	3,789	3,864
4512	Insurance	100,000	100,000	100,000	100,000	100,000
4718	Corporate Overhead	756,924	772,062	787,504	803,254	819,319
4808	Contingencies	26,500	27,030	27,571	28,122	28,684
4809	Consumption Contingency	200,000	200,000	200,000	200,000	200,000
4816	Lease/Rental	85,000	85,000	85,000	85,000	85,000
6032	Transfer to Capital	2,437,000	3,437,000	3,601,000	3,772,000	3,952,000
6053	Trf to Utility Reserve	1,875,706	811,727	582,458	400,000	400,000
9111	WO Inside Equipment Rent	7,900	8,058	8,219	8,384	8,551
9211	WO Regular Time	5,000	5,100	5,202	5,306	5,412
9321	WO Outside Purchases	1,275	1,301	1,327	1,353	1,380
<b>Total Expenditures</b>		<b>6,431,178</b>	<b>6,401,868</b>	<b>6,371,962</b>	<b>6,396,575</b>	<b>6,613,366</b>
<b>% Increase</b>			(0.46%)	(0.47%)	0.39%	3.39%
<b>Net Total</b>		<b>1,443,022</b>	<b>1,472,332</b>	<b>1,502,238</b>	<b>1,532,759</b>	<b>1,563,907</b>

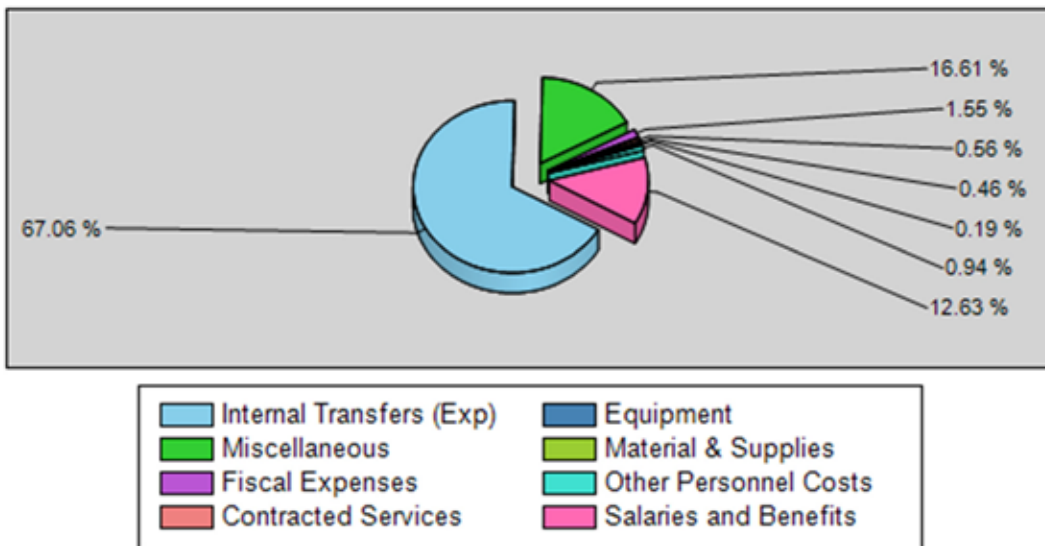
# Business Unit Summary with Service Areas

## Service Area: Sanitary Sewer Administration

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Business Unit: 7020 - SS Electronics and Automation*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

To ensure continuous and effective operations of sanitary sewer pump stations and recording of historical data for maintenance, operations and engineering purposes. It provides for “real time viewing” of station operations for maintenance staff.

Also provides the maintenance, installation, operations, and emergency alarm. Collects real-time data and electronic monitoring systems for the Storm Drain pump stations. This is commonly known as the SCADA system (Supervisory Control and Data Acquisition).

### **Deliverables:**

- 11 sanitary sewer pump stations
- Pump station operations as per design specifications
- Alarms notification of abnormal operations
- Historical database
- Interface on internal network for staff to view and download data for analysis

# Business Unit Summary with Service Areas

## Business Unit: 7020 - SS Electronics and Automation

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4012	Salaries - Electricians	28,751	31,201	27,730	28,788	+ 3.82 %
4102	Benefits	5,579	6,068	6,239	7,053	+ 13.04 %
4116	Conferences/Travel	403	0	0	0	
4216	Contracted Services	4,500	4,125	5,000	5,000	0.00 %
4412	Equipment Rentals	4,200	4,200	4,200	4,700	+ 11.90 %
9111	WO Inside Equipment Rent	713	137	0	0	
9211	WO Regular Time	43,707	40,585	53,301	53,300	0.00 %
9221	WO Overtime	1,691	510	0	0	
9311	WO Inventory Purchases	738	756	0	0	
9321	WO Outside Purchases	7,055	11,296	10,000	10,000	0.00 %
9411	WO Contracted Services	3,235	0	0	0	
<b>Total Expenditures</b>		<b>100,571</b>	<b>98,879</b>	<b>106,470</b>	<b>108,841</b>	
<b>Net Total</b>		<b>(100,571)</b>	<b>(98,879)</b>	<b>(106,470)</b>	<b>(108,841)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 7020 - SS Electronics and Automation

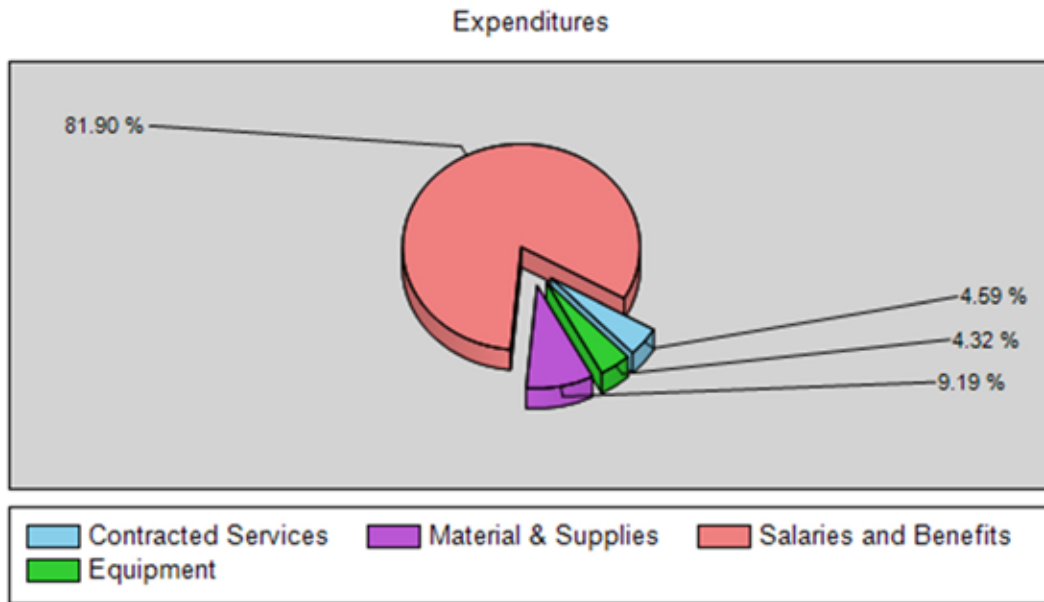
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4012	Salaries - Electricians	28,788	29,364	29,951	30,550	31,161
4102	Benefits	7,053	7,194	7,338	7,485	7,634
4216	Contracted Services	5,000	5,100	5,202	5,306	5,412
4412	Equipment Rentals	4,700	4,794	4,890	4,988	5,087
9211	WO Regular Time	53,300	54,366	55,453	56,562	57,694
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
<b>Total Expenditures</b>		108,841	111,018	113,238	115,503	117,813
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(108,841)</b>	<b>(111,018)</b>	<b>(113,238)</b>	<b>(115,503)</b>	<b>(117,813)</b>



# Business Unit Summary with Service Areas

Business Unit: 7020 - SS Electronics and Automation



# Business Unit Summary with Service Areas

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## *Business Unit: 7025 - SS Mains Rehabilitation*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit funds rehabilitation of existing sanitary sewer mains. Rehabilitation of existing system extends the life of the asset and maintains sewer collection and conveyance while mitigating risk of failure or backups.

### **Deliverables:**

- Reduction in the number of disruptions/blockages to the sewer system that may affect property owners
- 236 km SS mains
- 16 SS main repairs per 100 kms
- 25 SS mains unplugged per 100 kms
- 8 km CCTV by contractor
- 1.5 km of lining
- 1.5 km of future lining preparation
- 10 sanitary sewer investigations

# Business Unit Summary with Service Areas

## Business Unit: 7025 - SS Mains Rehabilitation

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	20,893	6,403	35,540	35,540	0.00 %
9121 WO Outside Equipment Ren	24,694	16,132	7,620	7,620	0.00 %
9211 WO Regular Time	111,054	66,570	63,526	63,525	0.00 %
9221 WO Overtime	1,066	396	1,000	1,000	0.00 %
9311 WO Inventory Purchases	56,339	54,530	25,816	25,816	0.00 %
9321 WO Outside Purchases	33,194	27,467	38,968	38,968	0.00 %
9411 WO Contracted Services	40,192	10,359	20,910	20,910	0.00 %
9421 WO Consulting Services	850	1,508	0	0	
<b>Total Expenditures</b>	<b>288,282</b>	<b>183,365</b>	<b>193,380</b>	<b>193,379</b>	
<b>Net Total</b>	<b>(288,282)</b>	<b>(183,365)</b>	<b>(193,380)</b>	<b>(193,379)</b>	

# Business Unit Summary with Service Areas

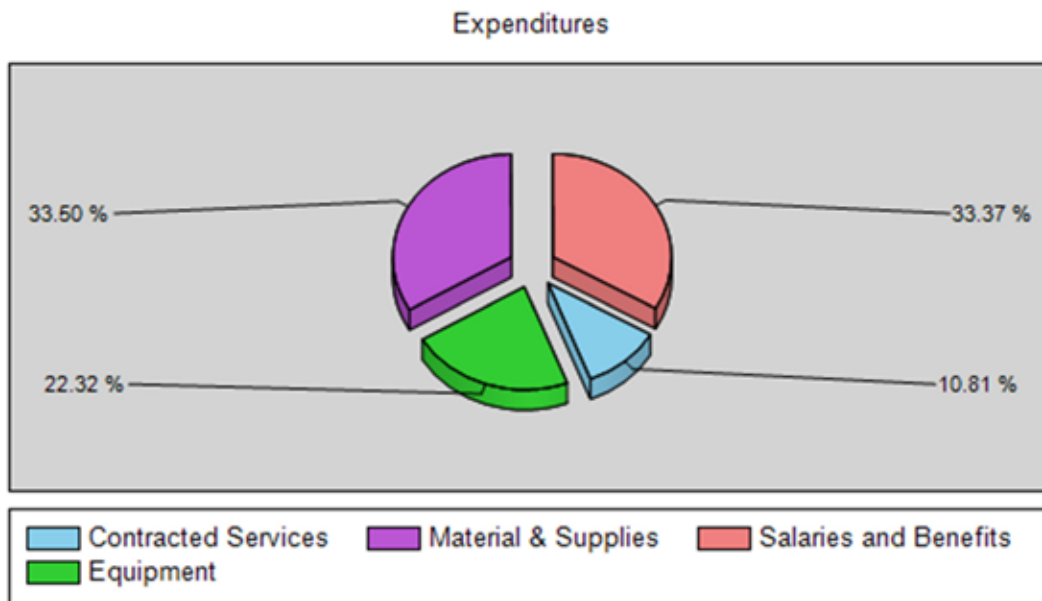
## Business Unit: 7025 - SS Mains Rehabilitation

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	35,540	36,251	36,976	37,715	38,470
9121	WO Outside Equipment Ren	7,620	7,772	7,928	8,086	8,248
9211	WO Regular Time	63,525	64,796	66,091	67,413	68,762
9221	WO Overtime	1,000	1,020	1,040	1,061	1,082
9311	WO Inventory Purchases	25,816	26,332	26,859	27,396	27,944
9321	WO Outside Purchases	38,968	39,747	40,542	41,353	42,180
9411	WO Contracted Services	20,910	21,328	21,755	22,190	22,634
<b>Total Expenditures</b>		193,379	197,247	201,192	205,215	209,320
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(193,379)</b>	<b>(197,247)</b>	<b>(201,192)</b>	<b>(205,215)</b>	<b>(209,320)</b>

# Business Unit Summary with Service Areas

Business Unit: 7025 - SS Mains Rehabilitation



# Business Unit Summary with Service Areas

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## *Business Unit: 7040 - SS Lift Station Maintenance*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit funds maintenance, repair and operation of the sanitary sewer pump stations to ensure the collection of wastewater is conveyed efficiently to larger diameter sewer mains.

This minimizes or eliminates overflows to the environment.

### **Deliverables:**

- 11 sanitary sewer pump stations
- Wastewater collection service area of 21.5 sq. km

# Business Unit Summary with Service Areas

## Business Unit: 7040 - SS Lift Station Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4318 Lumber and Tools	0	0	1,875	1,875	0.00 %
9111 WO Inside Equipment Rent	32,423	34,205	23,000	23,000	0.00 %
9121 WO Outside Equipment Ren	492	258	0	0	
9211 WO Regular Time	112,139	111,570	140,943	140,940	0.00 %
9221 WO Overtime	2,292	6,175	0	0	
9311 WO Inventory Purchases	889	542	3,446	3,446	0.00 %
9321 WO Outside Purchases	19,338	22,275	25,626	25,626	0.00 %
9360 WO Utility-BC Hydro	27,209	28,409	28,500	29,640	+ 4.00 %
9411 WO Contracted Services	8,719	11,689	8,300	8,300	0.00 %
9421 WO Consulting Services	1,511	0	0	0	
<b>Total Expenditures</b>	<b>205,012</b>	<b>215,122</b>	<b>231,690</b>	<b>232,827</b>	
<b>Net Total</b>	<b>(205,012)</b>	<b>(215,122)</b>	<b>(231,690)</b>	<b>(232,827)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 7040 - SS Lift Station Maintenance

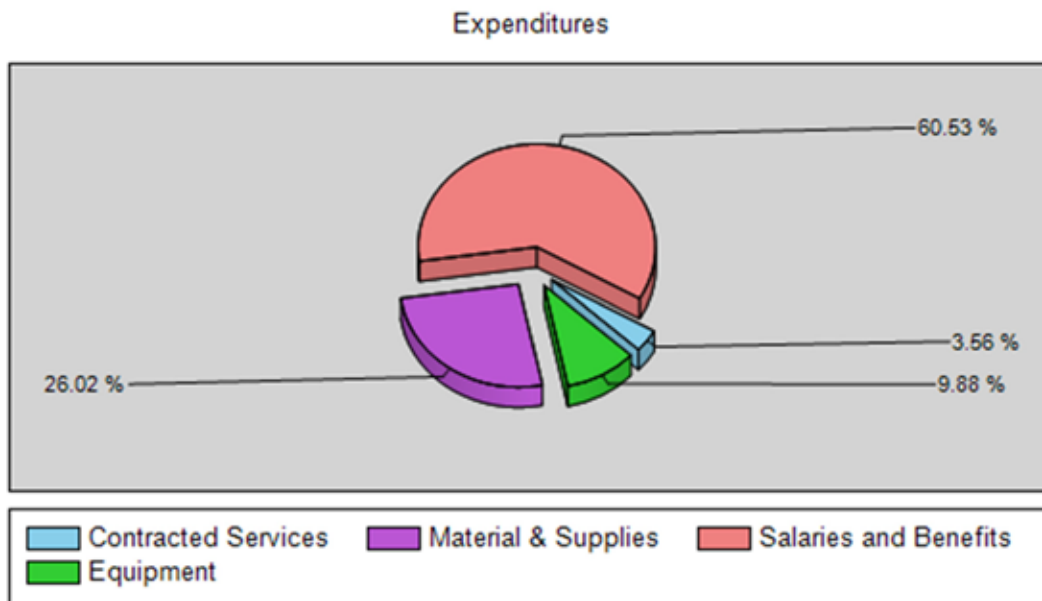
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4318	Lumber and Tools	1,875	1,913	1,951	1,990	2,030
9111	WO Inside Equipment Rent	23,000	23,460	23,929	24,408	24,896
9211	WO Regular Time	140,940	143,761	146,637	149,569	152,561
9311	WO Inventory Purchases	3,446	3,515	3,585	3,657	3,730
9321	WO Outside Purchases	25,626	26,139	26,661	27,195	27,738
9360	WO Utility-BC Hydro	29,640	30,677	31,751	32,862	34,013
9411	WO Contracted Services	8,300	8,466	8,635	8,808	8,984
<b>Total Expenditures</b>		232,827	237,931	243,150	248,489	253,952
<b>% Increase</b>			2.19%	2.19%	2.20%	2.20%
<b>Net Total</b>		<b>(232,827)</b>	<b>(237,931)</b>	<b>(243,150)</b>	<b>(248,489)</b>	<b>(253,952)</b>



# Business Unit Summary with Service Areas

Business Unit: 7040 - SS Lift Station Maintenance



# Business Unit Summary with Service Areas

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## *Business Unit: 7045 - SS Lateral Maintenance*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

Maintain and repair sanitary sewer service laterals to reduce the number of backups caused by blockages in City pipes. Reduced backups results in reduced claims against the City.

### **Deliverables:**

- Ensure private property wastewater is conveyed efficiently from property line
- 14,300 SS Laterals
- 91 blockages
- 204 SS laterals are on monthly service schedule
- 13 SS laterals replaced
- 29 SS laterals repaired
- 56 SS cleanouts installed
- 91 SS laterals unplugged
- 6 km lamping
- 560 laterals lamped

# Business Unit Summary with Service Areas

## Business Unit: 7045 - SS Lateral Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
5045 Trf from Utility Reserve	0	0	0	55,000	
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55,000</b>	
<b>Expenditures</b>					
4236 Land Services	19,675	19,700	19,700	0	
4318 Lumber and Tools	0	0	7,195	7,195	0.00 %
9111 WO Inside Equipment Rent	67,055	64,325	63,240	63,240	0.00 %
9121 WO Outside Equipment Ren	80,559	75,755	43,474	43,474	0.00 %
9211 WO Regular Time	344,493	359,504	336,301	364,300	+ 8.33 %
9221 WO Overtime	14,754	12,467	15,700	15,700	0.00 %
9311 WO Inventory Purchases	23,447	26,309	24,660	24,660	0.00 %
9321 WO Outside Purchases	37,031	39,246	58,070	58,070	0.00 %
9411 WO Contracted Services	74,995	66,348	32,250	59,250	+ 83.72 %
<b>Total Expenditures</b>	<b>662,010</b>	<b>663,654</b>	<b>600,590</b>	<b>635,889</b>	
<b>Net Total</b>	<b>(662,010)</b>	<b>(663,654)</b>	<b>(600,590)</b>	<b>(580,889)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 7045 - SS Lateral Maintenance

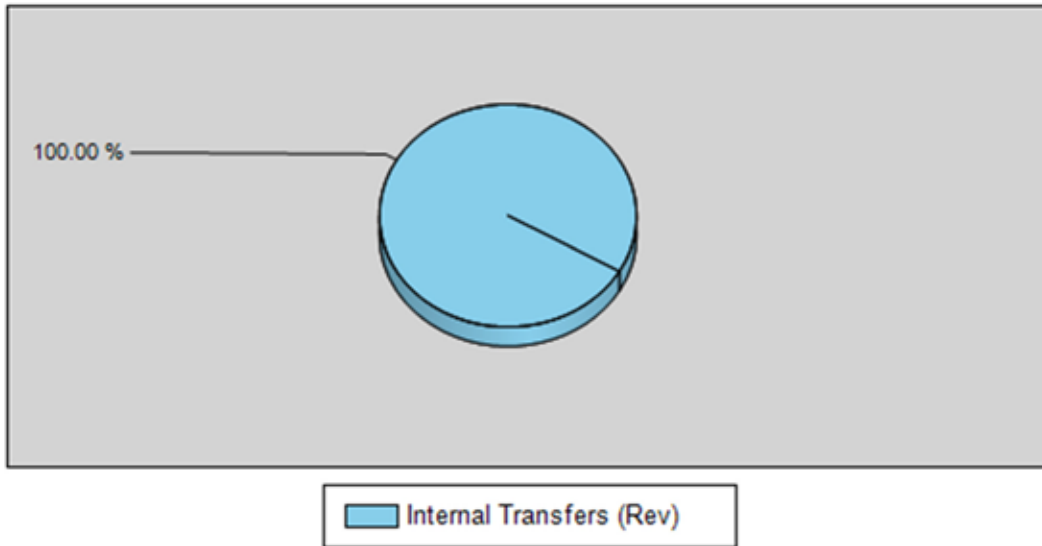
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
5045 Trf from Utility Reserve	55,000	0	0	0	0
<b>Total Revenues</b>	55,000	0	0	0	0
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4236 Land Services	0	0	0	0	0
4318 Lumber and Tools	7,195	7,339	7,486	7,635	7,788
9111 WO Inside Equipment Rent	63,240	64,505	65,795	67,111	68,453
9121 WO Outside Equipment Ren	43,474	44,343	45,230	46,135	47,058
9211 WO Regular Time	364,300	343,028	349,888	356,886	364,024
9221 WO Overtime	15,700	16,014	16,334	16,661	16,994
9311 WO Inventory Purchases	24,660	25,153	25,656	26,169	26,693
9321 WO Outside Purchases	58,070	59,231	60,416	61,624	62,857
9411 WO Contracted Services	59,250	32,895	33,553	34,224	34,908
<b>Total Expenditures</b>	635,889	592,508	604,358	616,446	628,775
<b>% Increase</b>		(6.82%)	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(580,889)</b>	<b>(592,508)</b>	<b>(604,358)</b>	<b>(616,446)</b>	<b>(628,775)</b>

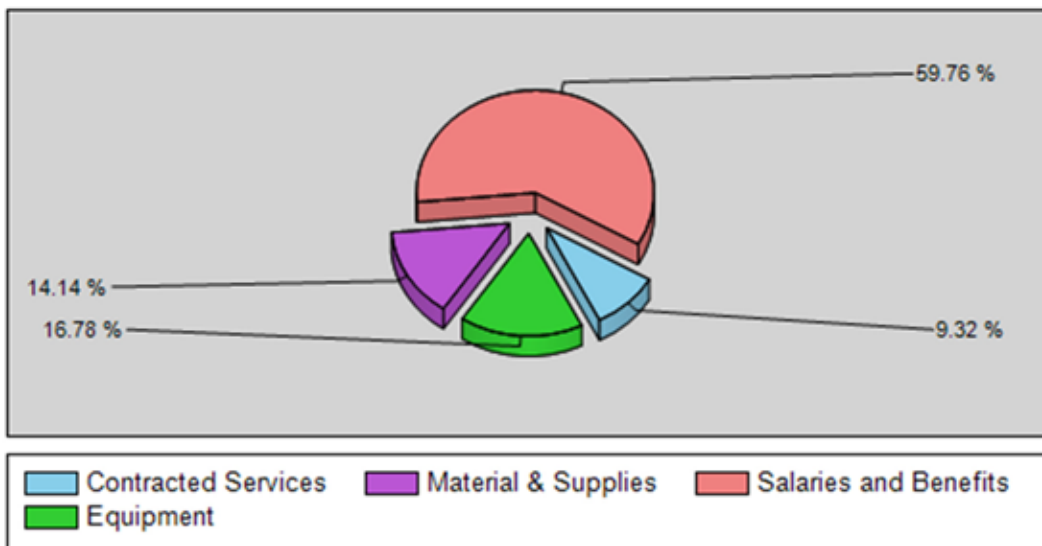
# Business Unit Summary with Service Areas

Business Unit: 7045 - SS Lateral Maintenance

Revenues



Expenditures



# Business Unit Summary with Service Areas

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**Business Unit:** 7050 - SS Manhole Maintenance

**Department:** Engineering & PW      **Budget Year:** 2017

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## Overview:

Maintain and repair sanitary sewer manholes to provide safe access for inspection and maintenance of sewer lines.

## Deliverables:

- Reduction in the inflow and infiltration
- Reduction in the number of complaints for noisy manhole lids
- 2,747 SS manholes
- 5 new SS manholes installed
- 11 new SS manhole castings installed
- 5 SS manholes repaired

# Business Unit Summary with Service Areas

## Business Unit: 7050 - SS Manhole Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4236 Land Services	5,394	5,400	5,400	0	
4318 Lumber and Tools	0	0	600	600	0.00 %
9111 WO Inside Equipment Rent	1,705	905	2,285	2,285	0.00 %
9121 WO Outside Equipment Ren	112	0	2,430	2,430	0.00 %
9211 WO Regular Time	11,048	4,574	20,033	20,033	+ 0.00 %
9311 WO Inventory Purchases	18	539	8,561	8,561	0.00 %
9321 WO Outside Purchases	949	9	2,117	2,117	0.00 %
9411 WO Contracted Services	237	307	1,500	1,500	0.00 %
<b>Total Expenditures</b>	<b>19,462</b>	<b>11,734</b>	<b>42,926</b>	<b>37,526</b>	
<b>Net Total</b>	<b>(19,462)</b>	<b>(11,734)</b>	<b>(42,926)</b>	<b>(37,526)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 7050 - SS Manhole Maintenance

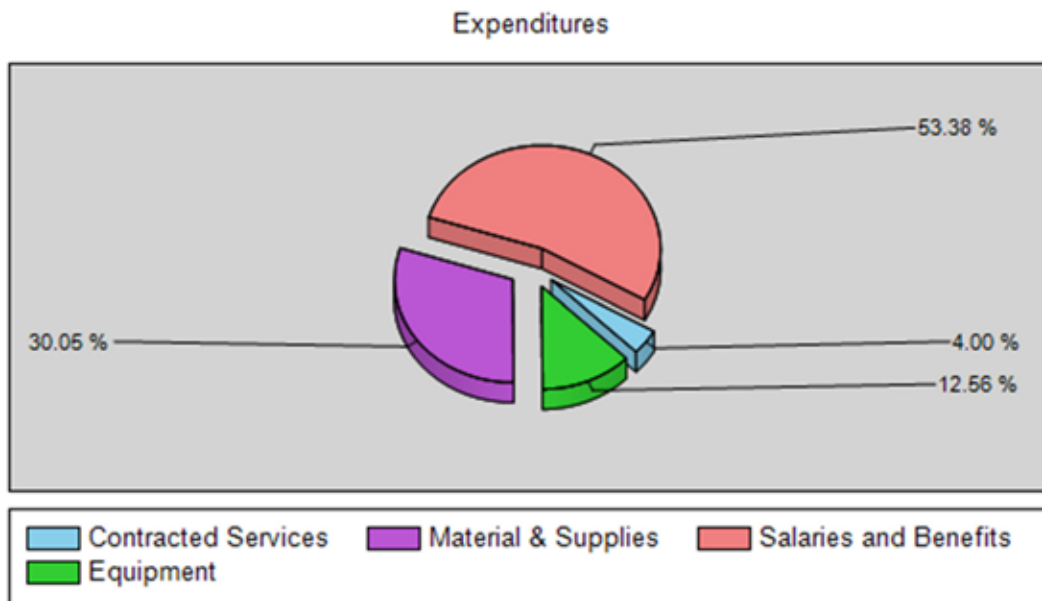
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4236	Land Services	0	0	0	0	0
4318	Lumber and Tools	600	612	624	637	649
9111	WO Inside Equipment Rent	2,285	2,331	2,377	2,425	2,473
9121	WO Outside Equipment Ren	2,430	2,479	2,528	2,579	2,630
9211	WO Regular Time	20,033	20,434	20,842	21,259	21,684
9311	WO Inventory Purchases	8,561	8,732	8,907	9,085	9,267
9321	WO Outside Purchases	2,117	2,159	2,203	2,247	2,292
9411	WO Contracted Services	1,500	1,530	1,561	1,592	1,624
<b>Total Expenditures</b>		37,526	38,277	39,042	39,823	40,619
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(37,526)</b>	<b>(38,277)</b>	<b>(39,042)</b>	<b>(39,823)</b>	<b>(40,619)</b>



# Business Unit Summary with Service Areas

Business Unit: 7050 - SS Manhole Maintenance



# Business Unit Summary with Service Areas

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## *Business Unit: 7055 - SS Clean and Inspection*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

To clean, inspect and assess the condition (using CCTV) of sanitary sewer mainlines. Ensures wastewater collection system is operating efficiently

A proactive maintenance program aims to reduce blockages and backups and subsequently reduce the number of claims against the City. Additionally, this maintenance program minimizes or eliminates overflows.

### **Deliverables:**

- 236 km of SS Mains
- 93 km cleaned/flushed
- 5.8 km root cut
- 13 km CCTV

# Business Unit Summary with Service Areas

## Business Unit: 7055 - SS Clean and Inspection

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
5045 Trf from Utility Reserve	0	0	0	53,000	
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,000</b>	
<b>Expenditures</b>					
4318 Lumber and Tools	0	0	1,670	1,670	0.00 %
9111 WO Inside Equipment Rent	104,496	104,363	85,000	94,000	+ 10.59 %
9211 WO Regular Time	184,508	188,895	153,676	172,670	+ 12.36 %
9221 WO Overtime	3,458	1,162	0	0	
9311 WO Inventory Purchases	159	40	0	0	
9321 WO Outside Purchases	4,570	5,698	1,000	31,000	+ 3000.00 %
9411 WO Contracted Services	10,701	21,302	5,000	10,000	+ 100.00 %
<b>Total Expenditures</b>	<b>307,891</b>	<b>321,460</b>	<b>246,346</b>	<b>309,340</b>	
<b>Net Total</b>	<b>(307,891)</b>	<b>(321,460)</b>	<b>(246,346)</b>	<b>(256,340)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 7055 - SS Clean and Inspection

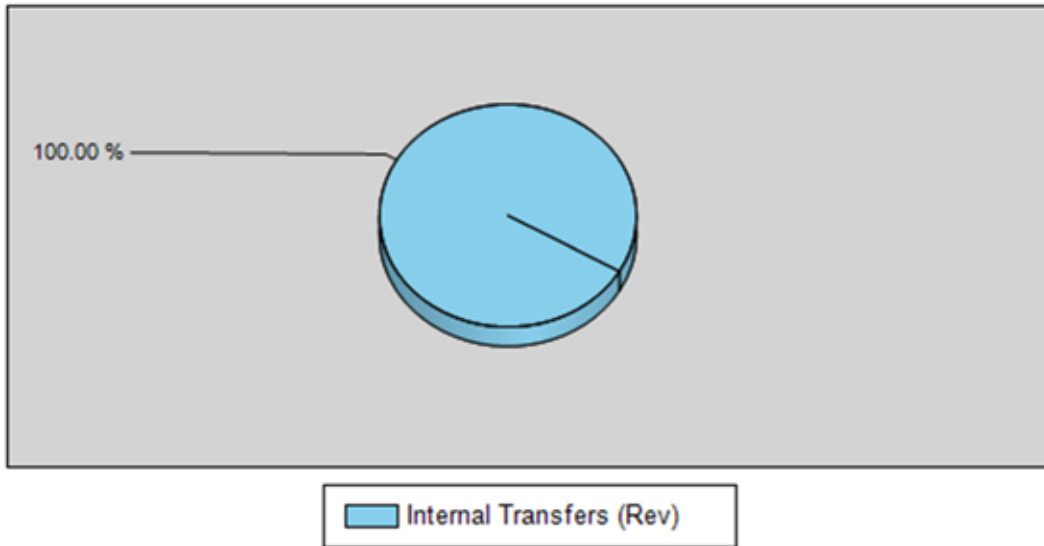
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
5045 Trf from Utility Reserve	53,000	0	0	0	0
<b>Total Revenues</b>	53,000	0	0	0	0
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4318 Lumber and Tools	1,670	1,703	1,737	1,772	1,808
9111 WO Inside Equipment Rent	94,000	91,800	93,636	95,509	97,419
9211 WO Regular Time	172,670	156,743	159,878	163,076	166,337
9321 WO Outside Purchases	31,000	1,020	1,040	1,061	1,082
9411 WO Contracted Services	10,000	10,200	10,404	10,612	10,824
<b>Total Expenditures</b>	309,340	261,467	266,696	272,030	277,471
<b>% Increase</b>		(15.48%)	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(256,340)</b>	<b>(261,467)</b>	<b>(266,696)</b>	<b>(272,030)</b>	<b>(277,471)</b>

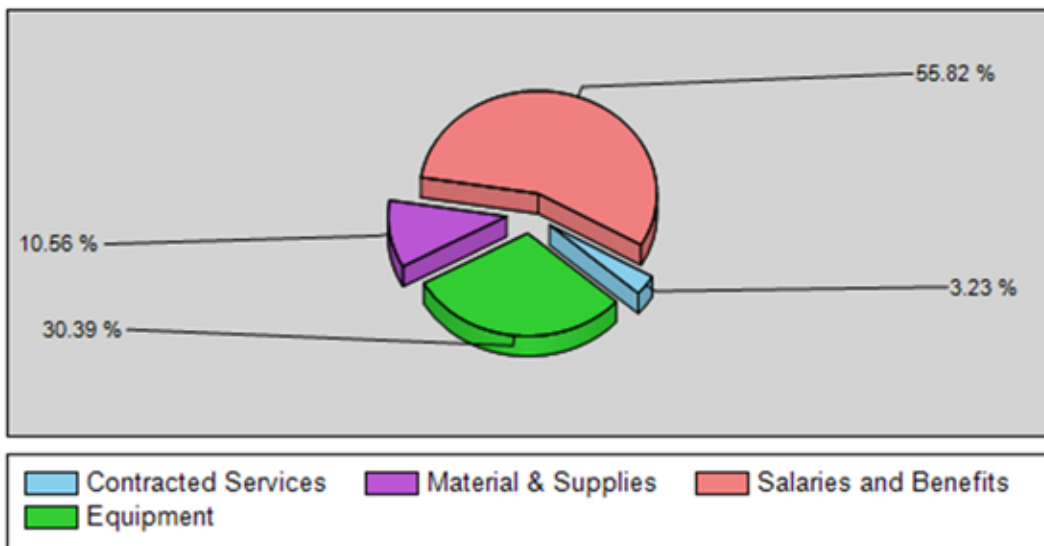
# Business Unit Summary with Service Areas

Business Unit: 7055 - SS Clean and Inspection

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 7060 - SS Emergency*

**Department:** Engineering & PW      **Budget Year:** 2017

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### **Overview:**

This business unit funds a trained standby person to deal with after-hours emergencies related to the wastewater collection system. This ensures an immediate response to sewer incidents outside of normal working hours

Qualified staff on-hand mitigates impacts to customers and claims to the City.

### **Deliverables:**

- Respond to emergencies within 30 minutes
- 182 wastewater related emergency call outs

# Business Unit Summary with Service Areas

## Business Unit: 7060 - SS Emergency

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4718	Corporate Overhead	8,307	6,847	0	0	
9111	WO Inside Equipment Rent	2,620	4,431	3,000	3,000	0.00 %
9211	WO Regular Time	702	1,384	23,218	23,220	+ 0.01 %
9221	WO Overtime	11,086	19,447	5,000	5,000	0.00 %
9321	WO Outside Purchases	0	540	1,000	1,000	0.00 %
9411	WO Contracted Services	1,120	1,213	1,000	1,000	0.00 %
<b>Total Expenditures</b>		<b>23,835</b>	<b>33,862</b>	<b>33,218</b>	<b>33,220</b>	
<b>Net Total</b>		<b>(23,835)</b>	<b>(33,862)</b>	<b>(33,218)</b>	<b>(33,220)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 7060 - SS Emergency

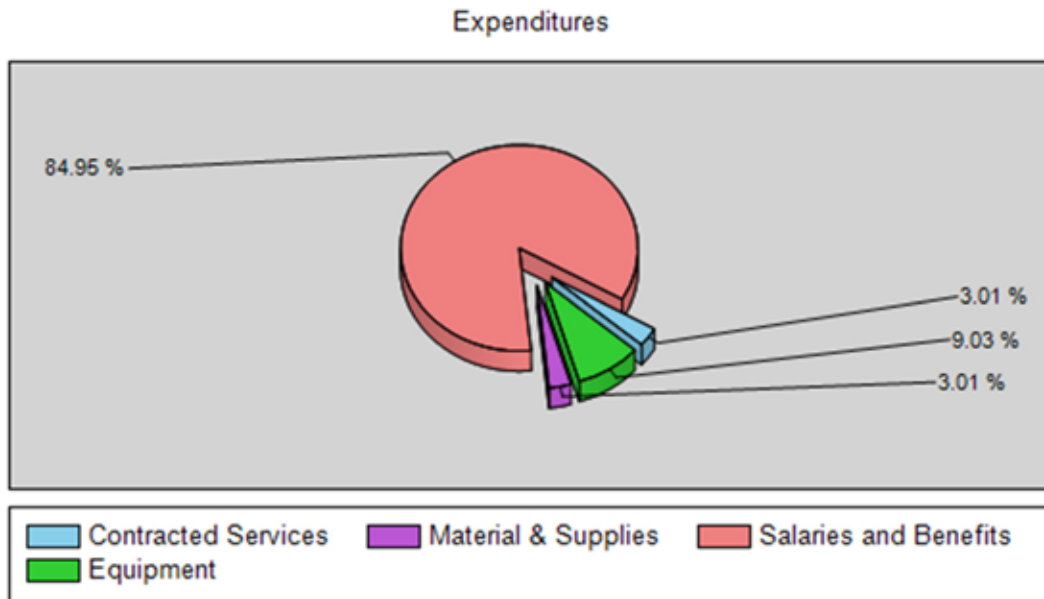
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	3,000	3,060	3,121	3,184	3,247
9211	WO Regular Time	23,220	23,684	24,158	24,641	25,134
9221	WO Overtime	5,000	5,100	5,202	5,306	5,412
9321	WO Outside Purchases	1,000	1,020	1,040	1,061	1,082
9411	WO Contracted Services	1,000	1,020	1,040	1,061	1,082
<b>Total Expenditures</b>		33,220	33,884	34,562	35,253	35,958
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(33,220)</b>	<b>(33,884)</b>	<b>(34,562)</b>	<b>(35,253)</b>	<b>(35,958)</b>



# Business Unit Summary with Service Areas

Business Unit: 7060 - SS Emergency



# Business Unit Summary with Service Areas

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**Service Area:** *Third Party Billing*

**Department:** Engineering & PW

**Budget Year:** 2017

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## **Overview:**

Third Party Billing includes work for outside agencies and properties owners, and damage deposits associated with building permit frontage work and services. The City recovers the costs of these services through invoicing.

## **Deliverables:**

- To provide timely and accurate billing for cost recovery

# Business Unit Summary with Service Areas

## Service Area: Third Party Billing

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3231	Work Order Y/E Adj	189,875	(615,117)	0	0	
3232	Administration	100,058	194,750	0	0	
9011	Work Order Revenue	760,125	1,343,331	478,400	478,400	0.00 %
9021	Administration Recovery	0	0	42,500	42,500	0.00 %
9031	Lumber and Tools Recover	0	0	7,500	7,500	0.00 %
<b>Total Revenues</b>		<b>1,050,057</b>	<b>922,964</b>	<b>528,400</b>	<b>528,400</b>	
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	107,348	95,421	106,250	106,250	0.00 %
9121	WO Outside Equipment Ren	25,312	14,386	0	0	
9211	WO Regular Time	482,240	462,661	173,400	173,400	0.00 %
9221	WO Overtime	8,350	11,806	0	0	
9311	WO Inventory Purchases	19,589	24,914	148,750	148,750	0.00 %
9321	WO Outside Purchases	259,867	138,858	0	0	
9411	WO Contracted Services	34,867	47,782	0	0	
9511	WO Gas	13,406	11,359	0	0	
9824	Work Order Recoveries	0	(137,332)	0	0	
<b>Total Expenditures</b>		<b>950,979</b>	<b>669,855</b>	<b>428,400</b>	<b>428,400</b>	
<b>Net Total</b>		<b>99,078</b>	<b>253,109</b>	<b>100,000</b>	<b>100,000</b>	

# Business Unit Summary with Service Areas

## Service Area: Third Party Billing

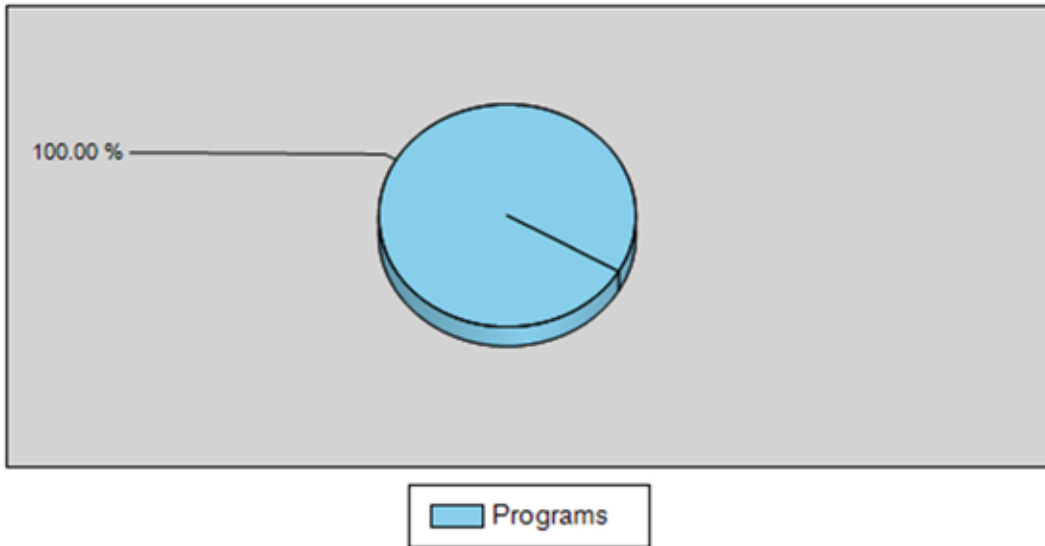
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
9011	Work Order Revenue	478,400	478,400	478,400	478,400	478,400
9021	Administration Recovery	42,500	42,500	42,500	42,500	42,500
9031	Lumber and Tools Recover	7,500	7,500	7,500	7,500	7,500
<b>Total Revenues</b>		<b>528,400</b>	<b>528,400</b>	<b>528,400</b>	<b>528,400</b>	<b>528,400</b>
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	106,250	106,250	106,250	106,250	106,250
9211	WO Regular Time	173,400	173,400	173,400	173,400	173,400
9311	WO Inventory Purchases	148,750	148,750	148,750	148,750	148,750
<b>Total Expenditures</b>		<b>428,400</b>	<b>428,400</b>	<b>428,400</b>	<b>428,400</b>	<b>428,400</b>
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>		<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

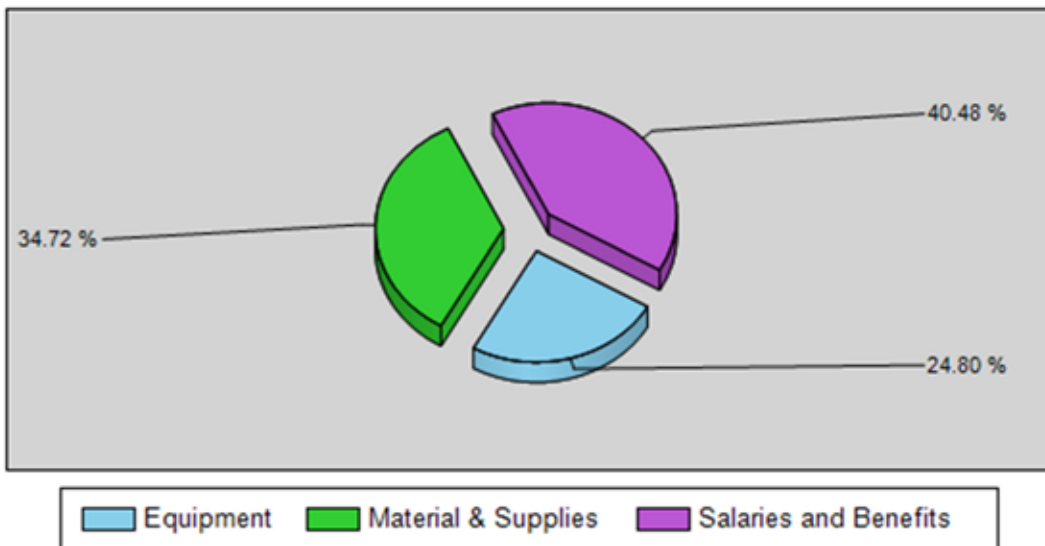
# Business Unit Summary with Service Areas

Service Area: *Third Party Billing*

Revenues



Expenses





# FINANCE

## Summary

The Finance Department is responsible for safeguarding the City's financial assets and planning to ensure the financial stability and viability of the City. The department provides financial reporting and control and is responsible for the implementation of financial management policies. The department also provides financial information and advice to Council, City departments and the general public, and is responsible for the City's information technology systems.

The Finance Department also oversees all Parking Services including the City's five parkades, three surface parking lots, and nearly 2,000 on-street parking spaces downtown.

### Core Services/Service Areas

- Financial Planning
- Accounting Services
- Information Technology
- Revenue Services
- Supply Management
- Parking Services



### Budget Summary

2017 Approved Expenditures	14,914,093
2016 Approved Expenditures	13,968,200
Budget Change	945,893
Change by %	6.77%
2017 Approved Revenues	16,042,800
2016 Approved Revenues	15,357,800
Budget Change	685,000
Change by %	4.46%
2017 FTE	102.26
2016 FTE	102.26
Change	0
Change by %	0.00%

Director

Financial  
Planning

Accounting  
Services

Information  
Technology

Revenue  
Services

Supply  
Management

Parking Services

# Summary



## Initiatives for 2017

- Financial Plan Improvements
- Development Cost Charge Review
- Fire Hall #1
- Parking Customer Service Improvements
- Technology Improvements

## FINANCE

# Performance Metrics

### Measuring Success – Accounts Payable

Performance Measurements	2015 Actuals	2016 Projections	2017 Forecast
<b>How much did we do?</b>			
Number of Invoice Payments	48,805	49,000	49,000
<b>How well did we do it?</b>			
% of electronic accounts payable payments (EFT and wires)	34%	35%	36%
<b>Story behind the data</b>	The City supports movement towards paperless processing (saves trees) and realizing process efficiencies through utilizing technology. The threat of postal strike in July 2016 encouraged vendors to provide EFT payment information.		
<b>Is anyone better off?</b>			
<b>E-transactions (Accounts Payable) – % of invoice payments made electronically</b>			
<b>Story behind the data</b>	E-transactions result in a reduction of paper and other supplies used to print cheques leading to more efficient and cost-effective payment processing and is consistent with current business practices. Additionally, the risk of postal disruption does not impact vendors using e-transactions.		
<b>Where do we want to go?</b>	Further reduction of paper cheque payment, increase of % of invoice payments made electronically (electronic funds transfers or wire transfers)		

### Measuring Success – Customer Transactions

Performance Measurements	2015 Actuals	2016 Projections	2017 Forecast
<b>How much did we do?</b>			
Number of Property Tax Accounts	29,073	29,322	29,350
Number of HOG Claims	16,323	16,325	16,350
Number of Utility Bills (water, sewer, CRD sewer, garbage)	56,058	56,094	56,100
Number of Stormwater Bills	N/A	14,405	14,405
Number of Business Licences	9,257	9,364	9,460
<b>How well did we do it?</b>			
% of Revenue transactions using electronic options:			
• Property tax	59.00%	71.43%	73.00%
• eHOG claims	47.82%	49.73%	51.00%
• Utility bills	77.60%	78.37%	79.00%
• Business licences	39.56%	40.04%	41.00%
• E-billing			
Tax	3.49%	5.37%	5.50%
Utility	5.43%	6.38%	7.00%
Stormwater	N/A	0.00%(first year)	0.75%
Business Licence	3.38%	3.71%	3.75%
<b>Story behind the data</b>	Increased use of electronic options for revenue transactions has translated into reduced processing costs, as well as decreased wait times at the Public Service Centre, increasing the level of customer service for residents.		



## Performance Metrics

## Measuring Success – Customer Transactions, continued

Performance Measurements	2015 Actuals	2016 Projections	2017 Forecast
<b>Is anyone better off?</b>			
E-transactions – % of invoice payments made electronically			
Story behind the data	E-transactions are becoming more popular with residents as a convenient payment option, resulting in a reduction of paper and other supplies used to generate invoices leading to more efficient and cost-effective invoicing and payment processing which is consistent with current business practices.		
Where do we want to go?	Further increases in online customer transactions.		

## Measuring Success – Business Licences

Performance Measurements	2015 Actuals	2016 Projections	2017 Forecast
<b>How much did we do?</b>			
# of Renewed Business Licences	7,979	7,974	8,000
# of New Business Licences	1,080	1,150	1,200
# of Cancelled Business Licences	198	240	260
<b>How well did we do it?</b>			
time for new Business Licences issued (City Standard is 10 days)	2.90 days	2.90 days	2.85 days
% of Business Licences issued within 3 business days	89.6%	90%	90%
Story behind the data	The completion of the Business Licence application process provides certainty to a new business that they can start operating their business and are in compliance with City regulations. The turnaround time for processing impacts how quickly a new business can begin operations.		
<b>Is anyone better off?</b>			
Average # of days to process new Business Licence application			
Story behind the data	Reducing the turnaround time for new Business Licence application processing reflects the City's responsiveness to businesses and supports the City's economic vibrancy.		
Where do we want to go?	To see a consistent reduction in turnaround time.		

# INFORMATION TECHNOLOGY

## Performance Metrics

### Measuring Success – Staff Helpdesk Requests

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of Helpdesk Support Requests received	4,450	4,240	4,700
<b>How well did we do it?</b>			
Percent of Helpdesk Support Requests resolved within service level standards	70%	65%	80%
<b>Story behind the data</b>	<p>Historically, we have not logged all staff service requests and incidents. Many went untracked due to the informal nature of the requests and or operational urgency around support requests.</p> <p>In 2015 we ensured all incidents were logged in order to establish a baseline to track progress of newly defined service levels.</p> <p>We review our year to year trends in helpdesk requests as a general health check for the organization. Our discipline in 2016 has been improved to ensure that each and every event is tracked. We do not anticipate using the annual trend to measure efficiency as annual volume will ebb and flow based on many factors such as introduction of new technologies, changes to existing technologies and staff changes. We have enabled a 5 day “stale” alert for all tickets and are measuring our compliance to our service levels. If a ticket sits for 5 days without action it escalates to the IT Operations Manager.</p>		
<b>Is anyone better off?</b>			
<b>Help Desk Requests – Percent resolved within service level standards</b>			
<b>Story behind the data</b>	<p>The Information Technology Division is constantly looking for improvement in our end-user experience with our systems, applications and devices. By measuring our performance to user initiated requests and problem reports we are looking to improve our customer satisfaction with our services. Using these measurements to improve processes or training initiatives will result in greater efficiencies for the City’s workforce.</p> <p>We are also focusing on end user training as part of an overall strategy to improve the user experience and reduce preventable non-critical incidents.</p>		
<b>Where do we want to go?</b>	<p>The goal is to measure and increase the % of helpdesk requests resolved within service level standards and to provide stable and reliable technology solutions with staff who are well trained and efficient in the operation of those systems. Stable reliable technology and well trained and efficient staff will ensure we have the highest % possible in this category.</p> <p>We are also looking for opportunities to measure more elements of our service delivery. We enabled a basic service level objective in our helpdesk request system where we flag any request that exceeds 5 days from open to close. We are also looking for additional data to support time-of-day ticket volumes, as well as daily/weekly/monthly values to ensure appropriate staff scheduling.</p>		

# INFORMATION TECHNOLOGY

## Performance Metrics

### Measuring Success – Operational Time of Critical Systems

Performance Measurements		2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>				
Operational time of critical systems		8,600 hours of planned operational time per year.	8,600 hours of planned operational time per year.	8,600 hours of planned operational time per year.
<b>How well did we do it?</b>				
Percent operational time		99.7%	99.8%	99.8%
<b>Story behind the data</b>	<p>The % uptime represents the amount of time business critical systems are available. The critical systems that will be measured and managed to these availability numbers will be:</p> <ul style="list-style-type: none"> <li>• <b>Network Services</b> (Network System Availability; File Shares and Print Services)</li> <li>• <b>Telephony and Collaboration Services</b> (Phone System; Email System, Voicemail; SharePoint)</li> <li>• <b>Business Critical Systems</b> (JDEdwards; Tempest; Asset Management; FDM; Web Apps)</li> <li>• <b>Public Facing Services</b> (BIDS; Tender; Development Tracker; eApply; MyCity)</li> </ul> <p>The performance measure does not include any downtime that occurs during scheduled maintenance windows or other planned outage activities.</p> <p>Our discipline with our Change Management process as well as inclusive architectural planning have netted significant improvements in our system availability aggregate numbers. Individual applications also exceeded targets despite unplanned outages that impacted on-line payments system briefly. There were significant infrastructure changes that were implemented during this time period.</p>			
<b>Is anyone better off?</b>				
<b>Story behind the data</b>	<p>The Information Technology Division is constantly looking for improvements in existing systems, procedures and practices to reduce downtime and increase reliability and availability. Ensuring systems are available to Staff and Citizens when they need to be, increases productivity and improves customer satisfaction.</p> <p>IT infrastructure is incredibly complex and is the underlying platform of all critical line of business applications. Continual preventative maintenance to ensure we are following hardware lifecycle best practices, software updates and security patches all contribute to a stable environment.</p> <p>Our goal is to keep our line of business systems and productivity systems as current as practical, being no further than one major release back from latest.</p> <p>Following change management processes to effectively manage the impact of system maintenance to match department approved change windows, ensure the business is operating when it needs to be.</p>			
<b>Where do we want to go?</b>	<p>Better is always possible and we have been working hard to streamline our infrastructure and support systems to keep them stable, simple and efficient. We are introducing preventative monitoring tools of critical systems that will assist us in knowing about potential system issues before they cause business outages. This will ensure our systems are operating at the highest uptime when our staff need them the most.</p>			

# INFORMATION TECHNOLOGY

## Performance Metrics

### Measuring Success – Approved Projects Delivered on Time

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of approved projects delivered on time	25	16	30
<b>How well did we do it?</b>			
Percent of approved projects delivered on time	62.5%	80%	80%
<b>Story behind the data</b>	<p>At the start of each project the business solutions section will collaboratively develop a project plan with the main business area staff identifying resource requirements, key roles, project sponsorship, major milestones and key delivery dates. Once signed off by the Project Sponsor and CIO, progress to timeline will be tracked.</p> <p>The Project Manager will be responsible for standard project management practices including project, change, risk, issue and decision management, and regular project status reporting.</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>Project delivery relies on the required resources across departments being available in a timely manner to effectively deliver their contribution to the project. Significant project delays and the reason behind them will be tracked and raised to the Project Sponsor and/or the CIO by the responsible project manager. All significant (1 week or more) delays will be documented so that an evaluation can be conducted at the end of the project.</p>		
<b>Where do we want to go?</b>	<p>The goal is to improve the accuracy with which project timelines are projected and to ensure that all involved staff are aware of and agree to project commitments.</p> <p>The goal is also to ensure accountability of all staff and business areas to their project commitments.</p> <p>Improved project management reporting and controls will increase the likelihood that timeline targets will be met.</p>		

# Performance Metrics

## Measuring Success – Approved Projects Delivered within Budget

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of approved projects delivered within budget	36	18	40
<b>How well did we do it?</b>			
Percent of approved projects delivered within budget	90%	90%	95%
<b>Story behind the data</b>	<p>At the start of each project the business solutions section will develop a detailed budget for the project. Once signed off by the Project Sponsor and CIO, progress to budget will be tracked.</p> <p>The Project Manager will be responsible for standard project management practices including project, change, risk, issue and decision management, and regular project status reporting. Any changes that impact project budget must be signed off by the CIO and Project Sponsor.</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>The project budget relies on accurate forecasting at the start of the project and tracking that any significant changes to the required budget are appropriately justified, documented and signed off on.</p>		
<b>Where do we want to go?</b>	<p>The goal is to improve the accuracy with which project budgets are developed and to ensure that projects as defined are delivered within the budget forecast.</p> <p>We want to get to the level where we have some standard metrics for estimating costs and that we implement continuous improvement processes related to budget issues via project reviews and evaluations.</p> <p>Improved project management reporting and controls will increase the likelihood that project budget targets will be met.</p>		

## PARKING SERVICES

# Performance Metrics

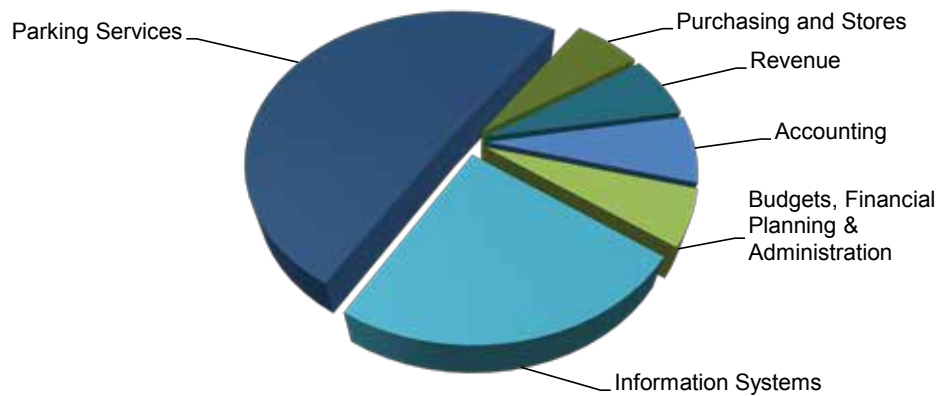
### Measuring Success – *ParkVictoria* App Service

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Amount of <i>ParkVictoria</i> on-street revenue.	\$ 527,035	\$ 1,122,391.30	\$ 1,450,000
<b>How well did we do it?</b>			
<i>ParkVictoria</i> transactions (%)	208,000 (8%)	418,204 (15%)	560,000 (20%)
<b>Story behind the data</b>	Since the release of a new parking app in December 2014, <i>ParkVictoria</i> has steadily increased at rate of approximately 1% per month of transaction use. Growth tends to slow through the summer months as more non-residents and tourists who use visit downtown and use parking services tend to pay by other methods.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<i>ParkVictoria</i> allows users to avoid tickets and pay for the actual time they use. This ease of payment method is becoming increasingly more popular and continues to draw new users. Approximately 20–30 new users are being added daily and in September of 2016, usage eclipsed 15%.		
<b>Where do we want to go?</b>	Continued growth of the app is expected over the next year. Larger cities with higher parking rates are seeing 40%–50% of parking app use. There are still many that have not heard of <i>ParkVictoria</i> and upwards of 20% use for 2017 is a target.		

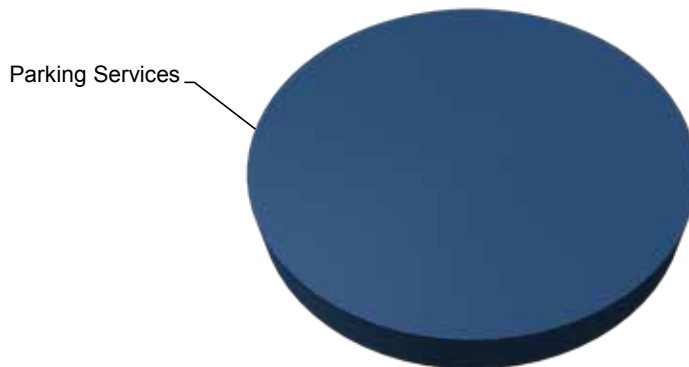
# Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Parking Services	15,357,800	16,042,800	685,000	4.46%
<b>Total</b>	<b>15,357,800</b>	<b>16,042,800</b>	<b>685,000</b>	<b>4.46%</b>
<b>Expenditures</b>				
Accounting	1,102,170	1,036,984	(65,186)	-5.91%
Budgets, Financial Planning & Administration	792,049	870,741	78,692	9.94%
Information Systems	3,289,411	3,520,747	231,336	7.03%
Parking Services	6,904,535	7,589,535	685,000	9.92%
Purchasing and Stores	918,892	927,148	8,256	0.90%
Revenue	961,143	968,937	7,794	0.81%
<b>Total</b>	<b>13,968,200</b>	<b>14,914,093</b>	<b>945,893</b>	<b>6.77%</b>
<b>Net</b>	<b>(1,389,600)</b>	<b>(1,128,707)</b>	<b>260,893</b>	<b>-18.77%</b>

**2017 Expenditures**



**2017 Revenues**



# Business Unit Summary with Service Areas

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## *Business Unit: 2200 - Budgets, Financial Planning & Administration*

**Department:** Finance

**Budget Year:** 2017

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### **Overview:**

The Finance department is responsible for safeguarding the City's financial assets and planning to ensure financial stability and viability.

The department produces information to provide transparency to the City's finances and demonstrate to taxpayers where their taxes are allocated and what services they receive. This provides a foundation for fostering greater understanding and involvement in the financial planning process.

This business unit provides financial reporting and control and is responsible for the implementation of financial management policies. It also provides financial information and advice to City Council, staff and the public.

This business unit directs the preparation of the municipal capital and operating budgets and long-range financial planning and provides routine monitoring and reporting on budget variances.

### **Deliverables:**

- Annual Financial Plan
- Monthly budget reviews in conjunction with departments
- Quarterly budget status updates to Council



# Business Unit Summary with Service Areas

## Business Unit: 2200 - Budgets, Financial Planning & Administration

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4010 Salaries - Exempt	290,508	323,292	301,864	301,864	0.00 %
4016 Salaries - Inside	137,931	233,077	230,149	289,129	+ 25.63 %
4070 Overtime	8,870	(1)	0	0	
4102 Benefits	94,666	121,412	123,632	143,343	+ 15.94 %
4112 Mileage/Parking	3,115	2,970	3,135	3,135	0.00 %
4116 Conferences/Travel	15,954	16,079	26,500	26,500	0.00 %
4118 Membership Fees	14,059	10,849	17,334	17,334	0.00 %
4120 Training and Development	25,708	11,072	30,000	30,000	0.00 %
4218 Courier Service	1,169	1,560	1,200	1,200	0.00 %
4226 Photocopy	12,517	21,419	15,000	15,000	0.00 %
4312 Office Supplies	58,660	49,920	41,700	41,700	0.00 %
4364 Telecommunications	2,974	2,693	1,210	1,210	0.00 %
4814 Miscellaneous	326	323	325	325	0.00 %
9111 WO Inside Equipment Rent	0	10	0	0	
9211 WO Regular Time	245	261	0	0	
9321 WO Outside Purchases	0	45	0	0	
<b>Total Expenditures</b>	<b>666,700</b>	<b>794,981</b>	<b>792,049</b>	<b>870,741</b>	
<b>Net Total</b>	<b>(666,700)</b>	<b>(794,981)</b>	<b>(792,049)</b>	<b>(870,741)</b>	

# Business Unit Summary with Service Areas

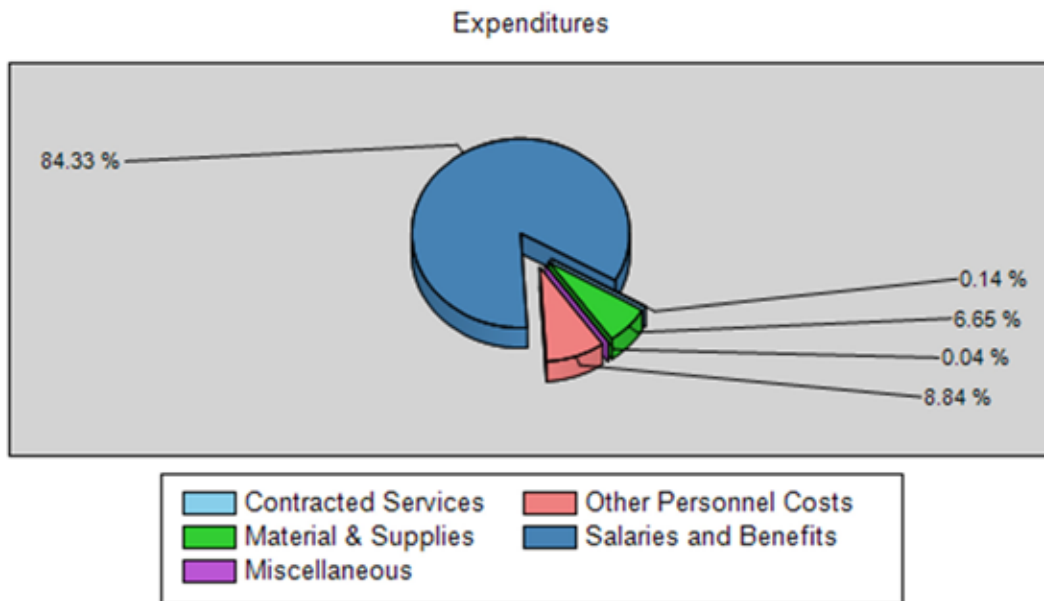
## Business Unit: 2200 - Budgets, Financial Planning & Administration

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	301,864	307,901	314,060	320,341	326,748
4016	Salaries - Inside	289,129	294,912	300,810	306,827	312,962
4102	Benefits	143,343	146,210	149,135	152,117	155,160
4112	Mileage/Parking	3,135	3,198	3,262	3,327	3,393
4116	Conferences/Travel	26,500	26,500	26,500	26,500	26,500
4118	Membership Fees	17,334	17,334	17,334	17,334	17,334
4120	Training and Development	30,000	30,000	30,000	30,000	30,000
4218	Courier Service	1,200	1,224	1,248	1,273	1,299
4226	Photocopy	15,000	15,300	15,606	15,918	16,236
4312	Office Supplies	41,700	42,534	43,385	44,252	45,137
4364	Telecommunications	1,210	1,234	1,259	1,284	1,310
4814	Miscellaneous	325	332	338	345	352
<b>Total Expenditures</b>		<b>870,741</b>	<b>886,679</b>	<b>902,936</b>	<b>919,518</b>	<b>936,432</b>
<b>% Increase</b>			1.83%	1.83%	1.84%	1.84%
<b>Net Total</b>		<b>(870,741)</b>	<b>(886,679)</b>	<b>(902,936)</b>	<b>(919,518)</b>	<b>(936,432)</b>

# Business Unit Summary with Service Areas

Business Unit: 2200 - Budgets, Financial Planning & Administration



# Business Unit Summary with Service Areas

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## *Business Unit: 2230 - Accounting*

**Department:** Finance

**Budget Year:** 2017

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### **Overview:**

The Accounting division processes payroll for the City's approximately 1000 full-time and part-time employees, as well as payroll services for VicPD employees. This ensures staff are paid on time and for hours worked.

It also provides accounts payable services, general accounting and financial reporting, oversight of the investment program and cash management practices, as well as debt management.

These services are in place to ensure vendors receive payment for goods and services provided and the City receives expected value by meeting discount deadlines where applicable.

This unit ensures all departments can access accurate financial information on a timely basis to support effective decision making.

The Accounting division ensures taxpayer assets and cash are safeguarded and the City meets all statutory financial reporting requirements.

### **Deliverables:**

#### Payroll:

- Bi-weekly payroll payments, T4s, and benefit administration for approximately 1300 employees (1000 City and 300 VicPD) in nine employee groups governed by six collective agreements.

#### Accounts Payable:

- 30 day payment turn-around for AP invoices (approximately 40,000 invoices per year).
- Administration of approximately 300 purchasing cards (approximately 23,000 purchasing card transactions per year)

#### General Accounting/Financial Reporting:

- 4,000 journal entries processed
- Preparation of annual audited Financial Statements
- Annual submission of financial information to Ministry of Community, Sport and Cultural Development by May 15
- Annual submission of financial information to the Ministry of Finance by June 30
- Annual submission of Annual Report to GFOA for excellency award

# Business Unit Summary with Service Areas

## Business Unit: 2230 - Accounting

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4010 Salaries - Exempt	101,662	106,132	107,365	107,365	0.00 %
4016 Salaries - Inside	695,697	732,171	719,134	660,154	- 8.20 %
4070 Overtime	3,787	1,867	2,600	2,600	0.00 %
4080 Auxiliaries/RPT/Seasonal	91,106	77,338	76,839	76,839	0.00 %
4102 Benefits	204,076	213,780	193,732	187,526	- 3.20 %
4112 Mileage/Parking	1,425	1,411	1,500	1,500	0.00 %
4364 Telecommunications	643	603	1,000	1,000	0.00 %
<b>Total Expenditures</b>	<b>1,098,396</b>	<b>1,133,302</b>	<b>1,102,170</b>	<b>1,036,984</b>	
<b>Net Total</b>	<b>(1,098,396)</b>	<b>(1,133,302)</b>	<b>(1,102,170)</b>	<b>(1,036,984)</b>	

# Business Unit Summary with Service Areas

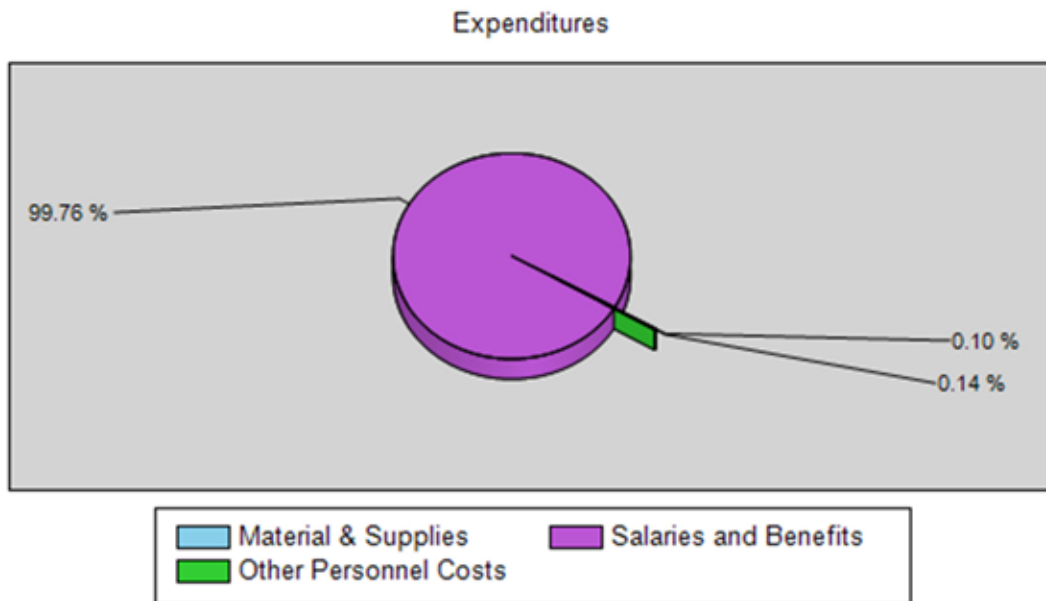
## Business Unit: 2230 - Accounting

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4016	Salaries - Inside	660,154	673,357	686,824	700,560	714,572
4070	Overtime	2,600	2,652	2,705	2,759	2,814
4080	Auxiliaries/RPT/Seasonal	76,839	78,375	79,943	81,542	83,173
4102	Benefits	187,526	191,277	195,102	199,004	202,985
4112	Mileage/Parking	1,500	1,530	1,561	1,592	1,624
4364	Telecommunications	1,000	1,020	1,040	1,061	1,082
<b>Total Expenditures</b>		1,036,984	1,057,723	1,078,878	1,100,455	1,122,465
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(1,036,984)</b>	<b>(1,057,723)</b>	<b>(1,078,878)</b>	<b>(1,100,455)</b>	<b>(1,122,465)</b>

# Business Unit Summary with Service Areas

Business Unit: 2230 - Accounting



# Business Unit Summary with Service Areas

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## **Business Unit: 2240 - Revenue**

**Department:** Finance

**Budget Year:** 2017

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### **Overview:**

The Revenue division oversees the billing and collection of:

- Property Taxes
- Utilities
- Business Licences
- Accounts Receivable

It also provides oversight of the City's busiest in-person customer service centre, the Public Service Centre in City Hall. The Public Service Centre serves approximately 7,000 people each month and 9,000 during tax time in June. They provide in person customer service, general City information, respond to enquiries by phone and email and accept payments.

The division also provides organization-wide cash controls and continues to encourage internal and external customers to utilize technology and support customer needs. This includes e-Billing, e-forms, e- Homeowner Grants and other electronic means.

### **Deliverables:**

- 70,350 utility bills
- 29,350 property tax bills
- 9,775 business licences & renewals
- 7,850 electronic Home Owner Grants
- 8,500 paper Home Owner Grants
- 1,100 deferment applications and renewals
- 140,000 electronic commerce transactions excluding Home Owner Grants
- 4,500 customers using the pre-authorized withdrawal program
- 85,000 Public Service Centre annual transactions
- 20,000 Public Service Centre non transactional inquiries

Sell and/or process:

- 1,400 boxes of compost bags
- 100 bags of City lapel pins
- 350 disabled parking permits
- 600 dog licences
- 1,700 garbage tickets
- 8,000 business licencing payments
- 75,000 parking tickets
- 2,700 municipal decals
- 6,500 parking smart card reloading
- 2,400 street occupancy permits



# Business Unit Summary with Service Areas

## Business Unit: 2240 - Revenue

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4010 Salaries - Exempt	103,505	91,379	107,365	107,365	0.00 %
4016 Salaries - Inside	737,988	790,522	836,765	842,845	+ 0.73 %
4070 Overtime	3,385	3,631	3,900	3,900	0.00 %
4080 Auxiliaries/RPT/Seasonal	267,339	242,665	254,103	254,223	+ 0.05 %
4102 Benefits	215,737	232,527	221,375	232,286	+ 4.93 %
4112 Mileage/Parking	1,133	1,148	1,435	1,435	0.00 %
4364 Telecommunications	2,085	1,207	2,000	2,000	0.00 %
4821 Recoveries and Services	(452,710)	(465,800)	(465,800)	(475,116)	+ 2.00 %
<b>Total Expenditures</b>	<b>878,462</b>	<b>897,280</b>	<b>961,143</b>	<b>968,937</b>	
<b>Net Total</b>	<b>(878,462)</b>	<b>(897,280)</b>	<b>(961,143)</b>	<b>(968,937)</b>	

# Business Unit Summary with Service Areas

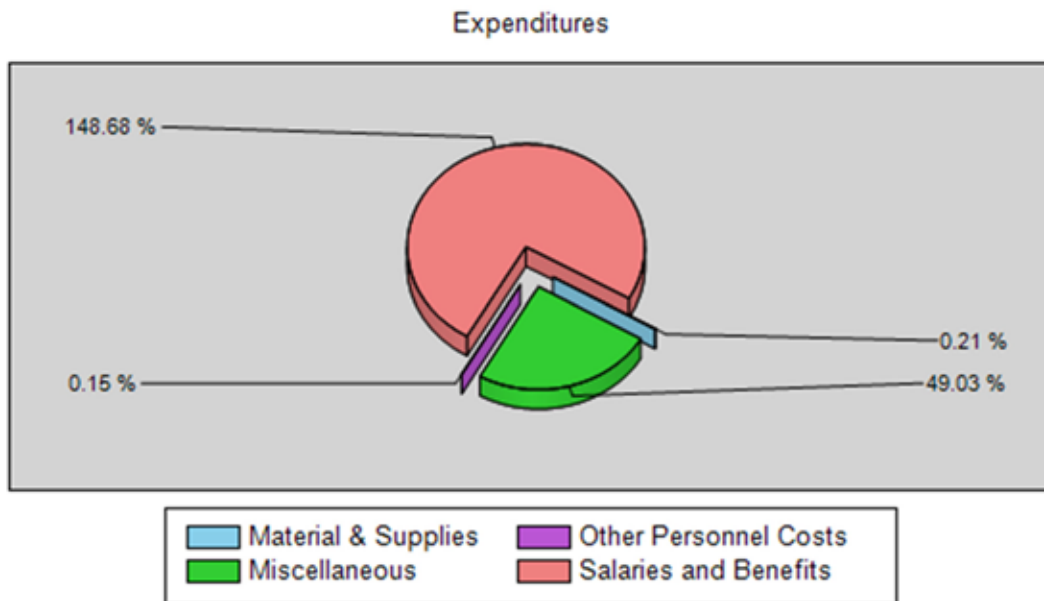
## Business Unit: 2240 - Revenue

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4016	Salaries - Inside	842,845	859,702	876,896	894,434	912,323
4070	Overtime	3,900	3,978	4,058	4,139	4,221
4080	Auxiliaries/RPT/Seasonal	254,223	259,307	264,493	269,783	275,179
4102	Benefits	232,286	236,931	241,670	246,503	251,433
4112	Mileage/Parking	1,435	1,464	1,493	1,523	1,553
4364	Telecommunications	2,000	2,040	2,081	2,122	2,165
4821	Recoveries and Services	(475,116)	(484,618)	(494,311)	(504,197)	(514,281)
<b>Total Expenditures</b>		968,937	988,316	1,008,082	1,028,244	1,048,809
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(968,937)</b>	<b>(988,316)</b>	<b>(1,008,082)</b>	<b>(1,028,244)</b>	<b>(1,048,809)</b>

# Business Unit Summary with Service Areas

Business Unit: 2240 - Revenue



# Business Unit Summary with Service Areas

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## ***Business Unit: 2250 - Information Systems***

**Department:** Finance                      **Budget Year:** 2017

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### **Overview:**

The Information Technology division provides for the reliable and safe sharing of City information to provide customers a positive customer service experience and to provide staff the tools needed to effectively deliver services.

The Information Technology division oversees the Help desk, provides technical infrastructure (hardware and software) and organizational business solutions (corporate application delivery and support).

#### **Help Desk:**

Support for telephone, personal computers, printers, cell phones and software for City staff. Helpdesk staff provide support to educate staff of how to effectively use technology and troubleshoot errors or issues to reduce disruption for staff or customers.

#### **Technical Infrastructure:**

Provide the network infrastructure as required for the City departments and software maintenance to support stable City networks. Technical infrastructure continues to adapt to business needs and meet industry best practices.

#### **Business Solutions:**

Provide internal resources to user departments to develop and acquire software solutions to meet organizational business needs; enhancing use of current applications and process documentation to support project portfolio management.

### **Deliverables:**

Helpdesk - increased times for calls: system down is immediate

Infrastructure – reduced number of unplanned system outages, length of outages and frequency

Business solutions – increased number of “quick wins” implemented; customer satisfaction in project delivery

# Business Unit Summary with Service Areas

## Business Unit: 2250 - Information Systems

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4010 Salaries - Exempt	232,735	248,171	242,619	242,619	0.00 %
4016 Salaries - Inside	1,366,356	1,408,604	1,399,118	1,399,118	0.00 %
4070 Overtime	17,515	14,234	15,450	15,450	0.00 %
4080 Auxiliaries/RPT/Seasonal	1,727	0	0	0	
4102 Benefits	377,918	388,506	384,690	401,060	+ 4.26 %
4112 Mileage/Parking	200	2,834	500	2,520	+ 404.00 %
4118 Membership Fees	204	0	0	1,000	
4120 Training and Development	18,116	31,396	30,000	30,000	0.00 %
4216 Contracted Services	7,988	7,531	10,000	25,000	+ 150.00 %
4245 Software Licencing/Mtce/Support	859,779	980,327	997,334	1,191,820	+ 19.50 %
4310 Books/Publications	52	110	500	500	0.00 %
4312 Office Supplies	3,575	2,141	1,000	1,000	0.00 %
4354 Cable	3,067	5,009	4,200	4,200	0.00 %
4356 Data Line	35,820	48,941	34,000	34,000	0.00 %
4364 Telecommunications	131,035	131,463	138,000	140,760	+ 2.00 %
4406 Computer Equipment	16,364	13,853	10,000	10,000	0.00 %
4412 Equipment Rentals	4,500	4,500	5,000	4,700	- 6.00 %
4414 Software	3,510	6,302	10,000	10,000	0.00 %
4822 Repairs and Maintenance	5,460	2,887	7,000	7,000	0.00 %
4824 Recovery	(648)	0	0	0	
9111 WO Inside Equipment Rent	139	0	0	0	
9121 WO Outside Equipment Ren	0	375	0	0	
9211 WO Regular Time	2,789	566	0	0	
9311 WO Inventory Purchases	634	0	0	0	
9321 WO Outside Purchases	354	727	0	0	
9411 WO Contracted Services	329	491	0	0	
<b>Total Expenditures</b>	<b>3,089,517</b>	<b>3,298,968</b>	<b>3,289,411</b>	<b>3,520,747</b>	
<b>Net Total</b>	<b>(3,089,517)</b>	<b>(3,298,968)</b>	<b>(3,289,411)</b>	<b>(3,520,747)</b>	

# Business Unit Summary with Service Areas

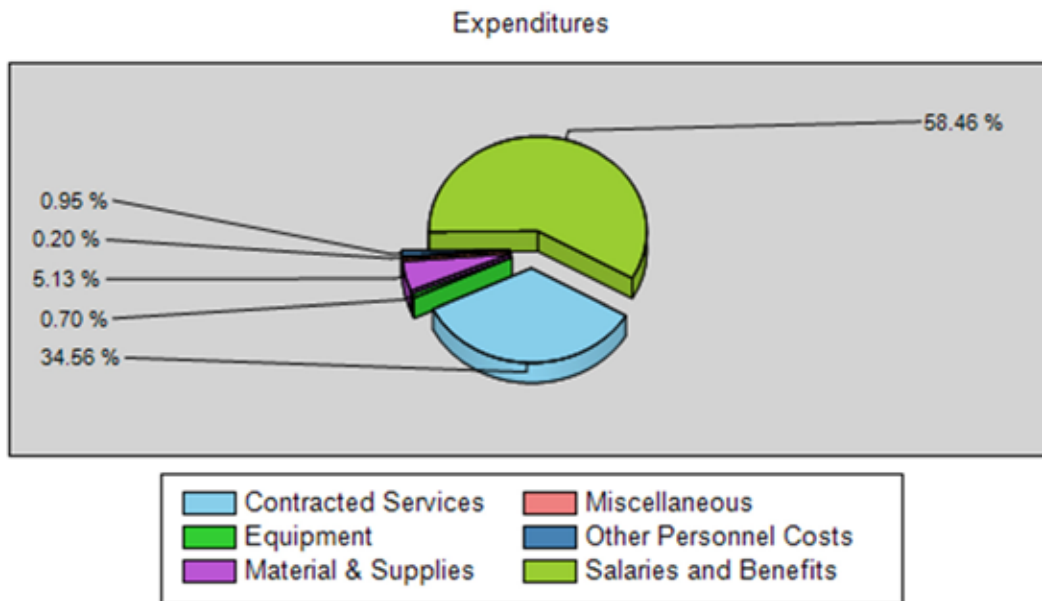
## Business Unit: 2250 - Information Systems

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	242,619	247,472	252,421	257,470	262,619
4016	Salaries - Inside	1,399,118	1,427,100	1,455,642	1,484,755	1,514,450
4070	Overtime	15,450	15,759	16,074	16,396	16,724
4102	Benefits	401,060	409,081	417,263	425,608	434,120
4112	Mileage/Parking	2,520	2,570	2,622	2,674	2,728
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4120	Training and Development	30,000	30,600	31,212	31,836	32,473
4216	Contracted Services	25,000	25,500	26,010	26,530	27,061
4245	Software Licencing/Mtce/Support	1,191,820	1,253,552	1,288,738	1,320,384	1,341,998
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	1,000	1,020	1,040	1,061	1,082
4354	Cable	4,200	4,284	4,370	4,457	4,546
4356	Data Line	34,000	34,680	35,374	36,081	36,803
4364	Telecommunications	140,760	143,575	146,447	149,376	152,363
4406	Computer Equipment	10,000	10,200	10,404	10,612	10,824
4412	Equipment Rentals	4,700	4,794	4,890	4,988	5,087
4414	Software	10,000	10,200	10,404	10,612	10,824
4822	Repairs and Maintenance	7,000	7,140	7,283	7,428	7,577
<b>Total Expenditures</b>		<b>3,520,747</b>	<b>3,629,058</b>	<b>3,711,754</b>	<b>3,791,860</b>	<b>3,862,904</b>
<b>% Increase</b>			<b>3.08%</b>	<b>2.28%</b>	<b>2.16%</b>	<b>1.87%</b>
<b>Net Total</b>		<b>(3,520,747)</b>	<b>(3,629,058)</b>	<b>(3,711,754)</b>	<b>(3,791,860)</b>	<b>(3,862,904)</b>

# Business Unit Summary with Service Areas

Business Unit: 2250 - Information Systems



# Business Unit Summary with Service Areas

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## *Business Unit: 2300 - Purchasing*

Department: Finance

Budget Year: 2017

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### **Overview:**

Supply Management oversees City purchasing as well as insurance, risk management and claims processing.

The purchasing process provides businesses and suppliers transparent, fair and equal access to business opportunities with the City. Supply Management staff provide purchasing expertise and advice to foster a consistent and standardized approach to purchasing. The City of Victoria maintains a competitive bidding process in accordance with municipal and provincial laws. Through a competitive bidding process taxpayers receive greater value for money.

Requests for proposals and tenders are posted on an electronic vendor database to provide opportunities to view and bid on City purchasing competitions.

Through property appraisals, the business unit maintains sufficient insurance coverage of City owned property and assets and identifies appropriate liability coverage considering industry standards and best practices. Effective management of insurance, risk management and claims processing reduces the City's and taxpayer's exposure to impacts and financial risks.

This unit also processes all insurance claims against the City and provides administrative support to the Finance Department.

### **Deliverables:**

- Request for Offers turnaround times: 1 week after all information received by departments
- Request For Proposals and Tenders (simple): turnaround time 2-3 weeks after all information received by departments
- Request for Proposals and Tenders (complex): turnaround time varies



# Business Unit Summary with Service Areas

## Business Unit: 2300 - Purchasing

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4010 Salaries - Exempt	114,706	101,378	107,365	107,365	0.00 %
4016 Salaries - Inside	422,860	488,024	478,827	478,827	0.00 %
4070 Overtime	821	334	0	0	
4080 Auxiliaries/RPT/Seasonal	34,614	11,748	0	0	
4102 Benefits	126,740	148,896	137,261	143,083	+ 4.24 %
4112 Mileage/Parking	2,214	2,016	1,700	1,700	0.00 %
4216 Contracted Services	25,676	13,675	40,000	40,000	0.00 %
4364 Telecommunications	613	603	605	605	0.00 %
9999 Standing Order Default	0	0	0	0	
<b>Total Expenditures</b>	<b>728,245</b>	<b>766,674</b>	<b>765,758</b>	<b>771,580</b>	
<b>Net Total</b>	<b>(728,245)</b>	<b>(766,674)</b>	<b>(765,758)</b>	<b>(771,580)</b>	

# Business Unit Summary with Service Areas

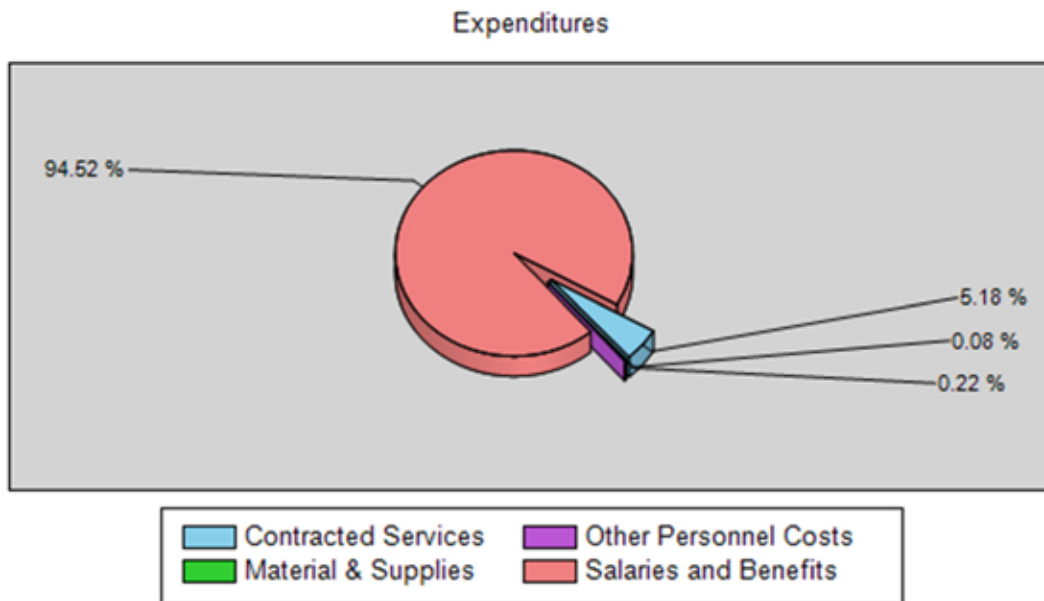
## Business Unit: 2300 - Purchasing

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4010 Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4016 Salaries - Inside	478,827	488,394	498,161	508,124	518,287
4102 Benefits	143,083	145,943	148,863	151,840	154,876
4112 Mileage/Parking	1,700	1,734	1,769	1,804	1,840
4216 Contracted Services	40,000	40,800	41,616	42,448	43,297
4364 Telecommunications	605	617	629	642	655
<b>Total Expenditures</b>	<b>771,580</b>	<b>787,000</b>	<b>802,740</b>	<b>818,795</b>	<b>835,170</b>
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(771,580)</b>	<b>(787,000)</b>	<b>(802,740)</b>	<b>(818,795)</b>	<b>(835,170)</b>

# Business Unit Summary with Service Areas

Business Unit: 2300 - Purchasing



# Business Unit Summary with Service Areas

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## **Business Unit: 2320 - Stores**

**Department:** Finance

**Budget Year:** 2017

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### **Overview:**

Having the correct supplies on hand for quick access and achieving economies of scale through volume purchasing is the focus of the Stores unit.

Supplies and products for City projects are inventoried and stored, reducing the uncertainty of supply being affected by outside variables, and ensures City projects can proceed without interruption.

This unit also stores and schedules equipment used to support festivals and special events.

### **Deliverables:**

- Annual inventory turnover - supply products as needed by clients
- Accuracy of annual inventory counts and level of obsolescence - managing and safekeeping of the inventory
- Quality criteria for products stocked - established in conjunction with end user departments
- Cost savings through bulk purchases - with fluctuating pricing, keeping abreast of pending price changes and purchasing accordingly

# Business Unit Summary with Service Areas

## Business Unit: 2320 - Stores

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3274 Miscellaneous Fees	(973)	0	0	0	
<b>Total Revenues</b>	<b>(973)</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>					
4016 Salaries - Inside	128,260	127,606	129,206	129,206	0.00 %
4070 Overtime	1,946	2,301	1,350	2,500	+ 85.19 %
4102 Benefits	34,086	35,359	30,678	31,963	+ 4.19 %
4218 Courier Service	2,165	593	3,000	3,000	0.00 %
4364 Telecommunications	179	626	900	900	0.00 %
4412 Equipment Rentals	2,800	2,800	3,000	3,000	0.00 %
4418 Equipment	517	162	500	500	0.00 %
4818 Inventory Adjustments	(77)	1,305	0	0	
4822 Repairs and Maintenance	0	0	400	400	0.00 %
4824 Recovery	(19,206)	(18,837)	(16,000)	(16,000)	0.00 %
4858 Eco Fees	11	0	100	100	0.00 %
9211 WO Regular Time	0	346	0	0	
9311 WO Inventory Purchases	0	94	0	0	
9321 WO Outside Purchases	0	8	0	0	
<b>Total Expenditures</b>	<b>150,681</b>	<b>152,363</b>	<b>153,134</b>	<b>155,568</b>	
<b>Net Total</b>	<b>(151,654)</b>	<b>(152,363)</b>	<b>(153,134)</b>	<b>(155,568)</b>	

# Business Unit Summary with Service Areas

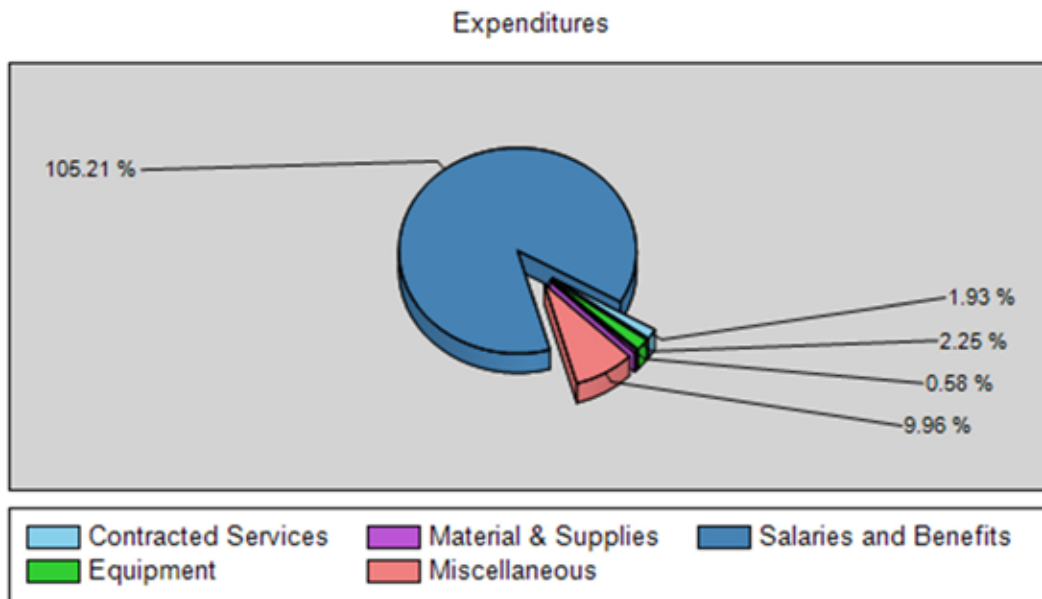
## Business Unit: 2320 - Stores

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4016	Salaries - Inside	129,206	131,790	134,426	137,114	139,856
4070	Overtime	2,500	2,550	2,601	2,653	2,706
4102	Benefits	31,963	32,602	33,254	33,919	34,597
4218	Courier Service	3,000	3,060	3,121	3,184	3,247
4364	Telecommunications	900	918	936	955	974
4412	Equipment Rentals	3,000	3,060	3,121	3,184	3,247
4418	Equipment	500	510	520	531	541
4822	Repairs and Maintenance	400	408	416	424	433
4824	Recovery	(16,000)	(16,320)	(16,646)	(16,979)	(17,319)
4858	Eco Fees	100	102	104	106	108
<b>Total Expenditures</b>		155,568	158,680	161,853	165,090	168,392
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(155,568)</b>	<b>(158,680)</b>	<b>(161,853)</b>	<b>(165,090)</b>	<b>(168,392)</b>

# Business Unit Summary with Service Areas

Business Unit: 2320 - Stores

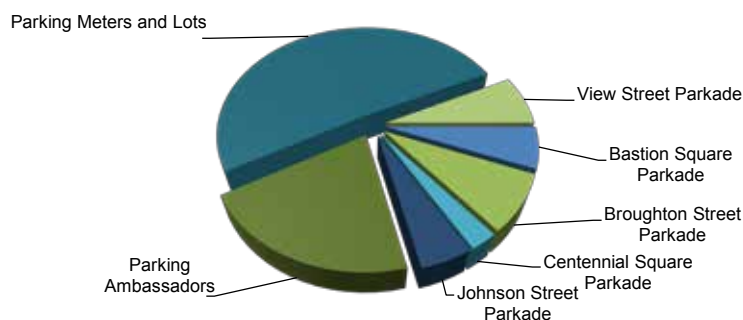


# PARKING SERVICES

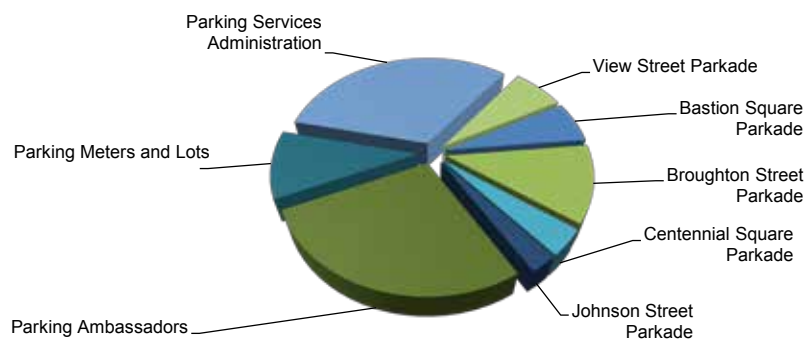
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Bastion Square Parkade	885,000	950,000	65,000	7.34%
Broughton Street Parkade	1,195,000	1,305,000	110,000	9.21%
Centennial Square Parkade	380,000	410,000	30,000	7.89%
Johnson Street Parkade	695,000	750,000	55,000	7.91%
Parking Ambassadors	3,190,000	3,295,000	105,000	3.29%
Parking Meters and Lots	7,920,000	8,180,000	260,000	3.28%
View Street Parkade	1,092,800	1,152,800	60,000	5.49%
<b>Total</b>	<b>15,357,800</b>	<b>16,042,800</b>	<b>685,000</b>	<b>4.46%</b>
<b>Expenditures</b>				
Bastion Square Parkade	465,691	468,086	2,395	0.51%
Broughton Street Parkade	813,618	866,672	53,053	6.52%
Centennial Square Parkade	293,132	296,440	3,308	1.13%
Johnson Street Parkade	188,486	194,837	6,351	3.37%
Parking Ambassadors	2,208,215	2,061,963	(146,252)	-6.62%
Parking Meters and Lots	755,425	765,248	9,823	1.30%
Parking Services Administration	1,670,296	2,427,410	757,114	45.33%
View Street Parkade	509,671	508,879	(792)	-0.16%
<b>Total</b>	<b>6,904,535</b>	<b>7,589,535</b>	<b>685,000</b>	<b>9.92%</b>
<b>Net</b>	<b>(8,453,265)</b>	<b>(8,453,265)</b>	<b>0</b>	<b>0.00%</b>

**2017 Revenues**



**2017 Expenditures**







# Business Unit Summary with Service Areas

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## ***Business Unit: 4010 - Centennial Square Parkade***

**Department:** Finance

**Budget Year:** 2017

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### **Overview:**

Centennial Square Parkade is one of the City’s five parkades. Located at 645 Fisgard Street between Douglas and Government Streets, it has 188 parking spaces and is open 24 hours. Lower floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered.

The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Centennial Square Parkade is staffed from 7:30 a.m. to as late as 6:30 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, staff participate in ongoing customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays.

### **Deliverables:**

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening. Supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

# Business Unit Summary with Service Areas

## Business Unit: 4010 - Centennial Square Parkade

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3302	Daily Parking	253,929	315,965	275,000	305,000	+ 10.91 %
3304	Monthly Parking	108,999	108,113	105,000	105,000	0.00 %
3324	Uncollected Tickets	(24)	(444)	0	0	
3472	Over/Under	159	162	0	0	
<b>Total Revenues</b>		<b>363,063</b>	<b>423,797</b>	<b>380,000</b>	<b>410,000</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	55,447	57,549	59,334	59,334	0.00 %
4080	Auxiliaries/RPT/Seasonal	72,435	77,892	92,869	92,869	0.00 %
4102	Benefits	14,729	15,153	13,944	14,537	+ 4.26 %
4228	Printing	3,070	3,004	3,000	4,000	+ 33.33 %
4232	Security	133,089	134,417	132,100	135,000	+ 2.20 %
4356	Data Line	0	1,276	1,200	1,200	0.00 %
4412	Equipment Rentals	1,360	675	1,985	800	- 59.70 %
4508	Credit Card Discount Fees	2,751	3,991	3,000	3,000	0.00 %
4512	Insurance	17,202	17,008	17,100	17,100	0.00 %
4814	Miscellaneous	17	0	100	100	0.00 %
4822	Repairs and Maintenance	7,164	7,154	8,500	8,500	0.00 %
4824	Recovery	(40,275)	(40,866)	(40,000)	(40,000)	0.00 %
9111	WO Inside Equipment Rent	173	78	0	0	
9211	WO Regular Time	3,442	1,256	0	0	
9321	WO Outside Purchases	2,774	0	0	0	
9411	WO Contracted Services	6,802	493	0	0	
<b>Total Expenditures</b>		<b>280,181</b>	<b>279,081</b>	<b>293,132</b>	<b>296,440</b>	
<b>Net Total</b>		<b>82,882</b>	<b>144,716</b>	<b>86,868</b>	<b>113,560</b>	

# Business Unit Summary with Service Areas

## Business Unit: 4010 - Centennial Square Parkade

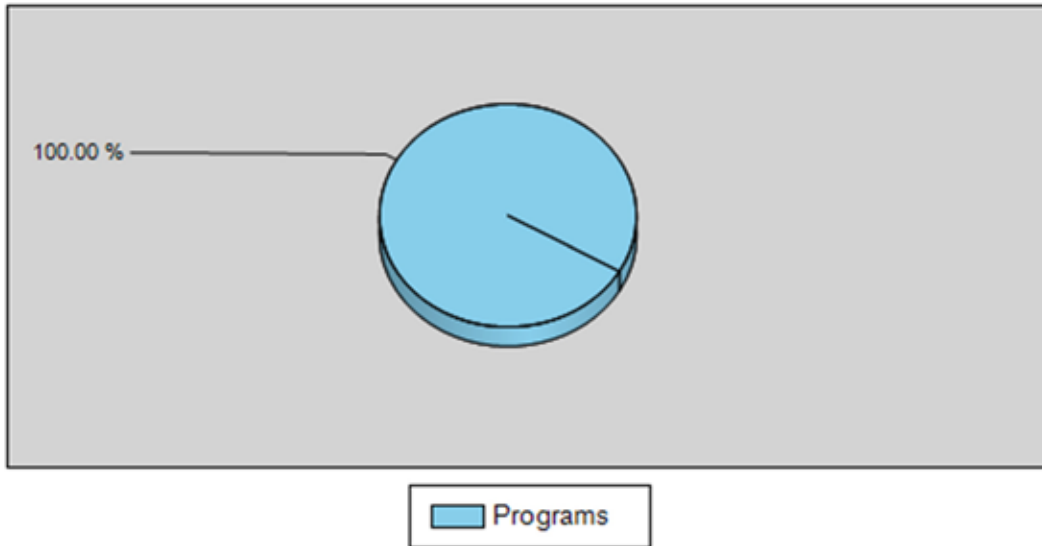
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3302	Daily Parking	305,000	311,100	317,322	323,668	330,142
3304	Monthly Parking	105,000	107,100	109,242	111,427	113,655
<b>Total Revenues</b>		410,000	418,200	426,564	435,095	443,797
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4016	Salaries - Inside	59,334	60,521	61,731	62,966	64,225
4080	Auxiliaries/RPT/Seasonal	92,869	94,727	96,621	98,554	100,525
4102	Benefits	14,537	14,828	15,124	15,427	15,735
4228	Printing	4,000	4,080	4,162	4,245	4,330
4232	Security	135,000	137,700	140,454	143,263	146,128
4356	Data Line	1,200	1,224	1,248	1,273	1,299
4412	Equipment Rentals	800	816	832	849	866
4508	Credit Card Discount Fees	3,000	3,060	3,121	3,184	3,247
4512	Insurance	17,100	17,442	17,791	18,147	18,510
4814	Miscellaneous	100	102	104	106	108
4822	Repairs and Maintenance	8,500	8,670	8,843	9,020	9,201
4824	Recovery	(40,000)	(40,800)	(41,616)	(42,448)	(43,297)
<b>Total Expenditures</b>		296,440	302,369	308,417	314,585	320,877
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>113,560</b>	<b>115,831</b>	<b>118,147</b>	<b>120,510</b>	<b>122,921</b>

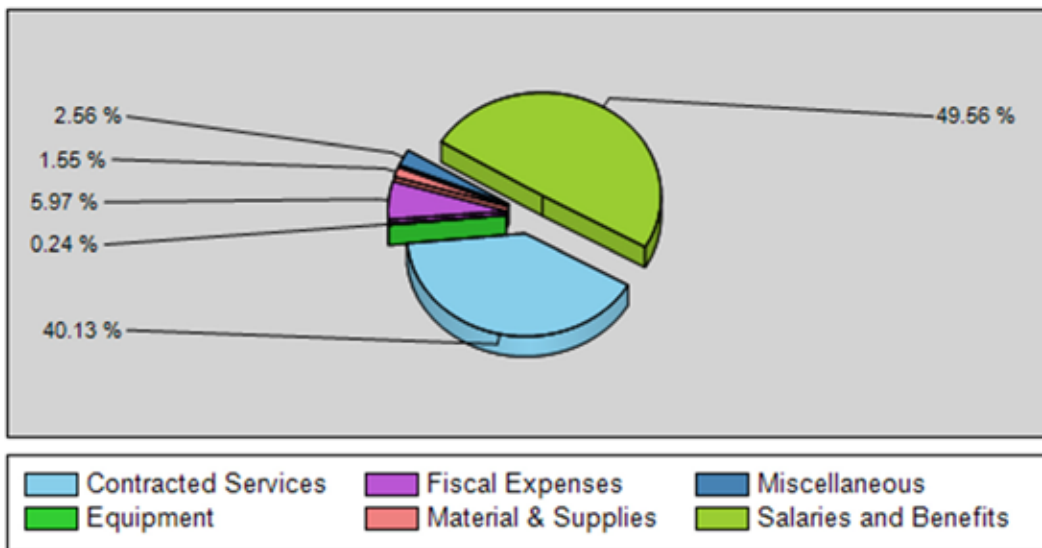
# Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 4020 - Johnson Street Parkade**

**Department:** Finance                      **Budget Year:** 2017

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### **Overview:**

Johnson Street Parkade is one of the City's five parkades. Located at 750 Johnson Street between Blanshard and Douglas Streets, it has 232 parking spaces and is open 24 hours. Lower floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered. There are more than 40 reserved parking spaces, with gated parking on the rooftop for City Bylaw Vehicles and a nearby hotel's valet service. The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Johnson Street Parkade is the City's only automated parkade. Customers have the option of paying at a pay station located near the entrance before returning to their vehicle or upon exiting. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays.

### **Deliverables:**

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

# Business Unit Summary with Service Areas

## Business Unit: 4020 - Johnson Street Parkade

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3302	Daily Parking	347,205	496,138	410,000	470,000	+ 14.63 %
3304	Monthly Parking	312,283	286,518	285,000	280,000	- 1.75 %
3324	Uncollected Tickets	0	(11)	0	0	
3378	Facility Rental	2,891	2,891	0	0	
3472	Over/Under	69	(561)	0	0	
<b>Total Revenues</b>		<b>662,448</b>	<b>784,974</b>	<b>695,000</b>	<b>750,000</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	10,010	10,238	12,388	12,388	0.00 %
4080	Auxiliaries/RPT/Seasonal	64	491	13,614	13,614	0.00 %
4102	Benefits	2,702	2,796	2,911	3,035	+ 4.26 %
4228	Printing	9,060	4,137	0	4,000	
4232	Security	131,790	133,113	132,100	135,000	+ 2.20 %
4356	Data Line	0	1,298	1,300	1,300	0.00 %
4412	Equipment Rentals	1,192	675	1,873	800	- 57.29 %
4508	Credit Card Discount Fees	12,292	12,818	13,000	13,000	0.00 %
4512	Insurance	22,980	22,592	22,600	23,000	+ 1.77 %
4814	Miscellaneous	0	0	200	200	0.00 %
4822	Repairs and Maintenance	7,994	7,897	8,500	8,500	0.00 %
4824	Recovery	(22,462)	(27,754)	(20,000)	(20,000)	0.00 %
9111	WO Inside Equipment Rent	71	45	0	0	
9211	WO Regular Time	8,441	1,473	0	0	
9321	WO Outside Purchases	84	879	0	0	
9411	WO Contracted Services	4,336	494	0	0	
<b>Total Expenditures</b>		<b>188,553</b>	<b>171,194</b>	<b>188,486</b>	<b>194,837</b>	
<b>Net Total</b>		<b>473,895</b>	<b>613,780</b>	<b>506,514</b>	<b>555,163</b>	

# Business Unit Summary with Service Areas

## Business Unit: 4020 - Johnson Street Parkade

### 5 Year Forecast:

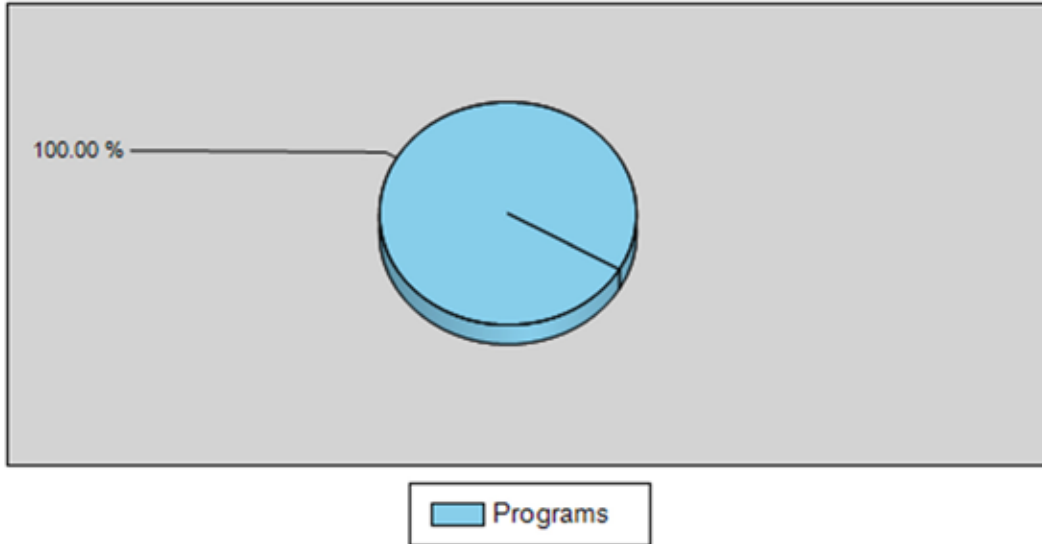
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3302	Daily Parking	470,000	469,200	478,584	488,156	497,919
3304	Monthly Parking	280,000	285,600	291,312	297,138	303,081
<b>Total Revenues</b>		750,000	754,800	769,896	785,294	801,000
<b>% Increase</b>			0.64%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4016	Salaries - Inside	12,388	12,635	12,888	13,146	13,409
4080	Auxiliaries/RPT/Seasonal	13,614	13,887	14,164	14,448	14,737
4102	Benefits	3,035	3,096	3,158	3,221	3,285
4228	Printing	4,000	4,080	4,162	4,245	4,330
4232	Security	135,000	137,700	140,454	143,263	146,128
4356	Data Line	1,300	1,326	1,353	1,380	1,407
4412	Equipment Rentals	800	816	832	849	866
4508	Credit Card Discount Fees	13,000	13,260	13,525	13,796	14,072
4512	Insurance	23,000	23,460	23,929	24,408	24,896
4814	Miscellaneous	200	204	208	212	216
4822	Repairs and Maintenance	8,500	8,670	8,843	9,020	9,201
4824	Recovery	(20,000)	(20,400)	(20,808)	(21,224)	(21,649)
<b>Total Expenditures</b>		194,837	198,734	202,708	206,763	210,898
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>555,163</b>	<b>556,066</b>	<b>567,188</b>	<b>578,531</b>	<b>590,102</b>



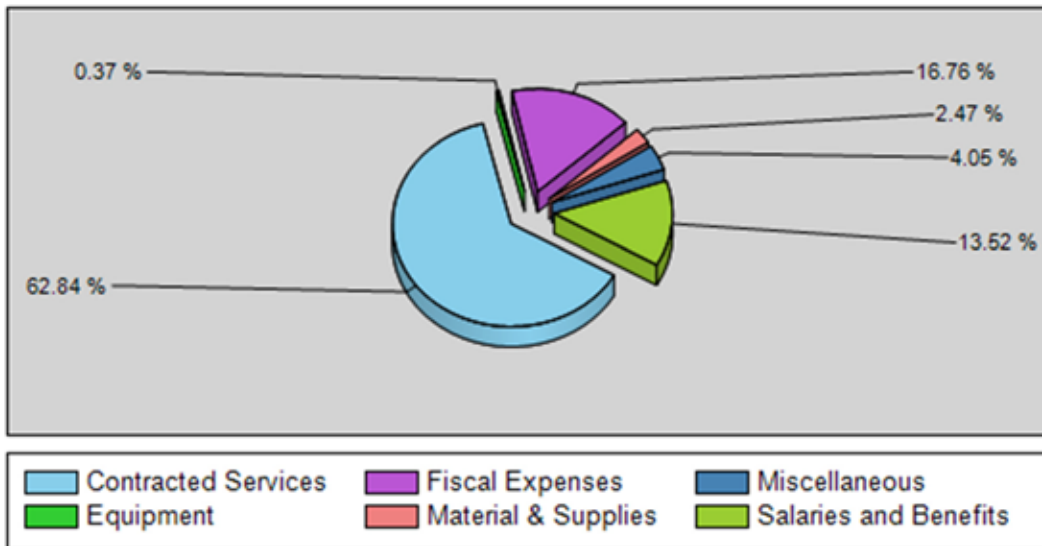
# Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 4030 - Bastion Square Parkade**

**Department:** Finance **Budget Year:** 2017

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### **Overview:**

Bastion Square Parkade is one of the City's five parkades. Located at 575 Yates Street between Government and Wharf Streets, it has 361 parking spaces and is open 24 hours. Lower floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered.

The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Bastion Square Parkade is staffed from 7:30 a.m. to as late as 10 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, staff participate in ongoing customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays.

### **Deliverables:**

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

# Business Unit Summary with Service Areas

## Business Unit: 4030 - Bastion Square Parkade

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3302	Daily Parking	751,922	868,455	785,000	850,000	+ 8.28 %
3304	Monthly Parking	112,284	104,903	100,000	100,000	0.00 %
3324	Uncollected Tickets	(499)	(917)	0	0	
3472	Over/Under	216	285	0	0	
<b>Total Revenues</b>		<b>863,923</b>	<b>972,726</b>	<b>885,000</b>	<b>950,000</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	56,125	56,732	59,334	59,334	0.00 %
4080	Auxiliaries/RPT/Seasonal	111,963	131,008	154,815	154,815	0.00 %
4102	Benefits	14,928	15,342	13,944	14,537	+ 4.26 %
4228	Printing	6,517	7,060	7,000	7,500	+ 7.14 %
4232	Security	166,255	176,502	185,000	185,000	0.00 %
4312	Office Supplies	0	0	200	200	0.00 %
4356	Data Line	0	1,802	1,800	1,800	0.00 %
4412	Equipment Rentals	1,267	675	1,898	800	- 57.85 %
4508	Credit Card Discount Fees	8,896	12,379	9,000	11,500	+ 27.78 %
4512	Insurance	23,954	23,542	24,000	23,900	- 0.42 %
4814	Miscellaneous	0	0	200	200	0.00 %
4822	Repairs and Maintenance	8,431	7,813	8,500	8,500	0.00 %
9111	WO Inside Equipment Rent	47	0	0	0	
9211	WO Regular Time	1,790	1,126	0	0	
9321	WO Outside Purchases	84	0	0	0	
9411	WO Contracted Services	1,287	325	0	0	
<b>Total Expenditures</b>		<b>401,544</b>	<b>434,305</b>	<b>465,691</b>	<b>468,086</b>	
<b>Net Total</b>		<b>462,379</b>	<b>538,421</b>	<b>419,309</b>	<b>481,914</b>	

# Business Unit Summary with Service Areas

## Business Unit: 4030 - Bastion Square Parkade

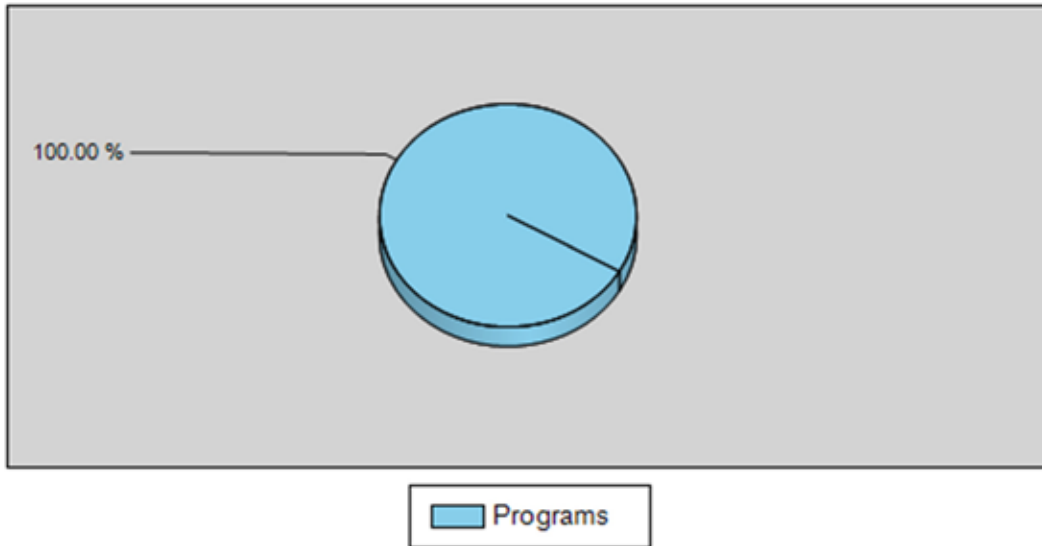
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3302	Daily Parking	850,000	867,000	884,340	902,027	920,067
3304	Monthly Parking	100,000	102,000	104,040	106,121	108,243
<b>Total Revenues</b>		950,000	969,000	988,380	1,008,148	1,028,311
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4016	Salaries - Inside	59,334	60,521	61,731	62,966	64,225
4080	Auxiliaries/RPT/Seasonal	154,815	157,912	161,070	164,291	167,577
4102	Benefits	14,537	14,828	15,124	15,427	15,735
4228	Printing	7,500	7,650	7,803	7,959	8,118
4232	Security	185,000	188,700	192,474	196,323	200,250
4312	Office Supplies	200	204	208	212	216
4356	Data Line	1,800	1,836	1,873	1,910	1,948
4412	Equipment Rentals	800	816	832	849	866
4508	Credit Card Discount Fees	11,500	11,730	11,965	12,204	12,448
4512	Insurance	23,900	24,378	24,866	25,363	25,870
4814	Miscellaneous	200	204	208	212	216
4822	Repairs and Maintenance	8,500	8,670	8,843	9,020	9,201
<b>Total Expenditures</b>		468,086	477,448	486,997	496,737	506,672
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>481,914</b>	<b>491,552</b>	<b>501,383</b>	<b>511,411</b>	<b>521,639</b>

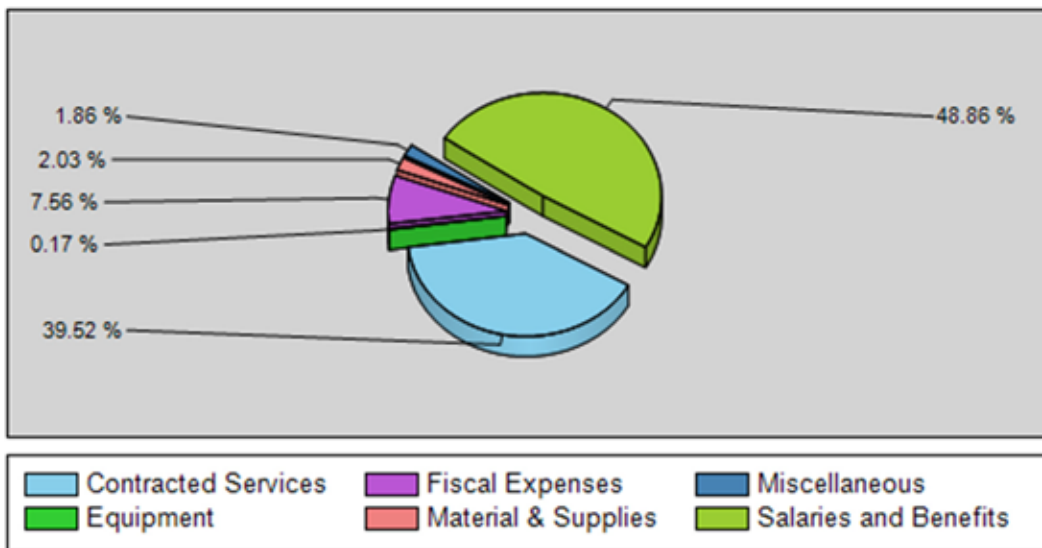
# Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 4040 - View Street Parkade**

**Department:** Finance

**Budget Year:** 2017

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### **Overview:**

View Street Parkade is one of the City's five parkades. Located at 743 View Street between Blanshard and Douglas Streets, it has 531 parking spaces and is open 24 hours. Lower floors and the basement level are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered. The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

View Street Parkade is staffed from 7:30 a.m. to as late as 8 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle.

To improve the parking experience, staff participate in ongoing customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays. It is also the location of the Parkade Coordinator's office.

### **Deliverables:**

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

# Business Unit Summary with Service Areas

## Business Unit: 4040 - View Street Parkade

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3302	Daily Parking	806,589	914,492	830,000	895,000	+ 7.83 %
3304	Monthly Parking	283,004	260,612	255,000	250,000	- 1.96 %
3306	Parking - 1st Hour Free	(123)	(22)	0	0	
3324	Uncollected Tickets	(1,065)	(627)	0	0	
3378	Facility Rental	7,840	7,840	7,800	7,800	0.00 %
3472	Over/Under	315	(227)	0	0	
<b>Total Revenues</b>		<b>1,096,560</b>	<b>1,182,069</b>	<b>1,092,800</b>	<b>1,152,800</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	163,386	155,366	106,281	106,281	0.00 %
4080	Auxiliaries/RPT/Seasonal	139,352	185,129	165,460	165,460	0.00 %
4102	Benefits	46,452	44,073	24,976	26,039	+ 4.26 %
4204	Advertising	992	1,062	12,000	12,000	0.00 %
4206	Armoured Car Service	3,000	3,000	4,800	3,200	- 33.33 %
4228	Printing	3,859	9,676	10,000	10,000	0.00 %
4232	Security	131,792	133,113	132,100	135,000	+ 2.20 %
4312	Office Supplies	400	42	500	500	0.00 %
4356	Data Line	0	2,591	1,200	1,200	0.00 %
4412	Equipment Rentals	2,953	1,315	2,655	800	- 69.87 %
4508	Credit Card Discount Fees	9,242	9,770	10,000	10,000	0.00 %
4512	Insurance	28,699	28,169	30,000	28,700	- 4.33 %
4814	Miscellaneous	1,169	722	1,200	1,200	0.00 %
4822	Repairs and Maintenance	7,428	7,933	8,500	8,500	0.00 %
9111	WO Inside Equipment Rent	87	1,933	0	0	
9211	WO Regular Time	2,797	20,175	0	0	
9311	WO Inventory Purchases	98	372	0	0	
9321	WO Outside Purchases	2,480	5,464	0	0	
9411	WO Contracted Services	1,917	984	0	0	
<b>Total Expenditures</b>		<b>546,102</b>	<b>610,888</b>	<b>509,671</b>	<b>508,879</b>	
<b>Net Total</b>		<b>550,457</b>	<b>571,181</b>	<b>583,129</b>	<b>643,921</b>	

# Business Unit Summary with Service Areas

## Business Unit: 4040 - View Street Parkade

### 5 Year Forecast:

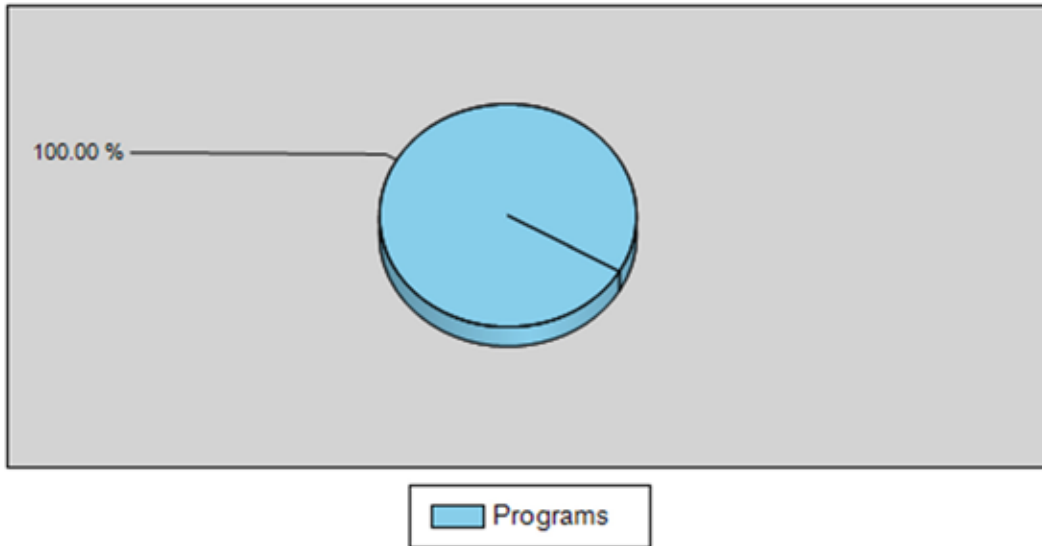
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3302	Daily Parking	895,000	902,700	920,754	939,169	957,952
3304	Monthly Parking	250,000	255,000	260,100	265,302	270,608
3378	Facility Rental	7,800	7,800	7,800	7,800	7,800
<b>Total Revenues</b>		1,152,800	1,165,500	1,188,654	1,212,271	1,236,361
<b>% Increase</b>			1.10%	1.99%	1.99%	1.99%
<b>Expenditures</b>						
4016	Salaries - Inside	106,281	108,406	110,574	112,786	115,041
4080	Auxiliaries/RPT/Seasonal	165,460	168,769	172,145	175,587	179,099
4102	Benefits	26,039	26,559	27,091	27,633	28,185
4204	Advertising	12,000	12,240	12,485	12,734	12,989
4206	Armoured Car Service	3,200	3,264	3,329	3,396	3,464
4228	Printing	10,000	10,200	10,404	10,612	10,824
4232	Security	135,000	137,700	140,454	143,263	146,128
4312	Office Supplies	500	510	520	531	541
4356	Data Line	1,200	1,224	1,248	1,273	1,299
4412	Equipment Rentals	800	816	832	849	866
4508	Credit Card Discount Fees	10,000	10,200	10,404	10,612	10,824
4512	Insurance	28,700	29,274	29,859	30,457	31,066
4814	Miscellaneous	1,200	1,224	1,248	1,273	1,299
4822	Repairs and Maintenance	8,500	8,670	8,843	9,020	9,201
<b>Total Expenditures</b>		508,879	519,057	529,438	540,027	550,827
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>643,921</b>	<b>646,443</b>	<b>659,216</b>	<b>672,244</b>	<b>685,533</b>



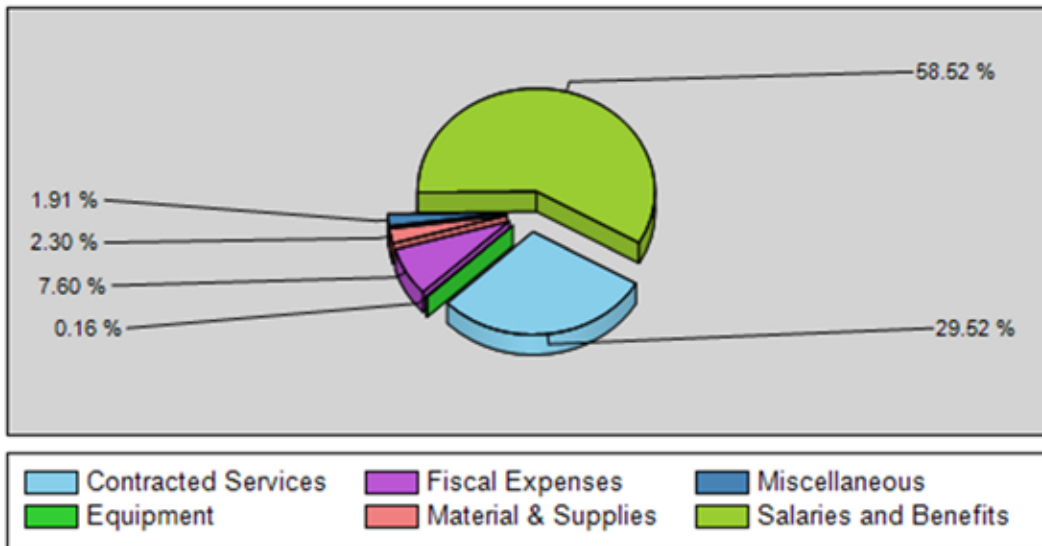
# Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 4050 - Broughton Street Parkade*

**Department:** Finance

**Budget Year:** 2017

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### **Overview:**

Broughton Street Parkade is one of the City's five parkades but is leased from the Provincial Government. Located at 745 Broughton Street between Blanshard and Douglas Streets, it has 544 parking spaces and is open 24 hours. Located below ground, the parkade's upper floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the lower levels. Daily and monthly parking are offered. The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Broughton Street Parkade is staffed from 7:30 a.m. to as late as 7 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, staff participate in ongoing customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays.

### **Deliverables:**

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

# Business Unit Summary with Service Areas

## Business Unit: 4050 - Broughton Street Parkade

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3302	Daily Parking	768,255	957,926	800,000	920,000	+ 15.00 %
3304	Monthly Parking	446,992	376,110	395,000	385,000	- 2.53 %
3324	Uncollected Tickets	(109)	(448)	0	0	
3472	Over/Under	587	583	0	0	
<b>Total Revenues</b>		<b>1,215,725</b>	<b>1,334,171</b>	<b>1,195,000</b>	<b>1,305,000</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	44,133	56,884	59,334	59,334	0.00 %
4080	Auxiliaries/RPT/Seasonal	90,763	102,283	141,201	141,201	0.00 %
4102	Benefits	13,200	16,143	13,944	14,537	+ 4.26 %
4228	Printing	6,658	11,247	8,000	8,000	0.00 %
4232	Security	131,921	133,113	132,100	135,000	+ 2.20 %
4312	Office Supplies	0	315	200	200	0.00 %
4356	Data Line	0	1,836	1,800	1,800	0.00 %
4412	Equipment Rentals	1,037	675	1,440	800	- 44.44 %
4508	Credit Card Discount Fees	16,589	17,892	18,000	18,000	0.00 %
4512	Insurance	6,884	6,897	6,900	7,100	+ 2.90 %
4804	Province of BC Shared Services Share of Surplus	448,957	521,500	420,000	470,000	+ 11.90 %
4814	Miscellaneous	11	0	500	500	0.00 %
4822	Repairs and Maintenance	9,588	14,050	10,200	10,200	0.00 %
9111	WO Inside Equipment Rent	599	188	0	0	
9211	WO Regular Time	7,599	3,737	0	0	
9321	WO Outside Purchases	13,271	68	0	0	
9411	WO Contracted Services	9,081	15,272	0	0	
<b>Total Expenditures</b>		<b>800,291</b>	<b>902,099</b>	<b>813,618</b>	<b>866,672</b>	
<b>Net Total</b>		<b>415,434</b>	<b>432,072</b>	<b>381,382</b>	<b>438,328</b>	

# Business Unit Summary with Service Areas

## Business Unit: 4050 - Broughton Street Parkade

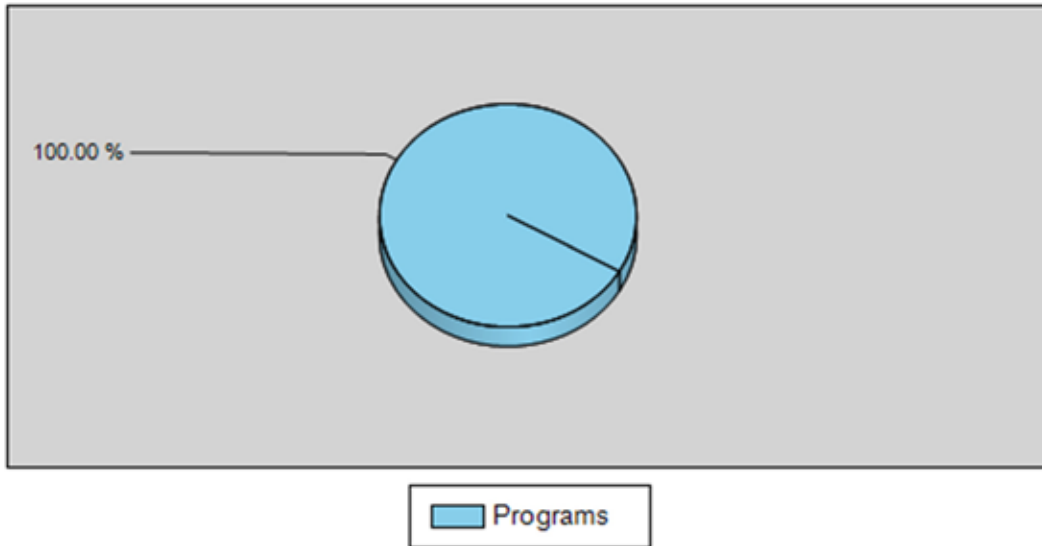
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3302	Daily Parking	920,000	928,200	946,764	965,699	985,013
3304	Monthly Parking	385,000	392,700	400,554	408,565	416,736
<b>Total Revenues</b>		1,305,000	1,320,900	1,347,318	1,374,264	1,401,750
<b>% Increase</b>			1.22%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4016	Salaries - Inside	59,334	60,521	61,731	62,966	64,225
4080	Auxiliaries/RPT/Seasonal	141,201	144,025	146,905	149,843	152,840
4102	Benefits	14,537	14,828	15,124	15,427	15,735
4228	Printing	8,000	8,160	8,323	8,490	8,659
4232	Security	135,000	137,700	140,454	143,263	146,128
4312	Office Supplies	200	204	208	212	216
4356	Data Line	1,800	1,836	1,873	1,910	1,948
4412	Equipment Rentals	800	816	832	849	866
4508	Credit Card Discount Fees	18,000	18,360	18,727	19,102	19,484
4512	Insurance	7,100	7,242	7,387	7,535	7,685
4804	Province of BC Shared Services Share of Surplus	470,000	479,400	488,988	498,768	508,743
4814	Miscellaneous	500	510	520	531	541
4822	Repairs and Maintenance	10,200	10,404	10,612	10,824	11,041
<b>Total Expenditures</b>		866,672	884,005	901,685	919,719	938,113
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>438,328</b>	<b>436,895</b>	<b>445,633</b>	<b>454,545</b>	<b>463,636</b>

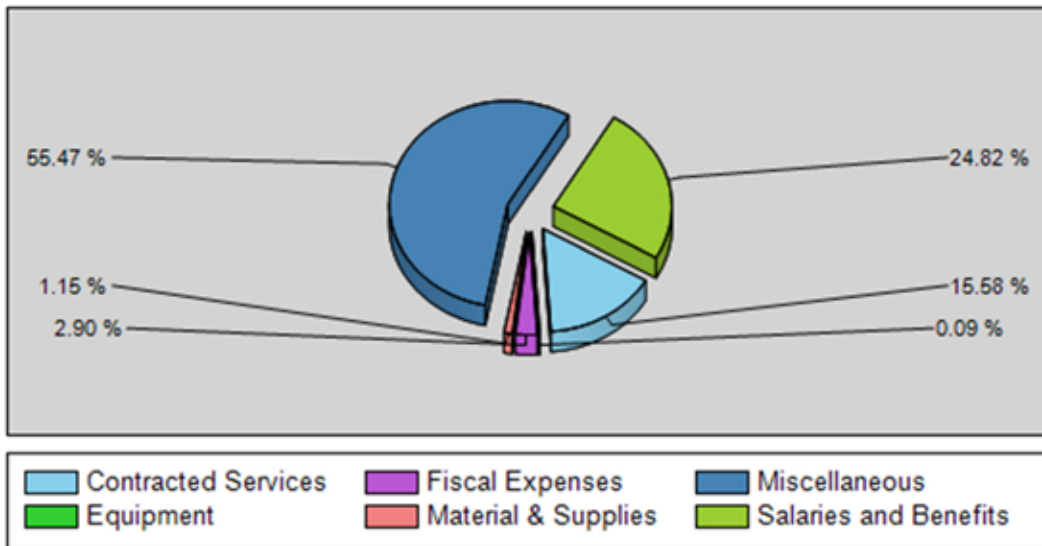
# Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 4060 - Parking Meters and Lots***

**Department:** Finance                      **Budget Year:** 2017

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### **Overview:**

The Parking Services meter shop ensures that the City's computerized parking pay stations and single-head parking meters are regularly serviced and cleaned, and coins are collected and delivered for processing in a secure and safe manner.

Parking equipment used at the three City-owned surface parking lots is also regularly maintained. The meter shop operates six days a week to ensure pay stations and meters are maintained and are operating efficiently. Revenue from on-street occupancy permits and tour stand leases are included in this business unit.

### **Deliverables:**

- Targeted customer complaints response time is same-day response
- 95% of customer complaints related to on-street parking meters and City-owned lots are responded to in the same day, with the remaining 5% (more complex issues) forwarded to the Manager of Parking Services
- Complex issues are responded to within 2 business days
- 260 pay stations are maintained and cleaned in a 13 day rotation (approximately 20 pay stations daily)
- 200 single meters and surface lots are maintained and cleaned once a week

# Business Unit Summary with Service Areas

## Business Unit: 4060 - Parking Meters and Lots

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3108	Handicapped Permits	31,163	29,563	25,000	25,000	0.00 %
3274	Miscellaneous Fees	775	780	0	0	
3312	Parking Lot - 900 Wharf	470,345	476,911	470,000	470,000	0.00 %
3315	Parking Lot - JS Bridge	29,337	28,089	0	0	
3316	Parking Lot - Rear of Royal	100,644	124,657	100,000	110,000	+ 10.00 %
3318	Parking Lot - Royal Athletic Park	131,081	132,508	130,000	130,000	0.00 %
3320	Parking Permits	578,884	1,121,470	650,000	650,000	0.00 %
3322	Parking Meters	6,548,324	6,851,557	6,450,000	6,700,000	+ 3.88 %
3406	Tour Stands	99,498	106,184	95,000	95,000	0.00 %
3472	Over/Under	886	(274)	0	0	
<b>Total Revenues</b>		<b>7,990,938</b>	<b>8,871,446</b>	<b>7,920,000</b>	<b>8,180,000</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	112,379	114,768	112,299	112,299	0.00 %
4080	Auxiliaries/RPT/Seasonal	2,136	4,894	63,336	63,336	0.00 %
4102	Benefits	28,323	28,990	26,390	27,513	+ 4.26 %
4216	Contracted Services	342,418	433,953	440,000	450,000	+ 2.27 %
4228	Printing	2,290	30,798	25,000	25,000	0.00 %
4312	Office Supplies	0	0	200	200	0.00 %
4360	Hydro	0	0	500	0	
4364	Telecommunications	1,756	1,672	1,700	1,700	0.00 %
4412	Equipment Rentals	13,200	13,200	13,500	12,700	- 5.93 %
4508	Credit Card Discount Fees	123,237	153,783	125,000	125,000	0.00 %
4814	Miscellaneous	10,000	5,374	10,000	10,000	0.00 %
4822	Repairs and Maintenance	7,418	2,124	7,500	7,500	0.00 %
4824	Recovery	(71,826)	(70,319)	(70,000)	(70,000)	0.00 %
9111	WO Inside Equipment Rent	2,345	988	0	0	
9211	WO Regular Time	26,937	20,498	0	0	
9311	WO Inventory Purchases	436	215	0	0	
9321	WO Outside Purchases	3,257	1,474	0	0	
9411	WO Contracted Services	308	5,612	0	0	
<b>Total Expenditures</b>		<b>604,615</b>	<b>748,023</b>	<b>755,425</b>	<b>765,248</b>	
<b>Net Total</b>		<b>7,386,323</b>	<b>8,123,423</b>	<b>7,164,575</b>	<b>7,414,752</b>	

# Business Unit Summary with Service Areas

## Business Unit: 4060 - Parking Meters and Lots

### 5 Year Forecast:

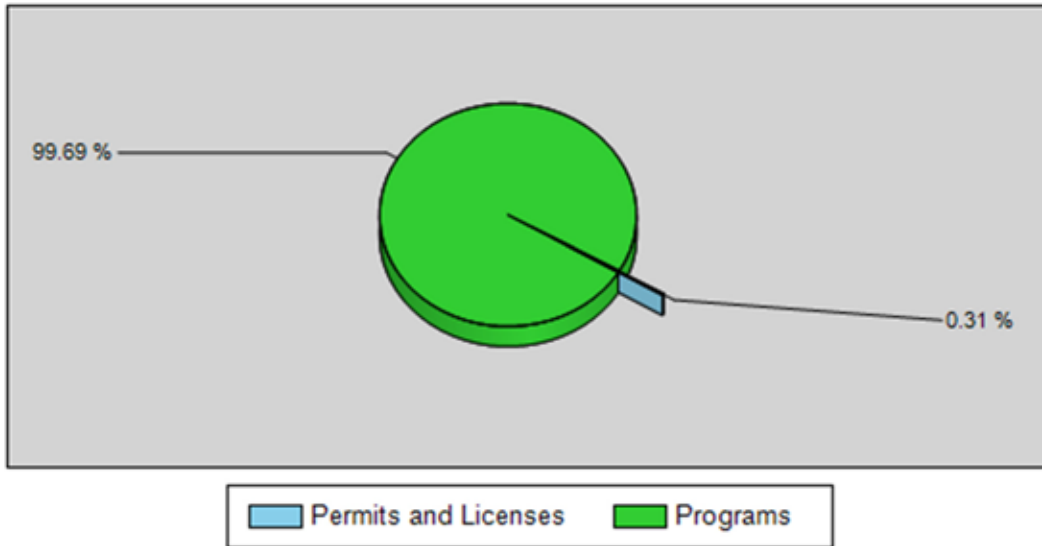
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3108	Handicapped Permits	25,000	25,000	25,000	25,000	25,000
3312	Parking Lot - 900 Wharf	470,000	479,400	488,988	498,768	508,743
3316	Parking Lot - Rear of Royal	110,000	112,200	114,444	116,733	119,068
3318	Parking Lot - Royal Athletic Park	130,000	146,880	149,818	152,814	155,870
3320	Parking Permits	650,000	663,000	676,260	689,785	703,581
3322	Parking Meters	6,700,000	6,834,000	6,970,680	7,110,094	7,252,295
3406	Tour Stands	95,000	95,000	95,000	95,000	95,000
<b>Total Revenues</b>		<b>8,180,000</b>	<b>8,355,480</b>	<b>8,520,190</b>	<b>8,688,193</b>	<b>8,859,557</b>
<b>% Increase</b>			2.15%	1.97%	1.97%	1.97%
<b>Expenditures</b>						
4016	Salaries - Inside	112,299	114,545	116,836	119,173	121,556
4080	Auxiliaries/RPT/Seasonal	63,336	64,602	65,894	67,212	68,557
4102	Benefits	27,513	28,064	28,625	29,197	29,781
4216	Contracted Services	450,000	459,000	468,180	477,544	487,094
4228	Printing	25,000	25,500	26,010	26,530	27,061
4312	Office Supplies	200	204	208	212	216
4364	Telecommunications	1,700	1,734	1,769	1,804	1,840
4412	Equipment Rentals	12,700	12,954	13,213	13,477	13,747
4508	Credit Card Discount Fees	125,000	127,500	130,050	132,651	135,304
4814	Miscellaneous	10,000	10,200	10,404	10,612	10,824
4822	Repairs and Maintenance	7,500	7,650	7,803	7,959	8,118
4824	Recovery	(70,000)	(71,400)	(72,828)	(74,285)	(75,770)
<b>Total Expenditures</b>		<b>765,248</b>	<b>780,553</b>	<b>796,164</b>	<b>812,087</b>	<b>828,329</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>7,414,752</b>	<b>7,574,927</b>	<b>7,724,026</b>	<b>7,876,106</b>	<b>8,031,228</b>



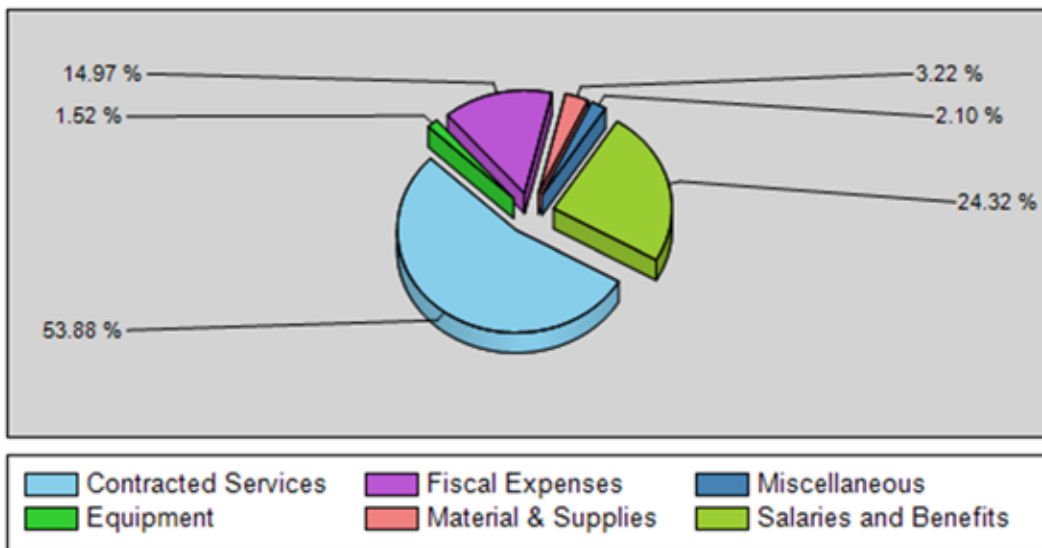
# Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## *Service Area: Parking Services Administration*

**Department:** Finance

**Budget Year:** 2017

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### **Overview:**

Parking Services operates the City's five parkades, three surface parking lots, and oversees nearly 2,000 on-street parking spaces downtown. It is committed to improving customer service, making parking easier, and supporting the vitality of downtown Victoria.

Parking Services admin staff assist the public with parking concerns, accept payments, manage monthly parking contracts and the City's ticket database, and reconcile daily parking revenues. It also oversees the Park Victoria app which enables customers to pay for on-street parking using their mobile device.

Parking Services is responsible for managing service contracts which include parking enforcement, parkade security, parking ticket collection and parking equipment service agreements.

### **Deliverables:**

- Improve the customer service experience for people parking in the City
- Monitor and adjust parking regulations as needed to ensure parking is available, and that customers have multiple payment options
- Ensure estimated budgets are realistic and achievable, through ongoing monitoring and adjustments
- Customer complaints response target time is same day
- Target - improved positive experience of customers

# Business Unit Summary with Service Areas

## Service Area: Parking Services Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	105,498	112,566	107,365	107,365	0.00 %
4016	Salaries - Inside	122,421	111,183	106,858	106,858	0.00 %
4080	Auxiliaries/RPT/Seasonal	33,212	0	0	0	
4102	Benefits	54,597	58,830	49,848	51,969	+ 4.26 %
4112	Mileage/Parking	197	29	150	150	0.00 %
4116	Conferences/Travel	1,576	3,788	5,000	5,000	0.00 %
4118	Membership Fees	520	1,478	520	800	+ 53.85 %
4120	Training and Development	22	0	4,390	4,390	0.00 %
4216	Contracted Services	0	0	0	30,000	
4218	Courier Service	1,474	63	1,500	200	- 86.67 %
4308	General Supplies	3,304	2,715	5,000	5,000	0.00 %
4312	Office Supplies	7,197	5,346	7,600	7,600	0.00 %
4364	Telecommunications	922	1,301	1,250	1,250	0.00 %
4508	Credit Card Discount Fees	146	0	0	0	
4516	Interest - Debenture	405,900	405,900	405,900	405,900	0.00 %
4814	Miscellaneous	67	84	100	100	0.00 %
4824	Recovery	0	(10,279)	0	0	
6020	Debt repayments	439,482	439,482	439,482	439,482	0.00 %
6036	Offstreet Parking Reserve	807,540	535,334	535,334	1,261,347	+ 135.62 %
<b>Total Expenditures</b>		<b>1,984,075</b>	<b>1,667,820</b>	<b>1,670,296</b>	<b>2,427,410</b>	
<b>Net Total</b>		<b>(1,984,075)</b>	<b>(1,667,820)</b>	<b>(1,670,296)</b>	<b>(2,427,410)</b>	

# Business Unit Summary with Service Areas

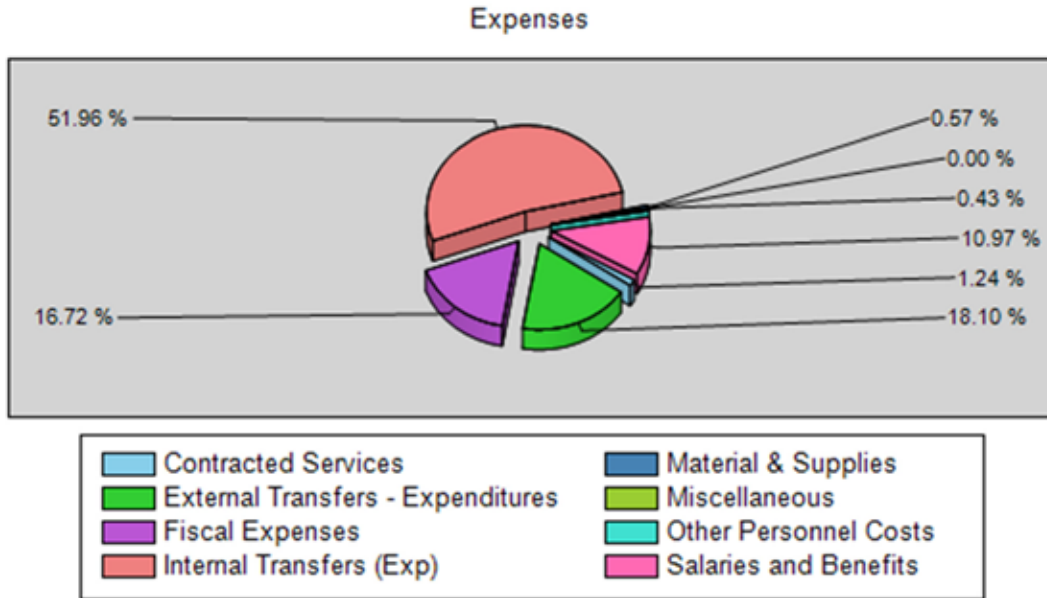
## Service Area: Parking Services Administration

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4010 Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4016 Salaries - Inside	106,858	108,995	111,175	113,398	115,666
4102 Benefits	51,969	53,008	54,068	55,150	56,253
4112 Mileage/Parking	150	153	156	159	162
4116 Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4118 Membership Fees	800	816	832	849	866
4120 Training and Development	4,390	4,478	4,567	4,659	4,752
4216 Contracted Services	30,000	0	0	0	0
4218 Courier Service	200	204	208	212	216
4308 General Supplies	5,000	5,100	5,202	5,306	5,412
4312 Office Supplies	7,600	7,752	7,907	8,065	8,226
4364 Telecommunications	1,250	1,275	1,301	1,327	1,353
4516 Interest - Debenture	405,900	405,900	405,900	405,900	405,900
4814 Miscellaneous	100	0	0	0	0
6020 Debt repayments	439,482	439,482	439,482	439,482	439,482
6036 Offstreet Parking Reserve	1,261,347	1,428,825	1,592,918	1,760,293	1,931,016
<b>Total Expenditures</b>	<b>2,427,410</b>	<b>2,570,600</b>	<b>2,740,621</b>	<b>2,914,042</b>	<b>3,090,932</b>
<b>% Increase</b>		<b>5.90%</b>	<b>6.61%</b>	<b>6.33%</b>	<b>6.07%</b>
<b>Net Total</b>	<b>(2,427,410)</b>	<b>(2,570,600)</b>	<b>(2,740,621)</b>	<b>(2,914,042)</b>	<b>(3,090,932)</b>

# Business Unit Summary with Service Areas

Service Area: Parking Services Administration



# Business Unit Summary with Service Areas

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## *Service Area: Parking Ambassadors*

**Department:** Finance

**Budget Year:** 2017

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### **Overview:**

Parking Ambassadors are advocates for high turnover of parking downtown, and of balancing parking needs within residential areas. They contribute to a positive downtown experience as information ambassadors and customer service representatives for City services and operations.

The objective is to make Victoria's parking experience as easy as possible and to ensure information and regulations are understood and followed to encourage positive parking behavior and turnover to support businesses and encourage parking availability. They also contribute to the overall operations of the City, adding eyes and ears on the street to identify operational needs that can be addressed quickly, such as garbage cans needing attention, graffiti identification and sanitation issues.

### **Deliverables:**

#### Measures of Process:

- # of parking transactions in parkades
- # of transactions on-street
- # of tickets
- # of tickets cancelled
- # of warnings
- # of calls for service for operational assistance
- # of customer calls, emails and online queries
- # of downloads of parking app
- # of Safe Walk escorts
- # parking ticket reviews

#### Measures of Success:

- Increased transactions on street
- Increased transactions in parkades
- Increased downloads of parking app
- Increased online transactions
- Decreased parking ticket reviews
- Fewer complaints

# Business Unit Summary with Service Areas

## Service Area: Parking Ambassadors

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3422	Moving Traffic Violation	18,702	36,835	20,000	25,000	+ 25.00 %
3424	Parking Fines	3,164,611	3,331,532	3,150,000	3,250,000	+ 3.17 %
3426	Towing Fees	19,877	25,441	20,000	20,000	0.00 %
<b>Total Revenues</b>		<b>3,203,190</b>	<b>3,393,807</b>	<b>3,190,000</b>	<b>3,295,000</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	51,220	597,665	709,745	709,745	0.00 %
4070	Overtime	1,084	311	0	0	
4080	Auxiliaries/RPT/Seasonal	16,364	197,087	80,755	80,755	0.00 %
4082	WCB Leave - CUPE 388	0	1,588	0	0	
4102	Benefits	11,114	167,299	146,815	153,063	+ 4.26 %
4120	Training and Development	8,212	6,590	2,500	2,500	0.00 %
4154	Recovery - WCB	0	(1,588)	0	0	
4212	Commissionaire Service	1,039,505	375	0	0	
4216	Contracted Services	139,637	107,132	150,000	115,000	- 23.33 %
4228	Printing	18,432	19,003	18,000	18,000	0.00 %
4245	Software Licencing/Mtce/Support	0	0	0	7,500	
4308	General Supplies	0	6,663	5,000	5,000	0.00 %
4316	Protective Clothing/Uniforms	7,076	20,009	20,000	10,000	- 50.00 %
4364	Telecommunications	6,031	14,165	25,000	12,000	- 52.00 %
4412	Equipment Rentals	0	19,460	110,000	17,200	- 84.36 %
4508	Credit Card Discount Fees	28,604	28,211	40,000	30,000	- 25.00 %
4512	Insurance	354	979	400	1,200	+ 200.00 %
4829	Uncollectable Parking Fin	910,925	1,006,686	900,000	900,000	0.00 %
<b>Total Expenditures</b>		<b>2,238,559</b>	<b>2,191,635</b>	<b>2,208,215</b>	<b>2,061,963</b>	
<b>Net Total</b>		<b>964,632</b>	<b>1,202,172</b>	<b>981,785</b>	<b>1,233,037</b>	

# Business Unit Summary with Service Areas

## Service Area: Parking Ambassadors

### 5 Year Forecast:

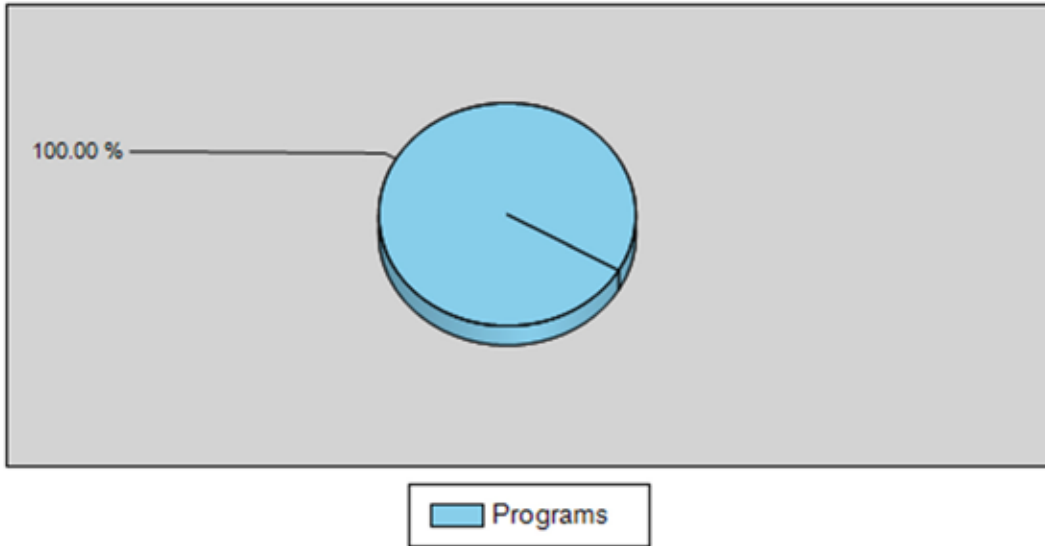
	2017	2018	2019	2020	2021
<b>Revenues</b>					
3422 Moving Traffic Violation	25,000	25,000	25,000	25,000	25,000
3424 Parking Fines	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000
3426 Towing Fees	20,000	20,000	20,000	20,000	20,000
<b>Total Revenues</b>	<b>3,295,000</b>	<b>3,295,000</b>	<b>3,295,000</b>	<b>3,295,000</b>	<b>3,295,000</b>
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4016 Salaries - Inside	709,745	723,940	738,419	753,187	768,251
4080 Auxiliaries/RPT/Seasonal	80,755	82,368	84,015	85,695	87,409
4102 Benefits	153,063	156,124	159,246	162,431	165,680
4120 Training and Development	2,500	2,550	2,601	2,653	2,706
4216 Contracted Services	115,000	117,300	119,646	122,039	124,480
4228 Printing	18,000	18,360	18,727	19,102	19,484
4245 Software Licencing/Mtce/Support	7,500	15,300	15,606	15,918	16,236
4308 General Supplies	5,000	5,100	5,202	5,306	5,412
4316 Protective Clothing/Uniforms	10,000	10,200	10,404	10,612	10,824
4364 Telecommunications	12,000	12,240	12,485	12,734	12,989
4412 Equipment Rentals	17,200	17,544	17,895	18,253	18,618
4508 Credit Card Discount Fees	30,000	30,600	31,212	31,836	32,473
4512 Insurance	1,200	1,224	1,248	1,273	1,299
4829 Uncollectable Parking Fin	900,000	900,000	900,000	900,000	900,000
<b>Total Expenditures</b>	<b>2,061,963</b>	<b>2,092,850</b>	<b>2,116,707</b>	<b>2,141,041</b>	<b>2,165,862</b>
<b>% Increase</b>		1.50%	1.14%	1.15%	1.16%
<b>Net Total</b>	<b>1,233,037</b>	<b>1,202,150</b>	<b>1,178,293</b>	<b>1,153,959</b>	<b>1,129,138</b>



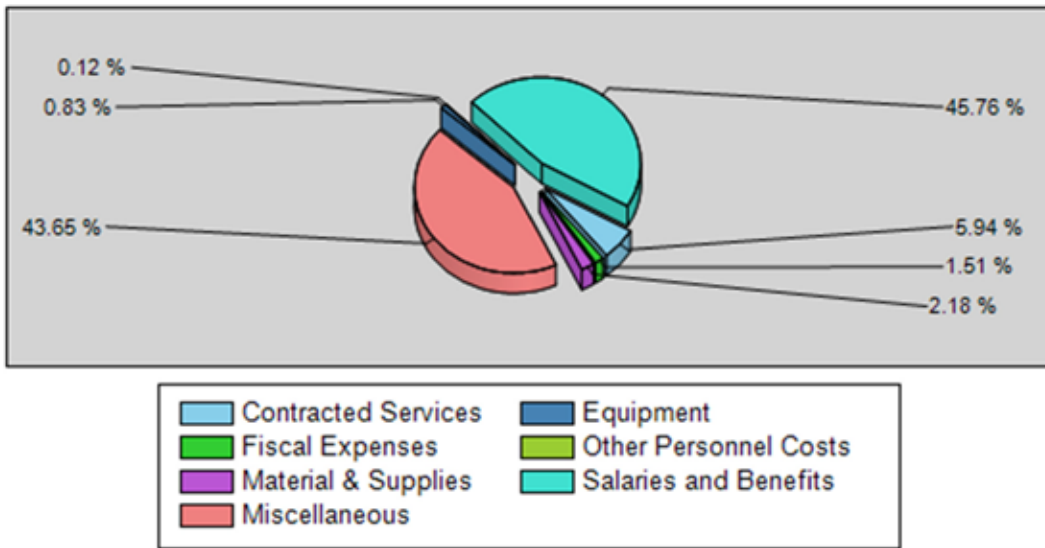
# Business Unit Summary with Service Areas

Service Area: *Parking Ambassadors*

Revenues



Expenses





# HUMAN RESOURCES Summary

The Human Resources Department provides high quality services to achieve staff and service excellence.

The department's role is to assist all departments in creating a safe, healthy and supportive work environment where staff are valued and respected, and are given the opportunity to achieve their potential through training and development.

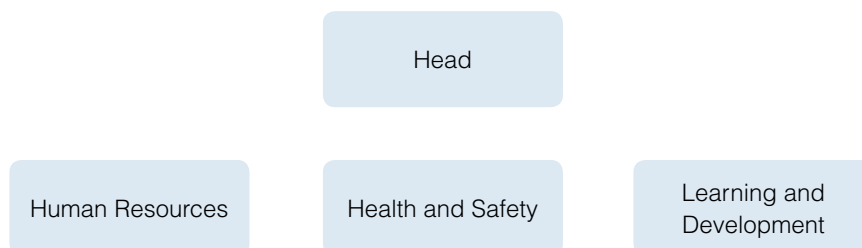
## Core Services/Service Areas

- Talent management (attracting, retaining and developing)
- Strategic workforce planning
- Employee orientation and recognition
- Employee and labour relations
- Compensation and benefits
- Health, safety and wellness
- Learning and development



## Budget Summary

2017 Approved Expenditures	1,815,101
2016 Approved Expenditures	1,790,113
Budget Change	24,988
Change by %	1.40%
2017 FTE	11
2016 FTE	11
Change	0
Change by %	0.00%



## Summary



### Initiatives for 2017

- Negotiate renewed collective agreements with Canadian Union of Public Employees, International Brotherhood of Electrical Workers and the United Brotherhood Carpenters and Joiners
- Introduce on-line orientation/onboarding program for new employees
- Continue to develop and refine succession planning supports including key competency levels, career maps, succession tools and retirement counselling
- Introduce an online dashboard for on-demand human resources data to inform decision making



# HUMAN RESOURCES

## Performance Metrics

Measuring Success – Recruitment			
Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of vacancies	262	240	278
<b>How well did we do it?</b>			
Percentage of vacancies filled by internal staff	65%	68%	60%
Story behind the data	<p>HR has continued to partner with line departments to grow internal staff. Individual career planning support continues.</p> <p>Focus in early 2016 has been on working with departments to develop succession/workforce planning models in specific outside work areas (Public Works, Utilities and Parks). This includes identifying key skill sets and competency levels for different levels of positions and assessing internal capacity for future needs.</p>		
<b>Is anyone better off?</b>			
Story behind the data	<p>A focus on internal promotion for qualified individuals continues. This provides employees with new opportunities and experiences and supports employee engagement and retention. Internal development is also a key support in succession planning and is vital to business continuity.</p>		
Where do we want to go?	<p>Continue to fill vacancies with qualified internal staff to support succession planning. Move from individual development plans, to sectional/departmental development plans, which proactively identify key skill, knowledge and succession needs and gaps. Develop a cohort model for learning and development programs to promote shared learning and a community of practice.</p>		
Measuring Success – Grievances			
Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of grievances	5	12	5
<b>How well did we do it?</b>			
Percentage of grievances with regards to promotions	0	17%	0
Story behind the data	<p>Met target of zero promotion-related grievances in 2015. In 2016, there has been one grievance to date around qualifications. City and union are reviewing and looking to creatively resolve that grievance in early stages of the process. Remaining 2016 grievances relate to discipline/termination.</p>		
<b>Is anyone better off?</b>			
Story behind the data	<p>More fruitful conversations with employees unsuccessful in competitions leads to greater awareness of areas for development. This supports succession and workforce planning, as well as focus of growing from within.</p> <p>Continued focus on anticipating issues before they arise and applying practical lens to workplace decisions. Open, timely and topical discussions with employees and their union representatives support of culture of open communication.</p>		
Where do we want to go?	<p>Support managers and supervisors to proactively address issues, and to take a macro view of grievance resolutions.</p> <p>Continue to have open discussions with employees and unions, and focus on the issues that are generating the most grievances.</p> <p>All HR staff to grow their relationship with union representatives</p>		

# HUMAN RESOURCES

## Performance Metrics

### Measuring Success – Sick Leave/WorksafeBC

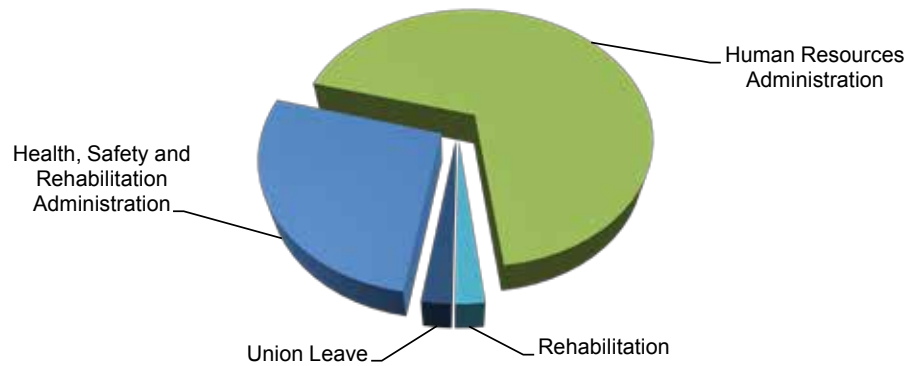
Performance Measurements		2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>				
Total number of Sick Leave/ WorksafeBC absence hours		44,910 / 8,529 hrs	47,794 / 8,554 hrs	40,000 / 10,000 hrs
<b>How well did we do it?</b>				
Reduction in total number of Sick Leave/WorksafeBC absence hours		14% increase / 37% reduction	6.4% increase hrs sick leave/ No change hrs WorkSafeBC	TBD
<b>Story behind the data</b>	<p>2016 increase in WSBC hours due to a number of surgeries which occurred in 2016 for pre-2016 claims.</p> <p>Work will continue on developing partnership between City and WorkSafe BC, in light of staff turnover in key positions at WorkSafe BC.</p> <p>Delayed implementation of attendance management program at Public Works (due to management staffing shortages) impacted 2015 results and will likely result in higher than forecasted usage for 2016.</p>			
<b>Is anyone better off?</b>				
<b>Story behind the data</b>	<p>Proactive safety awareness and training has resulted in less sick time/WSBC usage, and healthier employees.</p> <p>Increased number of hours providing service to the public as staff are present in the workplace. Less downtime for crews as all staff are present. Less coordination of crews as staffing levels are more consistent and predictable.</p>			
<b>Where do we want to go?</b>	<p>Continue to promote and provide opportunities for early and safe return to work.</p> <p>With the support of more awareness and communication of attendance expectations, there is potential for significant reduction in usage of sick time in Public Works. This will be realized in 2017.</p>			

# HUMAN RESOURCES

## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Expenditures</b>				
Health, Safety and Rehabilitation	477,831	486,431	8,600	1.80%
Human Resources Administration	1,232,232	1,248,620	16,388	1.33%
Rehabilitation	40,000	40,000	0	0.00%
Union Leave	40,050	40,050	0	0.00%
<b>Total</b>	<b>1,790,113</b>	<b>1,815,101</b>	<b>24,988</b>	<b>1.40%</b>

**2017 Expenditures**





# Business Unit Summary with Service Areas

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## *Business Unit: 2100 - Human Resources Administration*

**Department:** Human Resources      **Budget Year:** 2017

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### **Overview:**

The Human Resources Department applies innovative human resource practices to support the City as a high-performing organization. Human Resources staff provide strategic and tactical advice in the following areas: recruitment, organizational development, job evaluation, labour and employee relations and related programs.

The Human Resources Department supports the organization to achieve strategic business goals and build an environment that recognizes collective agreements, legislation and best practice in human resources.

### **Deliverables:**

A strategic review of HR services is underway. In addition, the City is embarking upon an employee engagement/values survey. The outcomes of these initiatives will inform key deliverables for 2017. Deliverables are based on organizational focus and may fluctuate from year to year such as:

#### Recruitment

- HR has continued to partner with line departments to grow internal staff. Individual career planning support continues. A focus on internal promotion for qualified individuals continues. This provides employees with new opportunities and experiences, and supports employee engagement and retention. Internal development is also a key support in succession and workforce planning and vital to business continuity. As the market for talent gets increasingly competitive we will assess where additional focus may be needed in areas of attraction, retention and development.
- Continue to work with departments to develop succession/workforce planning models in specific outside work areas (PW Utilities and Parks). This includes identifying what is potential change, where risks occur, future business needs including key skill sets and competency levels required for different levels of positions, assessing internal capacity for future needs and aligning with the new vision and values.
- In early 2016, a new applicant tracking system was implemented. Phase two will include implementation of a new employee onboarding system which will increase consistency and expedite the onboarding process. Implementation of phase 2 will begin once the vision and values has been formalized.

#### Learning & Development

- 2017 focus will include realigning learning supports to City of Victoria's vision, values and desired culture, supporting succession planning and talent management, providing career coaching, performance improvement coaching and specialized team learning. Reviewing performance feedback structure, tools and processes will be a key focus for 2017.
- An internal framework and tools for project management training will be rolled out in fall of 2016 and early 2017. The training will assist departments with the ability to juggle timelines, resources and communicate effectively with team members and stakeholders to successfully deliver projects.

#### Labour Relations:

- Early 2017 focus on collective bargaining with CUPE, IBEW (Electrical) and UBCJ (Carpenters), resulting in renewed collective agreements with each. Current agreements expire at the end of 2016.
- Continue with proactive communication with the unions on potential controversial issues prior to any action being taken, in an effort to avoid formal grievances.



# Business Unit Summary with Service Areas

## Business Unit: 2100 - Human Resources Administration

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4010 Salaries - Exempt	604,510	598,307	720,114	727,143	+ 0.98 %
4080 Auxiliaries/RPT/Seasonal	16,833	64,408	0	0	
4102 Benefits	160,514	159,410	165,908	174,657	+ 5.27 %
4112 Mileage/Parking	6,716	8,072	10,000	10,000	0.00 %
4116 Conferences/Travel	2,901	2,984	10,000	10,000	0.00 %
4118 Membership Fees	2,478	1,605	5,000	5,000	0.00 %
4120 Training and Development	96,228	75,730	120,000	120,000	0.00 %
4216 Contracted Services	0	1,200	0	0	
4220 GVLRA	66,464	56,990	65,000	65,000	0.00 %
4230 Professional	106,938	61,540	85,000	85,000	0.00 %
4240 Recruitment	193,992	81,542	35,000	35,000	0.00 %
4310 Books/Publications	1,543	602	500	500	0.00 %
4312 Office Supplies	7,503	5,351	5,000	5,000	0.00 %
4364 Telecommunications	1,352	1,583	1,210	1,820	+ 50.41 %
4814 Miscellaneous	1,382	738	500	500	0.00 %
9111 WO Inside Equipment Rent	0	9	0	0	
9211 WO Regular Time	0	742	0	0	
9321 WO Outside Purchases	5,563	23,079	9,000	9,000	0.00 %
<b>Total Expenditures</b>	<b>1,274,917</b>	<b>1,143,891</b>	<b>1,232,232</b>	<b>1,248,620</b>	
<b>Net Total</b>	<b>(1,274,917)</b>	<b>(1,143,891)</b>	<b>(1,232,232)</b>	<b>(1,248,620)</b>	

# Business Unit Summary with Service Areas

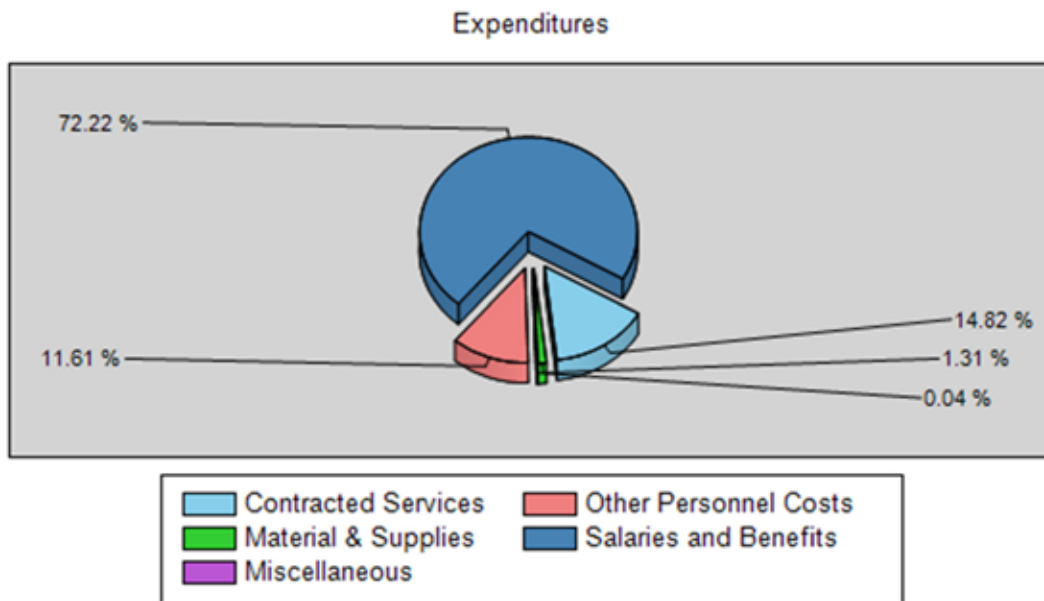
## Business Unit: 2100 - Human Resources Administration

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	727,143	741,686	756,519	771,650	787,083
4102	Benefits	174,657	178,150	181,713	185,347	189,054
4112	Mileage/Parking	10,000	10,200	10,404	10,612	10,824
4116	Conferences/Travel	10,000	10,200	10,404	10,612	10,824
4118	Membership Fees	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	120,000	122,400	124,848	127,345	129,892
4220	GVLRA	65,000	66,300	67,626	68,979	70,358
4230	Professional	85,000	86,700	88,434	90,203	92,007
4240	Recruitment	35,000	35,700	36,414	37,142	37,885
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	5,000	5,100	5,202	5,306	5,412
4364	Telecommunications	1,820	1,856	1,894	1,931	1,970
4814	Miscellaneous	500	510	520	531	541
9321	WO Outside Purchases	9,000	9,180	9,364	9,551	9,742
<b>Total Expenditures</b>		1,248,620	1,273,592	1,299,064	1,325,045	1,351,546
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(1,248,620)</b>	<b>(1,273,592)</b>	<b>(1,299,064)</b>	<b>(1,325,045)</b>	<b>(1,351,546)</b>

# Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration



# Business Unit Summary with Service Areas

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## **Business Unit: 2110 - Health, Safety and Rehabilitation**

**Department:** Human Resources      **Budget Year:** 2017

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### **Overview:**

The City of Victoria is committed to ensuring a safe and healthy work environment for all staff. As part of the Human Resources team, the occupational safety, rehabilitation and disability and related programs focus on developing and implementing safety management, returning staff to work as soon as medically possible and researching ideas for job modifications to allow employees to stay at work. Key program areas are safety inspections, employee wellness, WorkSafe BC claims management, return work/stay at work programs, accident investigations, and attendance management.

The overarching goal is to reduce accidents in the workplace. From this there is a reduction in worker injuries, improved staff pride and morale, improved workplace safety culture, reduced time away from work with improved productivity, increased service for taxpayer funding, healthier employees, reduced WorkSafe insurance premiums and potential rebates.

### **Deliverables:**

#### Sick Leave

- Reduction forecasted for 2017 to 40,000 hours

#### WorkSafe BC

- Reduction forecasted for 2017 to 10,000 hours

- Return to Work Consultant with the support of department managers will take lessons learned from implementing the attendance improvement programs from the Parks Division and implement similarly into Public Works and other departments. With the support of more awareness and communication of attendance expectations, there is potential for significant reduction in usage of sick time. This support City services with less downtime for crews as all staff are present, and less coordination of crews as staffing levels are more consistent and predictable.
- With continued reduction in usage over the last three years, estimated insurance savings for 2016 - 2018 is more than \$400,000
- Continue to promote and provide opportunities for early and safe return to work
- Focus on establishing and revising standard job procedures and operational guidelines which provide a consistent and safe method for performing tasks leading to injury prevention
- Review of LTD benefits and services focusing on ways to prevent long term absences and supporting staff to return as soon as possible
- Refresh and deliver health and safety training considering the number of new team leaders (leadhands, assistant supervisors, supervisors and managers), new safety committee representatives and significant changes to health and safety legislation. Focus will be on supervisor safety management, safety (accident) investigations, contract management, safety committee responsibilities and bullying and harassment prevention.

# Business Unit Summary with Service Areas

## Business Unit: 2110 - Health, Safety and Rehabilitation

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4010 Salaries - Exempt	198,485	214,080	206,885	206,885	0.00 %
4016 Salaries - Inside	63,634	39,320	79,175	79,175	0.00 %
4070 Overtime	0	97	0	0	
4102 Benefits	67,440	64,814	66,271	69,091	+ 4.26 %
4112 Mileage/Parking	3,484	3,011	4,100	4,100	0.00 %
4116 Conferences/Travel	1,435	425	2,500	2,500	0.00 %
4118 Membership Fees	500	955	700	955	+ 36.43 %
4120 Training and Development	13,408	15,164	15,000	15,000	0.00 %
4216 Contracted Services	53,960	50,278	65,000	65,000	0.00 %
4230 Professional	27,796	28,563	35,000	35,000	0.00 %
4308 General Supplies	1,045	1,857	1,000	6,225	+ 522.50 %
4364 Telecommunications	3,037	2,604	2,200	2,500	+ 13.64 %
9111 WO Inside Equipment Rent	15	5	0	0	
9211 WO Regular Time	109	285	0	0	
<b>Total Expenditures</b>	<b>434,349</b>	<b>421,458</b>	<b>477,831</b>	<b>486,431</b>	
<b>Net Total</b>	<b>(434,349)</b>	<b>(421,458)</b>	<b>(477,831)</b>	<b>(486,431)</b>	

# Business Unit Summary with Service Areas

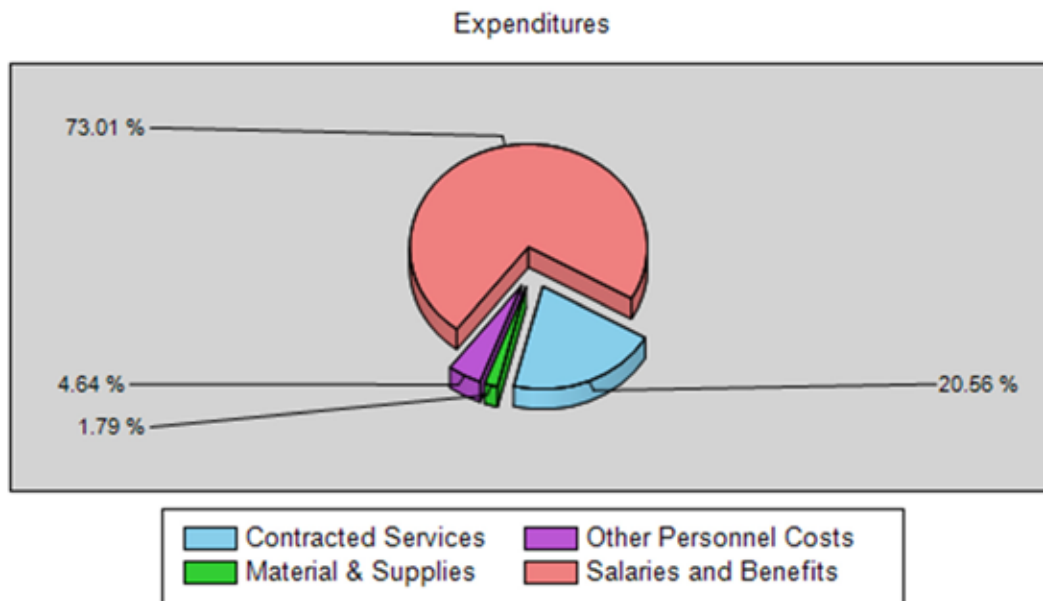
## Business Unit: 2110 - Health, Safety and Rehabilitation

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	206,885	211,023	215,243	219,548	223,939
4016	Salaries - Inside	79,175	80,759	82,374	84,022	85,702
4102	Benefits	69,091	70,473	71,882	73,320	74,786
4112	Mileage/Parking	4,100	4,182	4,266	4,351	4,438
4116	Conferences/Travel	2,500	2,550	2,601	2,653	2,706
4118	Membership Fees	955	974	994	1,013	1,034
4120	Training and Development	15,000	15,300	15,606	15,918	16,236
4216	Contracted Services	65,000	66,300	67,626	68,979	70,358
4230	Professional	35,000	35,700	36,414	37,142	37,885
4308	General Supplies	6,225	1,020	1,040	1,061	1,082
4364	Telecommunications	2,500	2,550	2,601	2,653	2,706
<b>Total Expenditures</b>		<b>486,431</b>	<b>490,830</b>	<b>500,647</b>	<b>510,660</b>	<b>520,873</b>
<b>% Increase</b>			0.90%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(486,431)</b>	<b>(490,830)</b>	<b>(500,647)</b>	<b>(510,660)</b>	<b>(520,873)</b>

# Business Unit Summary with Service Areas

*Business Unit: 2110 - Health, Safety and Rehabilitation*



# Business Unit Summary with Service Areas

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## *Business Unit: 2116 - Rehabilitation*

**Department:** Human Resources      **Budget Year:** 2017

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### **Overview:**

This business unit aims to return employees back to meaningful and productive work safely and quickly.

This is accomplished through rehabilitation programs and effective communication with employees and their physicians to understand workplace modifications that may be needed to return employees to work.

### **Deliverables:**

- Successful transitions of employees back in the workplace through accommodation or modified duties and support for temporary alternate duties



# Business Unit Summary with Service Areas

## Business Unit: 2116 - Rehabilitation

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4010 Salaries - Exempt	0	11,054	0	0	
4102 Benefits	0	3,238	0	0	
4308 General Supplies	0	1,040	0	0	
9111 WO Inside Equipment Rent	280	0	0	0	
9211 WO Regular Time	41,833	43,472	40,000	40,000	0.00 %
<b>Total Expenditures</b>	<b>42,113</b>	<b>58,804</b>	<b>40,000</b>	<b>40,000</b>	
<b>Net Total</b>	<b>(42,113)</b>	<b>(58,804)</b>	<b>(40,000)</b>	<b>(40,000)</b>	

# Business Unit Summary with Service Areas

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## *Business Unit: 2116 - Rehabilitation*

### 5 Year Forecast:

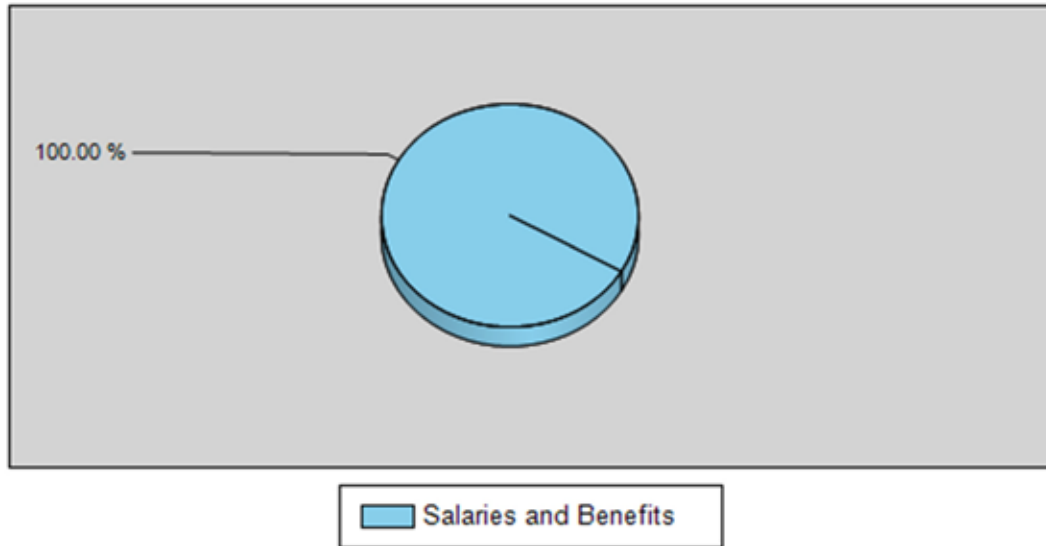
	2017	2018	2019	2020	2021
<b>Expenditures</b>					
9211 WO Regular Time	40,000	41,000	41,820	42,656	43,510
<b>Total Expenditures</b>	40,000	41,000	41,820	42,656	43,510
<b>% Increase</b>		2.50%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(40,000)</b>	<b>(41,000)</b>	<b>(41,820)</b>	<b>(42,656)</b>	<b>(43,510)</b>

# Business Unit Summary with Service Areas

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*Business Unit: 2116 - Rehabilitation*

Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 2120 - Union Leave*

**Department:** Human Resources      **Budget Year:** 2017

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### **Overview:**

This business unit administers City paid union leave, in accordance with collective agreements. This approach supports a solutions-oriented labour relations environment.

This includes paid union leave for union executives to attend meetings, and allows for discussion between the City and its partner unions. These meetings create opportunities for joint partnerships for enhancement of City programs, such as safety, return to work, avoiding grievances and employee relations. Further, discussion at such meetings assists the City in hearing messages directly from employees and their union stewards allowing for early intervention and simple solutions. Union leave is required under collective agreement provisions and legislation.

### **Deliverables:**

- Collective bargaining – successful negotiation of new CUPE, UBCJ and IBEW collective agreements
- Joint Health & Safety committee meetings
- Proactive meetings to discuss issues of mutual interest

# Business Unit Summary with Service Areas

## Business Unit: 2120 - Union Leave

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4092	Union Leave - City Paid	54,052	35,337	40,000	40,000	0.00 %
4094	Union Leave - Union Paid	84,024	99,967	110,000	110,000	0.00 %
4112	Mileage/Parking	0	0	50	50	0.00 %
4819	Recovery - Union Leave	(99,103)	(99,245)	(110,000)	(110,000)	0.00 %
9111	WO Inside Equipment Rent	10	0	0	0	
9211	WO Regular Time	70	178	0	0	
<b>Total Expenditures</b>		<b>39,053</b>	<b>36,237</b>	<b>40,050</b>	<b>40,050</b>	
<b>Net Total</b>		<b>(39,053)</b>	<b>(36,237)</b>	<b>(40,050)</b>	<b>(40,050)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2120 - Union Leave

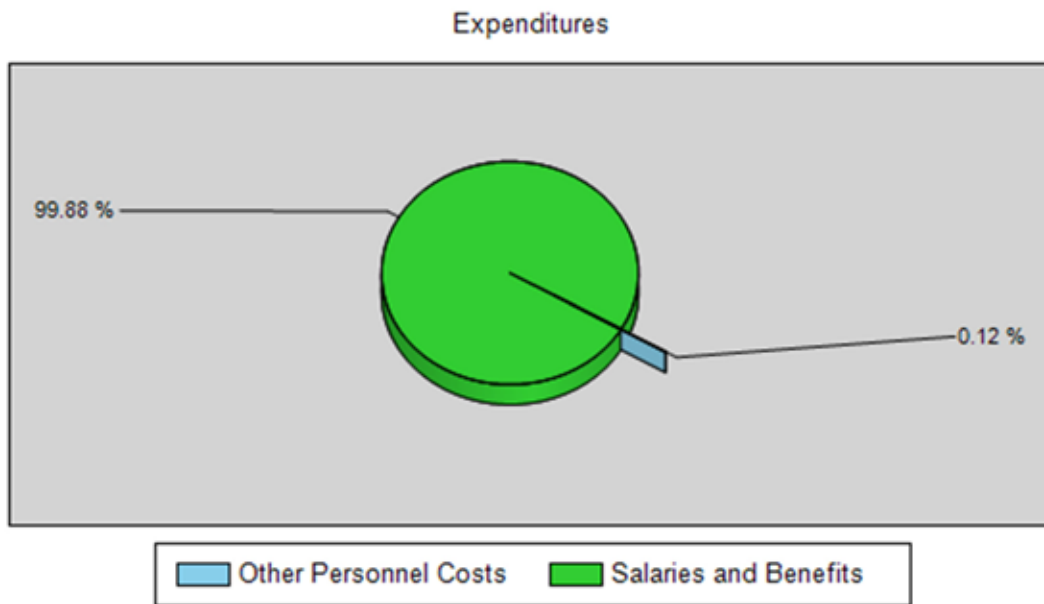
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4092	Union Leave - City Paid	40,000	40,800	41,616	42,448	43,297
4094	Union Leave - Union Paid	110,000	112,200	114,444	116,733	119,068
4112	Mileage/Parking	50	51	52	53	54
4819	Recovery - Union Leave	(110,000)	(112,200)	(114,444)	(116,733)	(119,068)
<b>Total Expenditures</b>		40,050	40,851	41,668	42,501	43,351
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(40,050)</b>	<b>(40,851)</b>	<b>(41,668)</b>	<b>(42,501)</b>	<b>(43,351)</b>

# Business Unit Summary with Service Areas

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Business Unit: 2120 - Union Leave





# LEGAL SERVICES

## Summary

Legal Services provides timely, accurate and practical legal advice to assist in the management and mitigation of risks to the City of Victoria, and to assist in protecting the City's legal rights and interests. Legal Services also coordinates and oversees engagement of external legal resources where necessary and appropriate.

### Core Services/Service Areas

- Provide legal advice to Council, City Manager and City staff
- Negotiate, prepare and oversee execution of contracts, leases and agreements authorized by Council
- Provide legal assistance related to land use and development applications
- Assistance with real estate transactions
- Represent the City in legal proceedings
- Draft, revise and consolidate City bylaws and assist City staff in interpretation and application of bylaws and provincial legislation
- Monitor changes in laws affecting the City and provide proactive advice to mitigate impacts on the City



### Budget Summary

2017 Approved Expenditures	728,073
2016 Approved Expenditures	722,769
Budget Change	5,304
Change by %	0.73%
2017 FTE	4
2016 FTE	4
Change	0
Change by %	0.00%





# LEGAL SERVICES

## Performance Metrics

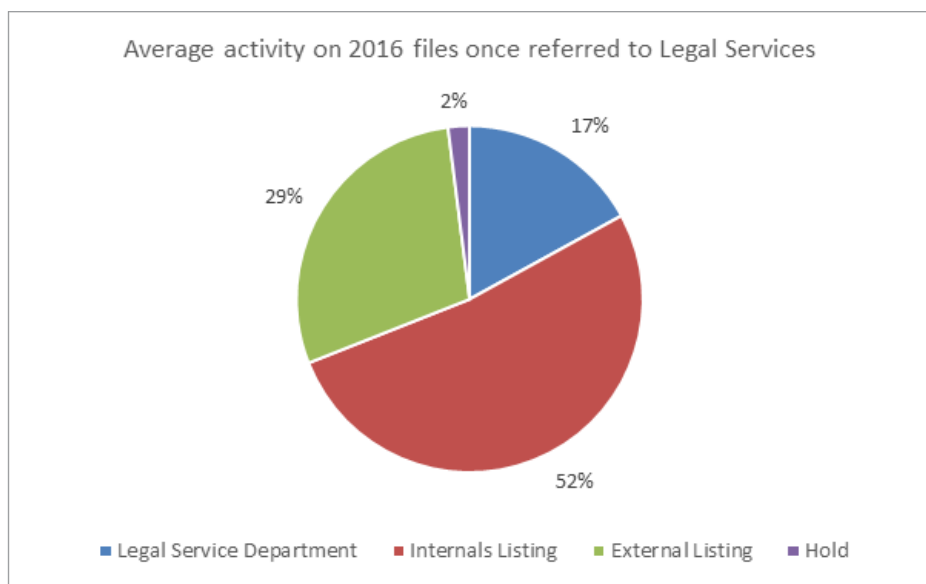
### Measuring Success – Completed matters

Performance Measurements	2015 Actuals	2016 Actuals	2017 Projections
<b>How much did we do?</b>			
Number of new matters started	193	198	200
Number of matters concluded	219	234	250

<b>How well did we do it?</b>			
Percent of matters completed within 30 days	60%	82%	80%

**Story behind the data**

Commencing in 2015 we have been using software developed in-house (through co-operation between IT and Legal) to record file activity to determine whether legal work is completed in a timely manner. The aim is to complete 75% of the files within 30 days. In 2015 we fell short but we have exceeded that in 2016 and are on track to exceed that goal again in 2017. The system also tracks activity on files referred to Legal to determine where the time is spent.



## LEGAL SERVICES

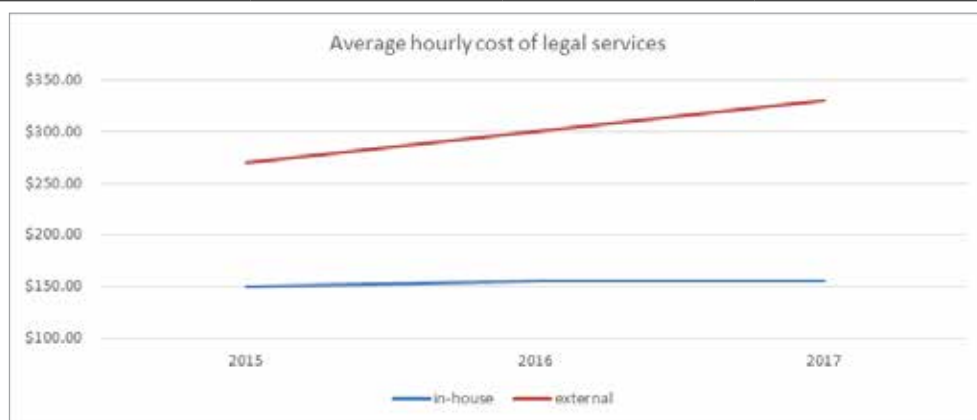
# Performance Metrics

### Measuring Success – Cost Effectiveness

Performance Measurements	2015 Actuals	2016 Actuals	2017 Projections
<b>How much did we do?</b>			
Approximate number of in-house lawyer hours worked	4,500	4,050	4500
Number of external legal service hours purchased	700	535	250
Approximate number of legal inquiries and requests for legal advice responded to by in-house lawyers	1,500	1,300	1,500
<b>How well did we do it?</b>			
Average cost per hour of in-house lawyer time (incl. 25% for overhead costs)	\$150	\$155	\$150
Average cost per hour of external legal services	\$270	\$300	\$330

#### Story behind the data

While the legal budget remained mostly unchanged, the effective in-house hourly rate has increased (from \$140 in 2014) because certain fixed costs are now distributed over fewer in-house hours because two lawyers are working 4 days a week (1.6 FTE in total). External legal costs have also increased and the average gross cost of providing legal services in-house (incl. 25% for overhead) is approx. 52% of the cost of purchasing external legal services.

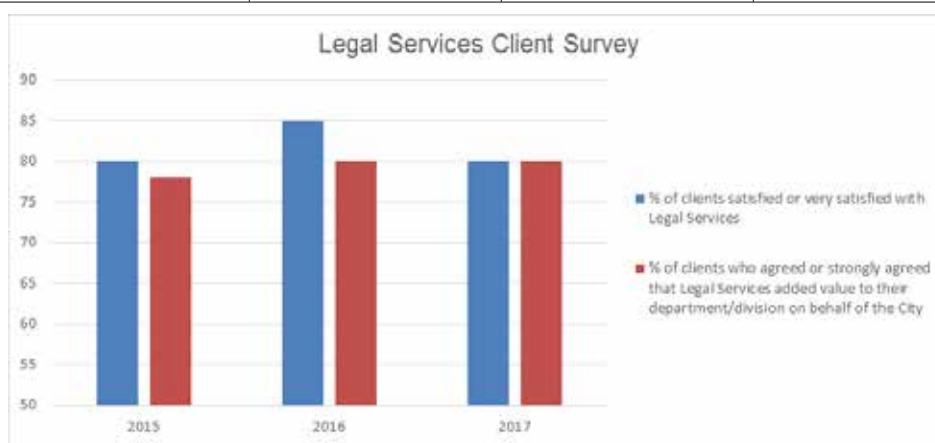


# LEGAL SERVICES

## Performance Metrics

### Measuring Success – Client Satisfaction

Performance Measurements	2015 Actuals	2016 Actuals	2017 Projections
<b>How much did we do?</b>			
Client Satisfaction Survey	1	1	1
<b>How well did we do it?</b>			
Percent of clients satisfied or very satisfied with Legal Services	80%	85%	80%
Percent of clients who agreed or strongly agreed that Legal Services added value	78%	80%	80%



### Is anyone better off?

Story behind the data	The survey measures client satisfaction based on accessibility of services, turnaround times, quality of interactions with legal staff, and perceived value of legal services to meeting client departments' strategic objectives.
Where do we want to go?	The expectation is to maintain overall satisfaction at 80% or better by continuing to provide services that meet or exceed expectations in terms of quality and timeliness. Continue to align legal services with strategic objectives of the City.

# Business Unit Summary with Service Areas

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## ***Business Unit: 2350 - Legal Services***

**Department:** Legal Services      **Budget Year:** 2017

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### **Overview:**

Legal Services provides legal advice to Council through the City Manager, and provides general legal services to the City using a combination of in-house and external lawyers. Legal Services is responsible for provision of legal assistance with negotiation and drafting of contracts, preparation of land title documents, and other instruments securing the City's legal interests. City solicitors represent the City in court and with other legal proceedings, and reviews reports to Council for legal implications.

In court proceedings and judicial reviews, Legal Services defends the City's position, and ensures that City bylaws are respected and complied with through prosecutions and injunctions.

Decisions are informed by complete consideration of the legal risks, ensuring that these risks and liabilities are minimized, protecting the City and taxpayer's interests.

### **Deliverables:**

- Number and type of matters initiated and concluded each year
- Per hour cost for in-house / external lawyers
- Tracking of time matters to establish and monitor service level standards

# Business Unit Summary with Service Areas

## Business Unit: 2350 - Legal Services

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	380,062	330,589	350,327	426,732	+ 21.81 %
4016	Salaries - Inside	18,877	58,862	58,980	58,980	0.00 %
4080	Auxiliaries/RPT/Seasonal	48,362	0	0	0	
4102	Benefits	76,617	84,589	94,573	116,949	+ 23.66 %
4112	Mileage/Parking	1,386	1,109	2,500	2,500	0.00 %
4116	Conferences/Travel	0	517	1,500	1,500	0.00 %
4118	Membership Fees	4,508	4,102	4,000	4,000	0.00 %
4120	Training and Development	1,649	953	5,000	5,000	0.00 %
4216	Contracted Services	187,636	188,169	186,575	93,097	- 50.10 %
4228	Printing	0	2,317	1,000	1,000	0.00 %
4230	Professional	679	1,394	1,500	1,500	0.00 %
4310	Books/Publications	6,543	6,561	6,000	6,000	0.00 %
4312	Office Supplies	1,073	1,153	2,000	2,000	0.00 %
4364	Telecommunications	1,704	1,229	1,815	1,815	0.00 %
4814	Miscellaneous	9,374	9,896	7,000	7,000	0.00 %
4824	Recovery	(15,022)	0	0	0	
<b>Total Expenditures</b>		<b>723,448</b>	<b>691,438</b>	<b>722,769</b>	<b>728,073</b>	
<b>Net Total</b>		<b>(723,448)</b>	<b>(691,438)</b>	<b>(722,769)</b>	<b>(728,073)</b>	

# Business Unit Summary with Service Areas

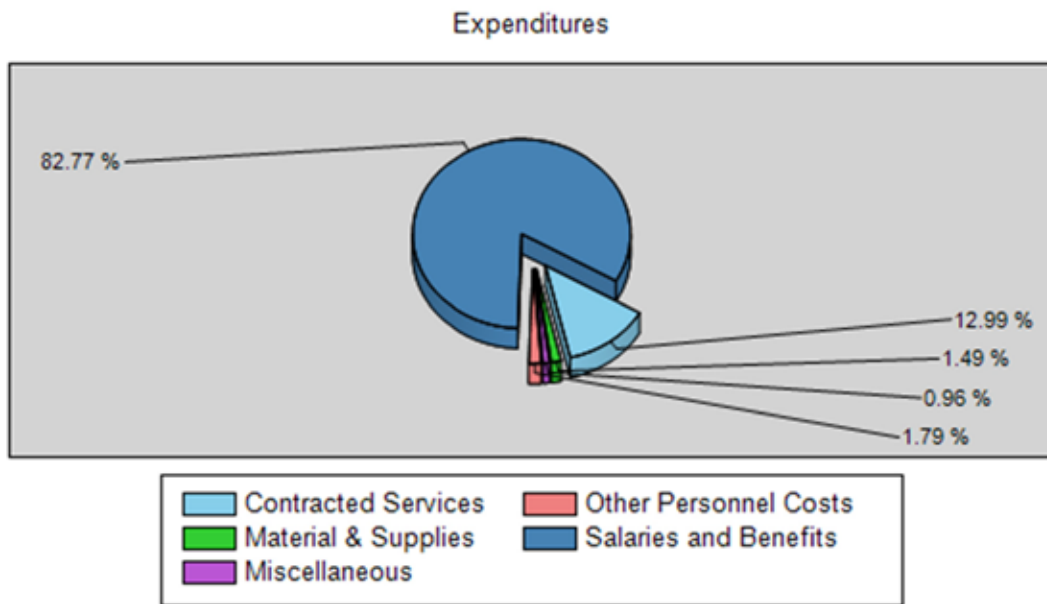
## Business Unit: 2350 - Legal Services

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	426,732	435,266	443,972	452,851	461,908
4016	Salaries - Inside	58,980	60,159	61,363	62,590	63,842
4102	Benefits	116,949	119,288	121,674	124,108	126,590
4112	Mileage/Parking	2,500	2,550	2,601	2,653	2,706
4116	Conferences/Travel	1,500	1,530	1,561	1,592	1,624
4118	Membership Fees	4,000	4,200	4,400	4,488	4,578
4120	Training and Development	5,000	5,150	5,250	5,355	5,462
4216	Contracted Services	93,097	94,959	96,858	98,795	100,771
4228	Printing	1,000	1,020	1,040	1,061	1,082
4230	Professional	1,500	1,530	1,561	1,592	1,624
4310	Books/Publications	6,000	6,100	6,202	6,326	6,453
4312	Office Supplies	2,000	2,040	2,081	2,122	2,165
4364	Telecommunications	1,815	1,851	1,888	1,926	1,965
4814	Miscellaneous	7,000	7,120	7,242	7,387	7,535
<b>Total Expenditures</b>		<b>728,073</b>	<b>742,764</b>	<b>757,692</b>	<b>772,846</b>	<b>788,303</b>
<b>% Increase</b>			2.02%	2.01%	2.00%	2.00%
<b>Net Total</b>		<b>(728,073)</b>	<b>(742,764)</b>	<b>(757,692)</b>	<b>(772,846)</b>	<b>(788,303)</b>

# Business Unit Summary with Service Areas

Business Unit: 2350 - Legal Services









# PARKS, RECREATION AND FACILITIES

## Summary

The Parks, Recreation and Facilities department manages the inventory of parks, open spaces and buildings to enable diverse opportunities for recreation and sports, arts, culture and events as well as City services and administration. Working with residents, the focus is on initiatives that support strong families and a safe, vibrant and inclusive community.

### Core Services/Service Areas

- **Parks**
  - Manage and maintain 207 hectares of park and open spaces, including 137 parks including
    - 72 hectares of natural areas
    - Ross Bay Cemetery
    - 33,000 trees on public land
    - 40 playgrounds, 23 tennis courts, 12 dog off-leash areas, a skate park, bike park
    - 500 flower and shrub beds, 1,300 hanging baskets, and nine rain gardens
    - 17 public washrooms, litter pick-up and garbage collection
    - Litter pick-up and garbage collection
    - 208,063 m<sup>2</sup> of boulevards
  - Plan and design park spaces and features
  - Participate in development permit review, tree permit applications and public realm projects across the city
- **Recreation**
  - Operation of Crystal Pool and Fitness Centre
  - Administer the Leisure Involvement for Everyone (LIFE) program for low-income residents
  - Deliver community programs at Save-On-Foods Memorial Centre (SOFMC)
  - Administration of bookings for sport fields, tennis courts, Royal Athletic Park and 45 sports fields
  - Youth Services and Leaders-in-Training Program
  - Partner with Community and Seniors Centre operators in program delivery

*continued next page*



### Budget Summary

2017 Approved Expenditures	21,027,474
2016 Approved Expenditures	20,669,775
Budget Change	357,699
Change by %	1.73%
2017 Approved Revenues	2,986,966
2016 Approved Revenues	3,101,494
Budget Change	(144,528)
Change by %	-3.69%
2017 FTE	176.81
2016 FTE	176.48
Change	0.33
Change by %	0.19%

Director

Parks

Recreation

Facilities

## Summary



### Core Services/Service Areas, continued

#### • Facilities

- Oversee maintenance of the City's inventory of approximately 109 buildings and parking lots, totalling 1.9 million square feet of floor space
- Project manage facility related capital investments
- Long-term planning and analysis of building use, structures and systems
- Oversight of the security program

### Initiatives for 2017

#### • Parks

- Topaz Park Improvement Plan
- Hollywood Park – Asset Renewal
- Raynor Park Playground Renewal
- Vic West Skateboard Park Improvements
- Cecelia Ravine Park Improvement Plan

#### • Recreation

- Crystal Pool and Fitness Centre Renewal Plan
- Recreation Registration System Replacement

#### • Facilities

- Centennial Square Public Washroom Renewal
- Centennial Square Table Tennis, Chess Table
- Centennial Square Pop-Up Design Competition
- City Hall Accessibility Upgrade
- View Street Parkade Upgrades
- Victoria High School Sport Facility
- Update Community Centre Agreements
- James Bay Library

# PARKS INFRASTRUCTURE

## Performance Metrics

### Measuring Success – Playground Maintenance

Performance Measurements		2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>				
		40	40	40
<b>How well did we do it?</b>				
Total number of formal playground inspections		480	480	480
Total investment in playground replacement in thousands		\$207	\$248	\$223
<b>Story behind the data</b>	Playgrounds are visited weekly for routine maintenance and inspected monthly in compliance with CSA safety standards.			
<b>Is anyone better off?</b>				
<b>Story behind the data</b>	Playgrounds are an important feature in our communities. Having safe, reliable, fun and creative equipment encourages children and families to be active. Adult fitness equipment is a new feature that has been installed beside or nearby playgrounds, further encouraging whole families to be active together.			
<b>Where do we want to go?</b>	Playground equipment typically has a lifecycle of approximately 10–15 years. Given our current inventory, this would result in 2–3 playgrounds being updated each year. A pro-active maintenance and replacement program is being developed to ensure limited down-time and maximum useful life of equipment. Capital investment into playgrounds will be prioritized based on thorough condition assessments that will be completed as part of the asset inventory and condition assessment that is proposed in early 2016.			

## PARKS ARBORICULTURE

# Performance Metrics

### Measuring Success – Number of Trees Maintained

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Total number of trees	32,753	32,857	32,868
Addition of trees planted	144	318	250
Removal of trees	109	214	250
<b>How well did we do it?</b>			
Number of trees visually assessed (% of total)	No data	900 (2.7%)	990 (2.9%)
Calls for Service (tree related)	935	1,500	1,100
Total number of tree limb failures	150	250	250
<b>Story behind the data</b>	There are a number of factors which can contribute to the failure of a tree on public property. Significant failure can have serious consequences to individuals and property. A system of identification, inspection and pro-active measures to mitigate risks associated with failure are key elements to effectively manage a large urban forest.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Canopy coverage has important benefits in an urban environment, influencing the level of health and comfort of residents, reducing the stormwater runoff, increasing biodiversity, and the life cycle of other natural assets. As the city grows to meet its OCP goals relating to increased densification, it will be important to monitor changes in coverage across the city, in order to manage canopy coverage on both public and private lands.		
<b>Where do we want to go?</b>	Maintaining current canopy coverage, and over the long-term increasing canopy coverage beyond the existing level would be beneficial and meet the goals in the Urban Forest Master Plan. Managing the existing public tree inventory is critical to reduce the number of tree failures on public land and ensure the long-term success of the urban forest.		

## PARKS ARBORICULTURE

### Performance Metrics

#### Measuring Success – Survival rate of new trees

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Total number of young trees (7 years or less)	1,250	1,250	1,250
<b>How well did we do it?</b>			
Survival rate (%) of new trees planted	New metric	99%	95%
Story behind the data	The City is beginning to track the survival rate of new trees planted as a measure of the success of the process to establish new trees in the City.		
<b>Is anyone better off?</b>			
Story behind the data	Currently, the City is losing trees nearing the end of the young tree maintenance program. This program is designed to help trees establish, without water dependency. Over the course of 5–7 years, the supplemental watering is reduced in order to 'harden off' the tree and support the tree in developing strong roots, capable of supporting the tree. Climate change and water stress is having an effect on our establishment rates.		
Where do we want to go?	Proper selection of tree species is paramount to having a successful future urban forest program. Expected climate change, growing space limitations and pest and disease impacts must be all factored into the species selection process. Supporting a robust watering and small tree maintenance program is key to good tree vigour and establishment, our target is for a 95% survival rate of new trees.		

## HORTICULTURE

### Performance Metrics

#### Measuring Success – Horticulture Maintenance

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Total area of annual horticultural displays maintained in m <sup>2</sup>	2,700	2,700	2,605
Total area of perennial displays	533	533	533
<b>How well did we do it?</b>			
Horticultural maintenance cost in \$ per m <sup>2</sup>	N/A	\$ 94	\$105
Story behind the data	There are 2,605 metres square of annual horticultural displays in the City. Annuals are planted twice/year to create interesting summer and winter displays. All annual plants are grown in the City nursery.		
<b>Is anyone better off?</b>			
Story behind the data	Survival rate of annual plants is 98%. The quality of the plant material and the selection of the species are controlled by growing them in city facilities. The result is an exceptionally high survival rate (industry standards are around 88%).		
Where do we want to go?	High quality plant materials allows for exceptional displays as well as efficiency in labour costs, re-planting for failures does not occur.		

## PARKS, TURF

# Performance Metrics

### Measuring Success – Turf Maintenance

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Total area of turf maintained (excludes artificial & BHP all weather fields)	n/a	n/a	1,568,468 m <sup>2</sup>
Length of boulevards maintained in m <sup>2</sup>	300 km	300 km	208,063 m <sup>2</sup>
<b>How well did we do it?</b>			
Turf maintenance – cost per m <sup>2</sup> /type of use (excluding RAP)	n/a	\$3.12	\$1.41
<b>Story behind the data</b>	This data will be collected through the asset inventory project that is scheduled to be completed in 2016.		
Cost of boulevards maintained per m <sup>2</sup>	n/a	\$2.60 m <sup>2</sup>	\$2.60 m <sup>2</sup>
<b>Story behind the data</b>	The projections are a blend of costs for taxed boulevards. Service levels are higher on taxed boulevards. Cost increases primarily reflect increased wages.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	The highest number of complaints received is with respect to un-cut boulevard. The second highest is weed content.		
<b>Where do we want to go?</b>	A survey of sports field user groups regarding their satisfaction with field maintenance is planned for the coming year. This information will help guide future maintenance planning The goal is to reduce the number of complaints received for un-cut boulevards by deploying resources more effectively during the spring growing season.		

## NATURAL AREAS

# Performance Metrics

### Measuring Success – Natural Areas

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Total area of natural areas (m <sup>2</sup> )	720,000	720,000	720,000
<b>How well did we do it?</b>			
Area of 'Early Detection Rapid Response' (EDRR) invasive plants actively being managed (m <sup>2</sup> ) (Knotweed sp., Lesser Celandine, Carpet Burweed, Giant Hog Weed)		14,006	16,000
<b>Story behind the data</b>	Invasive plants categorized in the 'Early Detection Rapid Response' (EDRR) are aggressive alien plants which have been assessed as being detrimental to our environment and have not yet become widely established in our region. Eradication of these plants is still possible through containment, treatment and education. This is the most cost effective way to manage new invasive plant species which threaten our Parks and Boulevards. Unfortunately even small EDRR species sites can take years to eradicate and require monitoring for several years after eradication is achieved. New sites are frequently reported, inventoried and added to the Natural Areas work plan.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>There are over 100 species at risk in Garry Oak ecosystems on Southern Vancouver Island; not all are found in our parks, but rare species can be found across the parks system.</p> <p>Species at risk found in our parks system: Deltoid Balsamroot, Dense-flowered Lupine, Prairie Violet, Purple Sanicle, Howell's Triteleia</p> <p>Other rare species in our parks system: Fern-leaved Lomatium, Blue Violet, Chocolate Lily, Yampah, Monkey Flower, Satinflower, Shooting Star(s)</p> <p>There are many human and environmental factors that impact species at risk and staff follow the Federal Species at Risk Act in order to help protect these rare plant species.</p> <p>In addition to plants, our Natural Areas provide habitat to many Vertebrate and Invertebrate species.</p>		
<b>Where do we want to go?</b>	Actively work to protect and increase the populations of SARA protected and other native plants on City of Victoria land. Provide leadership, education and guidance to the public and property owners to preserve, propagate, promote and protect native plants in our City.		



# RECREATION

## Performance Metrics

### Measuring Success – Crystal Pool and Fitness Centre Registrants

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Number of Aquafit and Fitness class drop-in participants	19,482	15,943	25,000
Total # of visitors	256,000	385,201	260,000
Number of children who learned to swim	2,183	1,881	2,200
Number of registrants in summer camps	1,053	1,581	1,200
Percent of total registrations online	15%	17%	18%
Add: Total revenue received	1,518,350	1,775,008	1,632,000
<b>How well did we do it?</b>			
% Increase of program registrants over prior year	56%	8%	5%
% increase of drop-in participants over prior year	23%	8%	5%
Pool utilization *Based on total operating hours	43%	44%	45%
<b>Story behind the data</b>	<p>The City is developing its programming to increase programs offered and target trends. Demand for swimming is growing, however facility capacity limits the City's ability to meet this demand. The facility is at capacity during prime usage periods, but growth is possible during non-prime operational hours.</p> <p>Online registration was launched in August 2014. Since that time, revenue from registrations has increased by a very similar percentage. We anticipate this percentage will increase modestly over time as customers shift their preferred method of registration</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>An increase in registrants shows trending growth in this service area. Camp offerings were increased in 2016 to support existing demand. The projected increase in 2017 is to reflect further anticipated growth in demand for summer camps.</p>		
<b>Where do we want to go?</b>	<p>Ongoing attention to expanding programs where demand exceeds supply and reducing programs where there is declining interests aligns participant interests with service levels, encouraging a more active community. In particular, the summer camp offerings will be continuously reviewed and adjusted to meet the demand.</p>		

## RECREATION

# Performance Metrics

### Measuring Success – L.I.F.E. Program

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Total Number of Life Participants	2,891	2,799	3,000
<b>How well did we do it?</b>			
Percentage of L.I.F.E. participants of those eligible for the program	15.3%	14.8%	16%
Story behind the data	In 2013, we joined our municipal partners in requiring proof of income and the result was a drop in applicants by an average of 450. Since then the applicant total has stabilized in the 2,900 – 3,000 range.		
<b>Is anyone better off?</b>			
Story behind the data	Low-income populations are at higher risk for poor health. The L.I.F.E. program is intended to reduce/remove financial barriers, often a major obstacle to accessing recreational health and wellness opportunities for the community's most vulnerable.		
Where do we want to go?	Increase in percentage of eligible individuals participating in the L.I.F.E. program would indicate success of increased awareness of this program to eligible individuals through outreach, advertising and marketing.		

## BUILDING SERVICES

# Performance Metrics

### Measuring Success

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Cleaning of City Buildings	19 buildings	19 buildings	19 buildings
Recycle Totals for Buildings	Cardboard 138 T Paper 20.5 T Plastics 1,400 kgs	Cardboard 140 T Paper 18.3 T Plastics 2,290 kgs	Cardboard 142 T Paper 24 T Plastics 1,600 kgs
Event Set-ups	512 Set ups	516 Set ups	520 Set ups
<b>How well did we do it?</b>			
Total area cleaned per day (1,004,600 sq ft/ 477,000 man-hours)	5,513 sq ft/hr per person  38,590 sq ft cleaned per person daily	5,513 sq ft/hr per person  38,590 sq ft cleaned per person daily	5,513 sq ft/hr per person  38,590 sq ft cleaned per person daily
<b>Story behind the data</b>	Building Services provides pro-active and demand-based cleaning services in a wide range of City buildings for the benefit of the public and staff. Specialized cleaning is provided at VicPD in the jail cells. Building Services provide recycling services to City buildings. Facilities staff provide room set up for both internal and external meetings, such as Council Meetings, public events and staff meetings.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Facilities provides janitorial services to buildings to ensure the buildings are safe and clean.		
<b>Where do we want to go?</b>	We plan to establish a set of cleaning standards for all buildings, which will inform the resource requirements and the frequency of services. With ongoing evaluation we will seek to continually improve customer service level through communication, training and new technologies/equipment.		

## BUILDING SERVICES

# Performance Metrics

### Measuring Success

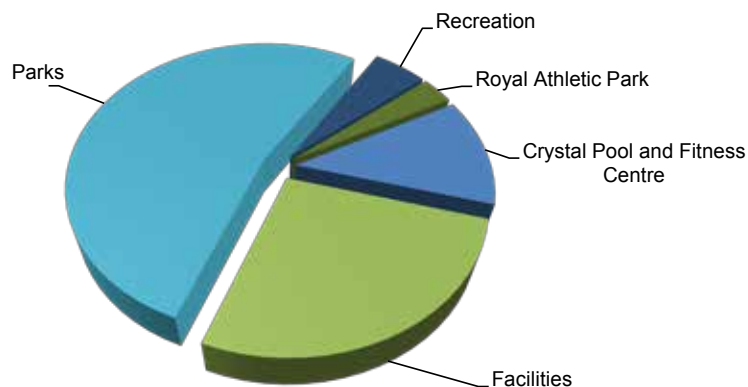
Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
Estimated Replacement Value of Buildings	\$330 million	\$330 million	\$330 million
Number of City Buildings	85	85	85
Number of Projects Managed	N/A	56	TBD
Number of Service Contracts	16	16	16
Total Site Applications of Service Contracts	361	361	361
Number of Monthly Maintenance Requests	N/A	371	425
Number of Yearly Maintenance Requests	N/A	4,452	5,000
<b>How well did we do it?</b>			
Customer Satisfaction Survey	N/A	N/A	TBD
<b>Story behind the data</b>	City of Victoria buildings are maintained by a staff of 7 full time employees. Facility Projects are overseen by 4 full time employees. The maintenance and capital programs ensure all buildings are safe and in good working condition for use by public and staff.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Facilities staff oversee service contracts to provide maintenance services such as: fire inspections, elevator maintenance & inspection; and pest control. Facilities staff also oversee project administration for renovations, tenant improvements and maintenance projects.		
<b>Where do we want to go?</b>	To continually improve our customer service level through training and new technologies/equipment. To constantly improve the buildings' energy efficiencies and to provide the most sustainable solutions for building components.		

# PARKS, RECREATION AND FACILITIES

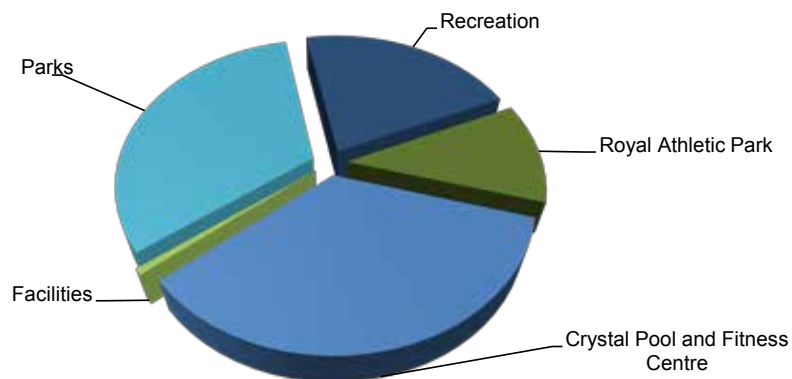
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Crystal Pool and Fitness Centre	1,029,179	1,032,786	3,607	0.35%
Facilities	38,150	20,300	(17,850)	-46.79%
Parks	1,101,865	965,969	(135,896)	-12.33%
Recreation	598,800	633,211	34,411	5.75%
Royal Athletic Park	333,500	334,700	1,200	0.36%
<b>Total</b>	<b>3,101,494</b>	<b>2,986,966</b>	<b>(114,528)</b>	<b>-3.69%</b>
<b>Expenditures</b>				
Crystal Pool and Fitness Centre	2,479,169	2,537,347	58,178	2.35%
Facilities	5,594,690	5,591,367	(3,323)	-0.06%
Parks	10,909,627	11,150,749	241,122	2.21%
Recreation	1,050,018	1,094,031	44,014	4.19%
Royal Athletic Park	636,271	653,981	17,710	2.78%
<b>Total</b>	<b>20,669,775</b>	<b>21,027,474</b>	<b>357,699</b>	<b>1.73%</b>
<b>Net</b>	<b>17,568,281</b>	<b>18,040,508</b>	<b>472,227</b>	<b>2.69%</b>

### 2017 Expenditures



### 2017 Revenues

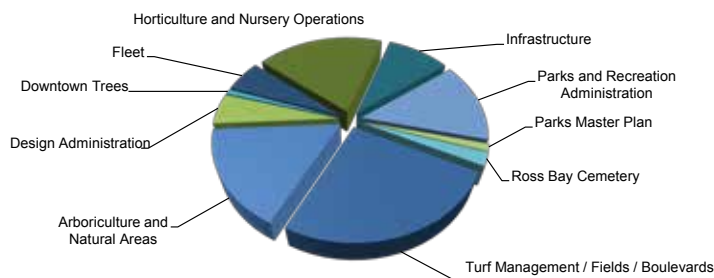


# PARKS

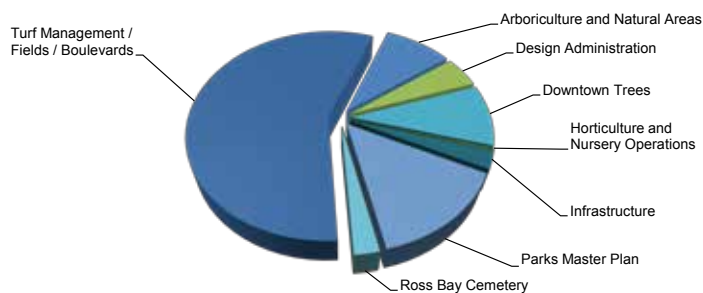
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Arboriculture and Natural Areas	95,500	88,290	(7,210)	-7.55%
Design Administration	0	47,209	47,209	100.00%
Downtown Trees	150,000	90,900	(59,100)	-39.40%
Horticulture and Nursery Operations	3,220	2,520	(700)	-21.74%
Infrastructure	25,245	25,750	505	2.00%
Parks Master Plan	250,000	138,000	(112,000)	-44.80%
Ross Bay Cemetery	22,900	23,300	400	1.75%
Turf Management / Fields / Boulevards	555,000	550,000	(5,000)	-0.90%
<b>Total</b>	<b>1,101,865</b>	<b>965,969</b>	<b>(135,896)</b>	<b>-12.33%</b>
<b>Expenditures</b>				
Arboriculture and Natural Areas	1,605,107	1,852,781	247,674	15.43%
Design Administration	629,178	591,699	(37,479)	-5.96%
Downtown Trees	150,000	90,900	(59,100)	-39.40%
Fleet	620,200	627,700	7,500	1.21%
Horticulture and Nursery Operations	2,159,686	2,167,073	7,387	0.34%
Infrastructure	893,002	1,063,372	170,370	19.08%
Parks and Recreation Administration	1,550,504	1,548,403	(2,101)	-0.14%
Parks Master Plan	250,000	138,000	(112,000)	-44.80%
Ross Bay Cemetery	250,218	251,538	1,320	0.53%
Turf Management / Fields / Boulevards	2,801,733	2,819,283	17,550	0.63%
<b>Total</b>	<b>10,909,627</b>	<b>11,150,749</b>	<b>241,122</b>	<b>2.21%</b>
<b>Net</b>	<b>9,807,762</b>	<b>10,184,780</b>	<b>377,018</b>	<b>3.84</b>

**2017 Expenditures**



**2017 Revenues**





# Business Unit Summary with Service Areas

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## *Service Area: Parks Arboriculture and Natural Areas*

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

An Urban Forest comprises the trees within a city parks, gardens and streets; planted singly, in groups or dense stands; or of natural occurrence, both native and naturalised and the soils in which they grow. Victoria's urban forest has many diverse treed areas included in Parks, boulevards and residential gardens. Urban forests have many benefits to the community, including contributing to the overall management of storm water, carbon absorption, shading and cooling, noise mitigation, place making and contributing to our physical health and sense of well-being. Victoria's urban forest has approximately 150,000 trees. The City of Victoria manages 32,700 of these trees within its parks and boulevards. Implementation of the Urban Forest Master plan is included as a key activity.

Natural areas play a significant role in the overall health of the urban ecosystem and provide critical habitat for many wildlife species. The management of natural areas contributes to protecting many "species at risk" that are identified in federal legislation.

This service area contains all of the activities required to maintain and manage the urban forest, including tree management and natural areas management.

Tree management includes tree planting, watering and young tree maintenance, pruning, mulching, staking, removals, stump grinding, storm damage response, tree risk assessments and maintenance of the City's tree inventory and branch pick-up.

Natural areas are maintained, enhanced and restored for the enjoyment of the residents and the public. This includes seed collection, propagation and planting of threatened native species and protecting threatened plant habitats. It also includes invasive plant removal, public education and restoration of natural areas. This service area also is responsible for working with local municipalities, provincial and federal government staff to coordinate priorities for invasive species management and directly monitors, manages and/or removes known and potential invasive species in parks and private lands. Work is in part determined by the British Columbia Noxious Weed Act and the Federal Species at Risk Act.

### **Deliverables:**

- Maintain 33,000 public trees in parks and on streets/boulevards
- Respond to 1000+ calls for service each year, including emergency response
- Plant up to 250 trees annually; maintain 1500 trees on a young tree maintenance program
- Prune 600+ trees/year
- Removal of dead, unhealthy and damaged trees
- Maintain the accuracy of the tree inventory
- Remove up to 20 different invasive weed species across 72ha of natural area
- 900 native plants propagated and planted
- Protect 12 plant species at risk
- Release beneficial insects to control aphid populations
- Deliver up to 10 educational sessions
- Treat knotweed on public and private lands



# Business Unit Summary with Service Areas

## Service Area: Parks Arboriculture and Natural Areas

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3274 Miscellaneous Fees	5,247	280	0	0	
3760 Grants	28,901	30,600	28,000	10,000	- 64.29 %
5068 Trf from Tree Reserve	0	0	67,500	45,290	- 32.90 %
9011 Work Order Revenue	3,795	2,200	0	0	
9060 WO Grants	0	0	0	33,000	
<b>Total Revenues</b>	<b>37,943</b>	<b>33,080</b>	<b>95,500</b>	<b>88,290</b>	
<b>Expenditures</b>					
4236 Land Services	15,031	15,030	15,030	0	
4824 Recovery	0	(6,547)	0	0	
9111 WO Inside Equipment Rent	4,888	6,004	2,250	2,250	0.00 %
9121 WO Outside Equipment Ren	53,876	5,984	5,000	5,000	0.00 %
9211 WO Regular Time	1,163,393	1,300,371	1,297,877	1,366,675	+ 5.30 %
9221 WO Overtime	1,111	334	12,000	12,000	0.00 %
9311 WO Inventory Purchases	7,846	8,410	9,250	9,270	+ 0.22 %
9321 WO Outside Purchases	120,589	127,781	65,200	113,506	+ 74.09 %
9411 WO Contracted Services	177,244	131,079	198,500	343,080	+ 72.84 %
9421 WO Consulting Services	10,198	0	0	0	
9551 WO Bio Diesel	7,285	187	0	1,000	
9561 WO Motor Oil	37	0	0	0	
<b>Total Expenditures</b>	<b>1,561,498</b>	<b>1,588,633</b>	<b>1,605,107</b>	<b>1,852,781</b>	
<b>Net Total</b>	<b>(1,523,555)</b>	<b>(1,555,553)</b>	<b>(1,509,607)</b>	<b>(1,764,491)</b>	

# Business Unit Summary with Service Areas

## Service Area: Parks Arboriculture and Natural Areas

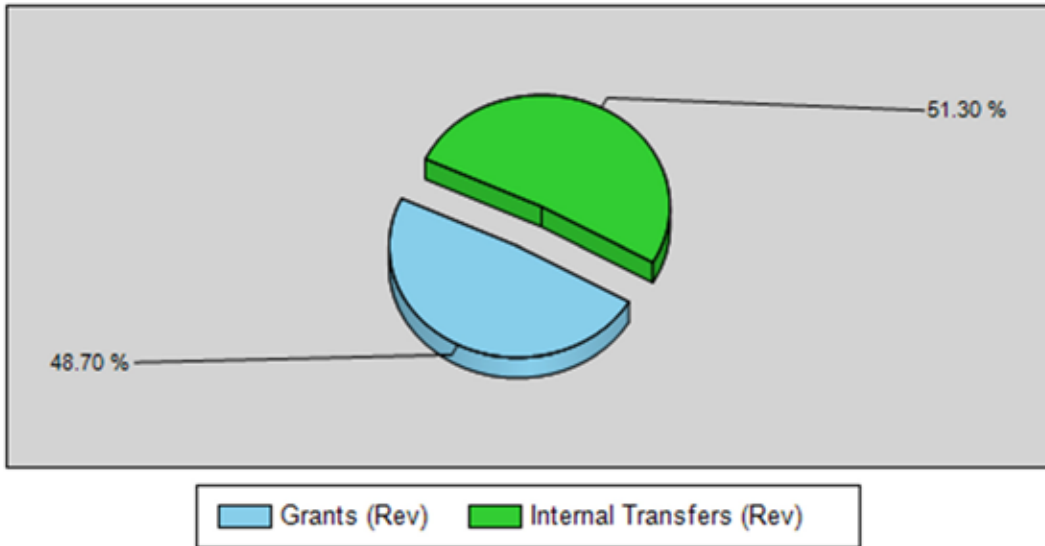
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
3760 Grants	10,000	0	0	0	0
5068 Trf from Tree Reserve	45,290	0	0	0	0
9060 WO Grants	33,000	0	0	0	0
<b>Total Revenues</b>	<b>88,290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	2,250	2,295	2,341	2,388	2,435
9121 WO Outside Equipment Ren	5,000	5,100	5,202	5,306	5,412
9211 WO Regular Time	1,366,675	1,391,689	1,417,202	1,443,226	1,469,771
9221 WO Overtime	12,000	12,000	12,000	12,000	12,000
9311 WO Inventory Purchases	9,270	9,455	9,645	9,837	10,034
9321 WO Outside Purchases	113,506	82,116	83,758	85,433	87,142
9411 WO Contracted Services	343,080	196,942	200,880	204,898	208,996
9551 WO Bio Diesel	1,000	1,020	1,040	1,061	1,082
<b>Total Expenditures</b>	<b>1,852,781</b>	<b>1,700,617</b>	<b>1,732,069</b>	<b>1,764,150</b>	<b>1,796,874</b>
<b>% Increase</b>		(8.21%)	1.85%	1.85%	1.85%
<b>Net Total</b>	<b>(1,764,491)</b>	<b>(1,700,617)</b>	<b>(1,732,069)</b>	<b>(1,764,150)</b>	<b>(1,796,874)</b>

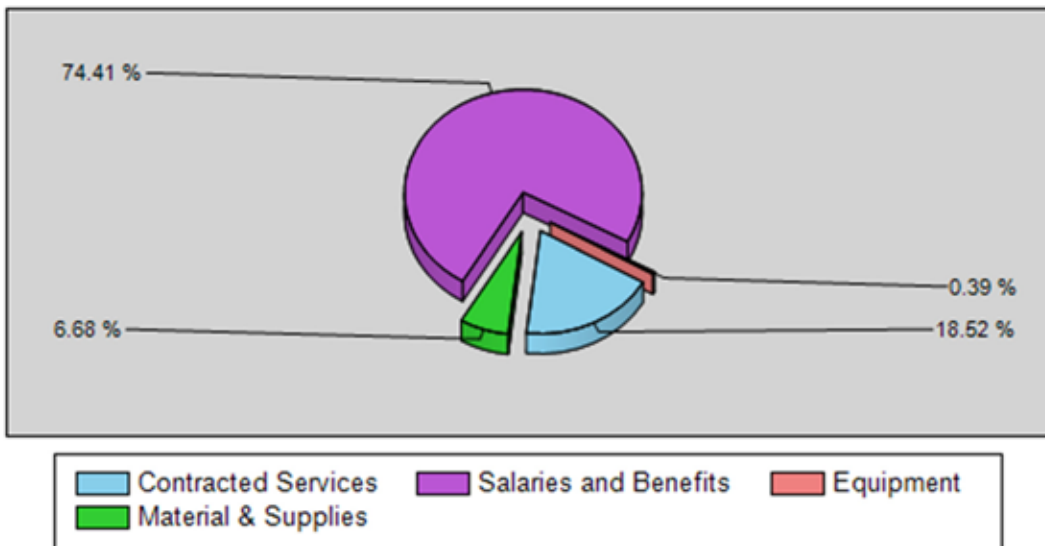
# Business Unit Summary with Service Areas

Service Area: Parks Arboriculture and Natural Areas

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Parks Design Administration*

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Parks Design develops plans, strategies and policies to guide investment into and use of the park and open spaces in the City, including addressing the demands for new uses and trends in recreation and park use. This unit reviews and provides comment on development and other permit applications as well as City and regional projects that have the potential to impact the City's parks and open spaces.

This business unit is also responsible for overseeing the tree preservation bylaw.

### **Deliverables:**

- Development of plans, strategies and policies as approved in annual workplans
- Planning and design of two playground replacement projects per year
- Parks Master Plan development and implementation
- Planning and design of parks related active transportation projects
- Design of various park upgrades as approved in annual capital budgets
- Review all development related and other various permit applications
- Review trees on private land and issue tree permits for protected trees
- Review and provide parks related input to other City projects for impacts to park assets (boulevards, trees, etc.)
- Provide parks input into City-led or other jurisdictional planning projects (i.e. local area planning, CRD Regional Trails Planning, etc.)

# Business Unit Summary with Service Areas

## Service Area: Parks Design Administration

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
5075 Financial Stability Reserve	0	0	0	47,209	
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47,209</b>	
<b>Expenditures</b>					
4010 Salaries - Exempt	99,715	99,990	107,365	107,365	0.00 %
4016 Salaries - Inside	142,268	218,231	300,101	341,716	+ 13.87 %
4070 Overtime	3,889	4,234	0	4,000	
4080 Auxiliaries/RPT/Seasonal	0	60,069	0	0	
4102 Benefits	58,639	78,397	95,204	108,269	+ 13.72 %
4112 Mileage/Parking	391	191	0	350	
4216 Contracted Services	3,219	913	30,000	30,000	0.00 %
6035 Transfer to Financial Stability Reserve	0	47,209	0	0	
9111 WO Inside Equipment Rent	0	25	0	0	
9211 WO Regular Time	95,403	75,746	96,508	0	
9321 WO Outside Purchases	2,636	1,834	0	0	
9421 WO Consulting Services	6,991	0	0	0	
<b>Total Expenditures</b>	<b>413,151</b>	<b>586,838</b>	<b>629,178</b>	<b>591,699</b>	
<b>Net Total</b>	<b>(413,151)</b>	<b>(586,838)</b>	<b>(629,178)</b>	<b>(544,490)</b>	

# Business Unit Summary with Service Areas

## Service Area: Parks Design Administration

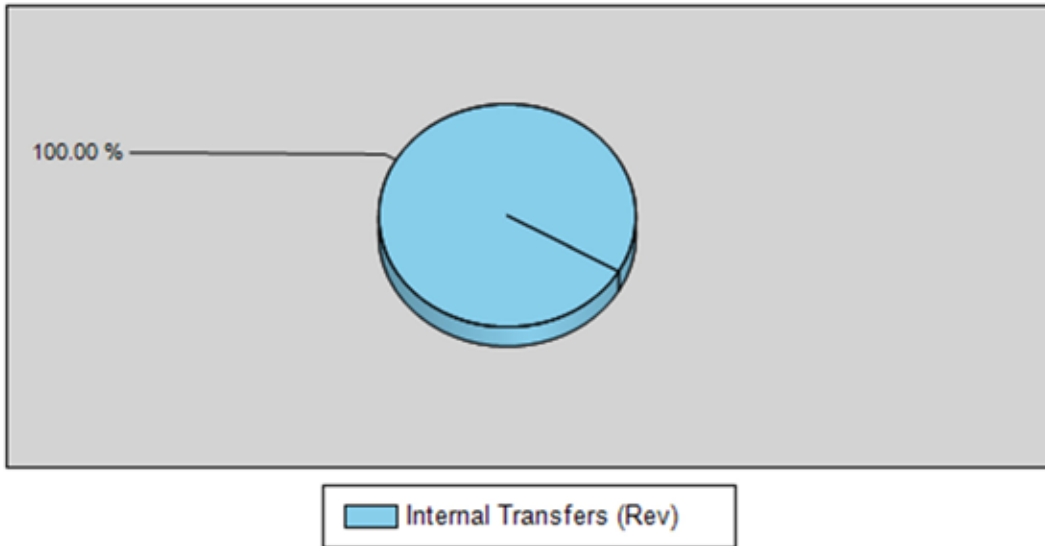
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
5075	Financial Stability Reserve	47,209	0	0	0	0
<b>Total Revenues</b>		47,209	0	0	0	0
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4016	Salaries - Inside	341,716	224,471	228,960	233,540	238,210
4070	Overtime	4,000	4,080	4,162	4,245	4,330
4102	Benefits	108,269	81,300	82,926	84,584	86,276
4112	Mileage/Parking	350	357	364	371	379
4216	Contracted Services	30,000	30,600	31,212	31,836	32,473
9211	WO Regular Time	0	0	0	0	0
<b>Total Expenditures</b>		591,699	450,320	459,326	468,513	477,883
<b>% Increase</b>			(23.89%)	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(544,490)</b>	<b>(450,320)</b>	<b>(459,326)</b>	<b>(468,513)</b>	<b>(477,883)</b>

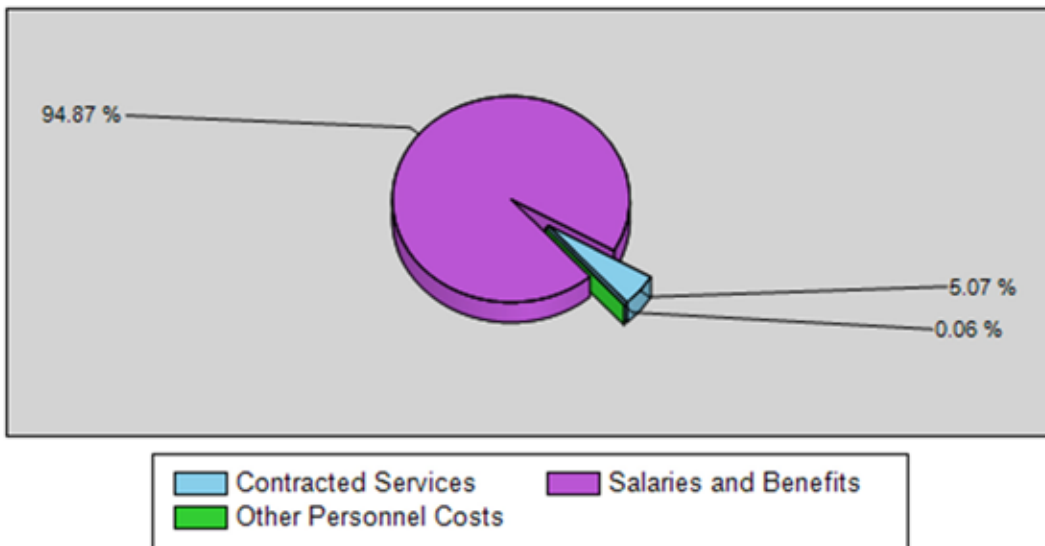
# Business Unit Summary with Service Areas

Service Area: Parks Design Administration

Revenues



Expenses



# Business Unit Summary with Service Areas

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## ***Service Area: Parks Downtown Trees***

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Replacement of trees in the downtown core including hard infrastructure modifications and repairs required to remove old stumps, install growing media, irrigation where possible and the required concrete and asphalt.

### **Deliverables:**

- 20 trees planted downtown



# Business Unit Summary with Service Areas

## Service Area: Parks Downtown Trees

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
5068 Trf from Tree Reserve	0	0	150,000	90,900	- 39.40 %
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>150,000</b>	<b>90,900</b>	
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	0	385	0	0	
9211 WO Regular Time	0	36,159	140,000	85,500	- 38.93 %
9311 WO Inventory Purchases	0	463	0	0	
9321 WO Outside Purchases	0	13,446	10,000	5,400	- 46.00 %
9411 WO Contracted Services	0	8,610	0	0	
<b>Total Expenditures</b>	<b>0</b>	<b>59,063</b>	<b>150,000</b>	<b>90,900</b>	
<b>Net Total</b>	<b>0</b>	<b>(59,063)</b>	<b>0</b>	<b>0</b>	

# Business Unit Summary with Service Areas

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## Service Area: Parks Downtown Trees

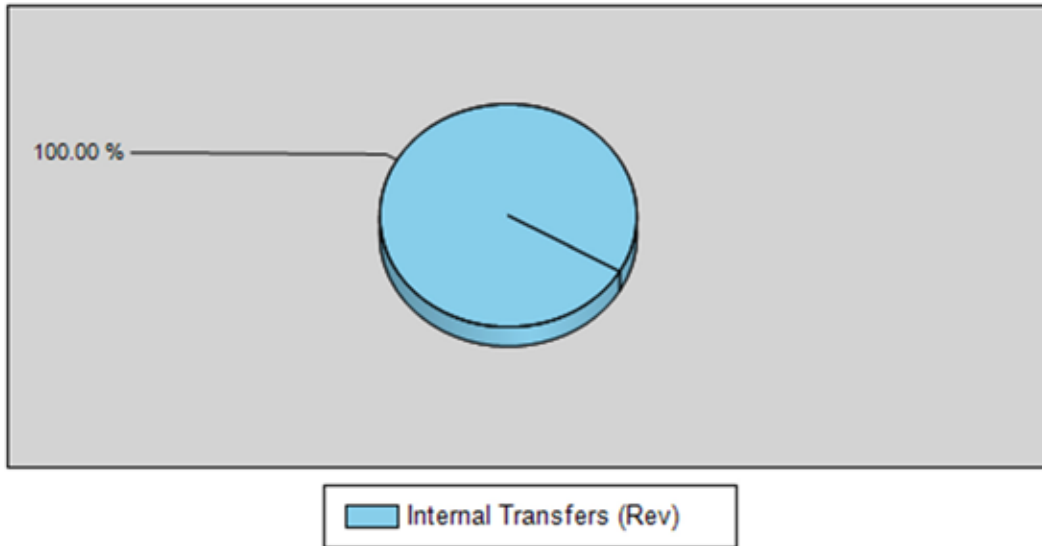
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
5068 Trf from Tree Reserve	90,900	0	0	0	0
<b>Total Revenues</b>	<b>90,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
9211 WO Regular Time	85,500	0	0	0	0
9321 WO Outside Purchases	5,400	0	0	0	0
<b>Total Expenditures</b>	<b>90,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

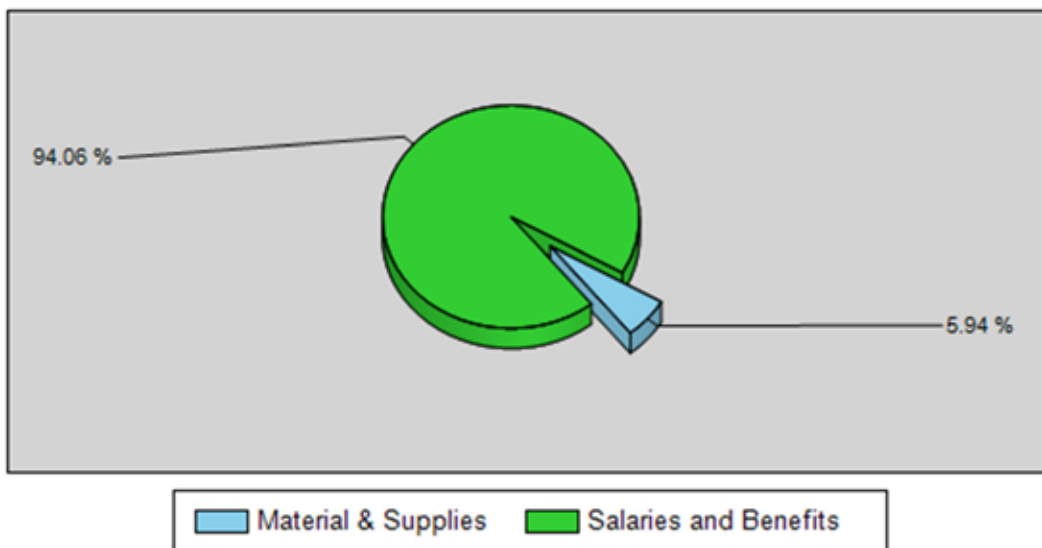
# Business Unit Summary with Service Areas

Service Area: Parks Downtown Trees

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Parks Fleet*

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

The Parks Fleet business unit funds costs associated with parks vehicles and equipment. Parks vehicles are charged out at a monthly rate per vehicle based on service needs and associated historical data and projections.

### **Deliverables:**

- Provision of fleet vehicles to Parks operations

# Business Unit Summary with Service Areas

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## Service Area: Parks Fleet

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4412 Equipment Rentals	641,375	677,828	615,700	623,200	+ 1.22 %
4512 Insurance	4,563	4,648	4,500	4,500	0.00 %
9511 WO Gas	1,893	873	0	0	
<b>Total Expenditures</b>	<b>647,830</b>	<b>683,349</b>	<b>620,200</b>	<b>627,700</b>	
<b>Net Total</b>	<b>(647,830)</b>	<b>(683,349)</b>	<b>(620,200)</b>	<b>(627,700)</b>	

# Business Unit Summary with Service Areas

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## Service Area: Parks Fleet

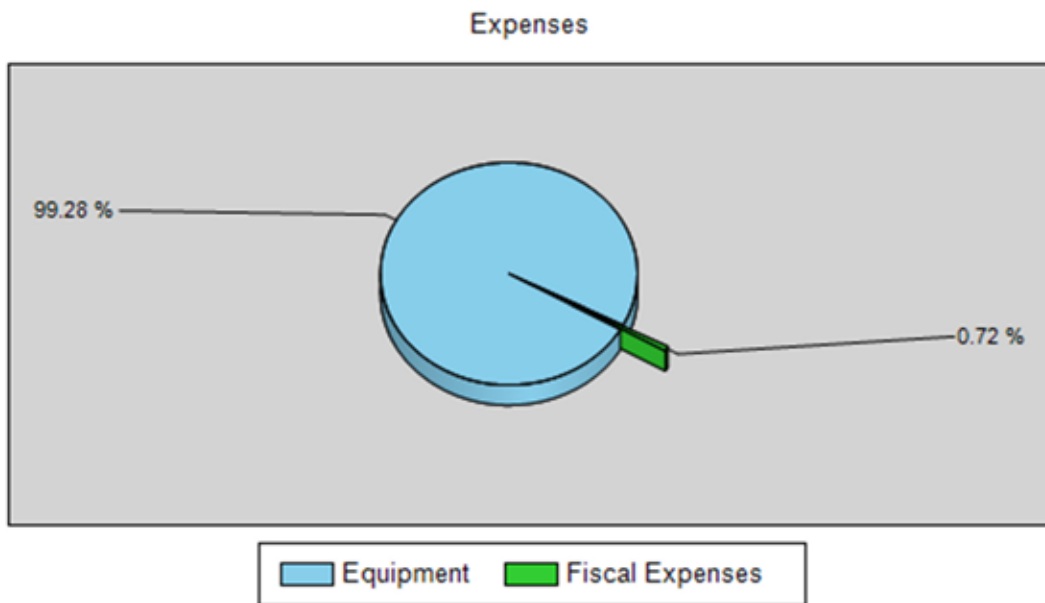
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4412 Equipment Rentals	623,200	635,664	648,377	661,345	674,572
4512 Insurance	4,500	4,590	4,682	4,775	4,871
<b>Total Expenditures</b>	627,700	640,254	653,059	666,120	679,443
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(627,700)</b>	<b>(640,254)</b>	<b>(653,059)</b>	<b>(666,120)</b>	<b>(679,443)</b>

# Business Unit Summary with Service Areas

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Service Area: Parks Fleet



# Business Unit Summary with Service Areas

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## *Service Area: Parks Horticulture and Nursery Operations*

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

The services provided in this business unit include the overall maintenance, planning and design of horticultural plantings throughout the City as well as the full maintenance of Beacon Hill Park. Key activities include providing a variety of interesting perennial and annual plantings throughout the city, maintenance of plantings, and implementation of the recommendation in the Beacon Hill Park management plan and the Heritage Landscape Management Plan.

### **Deliverables:**

Design, planting and maintenance of:

- 133 horticultural displays (2,605 m<sup>2</sup> of annual bed area throughout the City)
- Over 200 boulevard shrub plantings
- 35 park shrub beds
- Beds and landscaping around City Hall, Vic PD, Crystal Pool, VCC, Fire halls and Community Centres

Beacon Hill Park:

- Mowing of all turf areas
- Natural areas annual mowing
- Maintenance and cleaning of ponds
- Maintenance of hard infrastructure
- Rose garden maintenance
- Planning and implementation of improvements to the park (bridges, plantings, bed renovations etc.)



# Business Unit Summary with Service Areas

## Service Area: Parks Horticulture and Nursery Operations

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3274	Miscellaneous Fees	0	4,216	2,220	1,520	- 31.53 %
3275	Registration Fees	1,231	553	0	0	
9011	Work Order Revenue	3,631	0	1,000	1,000	0.00 %
<b>Total Revenues</b>		<b>4,862</b>	<b>4,768</b>	<b>3,220</b>	<b>2,520</b>	
<b>Expenditures</b>						
4824	Recovery	(1,100)	(5,668)	0	0	
9111	WO Inside Equipment Rent	6,353	4,623	2,500	2,550	+ 2.00 %
9121	WO Outside Equipment Ren	19,702	10,958	11,845	12,082	+ 2.00 %
9211	WO Regular Time	1,805,382	1,933,246	1,936,323	1,936,323	0.00 %
9221	WO Overtime	36	260	0	0	
9311	WO Inventory Purchases	25,297	27,436	19,000	19,380	+ 2.00 %
9321	WO Outside Purchases	178,554	173,984	203,018	200,998	- 0.99 %
9411	WO Contracted Services	23,807	54,626	15,000	19,000	+ 26.67 %
9421	WO Consulting Services	0	2,640	0	0	
9541	WO Propane	0	0	0	6,000	
9824	Work Order Recoveries	(45,156)	(32,489)	(28,000)	(29,260)	+ 4.50 %
<b>Total Expenditures</b>		<b>2,012,875</b>	<b>2,169,616</b>	<b>2,159,686</b>	<b>2,167,073</b>	
<b>Net Total</b>		<b>(2,008,013)</b>	<b>(2,164,848)</b>	<b>(2,156,466)</b>	<b>(2,164,553)</b>	

# Business Unit Summary with Service Areas

## Service Area: Parks Horticulture and Nursery Operations

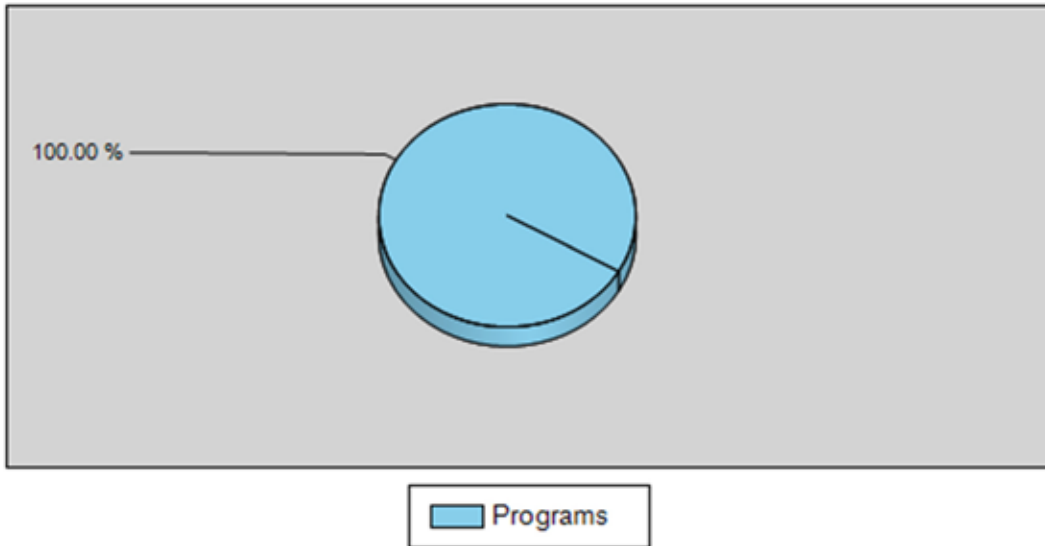
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3274	Miscellaneous Fees	1,520	1,520	1,520	1,520	1,520
9011	Work Order Revenue	1,000	1,000	1,000	1,000	1,000
<b>Total Revenues</b>		2,520	2,520	2,520	2,520	2,520
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	2,550	2,550	2,601	2,653	2,706
9121	WO Outside Equipment Ren	12,082	12,324	12,570	12,822	13,078
9211	WO Regular Time	1,936,323	1,975,049	2,014,550	2,054,841	2,095,938
9311	WO Inventory Purchases	19,380	19,768	20,163	20,566	20,978
9321	WO Outside Purchases	200,998	205,018	209,118	213,301	217,567
9411	WO Contracted Services	19,000	19,380	19,768	20,163	20,566
9541	WO Propane	6,000	6,120	6,242	6,367	6,495
9824	Work Order Recoveries	(29,260)	(29,831)	(30,414)	(31,008)	(31,614)
<b>Total Expenditures</b>		2,167,073	2,210,377	2,254,599	2,299,705	2,345,713
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(2,164,553)</b>	<b>(2,207,857)</b>	<b>(2,252,079)</b>	<b>(2,297,185)</b>	<b>(2,343,193)</b>

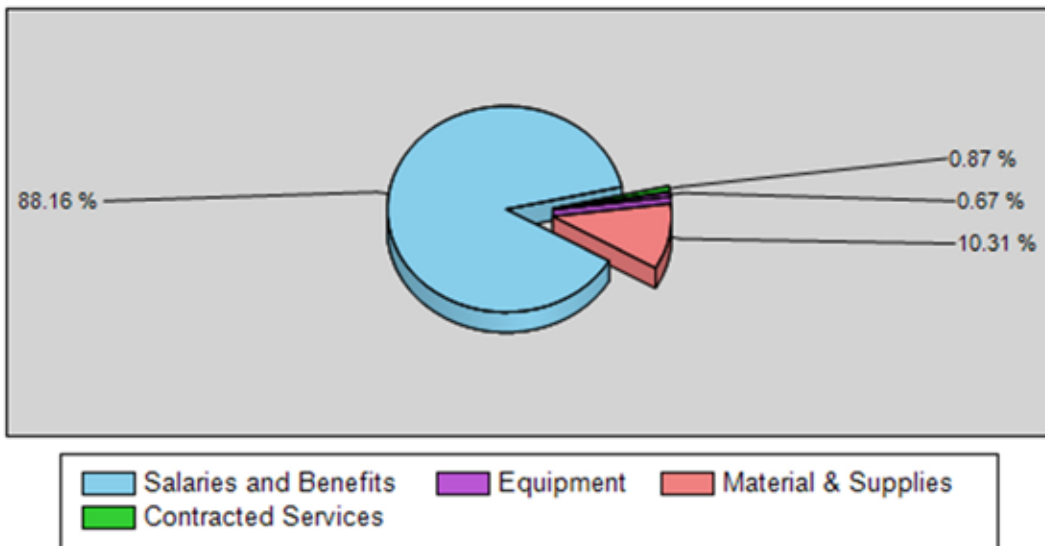
# Business Unit Summary with Service Areas

## Service Area: Parks Horticulture and Nursery Operations

Revenues



Expenses



# Business Unit Summary with Service Areas

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## **Service Area: Parks Infrastructure**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

The Parks Infrastructure unit maintains the hard infrastructure/assets in parks, including fences, playgrounds, outdoor exercise equipment, benches, picnic tables, bleachers, pathways, signage, skateboard park, sports courts, outdoor sports equipment (backstops, goal posts, etc.) and irrigation systems.

The primary function is to maintain parks assets and provide safe amenities for the parks users, sports groups and special event organizers.

Irrigation crews repair and maintain irrigation systems and operational upgrade/compliance upgrades. They respond to approximately 385 irrigation-related calls for service annually.

Annual start-up and winterization of irrigation systems, water parks and drinking fountains. Draining of Park toilets during freezing weather.

Protecting the City's potable water supply is achieved through the installation and testing of over 614 backflow preventers at over 600 points of connection.

### **Deliverables:**

Maintain fences, paths, retaining walls, bleachers, benches, picnic tables, backstops, goal posts across:

- 137 parks
- 40 playgrounds
- 23 tennis courts
- 5 outdoor fitness locations
- 45 sports fields

Also maintains:

- 29 drinking fountains
- 2 water parks
- 614 backflow preventers
- over 600 irrigations systems of varying sizes and complexities

Deliver weekly maintenance and monthly inspections of playgrounds and outdoor exercise equipment.

# Business Unit Summary with Service Areas

## Service Area: Parks Infrastructure

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3274 Miscellaneous Fees	0	95	0	0	
9011 Work Order Revenue	13,500	800	25,245	25,750	+ 2.00 %
<b>Total Revenues</b>	<b>13,500</b>	<b>895</b>	<b>25,245</b>	<b>25,750</b>	
<b>Expenditures</b>					
4824 Recovery	0	(2,769)	0	0	
9111 WO Inside Equipment Rent	2,660	3,226	3,285	3,285	0.00 %
9121 WO Outside Equipment Ren	360	3,202	1,525	2,055	+ 34.75 %
9211 WO Regular Time	663,307	667,320	791,923	920,123	+ 16.19 %
9221 WO Overtime	167	0	0	0	
9311 WO Inventory Purchases	26,198	25,369	24,531	25,522	+ 4.04 %
9321 WO Outside Purchases	52,906	80,650	66,091	106,740	+ 61.50 %
9411 WO Contracted Services	2,855	2,068	5,647	5,647	0.00 %
<b>Total Expenditures</b>	<b>748,453</b>	<b>779,066</b>	<b>893,002</b>	<b>1,063,372</b>	
<b>Net Total</b>	<b>(734,953)</b>	<b>(778,171)</b>	<b>(867,757)</b>	<b>(1,037,622)</b>	

# Business Unit Summary with Service Areas

## Service Area: Parks Infrastructure

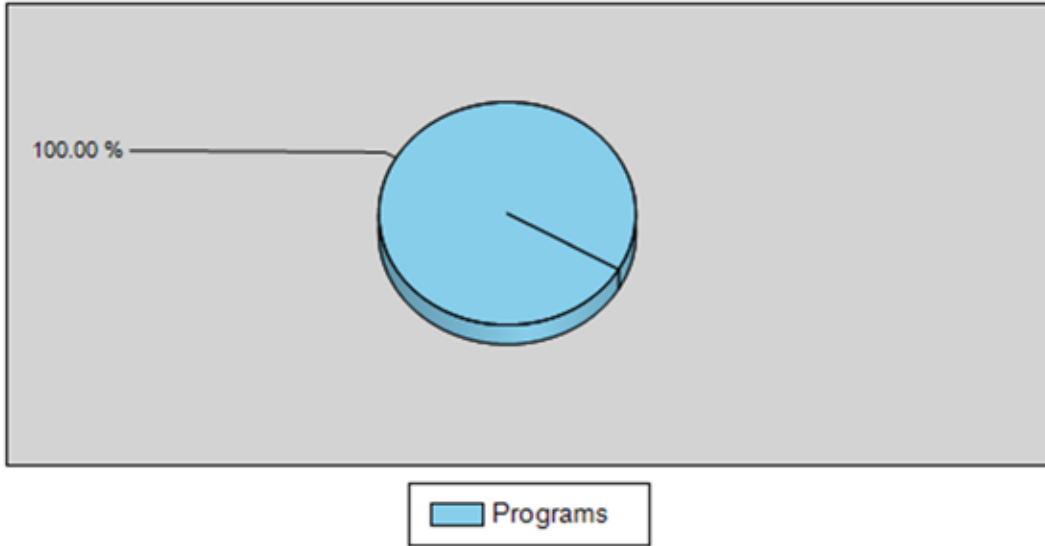
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
9011	Work Order Revenue	25,750	26,265	26,790	27,326	27,873
<b>Total Revenues</b>		25,750	26,265	26,790	27,326	27,873
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	3,285	3,351	3,418	3,486	3,556
9121	WO Outside Equipment Ren	2,055	2,096	2,138	2,181	2,224
9211	WO Regular Time	920,123	810,091	826,294	842,820	859,676
9311	WO Inventory Purchases	25,522	26,032	26,553	27,084	27,626
9321	WO Outside Purchases	106,740	76,133	77,655	79,209	80,793
9411	WO Contracted Services	5,647	5,760	5,875	5,993	6,112
<b>Total Expenditures</b>		1,063,372	923,463	941,933	960,772	979,987
<b>% Increase</b>			(13.16%)	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(1,037,622)</b>	<b>(897,198)</b>	<b>(915,143)</b>	<b>(933,446)</b>	<b>(952,115)</b>

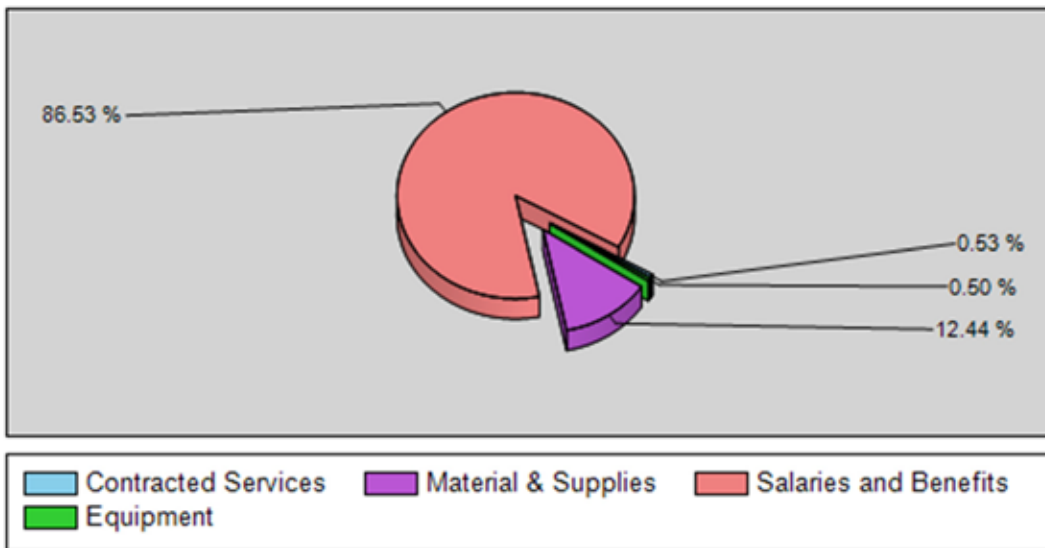
# Business Unit Summary with Service Areas

Service Area: Parks Infrastructure

Revenues



Expenses



# Business Unit Summary with Service Areas

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## **Service Area: Parks and Recreation Administration**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

This business unit funds the overall administration for Parks and Recreation which is responsible for the following services:

- The operation of Crystal Pool & Fitness Centre and community recreation programming (adult fitness and wellness, children and youth activities, swimming, and child and youth camps)
- The operation and maintenance of 207 hectares of park land spread across 137 parks including Ross Bay Cemetery, Royal Athletic Park, sports fields, playgrounds, tennis and sports courts, public washrooms, a skateboard park and a bicycle park
- The management of the urban forest that includes 32,700 city-owned trees
- The operating agreement and management of the community recreation time at Save-On-Foods Memorial Centre
- Manages 208,063 m.sq. of city-owned boulevards
- Operate and develop city trails and greenways program
- Maintains 500 flower and shrub beds and over 1,300 hanging baskets

### **Deliverables:**

- Delivers strategic plan priorities and core services as per the department's operational plan and program area work plans that align with the City's strategic priorities
- Prepare Council reports and provide advice to Council
- Responds to the public and assigns approximately 3,500 calls for service
- Procurement of contracted services and supplies
- Financial Management for the department including preparation of budgets and accurate and timely entry of expenditures and revenues and analysis of expenditures
- Administration for interments, burials and record keeping for Ross Bay Cemetery
- Hiring, training and development of staff



# Business Unit Summary with Service Areas

## Service Area: Parks and Recreation Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	475,540	528,221	532,366	532,366	0.00 %
4016	Salaries - Inside	58,202	59,094	118,824	118,829	+ 0.00 %
4070	Overtime	1,424	2,819	0	0	
4080	Auxiliaries/RPT/Seasonal	29,116	25,463	0	0	
4102	Benefits	123,192	137,155	150,373	156,772	+ 4.26 %
4112	Mileage/Parking	4,776	4,055	3,761	3,761	0.00 %
4116	Conferences/Travel	10,071	5,173	11,185	12,900	+ 15.33 %
4118	Membership Fees	5,035	8,466	4,088	8,950	+ 118.93 %
4120	Training and Development	23,623	23,077	32,219	35,600	+ 10.49 %
4216	Contracted Services	1,460	7,351	5,168	5,168	0.00 %
4222	Janitorial	4,454	0	15,000	0	
4226	Photocopy	329	150	0	0	
4312	Office Supplies	25,326	20,210	21,770	22,205	+ 2.00 %
4360	Hydro	15,118	13,055	27,550	28,652	+ 4.00 %
4364	Telecommunications	46,971	49,847	48,200	48,200	0.00 %
4366	Water	484,527	500,857	575,000	575,000	0.00 %
4814	Miscellaneous	4,659	33	0	0	
4822	Repairs and Maintenance	300	0	5,000	0	
<b>Total Expenditures</b>		<b>1,314,122</b>	<b>1,385,027</b>	<b>1,550,504</b>	<b>1,548,403</b>	
<b>Net Total</b>		<b>(1,314,122)</b>	<b>(1,385,027)</b>	<b>(1,550,504)</b>	<b>(1,548,403)</b>	

# Business Unit Summary with Service Areas

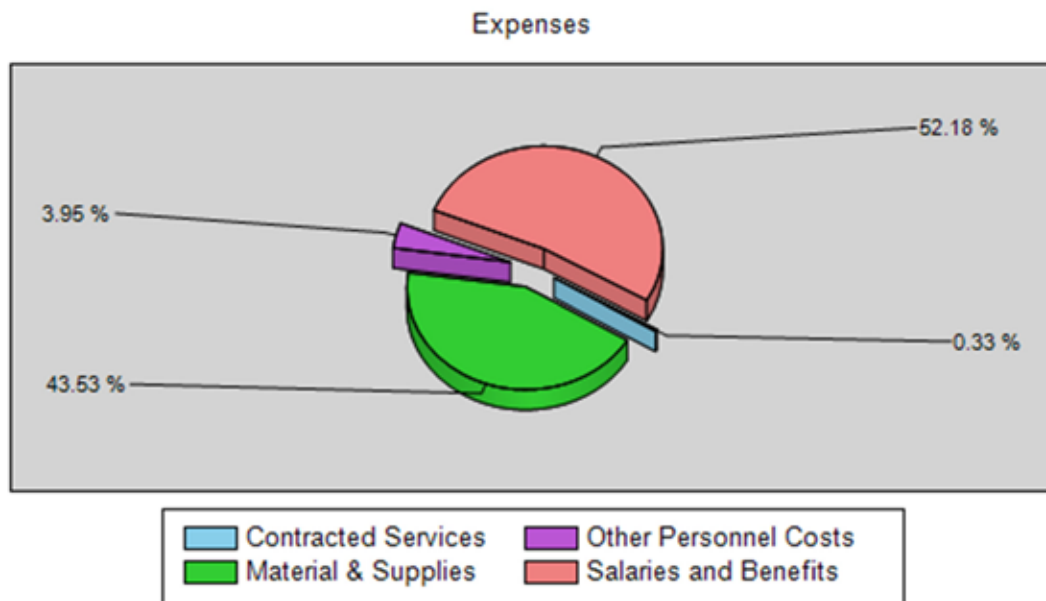
## Service Area: Parks and Recreation Administration

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4010 Salaries - Exempt	532,366	543,013	553,874	564,951	576,250
4016 Salaries - Inside	118,829	121,206	123,629	126,104	128,607
4102 Benefits	156,772	159,908	163,106	166,368	169,695
4112 Mileage/Parking	3,761	3,836	3,913	3,991	4,071
4116 Conferences/Travel	12,900	13,158	13,421	13,690	13,963
4118 Membership Fees	8,950	9,129	9,312	9,498	9,688
4120 Training and Development	35,600	36,312	37,038	37,779	38,535
4216 Contracted Services	5,168	5,271	5,377	5,484	5,594
4222 Janitorial	0	0	0	0	0
4310 Books/Publications	0	0	0	0	0
4312 Office Supplies	22,205	22,649	23,102	23,564	24,035
4360 Hydro	28,652	29,655	30,693	31,767	32,879
4364 Telecommunications	48,200	49,164	50,147	51,150	52,173
4366 Water	575,000	603,750	633,938	665,634	698,916
4814 Miscellaneous	0	0	0	0	0
4822 Repairs and Maintenance	0	0	0	0	0
<b>Total Expenditures</b>	<b>1,548,403</b>	<b>1,597,051</b>	<b>1,647,549</b>	<b>1,699,980</b>	<b>1,754,407</b>
<b>% Increase</b>		<b>3.14%</b>	<b>3.16%</b>	<b>3.18%</b>	<b>3.20%</b>
<b>Net Total</b>	<b>(1,548,403)</b>	<b>(1,597,051)</b>	<b>(1,647,549)</b>	<b>(1,699,980)</b>	<b>(1,754,407)</b>

# Business Unit Summary with Service Areas

Service Area: Parks and Recreation Administration



# Business Unit Summary with Service Areas

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## ***Service Area: Parks Master Plan***

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

The City of Victoria Strategic Plans identifies the need for a parks master plan to guide investment and detailed planning for the parks system. This plan will build off of previous draft plans and will outline the actions and strategies necessary to further the 2015 - 2018 strategic plan actions and outcomes. Key components of the plan will include the development of a vision, goals, objectives, investment strategy and gaps in the parks system. This process will include a comprehensive public engagement process to help shape the outcomes and actions identified through the strategic plan.

### **Deliverables:**

- Updated mapping and resource analysis.
- Identification of gaps in parks and green space.
- Final Parks Master Plan Document including priorities for park planning and investment.
- Identification of three high profile projects for further development in 2016.
- Engagement plan and summary of public input.

# Business Unit Summary with Service Areas

## Service Area: Parks Master Plan

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
5055	Trf from Strat Obj Account	0	0	250,000	0	
5075	Financial Stability Reserve	0	0	0	138,000	
<b>Total Revenues</b>		<b>0</b>	<b>0</b>	<b>250,000</b>	<b>138,000</b>	
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	0	14	0	0	
9211	WO Regular Time	0	380	0	0	
9321	WO Outside Purchases	0	4,749	0	0	
9411	WO Contracted Services	0	628	250,000	138,000	- 44.80 %
9421	WO Consulting Services	0	106,195	0	0	
<b>Total Expenditures</b>		<b>0</b>	<b>111,967</b>	<b>250,000</b>	<b>138,000</b>	
<b>Net Total</b>		<b>0</b>	<b>(111,967)</b>	<b>0</b>	<b>0</b>	

# Business Unit Summary with Service Areas

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## Service Area: Parks Master Plan

### 5 Year Forecast:

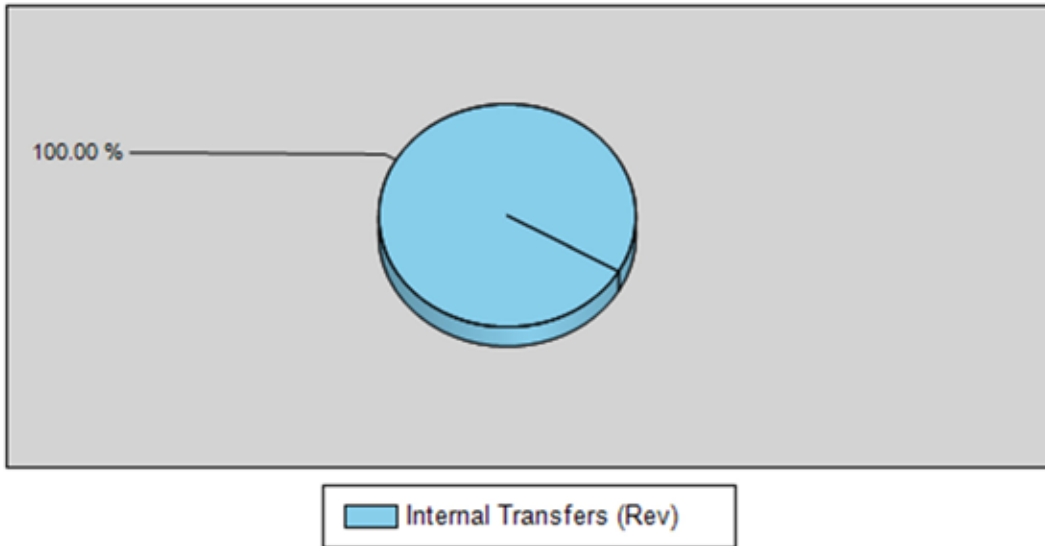
		2017	2018	2019	2020	2021
<b>Revenues</b>						
5075	Financial Stability Reserve	138,000	0	0	0	0
<b>Total Revenues</b>		138,000	0	0	0	0
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>						
9411	WO Contracted Services	138,000	0	0	0	0
<b>Total Expenditures</b>		138,000	0	0	0	0
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Net Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Business Unit Summary with Service Areas

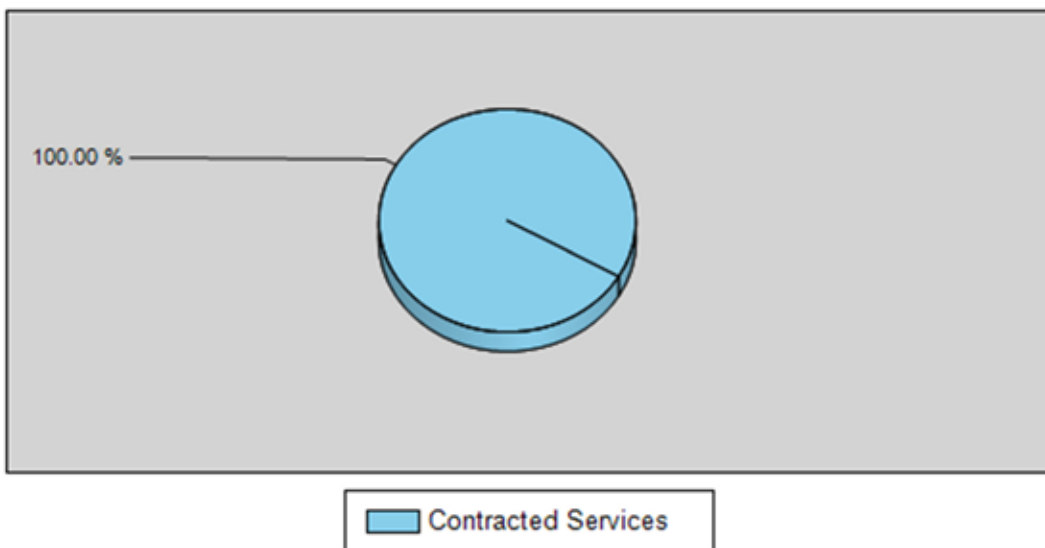
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Service Area: *Parks Master Plan*

Revenues



Expenses



# Business Unit Summary with Service Areas

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## **Service Area: Parks Ross Bay Cemetery**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Ross Bay Cemetery, named for its unique ocean-side location at Ross Bay, has been in continuous use since 1872 and is maintained and managed by the City of Victoria.

This business unit funds the care and maintenance of Ross Bay Cemetery, a 28 acre heritage site and working cemetery. The maintenance and investment into the cemetery honors the commitment to the plot owners and preserves the history for the residents and visitors to Victoria.

### **Deliverables:**

- Maintain 18 acres of grass, including mowing and edging, pruning 845m of perimeter hedging, collecting leaves/needles from the 1,014 trees within the cemetery, removing invasive plants and maintaining understory of treed area between Cemetery and Dallas Road
- Oversee 16,000 curbs and headstones and undertake annual maintenance involving leveling and replacing aging grave curbing and headstones.
- Perform an average of 25 ash and 5 casket interments annually
- Provide customer service to funeral homes pre/post burials. Provide customer service to people visiting grave sites (including assisting with water service and/or locating the grave site customers wish to visit)
- Oversee approximately 600 perpetual maintenance plots with support of the Commonwealth War Graves Commission, an organization providing funding for specific levels of care for the 65 burial sites of soldiers and veterans in Ross Bay Cemetery



# Business Unit Summary with Service Areas

## Service Area: Parks Ross Bay Cemetery

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3238	Cemetery Fees/Interest	8,240	24,180	11,300	11,300	0.00 %
3274	Miscellaneous Fees	14,677	14,460	11,600	12,000	+ 3.45 %
<b>Total Revenues</b>		<b>22,917</b>	<b>38,640</b>	<b>22,900</b>	<b>23,300</b>	
<b>Expenditures</b>						
4364	Telecommunications	59	0	1,000	1,020	+ 2.00 %
9111	WO Inside Equipment Rent	177	160	0	500	
9121	WO Outside Equipment Ren	4,100	8,002	5,250	5,550	+ 5.71 %
9211	WO Regular Time	211,652	237,155	221,778	221,778	0.00 %
9311	WO Inventory Purchases	992	506	1,190	1,220	+ 2.52 %
9321	WO Outside Purchases	2,729	3,952	21,000	21,470	+ 2.24 %
9411	WO Contracted Services	395	522	0	0	
<b>Total Expenditures</b>		<b>220,104</b>	<b>250,297</b>	<b>250,218</b>	<b>251,538</b>	
<b>Net Total</b>		<b>(197,187)</b>	<b>(211,657)</b>	<b>(227,318)</b>	<b>(228,238)</b>	

# Business Unit Summary with Service Areas

## Service Area: Parks Ross Bay Cemetery

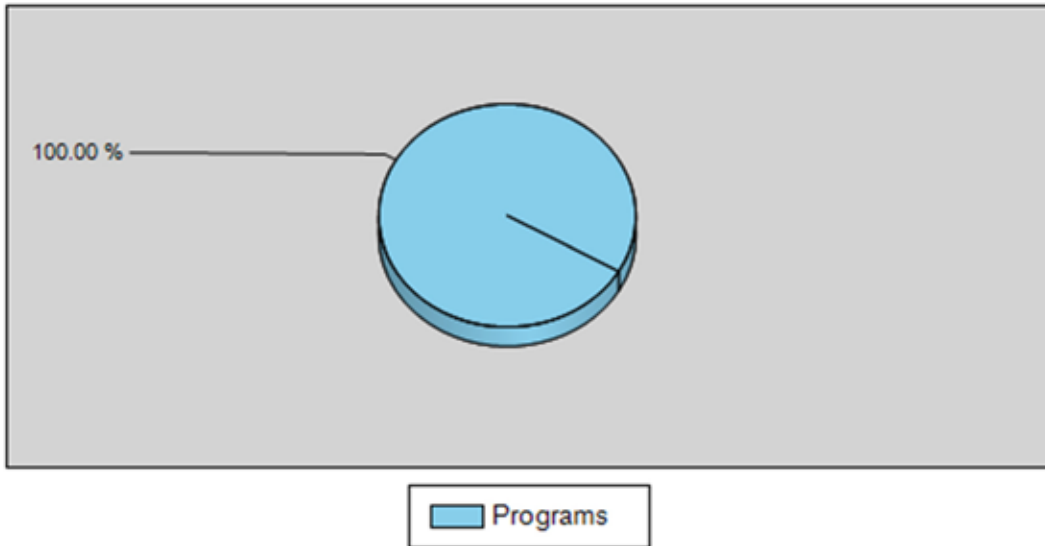
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3238	Cemetery Fees/Interest	11,300	11,300	11,300	11,300	11,300
3274	Miscellaneous Fees	12,000	12,000	12,000	12,000	12,000
<b>Total Revenues</b>		23,300	23,300	23,300	23,300	23,300
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4364	Telecommunications	1,020	1,040	1,061	1,082	1,104
9111	WO Inside Equipment Rent	500	510	520	531	541
9121	WO Outside Equipment Ren	5,550	5,661	5,774	5,890	6,007
9211	WO Regular Time	221,778	226,214	230,738	235,353	240,060
9311	WO Inventory Purchases	1,220	1,244	1,269	1,295	1,321
9321	WO Outside Purchases	21,470	21,899	22,337	22,784	23,240
<b>Total Expenditures</b>		251,538	256,569	261,700	266,934	272,273
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(228,238)</b>	<b>(233,269)</b>	<b>(238,400)</b>	<b>(243,634)</b>	<b>(248,973)</b>

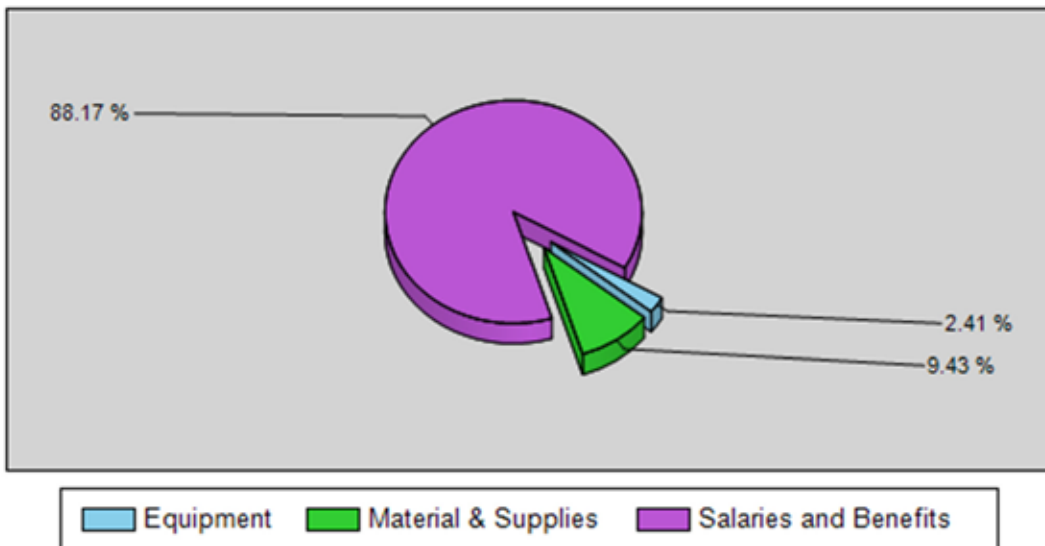
# Business Unit Summary with Service Areas

Service Area: Parks Ross Bay Cemetery

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Parks Turf Management/Fields/Boulevards*

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

This service area provides maintenance and improvements to all turf areas under the care of the City, caretaking functions and landscape construction (turf) work, along with the operation of the organic material recycle/reuse program in the Parks Yard.

Turf area activities include mowing, trimming, fertilizing, re-grading, turfing, seeding, top-dressing, root removal and growing support. Caretaking activities include public washroom cleaning, sports field change room cleaning, park garbage collection, general park clean up, stocking dog bag dispensers, tennis court and skate park surface maintenance.

### **Deliverables:**

During the growing season:

- Sports fields cut 2 times/week
- Downtown area cut weekly
- Taxed boulevards cut on a 10 day working cycle
- 17 washrooms cleaned and re-stocked daily
- 261 garbage cans and 55 in-ground garbage collectors serviced
- 2030 cubic meters of leaves picked up annually

Landscape Construction provides support to PW crews and assists with landscape projects undertaken in Parks.

# Business Unit Summary with Service Areas

## Service Area: Parks Turf Management/Fields/Boulevards

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3012 Boulevard Tax	540,000	539,330	540,000	535,000	- 0.93 %
3274 Miscellaneous Fees	106,547	14,153	15,000	15,000	0.00 %
9011 Work Order Revenue	5,263	3,827	0	0	
<b>Total Revenues</b>	<b>651,810</b>	<b>557,311</b>	<b>555,000</b>	<b>550,000</b>	
<b>Expenditures</b>					
4236 Land Services	3,758	0	0	0	
4824 Recovery	(63,162)	(46,204)	0	0	
9111 WO Inside Equipment Rent	15,418	13,038	10,894	10,764	- 1.19 %
9121 WO Outside Equipment Ren	25,919	24,397	13,148	13,394	+ 1.87 %
9211 WO Regular Time	2,074,285	1,988,319	2,219,630	2,231,021	+ 0.51 %
9221 WO Overtime	175	41	0	0	
9231 WO Dirty Pay	13	0	0	0	
9311 WO Inventory Purchases	106,343	88,538	74,038	75,519	+ 2.00 %
9321 WO Outside Purchases	297,402	336,773	367,549	371,912	+ 1.19 %
9411 WO Contracted Services	32,919	29,490	76,349	80,319	+ 5.20 %
9421 WO Consulting Services	0	8,979	0	0	
9500 WO Fuel	0	0	40,125	36,354	- 9.40 %
9511 WO Gas	4,108	3,973	0	0	
9551 WO Bio Diesel	25,450	23,413	0	0	
9571 Marked Gas	6,857	5,001	0	0	
<b>Total Expenditures</b>	<b>2,529,485</b>	<b>2,475,758</b>	<b>2,801,733</b>	<b>2,819,283</b>	
<b>Net Total</b>	<b>(1,877,675)</b>	<b>(1,918,447)</b>	<b>(2,246,733)</b>	<b>(2,269,283)</b>	

# Business Unit Summary with Service Areas

## Service Area: Parks Turf Management/Fields/Boulevards

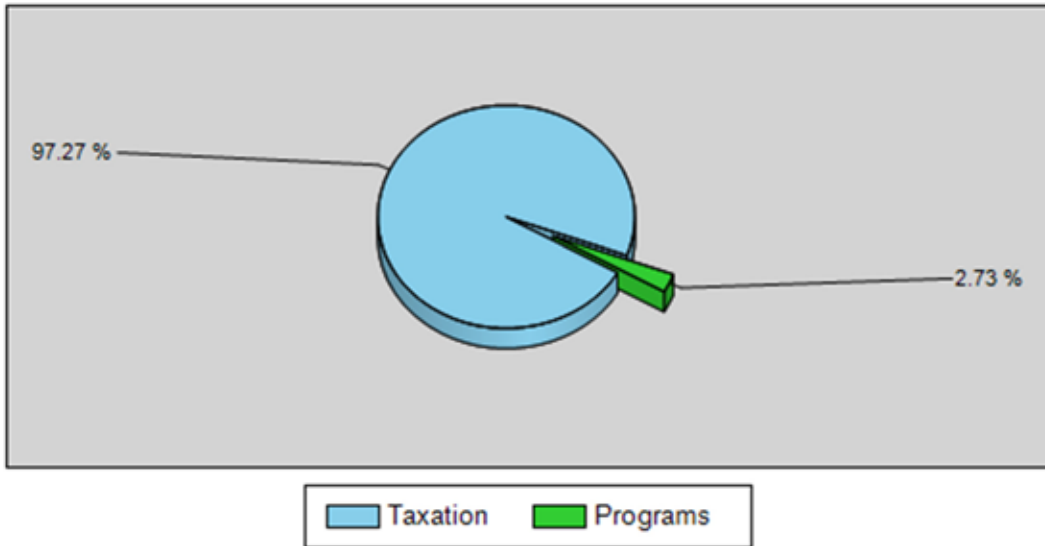
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3012	Boulevard Tax	535,000	545,700	556,614	567,746	579,101
3274	Miscellaneous Fees	15,000	15,300	15,630	15,943	16,262
<b>Total Revenues</b>		550,000	561,000	572,244	583,689	595,363
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	10,764	10,970	11,179	11,393	11,612
9121	WO Outside Equipment Ren	13,394	13,662	13,935	14,214	14,498
9211	WO Regular Time	2,231,021	2,275,531	2,320,931	2,367,239	2,414,474
9311	WO Inventory Purchases	75,519	77,029	78,570	80,141	81,744
9321	WO Outside Purchases	371,912	379,350	386,937	395,533	403,444
9411	WO Contracted Services	80,319	81,900	83,513	85,158	86,835
9500	WO Fuel	36,354	36,822	37,558	38,319	39,071
9511	WO Gas	0	0	0	0	0
9531	WO Diesel	0	0	0	0	0
9551	WO Bio Diesel	0	0	0	0	0
<b>Total Expenditures</b>		2,819,283	2,875,265	2,932,625	2,991,998	3,051,678
<b>% Increase</b>			1.99%	1.99%	2.02%	1.99%
<b>Net Total</b>		<b>(2,269,283)</b>	<b>(2,314,265)</b>	<b>(2,360,381)</b>	<b>(2,408,309)</b>	<b>(2,456,315)</b>

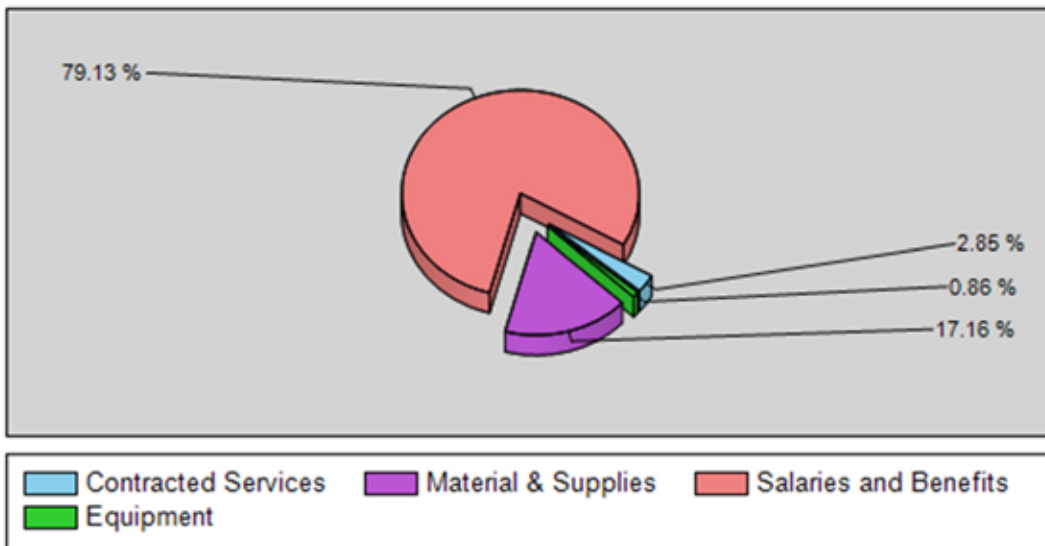
# Business Unit Summary with Service Areas

Service Area: Parks Turf Management/Fields/Boulevards

Revenues



Expenses

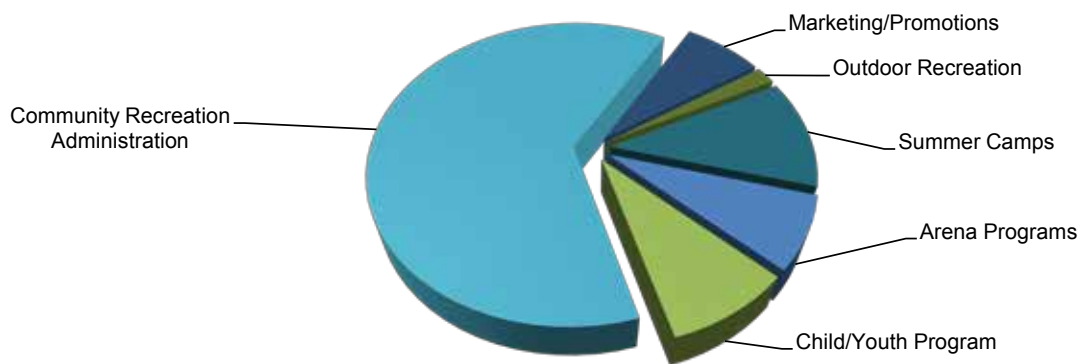


# RECREATION SERVICES

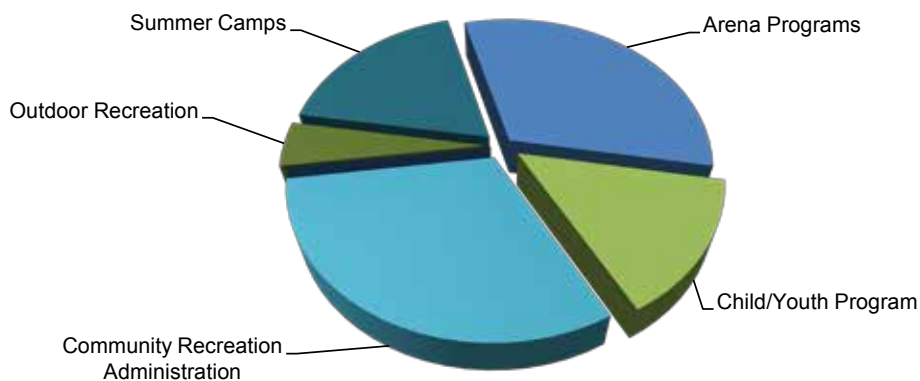
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Arena Programs	198,940	202,167	3,227	1.62%
Child/Youth Program	75,350	90,350	15,000	19.91%
Community Recreation Administration	195,000	195,000	0	0.00%
Outdoor Recreation	27,000	30,000	3,000	11.11%
Summer Camps	102,510	115,694	13,184	12.86%
<b>Total</b>	<b>598,800</b>	<b>633,211</b>	<b>34,411</b>	<b>5.75%</b>
<b>Expenditures</b>				
Arena Programs	78,100	83,690	5,590	7.16%
Child/Youth Program	88,569	94,369	5,800	6.55%
Community Recreation Administration	678,315	688,570	10,255	1.51%
Marketing/Promotions	78,488	80,057	1,569	2.00%
Outdoor Recreation	18,500	20,500	2,000	10.81%
Summer Camps	108,045	126,845	18,800	17.40%
<b>Total</b>	<b>1,050,018</b>	<b>1,094,031</b>	<b>44,014</b>	<b>4.19%</b>
<b>Net</b>	<b>451,218</b>	<b>460,820</b>	<b>9,603</b>	<b>2.13%</b>

### 2017 Expenditures



### 2017 Revenues







# Business Unit Summary with Service Areas

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## ***Business Unit: 5300 - Community Recreation Administration***

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Provides the management of staff and programs for Recreation services including the implementation of corporate direction as outlined by Council.

Provides sports service coordination including sports fields, courts, Royal Athletic Park and child and youth program coordination.

Provides administrative support to Recreation along with the customer service to the public through responding to inquiries and issuing permits for parks, sports field and ice rentals.

### **Deliverables:**

- 350 parks permits issued annually
- 24 ice/arena permits issued annually for community users

# Business Unit Summary with Service Areas

## Business Unit: 5300 - Community Recreation Administration

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3274 Miscellaneous Fees	0	0	85,000	0	
3378 Facility Rental	0	85,875	0	85,000	
3393 Bus Rental	125	50	0	0	
3472 Over/Under	36	(5)	0	0	
3624 User Fees	113,517	121,064	110,000	110,000	0.00 %
<b>Total Revenues</b>	<b>113,679</b>	<b>206,984</b>	<b>195,000</b>	<b>195,000</b>	
<b>Expenditures</b>					
4010 Salaries - Exempt	106,348	88,113	107,365	107,365	0.00 %
4016 Salaries - Inside	301,994	290,380	318,418	318,418	0.00 %
4070 Overtime	6,079	4,974	0	0	
4080 Auxiliaries/RPT/Seasonal	29,292	0	0	0	
4102 Benefits	92,207	91,202	99,564	103,801	+ 4.26 %
4112 Mileage/Parking	1,018	1,123	816	1,316	+ 61.27 %
4116 Conferences/Travel	6,463	2,568	0	0	
4118 Membership Fees	2,248	1,742	1,900	1,900	0.00 %
4120 Training and Development	1,044	375	2,876	2,876	0.00 %
4228 Printing	0	19	100	100	0.00 %
4306 Fuel	725	0	0	0	
4308 General Supplies	0	0	500	510	+ 2.00 %
4310 Books/Publications	112	0	306	306	0.00 %
4312 Office Supplies	15	0	0	0	
4364 Telecommunications	4,255	1,910	1,950	1,950	0.00 %
4412 Equipment Rentals	10,800	12,000	11,400	16,900	+ 48.25 %
4418 Equipment	1,118	0	400	408	+ 2.00 %
4508 Credit Card Discount Fees	2,935	2,213	2,700	2,700	0.00 %
4814 Miscellaneous	1,631	1,723	7,500	7,500	0.00 %
4822 Repairs and Maintenance	0	0	11,220	11,220	0.00 %
4852 Licence Fees	129	0	1,300	1,300	0.00 %
6055 Artificial Turf Reserve	86,769	84,958	85,000	85,000	0.00 %
6058 City Recreation Facilities	26,748	36,107	25,000	25,000	0.00 %
<b>Total Expenditures</b>	<b>981,930</b>	<b>606,940</b>	<b>678,315</b>	<b>688,570</b>	
<b>Net Total</b>	<b>(568,251)</b>	<b>(412,423)</b>	<b>(483,315)</b>	<b>(493,570)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5300 - Community Recreation Administration

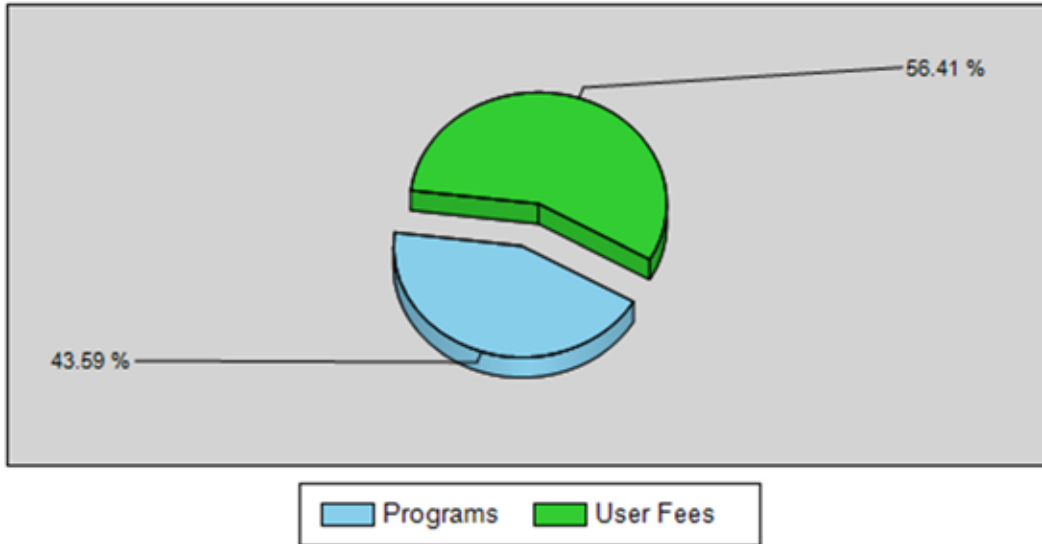
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3378	Facility Rental	85,000	86,700	88,434	90,203	92,007
3624	User Fees	110,000	110,000	110,000	110,000	110,000
<b>Total Revenues</b>		195,000	196,700	198,434	200,203	202,007
<b>% Increase</b>			0.87%	0.88%	0.89%	0.90%
<b>Expenditures</b>						
4010	Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4016	Salaries - Inside	318,418	324,786	331,282	337,908	344,666
4102	Benefits	103,801	105,877	107,995	110,154	112,358
4112	Mileage/Parking	1,316	1,342	1,369	1,397	1,424
4118	Membership Fees	1,900	1,938	1,977	2,016	2,057
4120	Training and Development	2,876	2,934	2,992	3,052	3,113
4228	Printing	100	102	104	106	108
4308	General Supplies	510	520	531	541	552
4310	Books/Publications	306	312	318	325	331
4364	Telecommunications	1,950	1,989	2,029	2,069	2,111
4412	Equipment Rentals	16,900	17,238	17,583	17,934	18,293
4418	Equipment	408	416	424	433	442
4508	Credit Card Discount Fees	2,700	2,754	2,809	2,865	2,923
4814	Miscellaneous	7,500	7,650	7,803	7,959	8,118
4822	Repairs and Maintenance	11,220	11,444	11,673	11,907	12,145
4852	Licence Fees	1,300	1,326	1,353	1,380	1,407
6055	Artificial Turf Reserve	85,000	85,000	85,000	85,000	85,000
6058	City Recreation Facilities	25,000	25,000	25,000	25,000	25,000
<b>Total Expenditures</b>		688,570	700,141	711,944	723,983	736,263
<b>% Increase</b>			1.68%	1.69%	1.69%	1.70%
<b>Net Total</b>		<b>(493,570)</b>	<b>(503,441)</b>	<b>(513,510)</b>	<b>(523,780)</b>	<b>(534,256)</b>

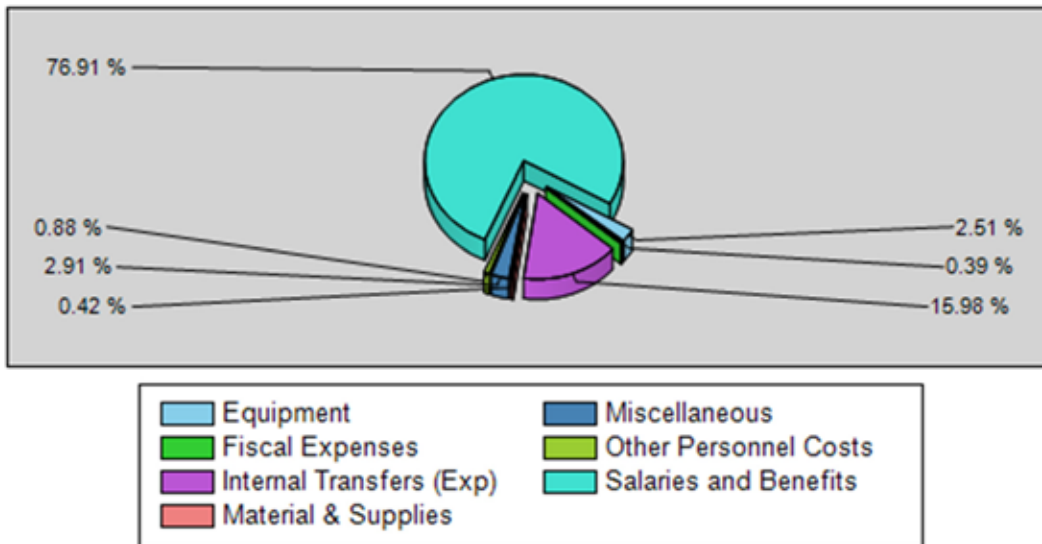
# Business Unit Summary with Service Areas

Business Unit: 5300 - Community Recreation Administration

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 5305 - Rec Services-Summer Camps**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Affordable summer day camps are offered to ages 4 to 6 years, 6 to 9 years, 9 to 12 years and 11 to 14 years. These camps provide for out of school care and social and recreational opportunities for children.

Camps are delivered at Crystal Pool and Fitness Centre and Beacon Hill Park. These programs include outings to parks, beaches, and entertainment/activity locations.

Two overnight camping trips are offered each summer to Island locations, e.g. Tofino.

Youth Leaders in Training (YLIT) partnership program with BC Housing and Victoria Community Centres - summer youth program for job skills development in summer day camps.

### **Deliverables:**

- 2000 participants
- Total of 12-15 youth developed job skills

# Business Unit Summary with Service Areas

## Business Unit: 5305 - Rec Services-Summer Camps

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3275 Registration Fees	109,017	126,030	85,000	100,000	+ 17.65 %
3758 Cost-sharing	13,920	11,458	13,816	12,000	- 13.14 %
3760 Grants	3,940	4,184	3,694	3,694	0.00 %
<b>Total Revenues</b>	<b>126,877</b>	<b>141,672</b>	<b>102,510</b>	<b>115,694</b>	
<b>Expenditures</b>					
4080 Auxiliaries/RPT/Seasonal	99,475	126,583	84,445	99,445	+ 17.76 %
4120 Training and Development	0	0	500	500	0.00 %
4216 Contracted Services	11,270	14,069	10,000	12,000	+ 20.00 %
4308 General Supplies	4,619	5,735	4,200	6,000	+ 42.86 %
4312 Office Supplies	0	29	0	0	
4364 Telecommunications	662	765	0	0	
4418 Equipment	1,620	1,833	5,500	5,500	0.00 %
4814 Miscellaneous	4,400	3,515	3,400	3,400	0.00 %
<b>Total Expenditures</b>	<b>122,046</b>	<b>152,528</b>	<b>108,045</b>	<b>126,845</b>	
<b>Net Total</b>	<b>4,831</b>	<b>(10,856)</b>	<b>(5,535)</b>	<b>(11,151)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5305 - Rec Services-Summer Camps

### 5 Year Forecast:

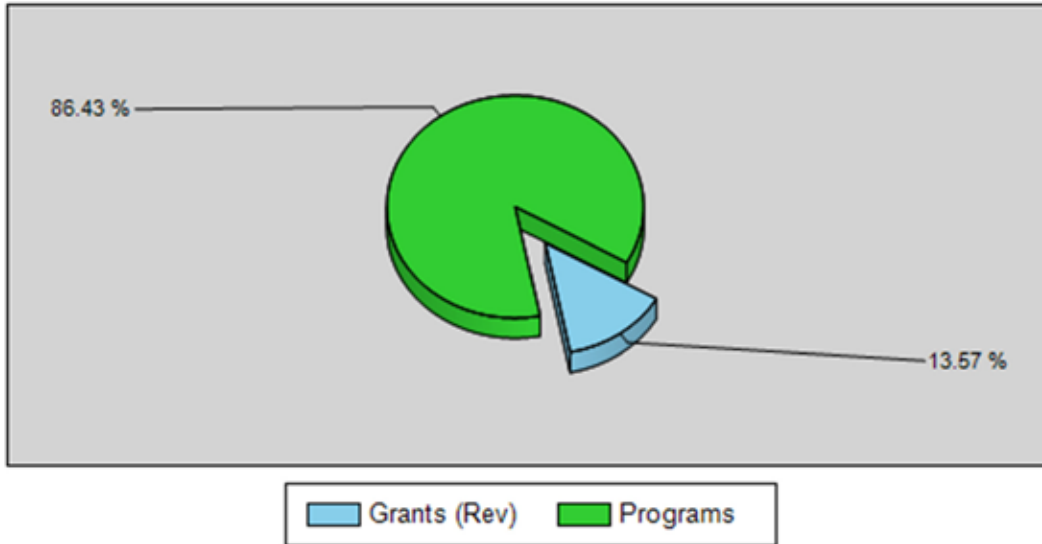
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3275	Registration Fees	100,000	102,000	104,040	106,121	108,243
3758	Cost-sharing	12,000	12,240	12,485	12,734	12,989
3760	Grants	3,694	3,768	3,843	3,920	3,999
<b>Total Revenues</b>		115,694	118,008	120,368	122,775	125,231
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4080	Auxiliaries/RPT/Seasonal	99,445	101,434	103,463	105,532	107,643
4120	Training and Development	500	510	520	531	541
4216	Contracted Services	12,000	12,240	12,485	12,734	12,989
4308	General Supplies	6,000	6,120	6,242	6,367	6,495
4418	Equipment	5,500	5,610	5,722	5,837	5,953
4814	Miscellaneous	3,400	3,468	3,537	3,608	3,680
<b>Total Expenditures</b>		126,845	129,382	131,970	134,609	137,301
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(11,151)</b>	<b>(11,374)</b>	<b>(11,602)</b>	<b>(11,834)</b>	<b>(12,070)</b>



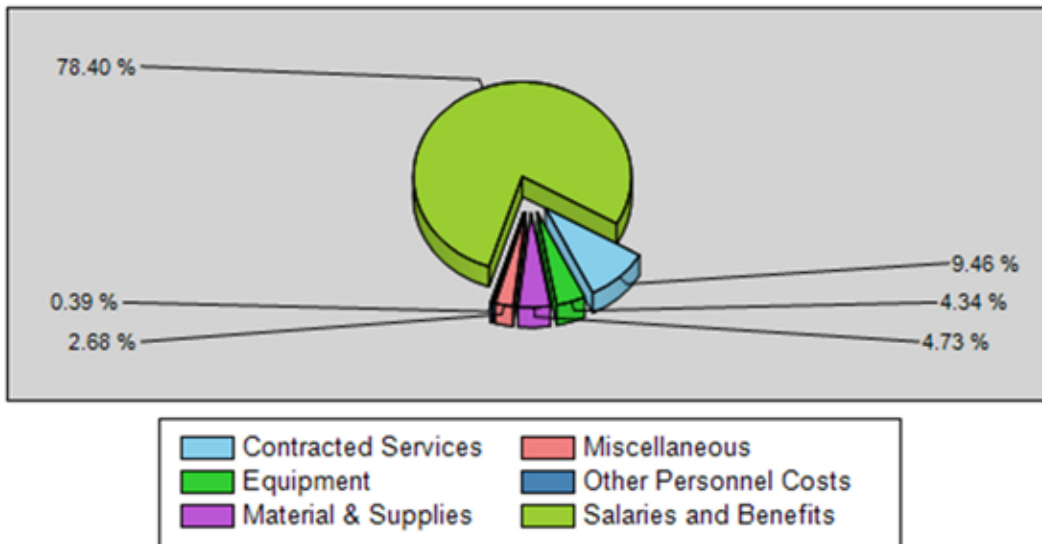
# Business Unit Summary with Service Areas

Business Unit: 5305 - Rec Services-Summer Camps

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 5310 - Rec Services-Child/Youth Programs**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Child and youth programming offers opportunities for children to learn a new sport, develop physical skills and functional abilities which contribute to long term health and wellbeing. Programs provide socialization opportunities for children so they can have positive social interaction as they grow, develop empathy with peers, and learn to be part of team.

Child and youth programming offers include:

- Music, dance, martial arts, sports, and art programs for pre-school, school age and youth/teens (teen night)
- School-aged child care services during pro-D days, Winter and Spring breaks.
- Child and youth-focussed large scale special events (skateboarding competition, youth week, anti-bullying film festival)

Vic West skate park hosts are funded through this business unit. Skate park hosts are summer park leaders who provide a positive role model, teach skateboarding and liaise with VicPD to help keep the skate safe and enjoyable for all users.

This business unit also supports the "Step Up" youth leadership program. Step Up is a group for high school aged individuals who develop leadership and event support skills, experience positive social interaction, participate in group activities and outings and volunteer for local community events.

### **Deliverables:**

- 1,500 youth special event participants (Skate Competition, Film Festival and WipeOut)
- 720 hours of supervision at VicWest skate park
- 800 hours of youth volunteer time at community and special events

# Business Unit Summary with Service Areas

## Business Unit: 5310 - Rec Services-Child/Youth Programs

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3275 Registration Fees	89,841	82,106	75,000	90,000	+ 20.00 %
3758 Cost-sharing	817	160	350	350	0.00 %
3760 Grants	5,000	250	0	0	
<b>Total Revenues</b>	<b>95,658</b>	<b>82,516</b>	<b>75,350</b>	<b>90,350</b>	
<b>Expenditures</b>					
4080 Auxiliaries/RPT/Seasonal	36,205	39,861	37,409	37,409	0.00 %
4216 Contracted Services	46,566	38,040	35,000	40,000	+ 14.29 %
4308 General Supplies	3,961	3,777	3,200	4,000	+ 25.00 %
4418 Equipment	1,124	1,998	2,860	2,860	0.00 %
4814 Miscellaneous	7,087	7,225	10,100	10,100	0.00 %
9211 WO Regular Time	267	0	0	0	
9321 WO Outside Purchases	1,003	328	0	0	
<b>Total Expenditures</b>	<b>96,212</b>	<b>91,228</b>	<b>88,569</b>	<b>94,369</b>	
<b>Net Total</b>	<b>(554)</b>	<b>(8,712)</b>	<b>(13,219)</b>	<b>(4,019)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5310 - Rec Services-Child/Youth Programs

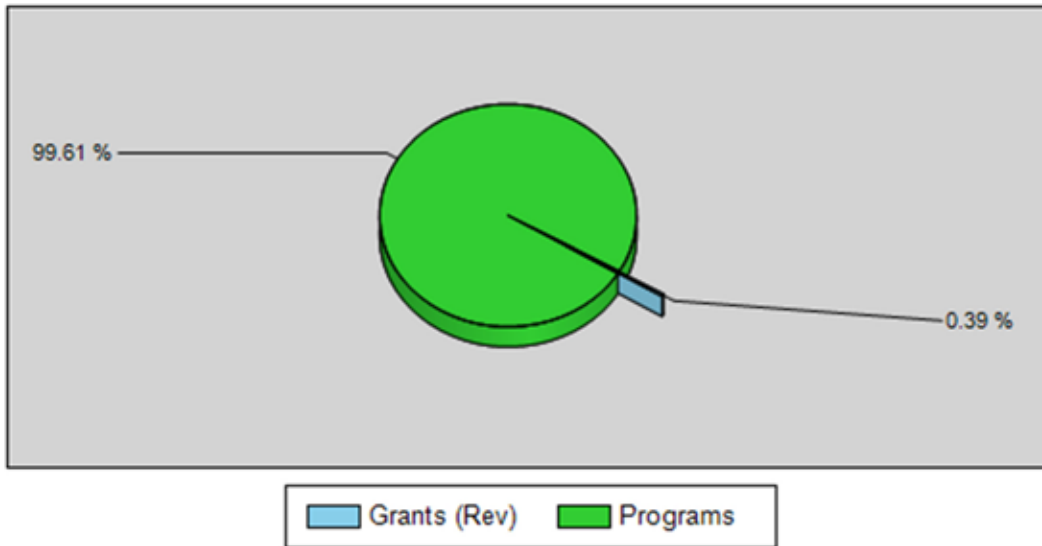
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3275	Registration Fees	90,000	91,800	93,636	95,509	97,419
3758	Cost-sharing	350	350	350	350	350
<b>Total Revenues</b>		90,350	92,150	93,986	95,859	97,769
<b>% Increase</b>			1.99%	1.99%	1.99%	1.99%
<b>Expenditures</b>						
4080	Auxiliaries/RPT/Seasonal	37,409	38,158	38,921	39,699	40,493
4216	Contracted Services	40,000	40,800	41,616	42,448	43,297
4308	General Supplies	4,000	4,080	4,162	4,245	4,330
4418	Equipment	2,860	2,917	2,976	3,035	3,096
4814	Miscellaneous	10,100	10,302	10,508	10,718	10,933
<b>Total Expenditures</b>		94,369	96,257	98,182	100,146	102,148
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(4,019)</b>	<b>(4,107)</b>	<b>(4,196)</b>	<b>(4,287)</b>	<b>(4,380)</b>

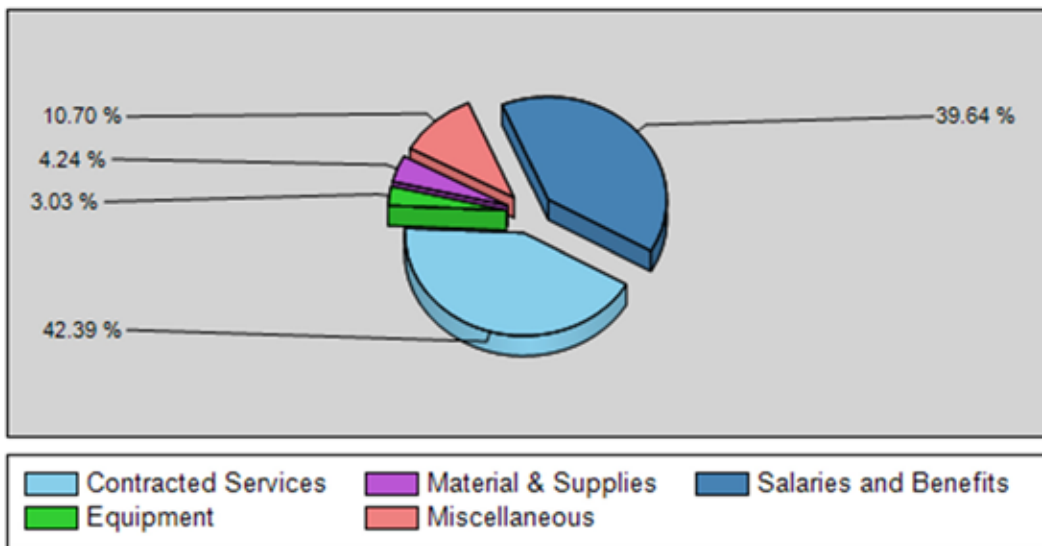
# Business Unit Summary with Service Areas

Business Unit: 5310 - Rec Services-Child/Youth Programs

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 5315 - Rec Services-Outdoor Recreation***

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Entry and mid-level outdoor recreation programs offer experiences for all ages.

Programs offered include:

- Kayaking
- Sailing
- Horseback riding
- Mountain biking
- Day trips for adults and seniors

These programs connect people with nature through recreation. Many activities fit within Canadian Sport for Life's Physical Literacy framework.

### **Deliverables:**

- Over 500 participants in outdoor adult recreation programs and outdoor trips (kayaking and sailing)

# Business Unit Summary with Service Areas

## Business Unit: 5315 - Rec Services-Outdoor Recreation

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3274 Miscellaneous Fees	172	590	0	0	
3275 Registration Fees	35,055	44,055	27,000	30,000	+ 11.11 %
<b>Total Revenues</b>	<b>35,227</b>	<b>44,645</b>	<b>27,000</b>	<b>30,000</b>	
<b>Expenditures</b>					
4080 Auxiliaries/RPT/Seasonal	805	965	0	0	
4216 Contracted Services	16,232	20,034	14,000	16,000	+ 14.29 %
4308 General Supplies	6,929	10,690	3,500	3,500	0.00 %
4418 Equipment	1,155	0	1,000	1,000	0.00 %
<b>Total Expenditures</b>	<b>25,121</b>	<b>31,688</b>	<b>18,500</b>	<b>20,500</b>	
<b>Net Total</b>	<b>10,106</b>	<b>12,956</b>	<b>8,500</b>	<b>9,500</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5315 - Rec Services-Outdoor Recreation

### 5 Year Forecast:

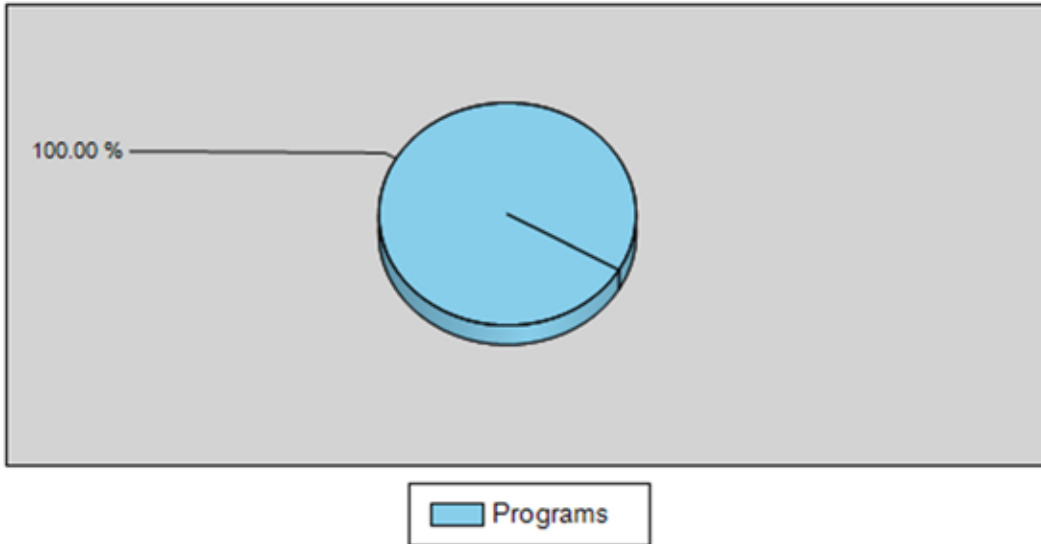
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3275	Registration Fees	30,000	30,600	31,212	31,836	32,473
<b>Total Revenues</b>		30,000	30,600	31,212	31,836	32,473
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4216	Contracted Services	16,000	16,320	16,646	16,979	17,319
4308	General Supplies	3,500	3,570	3,641	3,714	3,789
4418	Equipment	1,000	1,020	1,040	1,061	1,082
<b>Total Expenditures</b>		20,500	20,910	21,328	21,755	22,190
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>9,500</b>	<b>9,690</b>	<b>9,884</b>	<b>10,081</b>	<b>10,283</b>



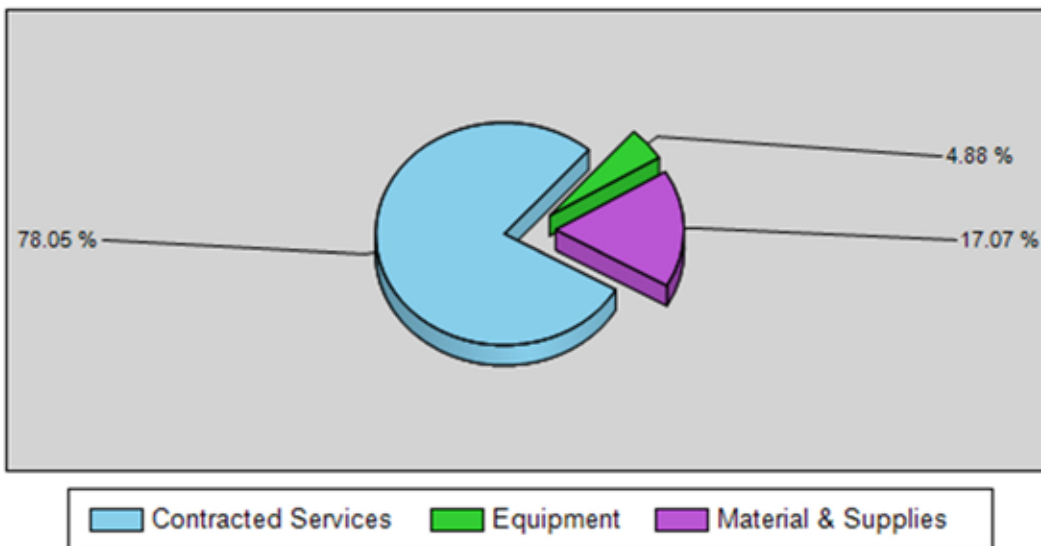
# Business Unit Summary with Service Areas

Business Unit: 5315 - Rec Services-Outdoor Recreation

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 5320 - Rec Services-Arena Programs**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

The purpose of this business unit is to provide the community with access to skating facilities, programs and services which support health and wellbeing. The recreational ice programs include skating lessons, public skating, school groups, as well as associated services such as skate and helmet rental and sharpening. It also supports ice rental to community organizations as per the City's agreement with RG Facilities, the operator of the Save-On-Foods Memorial Centre.

Ice skating is an activity that fits within Canadian Sport for Life's Physical Literacy framework.

### **Deliverables:**

- 3,600 participants in skating programs (lessons, admissions and free skates)

# Business Unit Summary with Service Areas

## Business Unit: 5320 - Rec Services-Arena Programs

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3274 Miscellaneous Fees	4,794	0	0	0	
3275 Registration Fees	31,338	30,500	25,000	30,000	+ 20.00 %
3299 Revenue Share-RG Propert	33,489	33,763	33,090	33,090	0.00 %
3378 Facility Rental	128,954	130,248	136,350	139,077	+ 2.00 %
3472 Over/Under	18	(21)	0	0	
3762 Sponsorship	0	0	4,500	0	
<b>Total Revenues</b>	<b>198,593</b>	<b>194,490</b>	<b>198,940</b>	<b>202,167</b>	
<b>Expenditures</b>					
4206 Armoured Car Service	725	600	1,000	1,000	0.00 %
4216 Contracted Services	26,599	24,965	20,000	25,000	+ 25.00 %
4308 General Supplies	721	300	1,000	1,000	0.00 %
4418 Equipment	2,565	959	3,000	3,000	0.00 %
4508 Credit Card Discount Fees	1,054	900	1,000	1,000	0.00 %
4512 Insurance	54,794	52,291	52,100	52,690	+ 1.13 %
<b>Total Expenditures</b>	<b>86,458</b>	<b>80,014</b>	<b>78,100</b>	<b>83,690</b>	
<b>Net Total</b>	<b>112,135</b>	<b>114,475</b>	<b>120,840</b>	<b>118,477</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5320 - Rec Services-Arena Programs

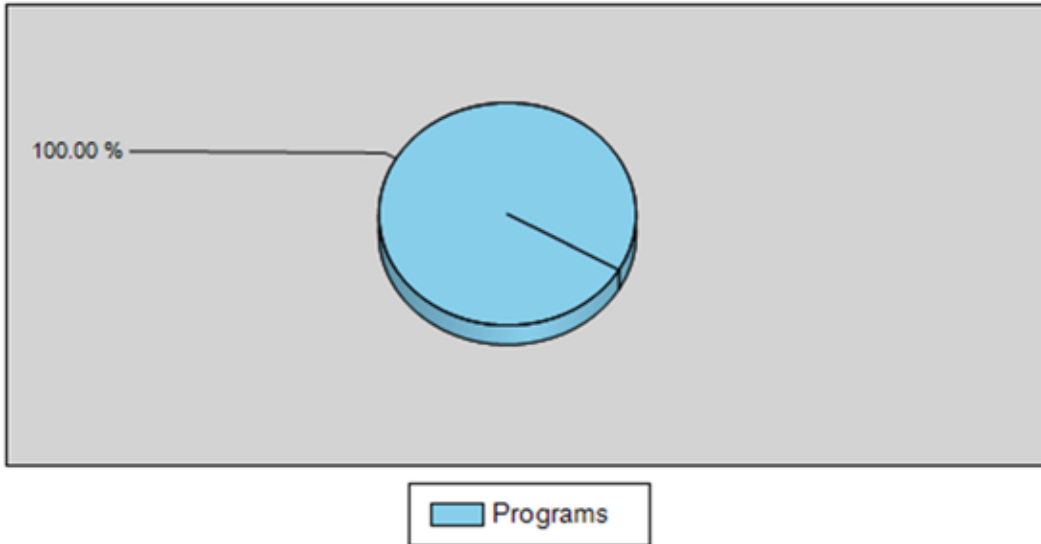
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3275	Registration Fees	30,000	30,600	31,212	31,836	32,473
3299	Revenue Share-RG Propert	33,090	33,752	34,427	35,115	35,818
3378	Facility Rental	139,077	141,859	144,696	147,590	150,541
<b>Total Revenues</b>		202,167	206,210	210,335	214,541	218,832
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4206	Armoured Car Service	1,000	1,020	1,040	1,061	1,082
4216	Contracted Services	25,000	25,500	26,010	26,530	27,061
4308	General Supplies	1,000	1,020	1,040	1,061	1,082
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4508	Credit Card Discount Fees	1,000	1,020	1,040	1,061	1,082
4512	Insurance	52,690	53,744	54,819	55,915	57,033
<b>Total Expenditures</b>		83,690	85,364	87,071	88,812	90,589
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>118,477</b>	<b>120,847</b>	<b>123,263</b>	<b>125,729</b>	<b>128,243</b>

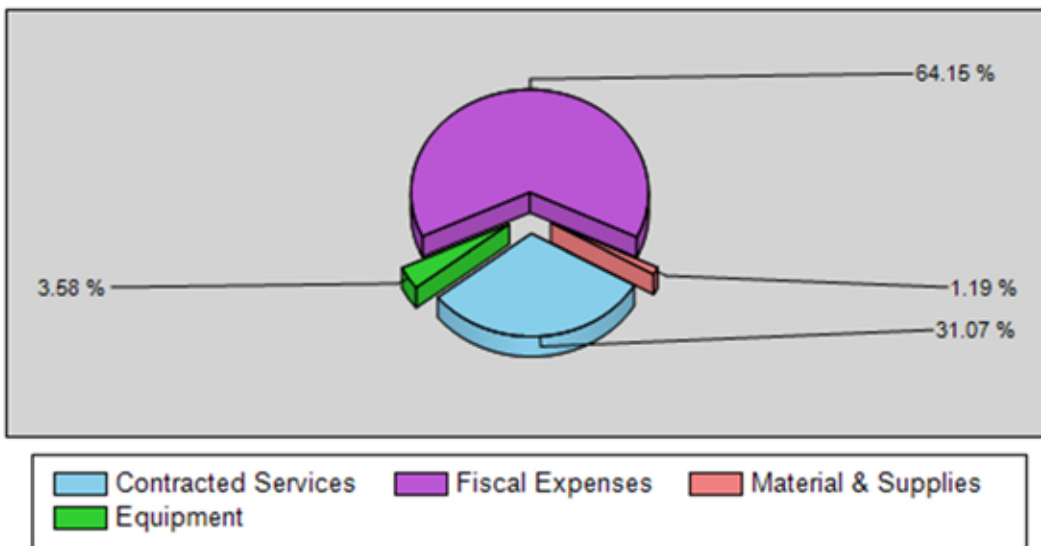
# Business Unit Summary with Service Areas

Business Unit: 5320 - Rec Services-Arena Programs

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 5325 - Rec Serv-Marketing/Promotions**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

This business unit funds marketing of all recreation programs and services to the community. Higher awareness of programs and services garners higher participation in recreation activities.

Includes preparation and distribution of Active Living Guide, posters, print media, radio ads, social media, website updates, and special events.

Participation in shared marketing with Inter-municipal partners for shared services (e.g. LIFE, Regional Pass, May intro pass)

### **Deliverables:**

- 2 Active Living Guides per year: Fall/winter and Spring/summer with a distribution volume 35,000 per edition
- Increased program participation through online registration

# Business Unit Summary with Service Areas

## Business Unit: 5325 - Rec Serv-Marketing/Promotions

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4204 Advertising	18,854	14,311	28,974	29,553	+ 2.00 %
4216 Contracted Services	47,225	48,627	47,514	48,464	+ 2.00 %
4814 Miscellaneous	1,003	492	2,000	2,040	+ 2.00 %
9211 WO Regular Time	179	47	0	0	
9321 WO Outside Purchases	0	223	0	0	
<b>Total Expenditures</b>	<b>67,261</b>	<b>63,699</b>	<b>78,488</b>	<b>80,057</b>	
<b>Net Total</b>	<b>(67,261)</b>	<b>(63,699)</b>	<b>(78,488)</b>	<b>(80,057)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5325 - Rec Serv-Marketing/Promotions

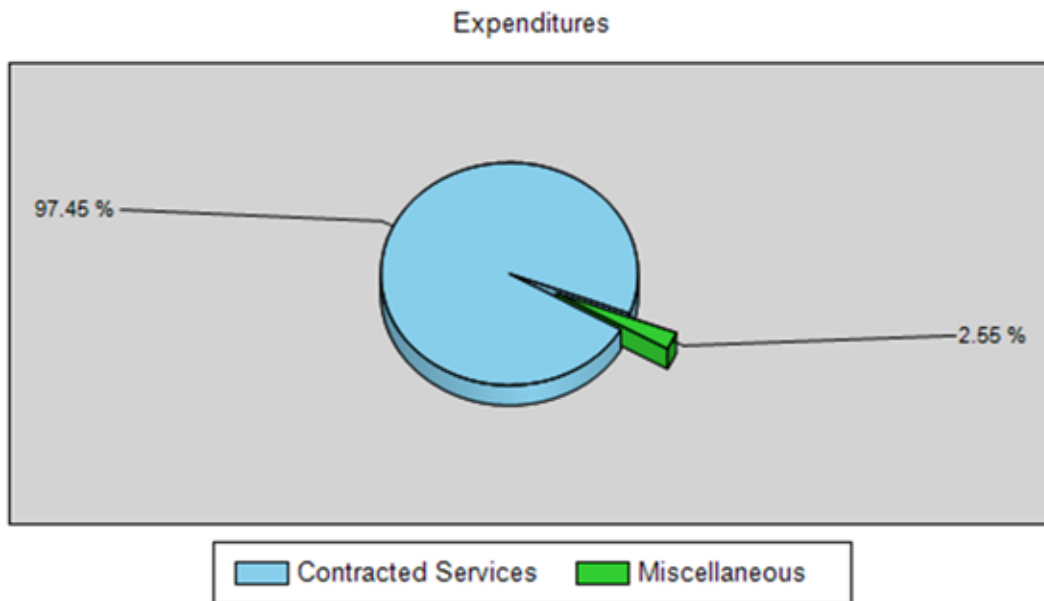
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4204 Advertising	29,553	30,144	30,747	31,362	31,989
4216 Contracted Services	48,464	49,433	50,422	51,430	52,459
4814 Miscellaneous	2,040	2,081	2,122	2,165	2,208
<b>Total Expenditures</b>	80,057	81,658	83,291	84,957	86,656
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(80,057)</b>	<b>(81,658)</b>	<b>(83,291)</b>	<b>(84,957)</b>	<b>(86,656)</b>



# Business Unit Summary with Service Areas

Business Unit: 5325 - Rec Serv-Marketing/Promotions

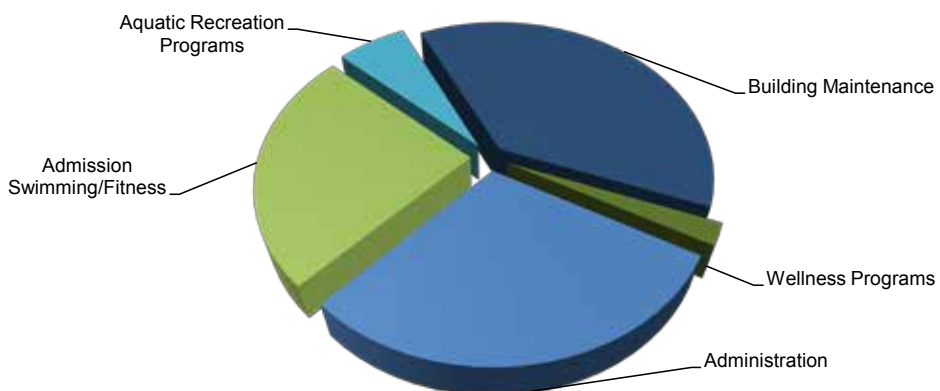


CRYSTAL POOL AND FITNESS CENTRE

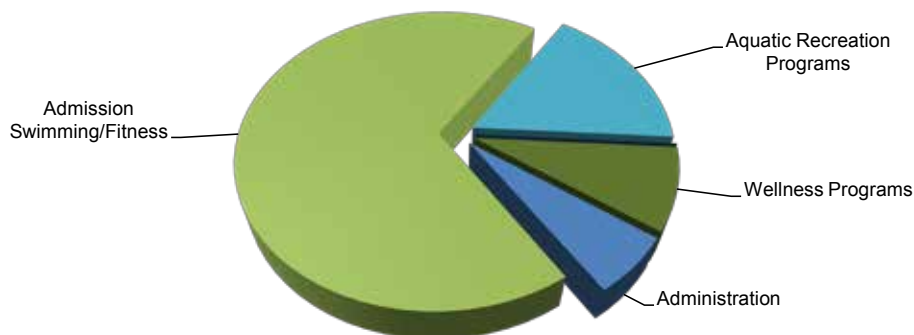
# Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Administration	62,000	62,200	200	0.32%
Admission Swimming/Fitness	702,960	705,586	2,626	0.37%
Aquatic Recreation Programs	155,000	175,000	20,000	12.90%
Wellness Programs	109,219	90,000	(19,219)	-17.60%
<b>Total</b>	<b>1,029,179</b>	<b>1,032,786</b>	<b>3,607</b>	<b>0.35%</b>
<b>Expenditures</b>				
Administration	732,571	736,390	3,819	0.52%
Admission Swimming/Fitness	607,048	625,253	18,205	3.00%
Aquatic Recreation Programs	147,498	157,618	10,120	6.86%
Building Maintenance	938,053	962,087	24,034	2.56%
Wellness Programs	54,000	56,000	2,000	3.70%
<b>Total</b>	<b>2,479,169</b>	<b>2,537,347</b>	<b>58,178</b>	<b>2.35%</b>
<b>Net</b>	<b>1,449,990</b>	<b>1,504,561</b>	<b>54,571</b>	<b>3.76%</b>

### 2017 Expenditures



### 2017 Revenues





# Business Unit Summary with Service Areas

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## ***Business Unit: 5410 - CP - Aquatic Recreation Programs***

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Registered aquatic programs are offered for all ages, including general swim lessons and advanced aquatic courses. Specialty programs are offered and in development for persons with mobility challenges and/or physical/cognitive disabilities.

The ability to swim is an essential life skill that keeps the population safe in and around the water and prevents drownings. The aquatic fitness programs provide intense, low-impact exercise that provides health benefits and meet the needs of a variety of populations.

### **Deliverables:**

- 3,000 registered participants in 900 aquatic courses
- 1,900 children developed swimming skills

# Business Unit Summary with Service Areas

## Business Unit: 5410 - CP - Aquatic Recreation Programs

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3275 Registration Fees	183,863	206,485	155,000	175,000	+ 12.90 %
<b>Total Revenues</b>	<b>183,863</b>	<b>206,485</b>	<b>155,000</b>	<b>175,000</b>	
<b>Expenditures</b>					
4080 Auxiliaries/RPT/Seasonal	81,955	99,063	90,498	94,498	+ 4.42 %
4216 Contracted Services	51,391	65,877	50,000	55,000	+ 10.00 %
4308 General Supplies	4,655	5,934	6,000	6,120	+ 2.00 %
4418 Equipment	982	965	1,000	2,000	+ 100.00 %
<b>Total Expenditures</b>	<b>138,984</b>	<b>171,839</b>	<b>147,498</b>	<b>157,618</b>	
<b>Net Total</b>	<b>44,879</b>	<b>34,646</b>	<b>7,502</b>	<b>17,382</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5410 - CP - Aquatic Recreation Programs

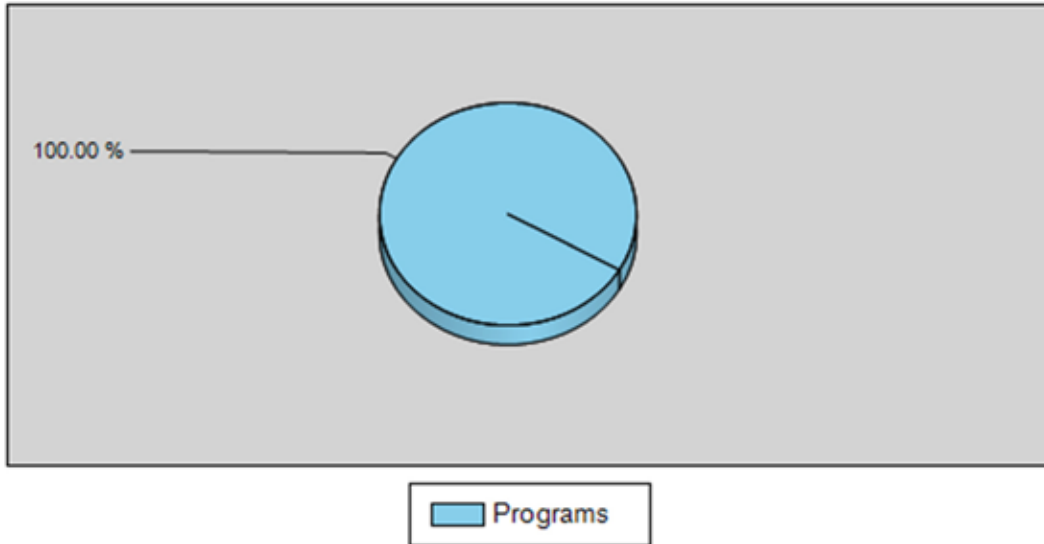
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
3275 Registration Fees	175,000	178,500	182,070	185,711	189,426
<b>Total Revenues</b>	175,000	178,500	182,070	185,711	189,426
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>					
4080 Auxiliaries/RPT/Seasonal	94,498	96,388	98,316	100,282	102,287
4216 Contracted Services	55,000	56,100	57,222	58,366	59,534
4308 General Supplies	6,120	6,242	6,367	6,495	6,624
4418 Equipment	2,000	2,040	2,081	2,122	2,165
<b>Total Expenditures</b>	157,618	160,770	163,986	167,265	170,611
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>17,382</b>	<b>17,730</b>	<b>18,084</b>	<b>18,446</b>	<b>18,815</b>

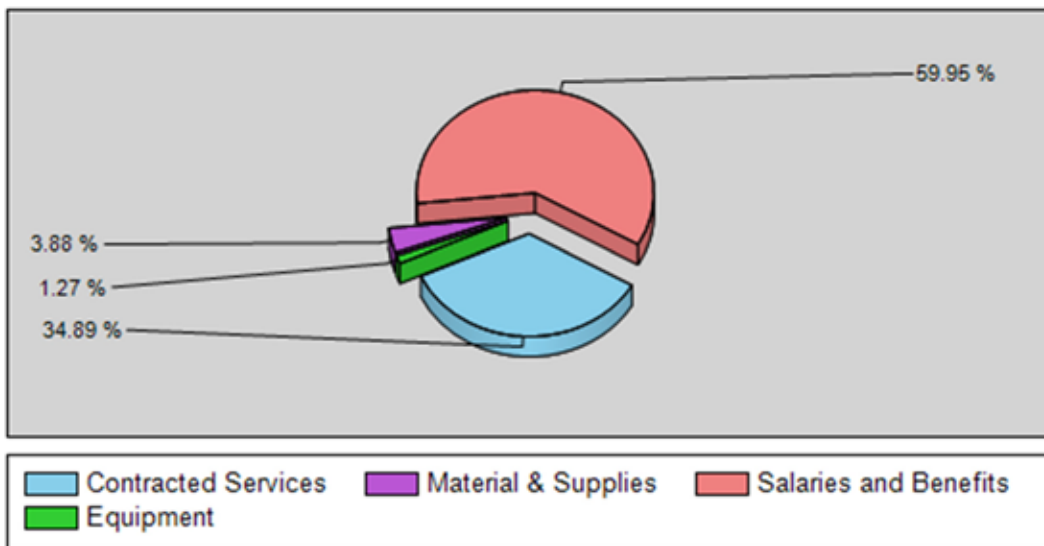
# Business Unit Summary with Service Areas

Business Unit: 5410 - CP - Aquatic Recreation Programs

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 5420 - CP-Admission Swimming/Fitness***

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Drop in swimming and fitness opportunities make recreation opportunities available on demand to create social inclusion opportunities for seniors and youth. The drop-in programs also provide additional access to recreation for low income individuals and families.

The services funded here include:

- Lifeguard services
- Lane equipment (pull buoys, dumbbells)
- Safety equipment (first aid kits, spine boards, oxygen, AED)
- Lifeguard and first aid training
- LIFE program - providing low income families with access to drop-in and registered programs
- Instruction for all drop-in aquatic and fitness classes
- Weight room supervision
- Seasonal and Aquatic or Fitness related special events

### **Deliverables:**

- 108 operating hours per week (Sept-June)
- 104 operating hours per week (July/August)
- 24 hours per week of weight room supervision
- 17 drop-in aquatic fitness classes offered per week with annual attendance of 9,000
- 21 drop-in aerobic fitness classes offered per week with annual attendance of 6,500



# Business Unit Summary with Service Areas

## Business Unit: 5420 - CP-Admission Swimming/Fitness

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3378 Facility Rental	131,653	137,193	131,300	133,926	+ 2.00 %
3642 Public Swimming/Fitness	581,271	605,946	571,660	571,660	0.00 %
<b>Total Revenues</b>	<b>712,924</b>	<b>743,139</b>	<b>702,960</b>	<b>705,586</b>	
<b>Expenditures</b>					
4016 Salaries - Inside	2,080	20,388	73,734	73,734	0.00 %
4070 Overtime	0	106	3,019	4,024	+ 33.29 %
4080 Auxiliaries/RPT/Seasonal	445,506	502,545	389,274	388,537	- 0.19 %
4102 Benefits	2,586	7,788	17,327	18,065	+ 4.26 %
4216 Contracted Services	41,420	66,978	60,200	67,400	+ 11.96 %
4308 General Supplies	5,363	6,471	6,593	6,593	0.00 %
4418 Equipment	9,551	24,200	14,900	15,900	+ 6.71 %
4814 Miscellaneous	46,741	43,342	51,000	51,000	0.00 %
4824 Recovery	0	(1,277)	(9,000)	0	
<b>Total Expenditures</b>	<b>553,246</b>	<b>670,541</b>	<b>607,048</b>	<b>625,253</b>	
<b>Net Total</b>	<b>159,677</b>	<b>72,599</b>	<b>95,912</b>	<b>80,333</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5420 - CP-Admission Swimming/Fitness

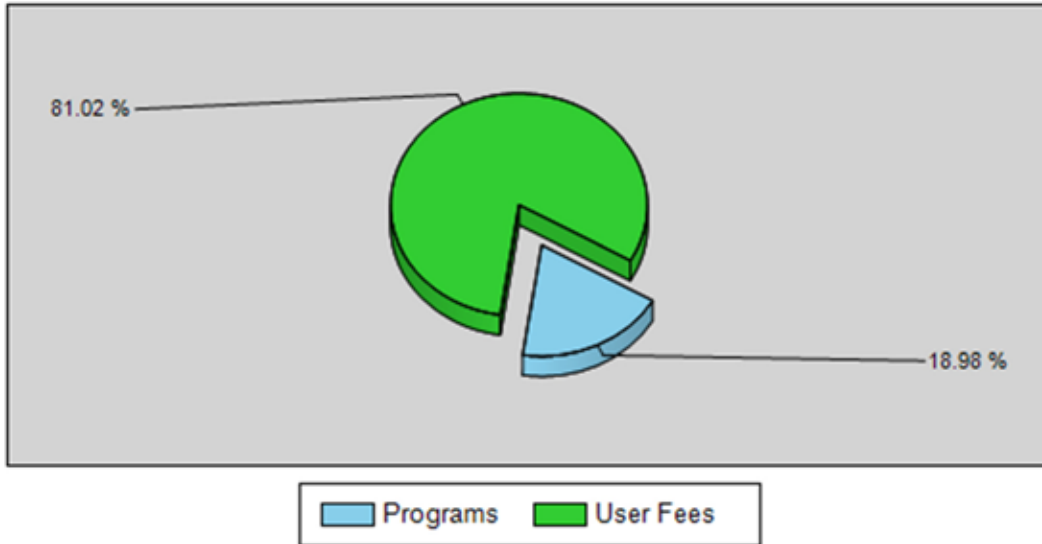
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3378	Facility Rental	133,926	136,605	139,337	142,123	144,966
3642	Public Swimming/Fitness	571,660	583,093	594,755	606,650	618,783
<b>Total Revenues</b>		<b>705,586</b>	<b>719,698</b>	<b>734,092</b>	<b>748,774</b>	<b>763,749</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4016	Salaries - Inside	73,734	75,209	76,713	78,247	79,812
4070	Overtime	4,024	4,104	4,187	4,270	4,356
4080	Auxiliaries/RPT/Seasonal	388,537	396,307	404,234	412,319	420,564
4102	Benefits	18,065	18,426	18,795	19,171	19,554
4216	Contracted Services	67,400	68,748	70,123	71,525	72,956
4308	General Supplies	6,593	6,725	6,859	6,997	7,136
4418	Equipment	15,900	16,218	16,542	16,873	17,211
4814	Miscellaneous	51,000	52,020	53,060	54,122	55,204
<b>Total Expenditures</b>		<b>625,253</b>	<b>637,757</b>	<b>650,513</b>	<b>663,523</b>	<b>676,793</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>80,333</b>	<b>81,940</b>	<b>83,579</b>	<b>85,250</b>	<b>86,956</b>

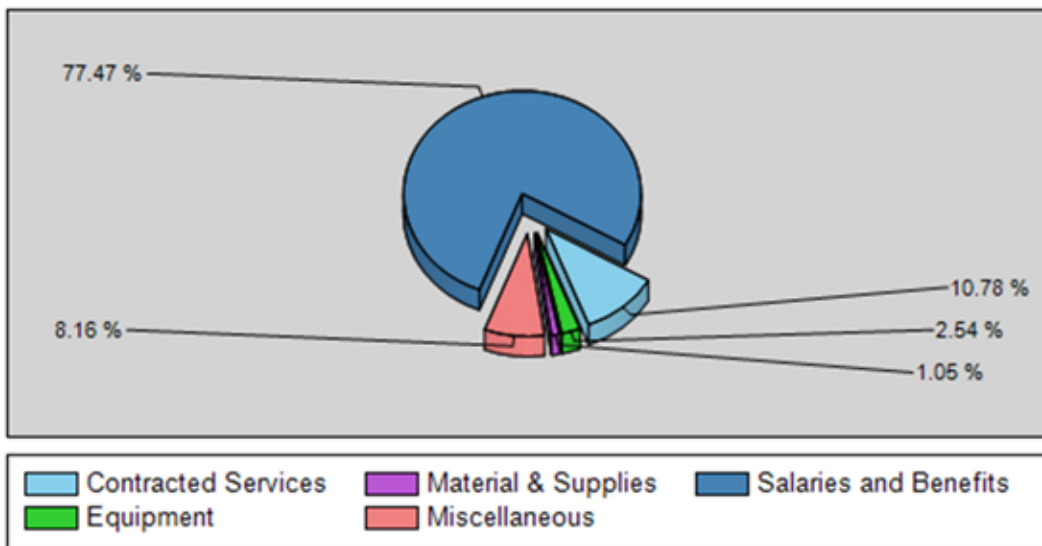
# Business Unit Summary with Service Areas

Business Unit: 5420 - CP-Admission Swimming/Fitness

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 5450 - CP - Wellness Programs**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

A variety of Wellness Program are offered at Crystal Pool and Fitness Centre to provide fitness and wellness choices for a broad range of interests and needs, and to address a range of abilities.

Programs include:

- Health and Wellness Programs including dance, Pilates, yoga and Zumba
- Fitness Programs including indoor cycling, karate, boot camp and weight loss
- Life Long learning programs including communication and parenting courses

This business unit also reflects the facility's participation in regional initiatives, including regional municipal recreation committees that collaboratively deliver joint services e.g. regional fitness passes, island fitness conference, regional health and wellness programs

Individual and small group personal training. This business unit supports the provision of rehabilitation and massage services, along with the administration of corporate wellness programs (Regional Pass and Employee pass).

### **Deliverables:**

- Enhance individual and community well-being through opportunities to participate in physical, social, intellectual, creative and spiritual pursuits
- 25 to 30 diverse program options
- 500+ hours of programming annually

# Business Unit Summary with Service Areas

## Business Unit: 5450 - CP - Wellness Programs

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3275 Registration Fees	62,274	54,983	60,000	60,000	0.00 %
3626 Corporate Fitness Passes	29,195	34,392	49,219	30,000	- 39.05 %
<b>Total Revenues</b>	<b>91,469</b>	<b>89,375</b>	<b>109,219</b>	<b>90,000</b>	
<b>Expenditures</b>					
4216 Contracted Services	40,847	31,697	39,000	41,000	+ 5.13 %
4308 General Supplies	6,738	4,738	5,000	5,000	0.00 %
4418 Equipment	4,666	9,298	10,000	10,000	0.00 %
9111 WO Inside Equipment Rent	17	0	0	0	
9211 WO Regular Time	618	0	0	0	
9321 WO Outside Purchases	518	0	0	0	
<b>Total Expenditures</b>	<b>53,404</b>	<b>45,733</b>	<b>54,000</b>	<b>56,000</b>	
<b>Net Total</b>	<b>38,065</b>	<b>43,642</b>	<b>55,219</b>	<b>34,000</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5450 - CP - Wellness Programs

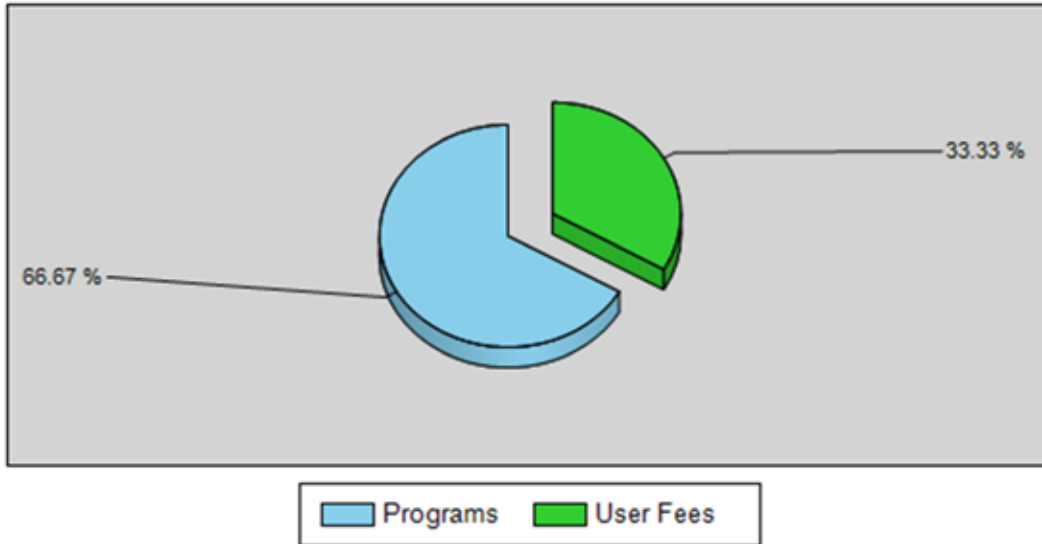
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3275	Registration Fees	60,000	61,200	62,424	63,672	64,946
3626	Corporate Fitness Passes	30,000	30,600	31,212	31,836	32,473
3760	Grants	0	0	0	0	0
<b>Total Revenues</b>		90,000	91,800	93,636	95,509	97,419
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4216	Contracted Services	41,000	41,820	42,656	43,510	44,380
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4418	Equipment	10,000	10,200	10,404	10,612	10,824
<b>Total Expenditures</b>		56,000	57,120	58,262	59,428	60,616
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>34,000</b>	<b>34,680</b>	<b>35,374</b>	<b>36,081</b>	<b>36,803</b>

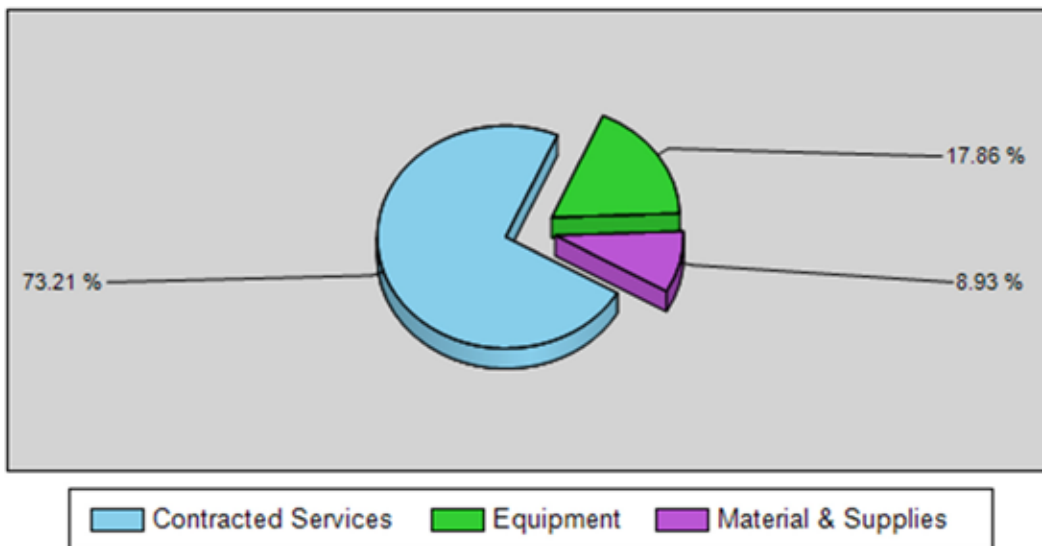
# Business Unit Summary with Service Areas

Business Unit: 5450 - CP - Wellness Programs

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Service Area: CP - Administration***

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Crystal Pool and Fitness Centre provides front line customer service for the facility and includes registering people for programs, selling passes, taking payment for admissions, answering questions and answering the main phone line.

This business unit also provides:

- Affordable child minding services (to those using the facility)
- Planning and coordination of various recreation and aquatic programs
- Pool bookings
- Administration of the LIFE (Leisure Involvement for Everyone) program

The LIFE program provides low income families with access to drop-in and registered programs and is a regional program delivered in partnership with municipal regional partners.

### **Deliverables:**

- Child minding services offered 9 am to 12 pm, Monday to Friday
- Front desk services and facility hours from 5:30 am to 11 pm, Monday to Thursday, 5:30 am to 10 pm Fridays, 6 am to 6 pm Saturdays and 8:30 am to 6 pm Sundays (earlier weekend closures in July/August)
- 256,000+ visits annually
- 3,000 participants in LIFE program



# Business Unit Summary with Service Areas

## Service Area: CP - Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3274	Miscellaneous Fees	8,242	8,084	0	0	
3354	Commission	0	299	0	0	
3360	Miscellaneous Commission	9,833	10,130	10,000	10,200	+ 2.00 %
3366	Vending Machines	2,640	1,367	2,000	2,000	0.00 %
3390	Locker Rental	50,427	45,031	50,000	50,000	0.00 %
3472	Over/Under	1,486	(208)	0	0	
3760	Grants	1,000	1,000	0	0	
<b>Total Revenues</b>		<b>73,628</b>	<b>65,701</b>	<b>62,000</b>	<b>62,200</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	381,556	414,840	391,440	391,440	0.00 %
4070	Overtime	13,395	13,046	1,398	1,864	+ 33.31 %
4080	Auxiliaries/RPT/Seasonal	158,291	171,915	143,380	143,380	0.00 %
4102	Benefits	98,000	111,328	91,988	95,903	+ 4.26 %
4112	Mileage/Parking	588	552	500	500	0.00 %
4116	Conferences/Travel	110	0	0	0	
4120	Training and Development	1,821	2,107	2,000	2,000	0.00 %
4206	Armoured Car Service	3,000	3,000	3,570	3,570	0.00 %
4216	Contracted Services	1,641	422	500	500	0.00 %
4308	General Supplies	3,981	5,769	5,000	5,100	+ 2.00 %
4312	Office Supplies	12,348	18,575	16,600	16,932	+ 2.00 %
4354	Cable	1,284	1,341	1,500	1,530	+ 2.00 %
4364	Telecommunications	998	1,854	605	617	+ 1.98 %
4508	Credit Card Discount Fees	14,255	13,737	15,000	15,000	0.00 %
4512	Insurance	50,977	49,876	52,090	50,055	- 3.91 %
4865	Commissions Paid	4,799	6,861	7,000	8,000	+ 14.29 %
<b>Total Expenditures</b>		<b>747,046</b>	<b>815,220</b>	<b>732,571</b>	<b>736,390</b>	
<b>Net Total</b>		<b>(673,418)</b>	<b>(749,519)</b>	<b>(670,571)</b>	<b>(674,190)</b>	

# Business Unit Summary with Service Areas

## Service Area: CP - Administration

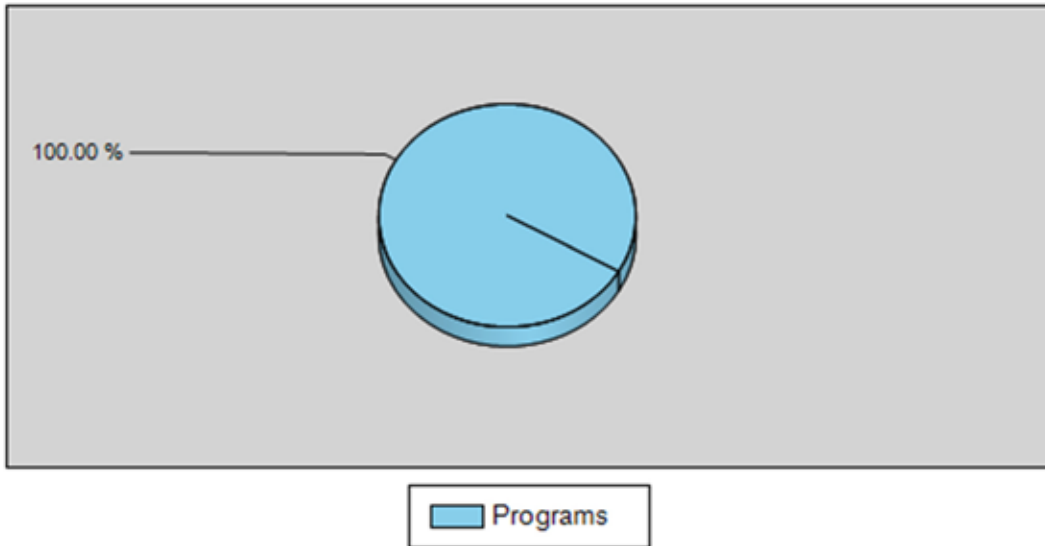
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3360	Miscellaneous Commission	10,200	10,404	10,612	10,824	11,041
3366	Vending Machines	2,000	2,040	2,081	2,122	2,165
3390	Locker Rental	50,000	51,000	52,020	53,060	54,122
<b>Total Revenues</b>		62,200	63,444	64,713	66,007	67,327
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4016	Salaries - Inside	391,440	399,268	407,254	415,399	423,707
4070	Overtime	1,864	1,901	1,939	1,978	2,018
4080	Auxiliaries/RPT/Seasonal	143,380	146,247	149,172	152,156	155,199
4102	Benefits	95,903	97,821	99,777	101,773	103,808
4112	Mileage/Parking	500	510	520	531	541
4120	Training and Development	2,000	2,040	2,081	2,122	2,165
4206	Armoured Car Service	3,570	3,641	3,714	3,789	3,864
4216	Contracted Services	500	510	520	531	541
4308	General Supplies	5,100	5,202	5,306	5,412	5,520
4312	Office Supplies	16,932	17,271	17,616	17,968	18,328
4354	Cable	1,530	1,561	1,592	1,624	1,656
4364	Telecommunications	617	629	642	655	668
4508	Credit Card Discount Fees	15,000	15,300	15,606	15,918	16,236
4512	Insurance	50,055	51,056	52,077	53,119	54,181
4865	Commissions Paid	8,000	8,160	8,323	8,490	8,659
<b>Total Expenditures</b>		736,390	751,118	766,140	781,463	797,092
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(674,190)</b>	<b>(687,674)</b>	<b>(701,427)</b>	<b>(715,456)</b>	<b>(729,765)</b>

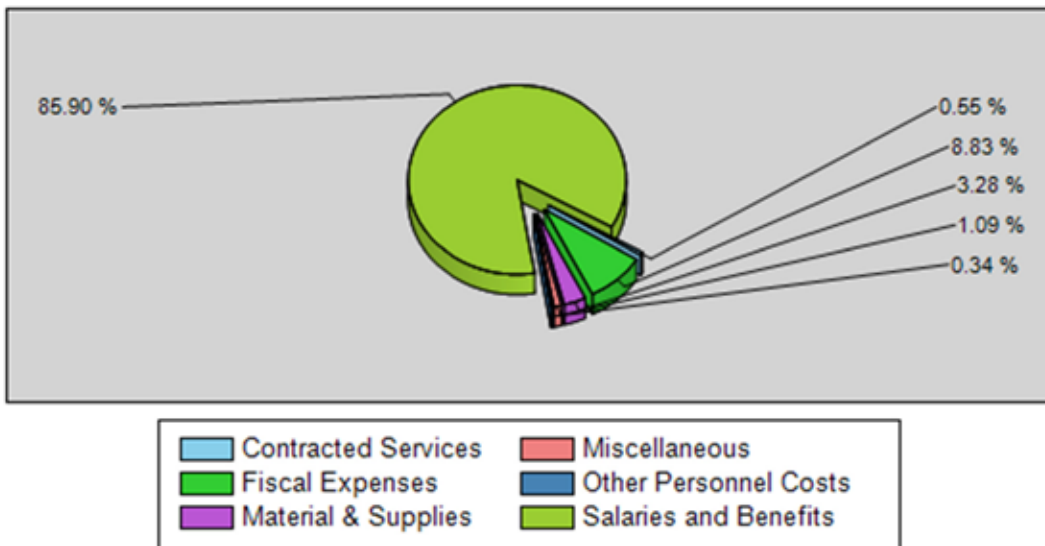
# Business Unit Summary with Service Areas

Service Area: CP - Administration

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: CP - Building Maintenance*

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

The cleanliness and safety of the Crystal Pool and Fitness Centre is critical to customer experience, public health and operational efficiency. Routine maintenance also assists in extending the service life of the facility. Day-to-day building services including cleaning, janitorial and garbage pick-up, and minor building repairs, are included within this budget.

This business unit manages pool chemicals, supplies, and provides for security services and meeting room set up as needed.

### **Deliverables:**

- Pool chemicals checked and balanced 3 times daily
- Preventative maintenance performed according to daily, weekly, monthly and annual schedules
- Cleaning washrooms 4 to 5 times daily
- Responding to operational requests and room setups as required and requested
- Cleaning washrooms 4 to 5 times daily

# Business Unit Summary with Service Areas

## Service Area: CP - Building Maintenance

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4016	Salaries - Inside	264,455	260,768	324,261	324,261	0.00 %
4070	Overtime	19,070	18,240	16,152	16,152	0.00 %
4080	Auxiliaries/RPT/Seasonal	152,654	181,535	103,507	103,507	0.00 %
4082	WCB Leave - CUPE 388	0	481	0	0	
4102	Benefits	68,841	69,057	76,201	79,444	+ 4.26 %
4112	Mileage/Parking	0	0	100	100	0.00 %
4120	Training and Development	1,500	1,500	1,500	1,500	0.00 %
4154	Recovery - WCB	0	(735)	0	0	
4216	Contracted Services	2,973	3,664	5,000	5,100	+ 2.00 %
4222	Janitorial	35,864	40,264	32,500	36,000	+ 10.77 %
4232	Security	711	1,327	2,500	2,500	0.00 %
4308	General Supplies	47,674	42,038	35,000	45,000	+ 28.57 %
4316	Protective Clothing/Uniforms	737	217	1,326	1,326	0.00 %
4358	Gas	99,013	81,935	120,000	120,000	0.00 %
4360	Hydro	58,952	62,324	77,000	80,080	+ 4.00 %
4364	Telecommunications	1,665	671	1,250	1,550	+ 24.00 %
4366	Water	32,142	28,574	36,215	38,026	+ 5.00 %
4404	Communications Equipment	334	2,820	1,530	1,530	0.00 %
4412	Equipment Rentals	0	81	510	0	
4418	Equipment	3,167	2,485	3,500	4,010	+ 14.57 %
4822	Repairs and Maintenance	32,140	78,816	100,000	102,000	+ 2.00 %
9111	WO Inside Equipment Rent	1,896	358	0	0	
9211	WO Regular Time	23,842	3,388	0	0	
9311	WO Inventory Purchases	0	19	0	0	
9321	WO Outside Purchases	23,900	3,188	0	0	
<b>Total Expenditures</b>		<b>871,530</b>	<b>883,014</b>	<b>938,053</b>	<b>962,086</b>	
<b>Net Total</b>		<b>(871,530)</b>	<b>(883,014)</b>	<b>(938,053)</b>	<b>(962,086)</b>	

# Business Unit Summary with Service Areas

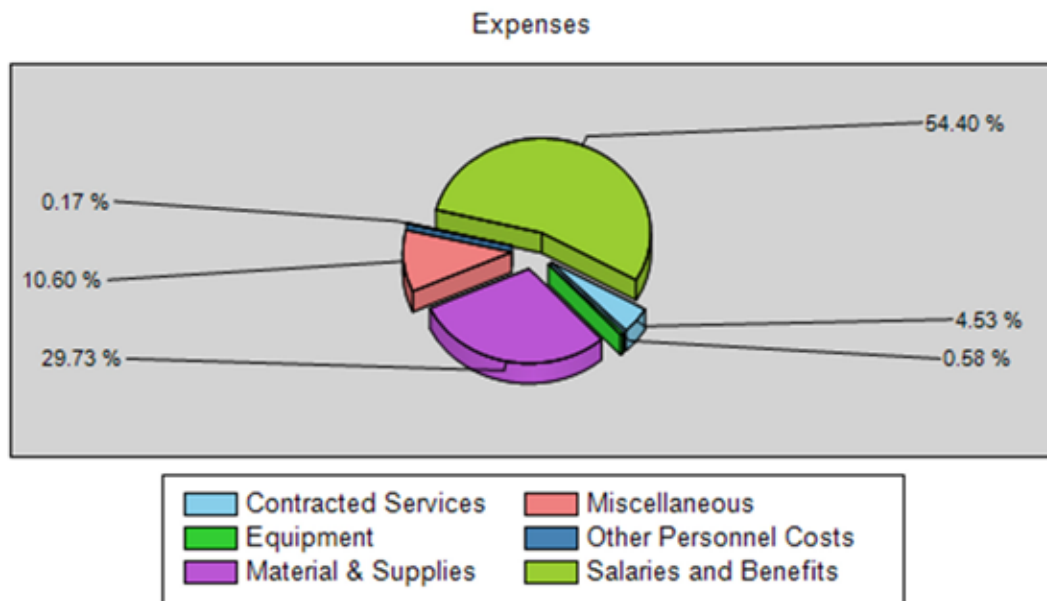
## Service Area: CP - Building Maintenance

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4016 Salaries - Inside	324,261	330,746	337,361	344,108	350,991
4070 Overtime	16,152	16,475	16,805	17,141	17,483
4080 Auxiliaries/RPT/Seasonal	103,507	105,577	107,689	109,843	112,040
4102 Benefits	79,444	81,033	82,654	84,307	85,993
4112 Mileage/Parking	100	102	104	106	108
4120 Training and Development	1,500	1,530	1,561	1,592	1,624
4216 Contracted Services	5,100	5,202	5,306	5,412	5,520
4222 Janitorial	36,000	36,720	37,454	38,203	38,968
4232 Security	2,500	2,550	2,601	2,653	2,706
4308 General Supplies	45,000	45,900	46,818	47,754	48,709
4316 Protective Clothing/Uniforms	1,326	1,353	1,380	1,407	1,435
4358 Gas	120,000	122,400	124,848	127,345	129,892
4360 Hydro	80,080	82,883	85,784	88,786	91,894
4364 Telecommunications	1,550	1,581	1,613	1,645	1,678
4366 Water	38,026	39,927	41,924	44,020	46,221
4404 Communications Equipment	1,530	1,561	1,592	1,624	1,656
4418 Equipment	4,010	4,090	4,172	4,255	4,341
4822 Repairs and Maintenance	102,000	104,040	106,121	108,243	110,408
<b>Total Expenditures</b>	<b>962,086</b>	<b>983,670</b>	<b>1,005,784</b>	<b>1,028,445</b>	<b>1,051,666</b>
<b>% Increase</b>		<b>2.24%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.26%</b>
<b>Net Total</b>	<b>(962,086)</b>	<b>(983,670)</b>	<b>(1,005,784)</b>	<b>(1,028,445)</b>	<b>(1,051,666)</b>

# Business Unit Summary with Service Areas

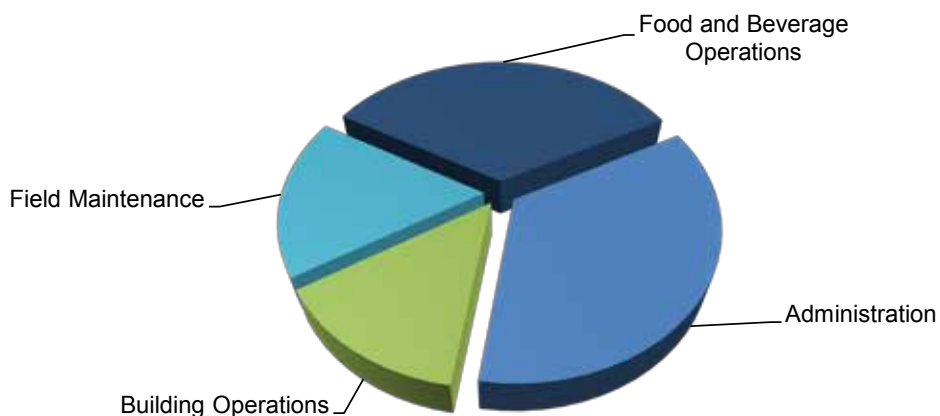
Service Area: CP - Building Maintenance



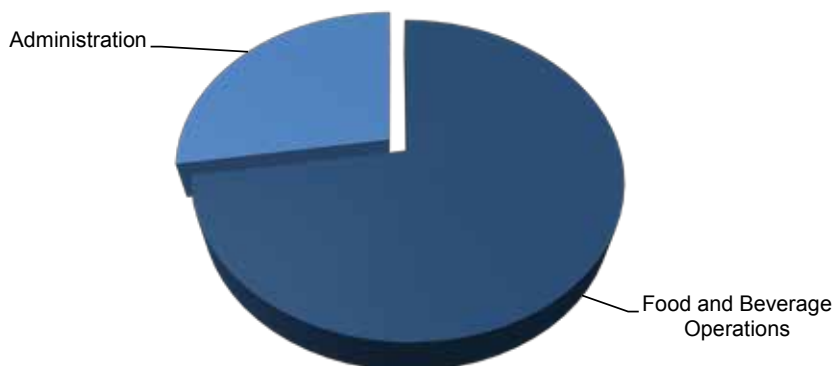
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Administration	92,000	92,000	0	0.00%
Food & Beverage Operations	241,500	242,700	1,200	0.50%
<b>Total</b>	<b>333,500</b>	<b>334,700</b>	<b>1,200</b>	<b>0.36%</b>
<b>Expenditures</b>				
Administration	243,797	230,375	(13,423)	-5.51%
Building Operations	63,404	89,954	26,550	41.87%
Field Maintenance	108,665	112,248	3,583	3.30%
Food & Beverage Operations	220,405	221,405	1,000	0.45%
<b>Total</b>	<b>636,271</b>	<b>653,981</b>	<b>17,710</b>	<b>2.78%</b>
<b>Net</b>	<b>302,771</b>	<b>319,281</b>	<b>16,510</b>	<b>5.45%</b>

### 2017 Expenditures



### 2017 Revenues







# Business Unit Summary with Service Areas

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## **Business Unit: 5500 - RAP Administration**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

A multi-purpose, fully-lit, natural grass stadium, Royal Athletic Park provides practice and playing space for local and visiting teams, and also hosts major sports and special events.

The purpose of this business unit is to provide the Royal Athletic Park as a premium sports and event venue maintaining excellent customer service, operations, and safe conditions. Provides facility and event coordination, administrative support to events including door staff, ticket staff, and support to major tenants such as the HarbourCats.

### **Deliverables:**

- 60 sporting events
- 2 special events (Rifflandia – 3 days; Great Canadian Beer Fest – 2 days)
- 75 days booked (HarbourCats 36)
- 75,000 total attendance (HarbourCats 30,500)

# Business Unit Summary with Service Areas

## Business Unit: 5500 - RAP Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3274	Miscellaneous Fees	388	8,021	10,000	10,000	0.00 %
3360	Miscellaneous Commission	3,935	1,642	0	0	
3380	Field Rentals	87,430	127,967	82,000	82,000	0.00 %
<b>Total Revenues</b>		<b>91,753</b>	<b>137,631</b>	<b>92,000</b>	<b>92,000</b>	
<b>Expenditures</b>						
4016	Salaries - Inside	98,993	105,017	113,919	113,919	0.00 %
4070	Overtime	6,370	13,132	5,000	5,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	34,046	33,121	48,811	48,811	0.00 %
4102	Benefits	30,043	33,074	26,257	27,375	+ 4.26 %
4112	Mileage/Parking	105	96	0	0	
4206	Armoured Car Service	1,525	1,200	2,000	2,000	0.00 %
4216	Contracted Services	3,079	12,086	0	0	
4232	Security	12,856	6,943	13,000	0	
4308	General Supplies	4,626	1,819	1,000	1,000	0.00 %
4312	Office Supplies	959	709	1,500	1,500	0.00 %
4364	Telecommunications	2,278	1,891	1,700	1,700	0.00 %
4508	Credit Card Discount Fees	970	12	1,000	1,000	0.00 %
4512	Insurance	25,134	24,873	25,610	25,070	- 2.11 %
4814	Miscellaneous	68	555	3,000	3,000	0.00 %
4822	Repairs and Maintenance	3,003	1,850	1,000	0	
<b>Total Expenditures</b>		<b>224,053</b>	<b>236,377</b>	<b>243,797</b>	<b>230,375</b>	
<b>Net Total</b>		<b>(132,300)</b>	<b>(98,746)</b>	<b>(151,797)</b>	<b>(138,375)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5500 - RAP Administration

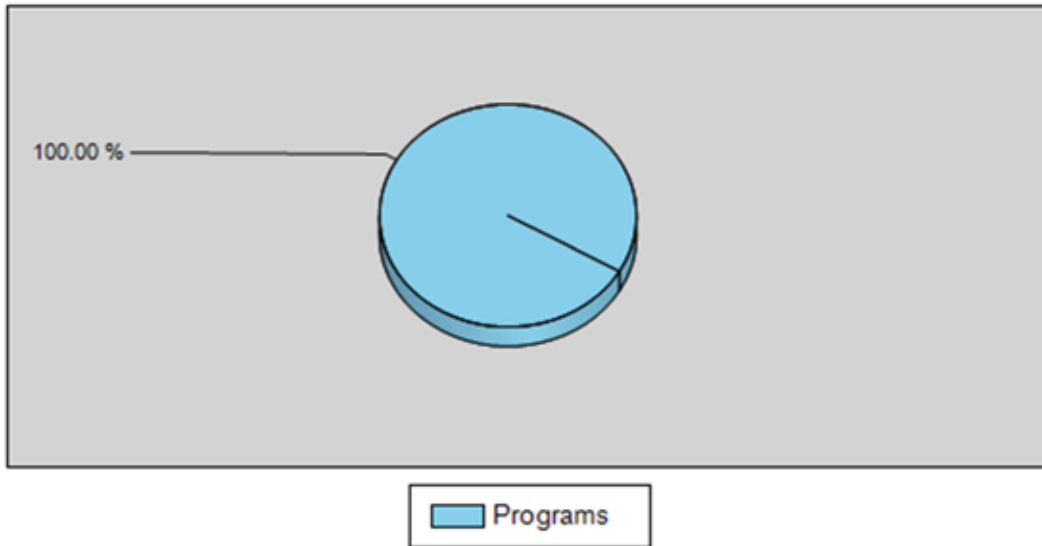
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3274	Miscellaneous Fees	10,000	10,200	10,404	10,612	10,824
3380	Field Rentals	82,000	83,640	85,313	87,019	88,759
<b>Total Revenues</b>		92,000	93,840	95,717	97,631	99,584
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4016	Salaries - Inside	113,919	116,197	118,521	120,892	123,310
4070	Overtime	5,000	5,100	5,202	5,306	5,412
4080	Auxiliaries/RPT/Seasonal	48,811	49,787	50,783	51,799	52,835
4102	Benefits	27,375	27,922	28,481	29,050	29,631
4206	Armoured Car Service	2,000	2,040	2,081	2,122	2,165
4308	General Supplies	1,000	1,020	1,040	1,061	1,082
4312	Office Supplies	1,500	1,530	1,561	1,592	1,624
4364	Telecommunications	1,700	1,734	1,769	1,804	1,840
4508	Credit Card Discount Fees	1,000	1,020	1,040	1,061	1,082
4512	Insurance	25,070	25,571	26,083	26,604	27,137
4814	Miscellaneous	3,000	3,060	3,121	3,184	3,247
<b>Total Expenditures</b>		230,375	234,982	239,682	244,475	249,365
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(138,375)</b>	<b>(141,142)</b>	<b>(143,965)</b>	<b>(146,844)</b>	<b>(149,781)</b>

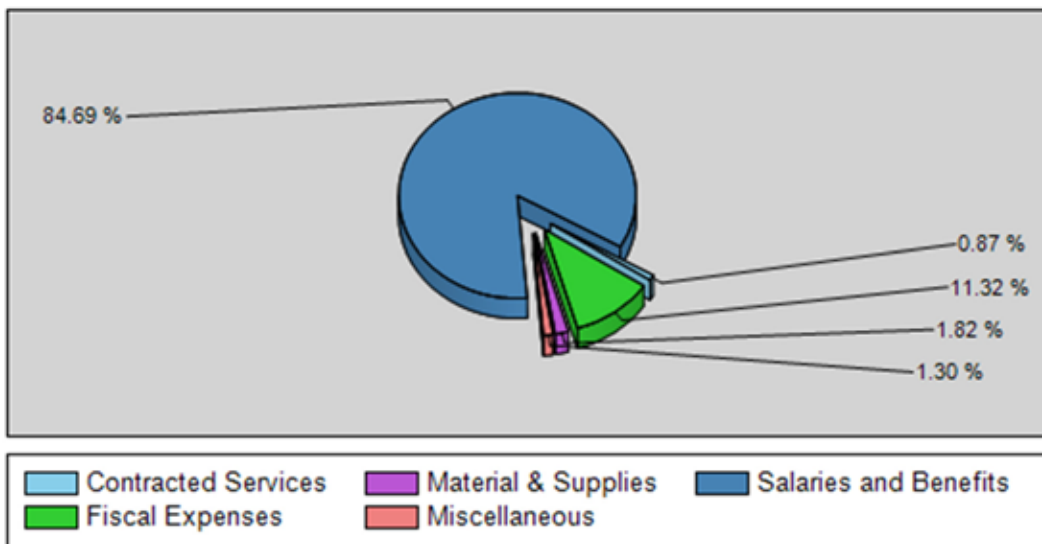
# Business Unit Summary with Service Areas

Business Unit: 5500 - RAP Administration

Revenues



Expenditures



# Business Unit Summary with Service Areas

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**Business Unit:** 5530 - RAP-Food and Beverage Operations

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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## **Overview:**

Concession and bar services are provided to events at Royal Athletic Park to enhance the customer experience.

## **Deliverables:**

- 38,000 people served

# Business Unit Summary with Service Areas

## Business Unit: 5530 - RAP-Food and Beverage Operations

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3366 Vending Machines	2,125	6,238	1,500	2,700	+ 80.00 %
3446 Food and Beverage	91,652	109,110	90,000	90,000	0.00 %
3452 Lounge	166,066	218,033	150,000	150,000	0.00 %
3472 Over/Under	(392)	(348)	0	0	
<b>Total Revenues</b>	<b>259,451</b>	<b>333,032</b>	<b>241,500</b>	<b>242,700</b>	
<b>Expenditures</b>					
4080 Auxiliaries/RPT/Seasonal	59,948	62,666	56,705	56,705	0.00 %
4304 Food and Beverage	86,154	117,008	100,000	100,000	0.00 %
4308 General Supplies	1,947	5,397	500	500	0.00 %
4508 Credit Card Discount Fees	6,634	10,055	4,000	6,500	+ 62.50 %
4814 Miscellaneous	1,750	4,711	500	500	0.00 %
4822 Repairs and Maintenance	359	1,867	1,500	0	
4852 Licence Fees	2,574	2,790	2,200	2,200	0.00 %
4865 Commissions Paid	45,140	85,262	55,000	55,000	0.00 %
<b>Total Expenditures</b>	<b>204,506</b>	<b>289,755</b>	<b>220,405</b>	<b>221,405</b>	
<b>Net Total</b>	<b>54,945</b>	<b>43,277</b>	<b>21,095</b>	<b>21,295</b>	

# Business Unit Summary with Service Areas

## Business Unit: 5530 - RAP-Food and Beverage Operations

### 5 Year Forecast:

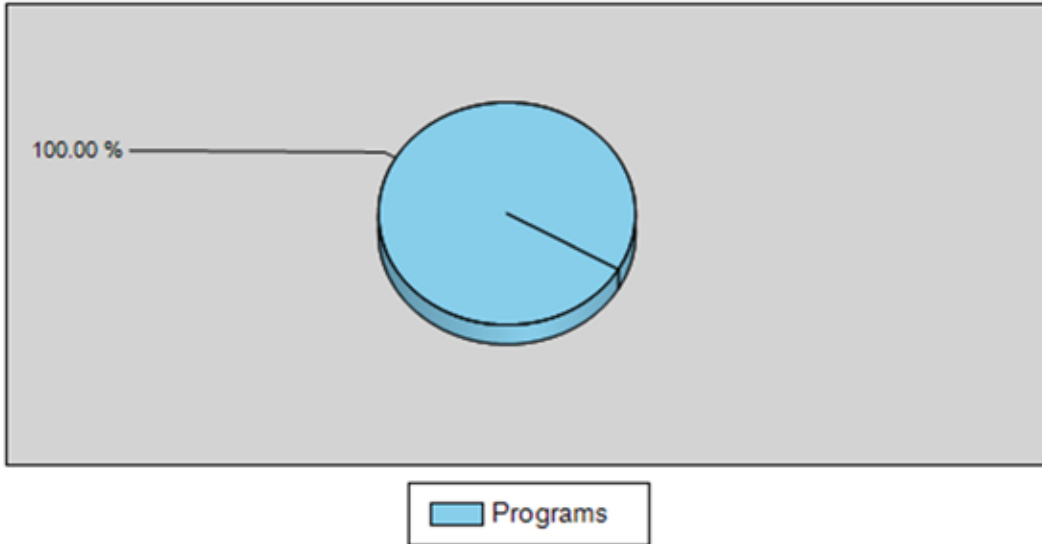
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3366	Vending Machines	2,700	2,754	2,809	2,865	2,923
3446	Food and Beverage	90,000	91,800	93,636	95,509	97,419
3452	Lounge	150,000	153,000	156,060	159,181	162,365
<b>Total Revenues</b>		242,700	247,554	252,505	257,555	262,706
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4080	Auxiliaries/RPT/Seasonal	56,705	57,848	59,005	60,186	61,389
4304	Food and Beverage	100,000	102,000	104,040	106,121	108,243
4308	General Supplies	500	510	520	531	541
4508	Credit Card Discount Fees	6,500	6,630	6,763	6,898	7,036
4814	Miscellaneous	500	510	520	531	541
4852	Licence Fees	2,200	2,244	2,289	2,335	2,381
4865	Commissions Paid	55,000	56,100	57,222	58,366	59,534
<b>Total Expenditures</b>		221,405	225,842	230,359	234,967	239,665
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>21,295</b>	<b>21,712</b>	<b>22,146</b>	<b>22,588</b>	<b>23,041</b>



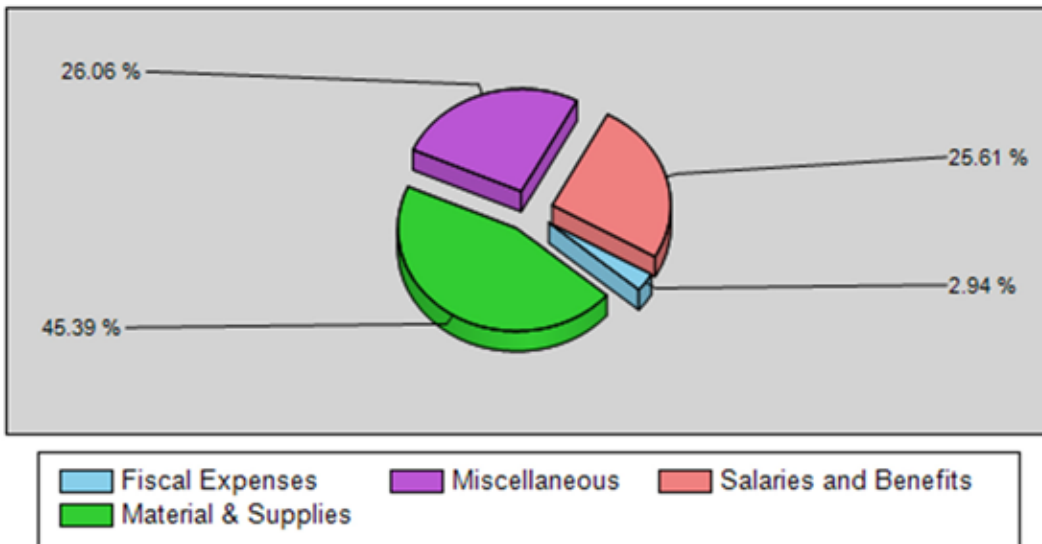
# Business Unit Summary with Service Areas

Business Unit: 5530 - RAP-Food and Beverage Operations

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 5550 - RAP-Field Maintenance*

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Maintenance of playing fields at Royal Athletic Park, preparation for sports events (baseball, soccer, football, slo-pitch) and special events.

### **Deliverables:**

- # of events = 65
- # of operational days = 135

# Business Unit Summary with Service Areas

## Business Unit: 5550 - RAP-Field Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4366 Water	19,597	20,097	21,665	22,748	+ 5.00 %
9111 WO Inside Equipment Rent	88	121	1,000	1,000	0.00 %
9121 WO Outside Equipment Ren	2,411	2,648	0	0	
9211 WO Regular Time	64,364	57,504	70,000	70,000	0.00 %
9221 WO Overtime	389	0	0	0	
9311 WO Inventory Purchases	2,274	3,572	0	0	
9321 WO Outside Purchases	15,824	25,075	16,000	16,000	0.00 %
9411 WO Contracted Services	2,135	2,400	0	2,500	
<b>Total Expenditures</b>	<b>107,082</b>	<b>111,418</b>	<b>108,665</b>	<b>112,248</b>	
<b>Net Total</b>	<b>(107,082)</b>	<b>(111,418)</b>	<b>(108,665)</b>	<b>(112,248)</b>	

# Business Unit Summary with Service Areas

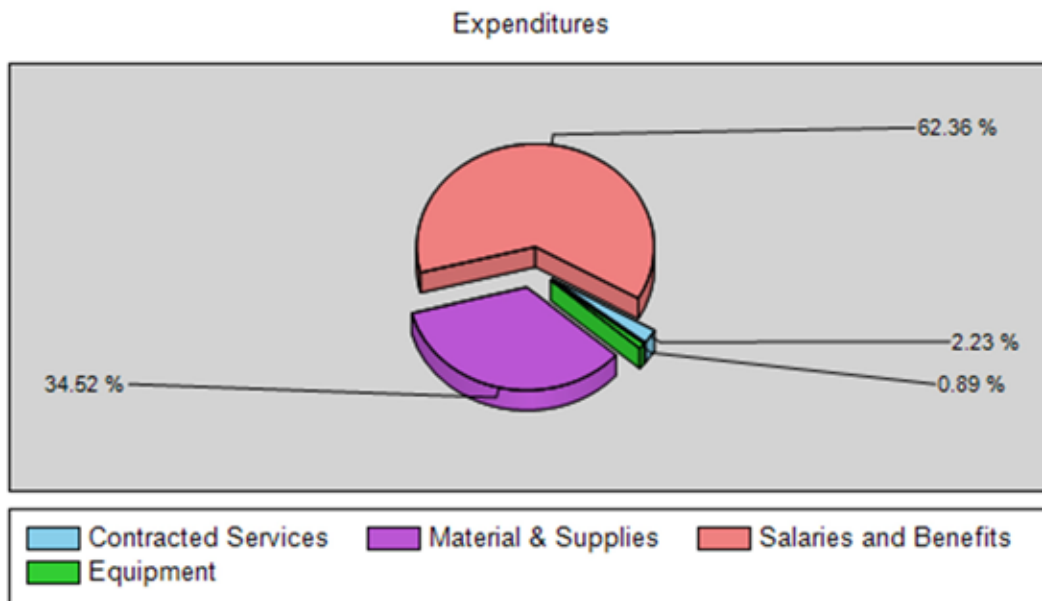
## Business Unit: 5550 - RAP-Field Maintenance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4366	Water	22,748	23,885	25,080	26,334	27,650
9111	WO Inside Equipment Rent	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	70,000	71,400	72,828	74,285	75,770
9321	WO Outside Purchases	16,000	16,320	16,646	16,979	17,319
9411	WO Contracted Services	2,500	2,550	2,601	2,653	2,706
<b>Total Expenditures</b>		112,248	115,175	118,195	121,312	124,528
<b>% Increase</b>			2.61%	2.62%	2.64%	2.65%
<b>Net Total</b>		<b>(112,248)</b>	<b>(115,175)</b>	<b>(118,195)</b>	<b>(121,312)</b>	<b>(124,528)</b>

# Business Unit Summary with Service Areas

Business Unit: 5550 - RAP-Field Maintenance



# Business Unit Summary with Service Areas

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## *Service Area: RAP Building Operations*

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

A multi-purpose, fully-lit, natural grass stadium, Royal Athletic Park provides practice and playing space for local and visiting teams, and also hosts major sports and special events.

The purpose of this business unit is to provide the Royal Athletic Park as a premium sports and event venue maintaining excellent customer service, operations, and safe conditions. Provides facility and event coordination, administrative support to events including door staff, ticket staff, and support to major tenants such as the HarbourCats.

Concession and bar services are provided to events at Royal Athletic Park to enhance the customer experience.

All field maintenance and concession operations at Royal Athletic Park are delivered by City staff.

### **Deliverables:**

- 60 sporting events
- 2 special events (Rifflandia – 3 days; Great Canadian Beer Fest – 2 days)
- 75 days booked (HarbourCats 36)
- 75,000 total attendance (HarbourCats 30,500)

# Business Unit Summary with Service Areas

## Service Area: RAP Building Operations

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4070 Overtime	(10)	0	0	0	
4080 Auxiliaries/RPT/Seasonal	33,881	37,282	19,298	29,298	+ 51.82 %
4206 Armoured Car Service	(715)	0	0	0	
4358 Gas	1,864	2,285	3,000	3,000	0.00 %
4360 Hydro	28,061	25,433	25,000	26,000	+ 4.00 %
4822 Repairs and Maintenance	15,243	22,893	15,000	30,550	+ 103.67 %
9111 WO Inside Equipment Rent	83	234	0	0	
9211 WO Regular Time	1,647	2,877	1,106	1,106	+ 0.00 %
9311 WO Inventory Purchases	22	244	0	0	
9321 WO Outside Purchases	130	907	0	0	
9411 WO Contracted Services	123	1,860	0	0	
<b>Total Expenditures</b>	<b>80,329</b>	<b>94,015</b>	<b>63,404</b>	<b>89,954</b>	
<b>Net Total</b>	<b>(80,329)</b>	<b>(94,015)</b>	<b>(63,404)</b>	<b>(89,954)</b>	

# Business Unit Summary with Service Areas

## Service Area: RAP Building Operations

### 5 Year Forecast:

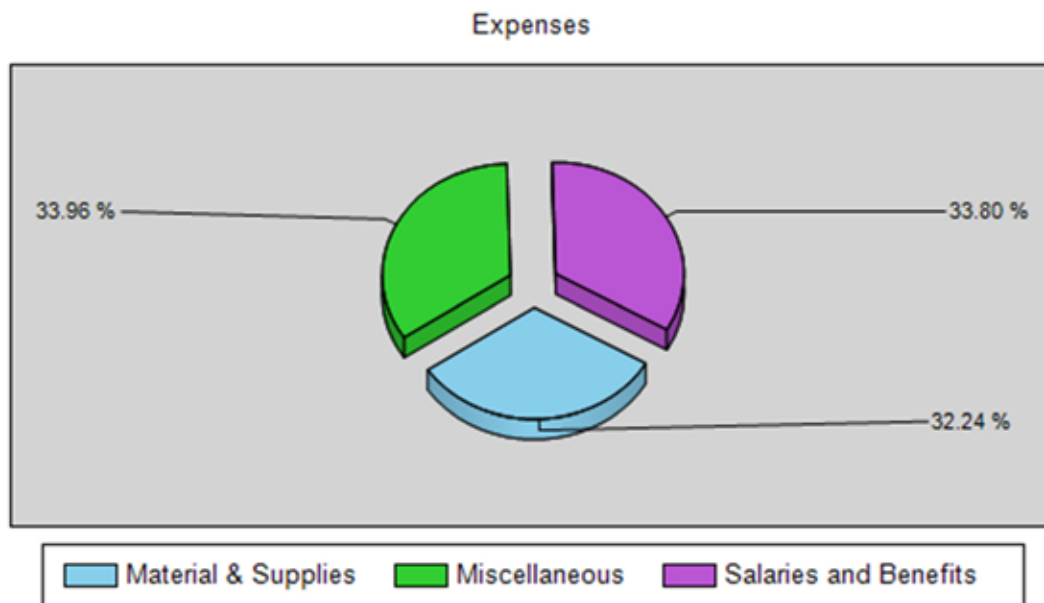
		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4080	Auxiliaries/RPT/Seasonal	29,298	29,884	30,482	31,091	31,713
4358	Gas	3,000	3,060	3,121	3,184	3,247
4360	Hydro	26,000	26,910	27,852	28,827	29,836
4822	Repairs and Maintenance	30,550	31,161	31,784	32,420	33,068
9211	WO Regular Time	1,106	1,128	1,151	1,174	1,197
<b>Total Expenditures</b>		89,954	92,143	94,390	96,695	99,061
<b>% Increase</b>			2.43%	2.44%	2.44%	2.45%
<b>Net Total</b>		<b>(89,954)</b>	<b>(92,143)</b>	<b>(94,390)</b>	<b>(96,695)</b>	<b>(99,061)</b>



# Business Unit Summary with Service Areas

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Service Area: RAP Building Operations

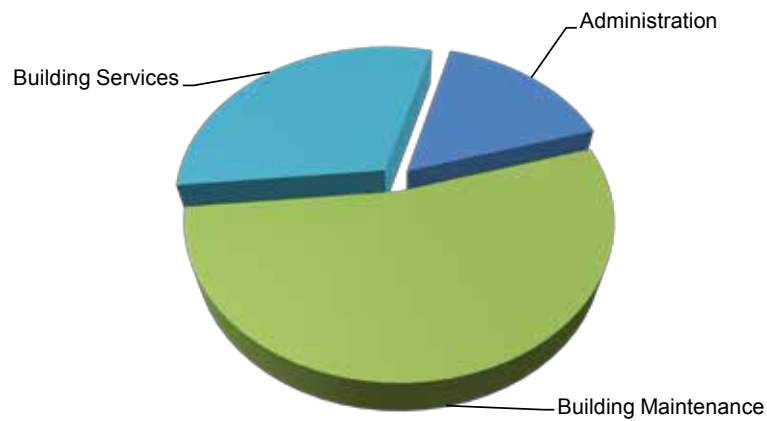


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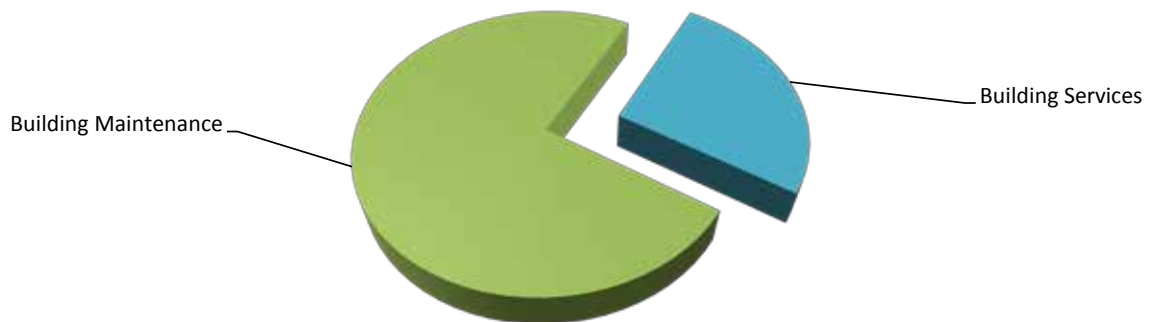
# Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Building Maintenance	32,850	15,000	(17,850)	-54.34%
Building Services	5,300	5,300	0	0.00%
<b>Total</b>	<b>38,150</b>	<b>20,300</b>	<b>(17,850)</b>	<b>-46.79%</b>
<b>Expenditures</b>				
Administration	896,510	905,160	8,650	0.96%
Building Maintenance	2,980,051	2,968,079	(11,972)	-0.40%
Building Services	1,718,128	1,718,128	0	0.00%
<b>Total</b>	<b>5,594,690</b>	<b>5,591,367</b>	<b>(3,323)</b>	<b>-0.06%</b>
<b>Net</b>	<b>5,556,540</b>	<b>5,571,067</b>	<b>14,527</b>	<b>0.26%</b>

**2017 Expenditures**



**2017 Revenues**





# Business Unit Summary with Service Areas

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## **Service Area: Facilities Administration**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

The function of this service area is to cover the Facilities division's administrative costs for building maintenance and services.

This includes inside and exempt salaries, vehicle rental costs, departmental training, office supplies, cellular phones, etc, in addition to the following activities:

- Project development and project management of city facilities capital projects, including contract administration
- Develop annual construction, renovation and repair program for municipal buildings and structures
- Administer both the annual program and emergent projects in response to departmental requests
- Conduct building assessments, conduct site inspections, allocate and monitor expenses
- Manage and operate 80 buildings and 10 miscellaneous structures/fountains
- Annual furniture space planning program and emergent projects in response to department requirements
- Determine Facility Condition Index (FCI)
- Liaises with contractors, and internal support teams (e.g. carpenters and painters)
- Coordinate and administer building maintenance, energy management and environmental programs
- Coordinate, assign and review the work of six FTE building maintenance staff and external contracted services
- Oversee the operation of building automation systems and the asset management software programs
- Coordinate the security programs including access control and security contracted services
- Cleaning and janitorial services for all city owned buildings, carpets and floors, dusting, washrooms, garbage/recycling stations, Ross Bay cemetery once per month
- Window cleaning of all city buildings
- Maintain Centennial square, Bastion square, and all 5 parkades
- Specialized cleaning of police vehicles for body fluids of blood, vomit, urine
- Specialized cleaning police jail cells, with deep cleaning 3 x per year

The locations serviced include the following:

City Hall, Centennial Arcade, Centennial Square, Parks buildings and structures, Ross Bay Cemetery, Public Works Yard, Burnside Gorge Community Centre, Cook Street Village Activity Centre, Fairfield Gonzales Community Centre, Fernwood Community Centre, James Bay New Horizons, Oaklands Community Centre, Quadra Village Community Centre, Vic West Community Centre, the Police Station, 3 Firehalls, and 5 parkades

### **Deliverables:**

- Management and maintenance of City owned buildings encompassing over 1.3 million square feet
- All buildings cleaned daily, except Fire Hall #1 cleaned weekly
- Waste management from Civic Buildings include:
  - o Cardboard = 133 tonnes
  - o Paper = 19.3 tonnes
  - o Plastics and metals = 1200 kgs
  - o Organic waste recycled = TBD
  - o Cleaning rate = 1,004,600 sq ft / 477,000 hours = 2.11 sq ft per hour
  - o Daily 38,590 sq ft cleaned per person

# Business Unit Summary with Service Areas

## Service Area: Facilities Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	103,137	110,491	107,365	107,365	0.00 %
4016	Salaries - Inside	476,992	495,950	491,662	491,662	0.00 %
4070	Overtime	(2,157)	4,282	3,000	3,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	11,599	730	0	0	
4102	Benefits	138,668	144,749	140,277	146,246	+ 4.26 %
4112	Mileage/Parking	10,132	9,801	7,537	7,537	0.00 %
4116	Conferences/Travel	0	0	2,000	2,000	0.00 %
4118	Membership Fees	489	335	1,000	1,000	0.00 %
4120	Training and Development	9,553	6,078	8,500	12,580	+ 48.00 %
4308	General Supplies	1,266	452	1,000	1,000	0.00 %
4312	Office Supplies	2,533	6,476	1,500	1,500	0.00 %
4316	Protective Clothing/Uniforms	0	0	500	500	0.00 %
4318	Lumber and Tools	1,857	7,679	3,000	3,000	0.00 %
4364	Telecommunications	4,509	4,998	3,700	3,700	0.00 %
4412	Equipment Rentals	56,400	58,500	64,100	62,700	- 2.18 %
4814	Miscellaneous	2,593	0	0	0	
4822	Repairs and Maintenance	0	181	0	0	
9111	WO Inside Equipment Rent	0	9	0	0	
9211	WO Regular Time	38,773	47,746	56,369	56,369	0.00 %
9221	WO Overtime	160	372	1,000	1,000	0.00 %
9311	WO Inventory Purchases	0	128	1,000	1,000	0.00 %
9321	WO Outside Purchases	3,850	2,815	3,000	3,000	0.00 %
<b>Total Expenditures</b>		<b>860,354</b>	<b>901,772</b>	<b>896,510</b>	<b>905,160</b>	
<b>Net Total</b>		<b>(860,354)</b>	<b>(901,772)</b>	<b>(896,510)</b>	<b>(905,160)</b>	

# Business Unit Summary with Service Areas

## Service Area: Facilities Administration

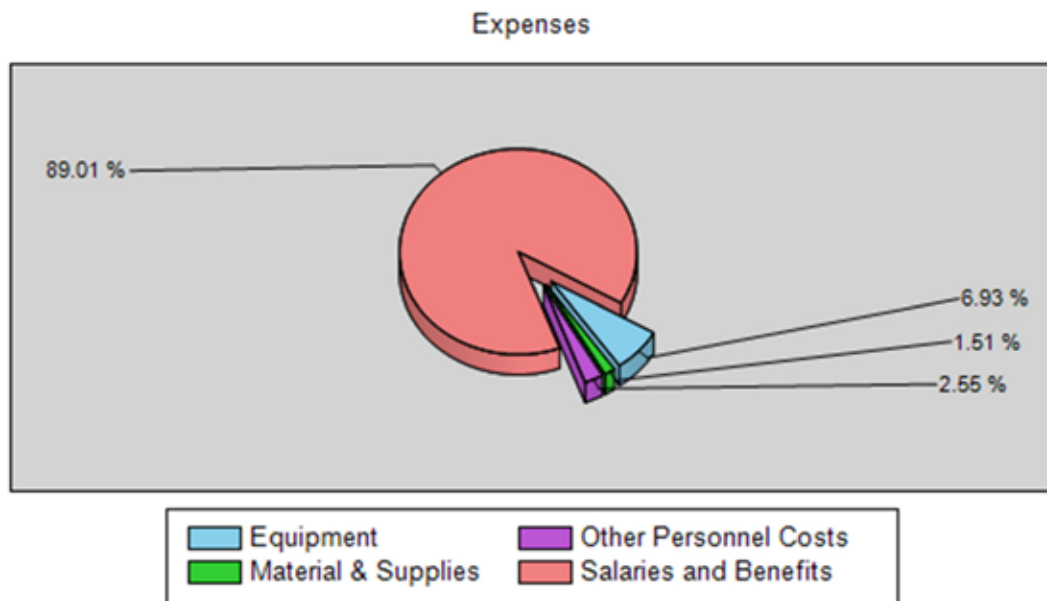
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4010 Salaries - Exempt	107,365	109,512	111,703	113,937	116,215
4016 Salaries - Inside	491,662	501,496	511,526	521,756	532,191
4070 Overtime	3,000	3,060	3,121	3,184	3,247
4102 Benefits	146,246	149,171	152,154	155,197	158,301
4112 Mileage/Parking	7,537	7,688	7,841	7,998	8,158
4116 Conferences/Travel	2,000	2,040	2,081	2,122	2,165
4118 Membership Fees	1,000	1,020	1,040	1,061	1,082
4120 Training and Development	12,580	12,832	13,088	13,350	13,617
4308 General Supplies	1,000	1,020	1,040	1,061	1,082
4312 Office Supplies	1,500	1,530	1,561	1,592	1,624
4316 Protective Clothing/Uniforms	500	510	520	531	541
4318 Lumber and Tools	3,000	3,060	3,121	3,184	3,247
4364 Telecommunications	3,700	3,774	3,849	3,926	4,005
4412 Equipment Rentals	62,700	63,954	65,233	66,538	67,868
9211 WO Regular Time	56,369	57,497	58,647	59,820	61,016
9221 WO Overtime	1,000	1,020	1,040	1,061	1,082
9311 WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321 WO Outside Purchases	3,000	3,060	3,121	3,184	3,247
<b>Total Expenditures</b>	<b>905,160</b>	<b>923,263</b>	<b>941,728</b>	<b>960,563</b>	<b>979,774</b>
<b>% Increase</b>		<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Total</b>	<b>(905,160)</b>	<b>(923,263)</b>	<b>(941,728)</b>	<b>(960,563)</b>	<b>(979,774)</b>

# Business Unit Summary with Service Areas

---

Service Area: *Facilities Administration*



# Business Unit Summary with Service Areas

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## Service Area: *Building Maintenance*

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### Overview:

Building Maintenance provides day to day preventative and corrective maintenance in addition to overseeing the utility costs for City's corporate offices, 42 parks buildings and structures, five parkades, eight community centers, the public works campus, Johnson Street Bridge operator booth, Selkirk Fountain, three fire halls and one police station.

Services include:

- Maintain, service and operate lighting, plumbing, cross connection control, heating, boilers, building automation systems, asset software, ventilation and air conditioning systems and fixtures by checking and adjusting pressures, lubricating pumps and motors, replacing belts, filters and gaskets and checking temperatures
- Test and adjust chemical balance in heating system water, test life safety equipment such as emergency lighting, fire extinguishers and back-up generators
- Coordinate fire alarm preventative maintenance and repair
- Perform routine repairs and adjustments to building fabric and related systems such as interior walls, ceilings, flooring, furniture, roofing, windows, and overhead/interior/exterior doors
- Issue and modify electronic staff security card passes; create and print building access activity reports
- Respond to service request which include such things as malfunctioning light fixtures, temperature adjustments, vandalism, broken appliances (stoves, fridges, dishwashers), and plugged toilets
- Coordinate the work of graffiti removal staff
- Maintenance and repair of 1 elevator and 1 lift
- Coordinate and review carpentry/painting tasks as well as pest control services
- Coordinate the security services for the public washroom and the Centennial Square
- Perform routine plumbing and electrical repairs while coordinating larger repairs

### Deliverables:

- Weekly lighting, heating, ventilation and building system inspections
- Monthly life safety equipment checks including emergency lighting, exit signage and fire alarm systems
- Monthly back-up generator test and pest control inspections
- Ensure safety of building users
- Preserve the asset value of City owned buildings, minimize lifecycle costs
- Combination of routine/scheduled maintenance and reactive maintenance
- Improve working environment of City

2017 Minor Maintenance Projects:

- Miscellaneous Adds, Moves & Changes (office moves and changes) - \$150,000
- Corporate Signage - \$7,500
- Ergonomic Improvements (as requested by Health and Safety) - \$7,500
- Preventative Maintenance Program Update - \$50,000
- Roof Management Program (roof inspections and replacement program) (Phase 2) - \$30,000
- Fall Protection Program (annual inspections and upgrades) - \$15,000
- Energy Audits (VicPD, Public Works and City Hall) - \$60,000
- Miscellaneous Energy Retrofits - \$25,000
- Miscellaneous Repairs and Projects - \$161,921
  - o Emergency maintenance repairs and system failures
  - o Minor safety related projects
  - o Minor new, code or legislation, mandated projects



# Business Unit Summary with Service Areas

## Service Area: Building Maintenance

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
5055	Trf from Strat Obj Account	0	0	32,850	0	
5075	Financial Stability Reserve	0	0	0	15,000	
9011	Work Order Revenue	9,033	139	0	0	
<b>Total Revenues</b>		<b>9,033</b>	<b>139</b>	<b>32,850</b>	<b>15,000</b>	
<b>Expenditures</b>						
6035	Transfer to Financial Stability Reserve	0	15,000	0	0	
9111	WO Inside Equipment Rent	23,621	25,401	23,000	23,000	0.00 %
9121	WO Outside Equipment Ren	1,369	6,368	8,000	8,000	0.00 %
9211	WO Regular Time	671,594	719,722	632,659	638,459	+ 0.92 %
9221	WO Overtime	4,388	969	3,000	3,000	0.00 %
9311	WO Inventory Purchases	3,450	6,580	6,000	6,000	0.00 %
9321	WO Outside Purchases	576,586	450,587	545,388	512,538	- 6.02 %
9358	WO Utility-Gas-Fortis	79,131	110,581	79,400	79,400	0.00 %
9360	WO Utility-BC Hydro	359,205	545,421	376,901	391,978	+ 4.00 %
9411	WO Contracted Services	1,099,418	1,047,511	1,300,704	1,300,704	0.00 %
9421	WO Consulting Services	33,239	41,120	5,000	5,000	0.00 %
<b>Total Expenditures</b>		<b>2,852,001</b>	<b>2,969,260</b>	<b>2,980,051</b>	<b>2,968,078</b>	
<b>Net Total</b>		<b>(2,842,968)</b>	<b>(2,969,121)</b>	<b>(2,947,201)</b>	<b>(2,953,078)</b>	

# Business Unit Summary with Service Areas

## Service Area: Building Maintenance

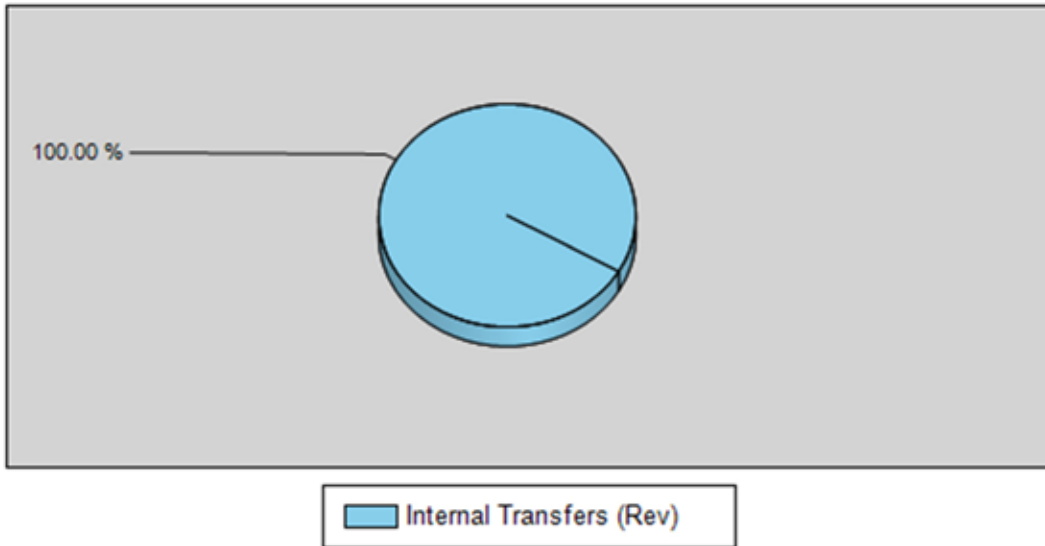
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
5075 Financial Stability Reserve	15,000	0	0	0	0
<b>Total Revenues</b>	<b>15,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	23,000	23,460	23,929	24,408	24,896
9121 WO Outside Equipment Ren	8,000	8,160	8,323	8,490	8,659
9211 WO Regular Time	638,459	651,112	664,018	677,182	690,610
9221 WO Overtime	3,000	3,060	3,121	3,184	3,247
9311 WO Inventory Purchases	6,000	6,120	6,242	6,367	6,495
9321 WO Outside Purchases	512,538	522,789	533,245	543,909	554,788
9358 WO Utility-Gas-Fortis	79,400	80,988	82,608	84,260	85,945
9360 WO Utility-BC Hydro	391,978	405,697	419,897	434,593	449,804
9411 WO Contracted Services	1,300,704	1,311,418	1,337,646	1,364,399	1,391,687
9421 WO Consulting Services	5,000	5,100	5,202	5,306	5,412
<b>Total Expenditures</b>	<b>2,968,078</b>	<b>3,017,904</b>	<b>3,084,231</b>	<b>3,152,098</b>	<b>3,221,543</b>
<b>% Increase</b>		1.68%	2.20%	2.20%	2.20%
<b>Net Total</b>	<b>(2,953,078)</b>	<b>(3,017,904)</b>	<b>(3,084,231)</b>	<b>(3,152,098)</b>	<b>(3,221,543)</b>

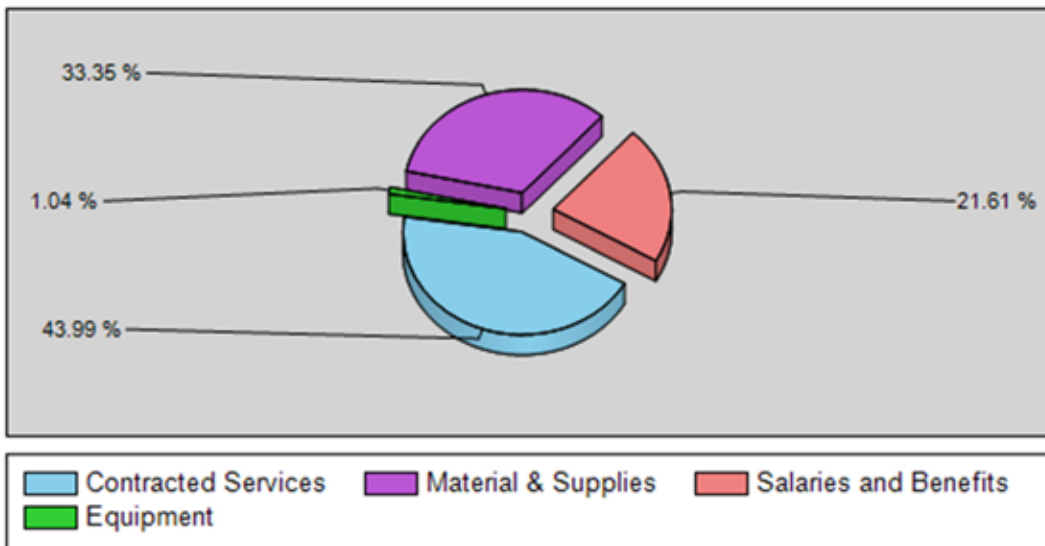
# Business Unit Summary with Service Areas

Service Area: *Building Maintenance*

Revenues



Expenses



# Business Unit Summary with Service Areas

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## **Service Area: Building Services**

**Department:** Parks, Recreation and Facilities      **Budget Year:** 2017

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### **Overview:**

Building Services provides cleaning and janitorial support to all City buildings to provide exemplary customer service, maintain a healthy work environment and maintain civic facilities to provide effective operations on a daily basis.

The service area supports the following locations: City Hall, Centennial Arcade, Centennial Square, Parks buildings and structures, Ross Bay Cemetery, Public Works Yard, Burnside Gorge Community Centre, Cook Street Village Activity Centre, Fairfield Gonzales Community Centre, Fernwood Community Centre, James Bay New Horizons, Oaklands Community Centre, Quadra Village Community Centre, Vic West Community Centre, the Police Station, 3 Firehalls, 5 parkades.

Services include:

- Cleaning and janitorial services for all city owned buildings, carpets, floors, dusting, washrooms, garbage/recycling stations and Ross Bay Cemetery once per month
- Set up meetings for all city buildings
- Window cleaning of all city buildings
- Maintain Centennial Square, Bastion Square, and all 5 parkades
- Move boxes and filing storage
- Building maintenance requests
- Specialized cleaning of police vehicles
- Specialized cleaning police jail cells with deep cleaning 3 x per year

### **Deliverables:**

- Service Level: All buildings cleaned daily, except Fire Hall #1 cleaned weekly
- Cleaning rate: 1,004,600 sq ft / 477,000 hours = 2.11 sq ft per hour
- Daily 38,590 sq ft cleaned per person

# Business Unit Summary with Service Areas

## Service Area: Building Services

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
9011 Work Order Revenue	5,310	5,414	5,300	5,300	0.00 %
<b>Total Revenues</b>	<b>5,310</b>	<b>5,414</b>	<b>5,300</b>	<b>5,300</b>	
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	21,105	18,999	32,500	32,500	0.00 %
9121 WO Outside Equipment Ren	0	0	1,000	1,000	0.00 %
9211 WO Regular Time	1,495,574	1,531,152	1,533,248	1,533,248	0.00 %
9221 WO Overtime	17,499	13,757	3,130	3,130	0.00 %
9311 WO Inventory Purchases	2,037	2,550	4,250	4,250	0.00 %
9321 WO Outside Purchases	111,223	105,531	112,000	112,000	0.00 %
9411 WO Contracted Services	30,345	19,744	32,000	32,000	0.00 %
9421 WO Consulting Services	0	2,800	0	0	
<b>Total Expenditures</b>	<b>1,677,783</b>	<b>1,694,533</b>	<b>1,718,128</b>	<b>1,718,128</b>	
<b>Net Total</b>	<b>(1,672,473)</b>	<b>(1,689,119)</b>	<b>(1,712,828)</b>	<b>(1,712,828)</b>	

# Business Unit Summary with Service Areas

## Service Area: Building Services

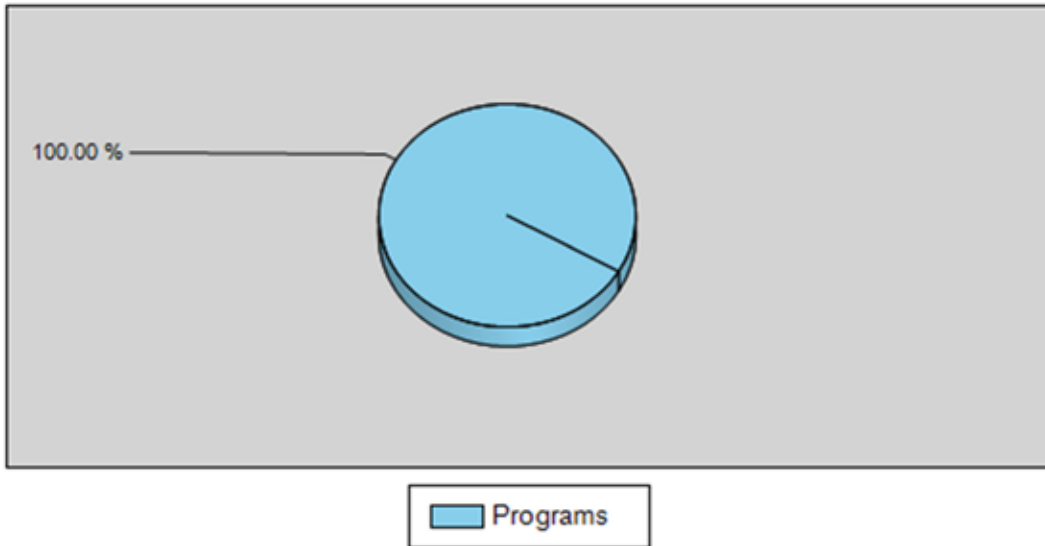
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
9011 Work Order Revenue	5,300	5,300	5,300	5,300	5,300
<b>Total Revenues</b>	<b>5,300</b>	<b>5,300</b>	<b>5,300</b>	<b>5,300</b>	<b>5,300</b>
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
9111 WO Inside Equipment Rent	32,500	33,150	33,813	34,489	35,179
9121 WO Outside Equipment Ren	1,000	1,020	1,040	1,061	1,082
9211 WO Regular Time	1,533,248	1,563,913	1,595,191	1,627,095	1,659,637
9221 WO Overtime	3,130	3,193	3,256	3,322	3,388
9311 WO Inventory Purchases	4,250	4,325	4,412	4,500	4,590
9321 WO Outside Purchases	112,000	114,240	116,525	118,855	121,232
9411 WO Contracted Services	32,000	32,640	33,293	33,959	34,638
<b>Total Expenditures</b>	<b>1,718,128</b>	<b>1,752,480</b>	<b>1,787,530</b>	<b>1,823,281</b>	<b>1,859,746</b>
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(1,712,828)</b>	<b>(1,747,180)</b>	<b>(1,782,230)</b>	<b>(1,817,981)</b>	<b>(1,854,446)</b>

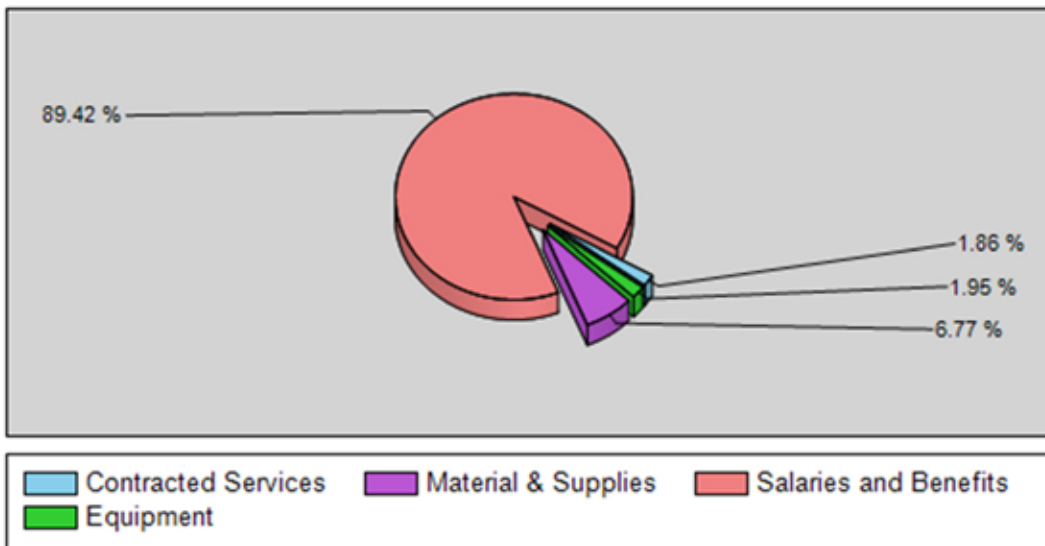
# Business Unit Summary with Service Areas

## Service Area: Building Services

Revenues



Expenses





# SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

## Summary

Sustainable Planning and Community Development is key to supporting quality development and economic health of the city. The department is committed to the “triple bottom line” approach – balancing economic prosperity, social development and environmental sustainability in order to address Victoria’s future. The department has a broad range of policy, regulatory and program responsibilities including: community and city-wide land use planning; urban design; heritage; planning applications including zoning, development and variance permits; demographic and other planning information services; and permitting and inspection services.



### Core Services/Service Areas

- **Community Planning:**
  - City-wide and Local Area Planning
  - Heritage Policy, Programs and Applications
  - Heritage Alteration Permits, Heritage Designations and Tax Incentive Program Applications
  - Urban Design
- **Development Services:**
  - Zoning/Rezoning including Community Association
  - Land Use Committee processes
  - Development and Variance Permits including support to Community Association Land Use Committees, Advisory Design Panel and Board of Variance
  - Current Policy and Regulatory Initiatives
- **Permits and Inspections:**
  - Processing and decisions plus undertaking related inspections for building permits, plumbing permits, electrical permits, signs; and Building Bylaw

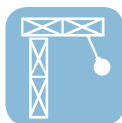
### Budget Summary

2017 Approved Expenditures	5,951,792
2016 Approved Expenditures	5,613,688
Budget Change	338,104
Change by %	6.02%
2017 Approved Revenues	3,563,501
2016 Approved Revenues	3,732,864
Budget Change	(169,363)
Change by %	-4.54%
2017 FTE	43.43
2016 FTE	43.43
Change	0
Change by %	0.00%





## Summary



### Initiatives for 2017

- Accelerated Neighbourhood Planning
- Municipal Housing Strategy Zoning Initiatives
- Downtown Core Area Plan 5-Year Review
- Zoning Bylaw Update
- Development Summit Action Plan
- Housing Reserve Fund Guidelines Review
- Review and Update Property Maintenance Bylaw
- Rental Retention and Revitalization Strategy
- Short Term Vacation Rentals
- Clover Point Rezoning
- Douglas/Blanshard Corridor Master Plan
- Community Association Land Use Committee Process Implementation and Monitoring
- Visual Victoria
- Centennial Square Master Plan
- Ship Point
- Liquor Policy Review

# SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

## Performance Metrics

### Measuring Success – Policy Reports to Council

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
New housing units	965	822	450 Required to Meet OCP goal of 20% of regional population growth
<b>How well did we do it?</b>			
Annual share (%) of new housing units directed to growth areas: a. 50% urban core b. 40% in and near town centres and large urban villages c. 10% in small urban villages and remainder of residential areas	a. 81% urban core b. 12% in and near town centres and large urban villages c. 7% in small urban villages and remainder of residential areas	a. 60% urban core b. 29% in and near town centres and large urban villages c. 11% in small urban villages and remainder of residential areas	Percentages will fluctuate yearly reflecting development cycles  Target for 2041 is to achieve growth in the 50% – 40% – 10% proportions
<b>Story behind the data</b>	The services provided by the Community Planning division include preparation of long range policies and initiatives, providing advice on planning challenges and opportunities, and administering the heritage program, all which contribute to Victoria's growth, prosperity and placemaking. Community Planning is the key division overseeing the development and implementation of the Official Community Plan (OCP). The OCP designates certain areas of the City for accommodating new population with the urban core targeted to accommodate 50% of the growth and areas in and near town centres and large urban villages targeted to accommodate 40% of the growth. Remaining growth (10%) is targeted for small urban villages and other residential areas. Community Planning's key metric of quality of service (value for money) is represented by the effectiveness in the policy program to deliver upon the primary goals of the OCP.		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	Concentrating housing and population growth in certain areas can provide the critical population mass to support better transit, local businesses, more efficient use of infrastructure and better use of cycling and pedestrian facilities. It also reduces pressure on other residential parts of the Victoria where change is less desirable. A large share of Victoria's housing growth will be concentrated downtown to support the development of a strong urban core that retains its predominant role in the regional economy.		
<b>Where do we want to go?</b>	This increase reflects an effort to bring forward policy considerations and progress on initiatives with more urgency to assist with the achievement of the community's goals and the City's objectives and priorities within shorter timeframes.		

# SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

## Performance Metrics

Measuring Success – Development Applications Processing				
Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast	
<b>How much did we do?</b>				
Number of applications processed	267	350	310	
<b>How well did we do it?</b>				
<b>Development applications will be:</b>	<b>Target</b>			
1) Reviewed by an interdepartmental staff team (TRG) and coordinated comments will be sent to the applicant*	75% within 4 wks of submission	65 %* (86% within 5 weeks)  *Note: In October 2015 changes were implemented in the review process to save time and the target was decreased from 6–4 weeks. So until Oct. the process was striving for a 6 week turnaround between submission and TRG.	81%	75% or higher
2) Presented to Committee of Council with revision/no revision	75% within 8–12 wks after Step 1	82%	82%	75% or higher
3) Board of Variance Applications will be presented to the Board of Variance for a decision	75% within 12–16 wks after resubmission	89%	88%	80% or higher
<b>Story behind the data</b>	<p>The services provided by the Development Services Division are focused on processing development applications. A key component of the role of this Division is working with developers, Community Association Land Use Committee (CALUC), the public and other City departments coordinating and managing the many “moving parts” of the development application processes. The metrics provided represent aspects of the process that are largely within City staff’s control. Staff are working to further improve and streamline the process, and to better collaborate with applicants and CALUCs to support their contributing roles.</p> <p>In 2016 target turnaround times continued to be met despite an increase in application volumes and a surge in enquiries. This was accomplished by taking advantage of retired staff willing to assist with volumes on a part time basis and by reducing focus on project based work and some improvement initiatives</p>			
<b>Is anyone better off?</b>				
<b>Story behind the data</b>	<p>Staff are working to address application timelines in various ways, including monitoring through the Development Tracker, reviewing operations to find efficiencies and exploring additional resources. One target provided for 2015, was to achieve a four week turnaround time between application receipt and delivery of comments from the TRG; however, this new target was only established in October when the TRG moved to a weekly meeting allowing for some applications to be reviewed more quickly, prior to October the target was six weeks.</p>			
<b>Where do we want to go?</b>	<p>Staff aim to continue meeting target turnaround timelines during this period of increased development activity while also responding to enquiries and meeting customer service expectations. Additionally, we look forward to refining data collection and technological tools to facilitate easier reporting out and application tracking.</p>			

## SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

### Performance Metrics

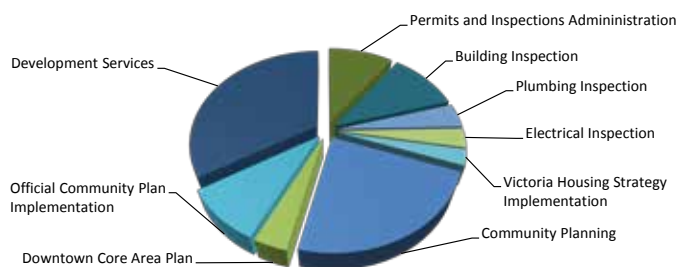
Measuring Success – Permits Processing (Building, Electrical, Plumbing)			
Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
# of permits issued	3,625	3,994	3,983
<b>How well did we do it?</b>			
Percent of building permits that met target turnaround of 6 days	92%	81%	79%
<b>Story behind the data</b>	<p>The services provided by the Permits &amp; Inspections division support anticipated population and economic growth in the city, represented by the total number of permits processed per year. These permits had a total construction value of \$423,150,000 in 2016. This service supports Strategic Plan Objective 5: Create Prosperity Through Economic Development.</p> <p>The numbers reported above are based on manual tracking of building permit review times against building code only. There is not an on/off tracking procedure to permit a detailed review of processing times from start to finish. However, the building code review is a good benchmark in the absence of detailed information.</p>		
<b>Is anyone better off?</b>			
<b>Story behind the data</b>	<p>At this time there is not an automated and detailed process reporting feature in place. To be responsive to our customers' needs to process permits as efficiently as possible we need to understand where issues occur and where opportunity exists for improvement.</p>		
<b>Where do we want to go?</b>	<p>Implement full building permit process tracking and report on permit processing times. Where this information is available it is possible to commit to high standards for permit processing targets and meet these targets 85% of the time.</p>		

# SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

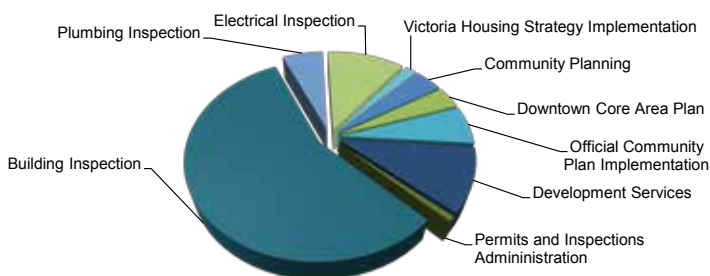
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Community Planning	36,614	143,949	107,335	293.15%
Downtown Core Area Plan	260,000	128,800	(131,200)	-50.46%
Official Community Plan Implementation	514,000	222,002	(291,998)	-56.81%
Development Services	333,750	368,750	35,000	10.49%
Permits and Inspections Administration	23,500	30,000	6,500	27.66%
Building Inspection	2,000,000	2,000,000	0	0.00%
Plumbing Inspection	190,000	210,000	20,000	10.53%
Electrical Inspection	375,000	400,000	25,000	6.67%
Victoria Housing Strategy Implementation	0	60,000	60,000	100.00%
<b>Total</b>	<b>3,732,864</b>	<b>3,563,501</b>	<b>(169,363)</b>	<b>-4.54%</b>
<b>Expenditures</b>				
Community Planning	1,166,555	1,374,358	207,803	17.81%
Downtown Core Area Plan	260,000	213,800	(46,200)	-17.77%
Official Community Plan Implementation	538,000	537,002	(998)	-0.19%
Development Services	1,925,224	2,005,540	80,316	4.17%
Permits and Inspections Administration	579,795	584,901	5,106	0.88%
Building Inspection	643,723	634,328	(9,395)	-1.46%
Electrical Inspection	257,955	197,465	(60,490)	-23.45%
Plumbing Inspection	242,436	244,399	1,963	0.81%
Victoria Housing Strategy Implementation	0	160,000	160,000	100.00%
<b>Total</b>	<b>5,613,688</b>	<b>5,951,792</b>	<b>338,104</b>	<b>6.02%</b>
<b>Net</b>	<b>1,880,824</b>	<b>2,388,291</b>	<b>507,467</b>	<b>26.98%</b>

**2017 Expenditures**



**2017 Revenues**



# Business Unit Summary with Service Areas

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## ***Business Unit: 3200 - Permits and Inspections Administration***

**Department:** Sustainable Planning and Community Development      **Budget Year:** 2017

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### **Overview:**

This business unit provides administrative support to the building, plumbing and electrical inspection functions, including processing and circulation of permits.

Staff provide administrative support to the permit and inspections functions, direct customer service at the Development Centre, and provide information related to permits and relevant bylaws. The support allows for an efficient process, ensuring inspectors, Assistant Director and the Chief Building Officer, under the BC Building Code, to focus on their area of expertise and responsibilities.

Permits and Inspections' administrative staff book inspections, answer inquiries, conduct permit searches, approve certain sign permits (no variances), submit construction data to Statistics Canada relating to building starts and manage the construction permit records.

### **Deliverables:**

- 80% of permit record retrievals conducted within 2 business days, upon request
- Respond to 80% of inquiries within 2 business days
- Clerk available at all times Monday to Friday 8 to 4:30 at Development Centre

# Business Unit Summary with Service Areas

## Business Unit: 3200 - Permits and Inspections Administration

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3252 Plan Search Fees	36,074	41,463	23,500	30,000	+ 27.66 %
<b>Total Revenues</b>	<b>36,074</b>	<b>41,463</b>	<b>23,500</b>	<b>30,000</b>	
<b>Expenditures</b>					
4010 Salaries - Exempt	114,396	109,122	109,391	109,391	0.00 %
4016 Salaries - Inside	224,948	247,506	230,386	230,386	0.00 %
4070 Overtime	(10)	108	0	0	
4080 Auxiliaries/RPT/Seasonal	41,667	49,919	48,850	48,850	0.00 %
4102 Benefits	85,162	93,917	81,568	84,924	+ 4.11 %
4112 Mileage/Parking	26,891	11,681	35,500	1,500	- 95.77 %
4116 Conferences/Travel	8,628	9,549	10,000	10,000	0.00 %
4118 Membership Fees	7,126	5,307	5,900	5,900	0.00 %
4120 Training and Development	8,134	1,305	15,200	15,200	0.00 %
4216 Contracted Services	366	0	0	0	
4226 Photocopy	115	1,014	1,500	0	
4228 Printing	0	93	0	1,500	
4310 Books/Publications	199	0	5,000	5,000	0.00 %
4312 Office Supplies	24,639	7,788	20,000	20,000	0.00 %
4316 Protective Clothing/Uniforms	0	877	3,000	3,000	0.00 %
4364 Telecommunications	7,953	7,033	9,000	9,000	0.00 %
4412 Equipment Rentals	4,500	22,753	4,500	40,249	+ 794.42 %
9211 WO Regular Time	46	0	0	0	
9321 WO Outside Purchases	0	165	0	0	
<b>Total Expenditures</b>	<b>554,762</b>	<b>568,138</b>	<b>579,795</b>	<b>584,901</b>	
<b>Net Total</b>	<b>(518,688)</b>	<b>(526,675)</b>	<b>(556,295)</b>	<b>(554,901)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3200 - Permits and Inspections Administration

### 5 Year Forecast:

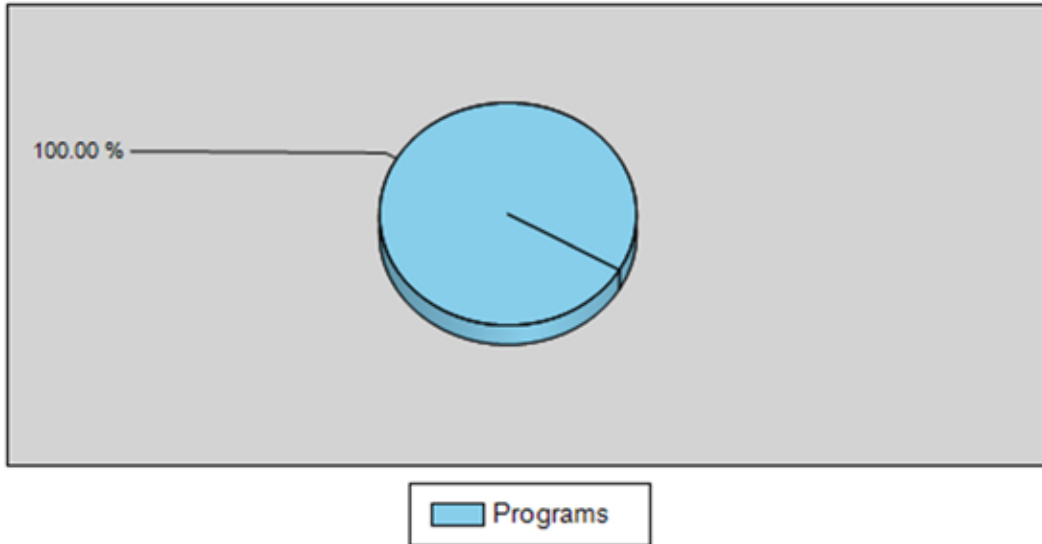
	2017	2018	2019	2020	2021
<b>Revenues</b>					
3252 Plan Search Fees	30,000	30,000	30,000	30,000	30,000
<b>Total Revenues</b>	30,000	30,000	30,000	30,000	30,000
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4010 Salaries - Exempt	109,391	111,579	113,810	116,087	118,408
4016 Salaries - Inside	230,386	234,994	239,694	244,488	249,378
4080 Auxiliaries/RPT/Seasonal	48,850	49,827	50,824	51,840	52,877
4102 Benefits	84,924	86,622	88,355	90,122	91,924
4112 Mileage/Parking	1,500	1,530	1,561	1,592	1,624
4116 Conferences/Travel	10,000	10,200	10,404	10,612	10,824
4118 Membership Fees	5,900	6,018	6,138	6,261	6,386
4120 Training and Development	15,200	15,504	15,814	16,130	16,453
4228 Printing	1,500	1,530	1,561	1,592	1,624
4310 Books/Publications	5,000	5,100	5,202	5,306	5,412
4312 Office Supplies	20,000	20,400	20,808	21,224	21,649
4316 Protective Clothing/Uniforms	3,000	3,060	3,121	3,184	3,247
4364 Telecommunications	9,000	9,180	9,364	9,551	9,742
4412 Equipment Rentals	40,249	41,054	41,875	42,713	43,567
<b>Total Expenditures</b>	584,901	596,598	608,530	620,701	633,115
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(554,901)</b>	<b>(566,598)</b>	<b>(578,530)</b>	<b>(590,701)</b>	<b>(603,115)</b>



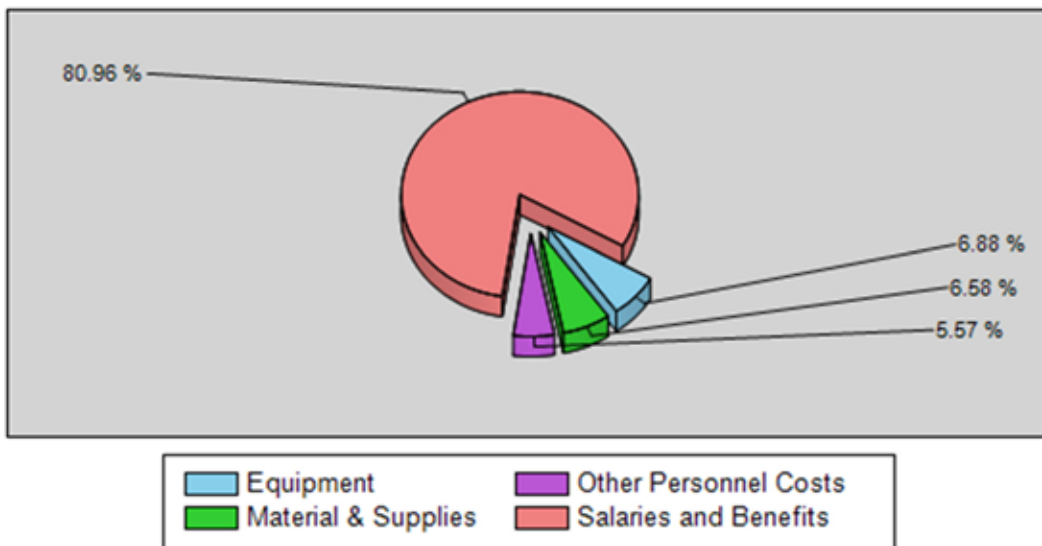
# Business Unit Summary with Service Areas

Business Unit: 3200 - Permits and Inspections Administration

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 3210 - Building Inspection**

**Department:** Sustainable Planning and Community Development      **Budget Year:** 2017

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### **Overview:**

This business unit works with property owners and contractors during the building process to review and approve building permits and (non-outright) sign permits.

The Building Inspection section ensures that construction is consistent with City requirements (zoning, bylaws, business licensing, site servicing, etc), BC Building Code, and health and safety standards. These regulations help prevent legal complications for property owners when trying to sell a home or business and enable owners to ensure their property is safe for themselves and all occupants.

Staff in this area carry out inspections of buildings relative to the permits issued, enforce Building Bylaw upon complaint, including stop work orders and inspect properties to confirm compliance with Building Bylaw.

### **Deliverables:**

- 75% of streamed building permits (such as blasting, strip-outs) reviewed and, if no outstanding issues, approved within 2 business days from receipt of complete application
- 75% of other streamed building permits for commercial tenant improvements (e.g retail stores or offices) reviewed and, if no outstanding issues, approved within 7 - 10 business days from receipt of complete application

# Business Unit Summary with Service Areas

## Business Unit: 3210 - Building Inspection

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3104 Building Permits	2,181,821	2,756,682	2,000,000	2,000,000	0.00 %
<b>Total Revenues</b>	<b>2,181,821</b>	<b>2,756,682</b>	<b>2,000,000</b>	<b>2,000,000</b>	
<b>Expenditures</b>					
4016 Salaries - Inside	540,293	452,070	513,888	502,214	- 2.27 %
4070 Overtime	494	2,742	0	0	
4080 Auxiliaries/RPT/Seasonal	7,843	0	9,072	9,072	0.00 %
4102 Benefits	124,565	110,171	120,764	123,042	+ 1.89 %
<b>Total Expenditures</b>	<b>673,196</b>	<b>564,983</b>	<b>643,723</b>	<b>634,328</b>	
<b>Net Total</b>	<b>1,508,625</b>	<b>2,191,699</b>	<b>1,356,277</b>	<b>1,365,672</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3210 - Building Inspection

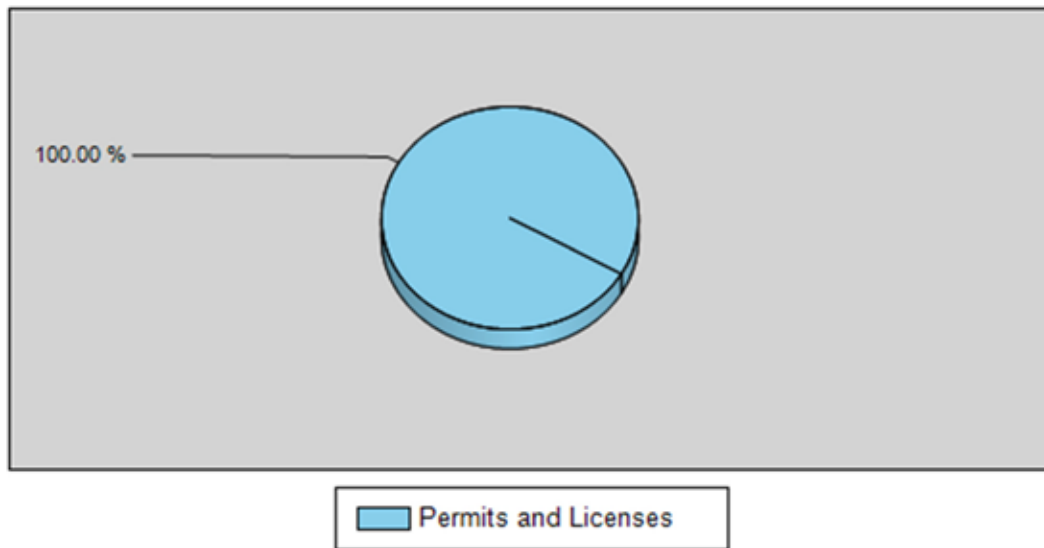
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
3104 Building Permits	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Total Revenues</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4016 Salaries - Inside	502,214	512,258	522,503	532,953	543,612
4080 Auxiliaries/RPT/Seasonal	9,072	9,253	9,438	9,627	9,819
4102 Benefits	123,042	125,503	128,013	130,574	133,185
<b>Total Expenditures</b>	<b>634,328</b>	<b>647,014</b>	<b>659,955</b>	<b>673,154</b>	<b>686,617</b>
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>1,365,672</b>	<b>1,352,986</b>	<b>1,340,045</b>	<b>1,326,846</b>	<b>1,313,383</b>

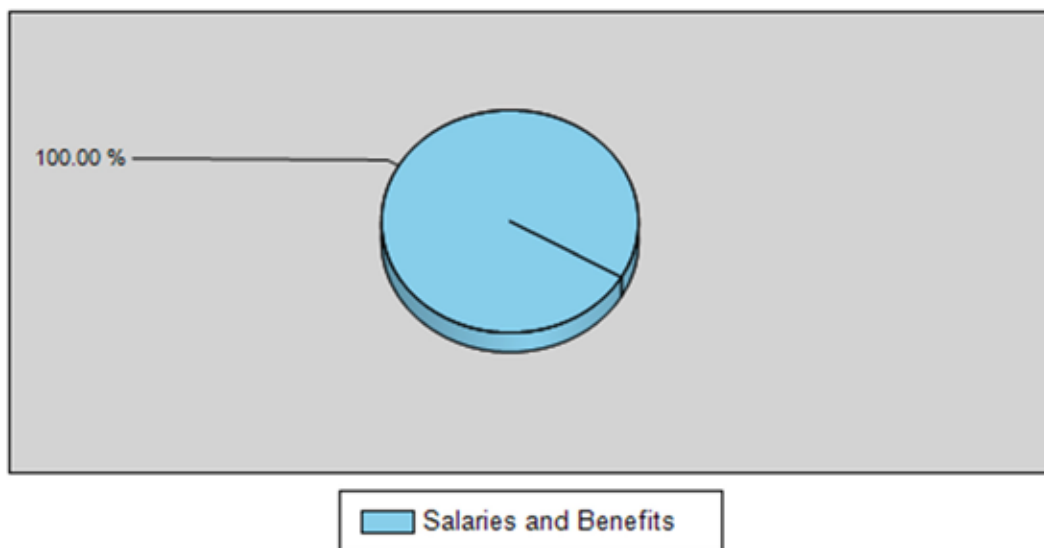
# Business Unit Summary with Service Areas

Business Unit: 3210 - Building Inspection

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 3220 - Plumbing Inspection***

**Department:** Sustainable Planning and  
Community Development      **Budget Year:** 2017

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### **Overview:**

This business unit works with property owners and contractors during the construction process to review and issue plumbing permit plans and applications.

The Plumbing Inspection section carries out plumbing inspections to ensure compliance and reviews plumbing and sprinkler installations for building permits. It also verifies that plumbing installations meet the Plumbing Code and the Plumbing Bylaw, are designed by registered professionals and installed by licensed plumbing contractors.

This business unit aims to safeguard water supply – improper plumbing installation can contaminate water supply; safeguard plumbing systems from sewer gas – improper installation may introduce sewer gas, which causes odour and safety concerns and prevent sewer backup.

### **Deliverables:**

- 75% of all plumbing permits issued within 2 business days of receiving complete application
- Auditing 50% of all plumbing inspection requests on site
- 75% of all plumbing reviews for building permits within 2 business days of receiving the permit package during its circulation

# Business Unit Summary with Service Areas

## *Business Unit: 3220 - Plumbing Inspection*

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3114 Plumbing Permits	211,478	279,944	190,000	210,000	+ 10.53 %
<b>Total Revenues</b>	<b>211,478</b>	<b>279,944</b>	<b>190,000</b>	<b>210,000</b>	
<b>Expenditures</b>					
4016 Salaries - Inside	200,269	199,728	196,304	196,304	0.00 %
4102 Benefits	48,380	49,842	46,131	48,095	+ 4.26 %
<b>Total Expenditures</b>	<b>248,648</b>	<b>249,570</b>	<b>242,436</b>	<b>244,399</b>	
<b>Net Total</b>	<b>(37,170)</b>	<b>30,374</b>	<b>(52,436)</b>	<b>(34,399)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3220 - Plumbing Inspection

### 5 Year Forecast:

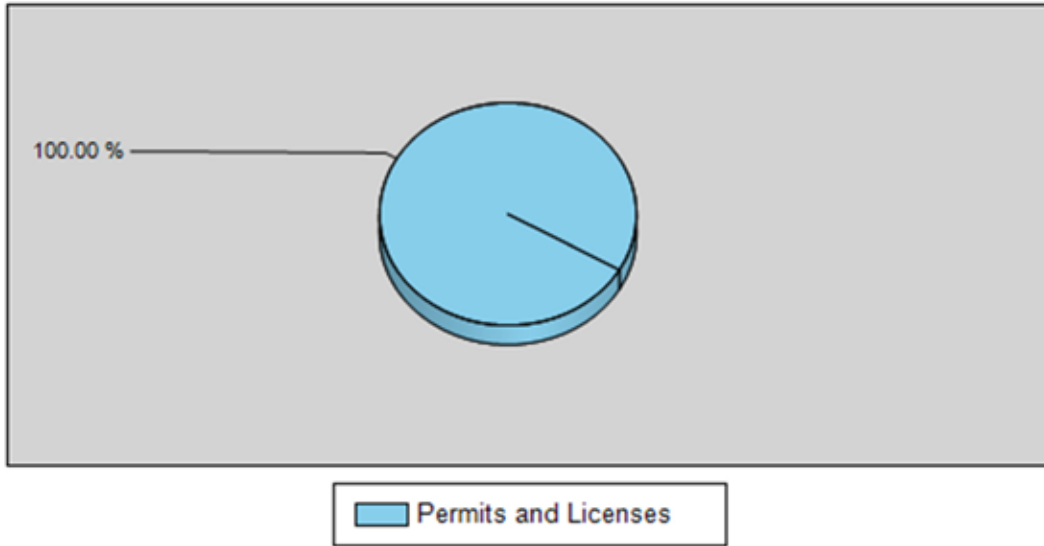
	2017	2018	2019	2020	2021
<b>Revenues</b>					
3114 Plumbing Permits	210,000	210,000	210,000	210,000	210,000
<b>Total Revenues</b>	210,000	210,000	210,000	210,000	210,000
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4016 Salaries - Inside	196,304	200,230	204,235	208,320	212,486
4102 Benefits	48,095	49,056	50,038	51,038	52,059
<b>Total Expenditures</b>	244,399	249,287	254,272	259,358	264,545
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(34,399)</b>	<b>(39,287)</b>	<b>(44,272)</b>	<b>(49,358)</b>	<b>(54,545)</b>



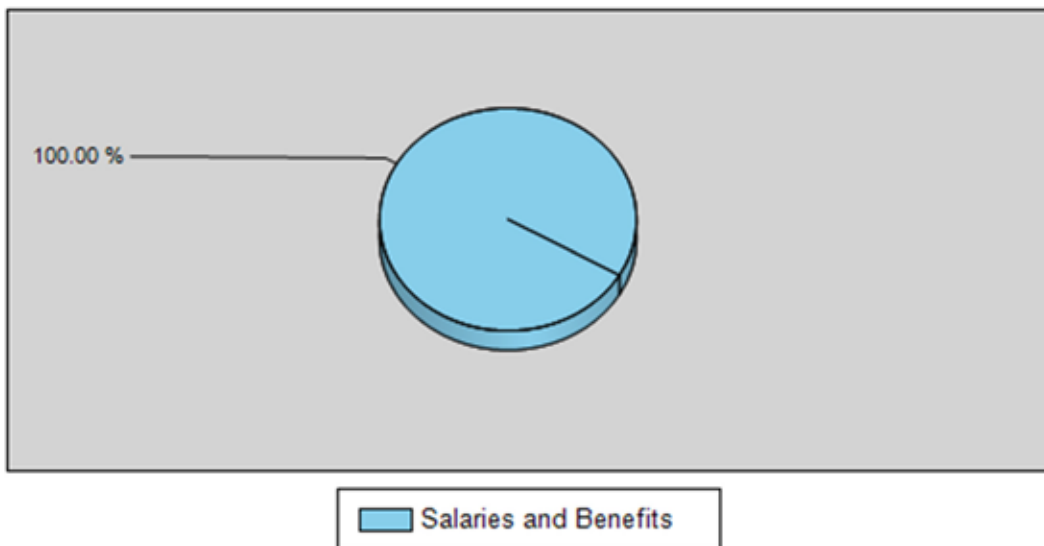
# Business Unit Summary with Service Areas

Business Unit: 3220 - Plumbing Inspection

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 3230 - Electrical Inspection***

**Department:** Sustainable Planning and  
Community Development      **Budget Year:** 2017

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### **Overview:**

This business unit works with property owners and contractors to review and issue electrical permits. It will ensure that electrical installations are in compliance with permits, electrical bylaw and provincial safety standards and that electrical products are meeting safety standards when installed under permits.

Staff in this area carry out inspections of buildings relative to the permits issued. The electrical inspectors are also Local Safety Officers under the Electrical Safety Standards Act and Regulation which allows them to recommend to BC Hydro to shut off power to a building if deemed unsafe.

### **Deliverables:**

- 75% of all electrical permits issued within 2 business days of receiving complete application
- Auditing 25% of all inspection requests on site
- 75% of all electrical reviews for building permits within 2 business days of receiving the permit package during its circulation

# Business Unit Summary with Service Areas

## *Business Unit: 3230 - Electrical Inspection*

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3106 Electrical Permits	425,347	569,344	375,000	400,000	+ 6.67 %
<b>Total Revenues</b>	<b>425,347</b>	<b>569,344</b>	<b>375,000</b>	<b>400,000</b>	
<b>Expenditures</b>					
4016 Salaries - Inside	231,534	209,071	208,870	158,606	- 24.06 %
4070 Overtime	89	390	0	0	
4102 Benefits	55,479	50,628	49,084	38,859	- 20.83 %
<b>Total Expenditures</b>	<b>287,101</b>	<b>260,089</b>	<b>257,955</b>	<b>197,465</b>	
<b>Net Total</b>	<b>138,245</b>	<b>309,255</b>	<b>117,045</b>	<b>202,535</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3230 - Electrical Inspection

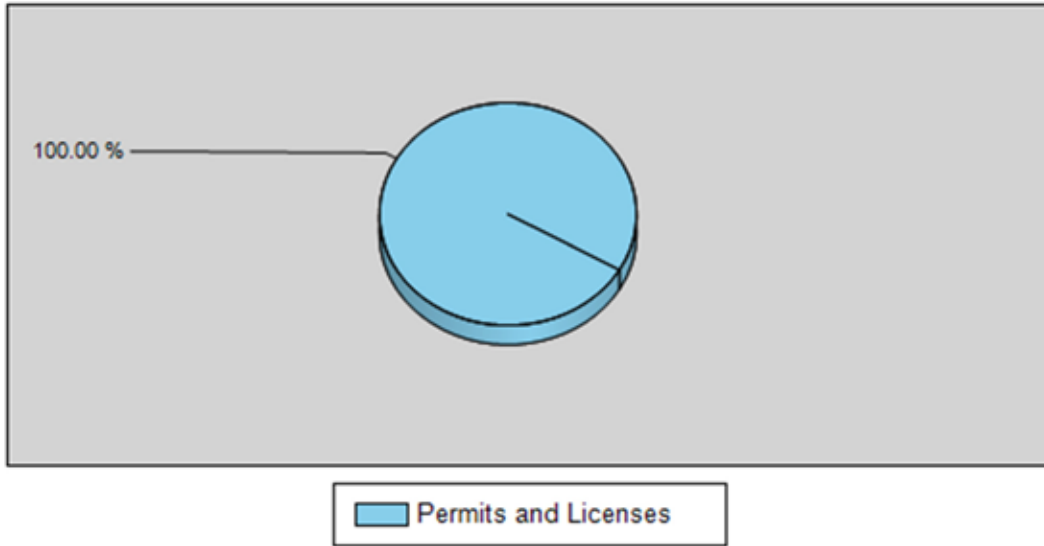
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
3106 Electrical Permits	400,000	400,000	400,000	400,000	400,000
<b>Total Revenues</b>	400,000	400,000	400,000	400,000	400,000
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4016 Salaries - Inside	158,606	161,778	165,014	168,314	171,681
4102 Benefits	38,859	39,636	40,428	41,237	42,062
<b>Total Expenditures</b>	197,465	201,414	205,443	209,551	213,742
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>202,535</b>	<b>198,586</b>	<b>194,557</b>	<b>190,449</b>	<b>186,258</b>

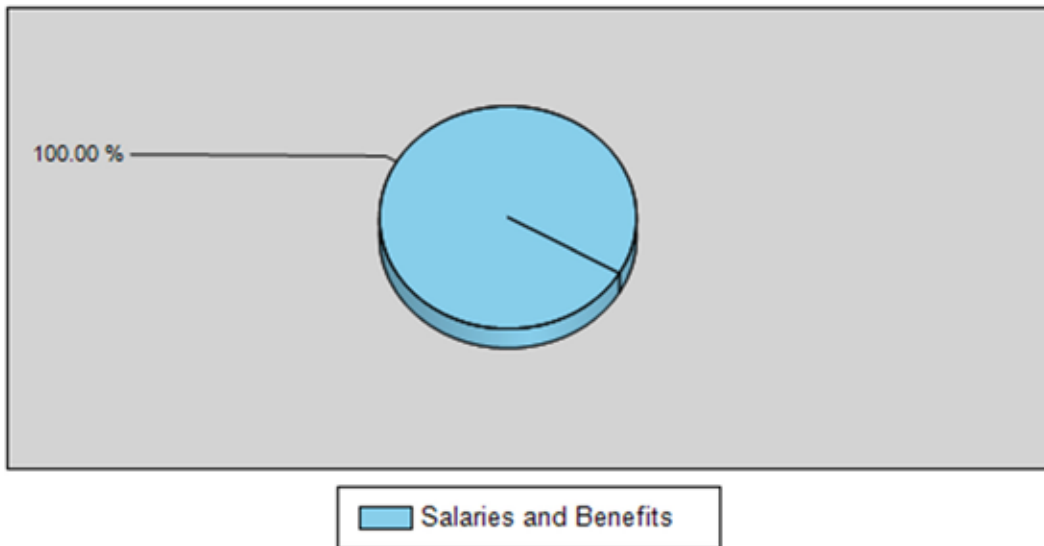
# Business Unit Summary with Service Areas

Business Unit: 3230 - Electrical Inspection

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 3500 - Development Services**

**Department:** Sustainable Planning and Community Development      **Budget Year:** 2017

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### **Overview:**

The key focus is managing land use change and development in the City. Staff provide clients with effective development approval processes, professional advice and information to help ensure that land use and development in the City is in keeping with approved regulations, plans and policies. The division is future-oriented, considering the needs of tomorrow as well as those of today.

Development Services provides planning and land use regulations and information services as they relate to the Zoning Regulation Bylaw, Development Permit Areas, Land Use Contracts and Master Development Agreements. This area coordinates reviews of applications while considering site servicing (sewer, water, transportation), landscaping, tree protection, building and fire code compliance and consistency with City policy and regulations.

This area ensures up to date and accurate information is provided in the Zoning Bylaw, Development Permit Areas, Official Community Plan and Neighbourhood Plans. It also processes Board of Variance (BOV) applications, provides administrative support to the BOV and provides professional and administrative staff support to Council's advisory committees involved in planning and design processes.

### **Deliverables:**

- Property information, including zoning, development permit area, heritage status, approved use and current application is available 100% of the time Monday – Friday between 8:00 am and 4:30 pm
- Meet the following application turn-around timelines for 75% of the Rezoning Applications that are complete and accurate upon submission. The percentage of applications meeting target turn-around times may be less than 75% if the volume or complexity of applications received in 2016 exceeds the average or if more priority applications (affordable non-profit housing or public health facilities) than usual are received:
  - o Review and compile comments from Technical Review Committee and provide to applicant within six weeks from the time of submission of complete application. These comments will be “first-time-right” with no “late-hits” added at a later date.
  - o 8-12 weeks after TRC Comments are provided to the applicant, a report will be presented to a Committee of Council (PLUC) or Council Advisory Committee if no application revisions were required as a result of the TRC Comments.
  - o 12 to 16 weeks after receiving a revised proposal, if application revisions were required as a result of the TRC Comments that did not result in the need for another Technical Review, a report will be presented to a Committee of Council (PLUC) or Council Advisory Committee
- 75% of Board of Variance Applications will be presented to the Board of Variance for a decision within four to five weeks of receiving a complete application
- Agenda preparation and administration for every Board of Variance meeting (approx. 22 per year)
- Agenda preparation and administration for every Advisory Design Panel meeting (approx. 12 per year)

# Business Unit Summary with Service Areas

## Business Unit: 3500 - Development Services

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3216 Rezoning Applications	382,079	396,485	270,000	367,500	+ 36.11 %
3252 Plan Search Fees	1,980	1,610	1,200	1,200	0.00 %
3470 Zoning By-Law Sales	226	80	50	50	0.00 %
3760 Grants	53,000	0	0	0	
5075 Financial Stability Reserve	75,000	0	60,000	0	
9011 Work Order Revenue	4,275	525	2,500	0	
<b>Total Revenues</b>	<b>516,559</b>	<b>398,700</b>	<b>333,750</b>	<b>368,750</b>	
<b>Expenditures</b>					
4010 Salaries - Exempt	294,286	326,553	317,636	317,636	0.00 %
4016 Salaries - Inside	1,018,960	1,069,859	1,141,996	1,071,460	- 6.18 %
4070 Overtime	16,320	25,774	0	0	
4080 Auxiliaries/RPT/Seasonal	42,990	82,281	16,071	151,821	+ 844.67 %
4102 Benefits	293,831	313,875	327,450	338,803	+ 3.47 %
4112 Mileage/Parking	640	1,485	500	1,200	+ 140.00 %
4116 Conferences/Travel	12,954	11,613	22,500	22,500	0.00 %
4118 Membership Fees	4,598	6,317	6,550	6,550	0.00 %
4120 Training and Development	1,287	5,484	6,470	6,470	0.00 %
4204 Advertising	0	0	2,000	1,000	- 50.00 %
4210 Catering	554	1,556	250	550	+ 120.00 %
4216 Contracted Services	5,105	11,625	25,000	25,000	0.00 %
4228 Printing	25,470	20,836	30,500	30,500	0.00 %
4308 General Supplies	21	551	0	0	
4310 Books/Publications	570	544	1,000	1,000	0.00 %
4312 Office Supplies	10,536	8,701	9,300	9,300	0.00 %
4364 Telecommunications	2,047	1,533	2,500	2,500	0.00 %
4418 Equipment	988	0	0	0	
4512 Insurance	6,105	4,050	9,500	9,500	0.00 %
4638 Miscellaneous Grants	0	0	0	3,750	
4814 Miscellaneous	318	1,797	6,000	6,000	0.00 %
9111 WO Inside Equipment Rent	105	105	0	0	
9211 WO Regular Time	1,088	926	0	0	
9321 WO Outside Purchases	1,745	1,380	0	0	
<b>Total Expenditures</b>	<b>1,740,518</b>	<b>1,896,844</b>	<b>1,925,224</b>	<b>2,005,540</b>	
<b>Net Total</b>	<b>(1,223,958)</b>	<b>(1,498,144)</b>	<b>(1,591,474)</b>	<b>(1,636,790)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3500 - Development Services

### 5 Year Forecast:

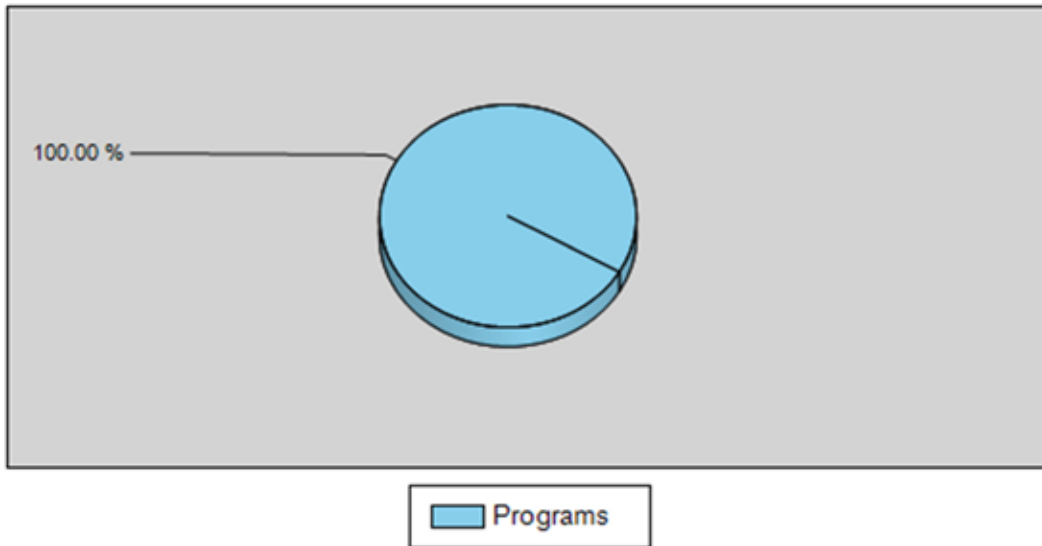
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3216	Rezoning Applications	367,500	371,250	277,500	277,500	277,500
3252	Plan Search Fees	1,200	1,200	1,200	1,200	1,200
3470	Zoning By-Law Sales	50	50	50	50	50
<b>Total Revenues</b>		368,750	372,500	278,750	278,750	278,750
<b>% Increase</b>			1.02%	(25.17%)	0.00%	0.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	317,636	323,989	330,469	337,078	343,819
4016	Salaries - Inside	1,071,460	1,092,889	1,114,747	1,137,042	1,159,783
4080	Auxiliaries/RPT/Seasonal	151,821	110,143	16,721	17,055	17,396
4102	Benefits	338,803	345,579	352,490	359,540	366,731
4112	Mileage/Parking	1,200	1,224	1,248	1,273	1,299
4116	Conferences/Travel	22,500	22,950	23,409	23,877	24,355
4118	Membership Fees	6,550	6,681	6,815	6,951	7,090
4120	Training and Development	6,470	6,599	6,731	6,866	7,003
4204	Advertising	1,000	1,020	1,040	1,061	1,082
4210	Catering	550	561	572	584	595
4216	Contracted Services	25,000	25,500	26,010	26,530	27,061
4228	Printing	30,500	31,110	31,732	32,367	33,014
4310	Books/Publications	1,000	1,020	1,040	1,061	1,082
4312	Office Supplies	9,300	9,486	9,676	9,869	10,067
4364	Telecommunications	2,500	2,550	2,601	2,653	2,706
4512	Insurance	9,500	9,690	9,884	10,081	10,283
4638	Miscellaneous Grants	3,750	7,500	7,500	7,500	7,500
4814	Miscellaneous	6,000	6,120	6,242	6,367	6,495
<b>Total Expenditures</b>		2,005,540	2,004,611	1,948,929	1,987,757	2,027,362
<b>% Increase</b>			(0.05%)	(2.78%)	1.99%	1.99%
<b>Net Total</b>		<b>(1,636,790)</b>	<b>(1,632,111)</b>	<b>(1,670,179)</b>	<b>(1,709,007)</b>	<b>(1,748,612)</b>



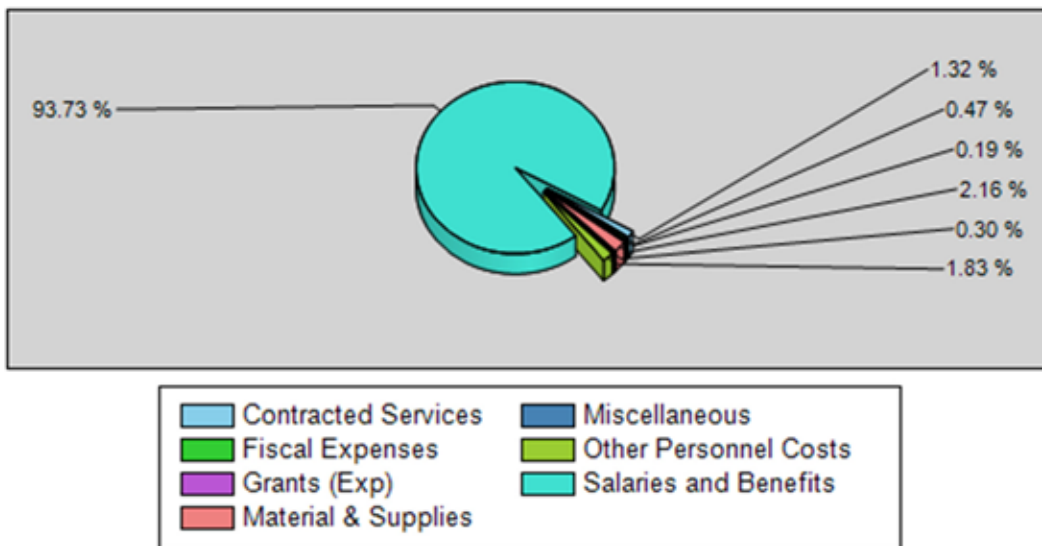
# Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 3550 - Community Planning***

**Department:** Sustainable Planning and Community Development      **Budget Year:** 2017

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### **Overview:**

This business unit works to proactively respond to long range planning challenges and opportunities, contributing to regional growth and prosperity.

The Community Planning Division provides direction for decision making through the Official Community Plan, the Downtown Core Area Plan, local area plans including neighbourhood plans, the Heritage Program, planning and engagement related to the harbour and other initiatives that respond to emerging issues and policy challenges.

Staff in this area provide professional analysis, advice and recommendations related to planning, work collaboratively with communities, businesses, government agencies and other stakeholders to further the City's planning initiatives. Through our program, policy, regulatory and information services, staff service all interested in the community.

This area also monitors and amends policy plans; reviews and provides input on regional plans; recommends housing policy; provides advice related to housing and other social issues; and with the Development Services division, administers the City's Heritage Program including the Heritage Tax Incentive Program.

### **Deliverables:**

#### Yearly Deliverables

- Two annual reports - OCP Annual Review and Victoria Housing Strategy annual monitoring
- Public engagement events to support planning projects that may include open houses, public forums, ideas fairs, stakeholder workshops, charrettes, as well as non-event methods such as web-based surveys

#### Additional Deliverables for 2017

- Burnside Gorge Neighbourhood Plan
- Downtown Public Realm Plan and City-Wide Wayfinding Strategy
- Ship Point Master Plan

# Business Unit Summary with Service Areas

## Business Unit: 3550 - Community Planning

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3760 Grants	9,596	0	0	50,000	
5055 Trf from Strat Obj Account	0	36,614	36,614	0	
5063 Trf from Climate Action Reserve	0	0	0	50,000	
5075 Financial Stability Reserve	0	0	0	43,949	
<b>Total Revenues</b>	<b>9,596</b>	<b>36,614</b>	<b>36,614</b>	<b>143,949</b>	
<b>Expenditures</b>					
4010 Salaries - Exempt	130,142	235,056	242,619	242,619	0.00 %
4016 Salaries - Inside	586,524	472,134	619,361	776,447	+ 25.36 %
4070 Overtime	23,214	45,371	0	0	
4080 Auxiliaries/RPT/Seasonal	65,483	231,820	60,328	60,328	0.00 %
4082 WCB Leave - CUPE 388	5,106	0	0	0	
4102 Benefits	161,690	186,789	201,447	248,506	+ 23.36 %
4112 Mileage/Parking	45	1,577	1,700	1,700	0.00 %
4116 Conferences/Travel	5,692	19,943	18,000	18,000	0.00 %
4118 Membership Fees	5,244	6,474	6,640	6,640	0.00 %
4120 Training and Development	445	3,850	5,000	5,000	0.00 %
4154 Recovery - WCB	(5,106)	0	0	0	
4204 Advertising	0	271	1,500	1,500	0.00 %
4210 Catering	73	649	500	500	0.00 %
4216 Contracted Services	7,629	0	0	3,658	
4226 Photocopy	0	0	500	500	0.00 %
4228 Printing	19	0	1,000	1,000	0.00 %
4230 Professional	0	54	0	0	
4308 General Supplies	0	137	0	0	
4310 Books/Publications	54	0	500	500	0.00 %
4312 Office Supplies	7,042	5,848	6,000	6,000	0.00 %
4364 Telecommunications	871	1,408	1,460	1,460	0.00 %
4824 Recovery	0	(2,727)	0	0	
<b>Total Expenditures</b>	<b>994,168</b>	<b>1,208,654</b>	<b>1,166,555</b>	<b>1,374,358</b>	
<b>Net Total</b>	<b>(984,572)</b>	<b>(1,172,040)</b>	<b>(1,129,941)</b>	<b>(1,230,409)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3550 - Community Planning

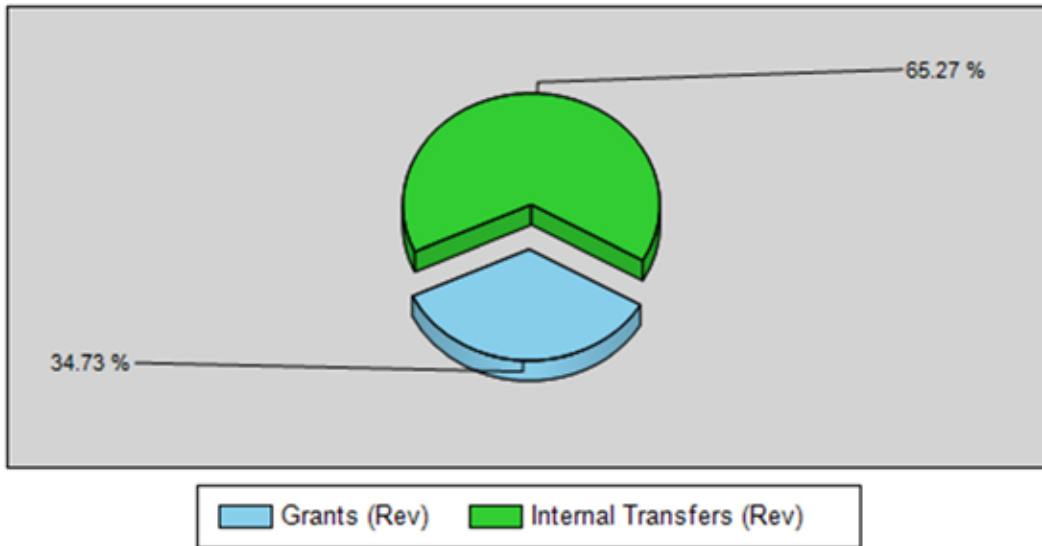
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3760	Grants	50,000	50,000	0	0	0
5063	Trf from Climate Action Reserve	50,000	50,000	0	0	0
5075	Financial Stability Reserve	43,949	0	0	0	0
<b>Total Revenues</b>		143,949	100,000	0	0	0
<b>% Increase</b>			(30.53%)	(100.00%)	0.00%	0.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	242,619	247,472	252,421	257,470	262,619
4016	Salaries - Inside	776,447	790,369	724,249	738,734	753,509
4080	Auxiliaries/RPT/Seasonal	60,328	61,534	62,765	64,020	65,301
4102	Benefits	248,506	253,083	238,072	242,833	247,690
4112	Mileage/Parking	1,700	1,734	1,769	1,804	1,840
4116	Conferences/Travel	18,000	18,360	18,727	19,102	19,484
4118	Membership Fees	6,640	6,773	6,908	7,046	7,187
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
4204	Advertising	1,500	1,530	1,561	1,592	1,624
4210	Catering	500	510	520	531	541
4216	Contracted Services	3,658	18,550	18,442	18,331	18,217
4226	Photocopy	500	510	520	531	541
4228	Printing	1,000	1,020	1,040	1,061	1,082
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	6,000	6,120	6,242	6,367	6,495
4364	Telecommunications	1,460	1,489	1,519	1,549	1,580
<b>Total Expenditures</b>		1,374,358	1,414,664	1,340,478	1,366,808	1,393,664
<b>% Increase</b>			2.93%	(5.24%)	1.96%	1.96%
<b>Net Total</b>		<b>(1,230,409)</b>	<b>(1,314,664)</b>	<b>(1,340,478)</b>	<b>(1,366,808)</b>	<b>(1,393,664)</b>

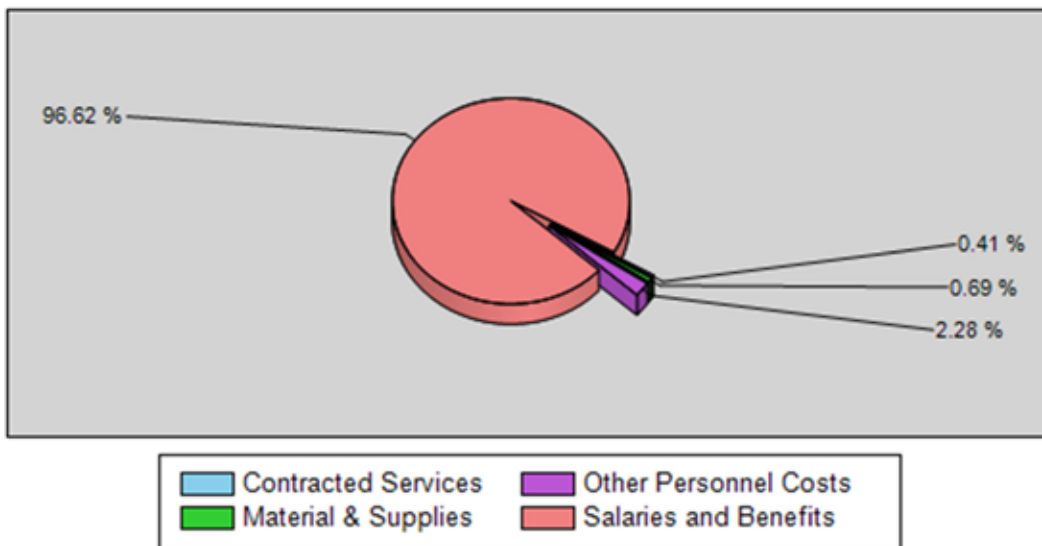
# Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 3555 - Official Community Plan Implementation***

**Department:** Sustainable Planning and Community Development      **Budget Year:** 2017

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### **Overview:**

This business unit relates to public engagement costs to assist with the implementation of the Official Community Plan (OCP).

The Official Community Plan was approved in 2012 and outlines a vision for how the community will grow and change over 30 years. It was developed with a high level of community involvement. As a means of further interpreting the OCP and providing additional opportunities for resident input and policy definition, new Local Area Plans are planned for each of the city's neighbourhoods over the next few years.

The OCP projects that will be undertaken/continued in 2017 include:

The Burnside Gorge Neighbourhood Plan was initiated in 2015. Public consultation, plan development and release of a draft plan occurred in 2016. The final plan will be considered for approval in early 2017.

Three additional neighbourhood plans commenced in 2016 with funds budgeted to support consultation, engagement, technical analysis and consulting costs anticipated in the development of these plans.

Victoria's waterfront is a vital part of the city's livability, economic vitality and sense of place. Currently a number of sites along the waterfront are seeing a range of proposals and new investments related to both City, provincial and private properties. These new investments represent a significant opportunity to facilitate the further development of Victoria's waterfront as an active and vibrant asset for residents and visitors. As such, a more detailed framework is necessary to guide development and investment in a manner that supports a holistic vision for the waterfront going forward, laying out community priorities, partnership opportunities and conceptual directions for the design of new public spaces.

### **Deliverables:**

- Burnside-Gorge Neighbourhood Plan
- Additional neighbourhood plans for Fairfield, Gonzales and Victoria West
- Ship Point Master Plan (first phase of the Waterfront Plan)

# Business Unit Summary with Service Areas

## Business Unit: 3555 - Official Community Plan Implementation

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
5055 Trf from Strat Obj Account	0	110,413	200,000	0	
5075 Financial Stability Reserve	75,681	206,698	314,000	222,002	- 29.30 %
<b>Total Revenues</b>	<b>75,681</b>	<b>317,111</b>	<b>514,000</b>	<b>222,002</b>	
<b>Expenditures</b>					
4216 Contracted Services	74,416	310,852	538,000	537,002	- 0.19 %
9111 WO Inside Equipment Rent	0	115	0	0	
9211 WO Regular Time	21	618	0	0	
9311 WO Inventory Purchases	0	125	0	0	
9321 WO Outside Purchases	1,245	5,401	0	0	
<b>Total Expenditures</b>	<b>75,681</b>	<b>317,111</b>	<b>538,000</b>	<b>537,002</b>	
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>(24,000)</b>	<b>(315,000)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3555 - Official Community Plan Implementation

### 5 Year Forecast:

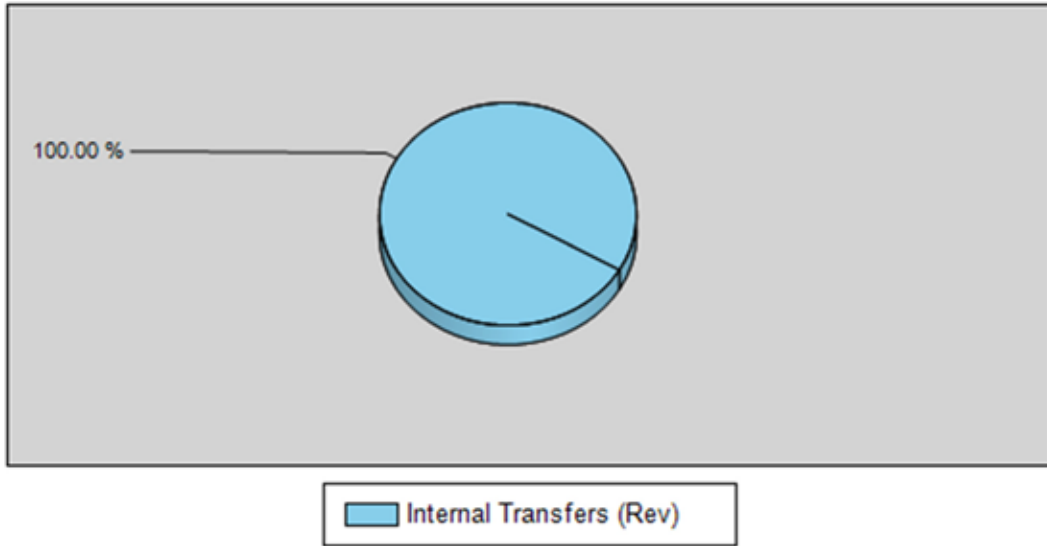
	2017	2018	2019	2020	2021
<b>Revenues</b>					
5055 Trf from Strat Obj Account	0	0	0	0	0
5075 Financial Stability Reserve	222,002	200,000	0	0	0
<b>Total Revenues</b>	222,002	200,000	0	0	0
<b>% Increase</b>		(9.91%)	(100.00%)	0.00%	0.00%
<b>Expenditures</b>					
4216 Contracted Services	537,002	200,000	0	0	0
<b>Total Expenditures</b>	537,002	200,000	0	0	0
<b>% Increase</b>		(62.76%)	(100.00%)	0.00%	0.00%
<b>Net Total</b>	<b>(315,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



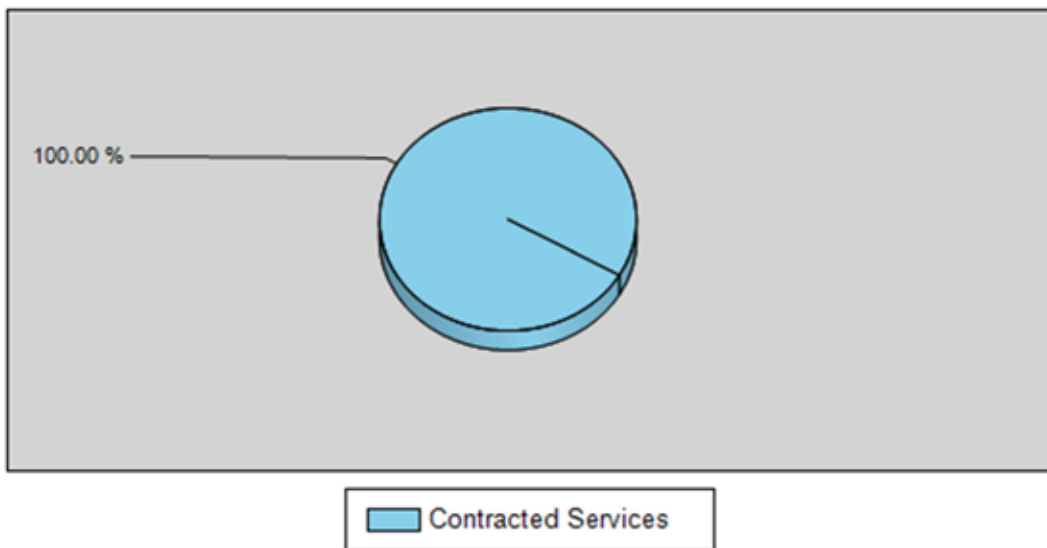
# Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 3560 - Downtown Core Area Plan***

**Department:** Sustainable Planning and Community Development      **Budget Year:** 2017

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### **Overview:**

The Downtown Core Area Plan (DCAP) will guide development in the downtown area over the next 30 years, helping to ensure that downtown remains the heart of the region. The DCAP lays out a vision to encourage and foster the development of an attractive, vibrant, pedestrian-friendly and economically resilient downtown area. Council and staff will look to the 30 year plan as a guide for growth and development for the years ahead. The DCAP includes policies and actions that will lead to the addition of roughly 10,000 - 15,000 new residents in the core area, and approximately 1 million square metres of new development, over the next 30 years. This business unit funds professional and technical services to support implementation of the DCAP.

There are three major DCAP implementation projects:

1. The Downtown Zoning Bylaw Update will aim to simplify the current range of zones that constitute the bylaw for downtown sites. This will provide more consistency and certainty to land owners and better guide future development with the DCAP area.
2. The update to Schedule C will support an update to the parking requirements for the City that supports the DCAP and Official Community Plan goals and objectives related to complete streets and support clearer parking direction for existing property owners and for new development.
3. Victoria residents, community and business groups are showing increasing interest in the development of place-based public realm improvement projects within the downtown core. A public realm plan for the downtown core area will aim to support these efforts while at the same time providing a framework for City investment that supports the beautification of the core area. The plan will support effort to create and define Downtown's various districts and corridors, continue to support a cohesive visual identity for these areas and the downtown as a whole, and create further opportunities for more citizen or business-led placemaking to occur.

### **Deliverables:**

- New zoning regulations for the Downtown Core Area
- Updates to Schedule C of the Zoning Bylaw to update parking standards
- Downtown Core Area Plan update (5-year review as part of adaptive management)

# Business Unit Summary with Service Areas

## Business Unit: 3560 - Downtown Core Area Plan

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
5075	Financial Stability Reserve	0	136,021	215,000	128,800	- 40.09 %
5078	Downtown Core Area Public Realm Improve	0	45,482	45,000	0	
<b>Total Revenues</b>		<b>0</b>	<b>181,503</b>	<b>260,000</b>	<b>128,800</b>	
<b>Expenditures</b>						
4216	Contracted Services	0	136,021	215,000	213,800	- 0.56 %
6035	Transfer to Financial Stability Reserve	120,000	0	0	0	
9111	WO Inside Equipment Rent	0	288	0	0	
9211	WO Regular Time	0	3,236	0	0	
9311	WO Inventory Purchases	0	43	0	0	
9321	WO Outside Purchases	0	5,846	0	0	
9411	WO Contracted Services	0	36,071	45,000	0	
<b>Total Expenditures</b>		<b>120,000</b>	<b>181,503</b>	<b>260,000</b>	<b>213,800</b>	
<b>Net Total</b>		<b>(120,000)</b>	<b>0</b>	<b>0</b>	<b>(85,000)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3560 - Downtown Core Area Plan

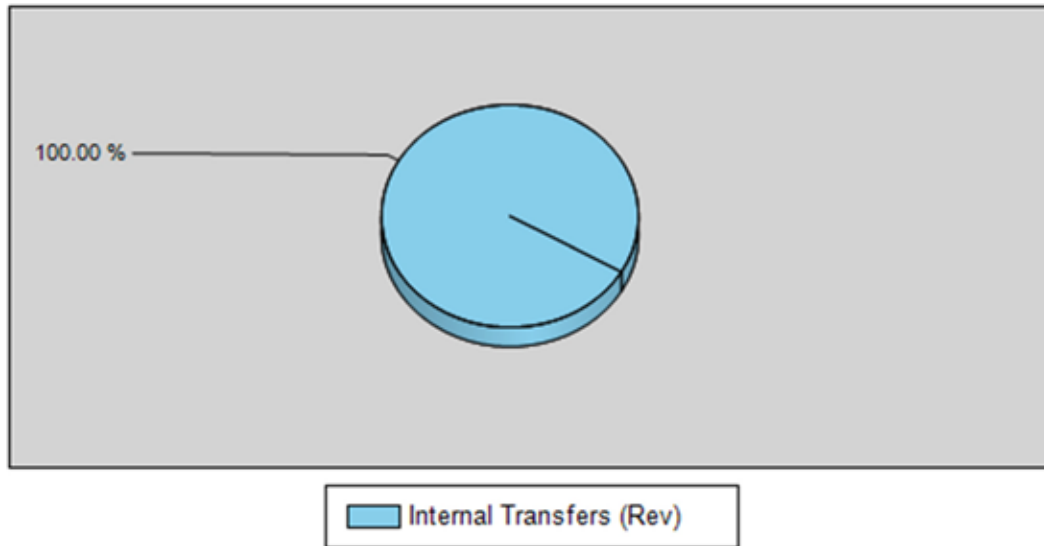
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
5075	Financial Stability Reserve	128,800	0	0	0	0
<b>Total Revenues</b>		128,800	0	0	0	0
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4216	Contracted Services	213,800	0	0	0	0
<b>Total Expenditures</b>		213,800	0	0	0	0
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Net Total</b>		<b>(85,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

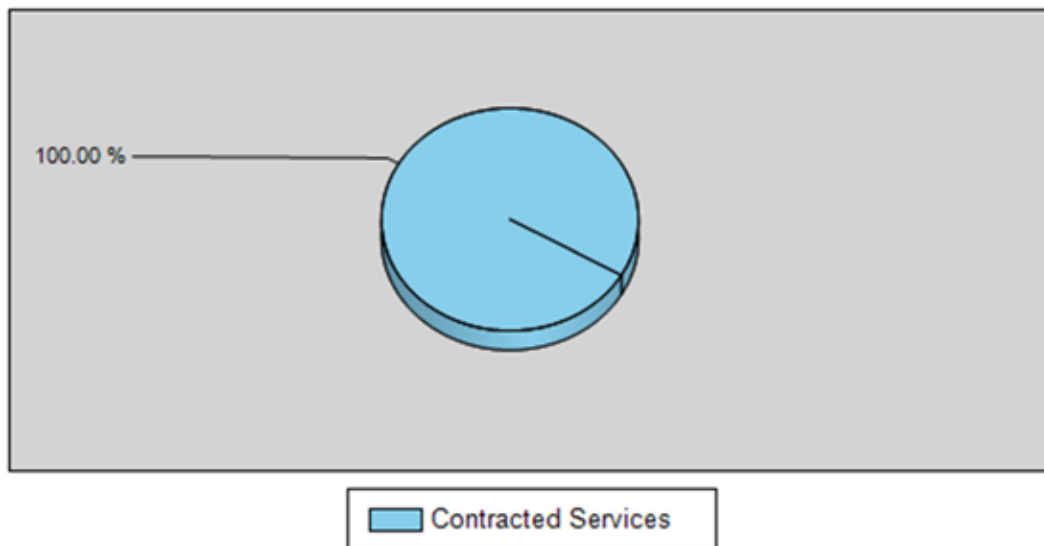
# Business Unit Summary with Service Areas

Business Unit: 3560 - Downtown Core Area Plan

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## ***Business Unit: 3561 - Victoria Housing Strategy Implementation***

**Department:** Sustainable Planning and Community Development      **Budget Year:** 2017

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### **Overview:**

This supplementary request will support implementation of multiple actions identified for 2017 in the Victoria Housing Strategy, which include the following:

1. Public and stakeholder engagement costs for:
  - Bylaw amendments that commenced in 2016 and carry over into 2017 (Zoning Regulation Bylaw amendments to minimum unit sizes, garden suites and secondary suites; Property Maintenance Bylaw)
  - Policy changes (Victoria Housing Fund guidelines update, potential changes to garden suites policy following zoning amendments)
  - Hosting a workshop on protecting and regenerating existing affordable rental housing stock
2. Consultant support for a rental retention and revitalization study that will commence with preparation of an inventory of existing affordable rental stock.

# Business Unit Summary with Service Areas

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## *Business Unit: 3561 - Victoria Housing Strategy Implementation*

### Changes to Service Area:

<b>Account Description</b>	<b>December 31, 2015 Actual</b>	<b>December 31, 2016 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Percent Change</b>
<b>Revenues</b>					
3760 Grants	0	0	0	60,000	
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	
<b>Expenditures</b>					
4216 Contracted Services	0	0	0	160,000	
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>160,000</b>	
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(100,000)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 3561 - Victoria Housing Strategy Implementation

### 5 Year Forecast:

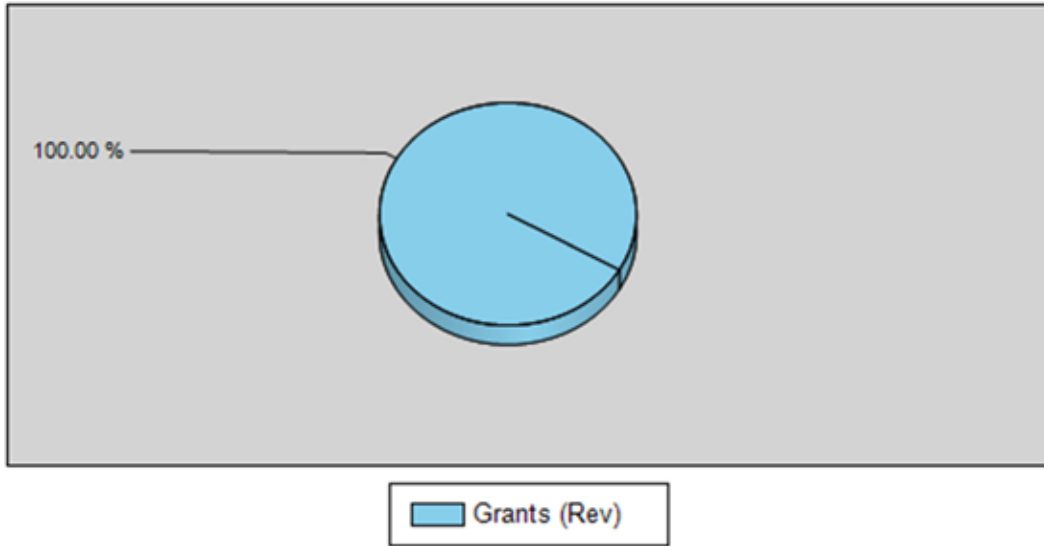
	2017	2018	2019	2020	2021
<b>Revenues</b>					
3760 Grants	60,000	0	0	0	0
<b>Total Revenues</b>	60,000	0	0	0	0
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4216 Contracted Services	160,000	0	0	0	0
<b>Total Expenditures</b>	160,000	0	0	0	0
<b>% Increase</b>		(100.00%)	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



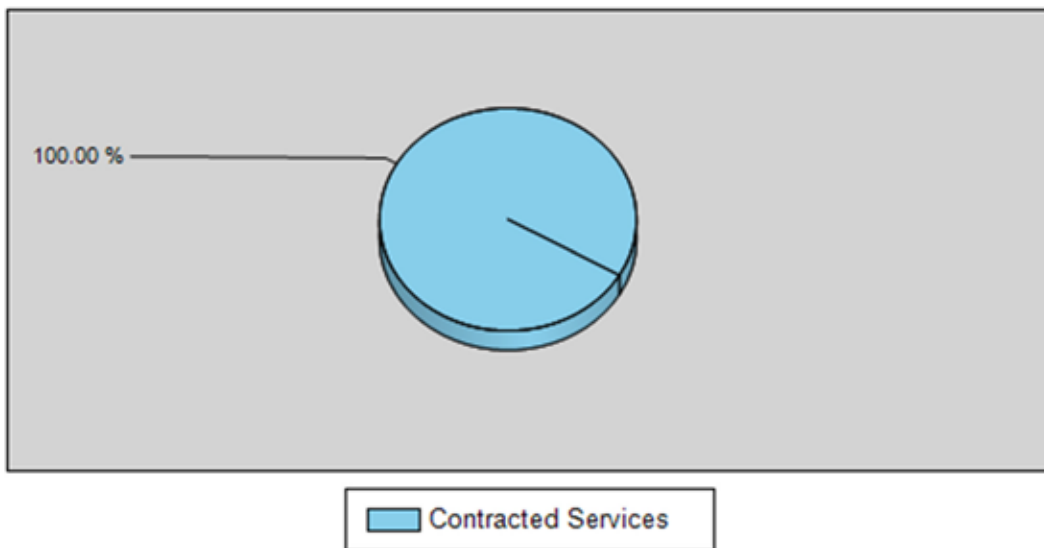
# Business Unit Summary with Service Areas

Business Unit: 3561 - Victoria Housing Strategy Implementation

Revenues



Expenditures





# VICTORIA FIRE DEPARTMENT

## Summary

The Victoria Fire Department has a proud history of providing exceptional fire rescue services to the citizens of Victoria in an efficient and cost effective manner. The Department's goal is to ensure our citizens are safe, educated on fire safety and provided a highly-skilled professional fire service that is ready to respond when required. The Fire Department serves citizens out of three strategically located fire stations to ensure optimal response times to incidents.

These efficient operations are supported through seven divisions: Fire Suppression Division, Fire Prevention Division, Mechanical Division, Emergency Management Division, Communications Division, Training Division, and the Administration Division.

### Core Service Areas

- **Fire Suppression:** Provides 24 hour emergency response to citizens in support of emergency and non-emergency incidents, including harbour response.
- **Fire Prevention:** Conducts fire inspections, delivers public fire safety education, and provides 24 hour fire investigation response.
- **Mechanical:** Provides professional cost effective and efficient emergency and non-emergency maintenance of all fire apparatus, specialty equipment, marine vessels, and fleet. Regional fleet maintenance facility. Delivery of specialized training relating to vehicle operations, equipment use and marine vessel operations.
- **Harbour Response:** Provision of 24 hour emergency harbour response with the Fire Boat Protector and Rapid Response Marine vessel for rescue, environmental and inter-departmental responses.
- **Communication:** Provision of 24-hour emergency and non-emergency communications, and monitoring the Public Works after hours line.
- **Training:** Responsible for the facilitation and delivery of all training associated with fire department and emergency response to members of the department.
- **Administration:** Office of the Fire Chief, two Deputy Fire Chiefs and administrative professionals.
- **Emergency Management:** Responsible for training City staff and coordinating an emergency response in the event of a disaster. Responsible for facilitation of Emergency Social Services programs in post incident situations.



### Budget Summary

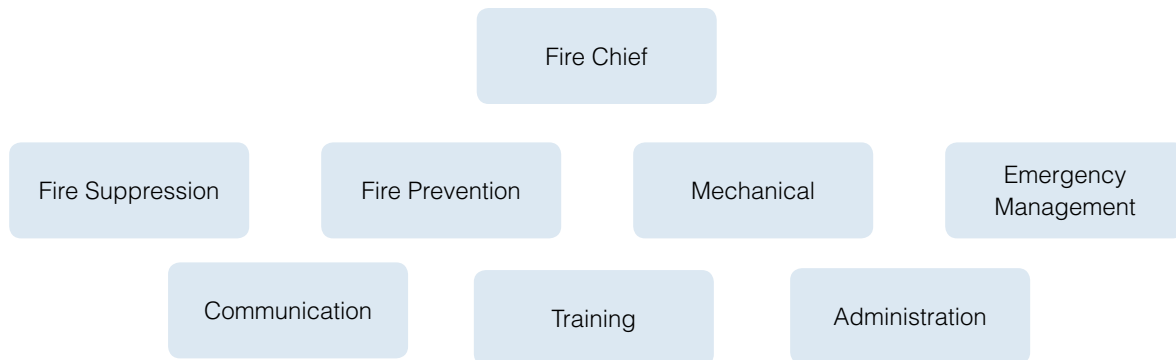
2017 Approved Expenditures	16,647,787
2016 Approved Expenditures	16,121,982
Budget Change	525,805
Change by %	3.26%
2017 Approved Revenues	159,700
2016 Approved Revenues	71,500
Budget Change	88,200
Change by %	123.36%
2017 FTE	123.09
2016 FTE	123.09
Change	0
Change by %	0.00%

# Summary



## Initiatives for 2017

- Emergency Management Renewal
- Review and Amend Emergency Plan
- Provincial Legislation Change – Fire Services Act to Fire Safety Act
- Victoria Fire Underwriter's Survey (2011) Update.
- Regional Dispatch and fire communications integration.
- Apparatus Replacement



# VICTORIA FIRE DEPARTMENT

## Performance Metrics

### Measuring Success – Fire Responses

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
<b>How much did we do?</b>			
# of Emergency Response to Fires	485	411	N/A
# of Rescues (including marine)	40	57	60
# of Calls for Service	7,741	7,602	7,850
# of hours for Staff Development and Training	16,000	16,384	16,300
Emergency Incident Response Time (NFPA 1710) four minutes or less	92%	87.4%	96%
# of Life Safety Education Sessions	131	202	150
# of Fire Inspections Completed	2,686	2,662	3,200
# of hours for Specialized Apparatus Maintenance (Internal and External)	2,380	2,550	2,450
# Children School Tours/visits	478	500	600
<b>How well did we do it?</b>			
NFPA 1710 (for career firefighters) is as follows: 60 seconds to turn-out, 4 minutes for the first engine company to arrive, and 8 minutes for the full first-alarm assignment for at least 90 percent of all fire calls. The rationale behind this is the fact that a room fire will reach a critical stage in fire development (point of flashover) in about 8 to 10 minutes	95.1%	98.6%	97.8%
<b>Story behind the data</b>	A fire is directly impacted by early notification, response times, and the effectiveness of highly skilled first responders. Quick containment and extinguishment of a fire reduces the impact on occupants, structural damage, burden on insurance, environment, and the time for recovery.		
Effective staffing and resources to ensure effective response and capacity to increased calls for service in both local and regional applications. Increase in rescue and emergency response requests.	100%	100%	100%
<b>Story behind the data</b>	The Victoria Fire Department's first responders and apparatus are prepared for 24/7 emergency and non-emergency response.		

# VICTORIA FIRE DEPARTMENT

## Performance Metrics

### Measuring Success – Fire Responses

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
Number of fire responses to high-rise buildings.	157	182	210
Number of high – rise buildings in the City of Victoria. High – rise buildings are defined as 6 stories and above. *these additional new high-rise buildings have approved permits issued.	127	128	133*
<b>Story behind the data</b>	The City of Victoria's stock of high-rise buildings are increasing and expected to grow in the coming years, resulting in greater densification. As a result, the Fire Department will have a higher concentration on high-rise firefighting operations and responses to these specialized structures. NFPA 1710 outlines requirements for response times, apparatus, and staffing for effective firefighting operations in response to high-rise incidents.		
Effective Internal and External education programs; community education and interaction including tours, public education sessions and supporting community events through volunteer and interactive support. Professional development of Fire Department personnel.	6,651	9,400	9,600
<b>Story behind the data</b>	Life safety education programs are to increase the public's awareness and education related to fire prevention, safety and emergency preparedness. With these programs we can prepare citizens to reduce hazards, increase life safety, and plan for emergency events.		
<b>Is anyone better off? *Were we effective? Has the outcome improved? Annual improvement measure.</b>			
<b>Effective Emergency Response Management</b>	Competent response with sufficient resources to emergency events is key to mitigation of the potential for injury to both person and property. Efficient and effective firefighting resources are required to ensure a safe community.		
<b>Story behind the data</b>	Increased focus on high rise firefighting strategies and tactics to ensure efficient response to increased height, density and occupancy of residential and mixed use buildings. Significant pre-fire planning of commercial and multi occupancy residential to ensure familiarity with heritage and critical infrastructure occupancies including hospital, schools, assisted living and care facilities etc.		
<b>Where do we want to go?</b>	Ensure accurate data, electronic mapping capabilities, emergency route identification and sufficient trained and qualified staffing to ensure capacity in responding to emergency incidents. Increase to "on location" training exercises to increase awareness with hazards and potential issues		

## Performance Metrics

### Measuring Success – Fire Responses

Performance Measurements	2015 Actuals	2016 Actuals	2017 Forecast
Training and Development; Pre-Incident Planning, Hazard Identification			
Story behind the data	The implementation of the Pre-incident Planning, Hazard Identification, and Company Inspection Programs are to assist in meeting the established frequency of inspection, enhance the familiarization of City of Victoria buildings and multi occupancy high-rises, and increase safety for citizens and first responders.		
Where do we want to go?	Continue the professional firefighter and officer development programs to ensure the maintenance of essentials skill sets to respond to incidents and mitigate potential environmental impacts. Continue to enhance our pre-incident planning and hazard identification programs to support efficient and effective response.		
#3 – Property Value Saved	\$25,099,850		
Story behind the data	Highly trained, well-equipped firefighting personnel, accompanied by early notification make an impact on the loss values due to fire.		
Where do we want to go?	Continued effective emergency response.		
Enhanced life safety education programming for preschool and primary school aged children in the City of Victoria			
Story behind the data	The integration of enhanced life safety education programming for preschool and primary school aged children in the City of Victoria will increase children's knowledge and early recognition of unsafe environments. This programming will provide examples of situations children may encounter and provide tools and education to increase their safety. In 2015, this program was introduced and were able to deliver the program to 795 children. The programming in 2016 will introduce emergency management education.		
Where do we want to go?	To provide this valuable life safety education to all preschool and primary school aged children within the City of Victoria		

# VICTORIA FIRE DEPARTMENT

## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Communication Equipment & Maintenance	0	12,500	12,500	100.00%
Emergency Management	0	69,200	69,200	100.00%
Fire Prevention	24,000	27,500	3,500	14.58%
Fleet	12,000	15,000	3,000	25.00%
Staff Development	10,500	10,500	0	0.00%
Technical High Angle Rope Rescue Program	25,000	25,000	0	0.00%
<b>Total</b>	<b>71,500</b>	<b>159,700</b>	<b>88,200</b>	<b>123.36%</b>
<b>Expenditures</b>				
Administration	826,273	842,873	16,600	2.01%
Communication Equipment and Maintenance	601,776	681,038	79,262	13.17%
Critical Incident Stress Management	6,000	6,000	0	0.00%
Emergency Management	430,346	506,486	76,140	17.69%
Fire Department Technology	15,900	16,250	350	2.20%
Fire Prevention	910,663	934,166	23,502	2.58%
First Responder Program	13,250	13,750	500	3.77%
Fire Stations	15,250	15,250	0	0.00%
Fleet	413,228	427,806	14,578	3.53%
Marine Operations	29,800	28,600	(1,200)	-4.03%
Staff Development	270,110	274,230	4,121	1.53%
Steamer	8,600	8,600	0	0.00%
Suppression/Rescue	12,555,788	12,867,739	311,951	2.48%
Technical High Angle Rope Rescue Program	25,000	25,000	0	0.00%
<b>Total</b>	<b>16,121,982</b>	<b>16,647,787</b>	<b>525,804</b>	<b>3.26%</b>
<b>Net</b>	<b>16,050,482</b>	<b>16,488,087</b>	<b>437,604</b>	<b>2.73%</b>

**2017 Expenditures**



**2017 Revenues**



# Business Unit Summary with Service Areas

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## ***Business Unit: 2800 - Fire - Administration***

**Department:** Fire **Budget Year:** 2017

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### **Overview:**

This business unit supports the leadership (Fire Chief and two Deputy Fire Chief positions) and office coordination functions of the Victoria Fire Department.

This business unit provides senior leadership, oversees strategic direction, attendance management, operational issues, payroll, personnel management, labour relations, and human resources.

The Victoria Fire Department is a 123 person team and has three fire stations to provide fire, rescue and emergency services. In addition, fire prevention education and emergency management leadership are also provided.

### **Deliverables:**

- Leadership support to a department of 123 members at three Fire Stations
- Ensure efficient oversight of operations, budget and industry best practice
- Maintain strong labour relations



# Business Unit Summary with Service Areas

## Business Unit: 2800 - Fire - Administration

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4010	Salaries - Exempt	420,056	466,745	449,430	452,292	+ 0.64 %
4016	Salaries - Inside	167,329	166,902	169,307	169,307	0.00 %
4070	Overtime	(741)	1,024	0	0	
4080	Auxiliaries/RPT/Seasonal	3,820	5,735	5,513	5,513	0.00 %
4102	Benefits	136,720	122,242	143,332	150,119	+ 4.74 %
4112	Mileage/Parking	330	330	345	345	0.00 %
4114	Clothing/Boot/Cleaning Al	0	323	1,296	1,296	0.00 %
4116	Conferences/Travel	9,350	11,783	12,500	12,500	0.00 %
4118	Membership Fees	3,308	3,111	3,550	3,900	+ 9.86 %
4120	Training and Development	5,363	6,031	5,000	5,000	0.00 %
4226	Photocopy	4,804	3,177	2,500	3,500	+ 40.00 %
4228	Printing	4,168	9,268	6,000	5,000	- 16.67 %
4312	Office Supplies	2,186	2,891	3,000	7,600	+ 153.33 %
4316	Protective Clothing/Uniforms	3,244	4,234	3,000	3,000	0.00 %
4364	Telecommunications	2,794	3,896	2,500	3,000	+ 20.00 %
4418	Equipment	1,829	717	1,000	1,000	0.00 %
4814	Miscellaneous	10,898	8,714	7,500	7,500	0.00 %
4842	Communications	156	57	1,000	1,000	0.00 %
4850	Recognition	3,774	3,284	3,500	5,000	+ 42.86 %
4862	Succession Planning	5,907	8,470	6,000	6,000	0.00 %
9111	WO Inside Equipment Rent	0	75	0	0	
9211	WO Regular Time	23	627	0	0	
<b>Total Expenditures</b>		<b>785,317</b>	<b>829,636</b>	<b>826,273</b>	<b>842,873</b>	
<b>Net Total</b>		<b>(785,317)</b>	<b>(829,636)</b>	<b>(826,273)</b>	<b>(842,873)</b>	

# Business Unit Summary with Service Areas

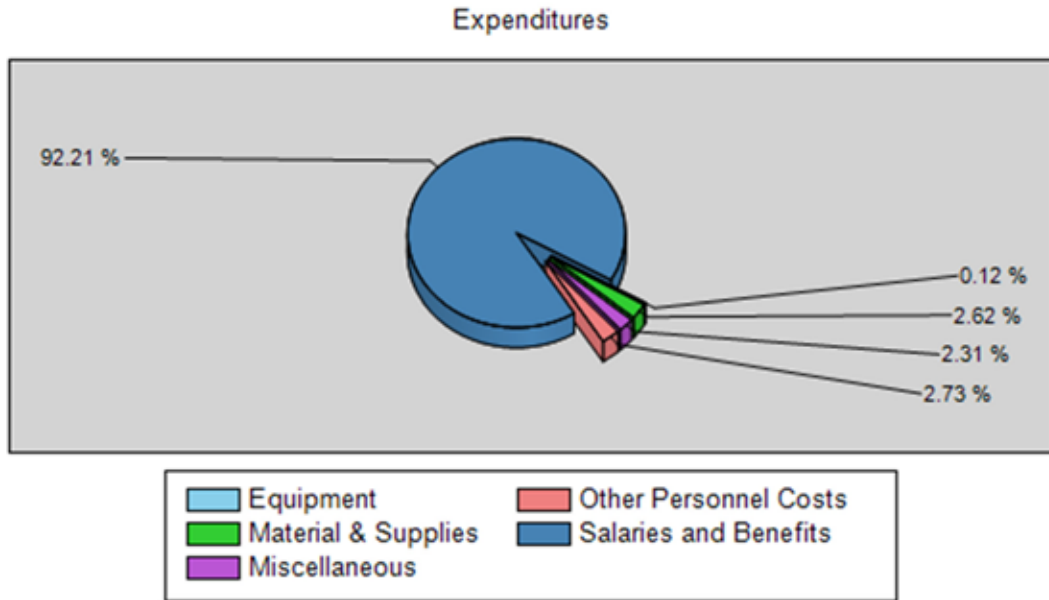
## Business Unit: 2800 - Fire - Administration

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4010	Salaries - Exempt	452,292	461,338	470,565	479,976	489,576
4016	Salaries - Inside	169,307	172,693	176,147	179,670	183,263
4080	Auxiliaries/RPT/Seasonal	5,513	5,624	5,736	5,851	5,968
4102	Benefits	150,119	153,121	156,184	159,308	162,494
4112	Mileage/Parking	345	352	359	366	373
4114	Clothing/Boot/Cleaning AI	1,296	1,322	1,348	1,375	1,403
4116	Conferences/Travel	12,500	12,750	13,005	13,265	13,530
4118	Membership Fees	3,900	3,978	4,058	4,139	4,221
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
4226	Photocopy	3,500	3,570	3,641	3,714	3,789
4228	Printing	5,000	5,100	5,202	5,306	5,412
4312	Office Supplies	7,600	7,752	7,907	8,065	8,226
4316	Protective Clothing/Uniforms	3,000	3,060	3,121	3,184	3,247
4364	Telecommunications	3,000	3,060	3,121	3,184	3,247
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4814	Miscellaneous	7,500	7,650	7,803	7,959	8,118
4842	Communications	1,000	1,020	1,040	1,061	1,082
4850	Recognition	5,000	5,000	5,100	5,202	5,306
4862	Succession Planning	6,000	6,120	6,242	6,367	6,495
<b>Total Expenditures</b>		842,873	859,630	876,823	894,359	912,246
<b>% Increase</b>			1.99%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(842,873)</b>	<b>(859,630)</b>	<b>(876,823)</b>	<b>(894,359)</b>	<b>(912,246)</b>

# Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration



# Business Unit Summary with Service Areas

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## *Business Unit: 2810 - Communication Equipment & Maintenance*

**Department:** Fire                      **Budget Year:** 2017

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### **Overview:**

This business unit supports the fire department alarm dispatch operations.

The alarm dispatch unit answers 911 calls, monitors City of Victoria 24 hour emergency line, provides emergency dispatch services to fire department personnel, and coordinates with City and external agencies during emergency and non emergency responses.

### **Deliverables:**

- 7,700+ requests for service (2016)
- 10,000+ telephone inquiries

# Business Unit Summary with Service Areas

## Business Unit: 2810 - Communication Equipment & Maintenance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
5075 Financial Stability Reserve	0	0	0	12,500	
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,500</b>	
<b>Expenditures</b>					
4008 Salaries - Fire	305,041	346,520	335,151	343,530	+ 2.50 %
4022 Salaries - Call Out	5,679	3,288	1,247	1,247	0.00 %
4070 Overtime	(565)	(7)	0	0	
4102 Benefits	82,841	85,736	80,996	83,021	+ 2.50 %
4216 Contracted Services	155,349	138,864	173,481	242,500	+ 39.78 %
4312 Office Supplies	75	0	200	0	
4316 Protective Clothing/Uniforms	2,718	1,603	2,200	2,240	+ 1.82 %
4418 Equipment	0	471	1,000	1,000	0.00 %
4822 Repairs and Maintenance	3,296	10,098	7,500	7,500	0.00 %
6035 Transfer to Financial Stability Reserve	0	12,466	0	0	
<b>Total Expenditures</b>	<b>554,434</b>	<b>599,038</b>	<b>601,776</b>	<b>681,038</b>	
<b>Net Total</b>	<b>(554,434)</b>	<b>(599,038)</b>	<b>(601,776)</b>	<b>(668,538)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2810 - Communication Equipment & Maintenance

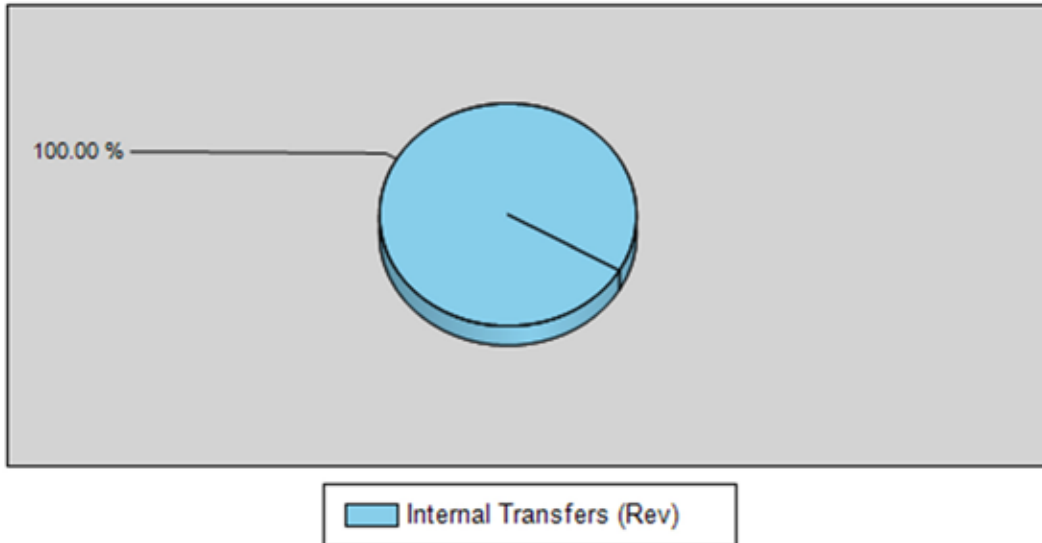
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
5075	Financial Stability Reserve	12,500	0	0	0	0
<b>Total Revenues</b>		12,500	0	0	0	0
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4008	Salaries - Fire	343,530	352,119	360,922	369,945	379,193
4022	Salaries - Call Out	1,247	1,278	1,310	1,343	1,376
4102	Benefits	83,021	85,097	87,224	89,405	91,640
4216	Contracted Services	242,500	234,600	239,292	244,078	248,959
4312	Office Supplies	0	0	0	0	0
4316	Protective Clothing/Uniforms	2,240	2,285	2,330	2,377	2,425
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4822	Repairs and Maintenance	7,500	7,650	7,803	7,959	8,118
<b>Total Expenditures</b>		681,038	684,048	699,922	716,167	732,794
<b>% Increase</b>			0.44%	2.32%	2.32%	2.32%
<b>Net Total</b>		<b>(668,538)</b>	<b>(684,048)</b>	<b>(699,922)</b>	<b>(716,167)</b>	<b>(732,794)</b>

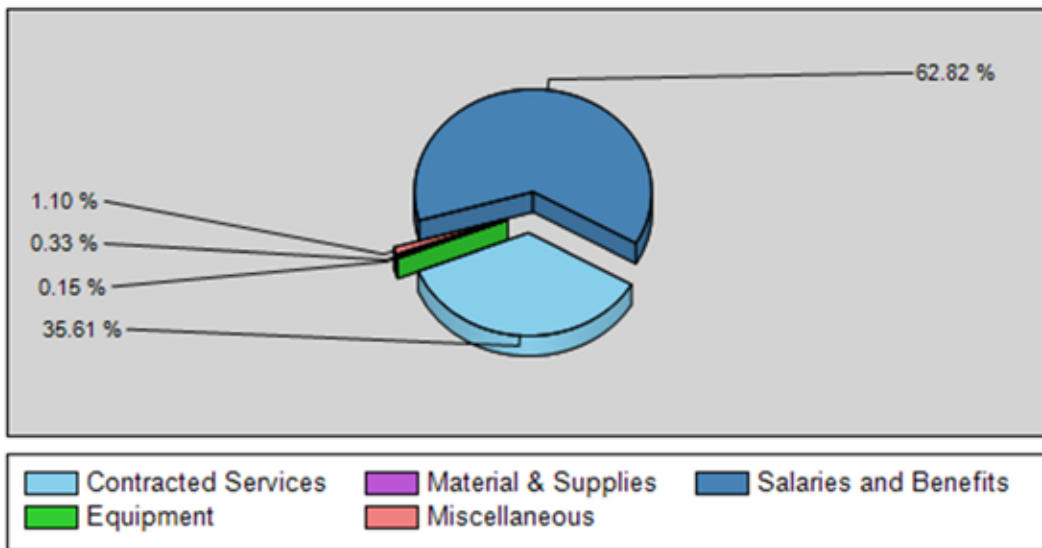
# Business Unit Summary with Service Areas

Business Unit: 2810 - Communication Equipment & Maintenance

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 2820 - Fire Prevention**

**Department:** Fire                      **Budget Year:** 2017

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### **Overview:**

The Victoria Fire Department Prevention Division provides education and awareness programs to prevent fire and the impacts of fire.

Prevention programs include: Community Fire Safety Education, Free Smoke Alarm Program, Juvenile Firesetter Intervention Program, School Education Program, Car Seat Installation Clinic and HEAT, a multi-jurisdictional support initiative to help prevent hoarding.

This unit also provides inspections as directed through legislation, fire investigation and fire cause determination reporting. Also acts as a liaison with other investigative services and provincial authorities as well as oversees fuel and flammable liquid/combustible storage requirements and tracking.

### **Deliverables:**

- 4,602 properties within the COV for inspections
- 2,662 Inspections and re-inspections performed (2016)
- Support to the Suppression commercial inspection program 387 inspections (2016)
- 47 fire investigations (2016)
- 202 community education sessions - 9,100+ attendees (2016)
- 192 oil tank permits issued (2016)
- 223 Fire alarm tests and drills (223 hours) (2016)
- Calls received - HEAT Hotline for all municipalities 146 (2016) Increasing year after year.
- 63 Hoarding Responses distributed to Vancouver Island Fire Departments (2016)
- 48 Hoarding Calls for City of Victoria (2016)
- 30 Hoarding Responses in the City of Victoria (2016)
- 118 Hours dedicated to response (2016) increasing dedication of hours to support response year after year
- 39 People assisted in the City of Victoria (2016)



# Business Unit Summary with Service Areas

## Business Unit: 2820 - Fire Prevention

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3110	Oil Burner Permits	20,600	17,700	7,000	8,000	+ 14.29 %
3236	Fire Safety Plan Review	14,400	35,250	4,500	6,000	+ 33.33 %
3237	Re-Inspection Fees	0	100	0	0	
3254	Records Fee	3,676	6,313	2,500	3,500	+ 40.00 %
3274	Miscellaneous Fees	8,640	27,940	10,000	10,000	0.00 %
<b>Total Revenues</b>		<b>47,316</b>	<b>87,303</b>	<b>24,000</b>	<b>27,500</b>	
<b>Expenditures</b>						
4008	Salaries - Fire	626,154	727,236	711,855	729,651	+ 2.50 %
4022	Salaries - Call Out	28,798	16,470	2,429	2,490	+ 2.51 %
4070	Overtime	24	9	0	0	
4102	Benefits	143,228	165,235	174,404	178,765	+ 2.50 %
4112	Mileage/Parking	330	330	175	660	+ 277.14 %
4116	Conferences/Travel	3,173	3,228	4,000	4,000	0.00 %
4118	Membership Fees	3,209	2,647	3,000	3,400	+ 13.33 %
4308	General Supplies	2,924	2,511	3,750	3,750	0.00 %
4312	Office Supplies	1,208	1,058	2,500	0	
4316	Protective Clothing/Uniforms	5,081	3,715	3,150	3,700	+ 17.46 %
4364	Telecommunications	4,083	4,256	3,700	4,850	+ 31.08 %
4418	Equipment	4,603	1,683	1,700	1,700	0.00 %
4508	Credit Card Discount Fees	0	756	0	1,200	
4824	Recovery	(4,800)	(6,825)	0	0	
<b>Total Expenditures</b>		<b>818,016</b>	<b>922,308</b>	<b>910,663</b>	<b>934,166</b>	
<b>Net Total</b>		<b>(770,700)</b>	<b>(835,005)</b>	<b>(886,663)</b>	<b>(906,666)</b>	

# Business Unit Summary with Service Areas

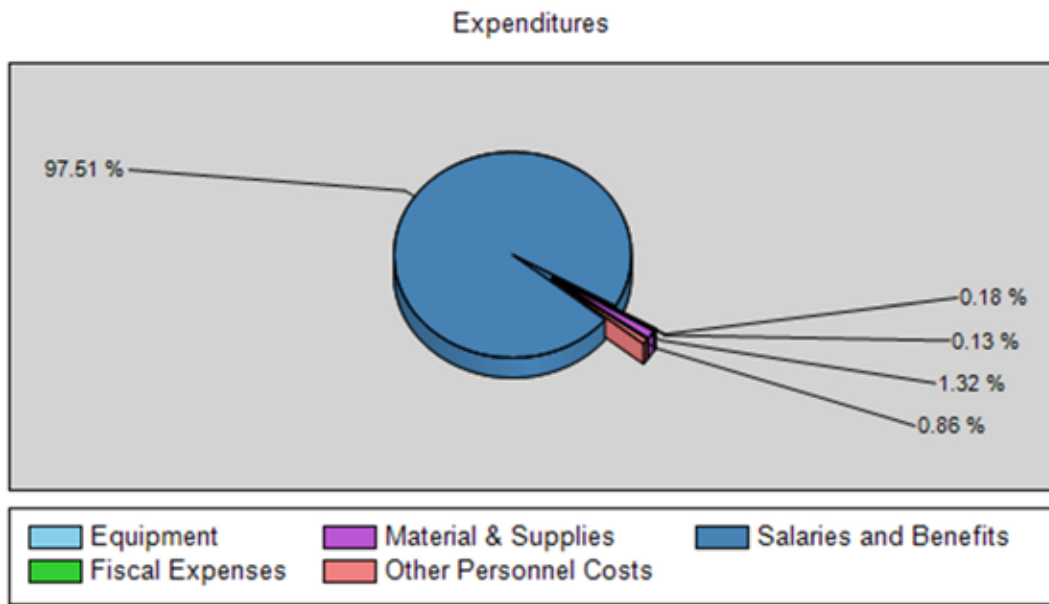
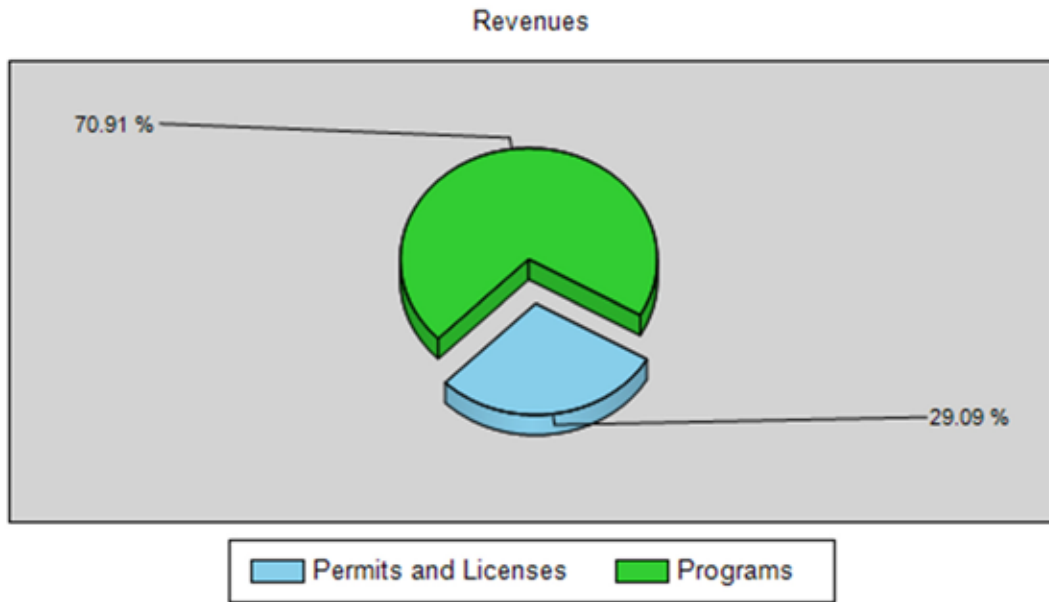
## Business Unit: 2820 - Fire Prevention

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3110	Oil Burner Permits	8,000	8,000	8,000	8,000	8,000
3236	Fire Safety Plan Review	6,000	4,500	4,500	4,500	4,500
3254	Records Fee	3,500	3,500	3,500	3,500	3,500
3274	Miscellaneous Fees	10,000	10,000	10,000	10,000	10,000
<b>Total Revenues</b>		27,500	26,000	26,000	26,000	26,000
<b>% Increase</b>			(5.45%)	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4008	Salaries - Fire	729,651	747,892	766,590	785,754	805,398
4022	Salaries - Call Out	2,490	2,552	2,616	2,681	2,748
4102	Benefits	178,765	183,234	187,814	192,510	197,323
4112	Mileage/Parking	660	673	687	700	714
4116	Conferences/Travel	4,000	4,080	4,162	4,245	4,330
4118	Membership Fees	3,400	3,468	3,537	3,608	3,680
4308	General Supplies	3,750	3,825	3,902	3,980	4,059
4316	Protective Clothing/Uniforms	3,700	3,774	3,849	3,926	4,005
4364	Telecommunications	4,850	4,947	5,046	5,147	5,250
4418	Equipment	1,700	1,734	1,769	1,804	1,840
4508	Credit Card Discount Fees	1,200	1,224	1,248	1,273	1,299
<b>Total Expenditures</b>		934,166	957,404	981,220	1,005,629	1,030,647
<b>% Increase</b>			2.49%	2.49%	2.49%	2.49%
<b>Net Total</b>		<b>(906,666)</b>	<b>(931,404)</b>	<b>(955,220)</b>	<b>(979,629)</b>	<b>(1,004,647)</b>

# Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention



# Business Unit Summary with Service Areas

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## ***Business Unit: 2825 - Fire 3rd Party Billing***

**Department:** Fire **Budget Year:** 2017

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### **Overview:**

This business unit tracks all 3rd party billing transactions. These recoveries are related to services provided which have cost recovery strategies identified in the Fire Prevention and Regulation Bylaw which include:

- Cleaning of contaminated equipment or firefighter turnout gear
- Fire Investigations over 90 minutes in duration – loaded costs of staff
- Securing a building – recover costs for callout of PW staff, equipment, and supplies.
- Standby of emergency crews for a special event
- Post incident Fire Watch
- Cost recovery for apparatus

Revenues and Expenses will match and end of year net zero.

### **Deliverables:**

Accurately manage the City's expenses recovered through the Fire Prevention and Regulation Bylaw.

# Business Unit Summary with Service Areas

## Business Unit: 2825 - Fire 3rd Party Billing

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3231	Work Order Y/E Adj	0	11,182	0	0	
9011	Work Order Revenue	9,353	6,590	0	0	
<b>Total Revenues</b>		<b>9,353</b>	<b>17,772</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>						
9111	WO Inside Equipment Rent	151	3,017	0	0	
9211	WO Regular Time	1,437	1,140	0	0	
9221	WO Overtime	941	0	0	0	
9311	WO Inventory Purchases	163	61	0	0	
9321	WO Outside Purchases	6,474	13,373	0	0	
9411	WO Contracted Services	188	180	0	0	
<b>Total Expenditures</b>		<b>9,353</b>	<b>17,772</b>	<b>0</b>	<b>0</b>	
<b>Net Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	



# Business Unit Summary with Service Areas

## Business Unit: 2830 - Suppression/Rescue

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3506 Protective Fire Fighting	8,602	8,782	0	0	
<b>Total Revenues</b>	<b>8,602</b>	<b>8,782</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>					
4008 Salaries - Fire	9,570,751	9,715,330	9,847,718	10,093,911	+ 2.50 %
4022 Salaries - Call Out	273,031	195,376	151,479	155,266	+ 2.50 %
4070 Overtime	(27,543)	1	0	0	
4096 Retirements	0	20,000	0	0	
4102 Benefits	2,399,699	2,194,585	2,410,841	2,471,112	+ 2.50 %
4154 Recovery - WCB	(45,350)	(28,697)	0	0	
4224 Laundry	2,397	1,708	5,000	5,000	0.00 %
4308 General Supplies	9,285	10,077	11,500	11,500	0.00 %
4316 Protective Clothing/Uniforms	71,915	63,226	91,500	93,000	+ 1.64 %
4364 Telecommunications	4,259	4,393	4,500	4,700	+ 4.44 %
4418 Equipment	10,452	13,224	15,000	15,000	0.00 %
4814 Miscellaneous	2,403	2,177	2,000	2,000	0.00 %
4824 Recovery	(5,984)	(7,438)	0	0	
4854 SCBA	13,209	4,469	16,250	16,250	0.00 %
9111 WO Inside Equipment Rent	0	19	0	0	
9211 WO Regular Time	205	712	0	0	
9311 WO Inventory Purchases	24	0	0	0	
9321 WO Outside Purchases	0	42	0	0	
<b>Total Expenditures</b>	<b>12,278,753</b>	<b>12,189,203</b>	<b>12,555,788</b>	<b>12,867,739</b>	
<b>Net Total</b>	<b>(12,270,151)</b>	<b>(12,180,420)</b>	<b>(12,555,788)</b>	<b>(12,867,739)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2830 - Suppression/Rescue

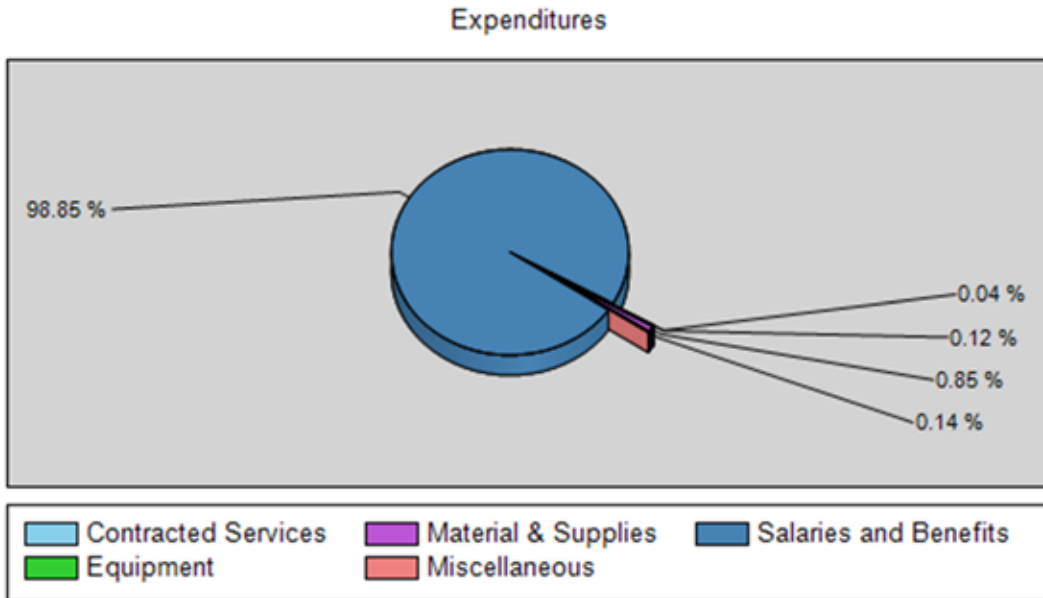
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4008	Salaries - Fire	10,093,911	10,346,258	10,604,915	10,870,037	11,141,788
4022	Salaries - Call Out	155,266	159,148	163,126	167,204	171,385
4102	Benefits	2,471,112	2,532,890	2,596,212	2,661,117	2,727,645
4224	Laundry	5,000	5,100	5,202	5,306	5,412
4308	General Supplies	11,500	12,500	12,750	13,005	13,265
4316	Protective Clothing/Uniforms	93,000	94,860	96,757	98,692	100,666
4364	Telecommunications	4,700	4,794	4,890	4,988	5,087
4418	Equipment	15,000	15,300	15,606	15,918	16,236
4814	Miscellaneous	2,000	2,040	2,081	2,122	2,165
4854	SCBA	16,250	16,575	16,907	17,245	17,590
<b>Total Expenditures</b>		<b>12,867,739</b>	<b>13,189,465</b>	<b>13,518,445</b>	<b>13,855,635</b>	<b>14,201,240</b>
<b>% Increase</b>			2.50%	2.49%	2.49%	2.49%
<b>Net Total</b>		<b>(12,867,739)</b>	<b>(13,189,465)</b>	<b>(13,518,445)</b>	<b>(13,855,635)</b>	<b>(14,201,240)</b>



# Business Unit Summary with Service Areas

Business Unit: 2830 - Suppression/Rescue



# Business Unit Summary with Service Areas

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## **Business Unit: 2840 - Fire - Fleet**

**Department:** Fire **Budget Year:** 2017

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### **Overview:**

This business unit provides mechanical maintenance and servicing of fire apparatus and equipment to the Victoria Fire Department and Regional Fire Department customers on a “fee for service” basis.

Regular maintenance of department power tools and equipment is provided. Included is the oversight of fuel and lubricant use on all equipment and apparatus, and the maintenance to the fire boats to support marine response.

### **Deliverables:**

- Specialized repair and maintenance to emergency apparatus, fire boats and equipment
- Onsite maintenance and repair in addition to mobile maintenance requests
- VFD fleet of 45 apparatus and 2 fire boats
- External customer fleet of approximately 19 pieces of apparatus (ongoing maintenance through agreements on an annual basis)
- Responsible for education on the operation of specialized apparatus and equipment

# Business Unit Summary with Service Areas

## Business Unit: 2840 - Fire - Fleet

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3508 Mechanic Recovery	26,355	19,716	12,000	15,000	+ 25.00 %
<b>Total Revenues</b>	<b>26,355</b>	<b>19,716</b>	<b>12,000</b>	<b>15,000</b>	
<b>Expenditures</b>					
4008 Salaries - Fire	122,338	128,026	112,010	114,810	+ 2.50 %
4014 Salaries - Outside	62,151	63,975	78,158	78,158	0.00 %
4022 Salaries - Call Out	4,532	1,702	1,800	1,845	+ 2.50 %
4070 Overtime	512	61	0	0	
4102 Benefits	46,575	46,857	45,810	47,277	+ 3.20 %
4306 Fuel	58,362	58,631	74,460	78,000	+ 4.75 %
4308 General Supplies	8,714	11,735	13,000	13,000	0.00 %
4316 Protective Clothing/Uniforms	1,483	1,160	1,000	1,000	0.00 %
4364 Telecommunications	781	700	605	680	+ 12.40 %
4418 Equipment	2,583	2,223	3,000	3,000	0.00 %
4512 Insurance	28,976	32,717	30,885	32,535	+ 5.34 %
4822 Repairs and Maintenance	0	0	52,500	57,500	+ 9.52 %
4824 Recovery	0	(375)	0	0	
9111 WO Inside Equipment Rent	0	68	0	0	
9211 WO Regular Time	1,965	716	0	0	
9321 WO Outside Purchases	61,256	66,597	0	0	
9411 WO Contracted Services	9,117	10,211	0	0	
<b>Total Expenditures</b>	<b>409,344</b>	<b>425,002</b>	<b>413,228</b>	<b>427,806</b>	
<b>Net Total</b>	<b>(382,989)</b>	<b>(405,286)</b>	<b>(401,228)</b>	<b>(412,806)</b>	

# Business Unit Summary with Service Areas

*Business Unit: 2840 - Fire - Fleet*

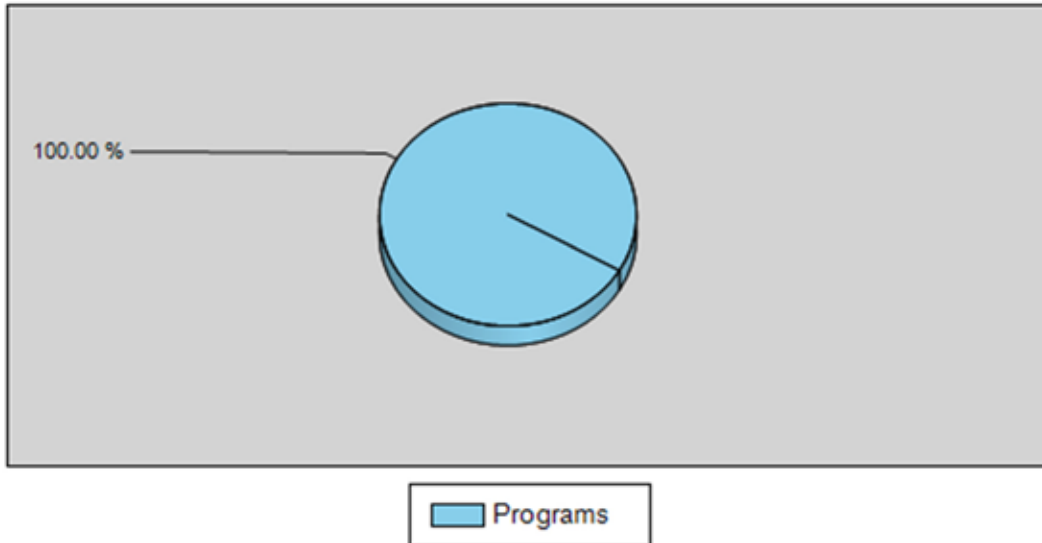
## 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
3508 Mechanic Recovery	15,000	15,000	15,000	15,000	15,000
<b>Total Revenues</b>	15,000	15,000	15,000	15,000	15,000
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4008 Salaries - Fire	114,810	117,680	120,622	123,638	126,729
4014 Salaries - Outside	78,158	79,721	81,316	82,942	84,601
4022 Salaries - Call Out	1,845	1,891	1,938	1,987	2,037
4102 Benefits	47,277	48,363	49,475	50,612	51,776
4306 Fuel	78,000	79,560	81,151	82,774	84,430
4308 General Supplies	13,000	13,260	13,525	13,796	14,072
4316 Protective Clothing/Uniforms	1,000	1,020	1,040	1,061	1,082
4364 Telecommunications	680	694	707	722	736
4418 Equipment	3,000	3,060	3,121	3,184	3,247
4512 Insurance	32,535	33,186	33,849	34,526	35,217
4822 Repairs and Maintenance	57,500	58,650	59,823	61,019	62,240
<b>Total Expenditures</b>	427,806	437,086	446,569	456,261	466,166
<b>% Increase</b>		2.17%	2.17%	2.17%	2.17%
<b>Net Total</b>	<b>(412,806)</b>	<b>(422,086)</b>	<b>(431,569)</b>	<b>(441,261)</b>	<b>(451,166)</b>

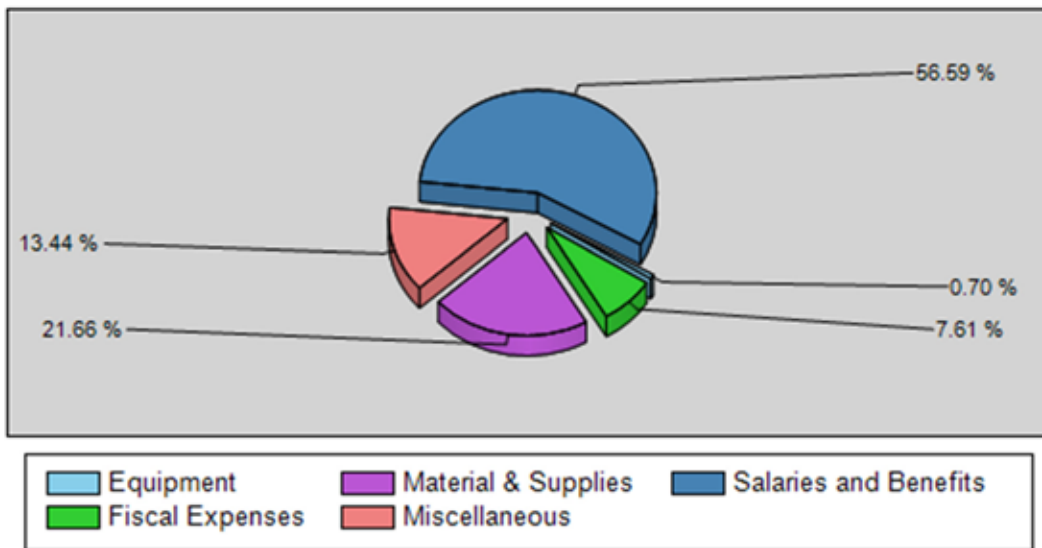
# Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

Revenues



Expenditures



# **Business Unit Summary with Service Areas**

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***Business Unit: 2850 - Fire - Staff Development***

**Department:** Fire **Budget Year:** 2017

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**Overview:**

The City is required to ensure that personnel are trained to industry standards and competent in the provision of their services.

This business unit funds the training and development of Fire Department personnel to meet industry, Worksafe and National Fire Protection Association training standards.

**Deliverables:**

- 16,384 aggregate training hours (2016)
- Facilitated 636 Specialized drill sessions (2016)
- 38 Certification Sessions leading to 229 certifications for staff (2016)

# Business Unit Summary with Service Areas

## Business Unit: 2850 - Fire - Staff Development

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3276	Fire Extinguishing Train	2,345	1,295	2,000	2,000	0.00 %
3288	Confined Space Rescue	8,500	8,500	8,500	8,500	0.00 %
<b>Total Revenues</b>		<b>10,845</b>	<b>9,795</b>	<b>10,500</b>	<b>10,500</b>	
<b>Expenditures</b>						
4008	Salaries - Fire	119,143	137,274	132,397	135,707	+ 2.50 %
4022	Salaries - Call Out	3,743	4,956	0	0	
4070	Overtime	(1,390)	(6)	0	0	
4102	Benefits	27,421	28,195	32,437	33,248	+ 2.50 %
4118	Membership Fees	462	100	370	370	0.00 %
4120	Training and Development	88,989	103,037	100,000	100,000	0.00 %
4308	General Supplies	1,928	829	2,000	2,000	0.00 %
4316	Protective Clothing/Uniforms	599	354	450	460	+ 2.22 %
4364	Telecommunications	712	668	605	670	+ 10.74 %
4418	Equipment	705	1,092	1,500	1,500	0.00 %
4814	Miscellaneous	6	21	350	275	- 21.43 %
4824	Recovery	0	(675)	0	0	
9111	WO Inside Equipment Rent	25	0	0	0	
9211	WO Regular Time	476	0	0	0	
<b>Total Expenditures</b>		<b>242,818</b>	<b>275,846</b>	<b>270,110</b>	<b>274,230</b>	
<b>Net Total</b>		<b>(231,973)</b>	<b>(266,051)</b>	<b>(259,610)</b>	<b>(263,730)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2850 - Fire - Staff Development

### 5 Year Forecast:

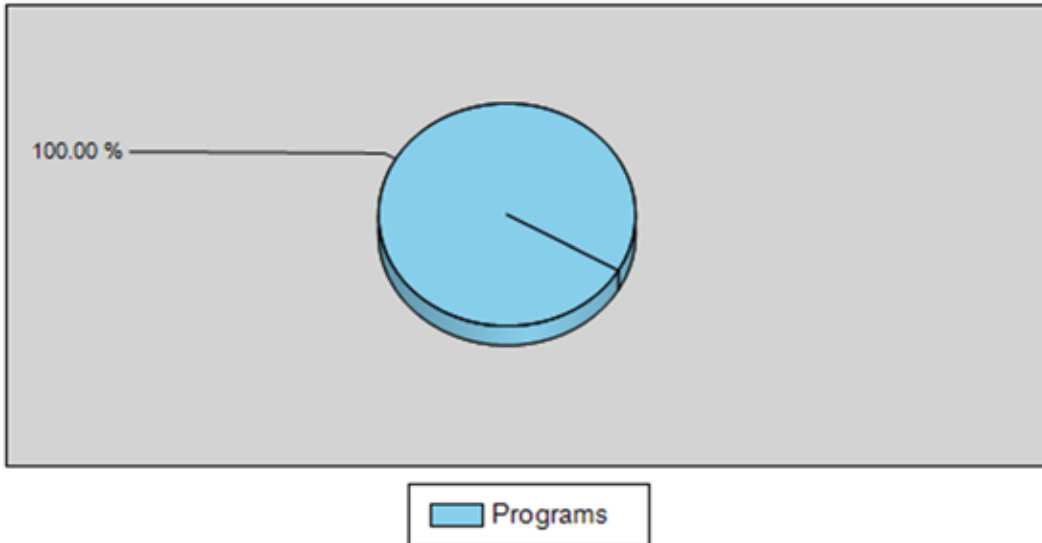
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3276	Fire Extinguishing Train	2,000	2,000	2,000	2,000	2,000
3288	Confined Space Rescue	8,500	8,500	8,500	8,500	8,500
<b>Total Revenues</b>		10,500	10,500	10,500	10,500	10,500
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4008	Salaries - Fire	135,707	139,100	142,577	146,142	149,795
4102	Benefits	33,248	34,079	34,931	35,805	36,700
4118	Membership Fees	370	377	385	392	400
4120	Training and Development	100,000	102,000	104,040	106,121	108,243
4308	General Supplies	2,000	2,040	2,081	2,122	2,165
4316	Protective Clothing/Uniforms	460	469	479	488	498
4364	Telecommunications	670	683	697	711	725
4418	Equipment	1,500	1,530	1,561	1,592	1,624
4814	Miscellaneous	275	357	364	371	379
<b>Total Expenditures</b>		274,230	280,636	287,114	293,744	300,529
<b>% Increase</b>			2.34%	2.31%	2.31%	2.31%
<b>Net Total</b>		<b>(263,730)</b>	<b>(270,136)</b>	<b>(276,614)</b>	<b>(283,244)</b>	<b>(290,029)</b>



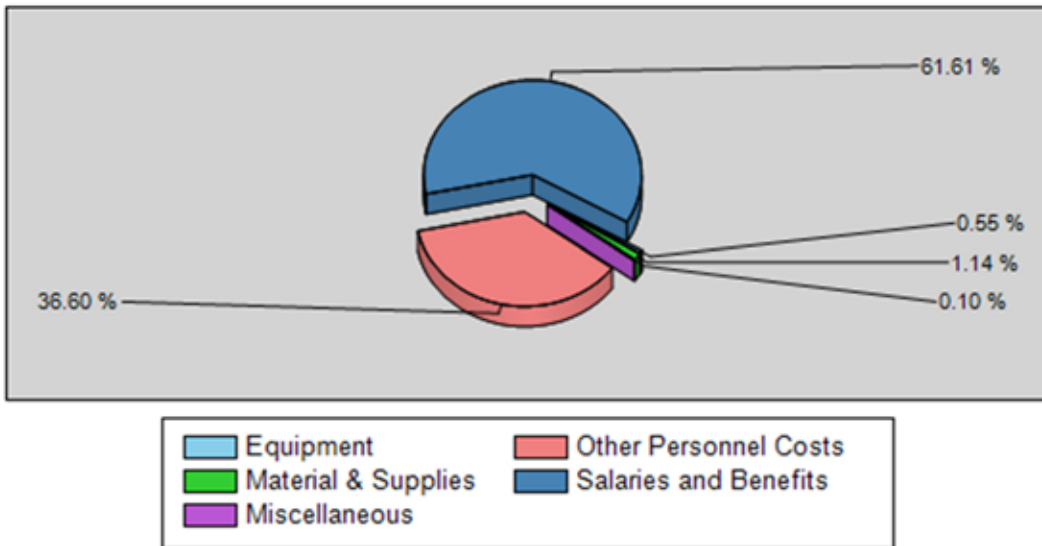
# Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## **Business Unit: 2860 - Fire Stations**

**Department:** Fire

**Budget Year:** 2017

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### **Overview:**

This business unit funds general supplies to support 24/7 operations of three fire stations located in the City of Victoria. Costs include cleaning supplies, routine building maintenance and decontamination of fire equipment.

The City's three fire stations are:

- Fire Hall #1 (Yates)
- Fire Hall #2 (Michigan)
- Fire Hall #3 (Bay)

### **Deliverables:**

- Ensure 24/7 provisions for Fire Stations
- Maintenance of Fire Stations
- Acquisition of equipment to provide cost effective "in house" cleaning and decontamination for firefighter protective gear
- Immediate response to contaminations due to nature of potential risk; blood borne pathogens, carbon particles, etc.

# Business Unit Summary with Service Areas

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## *Business Unit: 2860 - Fire Stations*

### Changes to Service Area:

<b>Account</b>	<b>Description</b>	<b>December 31, 2015 Actual</b>	<b>December 31, 2016 Actual</b>	<b>2016 Budget</b>	<b>2017 Budget</b>	<b>Percent Change</b>
<b>Expenditures</b>						
4308	General Supplies	9,598	10,217	11,500	11,500	0.00 %
4418	Equipment	1,295	210	750	750	0.00 %
4822	Repairs and Maintenance	632	0	3,000	3,000	0.00 %
9111	WO Inside Equipment Rent	27	0	0	0	
9211	WO Regular Time	340	585	0	0	
<b>Total Expenditures</b>		<b>11,892</b>	<b>11,012</b>	<b>15,250</b>	<b>15,250</b>	
<b>Net Total</b>		<b>(11,892)</b>	<b>(11,012)</b>	<b>(15,250)</b>	<b>(15,250)</b>	

# Business Unit Summary with Service Areas

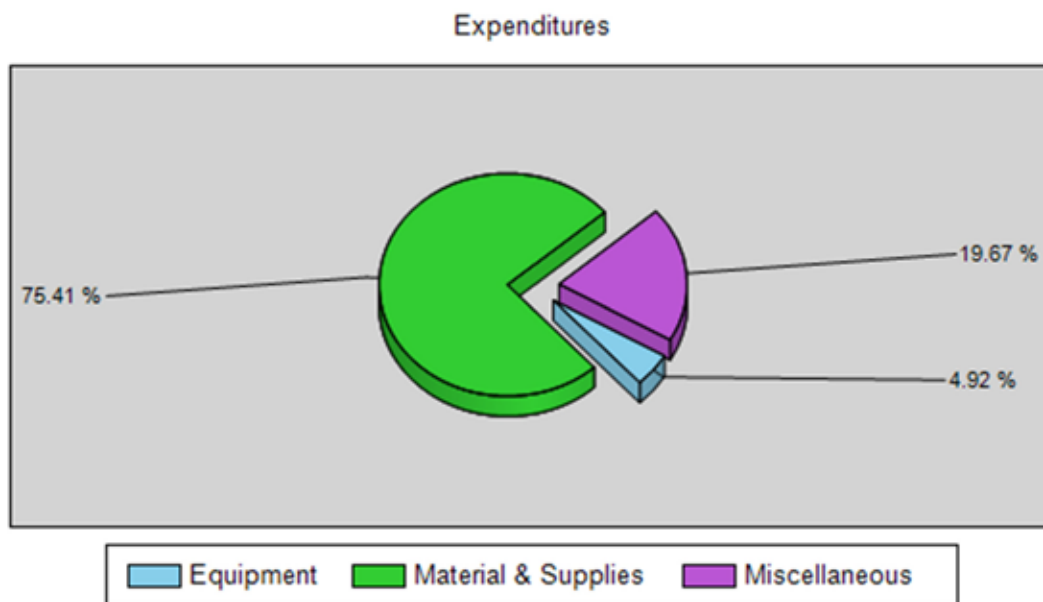
## Business Unit: 2860 - Fire Stations

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4308	General Supplies	11,500	11,730	11,965	12,204	12,448
4418	Equipment	750	765	780	796	812
4822	Repairs and Maintenance	3,000	3,060	3,121	3,184	3,247
<b>Total Expenditures</b>		15,250	15,555	15,866	16,183	16,507
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(15,250)</b>	<b>(15,555)</b>	<b>(15,866)</b>	<b>(16,183)</b>	<b>(16,507)</b>

# Business Unit Summary with Service Areas

Business Unit: 2860 - Fire Stations





# Business Unit Summary with Service Areas

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## Business Unit: 2870 - Fire - First Responder Program

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4216	Contracted Services	650	500	750	750	0.00 %
4308	General Supplies	8,915	11,189	9,500	10,000	+ 5.26 %
4852	Licence Fees	2,475	0	3,000	3,000	0.00 %
<b>Total Expenditures</b>		<b>12,040</b>	<b>11,689</b>	<b>13,250</b>	<b>13,750</b>	
<b>Net Total</b>		<b>(12,040)</b>	<b>(11,689)</b>	<b>(13,250)</b>	<b>(13,750)</b>	

# Business Unit Summary with Service Areas

## *Business Unit: 2870 - Fire - First Responder Program*

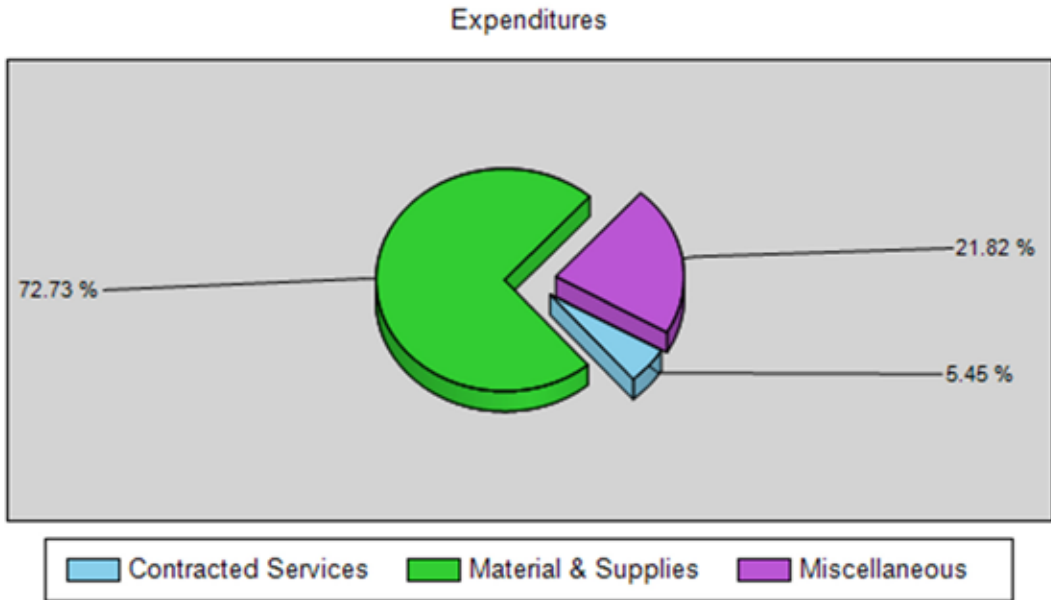
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4216 Contracted Services	750	765	780	796	812
4308 General Supplies	10,000	10,200	10,404	10,612	10,824
4852 Licence Fees	3,000	3,060	3,121	3,184	3,247
<b>Total Expenditures</b>	<b>13,750</b>	<b>14,025</b>	<b>14,306</b>	<b>14,592</b>	<b>14,883</b>
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(13,750)</b>	<b>(14,025)</b>	<b>(14,306)</b>	<b>(14,592)</b>	<b>(14,883)</b>



# Business Unit Summary with Service Areas

Business Unit: 2870 - Fire - First Responder Program





# Business Unit Summary with Service Areas

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## Business Unit: 2875 - Fire - Critical Incident Stress Management

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4120 Training and Development	4,231	4,912	6,000	6,000	0.00 %
<b>Total Expenditures</b>	<b>4,231</b>	<b>4,912</b>	<b>6,000</b>	<b>6,000</b>	
<b>Net Total</b>	<b>(4,231)</b>	<b>(4,912)</b>	<b>(6,000)</b>	<b>(6,000)</b>	

# Business Unit Summary with Service Areas

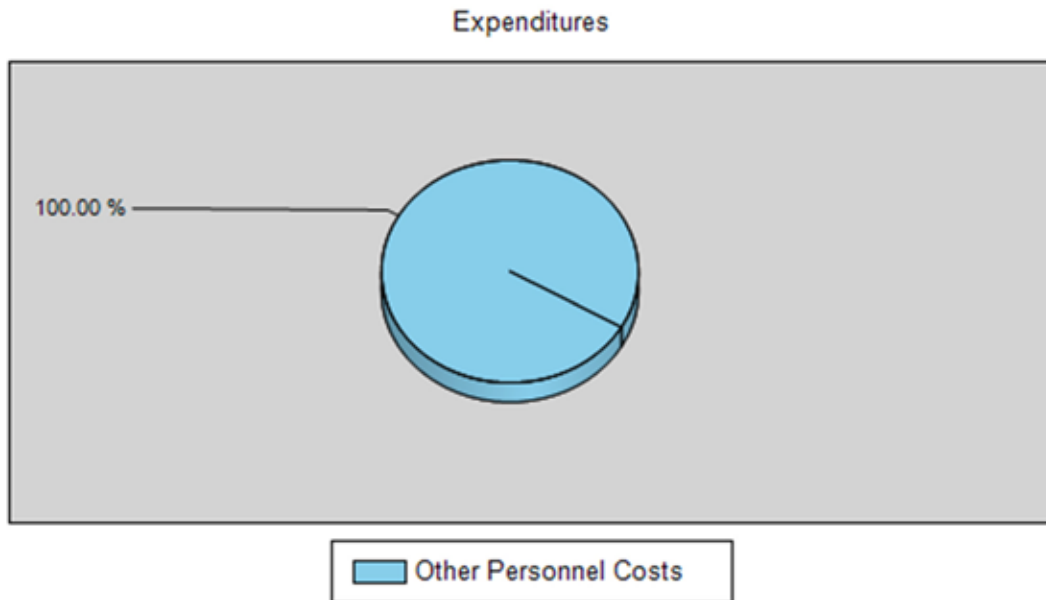
## *Business Unit: 2875 - Fire - Critical Incident Stress Management*

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4120	Training and Development	6,000	6,120	6,242	6,367	6,495
<b>Total Expenditures</b>		6,000	6,120	6,242	6,367	6,495
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(6,000)</b>	<b>(6,120)</b>	<b>(6,242)</b>	<b>(6,367)</b>	<b>(6,495)</b>

# Business Unit Summary with Service Areas

*Business Unit: 2875 - Fire - Critical Incident Stress Management*





# Business Unit Summary with Service Areas

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## Business Unit: 2880 - Fire - Steamer

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4814 Miscellaneous	8,541	7,748	8,600	8,600	0.00 %
<b>Total Expenditures</b>	<b>8,541</b>	<b>7,748</b>	<b>8,600</b>	<b>8,600</b>	
<b>Net Total</b>	<b>(8,541)</b>	<b>(7,748)</b>	<b>(8,600)</b>	<b>(8,600)</b>	

# Business Unit Summary with Service Areas

*Business Unit: 2880 - Fire - Steamer*

**5 Year Forecast:**

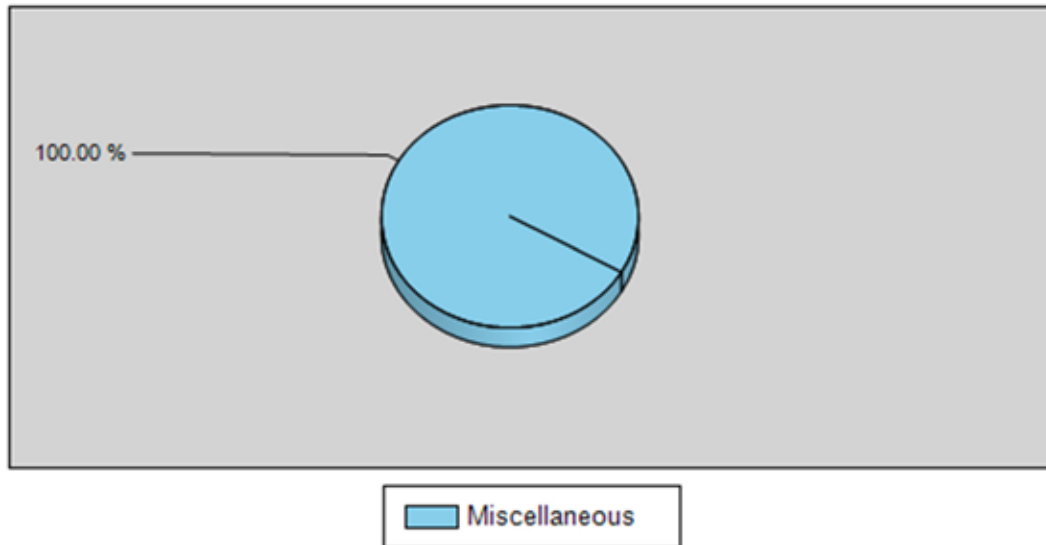
	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4814      Miscellaneous	8,600	8,772	8,947	9,126	9,309
<b>Total Expenditures</b>	8,600	8,772	8,947	9,126	9,309
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(8,600)</b>	<b>(8,772)</b>	<b>(8,947)</b>	<b>(9,126)</b>	<b>(9,309)</b>



# Business Unit Summary with Service Areas

*Business Unit: 2880 - Fire - Steamer*

Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program*

Department: Fire Budget Year: 2017

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### **Overview:**

This business unit supports the Technical High Angle Rope Rescue Program. Provides support for emergency response in a variety of challenging environments including building exterior, interior, shafts, construction sites, tower cranes, bridges, slopes and ravines.

The Victoria Fire Department provides regional tower crane rescue response to major development sites in Victoria. Tower Crane and high angle work is required through legislation to provide a rescue plan prior to work beginning.

VFD programs provide efficiency to contractors to assist in meeting Worksafe BC legislated requirements. The program is facilitated through BC Construction Safety Association of BC.

### **Deliverables:**

- 271 rescue responses since inception
- Tower Crane Inspections; requirement of Worksafe BC
- Deliver 24/7 rapid response service

# Business Unit Summary with Service Areas

## *Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program*

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3758 Cost-sharing	41,719	27,634	25,000	25,000	0.00 %
<b>Total Revenues</b>	<b>41,719</b>	<b>27,634</b>	<b>25,000</b>	<b>25,000</b>	
<b>Expenditures</b>					
4022 Salaries - Call Out	25,272	26,502	25,000	25,000	0.00 %
4102 Benefits	1,028	860	0	0	
4418 Equipment	15,419	271	0	0	
<b>Total Expenditures</b>	<b>41,719</b>	<b>27,634</b>	<b>25,000</b>	<b>25,000</b>	
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

# Business Unit Summary with Service Areas

## *Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program*

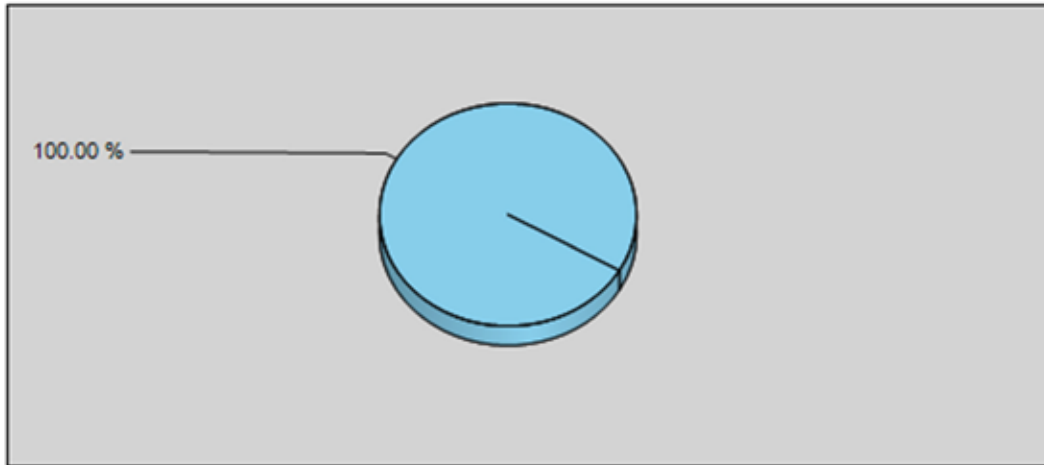
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Revenues</b>					
3758 Cost-sharing	25,000	25,000	25,000	25,000	25,000
<b>Total Revenues</b>	25,000	25,000	25,000	25,000	25,000
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>					
4022 Salaries - Call Out	25,000	25,000	25,000	25,000	25,000
<b>Total Expenditures</b>	25,000	25,000	25,000	25,000	25,000
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Business Unit Summary with Service Areas

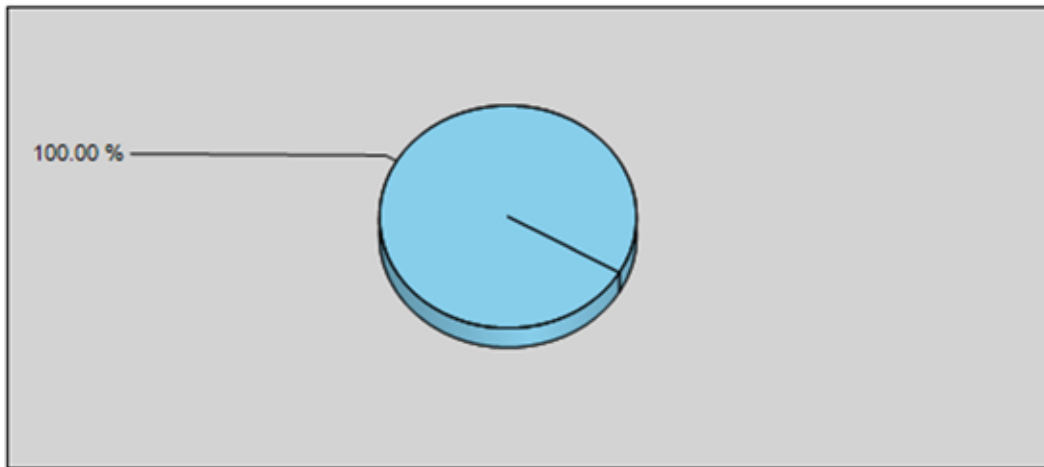
Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program

Revenues



Grants (Rev)

Expenditures



Salaries and Benefits

# Business Unit Summary with Service Areas

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## *Business Unit: 2890 - Fire Department Technology*

**Department:** Fire **Budget Year:** 2017

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### **Overview:**

The Victoria Fire Department oversees a records management system to record attendance at emergency incidents, inspections and investigations. Requests for information are routinely made by insurance companies, Office of the Fire Commissioner and other external agencies.

A systematic records management approach is in place to respond to records requests and to ensure data accuracy in the event of post-event review.

This business unit supports information technology equipment and services to provide consistent records management of all incidents involving the fire department, TeleStaff scheduling software and FDM (Fire Department Manager) software.

### **Deliverables:**

- Records management of over 7,000 incidents per year
- Master records manager of properties within the COV
- Records management of workplace analytics, scheduling, attendance management issues, shift strength, and reporting of data
- Efficient information transfer during the dispatch process
- Efficient information transfer to fire ground operations
- Efficient and reliable tracking of training and qualifications of FD personnel

# Business Unit Summary with Service Areas

## Business Unit: 2890 - Fire Department Technology

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4116 Conferences/Travel	3,386	0	4,400	4,400	0.00 %
4216 Contracted Services	557	0	4,000	4,000	0.00 %
4308 General Supplies	0	0	1,000	1,000	0.00 %
4364 Telecommunications	3,851	3,267	3,500	3,850	+ 10.00 %
4418 Equipment	1,550	1,129	3,000	3,000	0.00 %
9111 WO Inside Equipment Rent	42	0	0	0	
9211 WO Regular Time	580	0	0	0	
9321 WO Outside Purchases	21	0	0	0	
9411 WO Contracted Services	1,367	0	0	0	
<b>Total Expenditures</b>	<b>11,354</b>	<b>4,396</b>	<b>15,900</b>	<b>16,250</b>	
<b>Net Total</b>	<b>(11,354)</b>	<b>(4,396)</b>	<b>(15,900)</b>	<b>(16,250)</b>	

# Business Unit Summary with Service Areas

## *Business Unit: 2890 - Fire Department Technology*

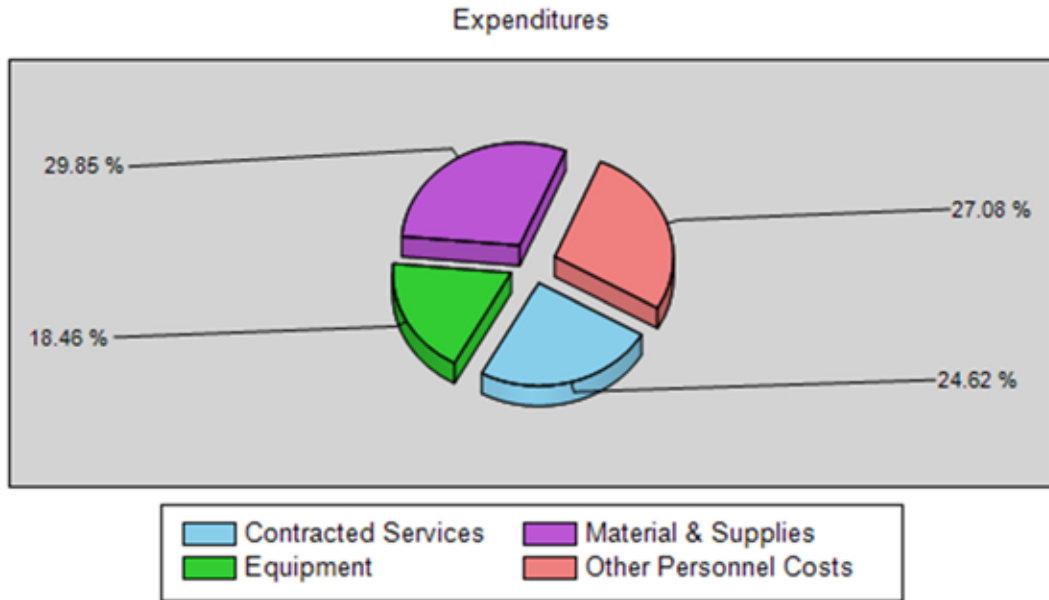
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4116 Conferences/Travel	4,400	4,488	4,578	4,669	4,763
4216 Contracted Services	4,000	4,080	4,162	4,245	4,330
4308 General Supplies	1,000	1,020	1,040	1,061	1,082
4364 Telecommunications	3,850	3,927	4,006	4,086	4,167
4418 Equipment	3,000	3,060	3,121	3,184	3,247
<b>Total Expenditures</b>	16,250	16,575	16,907	17,245	17,590
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(16,250)</b>	<b>(16,575)</b>	<b>(16,907)</b>	<b>(17,245)</b>	<b>(17,590)</b>



# Business Unit Summary with Service Areas

*Business Unit: 2890 - Fire Department Technology*



# Business Unit Summary with Service Areas

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## *Business Unit: 2895 - FIRE - Marine Operations*

**Department:** Fire

**Budget Year:** 2017

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### **Overview:**

This business unit funds fire and emergency services for working harbour and waterfront locations. Includes operation of Fire Boat 1 "Protector" and Fire Boat 2 "Quicksilver". Victoria Fire Department's fire boats provide fire protection to float homes, aerodromes, commercial and industrial properties, and COV waterfront. Provides transportation to VicPD and COV Bylaw Officers.

Marine response is often needed to ensure protection to areas not easily accessed by apparatus or fire suppression personnel.

### **Deliverables:**

- Approximately 20 calls per year for marine firefighting response
- On water safety for City events such as Swiftsure, Symphony Splash, Classic Boat Festival, and Canada Day festivities
- 1,000 vessel movements per day: 247 cruise ship arrivals scheduled for 2017; 8 departures daily for Coho and Clipper, 91 take off and landings at aerodrome, 16 takeoffs and landings per day at heliport, Addition of new "V2V" Passenger Ferry Service 231 Arrivals in 2017

# Business Unit Summary with Service Areas

## Business Unit: 2895 - FIRE - Marine Operations

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4216	Contracted Services	0	0	1,000	1,000	0.00 %
4306	Fuel	2,871	5,331	5,500	5,500	0.00 %
4308	General Supplies	506	672	2,500	2,500	0.00 %
4364	Telecommunications	0	0	0	750	
4418	Equipment	5,299	257	2,000	2,000	0.00 %
4512	Insurance	6,773	8,906	10,800	8,850	- 18.06 %
4822	Repairs and Maintenance	4,829	0	8,000	8,000	0.00 %
9211	WO Regular Time	26	0	0	0	
9321	WO Outside Purchases	10,361	12,956	0	0	
9411	WO Contracted Services	850	0	0	0	
<b>Total Expenditures</b>		<b>31,515</b>	<b>28,122</b>	<b>29,800</b>	<b>28,600</b>	
<b>Net Total</b>		<b>(31,515)</b>	<b>(28,122)</b>	<b>(29,800)</b>	<b>(28,600)</b>	

# Business Unit Summary with Service Areas

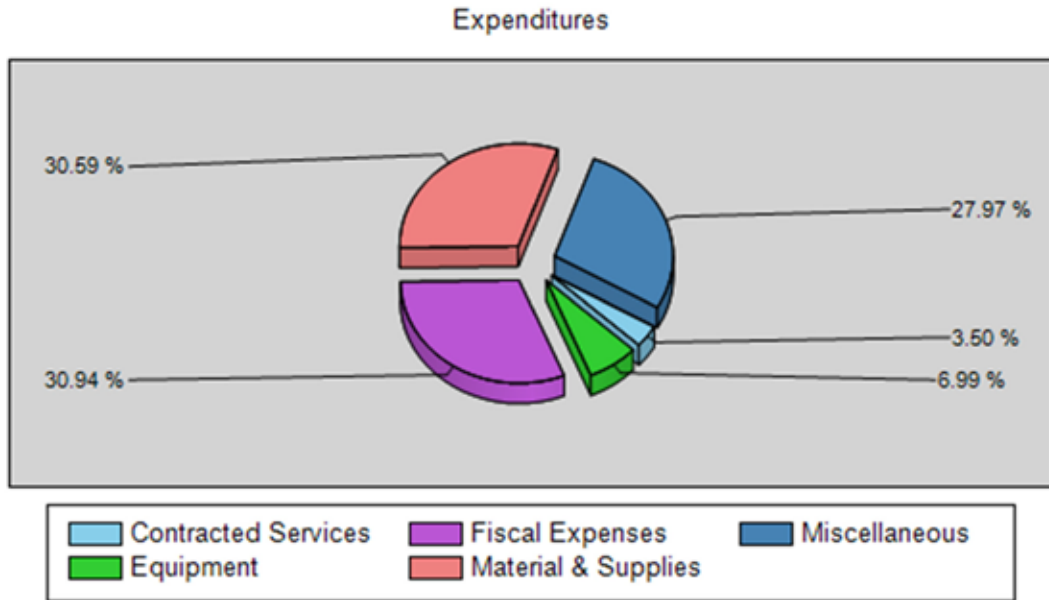
## *Business Unit: 2895 - FIRE - Marine Operations*

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4216	Contracted Services	1,000	1,020	1,040	1,061	1,082
4306	Fuel	5,500	5,610	5,722	5,837	5,953
4308	General Supplies	2,500	2,550	2,601	2,653	2,706
4364	Telecommunications	750	765	780	796	812
4418	Equipment	2,000	2,040	2,081	2,122	2,165
4512	Insurance	8,850	9,027	9,208	9,392	9,580
4822	Repairs and Maintenance	8,000	8,160	8,323	8,490	8,659
<b>Total Expenditures</b>		28,600	29,172	29,755	30,351	30,958
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(28,600)</b>	<b>(29,172)</b>	<b>(29,755)</b>	<b>(30,351)</b>	<b>(30,958)</b>

# Business Unit Summary with Service Areas

Business Unit: 2895 - FIRE - Marine Operations



# Business Unit Summary with Service Areas

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## *Service Area: Emergency Management*

**Department:** Fire

**Budget Year:** 2017

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### **Overview:**

The Emergency Management Division of the City of Victoria Fire Department is a resource for helping the community prepare for an emergency, such as a power outage, wind storm, tsunami or major earthquake. Emergency Management is responsible for coordinating an emergency response in the event of a disaster and educating and empowering Victoria citizens on how to be "emergency prepared." This is accomplished through emergency preparedness training events, exercises, and public education.

Emergency Management is responsible for emergency planning, coordinating emergency exercises for department staff, in addition to volunteer recruitment, training and deployment. Administrative staff promote community participation in the annual Great British Columbia ShakeOut earthquake drill, and host internal and public events to mark National Emergency Preparedness Week each year. They also participate in regional planning committees and liaise with external agencies and stakeholders.

### **Deliverables:**

Emergency Management goals set for the year are:

- Staff readiness across the organization, increased capacity and capability in Urban Search & Rescue, growth in the volunteer base of the 5 volunteer teams, and increased public awareness
- 3 staff who support all Emergency Management: volunteer teams, city staff teams
- Volunteer recruitment and management: number of (current) volunteers 130-140
- Number of ads for public recruitment and educational opportunities (including printed materials, ads etc.)
- Manage Emergency Operations Centre and exercises and training (2 per year)
- Manage corporate and volunteer exercises
- Maintain contact lists
- Training for staff and volunteers
- Community education through emergency preparedness workshops and in school education programs
- Emergency management planning: Corporate Emergency Plan, Tsunami Plan (hazard planning) and emergency preparedness

# Business Unit Summary with Service Areas

## Service Area: Emergency Management

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3760	Grants	0	200	0	0	
5075	Financial Stability Reserve	0	0	0	69,200	
9011	Work Order Revenue	580	0	0	0	
<b>Total Revenues</b>		<b>580</b>	<b>200</b>	<b>0</b>	<b>69,200</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	196,571	116,563	206,885	206,885	0.00 %
4016	Salaries - Inside	50,083	16,450	51,219	51,219	0.00 %
4070	Overtime	(1)	2,574	0	0	
4080	Auxiliaries/RPT/Seasonal	0	35,192	0	0	
4102	Benefits	58,997	38,347	59,701	62,242	+ 4.26 %
4112	Mileage/Parking	122	12	350	350	0.00 %
4116	Conferences/Travel	3,341	3,799	5,300	5,300	0.00 %
4118	Membership Fees	450	758	550	1,200	+ 118.18 %
4120	Training and Development	31,714	30,089	41,300	41,300	0.00 %
4204	Advertising	602	155	2,500	2,500	0.00 %
4214	Consulting	0	7,222	0	69,200	
4216	Contracted Services	0	5,733	0	4,480	
4218	Courier Service	0	0	60	60	0.00 %
4228	Printing	8,068	3,186	7,500	7,500	0.00 %
4304	Food and Beverage	4,307	1,424	4,300	4,300	0.00 %
4306	Fuel	333	194	500	500	0.00 %
4308	General Supplies	23,831	16,412	19,400	17,900	- 7.73 %
4310	Books/Publications	280	120	150	150	0.00 %
4312	Office Supplies	1,912	2,365	2,500	0	
4364	Telecommunications	6,183	6,329	6,630	7,900	+ 19.16 %
4418	Equipment	70	1,593	2,000	6,500	+ 225.00 %
4512	Insurance	5,334	0	0	0	
4810	Facility Rental	1,665	456	1,850	1,850	0.00 %
4814	Miscellaneous	2,607	122	2,450	2,450	0.00 %
4822	Repairs and Maintenance	329	1,895	9,000	4,000	- 55.56 %
4850	Recognition	4,733	2,503	4,500	4,500	0.00 %
4852	Licence Fees	1,658	1,599	1,700	4,200	+ 147.06 %
6035	Transfer to Financial Stability Reserve	0	69,210	0	0	
9111	WO Inside Equipment Rent	163	272	0	0	
9211	WO Regular Time	2,365	1,395	0	0	
9311	WO Inventory Purchases	63	0	0	0	
9321	WO Outside Purchases	3,248	2,680	0	0	
9411	WO Contracted Services	0	327	0	0	
<b>Total Expenditures</b>		<b>409,026</b>	<b>368,976</b>	<b>430,346</b>	<b>506,486</b>	
<b>Net Total</b>		<b>(408,446)</b>	<b>(368,776)</b>	<b>(430,346)</b>	<b>(437,286)</b>	

# Business Unit Summary with Service Areas

## Service Area: Emergency Management

### 5 Year Forecast:

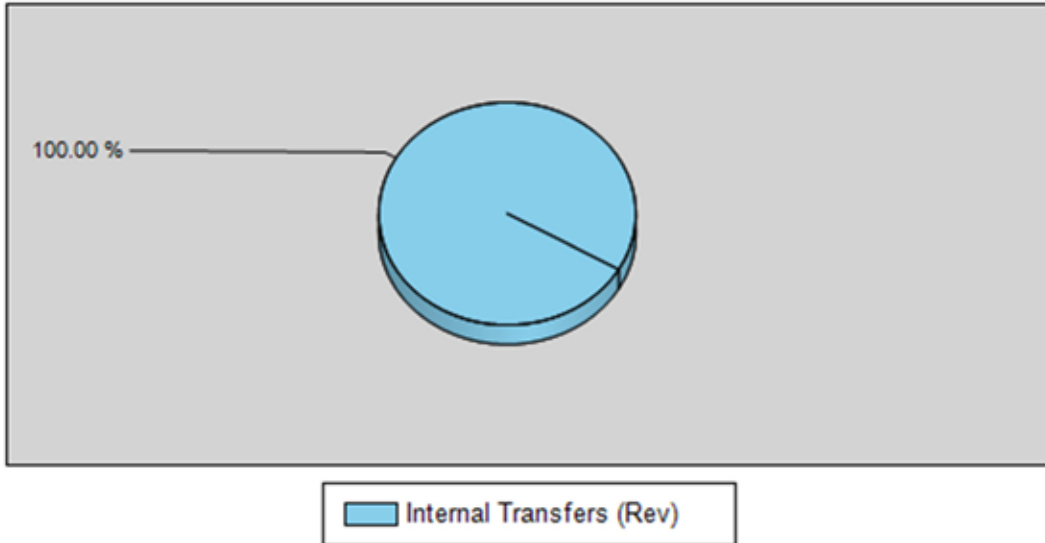
		2017	2018	2019	2020	2021
<b>Revenues</b>						
5075	Financial Stability Reserve	69,200	0	0	0	0
<b>Total Revenues</b>		69,200	0	0	0	0
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4010	Salaries - Exempt	206,885	211,023	215,243	219,548	223,939
4016	Salaries - Inside	51,219	52,244	53,289	54,354	55,441
4102	Benefits	62,242	63,487	64,756	66,051	67,372
4112	Mileage/Parking	350	357	364	371	379
4116	Conferences/Travel	5,300	5,406	5,514	5,624	5,737
4118	Membership Fees	1,200	1,224	1,248	1,273	1,299
4120	Training and Development	41,300	42,126	42,969	43,828	44,704
4204	Advertising	2,500	2,550	2,601	2,653	2,706
4214	Consulting	69,200	0	0	0	0
4216	Contracted Services	4,480	4,570	4,661	4,754	4,849
4218	Courier Service	60	61	62	64	65
4228	Printing	7,500	7,650	7,803	7,959	8,118
4304	Food and Beverage	4,300	4,386	4,474	4,563	4,654
4306	Fuel	500	510	520	531	541
4308	General Supplies	17,900	18,258	18,623	18,996	19,376
4310	Books/Publications	150	153	156	159	162
4364	Telecommunications	7,900	8,058	8,219	8,384	8,551
4418	Equipment	6,500	6,630	6,763	6,898	7,036
4810	Facility Rental	1,850	1,887	1,925	1,963	2,002
4814	Miscellaneous	2,450	2,499	2,549	2,600	2,652
4822	Repairs and Maintenance	4,000	4,080	4,162	4,245	4,330
4850	Recognition	4,500	4,590	4,682	4,775	4,871
4852	Licence Fees	4,200	4,284	4,370	4,457	4,546
<b>Total Expenditures</b>		506,486	446,032	454,952	464,051	473,332
<b>% Increase</b>			(11.94%)	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>(437,286)</b>	<b>(446,032)</b>	<b>(454,952)</b>	<b>(464,051)</b>	<b>(473,332)</b>



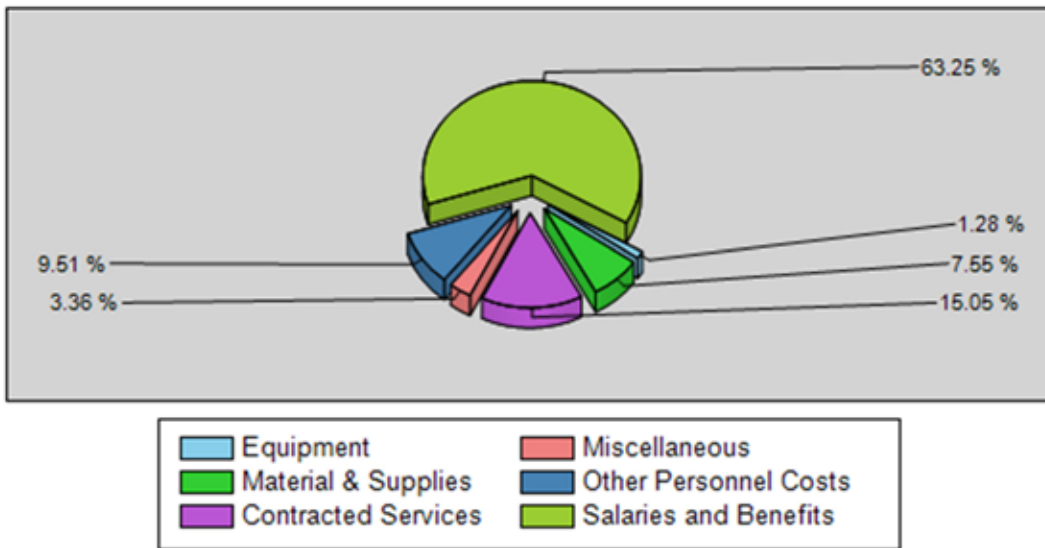
# Business Unit Summary with Service Areas

Service Area: *Emergency Management*

Revenues



Expenses





# CORPORATE Summary

The business units within the corporate category track costs and revenues that are not specific to an individual department including:

- Grants
- Taxation
- Insurance
- Debt
- Greater Victoria Public Library
- Reserves

## Budget Summary

2017 Approved Expenditures	48,529,641
2016 Approved Expenditures	47,360,722
Budget Change	1,168,919
Change by %	2.47%
2017 Approved Revenues	27,543,901
2016 Approved Revenues	27,068,228
Budget Change	475,673
Change by %	1.76%

## Corporate Revenues and Expenditures

### Payments of Lieu of taxes and Special Assessments

Federal and Provincial properties are exempt from paying property taxes, but must in some circumstances pay a grant in lieu of taxes.

### Fees and Interest

The City earns interest on invested funds, levies interest and penalties on outstanding property taxes, and levies penalties on outstanding business licences.

### Overhead Recoveries

The City allocates overhead costs, such as building maintenance, payroll services and accounting to the VicPD and underground utilities.

### Miscellaneous

The Miscellaneous category includes a number of revenues such as fees charged for tax certificates, bus shelter advertising, traffic fine and gas tax grants, and expenditures including external audit fees and insurance.

The City also cost shares the Capital Region Emergency Service Telecommunications that provides radios for the Victoria Fire Department and VicPD.

### Prior Year's Surplus

The City is required to have a balanced budget. A surplus is generated when expenditures are under budget and/or revenues are over budget. Each year, Council makes decisions for the use of the surplus in the following year.

### Contingencies

This budget includes a base contingency amount for unforeseen or emergency expenditures such as snow clearing or wind storms. Council authorizes any spending from this budget. This budget also includes an estimated allocation for any pending collective agreement increases.

### Transfer to VCC

The City provides funding related to the debt payments for the Crystal Garden expansion of the Victoria Conference Centre.

### Transfer to Reserve

Each year, the City transfers a portion of property tax revenue into reserves for future capital expenditures. Council makes annual decisions on the use of surplus; a portion of surplus is typically transferred to reserves. The City also allocates interest earned on funding held in reserves.

### Transfer to Capital Budget

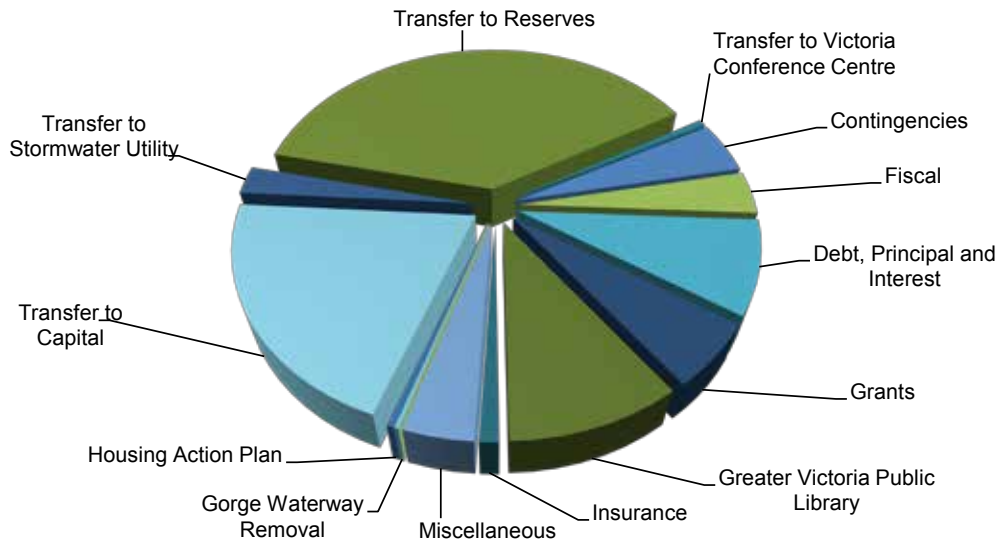
Each year, the City transfers a portion of property tax revenue to the capital budget to fund annual capital investment into infrastructure projects.

## CORPORATE

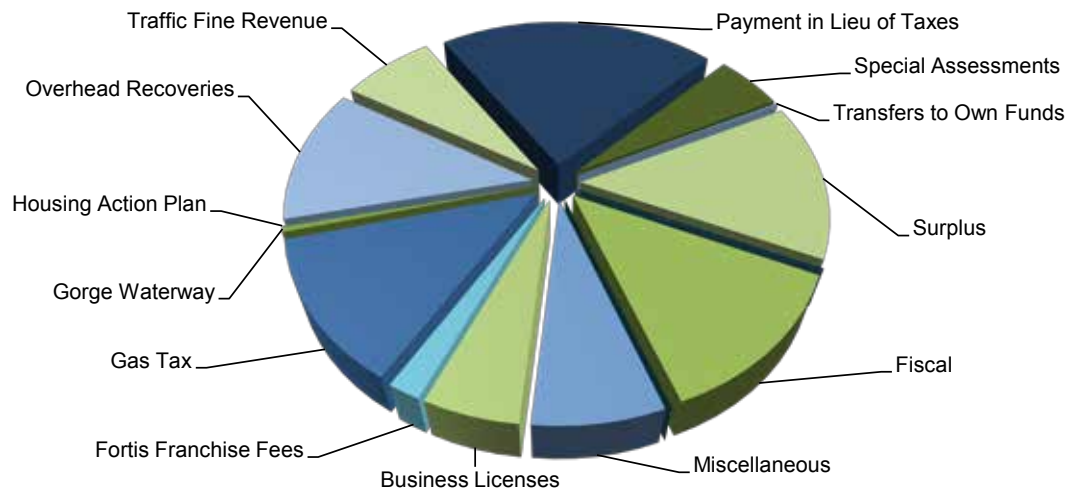
## Business Unit Summary

	2016 Budget	2017 Budget	Change	% Change
<b>Revenues</b>				
Fiscal	3,090,000	3,490,000	400,000	12.94%
Miscellaneous	1,976,775	1,981,500	4,725	0.24%
Business Licenses	1,365,000	1,450,000	85,000	6.23%
Fortis Franchise Fees	192,000	500,000	308,000	160.42%
Gas Tax	3,428,000	3,428,000	0	0.00%
Gorge Waterway	120,964	121,000	36	0.03%
Housing Action Plan	220,560	11,900	(208,660)	-94.60%
Overhead Recoveries	3,176,589	3,310,160	133,571	4.20%
Traffic Fine Revenue	2,183,000	1,973,000	(210,000)	-9.62%
UBCM	155,000	0	(155,000)	-100.00%
Payment in Lieu of Taxes	6,055,300	5,984,140	(71,160)	-1.18%
Special Assessments	1,453,000	1,432,000	(21,000)	-1.45%
Hotel Tax	1,800,000	0	(1,800,000)	-100.00%
Transfers to Own Funds	33,619	34,292	673	2.00%
Surplus	1,818,421	3,827,909	2,009,488	110.51%
<b>Total</b>	<b>27,068,228</b>	<b>27,543,901</b>	<b>475,673</b>	<b>1.76%</b>
<b>Expenditures</b>				
Contingencies	1,022,412	2,330,000	1,307,588	127.89%
Fiscal	1,470,000	1,910,000	440,000	29.93%
Debt, Principal and Interest	4,356,010	4,185,285	(170,725)	-3.92%
Grants	2,666,162	2,834,294	168,132	6.31%
Greater Victoria Public Library	4,731,042	4,879,695	148,653	3.14%
Insurance	504,110	543,800	39,690	7.87%
Miscellaneous	1,956,000	1,971,000	15,000	0.77%
Gorge Waterway	120,964	121,000	36	0.03%
Housing Action Plan	533,560	211,900	(321,660)	-60.29%
UBCM	155,000	0	(155,000)	-100.00%
Hotel Tax	1,800,000	0	(1,800,000)	-100.00%
Transfers to Own Funds				
Transfer to Capital	10,298,706	10,161,000	(137,706)	-1.34%
Transfer to Stormwater Utility	1,250,000	1,250,000	0	0.00%
Transfer to Reserves	17,251,755	18,886,667	1,634,912	9.48%
Transfer to Victoria Conference Centre	300,000	300,000	0	0.00%
Vehicles Depreciation Recovery	(1,055,000)	(1,055,000)	0	0.00%
<b>Total</b>	<b>47,360,722</b>	<b>48,529,641</b>	<b>1,168,919</b>	<b>2.47%</b>
<b>Net</b>	<b>20,292,494</b>	<b>20,985,740</b>	<b>693,246</b>	<b>3.42%</b>

## 2017 Expenditures



## 2017 Revenues



# Business Unit Summary with Service Areas

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## *Business Unit: 1350 - Property Taxes*

**Department:** Corporate                      **Budget Year:** 2017

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### **Overview:**

Property taxes is the City's main funding source for the majority of the services the City provides

# Business Unit Summary with Service Areas

---

## Business Unit: 1350 - Property Taxes

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3004	General Municipal	121,636,105	120,139,530	119,714,377	123,716,268	+ 3.34 %
3005	New Assessment	0	0	425,000	1,195,000	+ 181.18 %
<b>Total Revenues</b>		<b>121,636,105</b>	<b>120,139,530</b>	<b>120,139,377</b>	<b>124,911,268</b>	
<b>Net Total</b>		<b>121,636,105</b>	<b>120,139,530</b>	<b>120,139,377</b>	<b>124,911,268</b>	

# Business Unit Summary with Service Areas

## Business Unit: 1350 - Property Taxes

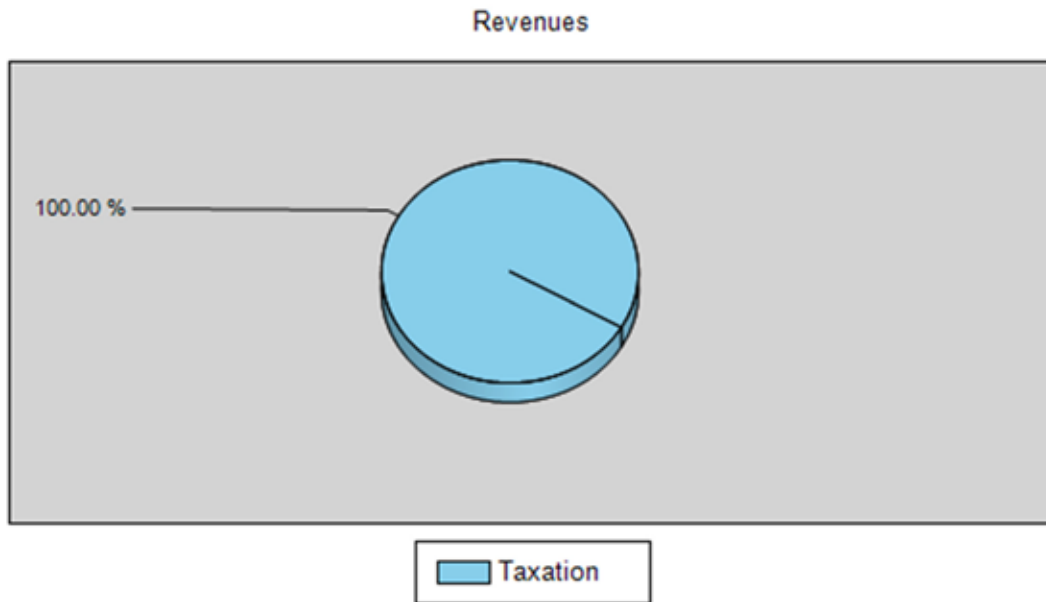
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3004	General Municipal	123,716,268	128,336,853	132,425,708	135,983,073	139,597,555
3005	New Assessment	1,195,000	1,344,667	500,000	500,000	500,000
<b>Total Revenues</b>		124,911,268	129,681,520	132,925,708	136,483,073	140,097,555
<b>% Increase</b>			3.82%	2.50%	2.68%	2.65%
<b>Net Total</b>		<b>124,911,268</b>	<b>129,681,520</b>	<b>132,925,708</b>	<b>136,483,073</b>	<b>140,097,555</b>



# Business Unit Summary with Service Areas

*Business Unit: 1350 - Property Taxes*



# Business Unit Summary with Service Areas

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## *Business Unit: 1450 - Payment in Lieu of Taxes*

**Department:** Corporate                      **Budget Year:** 2017

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### **Overview:**

Federal and Provincial properties are exempt from paying property taxes, but must in some circumstances pay a grant in lieu of taxes.

# Business Unit Summary with Service Areas

## *Business Unit: 1450 - Payment in Lieu of Taxes*

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3022	Federal Payments-in-lieu	1,351,124	1,298,242	1,351,000	1,297,000	- 4.00 %
3024	Pacific Pilotage	5,342	5,887	5,300	5,300	0.00 %
3032	Province of BC	3,738,179	3,643,815	3,832,000	3,755,840	- 1.99 %
3040	BC Housing	273,233	261,667	264,000	300,000	+ 13.64 %
3042	BC Hydro	483,199	540,363	483,000	510,000	+ 5.59 %
3048	ICBC	96,230	103,066	108,000	104,000	- 3.70 %
3052	CRD	11,739	11,500	12,000	12,000	0.00 %
<b>Total Revenues</b>		<b>5,959,045</b>	<b>5,864,539</b>	<b>6,055,300</b>	<b>5,984,140</b>	
<b>Net Total</b>		<b>5,959,045</b>	<b>5,864,539</b>	<b>6,055,300</b>	<b>5,984,140</b>	

# Business Unit Summary with Service Areas

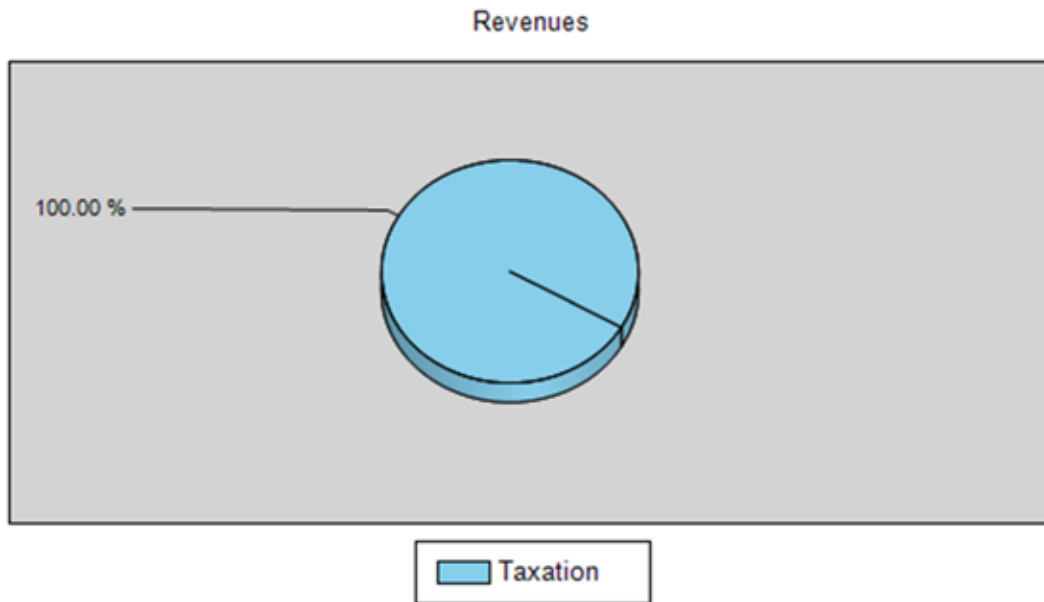
## Business Unit: 1450 - Payment in Lieu of Taxes

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3022	Federal Payments-in-lieu	1,297,000	1,322,944	1,349,400	1,376,389	1,403,916
3024	Pacific Pilotage	5,300	5,406	5,514	5,624	5,737
3032	Province of BC	3,755,840	3,830,957	3,907,576	3,985,727	4,065,442
3040	BC Housing	300,000	306,000	312,120	318,362	324,730
3042	BC Hydro	510,000	520,200	530,604	541,216	552,040
3048	ICBC	104,000	106,080	108,202	110,366	112,573
3052	CRD	12,000	12,240	12,485	12,734	12,989
<b>Total Revenues</b>		<b>5,984,140</b>	<b>6,103,827</b>	<b>6,225,900</b>	<b>6,350,419</b>	<b>6,477,427</b>
<b>% Increase</b>			2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>		<b>5,984,140</b>	<b>6,103,827</b>	<b>6,225,900</b>	<b>6,350,419</b>	<b>6,477,427</b>

# Business Unit Summary with Service Areas

*Business Unit: 1450 - Payment in Lieu of Taxes*



# Business Unit Summary with Service Areas

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## *Business Unit: 1500 - Special Assessments*

**Department:** Corporate                      **Budget Year:** 2017

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### **Overview:**

Legislation requires utility companies to pay the City 1% of their previous year's revenues. As well, legislation also allows an extra levy to be charged for "specified area improvements" to recover costs for those improvements. These levies are charged on properties that are part of that improvement area

# Business Unit Summary with Service Areas

## Business Unit: 1500 - Special Assessments

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3016	Specified Area Improvement	129,053	88,282	81,000	81,000	0.00 %
3019	VCC Retail Stores-Tax Portion	68,437	70,565	0	0	
3062	2% Hotel Tax	2,562,625	2,542,861	1,800,000	0	
3072	BC Hydro	727,661	739,036	728,000	728,000	0.00 %
3074	Cablevision	145,564	141,158	146,000	146,000	0.00 %
3076	FORTIS BC	321,408	293,026	321,000	300,000	- 6.54 %
3078	Telephone	177,053	172,381	177,000	177,000	0.00 %
<b>Total Revenues</b>		<b>4,131,799</b>	<b>4,047,308</b>	<b>3,253,000</b>	<b>1,432,000</b>	
<b>Expenditures</b>						
4626	Tourism	2,562,625	2,542,861	1,800,000	0	
<b>Total Expenditures</b>		<b>2,562,625</b>	<b>2,542,861</b>	<b>1,800,000</b>	<b>0</b>	
<b>Net Total</b>		<b>1,569,174</b>	<b>1,504,448</b>	<b>1,453,000</b>	<b>1,432,000</b>	

# Business Unit Summary with Service Areas

## Business Unit: 1500 - Special Assessments

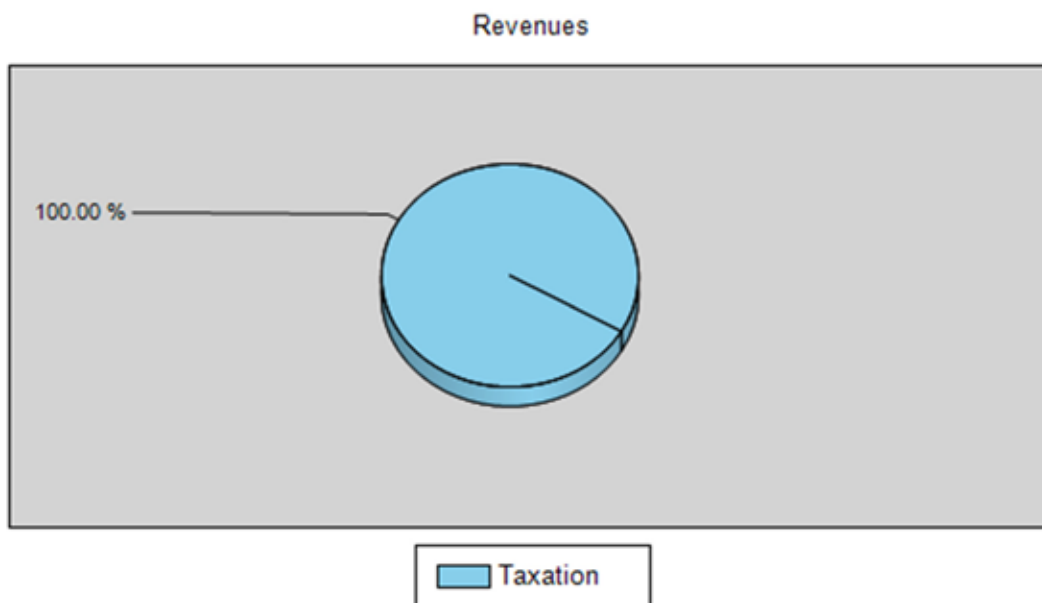
### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3016	Specified Area Improvement	81,000	81,000	81,000	81,000	81,000
3072	BC Hydro	728,000	742,560	757,411	772,559	788,011
3074	Cablevision	146,000	146,000	146,000	146,000	146,000
3076	FORTIS BC	300,000	300,000	300,000	300,000	300,000
3078	Telephone	177,000	177,000	177,000	177,000	177,000
<b>Total Revenues</b>		<b>1,432,000</b>	<b>1,446,560</b>	<b>1,461,411</b>	<b>1,476,559</b>	<b>1,492,011</b>
<b>% Increase</b>			1.02%	1.03%	1.04%	1.05%
<b>Net Total</b>		<b>1,432,000</b>	<b>1,446,560</b>	<b>1,461,411</b>	<b>1,476,559</b>	<b>1,492,011</b>



# Business Unit Summary with Service Areas

*Business Unit: 1500 - Special Assessments*



# Business Unit Summary with Service Areas

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## *Business Unit: 2210 - Insurance*

**Department:** Corporate                      **Budget Year:** 2017

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### **Overview:**

This business unit accounts for the cost of insurance premiums. Insurance is in place to ensure adequate liability and property insurance coverage for the City.

This business unit also tracks payments for claims against the City.

# Business Unit Summary with Service Areas

## Business Unit: 2210 - Insurance

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3274 Miscellaneous Fees	2,465	5,405	0	0	
3760 Grants	1,192	0	0	0	
<b>Total Revenues</b>	<b>3,657</b>	<b>5,405</b>	<b>0</b>	<b>0</b>	
<b>Expenditures</b>					
4216 Contracted Services	5,879	8,500	10,000	15,000	+ 50.00 %
4512 Insurance	790,715	783,027	861,800	878,250	+ 1.91 %
4806 Claims	354,610	538,228	250,000	250,000	0.00 %
4824 Recovery	(612,266)	(598,207)	(617,690)	(599,450)	- 2.95 %
<b>Total Expenditures</b>	<b>538,938</b>	<b>731,549</b>	<b>504,110</b>	<b>543,800</b>	
<b>Net Total</b>	<b>(535,281)</b>	<b>(726,144)</b>	<b>(504,110)</b>	<b>(543,800)</b>	

# Business Unit Summary with Service Areas

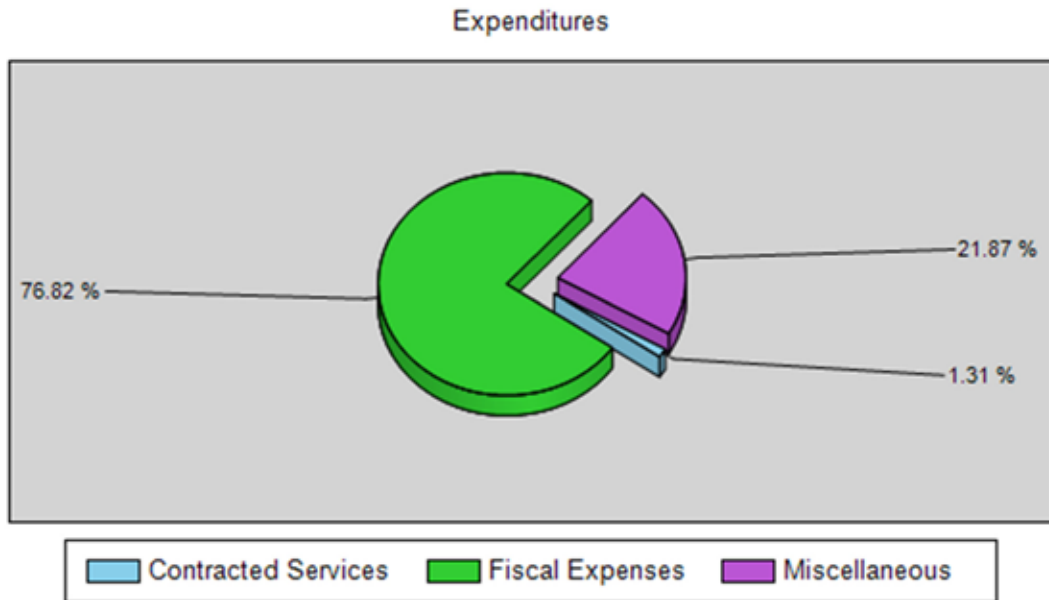
## Business Unit: 2210 - Insurance

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4216	Contracted Services	15,000	15,300	15,606	15,918	16,236
4512	Insurance	878,250	895,815	913,731	932,006	950,646
4806	Claims	250,000	250,000	250,000	250,000	250,000
4824	Recovery	(599,450)	(607,539)	(615,790)	(624,206)	(632,790)
<b>Total Expenditures</b>		<b>543,800</b>	<b>553,576</b>	<b>563,548</b>	<b>573,718</b>	<b>584,093</b>
<b>% Increase</b>			1.80%	1.80%	1.80%	1.81%
<b>Net Total</b>		<b>(543,800)</b>	<b>(553,576)</b>	<b>(563,548)</b>	<b>(573,718)</b>	<b>(584,093)</b>

# Business Unit Summary with Service Areas

Business Unit: 2210 - Insurance



# Business Unit Summary with Service Areas

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## *Business Unit: 2470 - Fiscal*

**Department:** Corporate                      **Budget Year:** 2017

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### **Overview:**

This business unit tracks revenues for investment interest, property tax interest and penalties, business licence penalties and expenses such as credit card discount fees and debt principal and interest payments.

The City invests operating funds as well as funds from reserves to generate investment income. The City is bound by strict legislation and can only invest in secure investments such as government bonds and the Municipal Finance Authority's pooled investment funds. The interest earned on investments using reserve funding is allocated to the reserve funds.

Penalties are levied if taxes and business licences are not paid on time.

Investment income earned on operational funding and revenue from penalties are used to lower the amount of taxes levied.

This business unit also tracks costs for premiums paid to credit card companies for accepting credit cards as a method of payment. In addition, it tracks debt principal and interest payments for capital project debt.

# Business Unit Summary with Service Areas

## Business Unit: 2470 - Fiscal

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change	
<b>Revenues</b>						
3704	5% Tax Sale Costs	1,398	0	0		
3710	Discounts Available	33,788	27,204	30,000	30,000	0.00 %
3715	Long Term Investment Int	91,781	0	0	0	
3716	Investment Interest	2,704,193	2,713,679	2,300,000	2,700,000	+ 17.39 %
3718	Property Tax Interest	137,163	115,921	125,000	125,000	0.00 %
3720	Property Tax Penalty	516,885	570,521	600,000	600,000	0.00 %
3721	Business Licence Penalty	33,675	21,275	30,000	30,000	0.00 %
3722	Service Charge - NSF Cheques	3,975	3,105	5,000	5,000	0.00 %
3724	Debt Sinking Fund Surplus	27,539	29,486	0	0	
3726	MFA Debt Cash Payout Rec	0	0	0	0	
<b>Total Revenues</b>		<b>3,550,398</b>	<b>3,481,191</b>	<b>3,090,000</b>	<b>3,490,000</b>	
<b>Expenditures</b>						
4504	Brokerage and Exchange	36,613	37,083	50,000	40,000	- 20.00 %
4508	Credit Card Discount Fees	149,236	137,154	100,000	150,000	+ 50.00 %
4510	Gains/losses on Foreign E	(41,686)	(23,057)	0	0	
4514	Interest - Short-term	7,504	3,157	10,000	10,000	0.00 %
4516	Interest - Debenture	1,992,501	1,953,736	2,142,976	2,105,476	- 1.75 %
4518	Interest - Prepaid Taxes	11,222	15,546	10,000	10,000	0.00 %
6020	Debt repayments	2,414,341	1,859,423	2,213,034	2,079,809	- 6.02 %
6099	Transfer To Reserve	1,910,653	1,806,633	1,300,000	1,700,000	+ 30.77 %
<b>Total Expenditures</b>		<b>6,480,384</b>	<b>5,789,676</b>	<b>5,826,010</b>	<b>6,095,285</b>	
<b>Net Total</b>		<b>(2,929,987)</b>	<b>(2,308,484)</b>	<b>(2,736,010)</b>	<b>(2,605,285)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2470 - Fiscal

### 5 Year Forecast:

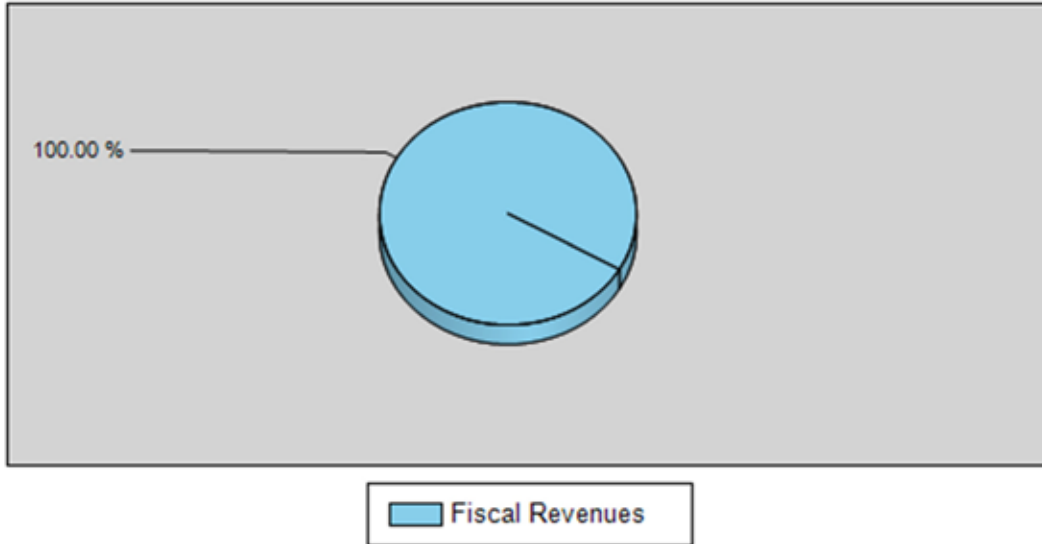
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3710	Discounts Available	30,000	30,000	30,000	30,000	30,000
3716	Investment Interest	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
3718	Property Tax Interest	125,000	125,000	125,000	125,000	125,000
3720	Property Tax Penalty	600,000	600,000	600,000	600,000	600,000
3721	Business Licence Penalty	30,000	30,000	30,000	30,000	30,000
3722	Service Charge - NSF Cheques	5,000	5,000	5,000	5,000	5,000
<b>Total Revenues</b>		<b>3,490,000</b>	<b>3,490,000</b>	<b>3,490,000</b>	<b>3,490,000</b>	<b>3,490,000</b>
<b>% Increase</b>			0.00%	0.00%	0.00%	0.00%
<b>Expenditures</b>						
4504	Brokerage and Exchange	40,000	40,000	40,000	40,000	40,000
4508	Credit Card Discount Fees	150,000	150,000	150,000	150,000	150,000
4514	Interest - Short-term	10,000	10,000	10,000	10,000	10,000
4516	Interest - Debenture	2,105,476	4,041,384	4,025,073	4,025,073	4,025,073
4518	Interest - Prepaid Taxes	10,000	10,000	10,000	10,000	10,000
6020	Debt repayments	2,079,809	3,786,199	3,802,510	3,802,510	3,802,510
6099	Transfer To Reserve	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
<b>Total Expenditures</b>		<b>6,095,285</b>	<b>9,737,583</b>	<b>9,737,583</b>	<b>9,737,583</b>	<b>9,737,583</b>
<b>% Increase</b>			59.76%	0.00%	0.00%	0.00%
<b>Net Total</b>		<b>(2,605,285)</b>	<b>(6,247,583)</b>	<b>(6,247,583)</b>	<b>(6,247,583)</b>	<b>(6,247,583)</b>



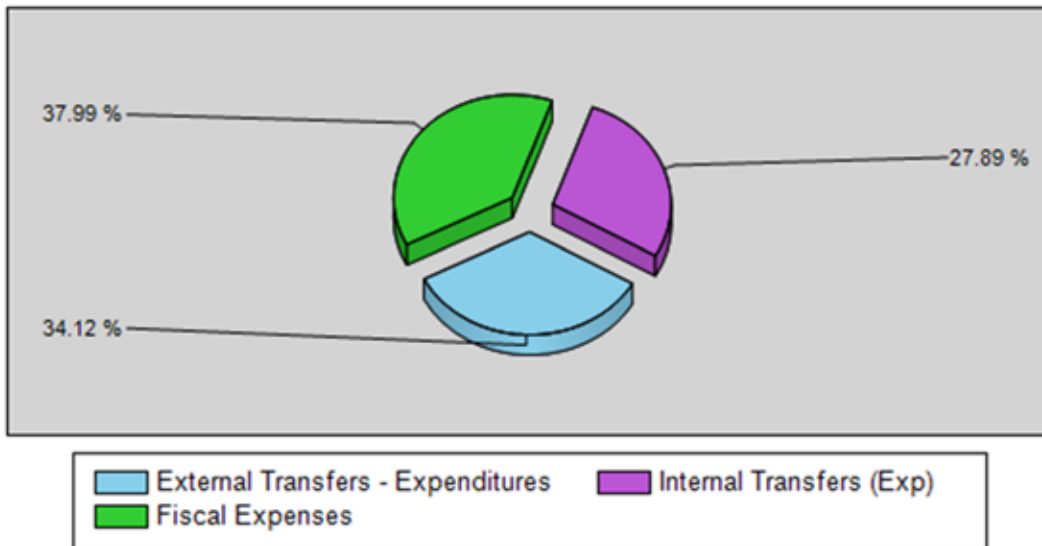
# Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

Revenues



Expenditures



# Business Unit Summary with Service Areas

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## *Business Unit: 2475 - Contingencies*

**Department:** Corporate                      **Budget Year:** 2017

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### **Overview:**

This budget includes a base contingency amount for unforeseen or emergency expenditures such as snow clearing or wind storms. Council authorizes, through Council motion, any spending from this budget.

This budget also includes estimates for pending salary and benefit increases; funding is allocated to the appropriate departmental business units upon settlement.

# Business Unit Summary with Service Areas

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## *Business Unit: 2475 - Contingencies*

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4808 Contingencies	0	0	1,022,412	2,330,000	+ 127.89 %
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>1,022,412</b>	<b>2,330,000</b>	
<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>(1,022,412)</b>	<b>(2,330,000)</b>	

# Business Unit Summary with Service Areas

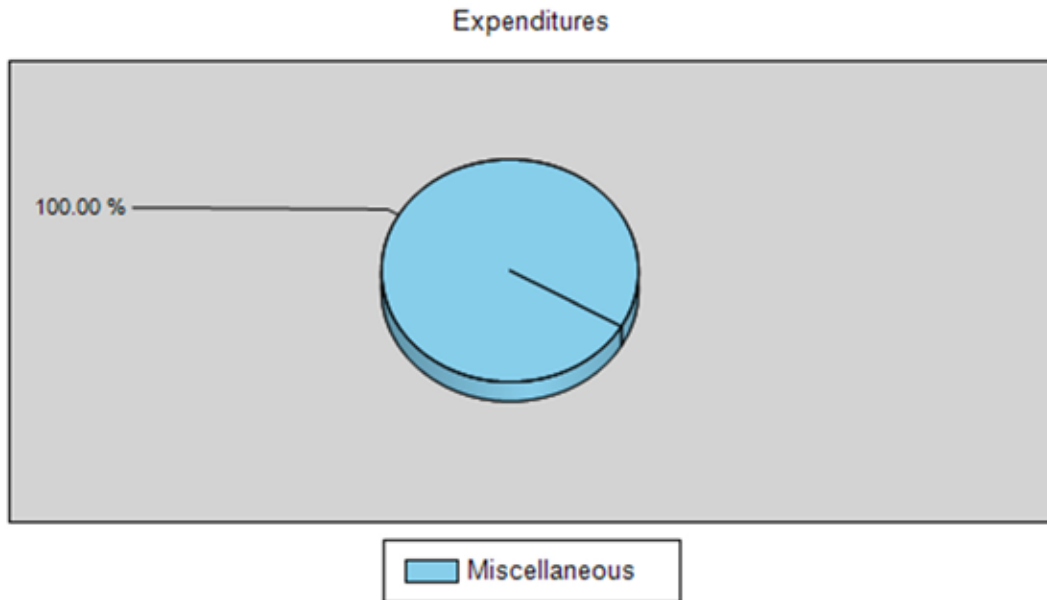
## *Business Unit: 2475 - Contingencies*

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4808 Contingencies	2,330,000	2,293,268	2,291,198	2,312,268	2,333,760
<b>Total Expenditures</b>	2,330,000	2,293,268	2,291,198	2,312,268	2,333,760
<b>% Increase</b>		(1.58%)	(0.09%)	0.92%	0.93%
<b>Net Total</b>	<b>(2,330,000)</b>	<b>(2,293,268)</b>	<b>(2,291,198)</b>	<b>(2,312,268)</b>	<b>(2,333,760)</b>

# Business Unit Summary with Service Areas

*Business Unit: 2475 - Contingencies*



# Business Unit Summary with Service Areas

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## *Business Unit: 2480 - Transfers to Own Funds*

**Department:** Corporate                      **Budget Year:** 2017

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### **Overview:**

The City budgets every year to transfer funding into reserve funds for future spending on capital infrastructure and equipment upgrades.

The City also transfers a portion of property tax funding to the capital budget for the current year's capital spending.

# Business Unit Summary with Service Areas

## Business Unit: 2480 - Transfers to Own Funds

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>					
3758 Cost-sharing	31,432	31,650	33,619	34,292	+ 2.00 %
5044 Surplus	2,888,482	1,818,421	1,818,421	3,827,909	+ 110.51 %
<b>Total Revenues</b>	<b>2,919,914</b>	<b>1,850,071</b>	<b>1,852,040</b>	<b>3,862,201</b>	
<b>Expenditures</b>					
4814 Miscellaneous	115,519	84,900	0	0	
4821 Recoveries and Services	(1,000,000)	(1,000,000)	(1,055,000)	(1,055,000)	0.00 %
6032 Transfer to Capital	12,927,242	10,298,706	10,298,706	10,161,000	- 1.34 %
6035 Transfer to Financial Stability Reserve	182,000	0	0	255,000	
6039 Transfer to VCC	469,530	300,000	300,000	300,000	0.00 %
6042 Buildings and Infrastructure	6,160,893	6,454,932	6,454,932	7,593,765	+ 17.64 %
6043 SOFMC Reserve	134,090	135,978	114,750	117,000	+ 1.96 %
6045 Trf to Climate Action Reserve	125,765	125,374	90,000	90,000	0.00 %
6046 Tax Sale Lands	77,388	50,000	50,000	50,000	0.00 %
6047 Trf to Debt Reduction Reserve	3,421,926	4,014,424	3,471,573	3,642,298	+ 4.92 %
6048 Affordable Housing	1,100,000	360,074	250,000	250,000	0.00 %
6050 HR & Fringe Ben Stabilization	100,000	100,000	100,000	100,000	0.00 %
6051 Gas Tax Reserve	3,316,307	3,427,988	3,428,000	3,428,000	0.00 %
6052 City Archives	928	280	0	0	
6054 Transfer to Stormwater Utility	0	1,250,000	1,250,000	1,250,000	0.00 %
6056 Public Art Reserve Fund	135,000	135,000	135,000	135,000	0.00 %
6057 Trf to Tree Conservation	68,053	36,015	0	0	
6062 Vehicle & Heavy Equipment	1,500,000	1,555,000	1,555,000	1,623,104	+ 4.38 %
6063 Specialty Equipment	1,602,500	1,602,500	1,602,500	1,602,500	0.00 %
6083 Downtown Core Area Public Real	40,576	96,313	0	0	
6084 Downtown Heritage Bldgs Seismic	2,500	65,438	0	0	
<b>Total Expenditures</b>	<b>30,480,216</b>	<b>29,092,920</b>	<b>28,045,461</b>	<b>29,542,667</b>	
<b>Net Total</b>	<b>(27,560,301)</b>	<b>(27,242,849)</b>	<b>(26,193,421)</b>	<b>(25,680,466)</b>	

# Business Unit Summary with Service Areas

## Business Unit: 2480 - Transfers to Own Funds

### 5 Year Forecast:

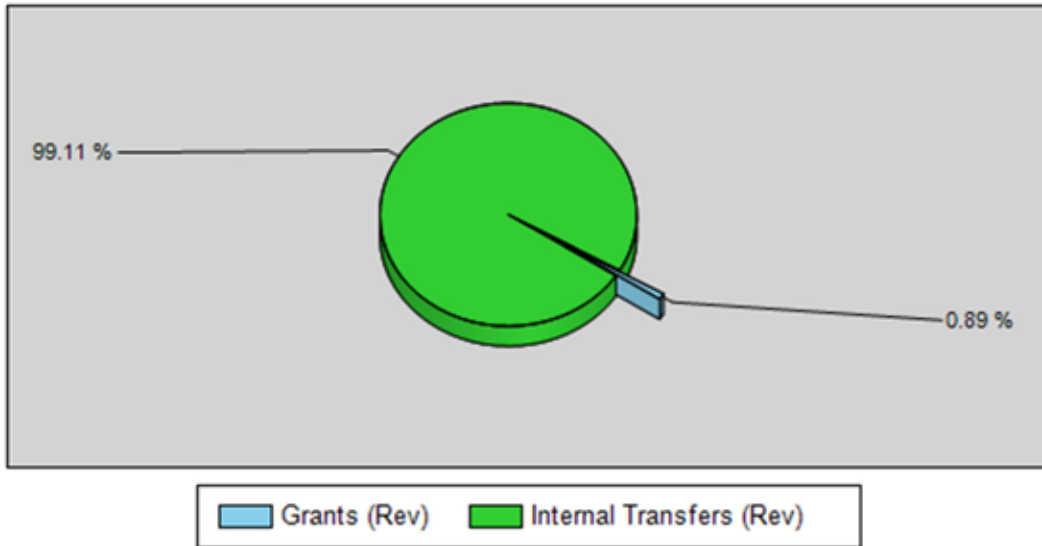
		2017	2018	2019	2020	2021
<b>Revenues</b>						
3758	Cost-sharing	34,292	34,978	35,677	36,391	37,119
5044	Surplus	3,827,909	0	0	0	0
<b>Total Revenues</b>		3,862,201	34,978	35,677	36,391	37,119
<b>% Increase</b>			(99.09%)	2.00%	2.00%	2.00%
<b>Expenditures</b>						
4821	Recoveries and Services	(1,055,000)	(1,055,000)	(1,055,000)	(1,055,000)	(1,055,000)
6032	Transfer to Capital	10,161,000	10,100,000	10,100,000	10,100,000	10,100,000
6035	Transfer to Financial Stability Reserve	255,000	0	0	0	0
6039	Transfer to VCC	300,000	300,000	300,000	300,000	300,000
6042	Buildings and Infrastructure	7,593,765	7,157,595	7,658,994	8,160,421	8,658,876
6043	SOFMC Reserve	117,000	119,340	121,727	124,161	126,645
6045	Trf to Climate Action Reserve	90,000	90,000	90,000	90,000	90,000
6046	Tax Sale Lands	50,000	50,000	50,000	50,000	50,000
6047	Trf to Debt Reduction Reserve	3,642,298	0	0	0	0
6048	Affordable Housing	250,000	250,000	250,000	250,000	250,000
6050	HR & Fringe Ben Stabilization	100,000	100,000	100,000	100,000	100,000
6051	Gas Tax Reserve	3,428,000	3,591,000	3,591,000	3,591,000	3,591,000
6054	Transfer to Stormwater Utility	1,250,000	1,275,000	1,300,500	1,326,510	1,353,040
6056	Public Art Reserve Fund	135,000	135,000	135,000	135,000	135,000
6062	Vehicle & Heavy Equipment	1,623,104	1,623,104	1,623,104	1,623,104	1,623,104
6063	Specialty Equipment	1,602,500	1,602,500	1,602,500	1,602,500	1,602,500
<b>Total Expenditures</b>		29,542,667	25,338,539	25,867,825	26,397,696	26,925,165
<b>% Increase</b>			(14.23%)	2.09%	2.05%	2.00%
<b>Net Total</b>		<b>(25,680,466)</b>	<b>(25,303,561)</b>	<b>(25,832,147)</b>	<b>(26,361,305)</b>	<b>(26,888,046)</b>



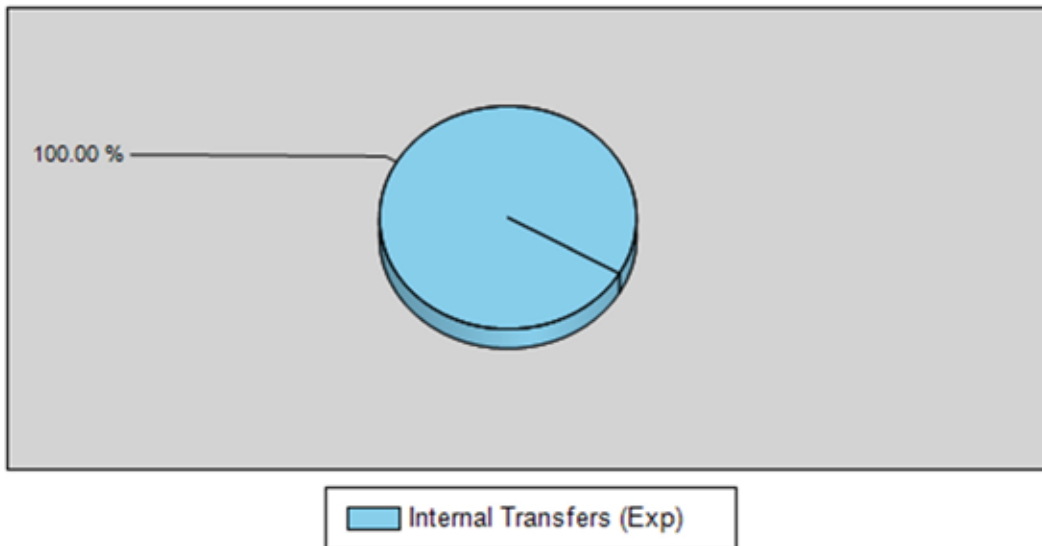
# Business Unit Summary with Service Areas

Business Unit: 2480 - Transfers to Own Funds

Revenues



Expenditures



# Business Unit Summary with Service Areas

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**Business Unit:** 5800 - Greater Vic. Public Library

**Department:** Corporate

**Budget Year:** 2017

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## Overview:

The City is one of ten member municipalities in the Greater Victoria Public Library system. Each member municipality pays a share of the library's operating costs using a formula that is based on each municipality's converted assessed property values and population. In addition, the City pays the majority of the facility costs of the downtown library facility since this is the main branch for the City. All other municipalities pay facility costs associated with any branch within their municipalities.

# Business Unit Summary with Service Areas

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## Business Unit: 5800 - Greater Vic. Public Library

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4812 Greater Victoria Public L	4,559,137	4,718,574	4,731,042	4,879,695	+ 3.14 %
<b>Total Expenditures</b>	<b>4,559,137</b>	<b>4,718,574</b>	<b>4,731,042</b>	<b>4,879,695</b>	
<b>Net Total</b>	<b>(4,559,137)</b>	<b>(4,718,574)</b>	<b>(4,731,042)</b>	<b>(4,879,695)</b>	

# Business Unit Summary with Service Areas

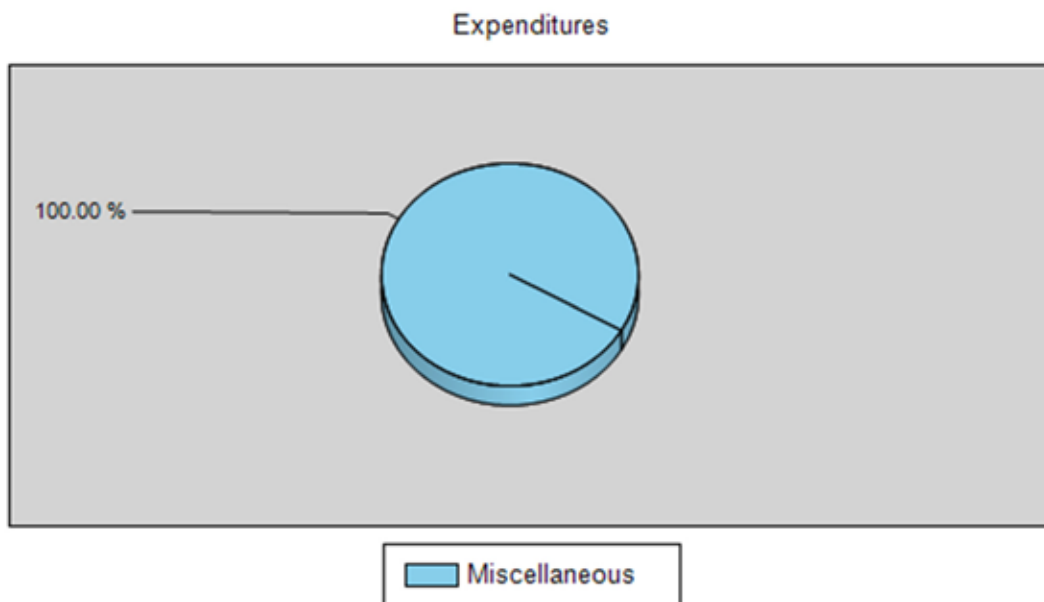
*Business Unit: 5800 - Greater Vic. Public Library*

**5 Year Forecast:**

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4812	Greater Victoria Public L	4,879,695	5,132,866	5,285,130	5,390,832	5,498,649
4816	Lease/Rental	0	232,000	236,640	241,373	246,200
<b>Total Expenditures</b>		4,879,695	5,364,866	5,521,770	5,632,205	5,744,849
<b>% Increase</b>			9.94%	2.92%	2.00%	2.00%
<b>Net Total</b>		<b>(4,879,695)</b>	<b>(5,364,866)</b>	<b>(5,521,770)</b>	<b>(5,632,205)</b>	<b>(5,744,849)</b>

# Business Unit Summary with Service Areas

*Business Unit: 5800 - Greater Vic. Public Library*



# Business Unit Summary with Service Areas

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**Service Area:** *Miscellaneous*

**Department:** Corporate

**Budget Year:** 2017

---

## **Overview:**

This business unit tracks revenues and expenditures that are not department-specific.

### Revenues:

Business licences, commercial vehicle licences, tax certificates, gas tax, arena operating agreement funding, overhead recoveries for utilities and police, bus shelter advertising, City's share of CREST revenues.

### Expenditures:

Consulting, external audit fees, tax appeals, City's share of CREST expenditures.

# Business Unit Summary with Service Areas

## Service Area: Miscellaneous

### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
3152	Business Licences	1,387,652	1,457,533	1,365,000	1,450,000	+ 6.23 %
3156	Commercial Vehicle Licen	38,018	37,230	37,000	37,000	0.00 %
3160	Miscellaneous Licences	12,710	12,085	11,000	11,000	0.00 %
3162	Portable Signs	1,645	870	7,000	1,500	- 78.57 %
3212	Liquor Licence Applicati	12,210	4,755	15,000	15,000	0.00 %
3230	Fees	928	280	3,000	3,000	0.00 %
3231	Work Order Y/E Adj	0	88	0	0	
3232	Administration	0	150	0	0	
3258	Rezoning - Hearing Fee	82,450	0	0	0	
3274	Miscellaneous Fees	245,430	198,721	300,000	300,000	0.00 %
3277	Bus Shelter Advertising	133,649	132,283	150,000	150,000	0.00 %
3279	Canada Day	201,175	198,100	200,000	200,000	0.00 %
3284	Tax Certificate	126,750	154,185	115,000	125,000	+ 8.70 %
3286	Banners	5,500	6,072	5,000	5,000	0.00 %
3295	Bonus Density	100,000	100,000	0	0	
3296	Downtown Core Area Public Real	40,576	96,313	0	0	
3297	Downtown Heritage Bldgs Seismic	2,500	65,438	0	0	
3298	Multipurpose Funding	572,255	543,958	621,375	622,500	+ 0.18 %
3354	Commission	1,703	1,986	0	0	
3355	Crest Levy	389,734	365,632	400,000	400,000	0.00 %
3448	Inventory and Equipment	42,704	35,648	65,000	65,000	0.00 %
3458	Print Sales	3,001	3,162	6,000	6,000	0.00 %
3472	Over/Under	(167)	(317)	0	0	
3486	Administration Fees	37,533	41,978	40,000	40,000	0.00 %
3496	Printing	637	217	500	500	0.00 %
3552	Capital Assets-Gain on Sale	114,177	73,940	0	0	
3754	Traffic Fine Revenue Sha	2,183,320	1,972,324	2,183,000	1,973,000	- 9.62 %
3761	Gas Tax	3,316,307	3,427,988	3,428,000	3,428,000	0.00 %
3763	Fortis	0	180,970	192,000	500,000	+ 160.42 %
5046	Water/Sewer Utility Recov	1,983,259	2,001,589	2,001,589	2,093,600	+ 4.60 %
5047	Police Corp Overhead Reco	780,000	800,000	780,000	800,000	+ 2.56 %
5049	VCC Recovery	60,000	60,000	60,000	60,000	0.00 %
5051	Stormwater Utility Corporate Overhead	335,000	335,000	335,000	356,560	+ 6.44 %
5055	Trf from Strat Obj Account	0	0	45,000	0	
5075	Financial Stability Reserve	0	0	451,524	132,900	- 70.57 %
5076	Strategic Plan Initiatives Reserve	143,532	0	0	0	
9011	Work Order Revenue	0	56,896	0	0	
<b>Total Revenues</b>		<b>12,354,188</b>	<b>12,365,071</b>	<b>12,816,988</b>	<b>12,775,560</b>	
<b>Expenditures</b>						
4010	Salaries - Exempt	164,219	53,566	0	0	

## Business Unit Summary with Service Areas

4014	Salaries - Outside	2,412	3,306	0	0	
4016	Salaries - Inside	1,009,804	1,034,288	0	0	
4102	Benefits	322,959	354,544	0	0	
4104	Benefits-Police	0	(224)	0	0	
4152	Recovery - Wages and Bene	(1,305,841)	(1,423,997)	0	0	
4206	Armoured Car Service	3,000	3,000	4,000	4,000	0.00 %
4214	Consulting	219,276	332,432	345,000	345,000	0.00 %
4216	Contracted Services	16,000	9,000	220,560	20,000	- 90.93 %
4230	Professional	83,458	65,478	65,000	65,000	0.00 %
4308	General Supplies	2,091	63,221	160,000	5,000	- 96.88 %
4814	Miscellaneous	468,027	293,622	300,000	350,000	+ 16.67 %
4815	Canada Day	201,175	198,100	200,000	200,000	0.00 %
4818	Inventory Adjustments	24,876	(16,524)	0	0	
4824	Recovery	(90,539)	(6,236)	0	0	
4826	Uncollectable A/R	80,481	237,881	32,000	32,000	0.00 %
4828	Tax Appeals	1,130,765	1,135,442	550,000	550,000	0.00 %
4830	Rounding Errors	0	(597)	0	0	
4866	CREST Levy	389,734	365,632	400,000	400,000	0.00 %
6035	Transfer to Financial Stability Reserve	296,564	66,863	55,000	0	
6065	Trf to Strat Objectives Acct	1,074,597	0	0	0	
9111	WO Inside Equipment Rent	20,856	594	0	0	
9121	WO Outside Equipment Ren	898	838	15,000	0	
9211	WO Regular Time	136,512	244,827	164,000	211,900	+ 29.21 %
9221	WO Overtime	0	1,147	0	0	
9311	WO Inventory Purchases	989	26,762	0	0	
9321	WO Outside Purchases	43,209	61,019	0	0	
9360	WO Utility-BC Hydro	0	13,233	0	0	
9411	WO Contracted Services	70,722	99,890	254,964	121,000	- 52.54 %
9421	WO Consulting Services	21,170	8,830	0	0	
9511	WO Gas	0	88	0	0	
<b>Total Expenditures</b>		<b>4,387,411</b>	<b>3,226,022</b>	<b>2,765,524</b>	<b>2,303,900</b>	
<b>Net Total</b>		<b>7,966,777</b>	<b>9,139,050</b>	<b>10,051,464</b>	<b>10,471,660</b>	



# Business Unit Summary with Service Areas

## Service Area: Miscellaneous

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Revenues</b>						
3152	Business Licences	1,450,000	1,451,840	1,453,577	1,455,349	1,457,156
3156	Commercial Vehicle Licen	37,000	37,000	37,000	37,000	37,000
3160	Miscellaneous Licences	11,000	11,000	11,000	11,000	11,000
3162	Portable Signs	1,500	1,500	1,500	1,500	1,500
3212	Liquor Licence Applicati	15,000	15,000	15,000	15,000	15,000
3230	Fees	3,000	3,000	3,000	3,000	3,000
3274	Miscellaneous Fees	300,000	300,000	300,000	300,000	300,000
3277	Bus Shelter Advertising	150,000	150,000	150,000	150,000	150,000
3279	Canada Day	200,000	200,000	200,000	200,000	200,000
3284	Tax Certificate	125,000	125,000	125,000	125,000	125,000
3286	Banners	5,000	5,000	5,000	5,000	5,000
3298	Multipurpose Funding	622,500	623,670	624,863	626,081	627,322
3355	Crest Levy	400,000	400,000	400,000	400,000	400,000
3448	Inventory and Equipment	65,000	65,000	65,000	65,000	65,000
3458	Print Sales	6,000	6,000	6,000	6,000	6,000
3486	Administration Fees	40,000	40,000	40,000	40,000	40,000
3496	Printing	500	500	500	500	500
3754	Traffic Fine Revenue Sha	1,973,000	1,973,000	1,973,000	1,973,000	1,973,000
3761	Gas Tax	3,428,000	3,591,000	3,591,000	3,591,000	3,591,000
3763	Fortis	500,000	500,000	500,000	500,000	500,000
5046	Water/Sewer Utility Recov	2,093,600	2,131,668	2,170,504	2,210,114	2,250,517
5047	Police Corp Overhead Reco	800,000	800,000	800,000	800,000	800,000
5049	VCC Recovery	60,000	60,000	60,000	60,000	60,000
5051	Stormwater Utility Corporate Overhead	356,560	363,691	370,965	378,384	385,952
5075	Financial Stability Reserve	132,900	0	0	0	0
<b>Total Revenues</b>		<b>12,775,560</b>	<b>12,853,869</b>	<b>12,902,910</b>	<b>12,952,928</b>	<b>13,003,947</b>
<b>% Increase</b>			0.61%	0.38%	0.39%	0.39%
<b>Expenditures</b>						
4206	Armoured Car Service	4,000	4,080	4,162	4,245	4,330
4214	Consulting	345,000	352,000	359,040	366,221	373,545
4216	Contracted Services	20,000	0	0	0	0
4230	Professional	65,000	66,300	67,626	68,979	70,358
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4814	Miscellaneous	350,000	300,000	300,000	300,000	300,000
4815	Canada Day	200,000	200,000	200,000	200,000	200,000
4826	Uncollectable A/R	32,000	32,000	32,000	32,000	32,000

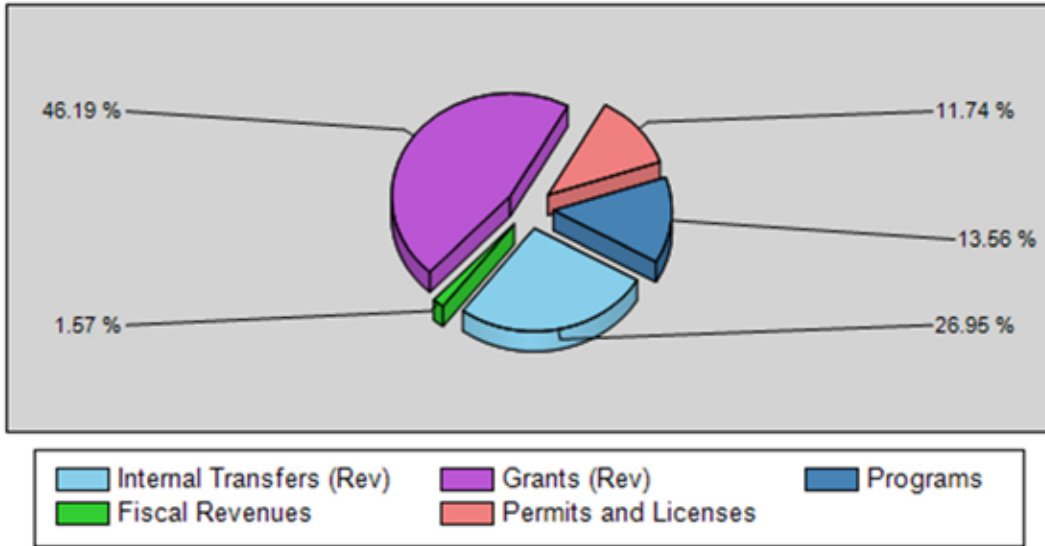
## Business Unit Summary with Service Areas

4828	Tax Appeals	550,000	550,000	550,000	550,000	550,000
4866	CREST Levy	400,000	400,000	400,000	400,000	400,000
9211	WO Regular Time	211,900	0	0	0	0
9411	WO Contracted Services	121,000	0	0	0	0
<b>Total Expenditures</b>		2,303,900	1,909,480	1,918,030	1,926,750	1,935,645
<b>% Increase</b>			(17.12%)	0.45%	0.45%	0.46%
<b>Net Total</b>		<b>10,471,660</b>	<b>10,944,389</b>	<b>10,984,880</b>	<b>11,026,178</b>	<b>11,068,302</b>

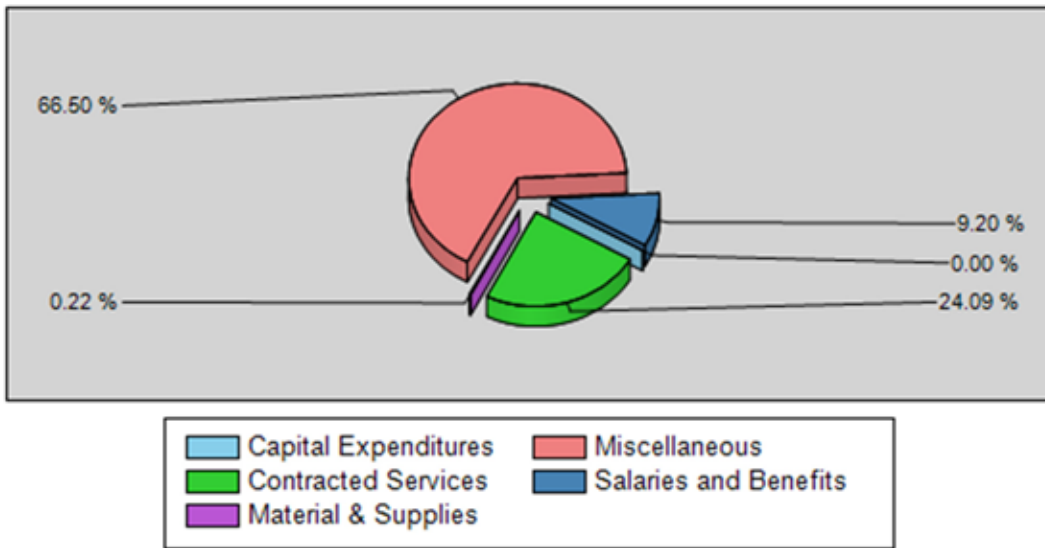
# Business Unit Summary with Service Areas

Service Area: Miscellaneous

Revenues



Expenses



# Business Unit Summary with Service Areas

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## *Service Area: Direct Award Grants*

**Department:** Grants

**Budget Year:** 2017

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### **Overview:**

The City provides support to a number of non-profit organizations in the form of cash grants.

Direct-Award grants are grants paid to organizations that deliver a service on behalf of the City on an ongoing basis, including organizations that operate a City-owned facility.

These grants are awarded annually by Council without a competitive process; annual reporting back to the City is required.

Direct-award grants include:

- Operating, youth programming and youth outreach grants to community and seniors centres
- Per capita grants to each neighbourhood
- Grants to Victoria Civic Heritage Trust and Victoria Heritage Foundation
- Grant to Recreation Integration Victoria
- Grant to Victoria Youth Council

## Business Unit Summary with Service Areas

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### Service Area: Direct Award Grants

#### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>						
4608	Building Incentive	420,000	420,000	420,000	420,000	0.00 %
4618	Per Capita Base	60,011	60,011	60,011	60,011	0.00 %
4620	Operating	894,974	926,019	925,316	944,327	+ 2.05 %
4622	Youth Programming	56,441	57,120	57,120	58,261	+ 2.00 %
4632	Youth Outreach	25,000	25,000	25,000	25,000	0.00 %
4638	Lease Grants	122,389	122,389	122,389	165,589	0.00 %
4822	Repairs and Maintenance	155,350	187,598	212,615	198,906	- 6.45 %
<b>Total Expenditures</b>		<b>1,734,165</b>	<b>1,798,137</b>	<b>1,822,451</b>	<b>1,872,094</b>	
<b>Net Total</b>		<b>(1,734,165)</b>	<b>(1,798,137)</b>	<b>(1,822,451)</b>	<b>(1,872,094)</b>	

# Business Unit Summary with Service Areas

## Service Area: Direct Award Grants

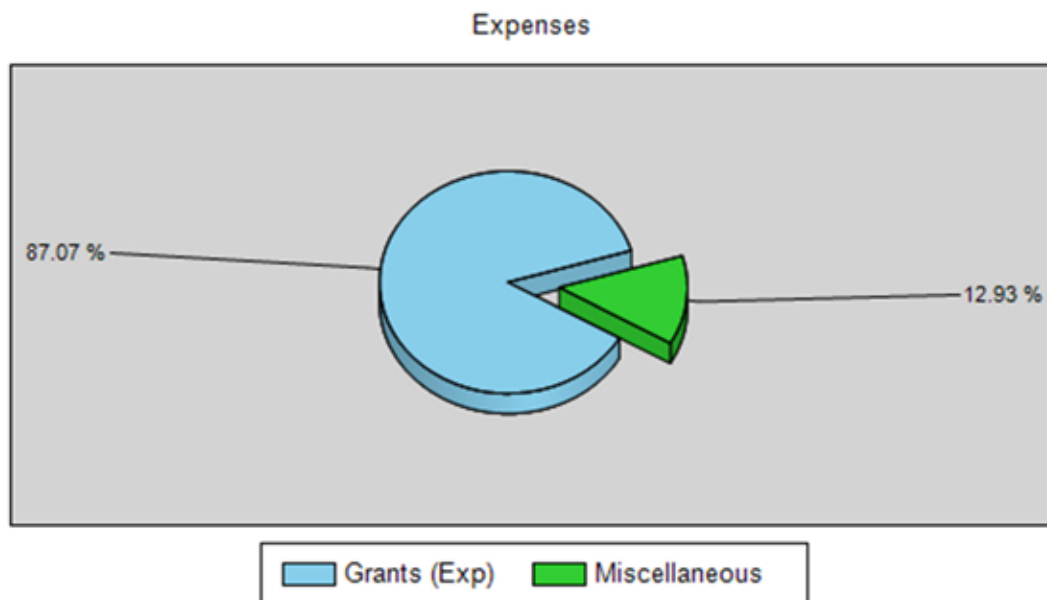
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4608 Building Incentive	420,000	420,000	420,000	420,000	420,000
4618 Per Capita Base	60,011	60,011	60,011	60,011	60,011
4620 Operating	944,327	962,673	981,386	1,000,473	1,019,942
4622 Youth Programming	58,261	59,426	60,615	61,827	63,064
4632 Youth Outreach	25,000	25,000	25,000	25,000	25,000
4638 Lease Grants	165,589	165,589	165,589	165,589	165,589
4822 Repairs and Maintenance	198,906	202,274	206,220	210,244	214,349
<b>Total Expenditures</b>	<b>1,872,094</b>	<b>1,894,973</b>	<b>1,918,820</b>	<b>1,943,144</b>	<b>1,967,955</b>
<b>% Increase</b>		1.22%	1.26%	1.27%	1.28%
<b>Net Total</b>	<b>(1,872,094)</b>	<b>(1,894,973)</b>	<b>(1,918,820)</b>	<b>(1,943,144)</b>	<b>(1,967,955)</b>

# Business Unit Summary with Service Areas

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Service Area: Direct Award Grants



# Business Unit Summary with Service Areas

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## *Service Area: Strategic Plan Grants*

**Department:** Grants

**Budget Year:** 2017

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### **Overview:**

Strategic Plan Grants are awarded annually by Council through a competitive process and are for eligible organizations working on a project or program that supports the actions and outcomes of the City of Victoria's 2015-2018 Strategic Plan Objectives.

### **Deliverables:**

- Support not-for-profit organizations serving the City of Victoria
- Enhance the quality of life for residents, businesses and visitors
- Deliver services on behalf of the City



# Business Unit Summary with Service Areas

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## Service Area: Strategic Plan Grants

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4641 Strategic Plan Grants	601,908	540,000	540,000	540,000	
<b>Total Expenditures</b>	<b>601,908</b>	<b>540,000</b>	<b>540,000</b>	<b>540,000</b>	
<b>Net Total</b>	<b>(601,908)</b>	<b>(540,000)</b>	<b>(540,000)</b>	<b>(540,000)</b>	

# Business Unit Summary with Service Areas

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## Service Area: Strategic Plan Grants

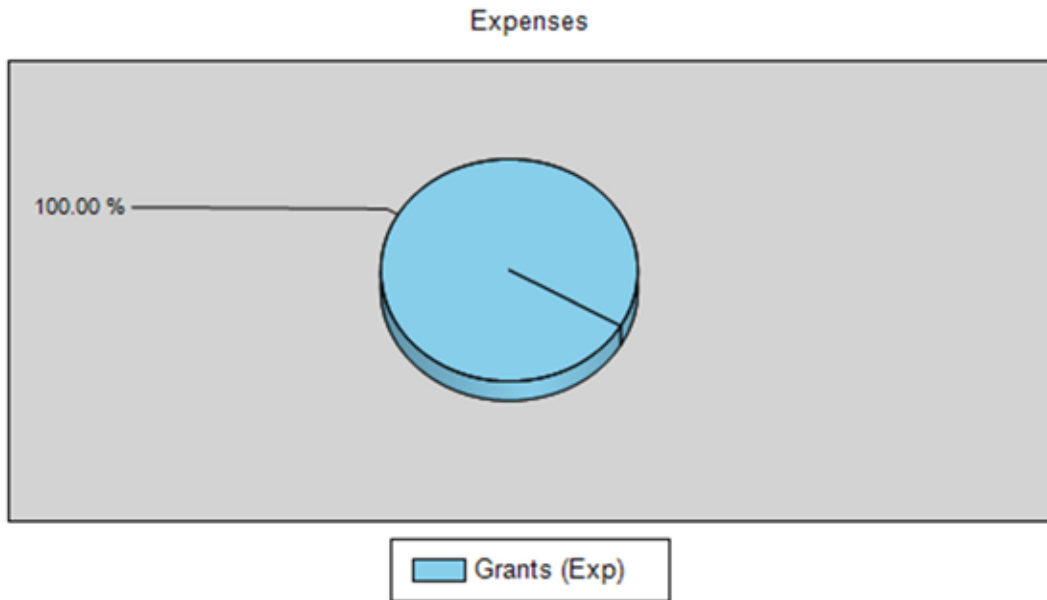
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4641 Strategic Plan Grants	540,000	540,000	540,000	540,000	540,000
<b>Total Expenditures</b>	540,000	540,000	540,000	540,000	540,000
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(540,000)</b>	<b>(540,000)</b>	<b>(540,000)</b>	<b>(540,000)</b>	<b>(540,000)</b>

# Business Unit Summary with Service Areas

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Service Area: Strategic Plan Grants



# Business Unit Summary with Service Areas

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## **Service Area: Grants**

**Department:** Grants

**Budget Year:** 2017

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### **Overview:**

This grant service area is for one time Council directive/initiatives and approved supplementary requests.

### **Deliverables:**

The objectives are:

- Support not-for-profit organizations serving the City of Victoria
- Enhance the quality of life for residents, businesses and visitors
- Deliver services on behalf of the City

## Business Unit Summary with Service Areas

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### Service Area: Grants

#### Changes to Service Area:

Account	Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Revenues</b>						
5055	Trf from Strat Obj Account	0	900	900	0	
5066	City Housing Reserve	543,725	192,000	0	0	
5067	Secondary Suites	10,000	20,000	0	0	
<b>Total Revenues</b>		<b>553,725</b>	<b>212,900</b>	<b>900</b>	<b>0</b>	
<b>Expenditures</b>						
4638	Miscellaneous Grants	656,878	221,025	900	111,200	
4639	Coalition To End Homeless	100,000	100,000	100,000	100,000	
<b>Total Expenditures</b>		<b>756,878</b>	<b>321,025</b>	<b>100,900</b>	<b>211,200</b>	
<b>Net Total</b>		<b>(203,153)</b>	<b>(108,125)</b>	<b>(100,000)</b>	<b>(211,200)</b>	

# Business Unit Summary with Service Areas

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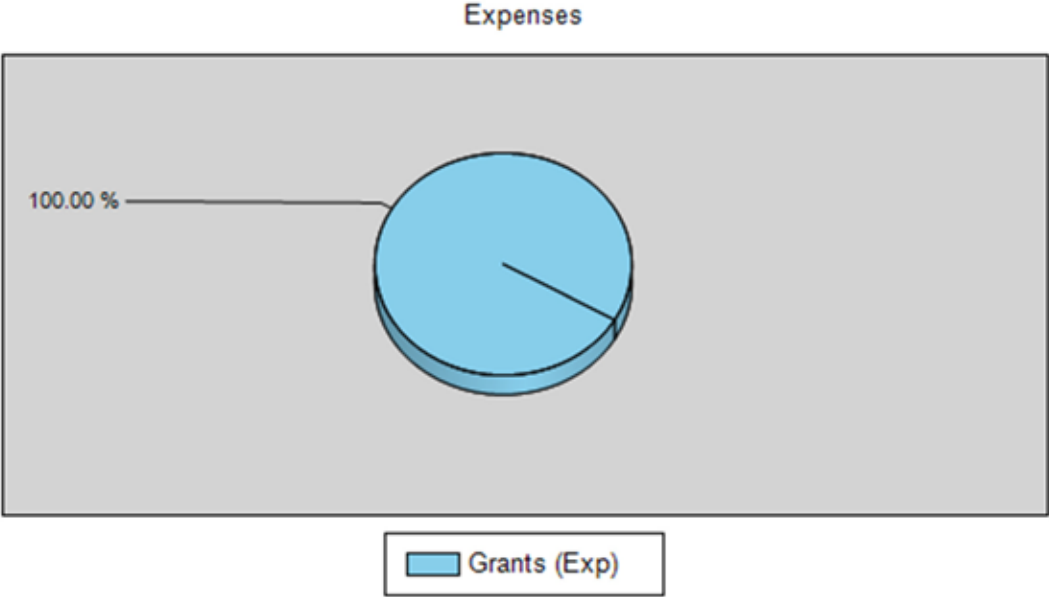
## Service Area: Grants

### 5 Year Forecast:

		2017	2018	2019	2020	2021
<b>Expenditures</b>						
4638	Miscellaneous Grants	111,200	0	0	0	0
4639	Coalition to End Homeless	100,000	100,000	100,000	100,000	100,000
<b>Total Expenditures</b>		211,200	100,000	100,000	100,000	100,000
<b>% Increase</b>			(100.00%)	0.00%	0.00%	0.00%
<b>Net Total</b>		<b>(211,200)</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>(100,000)</b>

# Business Unit Summary with Service Areas

Service Area: Grants



# Business Unit Summary with Service Areas

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## *Service Area: Festival Investment Grants*

**Department:** Grants

**Budget Year:** 2017

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### **Overview:**

The purpose of the grant program is to provide cash and city services support for the specific costs associated with the presentation of festivals and celebrations in the City of Victoria.

The City of Victoria recognizes that local, regional, national and international events of all types have an important role to play in contributing to improved quality of life of Victoria residents. Community-based festivals and celebration reflect the vibrant, distinct and diverse character of Victoria and its residents. Events offer opportunities to create economic, social, health and community benefits. The Festival Investment Grant program is designed to provide support to organizations producing festivals and celebrations that will deliver significant economic impact, vitality and vibrancy within the City of Victoria, particularly the downtown core.

The program is comprised of four funding streams. Please contact the City grant administrator for more information regarding the appropriate funding stream.

#### Community Celebration Grants

The purpose of this funding stream is to assist community celebrations with the production of one day celebratory events within the City of Victoria. These events are often run and organized by volunteer non-profit boards and involve a broad base of support from the local community.

#### New Festival Grants

The purpose of the New Festival Grant stream is to provide support to new events in their first year and stability through the developmental years 2 – 5. The applications for this grant program are required to provide evidence of sponsors, audience identification, a marketing plan and a detailed budget. Applicants are required to identify the target market for the new festival, articulate the expected positive impacts and describe how it fits with the objectives for funding under the program.

#### Established Festival Grants

The purpose is to provide financial assistance to established festivals to produce a multi-day event in the City of Victoria. Applicants must have a demonstrated consistent track record of achievement for a successive five year period. Managing organizations must have a solid organizational structure, long-term financial stability and an artistically produced program.

#### Signature Festival Grants

The purpose of the Signature event program is to showcase the City as a great place to live, work, play, and do business. The term “signature event” is used to describe an organized note-worthy event designed for a definite purpose or occasion that is free and open to the general public, and which generates 15,000 + visitors each day. Festivals and events that create jobs, attract tourists, stimulate local economies and provide entertaining activities for citizens across the Capital region would be suitable applicants in this funding stream.



# Business Unit Summary with Service Areas

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## Service Area: Festival Investment Grants

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4614 Festival Investment	148,925	166,300	167,200	169,000	+ 1.08 %
<b>Total Expenditures</b>	<b>148,925</b>	<b>166,300</b>	<b>167,200</b>	<b>169,000</b>	
<b>Net Total</b>	<b>(148,925)</b>	<b>(166,300)</b>	<b>(167,200)</b>	<b>(169,000)</b>	

# Business Unit Summary with Service Areas

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## Service Area: Festival Investment Grants

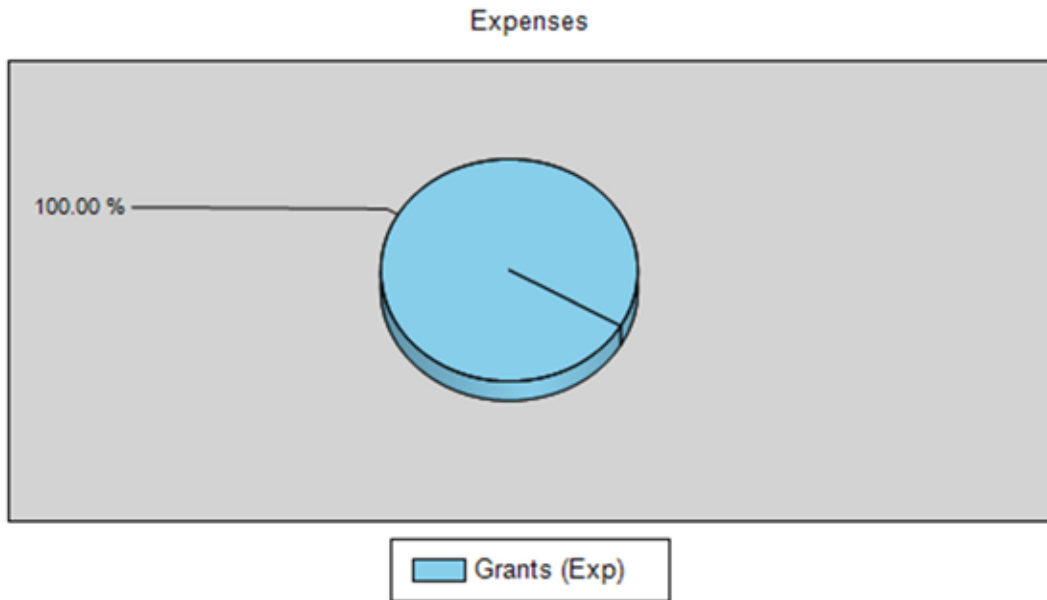
### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4614 Festival Investment	169,000	172,380	175,828	179,344	182,931
<b>Total Expenditures</b>	169,000	172,380	175,828	179,344	182,931
<b>% Increase</b>		2.00%	2.00%	2.00%	2.00%
<b>Net Total</b>	<b>(169,000)</b>	<b>(172,380)</b>	<b>(175,828)</b>	<b>(179,344)</b>	<b>(182,931)</b>

# Business Unit Summary with Service Areas

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Service Area: Festival Investment Grants



# Business Unit Summary with Service Areas

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## *Service Area: Community Garden Volunteer Coordinator Grants*

**Department:** Grants

**Budget Year:** 2017

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### **Overview:**

The purpose of this grant is to hire a programmer that will be responsible for coordinating volunteer activities in community gardens with food production as a primary focus. The total funding available is for neighbourhoods that have community gardens with food production.

The neighbourhoods that have existing gardens with food production and therefore are eligible to apply include:

- Vic West
- Fairfield-Gonzales
- Fernwood
- Burnside-Gorge
- James Bay
- Hillside-Quadra
- Downtown

Other neighbourhoods that would like to establish a community garden with food production under the Community Garden Policy, are eligible to apply once the garden has been established.

To be eligible for the funding the following criteria must be met:

- A community or neighbourhood association
- Responsible for managing a community garden which includes commons gardens, allotment gardens and community orchards
- An agreement with the City for the management of the garden or be on City lands
- Funding for an individual to coordinate volunteers
- One application per eligible neighbourhood is preferred

Ineligible expenses:

- Materials and supplies
- Equipment
- On-going operating costs (e.g. water)

# Business Unit Summary with Service Areas

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## Service Area: Community Garden Volunteer Coordinator Grants

### Changes to Service Area:

Account Description	December 31, 2015 Actual	December 31, 2016 Actual	2016 Budget	2017 Budget	Percent Change
<b>Expenditures</b>					
4619 Community Garden Volunteers	36,000	36,000	36,000	42,000	+ 16.67 %
<b>Total Expenditures</b>	<b>36,000</b>	<b>36,000</b>	<b>36,000</b>	<b>42,000</b>	
<b>Net Total</b>	<b>(36,000)</b>	<b>(36,000)</b>	<b>(36,000)</b>	<b>(42,000)</b>	

# Business Unit Summary with Service Areas

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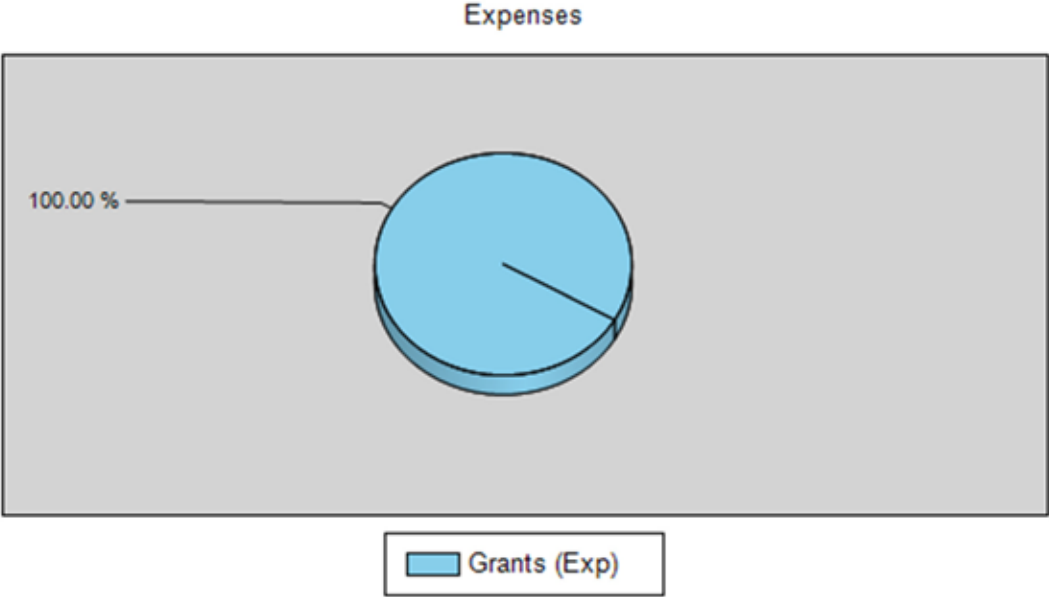
## Service Area: Community Garden Volunteer Coordinator Grants

### 5 Year Forecast:

	2017	2018	2019	2020	2021
<b>Expenditures</b>					
4619 Community Garden Volunteers	42,000	42,000	42,000	42,000	42,000
<b>Total Expenditures</b>	42,000	42,000	42,000	42,000	42,000
<b>% Increase</b>		0.00%	0.00%	0.00%	0.00%
<b>Net Total</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>(42,000)</b>

# Business Unit Summary with Service Areas

Service Area: Community Garden Volunteer Coordinator Grants



# CAPITAL BUDGET

## Summary

Project Name	2017	2018	2019	2020	2021	2022 – 2036	Total
<b>Active Transportation</b>							
Pedestrian Master Plan Implementation	551,000	564,000	371,000	378,000	386,000	6,815,000	9,065,000
Bicycle Master Plan Implementation	4,678,000	2,608,000	0	0	0	0	7,286,000
Bus Shelter Installation	28,000	29,000	30,000	31,000	32,000	600,000	750,000
Crosswalk Installations/Upgrades	455,000	200,000	115,000	117,000	119,000	2,103,000	3,109,000
Wharf Street Revitalization	0	0	1,000,000	1,000,000	0	0	2,000,000
Pathway Upgrades	538,000	153,000	156,000	159,000	162,000	2,864,000	4,032,000
Brickwork Rehabilitation – Malls and Squares	47,000	0	0	0	0	0	47,000
David Foster Harbour Pathway	5,136,000	TBD	0	0	0	0	5,136,000
Douglas Street Bus Lanes Phase 2B	2,100,000	0	0	0	0	0	2,100,000
	<b>13,533,000</b>	<b>3,554,000</b>	<b>1,672,000</b>	<b>1,685,000</b>	<b>699,000</b>	<b>12,382,000</b>	<b>33,525,000</b>
<b>Complete Streets</b>							
Major Street Rehabilitation	1,567,000	1,500,000	1,224,000	1,249,000	1,274,000	22,513,000	29,327,000
Belleville Street	3,133,000	0	0	0	0	0	3,133,000
Local Street Rehabilitation	1,140,000	1,060,000	1,183,000	1,207,000	1,231,000	21,710,000	27,531,000
	<b>5,840,000</b>	<b>2,560,000</b>	<b>2,407,000</b>	<b>2,456,000</b>	<b>2,505,000</b>	<b>44,223,000</b>	<b>59,991,000</b>
<b>Neighbourhoods</b>							
Great Neighbourhoods	125,000	127,000	129,000	131,000	133,000	2,435,000	3,080,000
Participatory Budgeting	60,000	61,000	62,000	63,000	64,000	1,090,000	1,400,000
Wayfinding	127,000	102,000	0	0	0	0	229,000
Seasonal Animation	26,000	27,000	28,000	29,000	30,000	570,000	710,000
	<b>338,000</b>	<b>317,000</b>	<b>219,000</b>	<b>223,000</b>	<b>227,000</b>	<b>4,095,000</b>	<b>5,419,000</b>
<b>Parks</b>							
Central Park Improvements	56,000	0	0	0	0	0	56,000
Hollywood Park Improvements	165,000	0	0	0	0	0	165,000
Outdoor Sport Court Improvement Program	75,000	0	0	0	0	0	75,000
Park Furnishing Replacement Program	85,000	0	0	0	0	0	85,000
Raynor Park Improvements	205,000	0	0	0	0	0	205,000
Topaz Park Improvement Plan	200,000	0	0	0	0	0	200,000
Vic West Park Improvements	198,000	TBD	0	0	0	0	198,000
Centennial Square Temporary Moveable Play Features	65,000	0	0	0	0	0	65,000
Burnside Gorge – New Park	988,000	0	0	0	0	0	988,000
Beacon Hill Park Streetlight Poles	12,000	0	0	0	0	0	12,000
	<b>2,049,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,049,000</b>



# CAPITAL BUDGET Summary

Project Name	2017	2018	2019	2020	2021	2022–2036	Total
<b>Street Infrastructure</b>							
LED Signal Head/Ped Countdown Signal/ Audible Ped Signal Installation	33,000	34,000	35,000	36,000	37,000	675,000	850,000
Electrical Kiosk Replacement	20,000	20,000	20,000	20,000	20,000	300,000	400,000
New Traffic Safety Upgrades and Installations	78,000	62,000	63,000	64,000	65,000	1,169,000	1,501,000
Street Light Poles and Arms	344,000	215,000	230,000	223,000	227,000	4,177,000	5,416,000
Traffic Controller Replacement Program	267,000	254,000	260,000	210,000	214,000	4,050,000	5,255,000
LED Street Light Replacement	2,022,000	0	0	0	0	0	2,022,000
Traffic Signal Fibre Optic Upgrade	66,000	25,000	25,000	0	0	0	116,000
Electrical Bonding of Junction Box Castings	72,000	0	0	0	0	0	72,000
Electrical Wood Pole Inventory Assessment	72,000	0	0	0	0	0	72,000
Selkirk Development Streetlight Replacement	138,000	0	0	0	0	0	138,000
Gate of Harmonious Interest Chinatown – Remediation	40,000	TBD	0	0	0	0	40,000
Surface Infrastructure	280,000	286,000	292,000	298,000	304,000	5,356,000	6,816,000
Beacon Hill Park Lighting Upgrades	173,000	0	0	0	0	0	173,000
Raynor Park Lighting Upgrades	35,000	0	0	0	0	0	35,000
Truncated Dome Pilot Project	30,000	0	0	0	0	0	30,000
Accessible Pedestrian Signals Pilot Project	30,000	0	0	0	0	0	30,000
	<b>3,700,000</b>	<b>896,000</b>	<b>925,000</b>	<b>851,000</b>	<b>867,000</b>	<b>15,727,000</b>	<b>22,966,000</b>
<b>Retaining Walls and Railings</b>							
Clover Point Shoreline Remediation	150,000	0	0	0	0	0	150,000
Dallas Road Bluff Study	100,000	0	0	0	0	0	100,000
Ship Point Pier	100,000	0	0	0	0	0	100,000
Ship Point Retaining Wall	21,000	TBD	TBD	0	0	0	21,000
Dallas Road Seawall Rehabilitation	664,000	695,000	0	0	0	0	1,359,000
Dallas Road Seawall Ballustrade	20,000	200,000	0	0	0	0	220,000
Ross Bay Seawall Replacement	0	0	TBD	TBD	0	0	0
Wharf Street 1112 Retaining Wall	30,000	0	0	0	0	0	30,000
	<b>1,085,000</b>	<b>895,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,980,000</b>
<b>Bridges</b>							
Johnson Street Bridge – Replace	21,260,000	4,682,000	0	0	0	0	25,942,000
Point Ellice Bridge Rehabilitation	400,000	TBD	0	0	0	0	400,000
E&N .2 Mile Bridge Restoration	280,000	0	0	0	0	0	280,000
	<b>21,940,000</b>	<b>4,682,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,622,000</b>
<b>Facilities</b>							
Beacon Hill Park	26,000	0	0	0	0	0	26,000
Beacon Hill Parks Yard	70,000	0	0	0	0	0	70,000
Centennial Square Washrooms	215,000	0	0	0	0	0	215,000
City Hall	454,000	0	0	0	0	0	454,000
City Hall Accessibility	25,000	0	0	0	0	0	25,000
Community Centres Repairs and Upgrades	124,000	0	0	0	0	0	124,000
Crystal Pool Feasibility Study	26,000	0	0	0	0	0	26,000

# CAPITAL BUDGET Summary

Project Name	2017	2018	2019	2020	2021	2022 – 2036	Total
Crystal Pool Replacement	69,400,000	0	0	0	0	0	69,400,000
Crystal Pool Infrastructure Replacement Program	60,000	0	0	0	0	0	60,000
Fire Hall Assessment	300,000	0	0	0	0	0	300,000
Fire Hall 1 Replacement/Rehabilitation	TBD	0	0	0	0	0	0
Fire Station 2 Repairs and Replacements	115,000	0	0	0	0	0	115,000
Fire Station 3 Repairs and Replacements	90,000	0	0	0	0	0	90,000
Fountain Upgrades	40,000	0	0	0	0	0	40,000
Parkade Repair and Rehabilitation – Bastion Square	28,000	0	0	0	0	0	28,000
Parkade Repair and Rehabilitation – Broughton Street	260,000	0	0	0	0	0	260,000
Parkade Repair and Rehabilitation – Centennial Square	45,000	0	0	0	0	0	45,000
Parkade Repair and Rehabilitation – View Street	1,240,000	0	0	0	0	0	1,240,000
Parkade Repair and Rehabilitation – Johnson Street	263,000	0	0	0	0	0	263,000
Parks Public Washroom	300,000	0	0	0	0	0	300,000
Public Works Yard	266,000	0	0	0	0	0	266,000
Royal Athletic Park Rehabilitation and Repairs	30,000	0	0	0	0	0	30,000
Space Planning	206,000	0	0	0	0	0	206,000
Stevenson Park Resurfacing	35,000	0	0	0	0	0	35,000
SOFMC Repairs and Water Tank Replacement	122,000	0	0	0	0	0	122,000
Victoria Police Station Repairs and Upgrades	52,000	0	0	0	0	0	52,000
Victoria Police Station Cooling Tower Roof	10,000	0	0	0	0	0	10,000
Visitor's Centre (812 Wharf Street)	251,000	0	0	0	0	0	251,000
VCC Efficiency & Effectiveness	45,000	0	0	0	0	0	45,000
VCC Building Infrastructure	62,000	0	0	0	0	0	62,000
VCC Safety Upgrades	116,000	0	0	0	0	0	116,000
VCC Upgrades and Repairs	1,188,000	TBD	0	0	0	0	1,188,000
Greater Victoria Public Library – James Bay Branch	1,508,000	0	0	0	0	0	1,508,000
	<b>76,972,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76,972,000</b>
<b>Environmental Remediation</b>							
Remediation/Capital Work-City Owned Properties	1,058,000	0	0	0	0	0	1,058,000
	<b>1,058,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,058,000</b>
<b>Equipment</b>							
<b>Corporate</b>							
Corporate Equipment Replacement	229,000	202,000	206,000	210,000	214,000	3,775,000	4,836,000
Corporate IT Infrastructure	698,000	495,000	591,000	518,000	636,000	9,029,000	11,967,000
Corporate Application Support	910,000	330,000	330,000	330,000	330,000	4,950,000	7,180,000
Asset Mgmt/Mtce Mgmt/GIS System Dev	348,000	0	0	0	0	0	348,000
	<b>2,185,000</b>	<b>1,027,000</b>	<b>1,127,000</b>	<b>1,058,000</b>	<b>1,180,000</b>	<b>17,754,000</b>	<b>24,331,000</b>

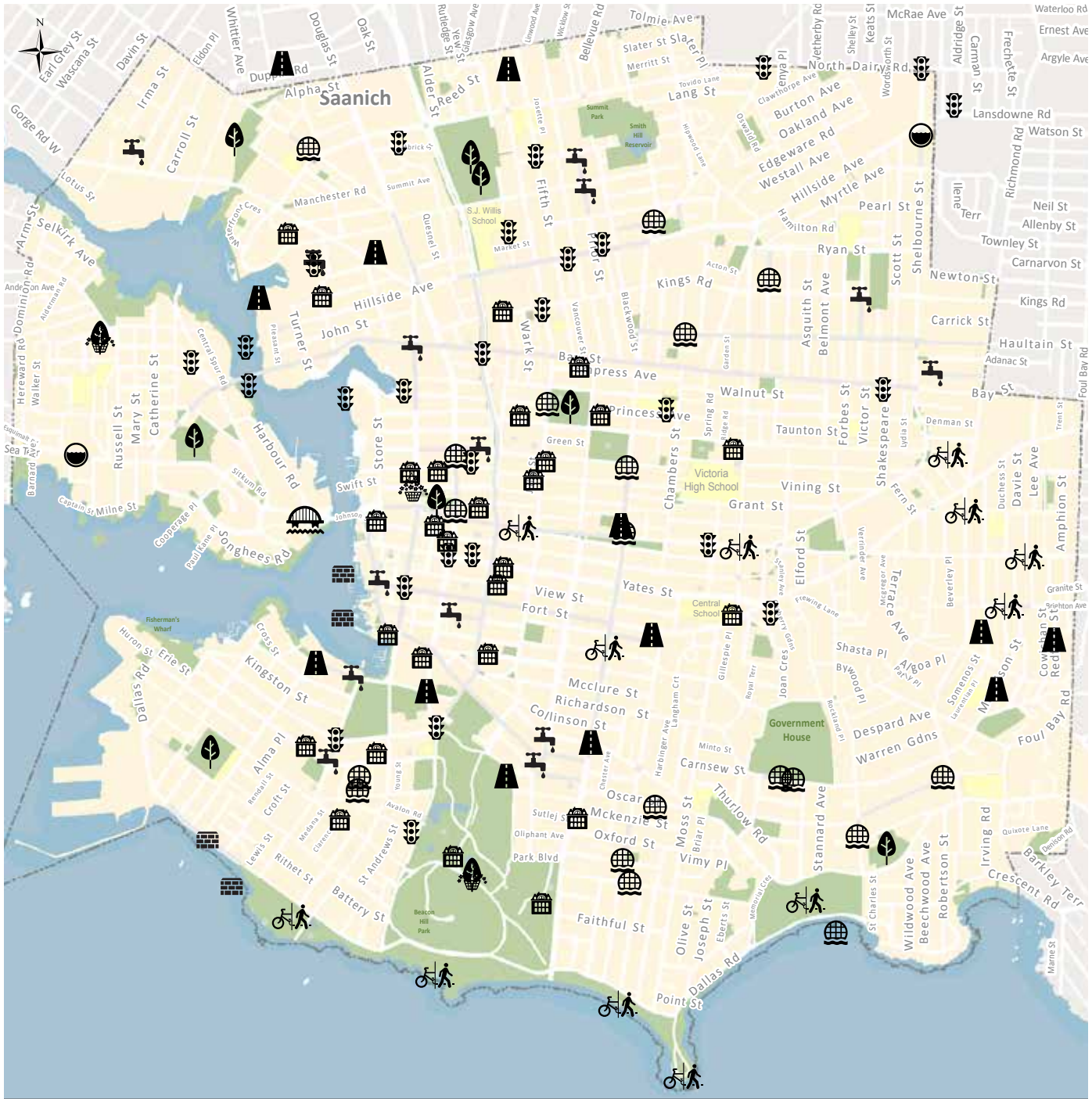
# CAPITAL BUDGET Summary

Project Name	2017	2018	2019	2020	2021	2022–2036	Total
<b>Emergency Operations</b>							
Public Works Departmental Operations Centre	30,000	0	0	0	0	0	30,000
PW and Parks Emergency Management 2-Way Radio System	25,000	25,000	25,000	25,000	0	0	100,000
	55,000	25,000	25,000	25,000	0	0	130,000
<b>Fire</b>							
Emergency Management Equipment Replacement	107,000	81,000	83,000	85,000	87,000	1,545,000	1,988,000
Fire Boat	0	0	0	0	0	1,750,000	1,750,000
Fire Equipment	117,000	106,000	108,000	110,000	112,000	1,986,000	2,539,000
Furniture/Fixtures	8,000	8,000	8,000	8,000	8,000	120,000	160,000
Protective Fire Clothing	50,000	45,000	46,000	47,000	48,000	846,000	1,082,000
Emergency Management	250,000	0	0	0	0	0	250,000
	532,000	240,000	245,000	250,000	255,000	6,247,000	7,769,000
<b>Public Works</b>							
Vehicle & Heavy Equipment Replacement	5,915,000	0	0	0	0	0	5,915,000
Engineering Small Equipment and Tools	265,000	228,000	233,000	238,000	243,000	4,281,000	5,488,000
Underground Fuel Storage Tank Replacement	550,000	0	0	0	0	0	550,000
CNG Fuel Station Refurbishment	140,000	0	0	0	0	0	140,000
Steel Road Plates and Job Safety	75,000	0	0	0	0	0	75,000
Cigarette Butt Collection Program	20,000	15,000	0	0	0	0	35,000
Vehicle Based Telematics and Data Acquisition Improvements	145,000	0	0	0	0	0	145,000
	7,110,000	243,000	233,000	238,000	243,000	4,281,000	12,348,000
<b>Parking Services</b>							
Parkade Revenue Control System	0	500,000	0	0	0	1,000,000	1,500,000
Parking Equipment/Technology Upgrade	305,000	250,000	255,000	260,000	265,000	4,676,000	6,011,000
	305,000	750,000	255,000	260,000	265,000	5,676,000	7,511,000
<b>VCC</b>							
VCC – Equipment	90,000	0	0	0	0	0	90,000
	90,000	0	0	0	0	0	90,000
<b>Recreation</b>							
CP/Arena/Recreation Equipment	50,000	28,000	25,000	26,000	27,000	525,000	681,000
	50,000	28,000	25,000	26,000	27,000	525,000	681,000
<b>Total Equipment</b>	<b>10,327,000</b>	<b>2,313,000</b>	<b>1,910,000</b>	<b>1,857,000</b>	<b>1,970,000</b>	<b>34,483,000</b>	<b>52,860,000</b>
<b>Sanitary Sewers</b>							
Inflow & Infiltration	1,339,000	1,168,000	1,227,000	1,288,000	1,353,000	30,645,000	37,020,000
Mains Replacement	1,625,000	2,000,000	2,100,000	2,205,000	2,315,000	52,459,000	62,704,000
New Services	300,000	300,000	300,000	350,000	350,000	5,250,000	6,850,000
System Planning	244,000	0	0	0	0	750,000	994,000
System Assessment	318,000	255,000	260,000	265,000	270,000	4,770,000	6,138,000
System Upgrades	0	2,040,000	2,081,000	2,123,000	2,165,000	38,195,000	46,604,000
Capital Equipment	14,000	14,000	14,000	14,000	14,000	210,000	280,000
	3,840,000	5,777,000	5,982,000	6,245,000	6,467,000	132,279,000	160,590,000

# CAPITAL BUDGET Summary

Project Name	2017	2018	2019	2020	2021	2022 – 2036	Total
<b>Stormwater</b>							
Stormwater Quality	129,000	224,000	228,000	233,000	238,000	4,175,000	5,227,000
New Services	250,000	250,000	250,000	250,000	250,000	3,750,000	5,000,000
Mains Replacement	3,631,000	2,907,000	3,052,000	3,205,000	3,365,000	76,270,000	92,430,000
Brick Main Rehabilitation	2,797,000	564,000	1,034,000	1,055,000	1,076,000	18,968,000	25,494,000
System Planning & Assessment	304,000	350,000	350,000	350,000	350,000	5,250,000	6,954,000
Capital Equipment	10,000	10,000	10,000	10,000	10,000	150,000	200,000
	<b>7,121,000</b>	<b>4,305,000</b>	<b>4,924,000</b>	<b>5,103,000</b>	<b>5,289,000</b>	<b>108,563,000</b>	<b>135,305,000</b>
<b>Waterworks</b>							
New Services	550,000	550,000	550,000	550,000	600,000	9,000,000	11,800,000
System Planning & Assessment	0	150,000	0	0	0	750,000	900,000
Main Replacement	5,330,000	3,708,000	3,894,000	4,089,000	4,293,000	97,270,000	118,584,000
Capital Equipment	40,000	41,000	42,000	43,000	44,000	780,000	990,000
Water Meter Replacement	37,000	0	0	0	0	0	37,000
	<b>5,957,000</b>	<b>4,449,000</b>	<b>4,486,000</b>	<b>4,682,000</b>	<b>4,937,000</b>	<b>107,800,000</b>	<b>132,311,000</b>
<b>Contingency</b>							
Contingency Fund	357,000	364,000	371,000	378,000	386,000	6,815,000	8,671,000
	<b>357,000</b>	<b>364,000</b>	<b>371,000</b>	<b>378,000</b>	<b>386,000</b>	<b>6,815,000</b>	<b>8,671,000</b>
<b>Police</b>							
Computer Equipment	722,000	650,000	533,000	678,000	398,000	9,222,000	12,203,000
Furniture & Fixtures	40,000	40,000	40,000	40,000	40,000	600,000	800,000
Communications Equipment	55,000	35,000	40,000	30,000	50,000	600,000	810,000
Vehicles	382,000	732,000	767,000	820,000	563,000	9,535,000	12,799,000
K9 Unit	0	0	12,000	0	0	60,000	72,000
Victoria Police Upgrades	78,000	75,000	50,000	75,000	50,000	1,025,000	1,353,000
	<b>1,277,000</b>	<b>1,532,000</b>	<b>1,442,000</b>	<b>1,643,000</b>	<b>1,101,000</b>	<b>21,042,000</b>	<b>28,037,000</b>
<b>Total Capital</b>							
	<b>\$155,394,000</b>	<b>\$31,644,000</b>	<b>\$24,338,000</b>	<b>\$25,123,000</b>	<b>\$24,448,000</b>	<b>\$487,409,000</b>	<b>\$748,356,000</b>

# Capital Projects



- |  |                       |   |                       |   |                              |   |                       |
|--|-----------------------|---|-----------------------|---|------------------------------|---|-----------------------|
|  | Active Transportation |  | Complete Streets      |    | Parks                        |  | Stormwater            |
|  | Bridges               |  | Enhance Public Spaces |    | Retaining Walls and Railings |  | Street Infrastructure |
|  | Facilities            |  | Sanitary Sewers       |  | Waterworks                   |   |                       |

## CAPITAL

# Active Transportation

### Guiding Principles

- Encourage human-powered modes of transportation (walking, cycling, skateboarding)
- Provide a connected, safe, comfortable, and attractive network of facilities for people walking, riding bikes, or using other non-motorized forms of transportation

### Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan 2016–2019
- Pedestrian Master Plan
- Bicycle Master Plan
- Greenways Plan
- Harbour Pathway Plan

### Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2016	What We Added 2013–2016
Walking (pathways, malls, squares and greenways)	<ul style="list-style-type: none"> <li>• David Foster Harbour Pathway (5 km)</li> <li>• Park paths and trails</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Ross Bay Cemetery pathways (350 m)</li> <li>• Beacon Hill Park transportation improvements</li> <li>• Rockland 900 block street closure (75 m)</li> <li>• Summit park pathways (395 m renewed; new staircase)</li> <li>• Fern street (35 m)</li> <li>• Doncaster (550 m)</li> <li>• Gonzales Beach access (55 m)</li> <li>• Banfield Park</li> <li>• Dallas road pathway</li> <li>• Quadra Heights Pathway</li> <li>• 2 bike shelters</li> </ul>	<ul style="list-style-type: none"> <li>• Oaklands greenway (315 m)</li> <li>• Hereward Park greenway (50 m)</li> <li>• Cecelia Pathway</li> </ul>

CAPITAL

# Active Transportation

## Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2016	What We Added 2013 – 2016
Cycling	<ul style="list-style-type: none"> <li>43 km of marked bike lanes</li> </ul>	<ul style="list-style-type: none"> <li>20%</li> </ul>		<ul style="list-style-type: none"> <li>9.76km, including Johnson between Wharf and Cook; Johnson between Cook and Pandora; Pandora between Cook and Belmont; Begbie/Shelbourne between Pandora and Bay; Skinner Street from Bay to Catherine, and Cook Street from Maplewood to Finlayson.</li> </ul>
Crosswalks	<ul style="list-style-type: none"> <li>222 marked crosswalks</li> </ul>	<ul style="list-style-type: none"> <li>Not Applicable</li> </ul>	<ul style="list-style-type: none"> <li>8 upgrades, including Hillside at Higgins; Hillside at Blackwood Finlayson at Yew; Fairfield at Linden; Richmond/Leighton</li> </ul>	<ul style="list-style-type: none"> <li>7 new crosswalks including: Douglas/Michigan Menzies/Michigan 500 block Pandora Burnside at Napier Cedar Hill/Oswald</li> </ul>
Sidewalks	<ul style="list-style-type: none"> <li>453 km</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>2.26km, including May Street from Linden to Moss, and Cecelia Road from Jutland to Napier</li> </ul>	<ul style="list-style-type: none"> <li>2.1km, including: Pembroke from Forbes to Belmont; Niagara from Montreal to St. Lawrence; Montreal Street from Simcoe to Dallas; and Kings Road from Empire to Cook</li> </ul>

CAPITAL

# Active Transportation

## Investing In Our Community's Future (2017 – 2019)

Area	Today's City (Renewal): \$2.349 million	Tomorrow's City (New): \$16.410 million
Walking (pathways, malls, squares and greenways)	<ul style="list-style-type: none"> <li>• Ross Bay Cemetery, \$150k</li> <li>• Brickwork in malls &amp; squares, \$47k</li> <li>• Yacht Pond at Holland Point walkway, \$75k</li> <li>• Horseshoe Bay stairs at Dallas Road Park walkway, \$50k</li> <li>• Beacon Hill Park pathway, \$35k</li> <li>• Dallas Cliffs beach pathway, \$60k</li> <li>• Banfield Park pathway, \$35k</li> <li>• Holland Point pathway, \$18k</li> <li>• Yacht Pond at Holland Point Walkway lower apron, \$85k</li> <li>• David Foster Harbour Pathway, \$30k</li> <li>• Pathway Upgrades in 2018 and 2019, \$309k</li> <li>• Wharf Street revitalization 2019, \$1m</li> </ul>	<ul style="list-style-type: none"> <li>• David Foster Harbour Pathway \$5.136m in 2017, TBD 2018</li> </ul>
Cycling	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Design and construct All Ages and Abilities 5.4 km corridors, \$7.286m</li> </ul>
Crosswalks	<ul style="list-style-type: none"> <li>• Upgrade 7 crosswalks in 2017, \$415k</li> <li>• Upgrade 1 crosswalk in 2019, \$40k</li> </ul>	<ul style="list-style-type: none"> <li>• Install 5 new crosswalks in 2017, \$400k (\$40k from this budget and \$360k in other projects)</li> <li>• Install 1 new crosswalk in 2018, \$200k</li> <li>• Install 1 new crosswalk in 2019, \$75k</li> </ul>
Sidewalks	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Install 740m of new sidewalks in 2017, \$551k</li> <li>• Install 400m of new sidewalks in 2018, \$564k</li> <li>• Install 480m of new sidewalks in 2019, \$371k</li> </ul>
Bus Shelters	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• 9 new bus shelters in 2017 &amp; 2018, \$57k</li> <li>• number of new bus shelters to be determined for 2019, \$30k</li> </ul>
Bus Lanes	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Extend dedicated southbound transit lane on Douglas St. from Tolmie Ave. to Hillside Ave. in \$2.1m</li> </ul>





# Project Summary

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<b>Project Number:</b>	ENG-022	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Pedestrian Master Plan Implementation	<b>Business Unit:</b>	50195
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

Originally introduced in 2008, the Pedestrian Master Plan guides construction of new pedestrian infrastructure and reconstruction of existing pedestrian infrastructure. A sustainable community provides the physical and social infrastructure necessary to achieve community well-being. By continuing to examine and improve public transportation options and pedestrian connections, pedestrian mode share growth is encouraged. This investment reinforces and encourages walking as a primary mode of transportation.

The City currently has over 450 km of sidewalk and is working towards constructing approximately 90 km of new sidewalk to provide sidewalks on both sides of all City streets. Projects for new sidewalk are prioritized using the results from the Pedestrian Master Plan. Sidewalk renewal projects are prioritized as part of a complete streets evaluation that includes pavement assessment, condition of underground utilities and trips and falls incidents. The sidewalk repair work is then coordinated with other identified capital improvements.

## Deliverables:

Install new or upgrade +/-500m sidewalk and pedestrian amenities annually. Length of new and upgraded sidewalk is recorded for all construction projects and summarized in an annual infrastructure report.

### 2017 Projects:

1. Higgins Street - Hillside to Cook (Oaklands Neighbourhood) Construction of 180m of new sidewalk providing a pedestrian link on the greenways route between Hillside Avenue and Cook Street. Provides pedestrian connections to Hillside Park and to residents of Basil Avenue. Provides separated facilities for pedestrians without walking on roadway with motorized traffic. Requests received from public. Pedestrian Master Plan ranking - High \$200,000
2. Brighton Avenue - Davie to Chamberlain (Gonzales Neighbourhood) Construction of 75m of new sidewalk connecting to existing sidewalk on this greenways route. Pedestrian Master Plan ranking - High \$80,000
3. Brighton Avenue - Chamberlain to Clare (Gonzales Neighbourhood) Construction of 75m of new sidewalk connecting to existing sidewalk on this greenways route. Pedestrian Master Plan ranking - High \$77,000
4. Niagara street from Montreal to St. Lawrence completion - \$149,000
5. Pembroke Street completion - \$45,000

Based on current funding levels, the following outlines the future schedule (2018-2021):

### 2018 Projects:

1. Gonzales Avenue - Richmond to Richardson (Gonzales Neighbourhoods)
2. Brighton Avenue - Richmond to Bank (Gonzales Neighbourhoods)
3. Brighton Avenue - Bank to Clare (Gonzales Neighbourhoods)
4. Pendergast - Heywood to Vancouver half block (Fairfield Neighbourhoods)

### 2019 Projects:

1. Blackwood - Topaz to Summit (Hillside/Quadra Neighbourhoods)
2. Kings Road - Empire to Capital heights (Oaklands Neighbourhood)
3. Kings Road - Capital Heights to Cedar Hill (Oaklands Neighbourhood)

### 2020 Projects:

1. Gosworth Road - Edgeware to Oaklands (Oaklands Neighbourhood)
2. Kings Road - Cedar Hill to Avesbury (Oaklands Neighbourhood)
3. Hamilton - Hillside to Myrtle (Oaklands Neighbourhood)

### 2021 Projects:

1. May Street - Memorial to Joseph (Fairfield Neighbourhood)
2. Langford Street - Skinner to Alston (Victoria West Neighbourhood)

# Project Summary

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## Project Forecast

Year	Total Expense
2017	551,000
2018	564,000
2019	371,000
2020	378,000
2021	386,000
2022	394,000
2023	402,000
2024	410,000
2025	418,000
2026	426,000
2027	435,000
2028	444,000
2029	453,000
2030	462,000
2031	471,000
2032	480,000
2033	490,000
2034	500,000
2035	510,000
2036	520,000
	<hr/>
	<b>9,065,000</b>



# Project Summary

<b>Project Number:</b>	ENG-058	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Bicycle Master Plan Implementation	<b>Business Unit:</b>	50071
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

Given Victoria's mild climate, moderate topography, scenic routes and compact density, Victoria holds a strong potential for a shift in transportation mode share, increasing biking from its current four percent mode share to the 2038 goal of 25%. The City's commitment to increase the cycling mode share and prioritizing bike infrastructure is vested in the Official Community Plan and the Strategic Plan 2015-2018, the CRD Pedestrian and Cycling Master Plan, and the City of Victoria Bicycle Master Plan.

Construction of an all ages and abilities active transportation network will support the goal of shifting the City's transportation mode share, in addition to reducing road congestion, mitigating GHG emissions, improving community health, enhancing urban living, and making Victoria a more attractive, vibrant and happier City.

In May 2016 City Council approved an All Ages and Abilities (AAA) cycling network, including 24km of priority corridors which connect neighbourhoods with downtown, employment centres, schools and parks. The first phase of implementation is underway to develop 5.4 km of AAA routes the downtown core by the end of 2018.

Phase 1 implementation includes the following corridors:

- Pandora Avenue (Cook Street to Store street)
- Fort Street (Cook Street to Wharf Street)
- Cook Street (Pandora Avenue to Pakington Street)
- Humboldt / Pakington (Cook Street to Government Street)
- Wharf Street (Government Street to Pandora Avenue)

Each corridor will be implemented with additional consultation with stakeholders, businesses, landowners and residents along each route to help refine the detailed design of the bicycle facilities and associated active transportation amenities and improvements.

Construction on Pandora Avenue began in October 2016. This corridor will provide a fully protected two-way bicycle facility on the North side from Store Street to Cook Street connecting the communities of Fernwood, North Park, Harris Green, Downtown and Vic West in addition to major employment districts and Capital Regional District trails.

Upon completion of the minimum grid (Phase 1), Victoria's new bike lanes will be comparable to the amount of fully protected bicycle lanes in downtown Vancouver (5.6 km excluding Burrard Bridge) and downtown Calgary (5.5 km).

## RECOMMENDED BICYCLE NETWORK AND PHASING STRATEGY

Construction timelines to complete the full 24 km network will be dependent on future resourcing and funding strategies. In February 2017 Council directed staff to develop an implementation and resourcing strategy based to complete the priority cycling network by 2022.



Based on feedback generated in the 2014/2015 engagement process, it was recognized that additional analysis and consultation was required to determine appropriate AAA routes and facilities in (1) Cook Street village, (2) Oak Bay Avenue (east of Richmond), (3) around North Park village, (4) in James Bay and (5) along the downtown segment of Government Street. Additional consultation, planning and conceptual designs will be required for these areas.

# Project Summary

As a part of a revised implementation approach, Staff are working on a sequencing strategy which connects neighbourhoods to the minimum grid and includes both alignment pilots and design treatment pilots.

## Deliverables:

Consultant “order of magnitude” construction costs are based on the conceptual designs developed in 2014/2015/2016.

### 2017 Projects:

Pandora Avenue Construction (including administration) \$2,330,000  
 Detailed Design Drawings (Fort, Cook, Humboldt / Wharf) \$343,000  
 Fort Street construction (includes 3 crossings identified in Crosswalk Installations/Upgrades project) \$2,000,000  
 Signs/Markings for Vancouver Street \$5,000

### 2018 Projects:

Cook Street construction \$1,208,000  
 Humboldt/Pakington & Wharf Street construction \$1,400,000  
 Design Intersection Vancouver & Caledonia  
 Design Vancouver /Graham corridor  
 Design Beacon Hill Connector  
 Design Haultain & Richardson Pilot Projects  
 Design Harbour Road

## Project Forecast

Year	Total Expense	Grants	Net City Funding
2017	4,678,000	890,492	3,788,000
2018	2,608,000		TBD
	<b>7,286,000</b>	<b>890,492</b>	<b>3,788,000</b>

## Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2017	57,000	0.0
2018	58,140	0.0
2019	59,303	0.0
2020	60,489	0.0
2021	61,699	0.0
2022	62,933	0.0
2023	64,191	0.0
2024	65,475	0.0
2025	66,785	0.0
2026	68,120	0.0
2027	69,483	0.0
2028	70,872	0.0
2029	72,290	0.0
2030	73,736	0.0
2031	75,210	0.0
2032	76,714	0.0
2033	78,249	0.0
2034	79,814	0.0
2035	81,410	0.0
2036	83,038	0.0



# Project Summary

<b>Project Number:</b>	ENG-059	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Bus Shelter Installation	<b>Business Unit:</b>	50076
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

This program funds the installation of new bus shelters, either as stand-alone projects, or through cost-sharing partnerships with BC Transit. This program enables the City to install shelters at locations not covered in the City's agreement with Pattison Outdoor Advertising LP. By improving the level of amenities at bus stops, the City promotes greater use of transit, reducing single occupancy vehicle trips in the City.

BC transit has identified the busiest bus stops in the City of Victoria. Approximately 85% of transit activity (passenger boarding and alighting) occur at 25% of transit stops. This budget focuses resources on improving stops with the highest use. General Public requests, development projects, and Engineering capital projects also trigger transit stop improvements.

## Deliverables:

Five new transit shelters and benches, and associated accessibility improvements.

### 2017 Projects:

1. Oak Bay at Davie - busy stop fronting youth support housing, request from abutting property (South Jubilee Neighbourhood)
2. Burnside at Washington (Burnside Neighbourhood)
3. Bay at Henry - Frequent transit corridor, existing pad (Victoria West Neighbourhood)
4. Bay at Wilson - Frequent transit corridor, existing pad (Victoria West Neighbourhood)
5. Bay at Douglas - Frequent transit corridor, existing pad (Burnside Neighbourhood)

### 2018 Projects:

1. Bay at Quadra - Frequent transit corridor, existing pad (Hillside/Quadra Neighbourhood)
2. Bay at Scott - Frequent transit corridor, existing pad (Fernwood Neighbourhood)
3. Bay at Howard - Frequent transit corridor, existing pad (Fernwood Neighbourhood)
4. Finlayson at Yew (Hillside/Quadra Neighbourhood)

## Project Forecast

Year	Total Expense
2017	28,000
2018	29,000
2019	30,000
2020	31,000
2021	32,000
2022	33,000
2023	34,000
2024	35,000
2025	36,000
2026	37,000
2027	38,000
2028	39,000
2029	40,000
2030	41,000
2031	42,000
2032	43,000
2033	44,000
2034	45,000
2035	46,000
2036	47,000
	<b>750,000</b>





# Project Summary

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<b>Project Number:</b>	ENG-060	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Crosswalk Installations/Upgrades	<b>Business Unit:</b>	50072
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

Official Community Plan Consistency Statement

Transportation and Mobility Goal 7(B): "Victorians move freely and efficiently via a safe, integrated and convenient network of public transit, bike routes, and a supportive, inviting pedestrian realm in preference to driving alone."

As of the end of 2015, there were 222 marked crosswalks at un-signalized intersections throughout the City, and more than 470 crosswalks at signalized intersections. Since 2005, thirty-seven new marked crosswalks have been installed in the City, primarily at new signalized intersections, and 35 existing crosswalks have been upgraded.

The City of Victoria currently receives requests from the public for upgrades to existing crosswalks, or for new crosswalk installations. Staff consider many factors when completing crosswalk assessments, including public requests, accident patterns, as well as land-use and pedestrian pattern changes. Residents may assume that adding more crosswalks is an effective way to enhance pedestrian safety, but this is not always the case. Safe and effective pedestrian crossing design requires careful analysis integrated with other transportation considerations, including site conditions, traffic (all modes) density and speeds, proximity to intersections, and visibility conditions. It is fundamental that the road system protect pedestrians and other vulnerable modes by achieving a high level of compliance from all road users, and minimizing pedestrian exposure to vehicular traffic.

The Transportation Association of Canada (TAC) Pedestrian Crossing Control Guide (2012) is the primary reference used for crosswalk planning, assessment and design. The TAC Guide provides a framework for transportation planners to assess suitability for crosswalk installation, and recommends specific levels of intervention and treatment based on site characteristics and pedestrian and transportation safety.

Many proposed crosswalk sites do not meet the TAC criteria for implementation, and if installed, could actually be detrimental to overall road user safety. As an example, installing a marked crosswalk at an intersection on the crest of a hill or on a curved section of roadway, where visibility for pedestrians and drivers is limited, would not be recommended. As with other types of traffic control, a consistent approach to evaluating, qualifying, and installing marked crosswalks helps promote consistent and predictable behaviour by both pedestrians and drivers, reducing the probability of accidents. Crosswalks add an additional layer of protection for road users, but do not eliminate accident risks.

A more comprehensive, transparent prioritization tool that builds on the successes of the TAC Guide can help prioritize and communicate the most suitable crosswalk candidates that best support affordable and effective implementation of crosswalk improvements. In March 2016, Council endorsed a staff-developed additional tool-set that helps rank crosswalks, as an addendum to the TAC guide.

The ranking system assesses several criteria for prioritization: pedestrian and vehicle volumes, number of travel lanes, collision history, and proximity to other traffic signals, as well as connectivity criteria contained in the City of Victoria Pedestrian Master Plan, Greenways Plan, Downtown Core Area Plan (DCAP), and other City of Victoria strategic documents. The ranking system privileges improvements at locations with the following key characteristics:

- High numbers of pedestrians crossing multiple lanes of traffic,
- Existing crosswalk is close to other major crossing points,
- Collision history involving pedestrians and/or cyclists,
- Resides along strategic priority walking routes,
- Locations that connect to major destinations
- Safety-related criteria are given slightly higher maximum point values.

## Deliverables:

Install or Upgrade nine crosswalks in 2017:

1. Cook Street at Haultain Avenue (Hillside/Quadra & Oaklands Neighbourhood). Upgrade existing crosswalk - Cook Street at Haultain Avenue is an existing marked crosswalk on a busy arterial street, and forms part of the future phase 3 of the City bike network. This intersection is ranked as a high-priority location (#1) for upgrades. Work includes installing push-button Pedestrian Activated Traffic Signal. \$140,000.
2. Hillside Avenue at Graham Street (Hillside/Quadra Neighbourhood). Upgrade existing crosswalk - Hillside Avenue at Graham Street is an existing marked crosswalk with a median on a busy arterial street. This route is currently a designated bikeway, and forms part of the future upgrades during phase 3 of the City bike network. This intersection is ranked as a high-priority location (#9) for upgrades. Work includes installing push-button Pedestrian Activated Traffic Signal. \$140,000.
3. Finlayson Avenue at Blackwood Street (Hillside/Quadra Neighbourhood) - Upgrade existing crosswalk - Finlayson Avenue at Blackwood Street is an existing marked crosswalk on an arterial street. The existing crosswalk has a centre refuge median for pedestrians. This intersection is ranked as a medium-priority location (#15) for upgrades. Proposed work includes installing push-button activated side-mounted flashing beacons. \$35,000.
4. Erie Street at Dallas Road (James Bay Neighbourhood) - New crosswalk - This intersection is ranked as a medium-priority location (#19) for upgrades. Proposed work at or near the intersection of Erie Street and Dallas Road include installing wheelchair ramps and push-button activated side-mounted flashing beacons. \$40,000

# Project Summary

5. Douglas Street at Avalon Street (James Bay Neighbourhood) - Upgrade existing crosswalk - This intersection is ranked as a low-priority location (#19) for upgrades. Proposed work includes installing push-button activated side-mounted flashing beacons. \$35,000

6. Fairfield Road at Linden Crosswalk upgrade existing crosswalk - Fairfield road at Linden is a busy pedestrian crosswalk with limited sight distance between motorists and pedestrians. This intersection was identified as a priority for upgrades, to reduce crossing distance and improve pedestrian mobility, accessibility, visibility, and lighting. \$42,000

7. Hillside Ave at Blackwood crosswalk upgrade to be completed \$5,000

8. Richmond avenue at Leighton crosswalk upgrade to be completed \$18,000

The following crosswalks projects will be completed in 2017; though funded by other projects:

1. Cook Street at North Park Street (Harris Green/ Fernwood Neighbourhoods) - New crosswalk - A new marked crosswalk is identified to be installed in conjunction with the Cook Street paving project. This intersection is ranked as a low-priority location (#32) for installation, but follows a community led design process and a complete streets initiative. Proposed work includes improving wheelchair ramps, installing a centre median and improving lighting. This project is being funded from the 2017 Complete Streets Arterial Upgrades Capital Program.

2. 800 Block Fort Street (Harris Green and Fairfield Neighbourhoods) - New crosswalk - A new marked crosswalk is identified to be installed in conjunction with the Fort Street Two-Way Cycling facility project. This mid-block location is ranked as a medium-priority location (#16) for installation, but follows a complete streets initiative. Proposed work includes improving wheelchair ramps, overhead signs and lighting. This project is being funded from the 2017 Active Transportation Bicycle Master Plan Implementation Capital Program.

3. 900 Block Fort Street (Harris Green Neighbourhood) - New crosswalk - A new marked crosswalk is identified to be installed in conjunction with the Fort Street Two-Way Cycling facility project. This mid-block location is ranked as a low-priority location (#24) for installation, but follows a complete streets initiative. Proposed work includes improving wheelchair ramps, overhead signs and lighting. This project is being funded from the 2017 Active Transportation Bicycle Master Plan Implementation Capital Program.

4. 1000 Block Fort Street (Harris Green Neighbourhood) - New crosswalk - A new marked crosswalk is identified to be installed in conjunction with the Fort Street Two-Way Cycling facility project. This mid-block location is ranked as a low-priority location for installation, but follows a complete streets initiative. Proposed work includes improving wheelchair ramps, overhead signs and lighting. This project is being funded from the 2017 Active Transportation Bicycle Master Plan Implementation Capital Program.

Based on current funding levels, the following outlines the future schedule (2018-2025):

2018 Projects:

1. Blanshard/ Kings - \$200,000 (Hillside/Quadra) - Council Motion.

2019 Projects:

1. Caledonia/700 mid-block - \$75,000 (Downtown)  
2. Richmond/Brighton - \$40,000 (Gonzales Neighbourhood)

Future projects - scheduling TBD:

1. Wharf Street 1200 midblock - Funded by Bicycle Network if on Wharf Street (Downtown)  
2. Wharf / Yates - Funded by Bicycle Network if on Wharf Street (Downtown)  
3. Wharf / Courtney - Funded by Bicycle Network if on Wharf Street (Downtown)  
4. Wharf / Broughton - Funded by Bicycle Network if on Wharf Street (Downtown)

Remaining Ranked crosswalk upgrades/installations (listed in order of priority):

1. Government 700 mid-block \$70,000 Future Bike Network  
2. Belleville Menzies \$60,000 Future Bike Network  
3. Government Herald \$200,000 Future Bike Network  
4. Superior 500 mid-block \$50,000  
5. Johnson 900 mid-block 60,000  
6. Herald 600 mid-block \$60,000  
7. Fisgard 500 mid-block \$60,000  
8. View 800 mid-block \$60,000  
9. Cormorant 700 mid-block \$60,000  
10. Chatham 600 mid-block \$60,000  
11. Chatham 500 mid-block \$60,000

## Project Forecast

Year	Total Expense
2017	455,000
2018	200,000
2019	115,000
2020	117,000





# Project Summary

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2021	119,000
2022	121,000
2023	123,000
2024	125,000
2025	128,000
2026	131,000
2027	134,000
2028	137,000
2029	140,000
2030	143,000
2031	146,000
2032	149,000
2033	152,000
2034	155,000
2035	158,000
2036	161,000
	<hr/>
	<b>3,109,000</b>



# Project Summary

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**Project Number:** ENG-097  
**Project Title:** Wharf Street Revitalization  
**Strategic Plan Link:** Complete a Multi-Modal and Active Transportation Network

**Budget Year:** 2017  
**Business Unit:** 50681

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## Overview:

Develop and implement a comprehensive streetscape for Wharf Street between Yates Street and Government Street, working in partnership with property owners. The project would include enhanced pedestrian amenities, and landscaping.

## Deliverables:

Wharf Street is a significant downtown corridor, serving as a valuable transportation link between the Johnson Street Bridge and the Inner Harbour for pedestrians, cyclists, transit, tourism, and general vehicle traffic. Beautification of the corridor would bring Wharf Street more in keeping with other major downtown streets.

## Project Forecast

<u>Year</u>	<u>Total Expense</u>
2019	1,000,000
2020	1,000,000
	<b>2,000,000</b>



# Project Summary

<b>Project Number:</b>	ENG-050	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Pathway Upgrades	<b>Business Unit:</b>	50484
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

Pathway improvements are to provide the community with safe walk ways and minimize the trip and fall hazards.

## Deliverables:

Improvements to ensure safe pathways.

### 2017 Projects:

Path repair at the North East corner of the Ross Bay Cemetery - \$150,000

Repair of the rock seawall and asphalt walkway below the Yacht Pond at Holland Point due to anticipated damage from winter storms - \$75,000

Horseshoe Bay stairs at Dallas Rd Park - end of life and safety concerns with the high volumes of pedestrian traffic - \$50,000

Dallas cliffs beach path - safety concern as there are cavities appearing in walkway due to erosion of substrate - \$60,000

Banfield Park pathway drainage under pathway - danger in bad weather - \$35,000

Holland Point pathway - safety concern as the corroded handrails and step noses require replacement - \$18,000

Yacht Pond Pathway at Holland Pt - replacement of lower apron and pathway \$85,000

Pathway Upgrades \$65,000

## Project Forecast

Year	Total Expense
2017	538,000
2018	153,000
2019	156,000
2020	159,000
2021	162,000
2022	165,000
2023	169,000
2024	172,000
2025	176,000
2026	179,000
2027	183,000
2028	187,000
2029	190,000
2030	194,000
2031	198,000
2032	202,000
2033	206,000
2034	210,000
2035	214,000
2036	219,000
	<b>4,032,000</b>



# Project Summary

<b>Project Number:</b>	ENG-182	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Brickwork Rehabilitation - Malls and Squares	<b>Business Unit:</b>	50581
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

Major repair and replacement of brickwork areas in squares and malls.

Centennial Square, Bastion Square, Gladstone Mall, and other similar areas have extensive brickwork that are not subject to vehicle traffic, however, is deteriorated. Major repair and replacement needs are required to reduce tripping hazards and prolong the life of these areas. This deterioration can spread to sub-surface materials making future repairs more extensive. Claims for injury, and a risk of more widespread damage is a concern as the areas widen.

## Deliverables:

- 2017 Projects:
1. Centennial Square
  2. Bastion Square
  3. Gladstone Mall
  4. Waddington Alley
  5. Government Street Mall
  6. Other small areas

## Project Forecast

Year	Total Expense
2017	47,000
	<b>47,000</b>



# Project Summary

<b>Project Number:</b>	PRC-085	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Active Transportation - David Foster Harbour Pathway	<b>Business Unit:</b>	50454
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

In 2008, Council approved the Harbour Pathway Plan, a long-term vision for a continuous pathway along Victoria's inner harbor for the enjoyment of the residents, business patrons and visitor's to the City. In 2012, the pathway was named David Foster Harbour Pathway and a series of artistic concepts for Special Places along the pathway were developed. The City is working with private land owners and other public agencies to enhance user experience and provide new connections along the waterfront.

The David Foster Harbour Pathway also forms a part of the Trans Canada Trail. In 2017, staff were directed to update the long term Harbour Pathway Plan and proceed with the JSB Underpass design, Reeson Park Pathway construction and enhanced Wayfinding.

## Deliverables:

### 2017 Projects:

1. Reeson Park Design and Construction \$540,000
2. JSB Underpass design \$50,000
3. Wayfinding \$25,000
4. Initiate update to 2008 Harbour Pathway Plan and Implementation Strategy TBD
5. Deferred Projects \$4,521,000

### 2018 Projects:

1. JSB Underpass construction

## Project Forecast

Year	Total Expense	Grants	Net City Funding
2017	5,136,000	1,552,000	<b>3,584,000</b>
2018	TBD	0	<b>TBD</b>
	<b>5,136,000</b>		<b>3,584,000</b>





# Project Summary



# Project Summary

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<b>Project Number:</b>	ENG-254	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Douglas Street Bus Lanes Phase 2B	<b>Business Unit:</b>	50678
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

BC Transit and the City of Victoria are working together to continue to implement bus lanes on Douglas Street in a phased approach. Bus lanes have already been implemented from Herald to Tolmie northbound and from Hillside to Herald southbound. City of Victoria Council has endorsed extending a southbound bus lane from Tolmie Ave to Hillside Ave for implementation.

A contribution agreement was signed between BC Transit and the City of Victoria in February 2017 for the tender and construction of a dedicated southbound transit lane on Douglas Street from Tolmie Avenue to Hillside Avenue.

## Deliverables:

Tender and construction of a dedicated southbound transit lane on Douglas Street from Tolmie Avenue to Hillside Avenue.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>	<b>Cost Sharing BC Transit</b>	<b>Net City Funding</b>
2017	2,100,000	2,100,000	0
	<b>2,100,000</b>	<b>2,100,000</b>	<b>0</b>

# CAPITAL

## Complete Streets

### Guiding Principles

- Manage existing transportation infrastructure and provide priority to pedestrians, cyclists, and transit
- Ensure street design enables safe, convenient and comfortable travel for users of all ages and abilities, regardless of their mode of transportation.

### Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan 2016–2019
- Pavement Asset Management Program
- Annual Collision Statistics Report

### Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2016	What We Added 2013–2016
Major Roads	<ul style="list-style-type: none"> <li>• 100 km, including 4 road bridges</li> </ul>	<ul style="list-style-type: none"> <li>• 13% *fair/poor</li> </ul>	<ul style="list-style-type: none"> <li>• About 3.1 km, including Bridge Street between Garbally and Hillside; Finlayson Street between Yew and Quadra; and Douglas Street between Summit and Tolmie.</li> </ul>	<ul style="list-style-type: none"> <li>• 0 km</li> </ul>
Local Roads	<ul style="list-style-type: none"> <li>• 178 km</li> </ul>	<ul style="list-style-type: none"> <li>• 20% *fair/poor</li> </ul>	<ul style="list-style-type: none"> <li>• About 4.0 km, including Ryan Street between Forbes and Roseberry; John Street between Bridge and Rock Bay; and Montreal Street between Dallas Road and Simcoe.</li> </ul>	<ul style="list-style-type: none"> <li>• 0 km</li> </ul>

### Investing In Our Community's Future (2017–2019)

Area	Today's City (Renewal): \$10.807million	Tomorrow's City (New): \$ million
Major Roads	<ul style="list-style-type: none"> <li>• 2017 repave 1.1 km of arterial roads, \$1.567m</li> <li>• Belleville street upgrade 2017, \$3.133m</li> <li>• 2018 repave 1.14 km of arterial road, \$1.5m</li> <li>• 2019 repave 1.08 km of arterial roads, \$1.224m</li> </ul>	<ul style="list-style-type: none"> <li>• Note 1</li> </ul>
Local Roads	<ul style="list-style-type: none"> <li>• 2017 repave 0.74 km of local roads, \$1.14m</li> <li>• 2018 repave 0.92 km of local roads, \$1.06m</li> <li>• 2019 repave 0.91 km of local roads, \$1.183m</li> </ul>	<ul style="list-style-type: none"> <li>• Note 1</li> </ul>

Note 1: The City of Victoria's road network is completely built out. New road investment is not part of the Capital budget.





# Project Summary

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<b>Project Number:</b>	ENG-018	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Major Street Rehabilitation	<b>Business Unit:</b>	50511
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

This capital program funds the rehabilitation of arterial and collector streets, including road resurfacing. Arterial and collector streets are rehabilitated where road conditions have deteriorated to a point where they no longer can be maintained effectively through regular maintenance measures. Resurface existing roads to improve condition and extend life cycle of roadway. Full scope of projects is tentative and subject to community consultation. The major road network plays a vital role to move people, services and goods, serving local residents, the business sector, the tourism industry, and regional transit providers.

Using a proactive pavement asset management strategy, arterial streets are rehabilitated or resurfaced with the objective of maintaining the current pavement network level of service, and to meet the needs of current and future road users. Each road rehabilitation project is reviewed using a complete streets lens to consider benefits for pedestrians, cyclists, transit users and the mobility impaired. Street-related infrastructure (curb, gutter, and sidewalk) and underground utilities are also evaluated during the preliminary design process, for a coordinated asset management approach.

Complement funding on projects identified for construction with Development Cost Charge funds received through development activity.

## Deliverables:

Rehabilitate or resurface annually approximately 0.5km of the approximately 100 km of existing arterial, collector and downtown roadways. Length of rehabilitated pavement is recorded for all construction projects and summarized in an annual infrastructure report. The amount of roadway rehabilitated on an annual basis is below industry standard and does not sustain life cycle expectancies for arterial roadways.

Community consultation on these project may increase the scope of work that could include enhancements of upgraded sidewalks and materials, banner poles, landscaping etc. The project forecasts are based on class D estimates.

### 2017 projects:

1. Cook Street from Pandora to Caledonia paving component (Last paved 1979 thru 1992). (North Park, Fernwood Neighbourhoods). In 2015, a citizen led engagement workshop was led by the community to add in a complete streets perspective to the project. Proposed work includes improvements to sidewalks, medians, a new marked crosswalk, and gateway features for this Urban Village Centre. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration of the road structure. Pavement Management Plan Rank: Between 160th and 270th out of 2100 - \$630,000
2. Douglas Street SB - Hillside to Burnside (Last paved 1983) (Burnside Neighbourhood) - 450m of road rehabilitation identified in the pavement management program. The paving will be in conjunction with the BC Transit southbound transit lanes project and will expand the area of paving and provide a longer lifecycle for the roadway. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 487th out of 2100 - \$300,000
3. Vancouver Street - Southgate to Fairfield (Last paved prior to 1975) (Fairfield Neighbourhood) - 250m of road rehabilitation identified in the pavement management program. This project will be completed prior to and in conjunction with the bicycle network – Humboldt/ Pakington route. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 430th out of 2100 - \$300,000
4. Douglas Street at Belleville Intersection (Last paved prior to 1975) (Downtown and James Bay Neighbourhood) – The northeast corner of Douglas Street at Belleville is settling which is causing the corner to sink. Road, sidewalk and traffic signals are to be reconstructed to bring the corner back to regular street elevation and ensure the safe passage of vehicles. - \$103,000
5. Cook Street at Fairfield Road Intersection (Last paved prior to 1986) (Fairfield Neighbourhood) – Intersection pavement rehabilitation project identified from public works maintenance expenditures. This project will be completed prior to or in conjunction with the bicycle network – Cook Street Pandora to Pakington route. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. \$75,000

6. Southgate street from Vancouver to Cook completion \$115,000

7. Flooding maintenance project support completion \$44,000

Based on current funding levels, the following outlines the future schedule (2018-2021):

### 2018 Projects:

- Gorge Road - Carroll to Balfour - \$250,000
- Gorge Road - Balfour to Harriet - \$400,000
- Gorge Road - Carroll to Washington - \$200,000
- Government - Superior Intersection - \$100,000
- Fort Street - Oak Bay to Belcher - \$250,000
- Pavement Condition Assessment Study (5-year cycle) - \$300,000

# Project Summary

## 2019 Projects:

Vancouver Street - Pandora to Caledonia  
 Finlayson Street - Blanshard to Yew  
 Government - Johnson to Fisgard  
 Bay Street - Cook to Fifth

## 2020 Projects:

Cook Street Oxford to Hilda  
 Shelbourne Street - Pembroke to Bay Street  
 Bay Street - Government to Douglas

## 2021 Projects:

Finlayson Street - Douglas to Blanshard  
 Douglas Street - Discovery to Pembroke  
 Dallas Road - Lewis to Government



## Project Forecast

Year	Total Expense
2017	1,567,000
2018	1,500,000
2019	1,224,000
2020	1,249,000
2021	1,274,000
2022	1,299,000
2023	1,325,000
2024	1,352,000
2025	1,378,000
2026	1,406,000
2027	1,434,000
2028	1,463,000
2029	1,492,000
2030	1,521,000
2031	1,553,000
2032	1,583,000
2033	1,615,000
2034	1,647,000
2035	1,680,000
2036	1,765,000
	<b>29,327,000</b>



# Project Summary

<b>Project Number:</b>	ENG-229	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Belleville Street	<b>Business Unit:</b>	50626
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

Complete Street improvements to Belleville Street between Oswego Street and Menzies Street will complement the already-completed sidewalk west of Oswego Street, and recent improvements to the Belleville marine terminal works. This is an important gateway to the City and a key section of the City's David Foster Harbour Pathway.

City of Victoria staff have worked closely with stakeholders, including the Province of BC, local hotels and restaurants, Tourism Victoria, Greater Victoria Harbour Association, and tenants of the Belleville Terminal to develop a design that will benefit residents and tourists walking, riding bikes, using the pick-up and drop-off areas at the terminal, and accessing sightseeing-related activities.

The proposed street and interim plaza improvements are to be funded from the Engineering and Public Works Department Capital budget, with partial funding from Tourism Victoria's donation in support of construction of the David Foster Harbour Pathway. Given the high levels of tourist activity on Belleville Street, staff recommend starting construction in October 2017, with project completion anticipated for April 2018.

## Deliverables:

This phase of the Belleville Street project will connect with the David Foster Harbour Pathway, and include the following improvements:

- Two retaining walls on Belleville Terminal property
- Widened sidewalks on the north side of the block
- Streetscape enhancements/new boulevard trees
- A new mid-block crosswalk
- Re-paving the street between Oswego Street and Menzies Street
- Marked on-street bike lanes
- A redesigned plaza/stairway at Belleville/Menzies, widening the Belleville Street sidewalk, and enhancing the plaza as a key gateway to the Lower Causeway and Inner Harbour

## Project Forecast

Year	Total Expense	Cost Sharing Tourism Victoria	Net City Funding
2017	3,133,000	1,000,000	2,133,000
	<b>3,133,000</b>	<b>1,000,000</b>	<b>2,133,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-044	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Local Street Rehabilitation	<b>Business Unit:</b>	50198
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

Rehabilitate residential streets where road conditions have deteriorated to a point where they no longer can be maintained effectively through minimal measures. Resurface existing roads to improve condition and extend life cycle of roadway. Projects are tentative and subject to community consultation. The urban street system plays a vital role serving local residents as well as an economic role supporting the business sector and tourism industry. The City has made a significant investment in building its street network which comprises a substantial portion of the city's asset base. Pavement asset management is a strategic approach for the management, operation, preservation and enhancement of the asset to meet the needs of current and future customers.

## Deliverables:

Rehabilitate or resurface annually approximately 1 km of 160 km of existing local roadways. All projects are tracked and summarized. Length of rehabilitated pavement is recorded for all construction projects and summarized in an annual infrastructure report. The amount of roadway rehabilitated on an annual basis is below industry standard and does not sustain life cycle expectancies for local roadways. The project costing is based on class D estimates.

### 2017 Projects:

1. Alpha Street from Beta to Gamma rehabilitation (last paved prior to 1975) (Burnside Neighbourhood)  
- 130m of road rehabilitation identified in the pavement management program. This project continues the work on the Alpha Street corridor between Douglas Street and Burnside Road. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. This complete streets project includes installing or renewing sidewalk to complete the pedestrian link on Alpha Street. Pavement Management Plan Rank: 9th out of 2100 - \$400,000
2. Meares Street from Cook to east end (last paved prior to 1975) (Fairfield Neighbourhood)  
- 185m of road rehabilitation identified in the pavement management program. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 7th out of 2100 - \$400,000
3. Hillside Avenue from Pleasant to Turner (partial pavement / partial gravel) (Burnside Neighbourhood)  
- 100m of road construction. Hillside Avenue is partially a gravel road in an industrial/ commercial area. Regular maintenance costs are rising and installing a pavement surface will keep long term lifecycle costs down. Pavement Management Plan Rank: 1st out of 2100 - \$170,000
4. Somenos Street from Quamichan to south end (last paved prior to 1975) (Gonzales Neighbourhood)  
- 130m of asphalt overlay to extend the life of the existing roadway as identified in the pavement management program. The purpose of completing the asphalt overlays is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 22nd out of 2100 - \$50,000
5. Brighton Avenue from Davie to Chamberlain (last paved prior to 1975) (Gonzales Neighbourhood)  
- 75m of asphalt overlay to extend the life of the existing roadway as identified in the pavement management program. The purpose of completing asphalt overlays is to replenish the surface, reduce maintenance costs and avoid further deterioration. This complete streets project is in conjunction with a pedestrian master plan project to install sidewalk. Pavement Management Plan Rank: 447th out of 2100 - \$50,000
6. Brighton Avenue from Chamberlain to Clare (last paved prior to 1975) (Gonzales Neighbourhood)  
- 75m of asphalt overlay to extend the life of the existing roadway as identified in the pavement management program. The purpose of completing asphalt overlays is to replenish the surface, reduce maintenance costs and avoid further deterioration. This complete streets project is in conjunction with a pedestrian master plan project to install sidewalk. Pavement Management Plan Rank: 307th out of 2100 - \$50,000
7. Tolmie Avenue from Fifth to Linwood Tolmie (Development) (last paved prior to 1975) (Hillside/Quadra Neighbourhood)  
- 40m of asphalt overlay being installed in conjunction with a development project that will pave Tolmie Avenue to road centerline. Cooperative pavement management completes this road segment. Pavement Management Plan Rank: 648th out of 2100 - \$20,000

Based on current funding levels, the following outlines the future schedule (2018-2021):

### 2018 Projects:

- Beta - Alpha to Delta - \$300,000
- Pleasant - Bay to John - \$120,000
- Pleasant - John to David + Sidewalk - \$200,000
- Gonzales - Richmond to Richardson - \$100,000
- Denman Avenue - Spring to Fernwood - \$90,000
- Denman Avenue - Fernwood to Oregon - \$90,000
- Maud - St. Charles to Belmont + sidewalk - \$160,000

# Project Summary

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## 2019 Projects:

Frances Avenue - Burnside to Douglas  
 Blackwood - Topaz to Summit  
 Blackwood - Vista Heights to Topaz  
 Kings Road - Capital Hts to Mt. Stephen + sidewalk  
 Kings Road - Mt. Stephen to Cedar Hill

## 2020 Projects:

Belmont - Regents to Maud + sidewalk  
 Ryan Street - Forbes to Victor  
 Ryan Street - Victor to Shakespeare  
 Ryan Street - Shakespeare to Scott  
 Shakespeare - Myrtle to Hillside  
 Leighton Road - Bank to Duchess + sidewalk  
 Amphion – Oak Bay to Leighton

## 2021 Projects:

May Street - Joseph to Eberts + sidewalk  
 May Street - Eberts to Memorial + sidewalk  
 Moss Street - May to Bond  
 Rebecca Street - Pandora to Mason + sidewalk  
 Beacon Street - Douglas to St. Andrews  
 Chambers Street - Balmoral to North Park  
 Langford Street - Skinner to Alston + sidewalk

## Project Forecast

Year	Total Expense
2017	1,140,000
2018	1,060,000
2019	1,183,000
2020	1,207,000
2021	1,231,000
2022	1,256,000
2023	1,281,000
2024	1,306,000
2025	1,332,000
2026	1,359,000
2027	1,386,000
2028	1,414,000
2029	1,442,000
2030	1,471,000
2031	1,500,000
2032	1,530,000
2033	1,561,000
2034	1,592,000
2035	1,624,000
2036	1,656,000
	<b>27,531,000</b>







# Project Summary

<b>Project Number:</b>	CES-001	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Great Neighbourhoods	<b>Business Unit:</b>	50627
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

## Overview:

Victoria has a population of just over 80,000 residents who reside in 13 neighbourhoods, all with their own distinct identity and features. In 2015, City Council directed staff within the strategic plan to “Create a ‘great neighbourhoods initiative’ based on Edmonton’s model; amended to fit our local circumstances.” This proposed approach provides opportunity to take a more holistic approach to supporting neighbourhoods and for improving internal coordination within the City’s operations, better communication across City departments and externally, and providing overall better service to citizens.

Projects in public space and placemaking grants for small-scale community projects and participatory budgeting can empower the community to direct investment in neighbourhoods based on community priorities and support neighbourhood character.

This budget is intended to capitalize on opportunities to shift from project and problem based neighbourhood engagement to focusing on place-based opportunities at a neighbourhood level and proposes new participatory budgeting methods, placemaking and animation of public spaces.

## Deliverables:

- My Great Neighbourhood Grant Program \$120,000
- Placemaking opportunities \$5,000

## Project Forecast

Year	Total Expense
2017	125,000
2018	127,000
2019	129,000
2020	131,000
2021	133,000
2022	135,000
2023	139,000
2024	143,000
2025	147,000
2026	151,000
2027	155,000
2028	159,000
2029	163,000
2030	167,000
2031	171,000
2032	175,000
2033	178,000
2034	181,000
2035	184,000
2036	187,000
	<b>3,080,000</b>





# Project Summary

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<b>Project Number:</b>	CES-198	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Participatory Budgeting	<b>Business Unit:</b>	50664
<b>Division:</b>	Engagement		

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## Overview:

Participatory budgeting can empower the community to direct investment in neighbourhoods based on community priorities and support neighbourhood character.

## Deliverables:

- Pilot Participatory Budgeting project \$60,000

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	60,000
2018	61,000
2019	62,000
2020	63,000
2021	64,000
2022	65,000
2023	66,000
2024	67,000
2025	68,000
2026	69,000
2027	70,000
2028	71,000
2029	72,000
2030	73,000
2031	74,000
2032	75,000
2033	77,000
2034	79,000
2035	81,000
2036	83,000
	<hr/> <b>1,400,000</b>

# Project Summary

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**Project Number:** ENG-197  
**Project Title:** Wayfinding  
**Strategic Plan Link:** Complete a Multi-Modal and Active Transportation Network

**Budget Year:** 2017  
**Business Unit:** 50573

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## Overview:

A city-wide wayfinding signage plan and implementation strategy is being developed in consultation with community and stakeholder organizations.

## Deliverables:

Completion of the (pending) recommendations of the first phase of implementation of the wayfinding signage plan (e.g. pedestrian wayfinding to landmarks, street name signs) - \$127,000

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	127,000
2018	102,000
	<b>229,000</b>



# Project Summary

<b>Project Number:</b>	ENG-106	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Seasonal Animation	<b>Business Unit:</b>	50113
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

## Overview:

This business unit funds projects related to downtown seasonal decorations and animation.

These have included:

- Purchase of Christmas decorations
- Summer banner: design, competition and purchase
- Chinatown lighting and seasonal ornamentation
- Other capital projects that provide seasonal animation and colour to the downtown (e.g. illuminated Valentine's most romantic spots)

## Deliverables:

- Summer banners

## Project Forecast

Year	Total Expense
2017	26,000
2018	27,000
2019	28,000
2020	29,000
2021	30,000
2022	31,000
2023	32,000
2024	33,000
2025	34,000
2026	35,000
2027	36,000
2028	37,000
2029	38,000
2030	39,000
2031	40,000
2032	41,000
2033	42,000
2034	43,000
2035	44,000
2036	45,000
	<b>710,000</b>



# CAPITAL

## Parks

### Guiding Principles

- Maintain and renew existing parks and recreation infrastructure to meet today's needs
- Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.
- Future investment will be based on Parks and Open Space Master Plan (2017)

### Guiding Plans

- Official Community Plan
- Strategic Plan
- Beacon Hill Park Management Plan
- Beacon Hill Park Heritage Landscape Plan
- Various Park Management Plans
- Urban Forest Master Plan

### Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2016	What We Added 2013 – 2016
Parks	<ul style="list-style-type: none"> <li>• 207 hectares of parkland (137 parks)</li> <li>• 12 dog leash-optional areas</li> <li>• 1 skate park</li> <li>• 1 bike park</li> <li>• 5 outdoor fitness installations</li> <li>• 2 spray parks</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Pioneer Square</li> <li>• Beacon Hill Park Rose Garden</li> <li>• Summit Park pathway improvements</li> <li>• Vic West Park – skate park</li> <li>• Vic West Park – dog off-leash area</li> </ul>	<ul style="list-style-type: none"> <li>• Reeson Park</li> <li>• Quadra Park</li> <li>• 4 Community Gardens (MacDonald Park, William Stevenson Park, Yates Street Garden and Pandora Avenue)</li> <li>• 2 Community Orchards (Banfield Park, William Porter Park)</li> <li>• Begbie Green</li> </ul>
Sport Fields	<ul style="list-style-type: none"> <li>• 45 ball diamonds and soccer fields</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Hillside Park drainage</li> <li>• MacDonald Park (field renovation, backstops and posts)</li> <li>• Topaz Park field renovation</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Sport Courts	<ul style="list-style-type: none"> <li>• 40 sports courts</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Barnard and Beacon Hill Park court upgrades</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Playgrounds and Outdoor Fitness Equipment	<ul style="list-style-type: none"> <li>• 40 playgrounds</li> <li>• 5 outdoor fitness equipment locations</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Wark Street</li> <li>• Fern Street</li> <li>• Hollywood Park</li> <li>• Alexander Park</li> <li>• Clawthorpe Park</li> <li>• Quadra Heights Park</li> <li>• Vic West Park</li> <li>• Stevenson Park surface renewal</li> </ul>	<ul style="list-style-type: none"> <li>• New outdoor fitness installations at Oaklands, Topaz and Cecelia Ravine Parks</li> </ul>
Crystal Pool and Fitness Centre	<ul style="list-style-type: none"> <li>• 50m Pool</li> <li>• Fitness centre</li> </ul>	<ul style="list-style-type: none"> <li>• Facility Mechanical Systems nearing end of life</li> </ul>	<ul style="list-style-type: none"> <li>• Mechanical pool systems</li> <li>• Replacement of fitness equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Universal Change Room</li> <li>• On-Line Registration Service</li> </ul>

# CAPITAL Parks

## Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2016	What We Added 2013 – 2016
Royal Athletic Park	<ul style="list-style-type: none"> <li>Elite outdoor stadium</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>Grandstand seating</li> </ul>	<ul style="list-style-type: none"> <li>Field protection surfacing</li> <li>Portable outfield baseball fence</li> <li>Water bottle fill stations</li> </ul>
Save-On-Foods Memorial Centre	<ul style="list-style-type: none"> <li>7,000 seat arena facility</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>New arena deck ice cover</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility improvements</li> <li>Scoreboard video screens</li> </ul>
Furnishings	<ul style="list-style-type: none"> <li>23 drinking fountains</li> <li>Approximately 600 benches (300 memorial benches)</li> <li>Remaining furnishings TBD</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>In-ground garbage installations (23)</li> <li>Picnic table and bench refurbishment</li> <li>Beacon Hill Park lighting upgrades</li> <li>Beacon Hill Park picnic area tables and fountain</li> <li>Water filling stations (2)</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Cemetery	<ul style="list-style-type: none"> <li>1 cemetery</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

## Investing In Our Community's Future (2017 – 2019)

Area	Today's City (Renewal): \$996,000	Tomorrow's City (New): \$1.053 million
Parks	<ul style="list-style-type: none"> <li>Topaz Park Improvements and Overall Plan, \$200k</li> <li>Vic West Park Improvements, \$198k</li> <li>Beacon Hill Park streetlight pole replacement, \$12k</li> <li>Central Park, \$56k</li> </ul>	<ul style="list-style-type: none"> <li>Vic West Park – TBD</li> <li>Burnside Gorge, \$988k</li> <li>Centennial Square temporary play features, \$65k</li> <li>TBD</li> </ul>
Sport Fields	<ul style="list-style-type: none"> <li>Hollywood Park, \$165k</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>
Sport Courts	<ul style="list-style-type: none"> <li>4 tennis courts and basketball court surfaces at Vic West, \$75k</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>
Playgrounds	<ul style="list-style-type: none"> <li>Raynor Park, \$205k</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>
Recreation	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>Completion of Crystal Pool and Fitness Centre feasibility study – TBD</li> </ul>
Furnishings	<ul style="list-style-type: none"> <li>Topaz Park all weather field soccer goals and bleachers and MacDonald Park bleachers, \$85k</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>
Cemetery	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>

# Project Summary

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**Project Number:** PRC-239  
**Project Title:** Central Park Improvements  
**Strategic Plan Link:** Enhance and Steward Public Spaces, Green Spaces and Food Systems

**Budget Year:** 2017  
**Business Unit:** 50644

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## Overview:

The purpose of this project is to upgrade the surfacing to create a safe surface under the fitness equipment at Central Park. The current rubber surface is failing. The exercise equipment is not anticipated to require renewal for 10 years.

## Deliverables:

New engineered wood fiber surface under the existing fitness equipment.

## Project Forecast

<u>Year</u>	<u>Total Expense</u>
2017	56,000
	<b>56,000</b>





# Project Summary

<b>Project Number:</b>	PRC-236	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Hollywood Park - Park Improvements	<b>Business Unit:</b>	50646
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

Hollywood Park is a multi-use sportfield in the Farfield neighbourhood. Heavily used by youth, serves as a home field for seasonal soccer and baseball community organizations. The park also includes a playground, tennis courts and a public washroom.

## Deliverables:

Field renovation, supported by irrigation and drainage work and repair/replacement of park hardscape and supporting infrastructure.

## Project Forecast

Year	Total Expense
2017	165,000
	<b>165,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-237	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Outdoor Sport Court Improvements Program	<b>Business Unit:</b>	50647
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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## Overview:

This capital program budget will be used to renew outdoor sport court assets including tennis, basketball, hockey, lacrosse at various parks.

## Deliverables:

Rehabilitate, resurface or renew sport court infrastructure where conditions have deteriorated to a point where they can no longer be maintained through ongoing general maintenance. Priorities for 2017 include resurfacing four Tennis Courts and failing basketball court surfaces at Vic West.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	75,000
	<b>75,000</b>





# Project Summary

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<b>Project Number:</b>	PRC-099	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Park Furnishing Replacement Program	<b>Business Unit:</b>	50607
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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## Overview:

Rehabilitate, resurface or renew park furnishing infrastructure where conditions have deteriorated to a point where they are failing or can no longer be maintained through ongoing general maintenance. Replacement of park furnishings that are failing/not keeping up with demand.

On-going repairs ensures there is safe, functional equipment available for park users and prevents potential health and safety risks associated with park furnishing failure.

## Deliverables:

Program priority for 2017 includes replacement of soccer goals at Topaz all weather field, bleachers at Topaz and MacDonald Park.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	85,000
	<b>85,000</b>



# Project Summary

<b>Project Number:</b>	PRC-232	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Raynor Park - Park Improvement	<b>Business Unit:</b>	50648
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

**Overview:**

Raynor Park is located in the Victoria West neighbourhood. The current playground was installed in 1994 and partially upgraded in 1997. The playground is currently due for renewal. In addition, a pathway through the park is identified in the City's 2003 Greenways Plan and is in need of improvements including replacement of lights and increased pathway width.

**Deliverables:**

Park upgrades including updated playground, widened pathway, new pathway lights and installation of a new in-ground garbage can to replace the existing garbage can.

**Project Forecast**

Year	Total Expense
2017	205,000
	<b>205,000</b>





# Project Summary

<b>Project Number:</b>	PRC-229	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Topaz Park - Park Improvement Plan	<b>Business Unit:</b>	50649
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

Topaz Park is the largest park in the Hillside-Quadra neighbourhood and is the City's third largest park. Topaz is the City's primary active recreation park and hosts four sports fields, multiple baseball diamonds, a lacrosse box, dog off-leash areas, play equipment, outdoor fitness equipment, passive green space and washrooms. The tennis courts at Topaz Park have been closed for five years due to safety concerns including asphalt heaving due to nearby tree roots. In 2016, public engagement on the tennis courts indicated strong support for tennis courts at Topaz Park and the possible addition of several other park amenities. Development of a Park Improvement Plan for the park will allow for broad public input to help guide future capital funding requests for desired park improvements and amenities.

## Deliverables:

A Park Improvement Plan that will be presented to Council for approval. Priority improvements to be identified through the park improvement plan process. Budget for installation of new tennis court facilities is included.

## Project Forecast

Year	Total Expense
2017	200,000
	<b>200,000</b>



# Project Summary

<b>Project Number:</b>	PRC-075	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Vic West Park Improvements	<b>Business Unit:</b>	50542
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

Vic West Park is the second largest community park in the Victoria West neighbourhood and offers a variety of activities for neighbourhood residents. It also hosts the City's only skate park facility. It is nearby to growing residential areas including Bayview, Dockside and Railyards.

A park improvement plan will address several park infrastructure needs in a single year including improvements to skate park and play structures, and leash-optional dog area.

Vic West is a popular leash-optional area and considerations for managing dog-use will be part of the overall improvements. Soft landscape re-development and irrigation renewal will help offset the City's maintenance operations costs.

Vic West Park improvements were planned and designed in 2015. Implementation of Phase One: skate park, playground and off-leash area was implemented in 2016. Additional improvements to pathways, lighting and field will be planned in the 2017 and implemented in a 2018 capital plan request.

## Deliverables:

Planning and design for sportsfield upgrade and pathway upgrade including development of cost estimate for inclusion in 2018 budget.  
Vic West Skatepark upgrade \$198,000

## Project Forecast

Year	Total Expense
2017	198,000
2018	TBD
	<b>198,000</b>





# Project Summary

<b>Project Number:</b>	PRC-260	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Centennial Sq Temporary Moveable Play Feature	<b>Business Unit:</b>	50663
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

**Overview:**

Staff were directed to develop a plan for the installation of a temporary, moveable child- friendly, public space enhancing structure in Centennial Square.

**Deliverables:**

Creation and installation of a temporary, moveable child-friendly play feature in Centennial Square

**Project Forecast**

Year	Total Expense	Cost Sharing DVBA	Net City Funding
2017	65,000	15,000	50,000
	<b>65,000</b>	<b>15,000</b>	<b>50,000</b>



# Project Summary

<b>Project Number:</b>	PRC-001	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Burnside Gorge - New Park	<b>Business Unit:</b>	50530
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

To acquire new parkland in the Burnside Gorge neighbourhood to reinforce City policy of no net loss of park space. A new park has been identified as a key amenity for the neighbourhood and land will be acquired and developed into a neighbourhood park. New park space to be 0.20ha (0.50ac.) in size.

This new park space is to replace Ellice Street park site which was contributed as part of a housing partnership and used for Rock Bay Landing shelter.

## Deliverables:

Supports Council's decision to replace Ellice Street park site which was contributed as part of a housing partnership and used for Rock Bay Landing shelter.

## Project Forecast

Year	Total Expense
2017	988,000
	<b>988,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-256	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Beacon Hill Park Street Light Poles	<b>Business Unit:</b>	50641
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

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**Overview:**

There are 15 poles that are to be replaced as they are rotting.

**Deliverables:**

- Replace 15 poles with the following:
- 3x galvanized steel poles
  - 7x painted poles
  - 5x painted galvanized poles

**Project Forecast**

<b>Year</b>	<b>Total Expense</b>
2017	12,000
	<b>12,000</b>

## CAPITAL

# Street Infrastructure

### Guiding Principles

- Maintain and renew existing surface infrastructure to meet the needs of the public
- Meet safety and industry standards where applicable, for maintenance and replacement of each type of infrastructure
- Ensure that the useful life of the infrastructure is maximized before it must be replaced

### Guiding Plans

- Official Community Plan
- Strategic Plan

### Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2016	What We Added 2013–2016
Traffic Signals	<ul style="list-style-type: none"> <li>• 147 signals, including 112 traffic signals, 15 pedestrian signals, 10 crosswalks with flashing yellow lights and 10 flashing red beacons</li> </ul>	<ul style="list-style-type: none"> <li>• 20%</li> </ul>	<ul style="list-style-type: none"> <li>• 6, including Government at Superior, Douglas at Bay, Bay at Tyee and Cedar Hill at Finlayson</li> </ul>	<ul style="list-style-type: none"> <li>• 5, including 3 new traffic signals required as a result of redevelopment at Hillside Mall</li> </ul>
	<ul style="list-style-type: none"> <li>• 112 traffic controller cabinets</li> </ul>	<ul style="list-style-type: none"> <li>• 15%</li> </ul>	<ul style="list-style-type: none"> <li>• 12 traffic controller cabinets</li> </ul>	<ul style="list-style-type: none"> <li>• 5 traffic controller cabinets</li> </ul>
	<ul style="list-style-type: none"> <li>• 112 traffic controllers c/w hardware</li> </ul>	<ul style="list-style-type: none"> <li>• 5%</li> </ul>	<ul style="list-style-type: none"> <li>• 38</li> </ul>	<ul style="list-style-type: none"> <li>• 5</li> </ul>
	<ul style="list-style-type: none"> <li>• 4 km of fibre optic cable connecting traffic signals to Public Works and City Hall “brain”</li> </ul>	<ul style="list-style-type: none"> <li>• 0%</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> </ul>
	<ul style="list-style-type: none"> <li>• 18 km of copper communication cable connecting traffic signals to Public Works and City Hall “brain”</li> </ul>	<ul style="list-style-type: none"> <li>• 65–75%</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> </ul>	<ul style="list-style-type: none"> <li>• 0</li> </ul>



CAPITAL

Street Infrastructure

**Current Status of Our Community's Assets**

Area	What We Have	% In Poor Condition	What We Renewed 2013–2016	What We Added 2013–2016
Street Lighting	• Over 6,500 high pressure sodium street lights	• 30%	• 686 over 6,500 high pressure sodium street lights	• 24 new luminaires on poles in residential neighbourhoods
	• 1,332 davit arms	• 40%	• 392 davit arms	• 12 davit arms
	• 1,750 metal poles for signals and street lights	• 20%	• 96 metal poles for signals	• 15 metal poles for signals
	• 900 cluster poles	• 20%	• 15 cluster poles	• 4 cluster poles
	• ~500 pole mounted switches	• TBD	• 25 pole mounted switches	• 7 pole mounted switches
	• ~30 power panels	• 0	• 0	• 20 power panels
	• 12 underground power kiosks	• 60%	• 3 underground power kiosks	• 0 underground power kiosks
	• 45 above ground power kiosks	• 10%	• 2 above ground power kiosks	• 9 above ground power kiosks
	• TBD underground conduit	• 20%		
	• TBD underground wiring	• 20%		

**Current Status of Our Community's Assets**

Area	What We Have	% In Poor Condition	What We Renewed 2013–2016	What We Added 2013–2016
Street Furniture	• 586 benches - 104 inside bus shelter - 482 not in bus shelter	• 25%	• 58 benches replaced (modernized)	• 80 benches
	• 104 bus shelters	• 5%	• 35 bus shelters	• 19 bus shelters
	• 350 bollards	• 20%		
	• 1,680 m of chains for bollards	• 5%		
	• 17.7km railings	• 25%		
	• 3.2km protective fencing	• 10%		
	• 1,780 fire hydrants	• 5% for condition of paint only		

CAPITAL

# Street Infrastructure

## Investing In Our Community's Future (2017 – 2019)

Area	Today's City (Renewal): \$3.121 million	Tomorrow's City (New): \$2.4million
<p><b>Traffic Signals</b></p> <ul style="list-style-type: none"> <li>• Signal Hardware</li> <li>• Traffic Control Cabinets</li> <li>• Traffic Controllers</li> <li>• Fibre Optic Cable</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic signal safety upgrade, \$203k</li> <li>• Accessibility - Pedestrian Signals at 3 test locations, \$30k</li> <li>• Accessibility - Truncated domes at curb cuts at 8 existing intersections, \$30k</li> <li>• Traffic control cabinets, \$380k</li> <li>• Un-interruptible power signal units, \$176k</li> <li>• Traffic signal fibre optic upgrade, \$116k</li> </ul>	<ul style="list-style-type: none"> <li>• Countdown pedestrian signals, \$102k</li> <li>• Traffic signal detection system, \$225k</li> </ul>
<p><b>Street Lighting</b></p> <ul style="list-style-type: none"> <li>• Street lights</li> <li>• Davit arms</li> <li>• Metal street light and signal poles</li> <li>• Pole mounted switches</li> <li>• Power panels</li> <li>• Underground Power Kiosks</li> <li>• Above Ground Power Kiosks</li> </ul>	<ul style="list-style-type: none"> <li>• Replacement of metal poles, \$677k</li> <li>• BC Hydro pole streetlight arms, \$50k</li> <li>• Pole assessment and inventory, \$83k</li> <li>• Junction boxes, \$72k</li> <li>• Electrical kiosks, \$60k</li> <li>• Selkirk streetlights, \$138k</li> <li>• Beacon Hill Park lighting upgrades, \$173k</li> <li>• Raynor Park lighting upgrades, \$35k</li> </ul>	<ul style="list-style-type: none"> <li>• LED streetlights 6500 units, \$2.022m</li> <li>• New streetlights, \$51k</li> </ul>
<p><b>Street Furniture</b></p> <ul style="list-style-type: none"> <li>• Benches</li> <li>• Bus Shelters</li> <li>• Bollards</li> <li>• Bollard Chains</li> <li>• Railings</li> <li>• Protective Fencing</li> <li>• Hydrants</li> </ul>	<ul style="list-style-type: none"> <li>• Gate of Harmonious Interest Chinatown, \$40k</li> <li>• Street infrastructure upgrades, \$858k</li> </ul>	

# Project Summary

<b>Project Number:</b>	ENG-064	<b>Budget Year:</b>	2017
<b>Project Title:</b>	LED Signal Head/Ped Countdown Signal and Audible Ped Signal Installation	<b>Business Unit:</b>	50031
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

Upgrade existing pedestrian-related signal displays with displays that include pedestrian countdown signals at the 127 intersections in the City with traffic signals or pedestrian signals. Install audible pedestrian signals at existing signalized intersections. Upgrade existing traffic signal displays with LED signal heads.

Countdown signals provide additional information to pedestrians contemplating a road crossing at a signalized intersection. Audible signals assist persons with vision loss when crossing at signalized intersections.

Priority for the installation of countdown signals is given first to crosswalks at signalized intersections where the road crossing is long (roads with multiple travel lanes; i.e. Douglas, Blanshard, Hillside, Government, Shelbourne), and pedestrians are exposed to traffic for longer periods of time. 58 of the 127 signalized intersections have been upgraded with pedestrian countdown signals to date.

For audible pedestrian signal installation, staff consult with the Canadian National Institute for the Blind (CNIB), who have priority corridors identified by their clients. 73 of the 127 signalized intersections have been outfitted with audible pedestrian signals.

## Deliverables:

New countdown signals at 5 intersections, and audible signals at one intersection. Countdown signals will be added to intersections, in conjunction with other traffic signal upgrades/electrical maintenance activities.

### 2017 Projects:

- Pandora at Fernwood (Audible) – compliments maintenance priority project and helps complete Pandora signals upgrades
- Fort at Quadra – Countdown – compliments Biketoria priority
- Fort at Vancouver – Countdown
- Fort at Cook (existing audible) – Countdown
- Pandora at Johnson – Countdown – completes Pandora signals upgrades
- Cook at Hillside – Countdown – long crossing

### 2018 Projects:

- Fernwood at Johnson – Audible – compliments maintenance priority project
- Vancouver at Johnson – Countdown
- Cook at Johnson – Countdown – compliments Biketoria priority
- Yates at Quadra – Countdown – infill gap on Yates
- Yates at Vancouver – Countdown – infill gap on Yates

## Project Forecast

Year	Total Expense
2017	33,000
2018	34,000
2019	35,000
2020	36,000
2021	37,000
2022	38,000
2023	39,000
2024	40,000
2025	41,000
2026	42,000
2027	43,000
2028	44,000
2029	45,000
2030	46,000
2031	47,000
2032	48,000



## Project Summary

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2033	49,000
2034	50,000
2035	51,000
2036	52,000
	<hr/>
	<b>850,000</b>

# Project Summary

<b>Project Number:</b>	ENG-046	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Electrical Kiosk Replacement	<b>Business Unit:</b>	50064
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

The purpose of this program is to fund the replacement of the electrical distribution kiosks, pole mounted switches and power panels for street and traffic signal lighting. From 2017 - 2027, the replacement schedule for only the switches and power panels are required. From 2028 - 2034, the electrical distribution kiosks replacement cycle will commence and the budget figures will be a combination of all 3 replacement cycles.

### Inventory:

1. Electrical Kiosks  
 Total Inventory: 54  
 Lifecycle replacement: 25 to 30 years

2. Pole Mounted Switches  
 Total Inventory: approximately 850  
 Lifecycle Replacement: 20 years

3. Power Panels  
 Total Inventory: approximately 150  
 Lifecycle Replacement: 20 years

## Deliverables:

2017 Projects: - \$20,000  
 20 pole mounted switches  
 10 power panels

2018 Projects: - \$20,000  
 20 pole mounted switches  
 10 power panels

2019 Projects: - \$20,000  
 20 pole mounted switches  
 10 power panels

## Project Forecast

Year	Total Expense
2017	20,000
2018	20,000
2019	20,000
2020	20,000
2021	20,000
2022	20,000
2023	20,000
2024	20,000
2025	20,000
2026	20,000
2027	20,000
2028	20,000
2029	20,000
2030	20,000



# Project Summary

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2031	20,000
2032	20,000
2033	20,000
2034	20,000
2035	20,000
2036	20,000
	<hr/>
	<b>400,000</b>

# Project Summary

<b>Project Number:</b>	ENG-070	<b>Budget Year:</b>	2017
<b>Project Title:</b>	New Traffic Safety Upgrades and Installations	<b>Business Unit:</b>	50073
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

All new traffic signal work, with the exception of pedestrian countdown signals and audible pedestrian signals, are funded under this program. This includes new traffic signal installations, the addition of signal head required for new phases, overall network enhancements such as transit-priority hardware, and upgrades resulting from changes to Provincial legislation.

Improvements are identified through collision statistics analysis to address trends or patterns.

## Deliverables:

2017 Projects:

Traffic Signal designs and signal upgrades at:

1. Fort Street Fire Pre-emption signal - New signal replacement
2. Superior 505 intersection completion

2018 Projects:

Traffic Signal designs and coordinated signal upgrades at:

1. Fernwood at Johnson - #2 by 5 year collision rate

## Project Forecast

Year	Total Expense
2017	78,000
2018	62,000
2019	63,000
2020	64,000
2021	65,000
2022	68,000
2023	69,000
2024	70,000
2025	72,000
2026	73,000
2027	75,000
2028	76,000
2029	78,000
2030	79,000
2031	81,000
2032	82,000
2033	84,000
2034	86,000
2035	87,000
2036	89,000
	<b>1,501,000</b>



# Project Summary

<b>Project Number:</b>	ENG-226	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Street Light Pole and Arms	<b>Business Unit:</b>	50464
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

This program is intended to fund the replacement of aging, damaged, rusted or fatigued street light and traffic signal poles including BC Hydro pole streetlight arms, new pole and light installations, adding or installing new davits and lights on existing utility poles, new crosswalk downlighting and regular assessments for damage and structural integrity.

The main purpose of lighting roadways and other transportation-related facilities is safety - providing a safe environment for the public to use the road system during periods of darkness. A well-lit public right-of-way reduces motor vehicle collisions, and provides a safe, comfortable environment for pedestrians, cyclists and drivers.

The inspection program helps to reduce liability and maintain the integrity of these assets. Each pole's structural integrity will be tested and rated every 6 years, with a visual inspection each 3 years. The rating system will allow the City to identify and prioritize poles that are of concern to determine future pole replacement.

BC Hydro's accelerated pole replacement program is now extended at a lower level. We are capturing this opportunity to upgrade to LED fixtures and take advantage of BC Hydro's 25% rebate program as when BC Hydro replaces a pole, the City's streetlight fixtures are removed and have to be replaced. Some of the supporting arms may have to be replaced at the same time.

Individual projects have not yet been identified for new installations as typically, this budget is used to respond to emerging public requests in a timely manner, or to complement other Transportation Capital projects where lighting needs to be upgraded.

The City has 3,123 metal poles for street lights and traffic signals and 4,800 hydro pole streetlight arms. The majority of the Street Light Pole system are metal poles, which have an engineered life of 20 years. We are installing new galvanized poles, with a life expectancy of 30-50 years.

## Deliverables:

2017 Projects:

1. Annual Replacement of approximately 20+ metal poles - \$194,000
2. Annual Replacement of approximately 150+ hydro pole streetlight arms (BC Hydro routine wood pole replacement schedule) - \$50,000
3. New Installation of 8 street lights - \$17,000
4. Chinatown light head fixtures and poles - \$83,000

## Project Forecast

Year	Total Expense
2017	344,000
2018	215,000
2019	230,000
2020	223,000
2021	227,000
2022	287,000
2023	235,000
2024	240,000
2025	256,000
2026	249,000
2027	253,000
2028	323,000
2029	263,000
2030	268,000
2031	287,000
2032	278,000
2033	283,000
2034	362,000
2035	294,000
2036	299,000
	<b>5,416,000</b>





# Project Summary

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<b>Project Number:</b>	ENG-115	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Traffic Controller Replacement Program	<b>Business Unit:</b>	50557
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

This program replaces traffic control cabinets and the controllers, installs un-interruptible power supplies in strategically located traffic signals so they will function normally if BC Hydro power supply fails and upgrades traffic signal detection systems when an existing "in pavement" system is at end of life or the road is in such a condition that we cannot reliably re-install traffic signal detector loops.

The replacement of traffic control cabinets and the controllers program may include replacing the cabinet or the controller, or both. There are 146 units of various styles, with four different models of controllers. The current steel cabinets are at end of life and rusting; the units are designed to be air tight and are failing. This can lead to some intersections malfunctioning due to moisture in the controllers.

The controllers located in the cabinets also need to be upgraded to newer standards and capabilities. The replacement lifecycle for cabinets; 20 years for the external cabinet, and 10 years for the electronics. There is a master inventory list of 146 units that determines replacements. The current rate of replacement is six cabinets per year.

The installation of un-interruptible power program signals are on emergency response routes and on main corridors with Saanich and the Ministry of Transportation. Both of these organizations already have UPS's installed on their portion of these corridors.

The lifespan of the un-interruptible power signal units can range between 10 to 15 years, so an average of 12 years has been applied to determine the replacement schedule.

When our existing loops detectors fail in the road, we have a contractor install a new inductive loop into the road surface. Cutting the road surface shortens the life of the asphalt, over time leading to early failure of the detector loop. Most developments and City driven projects near traffic signals typically cause the road to be cut to install services, these same cuts often go through the existing detector loops and they then need to be replaced.

If not cut or dug up, an "in road" traffic loop can last up to 10 years, depending on site conditions. Upgrades to the traffic signal detection systems allows for better cyclist detection. These new systems are mounted on the traffic signal poles and not as wire loops in the asphalt.

## Deliverables:

2017 Replacement Schedule:

Installation of Traffic Control Cabinets and Controllers (6): \$125,000

- Fort at Government
- Douglas at Blanchard
- Douglas at Yates
- Fernwood at Pandora
- Fernwood at Johnson
- Douglas at Quadra

Installation of additional un-interruptible power program signal units (10): \$67,000

1. North Dairy and Doncaster
2. North Dairy and Wordsworth
3. North Dairy and Shelbourne
4. Bay and Government
5. Bay and Bridge
6. Bay and Tyee
7. Bay and Quadra
8. Bay and Cook
9. Bay and Wilson
10. Bay and Shelbourne

Installation of Traffic Signal Detection Systems (3): \$75,000

1. Blanshard and Finlayson
2. Finlayson and Quadra
3. Hillside and Quadra

2018

Installation of approximately 6 Traffic Control Cabinets and Controllers: \$130,000

- Wharf at Government
- Wharf at Humboldt

# Project Summary

- Quarda at View
- Blanchard at Fisgard
- Blanchard at Johnson
- Pandora at Johnson

Installation of additional un-interruptible power program signal units (10): \$50,000

1. Bay and Richmond
2. Bay and Fernwood
3. Fort and Richmond
4. Fort and Lee
5. Fort and Oak Bay
6. Gorge and Bridge
7. Gorge and Jutland
8. Esquimalt and Harbour
9. Esquimalt and Tyee
10. Esquimalt and Catherine

Installation of Traffic Signal Detection Systems (3): \$74,000

1. Finlayson and Cedarhill
2. North Dairy and Doncaster
3. North Dairy Wordsworth



## Project Forecast

Year	Total Expense
2017	267,000
2018	254,000
2019	260,000
2020	210,000
2021	214,000
2022	217,000
2023	221,000
2024	225,000
2025	290,000
2026	234,000
2027	238,000
2028	305,000
2029	311,000
2030	317,000
2031	322,000
2032	264,000
2033	269,000
2034	274,000
2035	279,000
2036	284,000
	<b>5,255,000</b>

# Project Summary

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## Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2018	3,500	0.0
2019	3,570	0.0
2020	3,641	0.0
2021	3,714	0.0
2022	3,789	0.0
2023	3,864	0.0
2024	3,942	0.0
2025	4,020	0.0
2026	4,101	0.0
2027	4,183	0.0
2028	4,266	0.0
2029	4,352	0.0
2030	4,439	0.0
2031	4,528	0.0
2032	4,618	0.0
2033	4,711	0.0
2034	4,805	0.0
2035	4,901	0.0
2036	5,000	0.0

# Project Summary

<b>Project Number:</b>	ENG-172	<b>Budget Year:</b>	2017
<b>Project Title:</b>	LED Street Light Replacement	<b>Business Unit:</b>	50571
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

To implement a city-wide conversion of approximately 6500 High Pressure Sodium (HPS) streetlight fixtures to Light Emitting Diode (LED) fixtures phased over 2 years.

Energy consumption from streetlights has remained relatively constant at 4.5 million kWh; representing a 1.2% increase since 2010, while the electricity costs associated with streetlights have increased about 28% due to BC Hydro rate increases. BC Hydro rate increases are expected to continue into the future to fund BC Hydro's capital investments. Electricity costs represent a significant portion of the Streetlight budget at approximately 60%.

The transition from HPS to LED technology is estimated to realize significant energy consumption savings, thereby directly reducing electricity expenses. Additionally, the lifecycle of an HPS streetlight is about 4 years and the lifecycle of the LED streetlight is 15 years. Reducing the frequency of lamp replacement, the City will save on maintenance costs. Currently, BC Hydro provides a rebate program that contributes to offset the cost of the capital outlay.

Aside from the projected operating savings, LED technology is superior to standard HPS lights in many ways such as:

- Reduced energy consumption advances the City's commitment towards carbon neutral municipal operations and greenhouse gas reduction objectives; though modestly since BC has low-carbon hydro-electricity
- Potential improvements in lighting levels and quality, improving the ability for citizens to see and be seen
- Reduction of glare and light wastage through trespass, reducing light pollution

## Deliverables:

- Replacement of 6500 HPS street lights to LED technology
- Energy savings up to 50% or 1.9 million kWh annually; the equivalent of powering 156 homes each year
- Greenhouse gas reductions of 45% or 22 tonnes of CO2 annually; the equivalent to the greenhouse gases produced by approximately 5 passenger vehicles per year
- Improved light levels and quality of lighting and reducing light pollution/trespass

## Project Forecast

Year	Total Expense	Cost Sharing BC Hydro	Net City Funding
2017	2,022,000	580,000	1,442,000
	<b>2,022,000</b>	<b>580,000</b>	<b>1,442,000</b>



# Project Summary

<b>Project Number:</b>	ENG-201	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Traffic Signal Fibre Optic Upgrade	<b>Business Unit:</b>	50630
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

To install a fiber optic link between strategic traffic signals and our Traffic Operations Center Servers. This will allow the traffic signals to be monitored automatically and remotely. This helps keep the traffic signals all timing together, thus keeping traffic flowing. Notification of issues will then automatically be sent to the right people for an appropriate response (eg. Signal in Flash, power outage). Working in conjunction with our IT department we will be able to control and monitor traffic patterns, reducing congestion and emission of greenhouse gases by effectively moving traffic and general public throughout the city. Communications can also allow fire department to be integrated into the network to allow fire preemption at signals to reduce response times in the event of an emergency, saving lives and property damage. In the case of large events we can not only change timings to increase the amount of vehicle traffic moving in and out of the city, but we can give VicPD access to our traffic cameras to monitor events and maintain crowd control, or possible attacks on the city. The City currently has 15 intersections on the network and is scheduled to add 115 to the network by the end of 2019, with room for expansion. The projects are identified and prioritized based on the following: 1 – Heaviest volumes of traffic and transit 2 – Preemption and emergency vehicle corridors 3 – Areas of poor power conditioning that affect time clocks in traffic controllers

## Deliverables:

Replace existing out of date (not usable) communication cable between about 45% of our traffic signals. 15% of them have already been done under the Transit Signal Priority project.

Projects:

- 2017 - Hillside corridor, Bay corridor  
- Blanshard corridor, Bay corridor completion
- 2018 - Quadra Corridor, Vancouver and Cook corridors
- 2019 - Esquimalt and Vic West



## Project Forecast

Year	Total Expense
2017	66,000
2018	25,000
2019	25,000
	<b>116,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-245	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Electrical Bonding of Junction Box Castings	<b>Business Unit:</b>	50669
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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## Overview:

The City electrical system has many underground junction boxes in sidewalks and roadways. In the past these were not required to be bonded. We have had several incidents where dogs have received an electrical shock when the road or sidewalk is wet, due to the wires in a junction box becoming exposed (due to insulation rubbing off the wires from movement and vibration). A small number of these were rectified several years ago, but there are many more to complete the conversion so that this risk is eliminated.

## Deliverables:

The lids of the junction boxes will be retrofitted so that they are bonded, and a shock can not occur.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	72,000
	<b>72,000</b>





# Project Summary

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<b>Project Number:</b>	ENG-244	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Electrical Wood Pole Inventory Assessment	<b>Business Unit:</b>	50670
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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## Overview:

In the City, there are many wood poles. Some are owned by Telus, BC Hydro, and some by the City for streetlighting. Ownership of these poles is not clear, as the usage of some has changed over time (ie: was BC Hydro, but they have removed their equipment, and has devolved to the City as we still have a streetlight on it). Staff will undertake an inventory in 2017, and reconcile with BC Hydro and Telus, so we have a clear inventory of those that are City of Victoria. Then in 2018, a structural assessment will be undertaken of each one. Budget estimate will be set once the quantity is confirmed.

## Deliverables:

A complete inventory of the City of Victoria wooden poles that are used by the Electrical Section.



## Project Forecast

<u>Year</u>	<u>Total Expense</u>
2017	72,000
	<b>72,000</b>

# Project Summary

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<b>Project Number:</b>	ENG-242	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Selkirk Development Streetlight Replacement	<b>Business Unit:</b>	50675
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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## Overview:

The Selkirk Development was started in the mid-1990's as a redevelopment of an old industrial sawmill site. It has a unique character compared to the rest of the City, in that the streets are done in pavers, sidewalks have a unique exposed finish, street lighting fixtures are unique and street furniture is different as well.

The street lights have been starting to fail for the past few years. Replacements are no longer available, so staff have had to scavenge parts from the more outlying fixtures to keep the core ones operating. Their black colour is faded and they are generally starting to fail and look poor. The whole set of 60 street lights should be replaced together to keep with the overall street theme, with a fixture that suits the development.

## Deliverables:

60 new streetlight fixtures of a design that is fitting to the Selkirk Development. These will be installed on existing bases using existing conduit and wiring.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	138,000
	<b>138,000</b>





# Project Summary

<b>Project Number:</b>	ENG-176	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Gate Of Harmonious Interest Chinatown - Remediation	<b>Business Unit:</b>	50579
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

Remediate roof of Harmonious Gate of Interest to maintain structure in intended form.

The gate was erected in 1981 in honour and recognition of the Chinese heritage in Victoria. This project was a joint project between the City and the Chinese community to preserve and revitalize the historic Chinatown. The roof is constructed of ceramic tile, which has been replaced once already in the early 90's. The remainder of the structure is steel with painted wooden motifs adorning the structure.

Over the past few years the deterioration of the roof tiles has accelerated. Loose pieces of the roof are routinely removed during maintenance activities and at times pieces of the roof tiles fall to the road and sidewalk below. An inspection carried out in March of 2009 suggests that the deterioration has reached a point where major significant remediation is required to maintain this structure in its intended form and to keep tiles from falling. A study will be undertaken to assess the current tiles and to devise a new roof system that will look similar, but that will be more resilient. Consultation with the Chinatown community will be part of this study.

If work is not done, the roof tiles will continue to deteriorate, break apart and fall to the sidewalk below, and could injure a passerby.

## Deliverables:

2017 Project: Consulting work and preventative maintenance.

2018 Project: To construct a new, more resilient roof system that will look similar to the old Gate roof based on the design study consultant report. Also to replace or refurbish the surrounding wood panels including the detailed painting work.

## Project Forecast

Year	Total Expense
2017	40,000
2018	TBD
	<b>40,000</b>



# Project Summary

<b>Project Number:</b>	ENG-216	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Surface Infrastructure Program	<b>Business Unit:</b>	50631
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

The Public Works Division is responsible for maintaining most of the surface infrastructure in the City of Victoria. These include: 1525 Fire Hydrants, 900 Cluster Lamps, 1750 Signal and Streetlight Poles, 250 Bollards, 260 Benches, 18km of Railings, and other miscellaneous items that adorn our sidewalks, squares, boulevards, walkways and other civic spaces.

This new program establishes a 5 year cycle for refinishing this infrastructure, and keeps the City of Victoria sparkling and clean looking for our citizens and tourists. Currently there are several pockets of funding, but it is inadequate to fund a proper refinishing cycle. This budget request will add funding to achieve this cycle.

## Deliverables:

All surface infrastructure will be refinished on a 5 year cycle (average for painted surfaces) or as other surface preparations dictate. Annually prep-prime-paint 305 hydrants, 180 clusters, 50 bollards, 350 poles, 52 benches, and 11,600 feet of railings.

## Project Forecast

Year	Total Expense
2017	280,000
2018	286,000
2019	292,000
2020	298,000
2021	304,000
2022	310,000
2023	316,000
2024	322,000
2025	328,000
2026	335,000
2027	342,000
2028	349,000
2029	356,000
2030	363,000
2031	370,000
2032	377,000
2033	385,000
2034	393,000
2035	401,000
2036	409,000
	<b>6,816,000</b>



# Project Summary

<b>Project Number:</b>	PRC-106	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Beacon Hill Park - Lighting Upgrades	<b>Business Unit:</b>	50575
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

Continuation of critical electrical upgrade and installation of new LED lighting conduit and fixtures. Existing lighting is from the early 1970s and does not meet current electrical codes. Lighting level is inadequate for the increasing evening use of the park. The current light fixtures diffuse the light rather than provide directional pathway lighting. Total length of pathways for new lighting is 1,325 meters. There are 50 LED lights in Beacon Hill which will be replaced.

The project will be conducted in 3 phases from 2015-2017.

## Deliverables:

Electrical wiring and lighting upgrades within "B-Section" of Beacon Hill Park (area between bandstand and Douglas Street) which is characteristically quite dark.

## Project Forecast

Year	Total Expense
2017	173,000
	<b>173,000</b>

## Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2017	800	0.0
2018	800	0.0
2019	816	0.0
2020	832	0.0
2021	849	0.0
2022	866	0.0
2023	883	0.0
2024	901	0.0
2025	919	0.0
2026	937	0.0
2027	956	0.0
2028	975	0.0
2029	995	0.0
2030	1,015	0.0
2031	1,035	0.0
2032	1,056	0.0
2033	1,077	0.0
2034	1,098	0.0
2035	1,120	0.0
2036	1,142	0.0



# Project Summary

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<b>Project Number:</b>	ENG-252	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Raynor Park Lighting	<b>Business Unit:</b>	50671
<b>Division:</b>	Public Works		

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## Overview:

Raynor Park is located in the Victoria West neighbourhood. The current playground was installed in 1994 and partially upgraded in 1997. The playground is currently due for renewal. In addition, a pathway through the park is identified in the City's 2003 Greenways Plan and is in need of improvements including replacement of lights and increased pathway width.

## Deliverables:

Raynor Park lighting - 3 lights to be replaced and rehabilitation of the lighting poles and wiring.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	35,000
	<b>35,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-255	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Truncated Dome Pilot Project	<b>Business Unit:</b>	50680
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

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## Overview:

The Accessibility Working Group (AWG) identified that existing curb cuts within the City of Victoria may pose a safety risk to persons who are visually impaired. The City's standard has changed from a 'no-lip' curb to a "10 mm lip' curb, which is safer for people with visual disabilities and acceptable for wheelchair accessibility. In addition, other jurisdictions are now using tactile surfaces or 'truncated domes' at curb cuts to aid visually impaired people in identifying the approach of a curb. Staff have completed an industry scan and recommend that types and configurations of 'truncated domes' be installed as a trial in 2017 to help develop a City standard. The proposed funding would allow retrofitting of approximately eight existing intersections with truncated domes of select materials, designs and colours. The test locations will be determined in partnership with the Visual Victoria project team and the AWG. Staff will report back to Council on the results of the pilot.

## Deliverables:

Make City of Victoria's infrastructure and facilities more accessible for all.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	30,000
	<b>30,000</b>

# Project Summary

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<b>Project Number:</b>	ENG-256	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Accessible Pedestrian Signals Pilot Project	<b>Business Unit:</b>	50682
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

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## Overview:

The Accessibility Working Group (AWG) requested a review and recommendations for implementation of Accessible Pedestrian Signals (APS). The City has been installing audible crossing signals for over two decades, which have an audible tone to help visually impaired pedestrians determine when it is safe to cross. APS has additional features over audible pedestrian signals, including a pushbutton locator tone and vibrotactile surfaces. Staff have completed an industry scan and recommend that suitable APS units be installed at trial locations in 2017 to help develop a City standard. The proposed funding would allow installation of APS at approximately three test locations. The test locations would be determined in consultation with the AWG. Staff would report back to Council on the results of the pilot project.

## Deliverables:

Make City of Victoria's infrastructure and facilities more accessible for all.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	30,000
	<b>30,000</b>

# Project Summary

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**Project Number:** ENG-248  
**Project Title:** Clover Point Shoreline Remediation  
**Strategic Plan Link:** Complete a Multi-Modal and Active Transportation Network

**Budget Year:** 2017  
**Business Unit:** 50667

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## Overview:

Shoreline erosion has damaged the rock boulder revetment structure along the beach on the west side of Clover Point. A shoreline geotechnical assessment has identified potential hazards that require short term action. Erosion of the revetment structure has left large voids.

## Deliverables:

Repair and reconstruction of the rock boulder revetment.

## Project Forecast

<u>Year</u>	<u>Total Expense</u>
2017	150,000
	<b>150,000</b>





# Project Summary

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<b>Project Number:</b>	ENG-247	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Dallas Road Bluff Study	<b>Business Unit:</b>	50673
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

For Coastal Geoscience and Engineering services to review previous erosion control and erosion protection studies. Analyse the current condition of the shoreline, estimate rates of erosion and assess the ongoing suitability of existing shoreline protection measures. Update analysis to include impact of climate change including sea level rise. Scope of work to include shoreline from Ross Bay to Holland Point.

## Deliverables:

Report with recommended options.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	100,000
	<b>100,000</b>



# Project Summary

<b>Project Number:</b>	ENG-246	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Ship Point Pier	<b>Business Unit:</b>	50683
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

The Ship Point Pier structure is located on parcels of land owned by the Greater Victoria Harbour Authority (GVHA) and the City. Recent inspections have identified the need to rehabilitate portions of the structure. Repairs to the structure will ensure ongoing use of the City property as a parking lot and event space. Multiple piles are in poor condition between high and low water levels due to marine attack and fungal decay.

## Deliverables:

5 piles to replace

## Project Forecast

Year	Total Expense
2017	100,000
	<b>100,000</b>



# Project Summary

<b>Project Number:</b>	ENG-173	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Ship Point Retaining Wall	<b>Business Unit:</b>	50572
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

Assessments of the existing seawall structure at Ship Point in 2005 determined the wall is in need rehabilitation. Repairing the wall will ensure ongoing use of the upland City property, as a parking lot (current use), waterfront pathway (future David Foster Harbour Pathway), or redevelopment site.

Repairs to the seawall structure at Ship Point:

Stage 1 – A consultant was retained in 2015 to prepare a design and cost estimate to repair the waterfront seawall at Ship Point.  
 Stage 2 – Detailed design of reconstruction/repairs and construction costs.

## Deliverables:

1. Retaining Wall design and cost estimate completion \$6,000
2. Retaining Wall condition assessment \$15,000
3. Repair and construction of the Ship Point marine wall and upland pavement areas. Repairing the wall will ensure the ongoing use of the upland City property, as a parking lot, waterfront pathway (David Foster Harbour Pathway), or redevelopment site. A number of repair options are currently being costed and will be considering as part of the Ship Point master planning process.TBD

## Project Forecast

Year	Total Expense
2017	21,000
2018	TBD
2019	TBD
	<b>21,000</b>



# Project Summary

<b>Project Number:</b>	ENG-005	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Dallas Road Seawall Rehabilitation	<b>Business Unit:</b>	50529
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

## Overview:

This is a continuing project to stabilize the seawall prior to the balustrade (which sits on top at road level) being replaced. Large chunks of seawall have delaminated and have fallen onto the beach below.

A structural evaluation of the Dallas Road seawall and balustrade indicated the balustrade had reached the end of its serviceable life. Further investigation also revealed repairs were required to the seawall structure prior to replacing the balustrade structure. Repairing the seawall and balustrade will allow continued pedestrian, cyclist and vehicle passage on Dallas Road.

In 2014 the worst sections were repaired, (approximately 75m<sup>2</sup> of the seawall face) and work will continue until all sections have been addressed. This is a safety concern and also protects the beach, road and sidewalk above. This is also on one of two main transportation routes from the Cruise Ship Terminal. This work will prolong the life of the seawall asset by adding a structural facing to the existing wall. When this project is completed in 2018, the balustrade can then be replaced.

The project was originally anticipated to be complete in 2016, however, as sections of the wall were opened up, it has become clear that the whole wall should be resurfaced, so the project has been extended to 2018.

This project is in collaboration with Transportation and Development (ENG-186) capital budget to replace the balustrade structure once the Seawall Rehabilitation project has been completed.

## Deliverables:

A structurally sound seawall that protects the existing road, sidewalk and underground utilities on this section of Dallas Road.

2017 Projects:

1. Detailed assessment and seawall resurfacing.

2018 Projects:

As work has progressed on the main part of the seawall resurfacing, a remainder (158m in length) at the far west end that runs into the path that leads to the Breakwater has been reviewed. Part of this remaining section is exposed to the sea, and part is more land based; all of it supports the balustrade and adjacent parking areas.

This section of wall has been damaged (see attached photos) and should be refaced. Although the cross section of this wall varies several times, it would all be encased in with one design of cross section to give it a uniform look. This would complete the entire seawall from the Breakwater parking area to the far east end at Lewis Street. The entire wall with all stairways and lookouts will be completed with this final phase by the end of 2018.

## Project Forecast

Year	Total Expense
2017	664,000
2018	695,000
	<b>1,359,000</b>





# Project Summary

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# Project Summary

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<b>Project Number:</b>	ENG-186	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Dallas Road Seawall Ballustrade	<b>Business Unit:</b>	50633
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

To replace the balustrade (railing) once the seawall rehabilitation project has been completed. The existing balustrade is failing, has been bolted to hold portions together, and has to be painted every two years to minimize the rust stains. It is constructed from reinforced concrete. A replacement balustrade must be designed, approved and a cost estimate provided.

The original railing is extremely deteriorated, and a replacement railing will be required. A public consultation process will be necessary as design options are developed, and Council approval will be required prior to proceeding with final design.

## Deliverables:

- To replace the balustrade (railing)
- 1. 2017 Conceptual design \$20,000

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	20,000
2018	200,000
	<b>220,000</b>



# Project Summary

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**Project Number:** ENG-239  
**Project Title:** Ross Bay Seawall Replacement  
**Strategic Plan Link:** Complete a Multi-Modal and Active Transportation Network

**Budget Year:** 2017  
**Business Unit:**

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## Overview:

The Ross Bay Seawall is located on the ocean side of the sidewalk, and protects the sidewalk and road from the rocks, wood and other ocean debris that storms push up the adjacent beach. It runs from St. Charles Street to Memorial Crescent and is 722 meters long, and is approximately 4 feet high with several stairwells including one long one at the east end. The existing wall was constructed in 1911/12 at a cost of \$160,000 (translated into current day would be \$3.3M).

The seawall is over 100 years old and is showing signs of deterioration and damage due to the rusting of the rebar from the salt water and rain, the resulting spalling of concrete, and the repeated pounding from debris on the ocean side. Staff have repaired many areas over the years, and as a result it looks like a patchwork of old and new. It is time to replace this asset entirely.

## Deliverables:

Replacement of the existing seawall, in the same location, with a similar concrete structure that would be even more resilient to storms and deterioration. Elements could be considered for inclusion that would make it more of an amenity for people who visit the beach at Ross Bay.

## Project Forecast

Year	Total Expense
2019	TBD
2020	TBD
	<b>0</b>



# Project Summary

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<b>Project Number:</b>	ENG-225	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Wharf Street 1112 Retaining Wall	<b>Business Unit:</b>	50634
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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**Overview:**

The retaining wall at 1112 Wharf Street is showing signs of deterioration. This project will have a consultant evaluate the condition of the wall and advise whether further action is required. The retaining wall supports Wharf Street from Bastion Square to Fort Street.

**Deliverables:**

A condition assessment of Wharf Street 1112 Retaining Wall.

**Project Forecast**

<b>Year</b>	<b>Total Expense</b>
2017	30,000
	<b>30,000</b>







# Project Summary

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**Project Number:** ENG-082  
**Project Title:** Johnson Street Bridge - Replace  
**Strategic Plan Link:** Complete a Multi-Modal and Active Transportation Network

**Budget Year:** 2017  
**Business Unit:** 50546

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## Overview:

The new bridge will include on-road bike lanes, a multi-use trail for pedestrians and cyclists, and a dedicated pedestrian pathway in addition to maintaining three lanes for vehicles.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	21,260,000
2018	4,682,000
	<b>25,942,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-081	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Point Ellice Bridge Rehabilitation/Painting	<b>Business Unit:</b>	50550
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

The existing Point Ellice Bridge structure is in need of substantial rehabilitation work. The issues of leaking deck joints, causing rusting to the top flanges and ends of the steel members and cracking/spalling in the area of the abutments and approach spans, most likely associated with settlement.

The project involves carrying out larger-scale rehabilitation work on the Point Ellice Bridge, identified through previous condition assessment reports.

## Deliverables:

2017 Projects:

1. Design drawings and specifications for construction

2018 Projects:

Construction

1. Replacing the main expansion joints
2. Rehabilitating concrete at the abutments
3. Adding anodes to the bridge structure to reduce future steel corrosion
4. Removing the asphalt deck to add a waterproof membrane
5. Resurfacing the bridge deck (asphalt)
6. Rehabilitating pedestrian handrails and light standards
7. Rehabilitating the existing steel structure

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	400,000
2018	TBD
	<b>400,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-237	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Restoration of E&N-.2Mile Bridge	<b>Business Unit:</b>	50666
<b>Strategic Plan Link:</b>	Complete a Multi-Modal and Active Transportation Network		

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## Overview:

The bridge is part of the Galloping goose and old railway line, also known as the 0.2 Mile bridge. It is located by the Delta Hotel and the Songhees Walkway. There are safety concerns as the railway portion of the bridge is rusting and may have compromised the bridge structure. The work on restoring this bridge is to be coordinated with the JSB project, as it will tie into the pedestrian and cycle network. The E&N bridge is to be connected to the JSB overpass pedestrian bridge in year 2017 to provide access to pedestrians and bicyclists traveling from Victoria west to downtown area.

## Deliverables:

2017 Projects:

1. Restoration of Pedestrian part of the bridge for traffic use (structural repairs, painting, etc. to bring the pedestrian and cycling portions up to code).
2. Restoration of Rail bridge for public art display only with no traffic use (painting, installation safety components)

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	280,000
	<b>280,000</b>





# CAPITAL Facilities

## Guiding Principles

- Maintain and renew civic facilities to meet today's needs
- Accommodate civic and community needs as Victoria grows

## Guiding Plans

- Facilities Asset Management Program
- Facilities Preventative Maintenance Program
- Victoria City Hall Practical Conservation Plan
- Fire Station #1 Needs Analysis & Facility Assessment
- Crystal Pool Condition Assessment

## Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2016	What We Added 2013–2016
Public Safety Buildings	<ul style="list-style-type: none"> <li>• 1 police building</li> <li>• 3 fire stations</li> </ul>	<ul style="list-style-type: none"> <li>• 0%</li> <li>• 33</li> </ul>	<ul style="list-style-type: none"> <li>• Police Station substructure repair and water infiltration roof deck and ramp repairs</li> <li>• Police – DDC component replacement</li> <li>• Fire – access controls</li> </ul>	
Community Centre Buildings	<ul style="list-style-type: none"> <li>• 7 community centres</li> <li>• 2 seniors centres</li> </ul>	<ul style="list-style-type: none"> <li>• 14%</li> <li>• 22%</li> </ul>	<ul style="list-style-type: none"> <li>• Oaklands HVAC Design</li> <li>• Vic West Community Centre upgrade of windows, exterior doors and skylights. Improved energy efficiency.</li> <li>• Quadra Village HVAC Replacement</li> </ul>	
Recreation Buildings	<ul style="list-style-type: none"> <li>• Crystal Pool and Fitness Centre</li> <li>• Royal Athletic Park (stadium)</li> <li>• 7 recreation clubs</li> <li>• 2 sports field change rooms</li> <li>• 1 activity building (BHP)</li> </ul>	<ul style="list-style-type: none"> <li>• 100%</li> <li>• 15%</li> <li>• 14%</li> <li>• 0%</li> <li>• 0%</li> </ul>	<ul style="list-style-type: none"> <li>• Royal Athletic Park tile replacement</li> <li>• Sports Hut full interior renovation</li> </ul>	

CAPITAL Facilities				
Entertainment and Exhibition Buildings	<ul style="list-style-type: none"> <li>• Save-On-Foods Memorial Centre</li> <li>• Cameron Bandshell</li> <li>• McPherson Theatre</li> <li>• Visitor Centre</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Centre plumbing fixture upgrades</li> <li>• Save-On-Foods Memorial Centre maintenance audit</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor Centre</li> </ul>
Current Status of Our Community's Assets				
Area	What We Have	% In Poor Condition	What We Renewed 2013–2016	What We Added 2013–2016
Parkades	5 parkades: <ul style="list-style-type: none"> <li>• Centennial Square</li> <li>• Johnson Street</li> <li>• Bastion Square</li> <li>• View Street</li> <li>• Broughton Street</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• View Street electrical upgrade design</li> <li>• Structural maintenance</li> <li>• View Street parkade railings</li> <li>• Centennial Square elevator modernization</li> </ul>	
Victoria Conference Centre	<ul style="list-style-type: none"> <li>• Victoria Conference Centre main building</li> <li>• Crystal Garden</li> </ul>	<ul style="list-style-type: none"> <li>• 0%</li> </ul>	<ul style="list-style-type: none"> <li>• Elevator modernization</li> <li>• Building envelope upgrades</li> <li>• DDC upgrade</li> </ul>	<ul style="list-style-type: none"> <li>• Crystal Garden building</li> </ul>
City Administration Buildings	<ul style="list-style-type: none"> <li>• City Hall</li> <li>• Pandora administration building</li> <li>• Centennial Arcade</li> <li>• Public Works and Parks Yard</li> <li>• Beacon Hill administration building</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>	<ul style="list-style-type: none"> <li>• 3rd floor window restoration</li> <li>• Beacon Hill administration building washroom upgrade</li> <li>• Parks Yard access controls and security fencing</li> </ul>	<ul style="list-style-type: none"> <li>• Public Works Storage Facility (Island Saw building)</li> </ul>

## CAPITAL Facilities

### Investing In Our Community's Future (2017 – 2019)

Area	Today's City (Renewal): \$76.972million	Tomorrow's City (New): \$ TBD
Public Safety Buildings	<ul style="list-style-type: none"> <li>Ongoing facility renewal, rehab and renovations: \$567k</li> </ul>	TBD
Community Centre Buildings	<ul style="list-style-type: none"> <li>Ongoing facility renewal, rehab and renovations: \$124k</li> </ul>	TBD
Recreation Buildings	<ul style="list-style-type: none"> <li>Ongoing facility renewal, rehab and renovations: \$69.516m</li> </ul>	TBD
Entertainment and Exhibition Buildings	<ul style="list-style-type: none"> <li>Ongoing facility renewal, rehab and renovations: \$122k</li> </ul>	TBD
Parkades	<ul style="list-style-type: none"> <li>Ongoing facility maintenance and renovations: \$1.836m</li> </ul>	TBD
Victoria Conference Centre	<ul style="list-style-type: none"> <li>Ongoing facility renewal, rehab and renovations: \$1.411m</li> </ul>	TBD
City Administration Buildings	<ul style="list-style-type: none"> <li>Ongoing facility renewal, rehab and renovations: \$2.699m</li> </ul>	TBD
Parks	<ul style="list-style-type: none"> <li>Ongoing facility renewal, rehab and renovations: \$431k</li> </ul>	TBD
Public Works	<ul style="list-style-type: none"> <li>Ongoing facility renewal, rehab and renovations: \$266k</li> </ul>	TBD





# Project Summary

<b>Project Number:</b>	ENG-163	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Beacon Hill Park	<b>Business Unit:</b>	50598
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

- Beacon Hill Park - Cameron Bandshell Roof Repair



## Project Forecast

Year	Total Expense
2017	26,000
	<b>26,000</b>



# Project Summary

<b>Project Number:</b>	ENG-135	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Beacon Hill Parks Yard	<b>Business Unit:</b>	50584
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- Replacement of the wood windows on the Administration Building
- Greenhouse 8 exterior siding replacement and paint.
- Greenhouse 8 overhang roof replacement
- Miscellaneous roof repairs throughout the Parks Yard

## Project Forecast

Year	Total Expense
2017	70,000
	<b>70,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-199	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Centennial Square Washrooms	<b>Business Unit:</b>	50595
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		
<b>Division:</b>	Facilities		

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## Overview:

The public washroom facilities at Centennial Square have male and female rooms with a total of six toilets, four urinals and four sinks. The facility was originally constructed in 1964. The washrooms used by approximately 300-400 citizens a day are open year-round, 24 hours a day. The current washroom facility is outdated and unappealing which likely discourages use from some members of the public.

## Deliverables:

Completion of the washrooms upgrade.

It is proposed that the washrooms be completely renovated with new flooring, partitions, urinals and sinks. All new fixtures will be designed and installed to meet current building and plumbing codes. The washrooms will also be upgraded to make them accessible to persons with disabilities. New treatments and finishing include slip resistant epoxy flooring, stainless steel fixtures and partitions and new paint.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	215,000
	<b>215,000</b>

# Project Summary

<b>Project Number:</b>	ENG-170	<b>Budget Year:</b>	2017
<b>Project Title:</b>	City Hall	<b>Business Unit:</b>	50593
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- West Repair Balcony - Structural
- West Repair Pre-Cast Panels
- West Atrium Roof & Entrance Door Roof
- East Douglas St. Façade Design
- City Hall west air conditioning / ventilation design
- City Hall east boiler replacement
- City Hall window restoration 3rd floor

## Project Forecast

Year	Total Expense
2017	454,000
	<b>454,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-242	<b>Budget Year:</b>	2017
<b>Project Title:</b>	City Hall Accessibility	<b>Business Unit:</b>	50650
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

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## Overview:

For 2017, the following list are recommended to be completed to increase operational efficiency, to provide better customer service, or provide better value by bundling with projects.

## Deliverables:

- 2017 Project:
- City Hall Council Chambers - Hearing Loop \$25,000



## Project Forecast

Year	Total Expense
2017	25,000
	<b>25,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-247	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Community Centres Repairs and Upgrades	<b>Business Unit:</b>	50651
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

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## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- Vic West Community Centre - Roof Repair
- James Bay New Horizon - Roof Repair
- Cook St Village Activity Centre - Accessible door retrofit (Stretchers cannot fit)

## Project Forecast

Year	Total Expense
2017	124,000
	<b>124,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-116	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Crystal Pool Feasibility Study	<b>Business Unit:</b>	50620
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		
<b>Division:</b>	Recreation		

---

## Overview:

A feasibility study to explore future facility, amenity options. A comprehensive suite of options relating to the programs and services needed in the community and the facility requirements/opportunities to meet these needs, as well as associated resourcing requirements. Critical information to guide decision-making on future of the asset and associated services. Opportunity to explore innovative solutions to current and future infrastructure demands, including potential options beyond recreation

## Deliverables:

Feasibility Study to explore future facility, amenity options

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	26,000
	<b>26,000</b>



# Project Summary

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**Project Number:** PRC-055

**Budget Year:** 2017

**Project Title:** Crystal Pool Replacement

**Business Unit:** 50679

**Strategic Plan Link:** Facilitate Social Inclusion and Community Wellness

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## Overview:

The City completed a feasibility study to explore future facility and amenity options for the Crystal Pool. The Crystal Pool is a recreational facility located at 2275 Quadra Street. This facility has a 50-metre pool, two tot pools, spray toys, 160-foot water slide, pool toys, water walkway, hot tub, sauna, steam room, weight room, cardio area, fitness and aquafit classes and more.

## Deliverables:

To build a new Crystal Pool facility.

## Project Forecast

Year	Total Expense
2017	69,400,000
	<b>69,400,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-008	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Lifecycle - Crystal Pool Infrastructure Replace Program	<b>Business Unit:</b>	50199
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

---

## Overview:

This is an annual program that is required to maintain and/or repair the electrical, mechanical and pool systems as well as the building fabric.

In 2016, a feasibility study will be commence that will provide information for decision-making related to rehabilitation, expansion, or replacement of the facility including potential complimentary services, partnerships, financial analysis for potential capital and operating costs in each scenario.

## Deliverables:

2017 projects:

Renovate the First Aid Room to one accessible universal washroom/change room at pool deck \$60,000

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	60,000
	<b>60,000</b>

# Project Summary

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<b>Project Number:</b>	ENG-116	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Fire Hall Assessment	<b>Business Unit:</b>	50556
<b>Strategic Plan Link:</b>	Environmental Sustainability		

---

## Overview:

This budget will fund option development for Fire Hall #1, upon completion of market sounding and Council direction. Fire Hall#1 is located at 1234 Yates Street and is adjacent to 1240 Yates Street, another City building that is subject to the market sounding. This budget would apply to option development for both properties if needed.

## Deliverables:

To identify and develop the project definition.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	300,000
	<b>300,000</b>

# Project Summary

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<b>Project Number:</b>	FIR-008	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Fire Hall #1 Replacement/Rehabilitation	<b>Business Unit:</b>	
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

---

## Overview:

The City is looking at options for the development of Fire Hall #1, upon completion of market sounding and Council direction. Fire Hall #1 is located at 1234 Yates Street and is adjacent to 1240 Yates Street, another City building that is subject to the market sounding.

## Deliverables:

To provide the Victoria Fire Department with a new or refurbished Fire Hall #1 and to ensure best use of its current properties.

## Project Forecast

<u>Year</u>	<u>Total Expense</u>
2017	TBD

# Project Summary

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<b>Project Number:</b>	PRC-249	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Fire Station 2 Repairs and Replacements	<b>Business Unit:</b>	50652
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

---

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- Fire Station 2 Exterior & Exterior Paint
- Fire Station 2 Generator Replacement

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	115,000
	<b>115,000</b>



# Project Summary

<b>Project Number:</b>	PRC-248	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Fire Station 3 Repairs and Replacements	<b>Business Unit:</b>	50653
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

- Fire Station 3 Replace Heating System

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	90,000
	<b>90,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-244	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Fountain Upgrades	<b>Business Unit:</b>	50654
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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## Overview:

For 2017, the following list are recommended to be completed to increase operational efficiency, to provide better customer service, or provide better value by bundling with projects:

## Deliverables:

Centennial Fountain 50th Anniversary Upgrades \$40,000

## Project Forecast

Year	Total Expense
2017	40,000
	<b>40,000</b>



# Project Summary

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**Project Number:** ENG-166 **Budget Year:** 2017  
**Project Title:** Parking - Parkade Repair and Rehab - Bastion Square Parkade **Business Unit:** 50601  
**Strategic Plan Link:** Create Prosperity Through Economic Development

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## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

- Bastion Parkade - Annual Interior Improvement Program

## Project Forecast

Year	Total Expense
2017	28,000
	<b>28,000</b>





# Project Summary

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<b>Project Number:</b>	PRC-246	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Broughton Street Parkade Improvements	<b>Business Unit:</b>	50655
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

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## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- Concrete Wall Repair - Water Ingress
- Replace Stair Treads
- Structural Repairs - Cracks & Steel Repairs
- Annual Interior Improvement Program

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	260,000
	<b>260,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-167	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Parking - Parkade Repair and Rehab - Centennial Square Parkade	<b>Business Unit:</b>	50602
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

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## Overview:

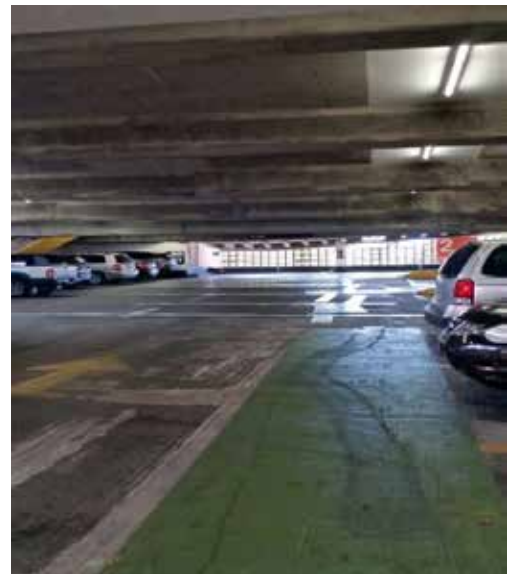
In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

- Centennial Parkade - Annual Interior Improvement Program

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	45,000
	<b>45,000</b>



# Project Summary

<b>Project Number:</b>	ENG-168	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Parking - Parkade Rehabilitation - View Street Parkade	<b>Business Unit:</b>	50600
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- Elevator Upgrade
- Electrical Upgrade
- Annual Interior Improvement Program

## Project Forecast

Year	Total Expense
2017	1,240,000
	<b>1,240,000</b>



# Project Summary

<b>Project Number:</b>	ENG-169	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Parking - Parkade Repair and Rehab - Johnson Street Parkade	<b>Business Unit:</b>	50603
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- Roof Repair
- Annual Interior Improvement Program

For 2017, the following list are recommended to be completed to increase operational efficiency, to provide better customer service, or provide better value by bundling with projects above:

- Exterior Façade Upgrade Design
- Upgrade HVAC Tenant Space

## Project Forecast

Year	Total Expense
2017	263,000
	<b>263,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-253	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Parks Public Washroom	<b>Business Unit:</b>	50656
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

- Parks - Public Washroom Rehabilitation Plan and Implementation

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	300,000
	<b>300,000</b>





# Project Summary

<b>Project Number:</b>	PRC-254	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Public Works Yard	<b>Business Unit:</b>	50657
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- Public Works - Storehouse B - Electrical/Domestic Water Upgrade Design
- Public Works - Store building - Replace 3 Wood Windows
- Public Works - Storage building - Superstructure Repairs (Structural)
- Public Works - Storage building - Superstructure Repairs (CMU Brick)
- Public Works Yard - Retaining Wall Assessment
- Public Works Yard - Roof Repairs
- Public Works Yard - Security Gate - Rear Access behind Sign Shop
- Public Works Yard - Yard Cameras
- Public Works Yard - A/C Unit for Office beside Boiler Room

## Project Forecast

Year	Total Expense
2017	266,000
	<b>266,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-252	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Royal Athletic Park Rehabilitation & Repairs	<b>Business Unit:</b>	50658
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

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## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

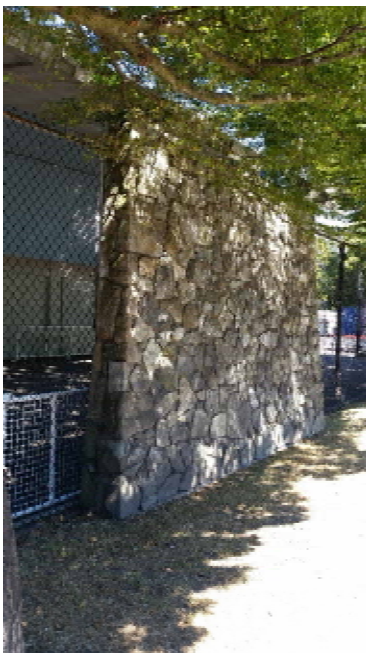
## Deliverables:

The following is a summary of the projects recommended for 2017:

- RAP - Exterior Paint
- RAP - Rock Wall Repairs

## Project Forecast

<u>Year</u>	<u>Total Expense</u>
2017	30,000
	<b>30,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-245	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Space Planning	<b>Business Unit:</b>	50659
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

---

## Overview:

For 2017, the following list are recommended to be completed to increase operational efficiency, to provide better customer service, or provide better value by bundling with projects.

## Deliverables:

The following is a summary of the projects recommended for 2017:  
Public Works - Administration Area Upgrade  
Public Works - Streets Lunch Room Upgrade  
Public Works - Mechanics Shop Offices  
Information Technology - Layout Change to Accommodate Staff

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	206,000
	<b>206,000</b>



# Project Summary

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<b>Project Number:</b>	PRC-113	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Stevenson Park Playground Resurfacing	<b>Business Unit:</b>	50629
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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## Overview:

The purpose of this project is to upgrade the surfacing to create a safe playing surface within the playground at William Stevenson Memorial Park. The current rubber surface is failing. The play equipment is not anticipated to require renewal for 10 years.

## Deliverables:

New playground surface while retaining the existing equipment.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	35,000
	<b>35,000</b>

# Project Summary

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<b>Project Number:</b>	PRC-241	<b>Budget Year:</b>	2017
<b>Project Title:</b>	SOFMC Repairs & Water Tank Replacement	<b>Business Unit:</b>	50660
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

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## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- SOFMC Water Tank Replacement
- SOFMC Glulam Beam - Investigation & Repair
- SOFMC Roof Repair

## Project Forecast

Year	Total Expense
2017	122,000
	<b>122,000</b>



# Project Summary

<b>Project Number:</b>	PRC-250	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Victoria Police Station Repairs and Upgrades	<b>Business Unit:</b>	50661
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- Parkade Crack Injections
- Resilient Floor Replacement Program (Ongoing)
- Interior Light Upgrades - Phase 1 of 3
- HVAC Upgrades Phase

## Project Forecast

Year	Total Expense
2017	52,000
	<b>52,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-149	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Lifecycle - Victoria Police Dept Headquarters	<b>Business Unit:</b>	50587
<b>Strategic Plan Link:</b>	Facilitate Social Inclusion and Community Wellness		

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## Overview:

The Victoria Police Department Headquarters will receive repairs to the substructure and roof, phase two of the building heating and air conditioning control system upgrade and will have a design study completed for the boiler system.

Cooling tower roof (Priority 1) - \$10,000

Replace the aged roofing which surrounds the cooling tower as leaks are now being detected in the rooms located below.

## Deliverables:

Cooling tower roof will be replaced.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	10,000
	<b>10,000</b>

# Project Summary

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**Project Number:** ENG-211  
**Project Title:** Visitor's Centre (812 Wharf St.)  
**Strategic Plan Link:** Facilitate Social Inclusion and Community Wellness

**Budget Year:** 2017  
**Business Unit:** 50625

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## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- Replace Motors controllers
- Replace Fire Alarm Panel
- Upgrade Elevator
- Upgrade toilets and plumbing

## Project Forecast

Year	Total Expense
2017	251,000
	<b>251,000</b>



# Project Summary

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<b>Project Number:</b>	VCC-006	<b>Budget Year:</b>	2017
<b>Project Title:</b>	VCC - Efficiency & Effectiveness	<b>Business Unit:</b>	50088
<b>Division:</b>	Victoria Conference Centre		

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## Overview:

Ongoing facility improvements to maximize client comfort, extend lifecycle of building components, and reduce operating costs. The Victoria Conference Centre has the highest standard of BOMA environmental accreditation through efficiency upgrades resulting in cost savings and energy savings. Maintain highest Level 4 BOMA accreditation

## Deliverables:

VCC Boiler #2 gas conversion & install feasibility (Priority 1) - \$45,000

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	45,000
	<b>45,000</b>

# Project Summary

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<b>Project Number:</b>	VCC-001	<b>Budget Year:</b>	2017
<b>Project Title:</b>	VCC - Building Infrastructure	<b>Business Unit:</b>	50089
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

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## Overview:

Ongoing facility improvements that ensure the facility condition is consistent with the Operating Agreement with the Fairmont Empress Hotel to support the VCC remaining competitive in the events industry. A well-functioning, safe and clean building with minimal unexpected repair costs is essential to the Centre's mandate to deliver economic impact.

## Deliverables:

- VCC Membrane roofing repair (Priority 1) - \$20,000
- VCC Operable air walls Saanich room 2nd phase - \$10,000
- VCC Sheet metal roofing/skylight sealant & caulking - \$20,000
- VCC Membrane roofing life cycle assessment - \$12,000

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	62,000
	<b>62,000</b>

# Project Summary

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<b>Project Number:</b>	VCC-003	<b>Budget Year:</b>	2017
<b>Project Title:</b>	VCC - Safety Upgrades	<b>Business Unit:</b>	50090
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

---

## Overview:

Ongoing safety upgrades to comply with national, provincial, and municipal safety codes and minimize insurance claims (WCB, client injury and property damage).

## Deliverables:

VCC Retail stores steps and sidewalk repair (Priority 1) - \$4,000  
CG Elevator modernization (Priority 1) - \$72,000  
VCC Elevator - wheelchair lift replacement Atrium - \$40,000

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	116,000
	<b>116,000</b>



# Project Summary

<b>Project Number:</b>	PRC-243	<b>Budget Year:</b>	2017
<b>Project Title:</b>	VCC Upgrades and Repairs	<b>Business Unit:</b>	
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

## Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

## Deliverables:

The following is a summary of the projects recommended for 2017:

- West Elevator Upgrade & Modernization
- Passenger Elevator Upgrade & Modernization
- Wheelchair Lift
- Interior Planters Waterproofing
- Theatre Lighting Upgrades
- Building Envelope Repairs - Repair Flashing
- Fire Alarm Upgrade
- HVAC - Pump replacements & Loops
- HVAC - DDC Controls
- Sanitary Lift Station Refurbishment
- Fountain refurbishment
- Boiler 2 Replacement

## Project Forecast

Year	Total Expense
2017	1,188,000
	<b>1,188,000</b>



# Project Summary

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<b>Project Number:</b>	RED - 001	<b>Budget Year:</b>	2017
<b>Project Title:</b>	GVPL - James Bay Library Branch	<b>Business Unit:</b>	50662
<b>Strategic Plan Link:</b>	Nurture Our Arts, Culture and Learning Capital		

---

## Overview:

Tenant improvements and furniture and fixtures for the new James Bay Library Branch.

## Deliverables:

A New Library branch in James Bay.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	1,508,000
	<b>1,508,000</b>





# Project Summary

---

<b>Project Number:</b>	LRS-005	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Remediation/Capital Work-City Owned Properties	<b>Business Unit:</b>	50115
<b>Strategic Plan Link:</b>	Demonstrate Regional Leadership		

---

## Overview:

This budget outlines capital expenditures relating to City owned properties (i.e. remediation, servicing, etc.). The City is legally required to clean up contaminated sites in order to comply with Environmental Management Act and remediation provides economic opportunity and ensures land is put to its highest use.

## Deliverables:

Deliverables depend upon need/demand for capital expenditures in any given year.

- environmental studies and/or remediation at 1012/1014 Yates Street

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	1,058,000
	<b>1,058,000</b>



# Project Summary

<b>Project Number:</b>	COR-001	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Corporate Equip Replacement	<b>Business Unit:</b>	50061
<b>Strategic Plan Link:</b>	All Strategic Plan Objectives		

## Overview:

Replacement of office equipment and furniture to support City operations.

## Deliverables:

Various office equipment and furniture needs throughout the organization

## Project Forecast

Year	Total Expense
2017	229,000
2018	202,000
2019	206,000
2020	210,000
2021	214,000
2022	218,000
2023	223,000
2024	227,000
2025	232,000
2026	236,000
2027	241,000
2028	246,000
2029	251,000
2030	256,000
2031	261,000
2032	266,000
2033	271,000
2034	277,000
2035	282,000
2036	288,000
	<b>4,836,000</b>



# Project Summary

<b>Project Number:</b>	FIN-003	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Corp IT Infrastructure	<b>Business Unit:</b>	50025
<b>Strategic Plan Link:</b>	All Strategic Plan Objectives		

## Overview:

Annual replacement and maintenance of the City's IT hardware inventory according to the established hardware replacement policy.

To keep the City's IT infrastructure in alignment with industry best practice around lifecycle management a replacement schedule assists in maintaining a reliable and stable IT hardware in the most cost-effective way possible.

Managing computer devices on a schedule ensures that they remain serviceable with downtime due to technology issues minimized.

## Deliverables:

Current mix of Desktops 425, Printers 105, Laptops/Tablets 75.

- Replace 110 PCs
- Replace 20 laptops
- Replace 10 Multifunction and single function printers
- Replace 50 Monitors
- Replace 8 Edge Switches
- Fibre Optic Remediation
- Lifecycle Timeframes:

Device Type	Timeframe	Reason for replacement
Desktop PC's	4 year replacement	Maintenance and Warranty costs and age of equipment
Laptops	4 year replacement	Maintenance and Warranty costs and age of equipment
Monitors	7 year replacement	Maintenance and Warranty costs and age of equipment
Servers	5 year replacement	Maintenance and Warranty costs and age of equipment
Storage	6 year replacement	Maintenance and Warranty costs and age of equipment
Network (Core)	5 year replacement	Maintenance and Warranty costs and age of equipment
Network (Edge)	10 year replacement	Maintenance and Warranty costs and age of equipment
Security Appliances	5 year replacement	Maintenance and Warranty costs and age of equipment

## Project Forecast

Year	Total Expense
2017	698,000
2018	495,000
2019	591,000
2020	518,000
2021	636,000
2022	477,000
2023	544,000
2024	502,000
2025	548,000
2026	714,000
2027	638,000
2028	530,000
2029	580,000
2030	658,000
2031	841,000
2032	533,000



# Project Summary

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2033	551,000
2034	641,000
2035	558,000
2036	714,000
	<hr/>
	<b>11,967,000</b>



# Project Summary

<b>Project Number:</b>	FIN-006	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Corporate Application Support	<b>Business Unit:</b>	50010
<b>Strategic Plan Link:</b>	All Strategic Plan Objectives		

## Overview:

Information systems have an important role in the City's ability to deliver exceptional customer service and expedite processes. Enhanced communication, engagement and accountability are reliant on effective use of technology to engage with the citizens, business and community partners.

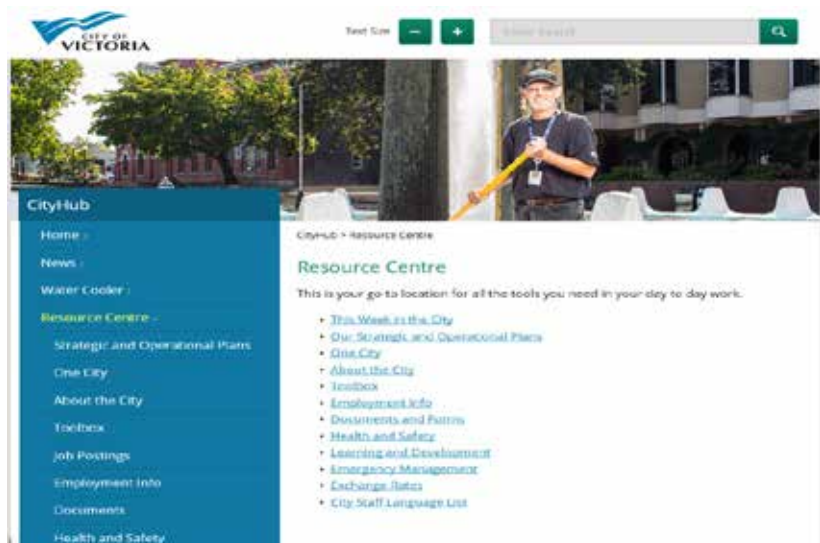
Continual enhancement of the City's software applications occur to improve customer service, information sharing and maximize resources in providing service to the community. This includes enhancements to existing functions and introducing new tools and programs that integrate with other corporate systems.

## Deliverables:

- Business Intelligence Tools
- Customer Relationship Management Development and Maintenance
- Development Tracker Enhancements
- Digital Plans and Streamlined Development Processes
- Electronic Records Management Solution
- HR Analytics / Dashboard
- Land Inventory Management
- Online Forms
- Perfect Mind Implementation (new Rec Software)
- Project Online Deployment
- Annual Web Enhancements
- Annual Intranet Enhancements
- Ross Bay Cemetery Info management
- SharePoint Development and Maintenance
- Tempest Upgrade
- Vehicle Telematics Information Management
- Yardstick Benchmarking Tools

## Project Forecast

Year	Total Expense
2017	910,000
2018	330,000
2019	330,000
2020	330,000
2021	330,000
2022	330,000
2023	330,000
2024	330,000
2025	330,000
2026	330,000
2027	330,000
2028	330,000
2029	330,000
2030	330,000
2031	330,000
2032	330,000
2033	330,000
2034	330,000
2035	330,000
2036	330,000
	<b>7,180,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-006	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Asset Mgmt/GIS System Development	<b>Business Unit:</b>	50486
<b>Strategic Plan Link:</b>	All Strategic Plan Objectives		

---

## Overview:

To develop a reliable inventory and Geographic Information System (GIS) to support an effective asset management and maintenance management system. The system will assist the City in sustainably planning infrastructure.

## Deliverables:

1. Real time integration with JDE
2. Real time integration with GIS
3. Business process review for each asset group
4. CMMS system for work order management and time entry
5. OMS decision making tool for risk analysis, long term planning, cross asset analysis and maintenance
6. System customization
7. Staff training and manuals

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	348,000
	<b>348,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-243	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Public Works Department Operations Centre	<b>Business Unit:</b>	50676
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

---

## Overview:

In 2016, Public Works obtained and installed a Sea Can in the Public Works Yard, to act as an emergency Departmental Operations Centre (DOC) should the main administration buildings collapse or be heavily damaged in an earthquake. This program is to setup the DOC with workstations, computers, maps, supplies, generators, radios, and other items to allow it to be fully functional in an emergency. It will also house tents to allow for the setup of other work areas in such an event.

## Deliverables:

This will provide a fully functional emergency DOC with materials to operate and setup other ancillary shelters in the PW Yard.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	30,000
	<b>30,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-251	<b>Budget Year:</b>	2017
<b>Project Title:</b>	PW and Parks Emergency Management 2-way Radio system	<b>Business Unit:</b>	50677
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

---

## Overview:

In January 2016, City of Victoria Emergency Management upgraded and enhanced the existing Emergency Management Radio System to provide a reliable and effective communication platform for the City. This upgrade included the transition to a trunked radio system and the addition of a backup repeater which can be utilized if there was a failure of the main repeater. This new configuration increased the capacity of the system by providing additional talk groups and enabling additional communication capacity. Additional mobile radios were installed at Public Works and Parks Department vehicles selected for their capacity for emergency response. Portable radios were distributed to the City Mayors Office, Senior City Management, Public Works and Parks Department Staff. This robust system provides a reliable communication platform for the City of Victoria which can sustain effective communications during events where other conventional systems may be unavailable and additionally provides increased efficiency for day to day City Operations.

## Deliverables:

15 additional users per year (2017-2020) from Public Works and Parks Operations will be added to the system so that key field personnel will have reliable communications in the event of a natural disaster.

The funding will be phased in over a 4 year period:

2017 – (15) Portable/mobile radios = \$25,000  
2018 – (15) Portable/mobile radios = \$25,000  
2019 – (15) Portable/mobile radios = \$25,000  
2020 – (15) Portable/mobile radios = \$25,000

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	25,000
2018	25,000
2019	25,000
2020	25,000
	<b>100,000</b>

# Project Summary

<b>Project Number:</b>	FIR-009	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Fire-EM Equipment Replacement	<b>Business Unit:</b>	50023
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

## Overview:

Capital spending for equipment acquisitions for Emergency management.

Types of equipment include: tents, radios, water filtration systems, USAR tools, Polaris All-Terrain Vehicle, cots (for emergency shelters or staff or volunteers to use during event), City of Victoria Emergency Management Radio System.

Equipment is purchased in support of the emergency social services (ESS) service (e.g. cots, blankets, generators,, safety equipment, water filtrating system, Group Lodging and Reception Centre Supplies), Urban Search and Rescue (tools, equipment, communications, technical rescue equipment), EOC (communications, equipment, alternate location supplies, muster container supplies), and other emergency management functions as required.

## Deliverables:

Support Emergency management teams and Emergency management.

## Project Forecast

Year	Total Expense
2017	107,000
2018	81,000
2019	83,000
2020	85,000
2021	87,000
2022	89,000
2023	91,000
2024	93,000
2025	95,000
2026	97,000
2027	99,000
2028	101,000
2029	103,000
2030	105,000
2031	107,000
2032	109,000
2033	111,000
2034	113,000
2035	115,000
2036	117,000
	<b>1,988,000</b>



# Project Summary

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<b>Project Number:</b>	FIR-001	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Fire - Fire Boat	<b>Business Unit:</b>	50453
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

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## Overview:

Replacement of the Fire Boat, the "Protector" in 2028. The Protector was purchased in 2008 and has a 20 year maximum life span. Replacement of Fire Boat 2 in 2030. Fire Boat 2 is a 2002 Safe Boat which was repowered and reconfigured in 2015. Fire Boat 2 was acquired from the Victoria Police Department.

## Deliverables:

New Fire Boats

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2028	1,200,000
2030	550,000
	<b>1,750,000</b>



# Project Summary

<b>Project Number:</b>	FIR-002	<b>Budget Year:</b>	2017
<b>Project Title:</b>	FIRE - Fire Equipment	<b>Business Unit:</b>	50121
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

## Overview:

To replace and update required fire and rescue equipment utilized in the delivery of service by the Victoria Fire Department. This ensures fire equipment meets industry standards.

## Deliverables:

Requirement for efficient service delivery depending on quality of equipment available.

### Rope Rescue - Confined Space Rescue:

- Ropes
- Harnesses
- Prussic
- Pulleys
- Carabiner
- Sked

### Self Contained Breathing Apparatus SCBA:

- Scott Air Pack Harness
- Scott Face Piece
- Scott Air Cylinder

### General Equipment:

- Ladders
- Saws
- Tarps
- Fire Hoses
- Appliances

### Fireboat Equipment



## Project Forecast

Year	Total Expense
2017	117,000
2018	106,000
2019	108,000
2020	110,000
2021	112,000
2022	114,000
2023	117,000
2024	120,000
2025	122,000
2026	124,000
2027	127,000
2028	129,000
2029	132,000
2030	134,000
2031	137,000
2032	140,000
2033	143,000
2034	146,000
2035	149,000
2036	152,000
	<b>2,539,000</b>



# Project Summary

<b>Project Number:</b>	FIR-003	<b>Budget Year:</b>	2017
<b>Project Title:</b>	FIRE - Furniture/Fixtures	<b>Business Unit:</b>	50129
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

**Overview:**

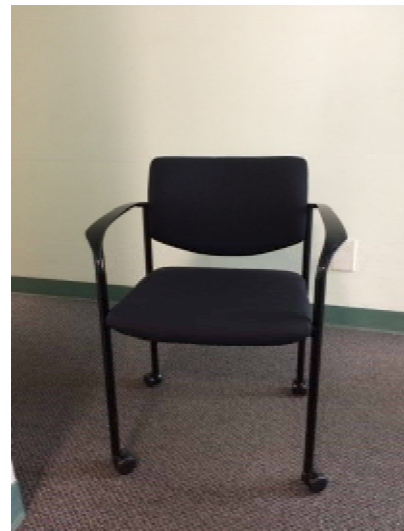
Replacement of existing station furniture located at the three 24/7 operating City of Victoria Fire Stations.

**Deliverables:**

To meet replacement schedule of existing furniture.

**Project Forecast**

Year	Total Expense
2017	8,000
2018	8,000
2019	8,000
2020	8,000
2021	8,000
2022	8,000
2023	8,000
2024	8,000
2025	8,000
2026	8,000
2027	8,000
2028	8,000
2029	8,000
2030	8,000
2031	8,000
2032	8,000
2033	8,000
2034	8,000
2035	8,000
2036	8,000
	<b>160,000</b>



# Project Summary

<b>Project Number:</b>	FIR-005	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Fire-Protective Fire Clothing	<b>Business Unit:</b>	50487
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

**Overview:**

Annual replacement of Personal Protective Firefighting clothing presently in service at the Victoria Fire Department. This is required to meet WorkSafe BC and Occupational health and safety requirements.

**Deliverables:**

Assurance that members are equipped with proper personal protection for safe fire and rescue operations

**Project Forecast**

<b>Year</b>	<b>Total Expense</b>
2017	50,000
2018	45,000
2019	46,000
2020	47,000
2021	48,000
2022	49,000
2023	50,000
2024	51,000
2025	52,000
2026	53,000
2027	54,000
2028	55,000
2029	56,000
2030	57,000
2031	59,000
2032	60,000
2033	61,000
2034	62,000
2035	63,000
2036	64,000
	<b>1,082,000</b>



# Project Summary

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<b>Project Number:</b>	FIR-010	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Emergency Management	<b>Business Unit:</b>	50639
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

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## Overview:

The proposed use of the allocated funds was the purchase and deployment of a Mobile Command (EOC) vehicle.

## Deliverables:

New Mobile Command (EOC) vehicle.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	250,000
	<b>250,000</b>

# Project Summary

<b>Project Number:</b>	ENG-072	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Vehicle & Heavy Equip Replacement	<b>Business Unit:</b>	50028
<b>Strategic Plan Link:</b>	All Strategic Plan Objectives		

## Overview:

To fund the ongoing replacement of Vehicle and Heavy equipment.

The Fleet section administers the replacement of assets based on the following guidelines:

- The Asset no longer satisfies the Municipal Government criteria
- The Asset is no longer reliable or cost effective to operate
- The Asset is no longer needed by the program
- The Asset has met the end of its useful life (based on life cycle and condition assessments)
- To replace damaged Assets and heavy equipment

## Deliverables:

The 2017 Replacement Schedule includes:

- Three (3) Electrically isolated Aerial boom trucks (\$300,000 each unit)
- Two (2) mini pack twin steer garbage collectors (\$160,000 each unit)
- Two (2) pieces of heavy equipment and one Van (\$179,500 each unit)
- Replacement of the Street flushing tanker truck (1981 International) ( \$170,000)
- Replacement of the end of life Parks based excavator (\$100,000)

The 2017 Capital replacement request from the Fire service includes

- Two (2) Simon Fire Pump trucks ( \$850,000 each)
- One panel van (\$120,000)

Total 2017 Equipment and Fire service budget is \$3,669,000

2016 Vehicles delivered in 2017 \$2,246,000

## Project Forecast

Year	Total Expense
2017	5,915,000
	<b>5,915,000</b>



# Project Summary

<b>Project Number:</b>	ENG-110	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Small Equipment and Tools	<b>Business Unit:</b>	50029
<b>Strategic Plan Link:</b>	All Strategic Plan Objectives		

## Overview:

This capital budget is to maintain and repair all restricted and non-plated mechanical equipment, barricades and gas monitors for Public Works, Engineering and Parks.

This is an ongoing annual program. Equipment is replaced when repair costs are too high and the equipment is too worn to repair. Inventory of all small equipment and tools assets to be completed. Equipment is replaced based on the above criteria and when needed.

## Deliverables:

The projected 2017 replacement includes a combination of

- Generators and Electric Hammers for the Carpentry Shop
- Equipment hoist and plasma cutter for the parks maintenance shop
- Compact tractors and mowers for the parks department
- Pressure washer for the vehicle and equipment washer at the Public Works Yard
- Miscellaneous trimmers, blowers and small equipment to support all sections within the City
- Lincoln Welder replacement

The total estimated cost for 2017 is \$265,000, including a 10% exchange rate/project contingency budget.

## Project Forecast

Year	Total Expense
2017	265,000
2018	228,000
2019	233,000
2020	238,000
2021	243,000
2022	248,000
2023	253,000
2024	258,000
2025	263,000
2026	268,000
2027	273,000
2028	278,000
2029	284,000
2030	290,000
2031	296,000
2032	302,000
2033	308,000
2034	314,000
2035	320,000
2036	326,000
	<b>5,488,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-220	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Underground Fuel Storage Tank Replacement	<b>Business Unit:</b>	50637
<b>Strategic Plan Link:</b>	All Strategic Plan Objectives		

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## Overview:

To perform a feasibility study and preliminary design for a replacement fuel storage solution for the Public Works Yard. 2016 will involve a consultant led feasibility study and review of future fuel capacity and site layout options. 2017 will involve the removal of the end of life underground Storage Tanks (UST), remedial ground work and installation of new replacement fuel tanks including monitoring system.

## Deliverables:

- Feasibility study of the future fuel supply demands of the CoV fleet
- Review of the PW yard layout and assessment of seismic and geotechnical characteristics of the yard as it relates to the final recommended design strategy for the new fuel storage tanks ( i.e. above ground, below ground, final location)
- Detailed design drawings for recommended fuel storage solution for the PW yard
- Class A detailed budget for the implementation of the replacement

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	550,000
	<b>550,000</b>





# Project Summary

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<b>Project Number:</b>	ENG-219	<b>Budget Year:</b>	2017
<b>Project Title:</b>	CNG Fuel station refurbishment	<b>Business Unit:</b>	50636
<b>Strategic Plan Link:</b>	Plan for Emergencies Including Climate Change Short and Long-Term		

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## Overview:

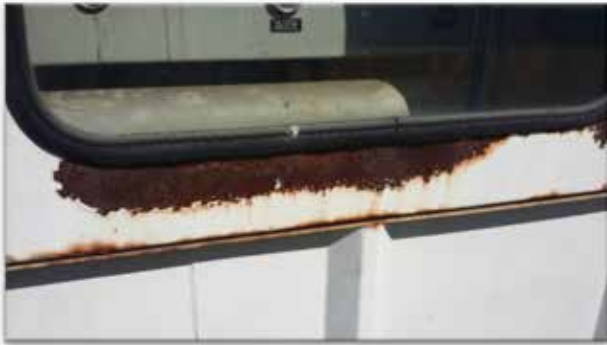
To perform a CNG compressor station refurbishment program, extending the life of the original asset and maximize future reliability. The refurbishment will include upgrade to the compressor control panel, new heat exchanger unit and a full compressor rebuild including cylinders, seals and bearings.

## Deliverables:

- Removal and disposal of the original station and fuel tanks
- Supply and installation of a new right sized CNG compressor assembly including new fuel storage tanks
- Supply and install a new CNG fuel dispenser unit

## Project Forecast

Year	Total Expense
2017	140,000
	<b>140,000</b>



# Project Summary

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**Project Number:** ENG-240  
**Project Title:** Steel Road Plates and Jobsite Safety  
**Strategic Plan Link:** All Strategic Plan Objectives

**Budget Year:** 2017  
**Business Unit:** 50665

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## Overview:

Currently the City of Victoria uses 3/4" thick steel road plates to cover open trenches and excavations in the roadway. An engineering study was undertaken as to the plates used and whether they were certified for the trenches that are typically spanned. The report found that for vehicular traffic areas, steel road plates need to be 1" thick. The thinner plates are still acceptable for boulevard and off-road areas. This requires that the City purchase 9'x6'x1" steel road plates. Based on average usage, current stock, staff estimate the need to purchase 25 additional plates. The estimated cost is \$2,000 per plate.

Staff have been reviewing other aspects of jobsite safety, specifically signage, fencing and other protective measures to keep the public and traffic out of jobsites. Staff have identified 4 foot high steel fencing, portable information signs, and extendable barricade poles for smaller jobsites. Staff will implement portable speed bumps on construction sites to help reduce the speed of traffic through the work zone.

## Deliverables:

- 25 - 9'x6'x1" engineered Steel Road Plates.
- 100 - 4' tall steel Fence Panels
- 50 - 6' extendable Cone Barricade Poles
- 50 - 10' extendable Cone Barricade Poles
- 20 - Portable jobsite information signs
- 10 - Portable Speed Bump Sets

## Project Forecast

<u>Year</u>	<u>Total Expense</u>
2017	75,000
	<b>75,000</b>





# Project Summary

<b>Project Number:</b>	ENG-250	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Cigarette Butt Collection Program	<b>Business Unit:</b>	50668
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

A pilot project was initiated through a request by the City to partner with Surfrider Foundation and the Downtown Victoria Business Association (DVBA) in year 2014.

With DVBA support, suitable candidate sites were selected, Surfrider Foundation volunteers established agreements and arranged for installation on private properties. The City facilitated fastening onto sites in the public realm. Over the first 33 weeks of the trial (June 2014 to January 2015), the volume of butts collected totaled over 130,000 for an average of approximately 4,000 butts a week.

Requests from residents and a student group for receptacles to be placed in their neighbourhoods.

Businesses located adjacent to the butt receptacles have seen positive benefits, believing that they have made a difference in the localized amount of littering. (The DVBA reports that cigarette butt litter has decreased dramatically where receptacles have been installed. They have received positive feedback from businesses and no complaints).

Public Works crews have found that there are improvements where smokers congregate, but that not all smokers use the canisters.

Public Works, Parks & Facilities are supporting to expand the project, and to change it from a community volunteer program as it is currently to a city function program.

## Deliverables:

1. Development of the program procedures.(2017)
2. Development and execution of educational & communication plan.(2017)
3. Manufacturing and installation of estimated 50 canisters.(2017)
4. Manufacturing and installation of estimated 50 canisters.(2018)

## Project Forecast

Year	Total Expense
2017	20,000
2018	15,000
	35,000



# Project Summary

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<b>Project Number:</b>	ENG-222	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Vehicle Based Telematics and Data Acquisition Improvements	<b>Business Unit:</b>	50635
<b>Strategic Plan Link:</b>	All Strategic Plan Objectives		

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## Overview:

To assess the market for options for GPS tracking/fleet monitoring, automated fuel dispensing and illustrate the value of vehicle telematics to the City of Victoria operations. To develop a strategy of recommended technology requirements for the City of Victoria (CoV) vehicle telematics including project scope. Procure and install the hardware onto the fleet and implement a program into the CoV fleet and operations.

## Deliverables:

- Hardware installed on all CoV vehicles including Fire Service Trucks
- Hardware upgrade on the Computrol fuel dispensing system to RFID system
- End user training for office based access to the system
- Vehicle monitoring subscription and service contract
- Communication protocols and policy development for data storage and usage

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	145,000
	<b>145,000</b>

# Project Summary

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<b>Project Number:</b>	ENG-086	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Parkade Revenue Control System	<b>Business Unit:</b>	
<b>Strategic Plan Link</b>	Create Prosperity Through Economic Development		

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## Overview:

For the upgrade and replacement on an eight year cycle of the Parkade revenue control system containing ticket spitters, card readers, gates and fee computers.

## Deliverables:

Projects:  
Replacement of the Parkade revenue control system every 8 years.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2018	500,000
2026	500,000
2034	500,000
	<hr/>
	<b>1,500,000</b>

# Project Summary

<b>Project Number:</b>	ENG-020	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Parking Equipment/Technology Upgrade	<b>Business Unit:</b>	50060
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

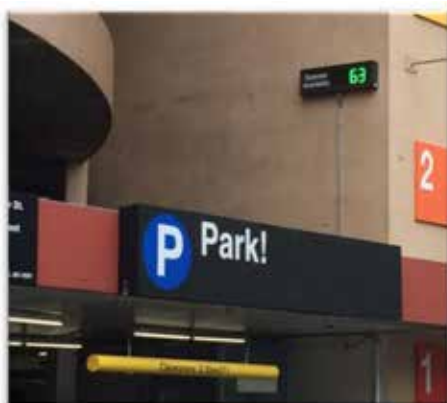
## Overview:

The Parking Technology Upgrade budget is utilized to improve customer service and overall operations of Parking Services. These improvements can be made to the parkades and on-street parking where the new technology will have a positive effect on either business practice.

## Deliverables:

Parking Capital 2017– Customer Service

1. Space counter signs for Broughton parkade, Johnson parkade, and Centennial parkade - \$97,000



Broughton Parkade will be the fifth and last parkade to have a parkade counter installed. Due to its two entrances and key location between Blanshard and Douglas Streets, it requires signs on both adjacent streets to advise motorists of the parking availability. The signs advise how many spaces are available in each parkade, providing early indication and convenience to customers prior to entering the parkade. The counters installed on the previous parkades have received positive feedback from motorists and the business community. With increased usage of City parkades in the past two years, the counters provide additional identification signage for locating City parkades, and an important service for drivers planning where to park downtown.

2. Tap and Go (credit card in out at parkades) \$35,000



Credit card “Tap and Go” will allow these customers to simply tap their credit card at the entry gate as they enter and tap at the exit machine as they leave. This has potential to expedite transactions, resulting in reduced wait times at the exit. Fewer parkade entry tickets would also be used which would equate to some savings of the actual tickets and wear and tear on equipment. With the increase usage of parkades, this will increase convenience for customers by offering more payment options and reducing wait times on entry and exit.

3. Debit card technology for parkades - \$35,000



Customers have indicated a preference for more payment options in parkades. However, the current parking technology hasn't offered the debit card option until recently. New debit card processing is now available for the Zeag parkade equipment. This would provide another payment option for users exiting the parkades. This option will also facilitate the phasing out of the manual paper envelope system currently in place. The envelope system is outdated and is a time consuming process and can create a delay to exit for parkers. A recent independent audit of cash handling procedures in the parkades also recommended phasing the system out to add greater rigor to the process.

# Project Summary

## 4. Licence Plate Recognition pilot at Centennial Parkade- \$30,000



This technology is recommended for piloting with monthly parkers and then consideration for other parkades in future years. The potential benefits are the elimination of monthly access cards and expedited entry and exits for monthly parkers. The cameras would recognize programmed licence plates as monthly parkers and open the gate as the vehicle enters and exits the parkade. The intent is to move this system to daily parkers as well where the plate recognition will open the gate on entry and charge on exit. In addition to expedited entry and exit for customers, a recent independent audit of cash handling procedures in the parkades also recommended increased use of technology for entry and exit. The cost of licence plate recognition in each parkades is approximately \$30,000 per parkade.

## 5. Various Equipment Replacement - \$108,000

To replace end-of-life equipment.



## Project Forecast

Year	Total Expense
2017	305,000
2018	250,000
2019	255,000
2020	260,000
2021	265,000
2022	270,000
2023	275,000
2024	281,000
2025	287,000
2026	293,000
2027	299,000
2028	305,000
2029	311,000
2030	317,000
2031	323,000

# Project Summary

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2032	329,000
2033	336,000
2034	343,000
2035	350,000
2036	357,000
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	<b>6,011,000</b>

# Project Summary

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<b>Project Number:</b>	VCC-002	<b>Budget Year:</b>	2017
<b>Project Title:</b>	VCC - Equipment	<b>Business Unit:</b>	50087
<b>Strategic Plan Link:</b>	Create Prosperity Through Economic Development		

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## Overview:

Equipment that supports the Victoria Conference Centre programming and functions: furniture, computer work stations, stages, risers, podiums, chairs, tables, dance floors, and partitions. Ongoing replacement is determined by age, condition and new technology.

## Deliverables:

Capital Lease - \$10,000  
1000 VCC chairs - \$80,000

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	90,000
	<b>90,000</b>

# Project Summary

<b>Project Number:</b>	PRC-006	<b>Budget Year:</b>	2017
<b>Project Title:</b>	CP/Arena/Recreation Equipment	<b>Business Unit:</b>	50103
<b>Strategic Plan Link:</b>	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

## Overview:

This is a planned and ongoing program that replaces in accordance to fitness and aquatic equipment lifecycle plans throughout the recreation facility. The equipment purchased is focused on both meeting existing needs and preparing for new trends to ensure that a variety of options are available for the patrons. The planned replacement provides quality service experience for patrons and minimize service disruptions

## Deliverables:

2017 Project:  
Replace cardio fitness equipment: 3 treadmills, 8 stationary bikes, 1 climbmill.

## Project Forecast

Year	Total Expense
2017	50,000
2018	28,000
2019	25,000
2020	26,000
2021	27,000
2022	28,000
2023	29,000
2024	30,000
2025	31,000
2026	32,000
2027	33,000
2028	34,000
2029	35,000
2030	36,000
2031	37,000
2032	38,000
2033	39,000
2034	40,000
2035	41,000
2036	42,000
	<b>681,000</b>







## CAPITAL

# Waterworks, Sanitary Sewers and Stormwater

### Guiding Principles

- Maintain existing utility infrastructure in acceptable condition.
- Upgrade or provide new utility infrastructure to meet future community needs.

### Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan 2016 – 2019
- Water System Master Plan
- Master Drainage Plan
- Condition Assessment Reports

### Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2016	What We Added 2013–2016
Waterworks	<ul style="list-style-type: none"> <li>• 331 km of water mains<sup>1</sup></li> <li>• 1 pump station</li> <li>• 1,828 fire hydrants</li> <li>• 12 PRV stations</li> </ul>	<ul style="list-style-type: none"> <li>• 19%<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• 8.0 km</li> </ul>	
Sanitary Sewers	<ul style="list-style-type: none"> <li>• 236 km</li> <li>• 11 pump stations</li> </ul>	<ul style="list-style-type: none"> <li>• 10%<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>• 7.9 km</li> </ul>	
Stormwater	<ul style="list-style-type: none"> <li>• 259 km</li> <li>• 4 pump stations</li> <li>• 6,900 catch basins</li> </ul>	<ul style="list-style-type: none"> <li>• 10%<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>• 7.6 km</li> </ul>	
Water Connections	<ul style="list-style-type: none"> <li>• 17,753<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>• 19%</li> </ul>	<ul style="list-style-type: none"> <li>• About 300</li> </ul>	
Sewer Lateral Connections	<ul style="list-style-type: none"> <li>• 14,300</li> </ul>	<ul style="list-style-type: none"> <li>• 10%</li> </ul>	<ul style="list-style-type: none"> <li>• About 225</li> </ul>	
Storm Lateral Connections	<ul style="list-style-type: none"> <li>• 10,939</li> </ul>	<ul style="list-style-type: none"> <li>• 10%</li> </ul>	<ul style="list-style-type: none"> <li>• About 225</li> </ul>	

<sup>1</sup> Includes Esquimalt

<sup>2</sup> Based on City of Victoria Water System Master Plan

<sup>3</sup> Based on Draft City of Victoria Sanitary and Stormwater Piping Condition Assessment Report

<sup>4</sup> Includes Esquimalt. Based on water meter numbers.

### Investing In Our Community's Future (2017 – 2019)

Area	Today's City (Renewal): \$46.841million	Tomorrow's City (New): New Infrastructure: \$TBD
Waterworks	<ul style="list-style-type: none"> <li>• Replace 2 to 5 km of watermains, \$14.892m</li> </ul>	
Sanitary Sewers	<ul style="list-style-type: none"> <li>• Replace 2 to 5 km of sewers, \$15.599m</li> </ul>	Pending master plan
Stormwater	<ul style="list-style-type: none"> <li>• Replace 2 to 5 km of storm sewers, \$16.35m</li> </ul>	

# Project Summary

<b>Project Number:</b>	ENG-035	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Inflow & Infiltration	<b>Business Unit:</b>	30015
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

To address problems of inflow and infiltration to the sanitary sewer system. This program will support pipe rehabilitation, lateral service connection sealing, manhole upgrades, the reconnection of storm connections that are incorrectly connected to the sanitary sewer, flow monitoring to determine priorities and pilot projects to determine the most effective means to reduce inflow and infiltration.

## Deliverables:

- Flow Monitoring Program - \$73,000
- Overflow Monitoring & Elimination - \$75,000
- Smoke Testing follow-up investigations - \$25,000
- Lateral Service Connection Sealing & Lining Program - \$100,000
- Combined Manhole Replacement Program - \$190,000
- Catchment I&I Reduction Program - \$250,000
- 2017 Mainline Lining Program - \$400,000
- James Bay Project - inspecting CCTV laterals in the James Bay sub-catchment area - \$226,000

## Project Forecast

Year	Total Expense
2017	1,339,000
2018	1,168,000
2019	1,227,000
2020	1,288,000
2021	1,353,000
2022	1,420,000
2023	1,491,000
2024	1,566,000
2025	1,644,000
2026	1,726,000
2027	1,813,000
2028	1,903,000
2029	1,998,000
2030	2,098,000
2031	2,203,000
2032	2,313,000
2033	2,429,000
2034	2,551,000
2035	2,678,000
2036	2,812,000
	<b>37,020,000</b>



# Project Summary

<b>Project Number:</b>	ENG-037	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Mains Replacement	<b>Business Unit:</b>	30011
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

To replace and upgrade sanitary mains which have been identified as a system deficiency, having inadequate capacity, or having gone well beyond their life expectancy. Rehabilitation efforts include extending the life of existing infrastructure that is nearing the end of its life expectancy, or is in need of repair.

## Deliverables:

2017 Projects:

1. Esquimalt Road, Robert Street to Maitland Street. Replace 117m of 200mm sanitary sewer main - \$310,000
2. Shelbourne Street, SSMH #2632 to SSMH #2650. Replace 62m of 200mm sanitary sewer main - \$111,000
3. Shelbourne Street, SSMH #2650 to Kings Rd. Replace 60m of 200mm sanitary sewer main - \$108,000
4. Wark Street, Quadra to Market replacement - \$196,000
5. Fifth Street upgrades - \$409,000

System Component Funding:

- Mains Replacement (Emer. Repairs) - \$56,000
- Manhole Replacement Program - \$30,000
- Lateral Replacement - Open Cut - \$ 85,000
- Lateral Lining - Excavated Pit - \$75,000
- Lateral Lining - from Cleanout - \$15,000
- Lift Station Replacement Program - \$140,000
- Co-ordinated Streets/Prior-to-Paving - \$80,000
- Pump station - \$10,000

## Project Forecast

Year	Total Expense
2017	1,625,000
2018	2,000,000
2019	2,100,000
2020	2,205,000
2021	2,315,000
2022	2,431,000
2023	2,553,000
2024	2,680,000
2025	2,814,000
2026	2,955,000
2027	3,103,000
2028	3,258,000
2029	3,421,000
2030	3,592,000
2031	3,771,000
2032	3,960,000
2033	4,158,000
2034	4,366,000
2035	4,584,000
2036	4,813,000
	<b>62,704,000</b>



# Project Summary

<b>Project Number:</b>	ENG-038	<b>Budget Year:</b>	2017
<b>Project Title:</b>	New Services	<b>Business Unit:</b>	30010
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

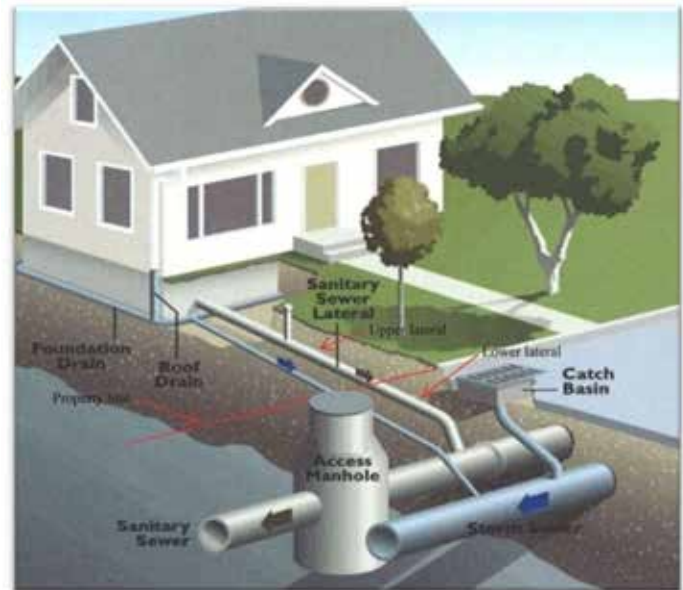
To install sanitary service connections as requested by residents, businesses, and commercial/institutional properties.

## Deliverables:

Sanitary service connections for applicants (residents, businesses, institutions)

## Project Forecast

Year	Total Expense
2017	300,000
2018	300,000
2019	300,000
2020	350,000
2021	350,000
2022	350,000
2023	350,000
2024	350,000
2025	350,000
2026	350,000
2027	350,000
2028	350,000
2029	350,000
2030	350,000
2031	350,000
2032	350,000
2033	350,000
2034	350,000
2035	350,000
2036	350,000
	<b>6,850,000</b>



# Project Summary

<b>Project Number:</b>	ENG-039	<b>Budget Year:</b>	2017
<b>Project Title:</b>	System Planning	<b>Business Unit:</b>	30016
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

The development of a Sanitary Sewer Master Plan. The Master Plan will allow for simulation and analysis of the sanitary sewer system using computer software, and the determination of sewage flows, including inflow and infiltration flows, forecasting of future development flows, assessment of the conveyance system capacity, impacts of climate changes, evaluation of upgrade scenarios, and allows staff to make informed, economical decisions about the system for future construction activities. The Master Plan will provide a prioritized, multi-year plan for system wide improvements including a list of priorities and cost estimates. The Master Plan will incorporate CCTV condition assessment data and coordinate upgrades with other master plans.

A request for proposal for specialty engineering services to develop the Master Plan will be prepared and a consultant with expertise in this field will be selected. The consultant will be provided with the existing hydraulic model, infrastructure data, planning and development information. Detailed design criteria and land use information for generation of flows will be developed and incorporated into the Master Plan.

## Deliverables:

- Sanitary Sewer Master Plan - \$200,000
- Lift Station Condition Assessment - \$44,000

## Project Forecast

Year	Total Expense
2017	244,000
2022	200,000
2027	250,000
2032	300,000
	<b>994,000</b>



# Project Summary

<b>Project Number:</b>	ENG-040	<b>Budget Year:</b>	2017
<b>Project Title:</b>	System Assessment	<b>Business Unit:</b>	30019
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

To complete Closed Circuit TV (CCTV) pipe video investigations to gather current condition information to prioritize system rehabilitation. Also included are the overhead costs associated with the utility, specifically the efforts for Benchmarking and Emergency Utility Planning.

## Deliverables:

Viewing infrastructure by CCTV:  
 Prior-to-Pave CCTV / Lamping - \$135,000  
 System assessment - \$40,000  
 Engineering Investigations - \$75,000  
 System Condition Assessment - \$68,000

## Project Forecast

Year	Total Expense
2017	318,000
2018	255,000
2019	260,000
2020	265,000
2021	270,000
2022	275,000
2023	281,000
2024	287,000
2025	293,000
2026	299,000
2027	305,000
2028	311,000
2029	317,000
2030	323,000
2031	329,000
2032	336,000
2033	343,000
2034	350,000
2035	357,000
2036	364,000
	<b>6,138,000</b>





# Project Summary

<b>Project Number:</b>	ENG-125	<b>Budget Year:</b>	2017
<b>Project Title:</b>	System Upgrades	<b>Business Unit:</b>	30021
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

Large projects or initiatives that are focused on the optimum functioning of the system. New pumps and mains that allow optimal rerouting or diversion of heavy flows and allow the system to function with less surcharging and energy expended.

## Deliverables:

Projects have been put on hold pending the overall plan for the City's Sanitary sewer system to align with the regional sewer treatment plant project.

## Project Forecast

Year	Total Expense
2018	2,040,000
2019	2,081,000
2020	2,123,000
2021	2,165,000
2022	2,208,000
2023	2,252,000
2024	2,297,000
2025	2,343,000
2026	2,390,000
2027	2,438,000
2028	2,487,000
2029	2,537,000
2030	2,588,000
2031	2,640,000
2032	2,693,000
2033	2,747,000
2034	2,802,000
2035	2,858,000
2036	2,915,000
	<b>46,604,000</b>





# Project Summary

<b>Project Number:</b>	ENG-188	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Capital Equipment	<b>Business Unit:</b>	30022
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

Purchase of equipment, tools and supplies used for construction of Sanitary Sewer capital works projects.

## Deliverables:

Miscellaneous equipment, tools and supplies - \$14,000

Pipe saw 2 SDR and iron  
 dewatering pump 2 by pass work  
 traffic delineators 24 construction site  
 construction fencing 12 4' panels

## Project Forecast

Year	Total Expense
2017	14,000
2018	14,000
2019	14,000
2020	14,000
2021	14,000
2022	14,000
2023	14,000
2024	14,000
2025	14,000
2026	14,000
2027	14,000
2028	14,000
2029	14,000
2030	14,000
2031	14,000
2032	14,000
2033	14,000
2034	14,000
2035	14,000
2036	14,000
	<b>280,000</b>



# Project Summary

<b>Project Number:</b>	ENG-024	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Stormwater Quality	<b>Business Unit:</b>	50092
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

To fund stormwater quality infrastructure and continue stormwater utility development.  
 To fund the catch basin replacement program - There are more than 300 catch basins identified for replacement due to their poor condition.

## Deliverables:

- Ongoing Development of Standards, Communication Material and Consulting - \$30,000
- Investigations/Lab Testing - \$6,000
- Catch Basin Replacement Program - \$68,000
- Green Infrastructure Program - \$15,000
- Ongoing Development of Stormwater Management Study - \$10,000

## Project Forecast

Year	Total Expense
2017	129,000
2018	224,000
2019	228,000
2020	233,000
2021	238,000
2022	243,000
2023	248,000
2024	253,000
2025	258,000
2026	263,000
2027	268,000
2028	273,000
2029	278,000
2030	283,000
2031	288,000
2032	293,000
2033	299,000
2034	305,000
2035	311,000
2036	312,000
	<b>5,227,000</b>



# Project Summary

<b>Project Number:</b>	ENG-026	<b>Budget Year:</b>	2017
<b>Project Title:</b>	New Services	<b>Business Unit:</b>	50005
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

To install storm service connections as requested by residents, businesses, and commercial/institutional properties. Through the development application process, applicants can apply for new servicing.

## Deliverables:

- Storm service connections for applicants (residents, businesses, institutions)

## Project Forecast

Year	Total Expense
2017	250,000
2018	250,000
2019	250,000
2020	250,000
2021	250,000
2022	250,000
2023	250,000
2024	250,000
2025	250,000
2026	250,000
2027	250,000
2028	250,000
2029	250,000
2030	250,000
2031	250,000
2032	250,000
2033	250,000
2034	250,000
2035	250,000
2036	250,000
	<b>5,000,000</b>



# Project Summary

<b>Project Number:</b>	ENG-027	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Mains Replacement	<b>Business Unit:</b>	50096
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

To replace and upgrade storm mains which have been identified as a system deficiency, having inadequate capacity, or having gone well beyond their life expectancy. Rehabilitation efforts include extending the life of existing infrastructure that is nearing the end of its life expectancy, or is in need of repair.

## Deliverables:

To maintain a stormwater system with an adequate level of service for rate payers.

### 2017 Design Projects:

- Burnside – Delta Street to Finlayson Road, replace approx. 165m of 200mm VTC (SWMP Project#88, Yr9) - \$400,000
- Basil – mid-block to Cook, replace approx. 112m of 200mm VTC - \$175,000
- Linden – McKenzie to Oxford, replace approx. 100m of 200mm VTC - \$165,000
- Douglas, Cormorant to Pandora, upgrade approx. 55m of 200mm VTC (development related) - \$90,000
- Richardson, Arnold to Kipling, install bio-swale along north side frontage - \$110,000
- Menzies, Superior to Michigan, upgrade approx. 118m of 500mm RC - \$350,000
- Roseberry, #2738 to end, approx. 78m main extension - \$150,000
- Cook St, Pandora to North Park. Upgrade 270m 200/ 250mm vit.clay pipe. Open trench or pipe bursting. - \$200,000
- Cook, Pandora to Caledonia. Investigation and rehabilitation of storm laterals. - \$108,000
- Richardson - Arnold to Kipling Rain Garden - \$103,000
- Michigan/ Powell/ Toronto project completion - \$820,000
- Douglas – Cormorant to Pandora completion - \$60,000
- Quadra – Pembroke to Queens completion - \$58,000

2017 Lining Projects - \$400,000

### System Component funding:

- Laterals - \$180,000
- Main Spot repairs - \$75,000
- Manholes - \$50,000

Prior to paving - \$137,000

## Project Forecast

Year	Total Expense
2017	3,631,000
2018	2,907,000
2019	3,052,000
2020	3,205,000
2021	3,365,000
2022	3,533,000
2023	3,710,000
2024	3,896,000
2025	4,091,000
2026	4,296,000
2027	4,511,000
2028	4,737,000
2029	4,974,000
2030	5,223,000
2031	5,484,000



# Project Summary

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2032	5,758,000
2033	6,046,000
2034	6,348,000
2035	6,665,000
2036	6,998,000
	<hr/>
	<b>92,430,000</b>

# Project Summary

<b>Project Number:</b>	ENG-030	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Brick Main Rehabilitation	<b>Business Unit:</b>	50494
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

Most of the brick mains are approaching 100 years in age. Many of these mains are located within easements and under buildings. Brick mains are showing signs of age. Closed circuit TV (CCTV) shows that the portions of the mains are in poor shape – open cracks laterally and at the crown.

## Deliverables:

The projects are listed below:

### Project A:

Linden Ave - Oxford to Chapman to May, rehabilitate approx. 210m of brick storm drain main \$528,000  
 May - Linden to Wellington, rehabilitate approx. 100m of brick storm drain main \$238,000  
 Contract Administration: \$80,000

### Project B:

Chandler - Midblock to St. Charles, rehabilitate approx. 300m of brick storm drain main \$517,000  
 St. Charles - Chandler, rehabilitate to Earle, approx. 120m of brick storm drain main \$335,000  
 Contract Administration: \$90,000

Additional contingency of 20%: \$358,000

Consulting to Administer Rehabilitation Program \$28,000  
 Ross Bay Cemetery GRP Rehabilitation \$521,000  
 Haultain CIPP Rehabilitation \$96,000  
 Archaeological Consulting Ross Bay Cemetery \$6,000

## Project Forecast

Year	Total Expense
2017	2,797,000
2018	564,000
2019	1,034,000
2020	1,055,000
2021	1,076,000
2022	1,097,000
2023	1,119,000
2024	1,141,000
2025	1,164,000
2026	1,187,000
2027	1,211,000
2028	1,235,000
2029	1,260,000
2030	1,285,000
2031	1,311,000
2032	1,337,000
2033	1,364,000
2034	1,391,000
2035	1,419,000
2036	1,447,000
	<b>25,494,000</b>





# Project Summary

<b>Project Number:</b>	ENG-105	<b>Budget Year:</b>	2017
<b>Project Title:</b>	System Planning & Assessment	<b>Business Unit:</b>	50522
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

To complete Closed Circuit TV (CCTV) pipe video investigations to gather current information. Also included in this BU are the overhead costs associated with the utility, specifically the efforts for Benchmarking and Emergency Utility Planning.

## Deliverables:

There are several concurrent efforts that City has regarding viewing infrastructure by CCTV.

2017 Projects:

1. CCTV condition assessment and coordination with paving projects lateral investigation - \$150,000
2. Miscellaneous investigation and public works emergency call outs - \$45,000
3. Storm connections investigation - \$55,000
4. Prior to Paving - investigating storm CCTV laterals - \$54,000

## Project Forecast

Year	Total Expense
2017	304,000
2018	350,000
2019	350,000
2020	350,000
2021	350,000
2022	350,000
2023	350,000
2024	350,000
2025	350,000
2026	350,000
2027	350,000
2028	350,000
2029	350,000
2030	350,000
2031	350,000
2032	350,000
2033	350,000
2034	350,000
2035	350,000
2036	350,000
	<b>6,954,000</b>



# Project Summary

<b>Project Number:</b>	ENG-189	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Capital Equipment	<b>Business Unit:</b>	50617
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

**Overview:**

Purchase of equipment, tools and supplies used for construction of Stormwater capital works projects.

**Deliverables:**

Miscellaneous equipment, tools and supplies. \$10,000

Flush nozzles, 2 cleaning mains, reciprocating saw, 1 cleanout repair, construction fencing - 12 4' panels

**Project Forecast**

Year	Total Expense
2017	10,000
2018	10,000
2019	10,000
2020	10,000
2021	10,000
2022	10,000
2023	10,000
2024	10,000
2025	10,000
2026	10,000
2027	10,000
2028	10,000
2029	10,000
2030	10,000
2031	10,000
2032	10,000
2033	10,000
2034	10,000
2035	10,000
2036	10,000
	<b>200,000</b>







# Project Summary

<b>Project Number:</b>	ENG-076	<b>Budget Year:</b>	2017
<b>Project Title:</b>	New Services	<b>Business Unit:</b>	10010
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

**Overview:**

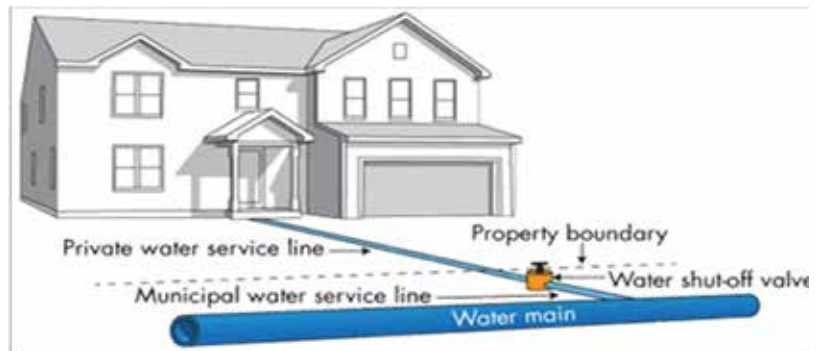
To install water service connections as requested by the customer. The fund subsidizes the cost of providing/installing services done by City crews.

**Deliverables:**

Water service connections for applicants (residents, businesses, institutions)

**Project Forecast**

Year	Total Expense
2017	550,000
2018	550,000
2019	550,000
2020	550,000
2021	600,000
2022	600,000
2023	600,000
2024	600,000
2025	600,000
2026	600,000
2027	600,000
2028	600,000
2029	600,000
2030	600,000
2031	600,000
2032	600,000
2033	600,000
2034	600,000
2035	600,000
2036	600,000
	<b>11,800,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-077	<b>Budget Year:</b>	2017
<b>Project Title:</b>	System Planning & Assessment	<b>Business Unit:</b>	10031
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

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## Overview:

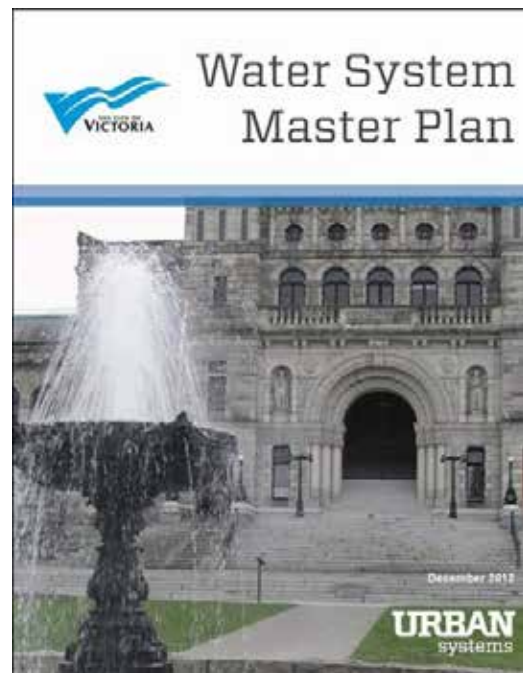
Ongoing water infrastructure planning work including periodic updates to the water system hydraulic model and master plan.

## Deliverables:

Planning studies and business case, updates to model and master plan reports.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2018	150,000
2023	200,000
2028	250,000
2033	300,000
	<b>900,000</b>



# Project Summary

<b>Project Number:</b>	ENG-078	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Main Replacement	<b>Business Unit:</b>	10030
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

To replace and upgrade watermains which have been identified as a system deficiency, having inadequate capacity, or having gone well beyond their life expectancy. Rehabilitation efforts include extending the life of existing infrastructure that is nearing the end of its life expectancy, or is in need of repair.

## Deliverables:

2017 Projects:

Prior, Summit to Vista Heights. Replace 100mm CI watermain pipe with 150mm PVC. \$570,000  
 Balfour Pl, Balfour Ave to west end. Replace 100mm AC watermain pipe with 100mm PVC. \$70,000  
 Highrock, Rockheights to Highrock Pl (ESQ). Replace 100mm AC watermain pipe with 100mm PVC. \$80,000  
 Tillicum, Craigflower to Gosper (ESQ). Replace 150mm CI watermain pipe with 200mm PVC. \$190,000  
 Downtown Fire System Upgrades - Consultant (design drawings). \$90,000  
 Vancouver, Southgate to Fairfield. Major arterial road upgrades. Reline 220m of 200mm CI. \$175,000  
 Fort, Wharf to Government. Biketoria. Replace 150m of 100mm CI with 200mm PVC. \$300,000  
 Emerson, Shelbourne to Richmond. Deferred from 2015. Replace 280m of 150mm CI with 200mm PVC. \$400,000  
 Bryden Crt WW, Head to end (ESQ). Deferred from 2016. Replace 170m of 100mm CI with 150mm PV. \$220,000.  
 Belleville WW, Menzies to Oswego. Deferred from 2016. Replace 240m of 150mm CI with 200mm PVC. \$500,000  
 Broughton WW, Blanshard to Douglas. Deferred from 2016. Replace 202m of 150mm CI with 200mm DI. \$400,000  
 Menzies, Superior to Michigan (reline). Identified as a high risk in Water Master Plan. Reline 140m of 300mm CI pipe. \$100,000  
 System Component Funding - Fire hydrants, Large Meters, Valves and Coordinated Streets. \$437,000  
 Chatham / Caledonia, Blanshard to Government. \$658,000  
 Government - Pembroke to Bay. \$520,000  
 Constance - Lyall to south end (ESQ). \$539,000  
 Victor - Haultain to Kings. \$81,000

## Project Forecast

Year	Total Expense
2017	5,330,000
2018	3,708,000
2019	3,894,000
2020	4,089,000
2021	4,293,000
2022	4,508,000
2023	4,733,000
2024	4,970,000
2025	5,218,000
2026	5,479,000
2027	5,753,000
2028	6,041,000
2029	6,343,000
2030	6,660,000
2031	6,993,000
2032	7,342,000
2033	7,710,000
2034	8,095,000
2035	8,500,000
2036	8,925,000
	<b>118,584,000</b>



# Project Summary

<b>Project Number:</b>	ENG-122	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Capital Equipment	<b>Business Unit:</b>	10036
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

## Overview:

Purchase of equipment, tools and supplies used for construction of Water capital works projects.

## Deliverables:

Miscellaneous equipment, tools and supplies - \$40,000

Footage Tap machine - 1 water service tap

Meter flow tester - 1 verify meter read

Pipe locator - 1 service locate

Chlorine test kits - 2 water quality test

Large water meter testing equipment

## Project Forecast

Year	Total Expense
2017	40,000
2018	41,000
2019	42,000
2020	43,000
2021	44,000
2022	45,000
2023	46,000
2024	47,000
2025	48,000
2026	49,000
2027	50,000
2028	51,000
2029	52,000
2030	53,000
2031	54,000
2032	55,000
2033	56,000
2034	57,000
2035	58,000
2036	59,000
	<b>990,000</b>



# Project Summary

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<b>Project Number:</b>	ENG-190	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Water Meter Replacement	<b>Business Unit:</b>	10038
<b>Strategic Plan Link:</b>	Steward Water Systems and Waste Streams Responsibly		

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## Overview:

To replace end of life under-reading water meters with new advanced metering infrastructure. There are over 18,000 water meters and approximately 16,000 of these are residential meters. The remaining 2,000 non-residential meters are currently being replaced under the lifecycle maintenance schedule.

Water meters are an important part of the water distribution system as they measure the volume of water used by customers. The consumption volume is used to bill for water and sanitary sewer fees. Accurate water meters promote water conservation, provide accurate and timely billing, promote customer equity and provide valuable data for system operation, design and maintenance.

Accuracy of the existing meters depends on many factors such as the rate of flow and total quantity of water that has been measured over time. The current inventory of aging meters is due for replacement with the average meter age estimated to be 45 years. Water industry studies have concluded that residential meters should be replaced after 20 years.

Faulty meters under-read the consumption, so customers are not over-charged as all meters the City installs have been engineered to under-read when they become worn-out. In 2009, the City conducted meter accuracy tests at 14 locations. The results of this testing found that on average the meters were only recording 80% of actual water consumption. For 12 of these locations, the meters were considered a failure for low flow accuracy based on American Water Works Association limits.

The City calculates the total un-billed water volume on an annual basis. Un-billed water volume is the difference between CRD wholesale bulk water purchase and the water volume the City's sells to customers and includes system leakage, municipal use and meter accuracy loss. From 2009-2013, the un-billed volumes are approximately 10% of the water volume purchased from the CRD and equates to an average of \$700,000 each year. The un-billed dollar values are not amounts the City has lost in revenue as the water rates are increased to ensure the City collects the required revenue to cover the costs of the utility.

Additional benefits are realized with the installation of new water meters. The City and residents will be able to monitor water consumption in a timely basis and increase the potential for early detection of leaks; reducing the upward pressure on the water rates. Additionally, the City would have the ability to implement a more frequent billing system; increasing the timeliness of billings and potentially reducing the financial burden some residents face due to the current four month billing cycle. Implementing new technology provides options to improve current processes. Should Council wish to explore these opportunities, staff would bring forth a report outlining options and resource requirements.

## Deliverables:

Replacement of approximately 16,000 residential water meters in a program phased over five years. Consultant hired in 2016, with continued program development and contracted work through 2017.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	37,000
	<b>37,000</b>



# Project Summary

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<b>Project Number:</b>	FIN-011	<b>Budget Year:</b>	2017
<b>Project Title:</b>	Contingency Fund	<b>Business Unit:</b>	50638
<b>Strategic Plan Link:</b>	All Strategic Plan Objectives		

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## Overview:

The contingency fund is established to meet capital requirements to address unanticipated and unforeseen events that arise during the year. Events can include unforeseen weather, natural disasters, public safety and health needs. This fund is to provide additional flexibility to capital requirements to ensure the City provides a safe, healthy and sustainable community.

## Deliverables:

An uninterrupted capital program that provides safe, healthy, vibrant and sustainable community.

## Project Forecast

<b>Year</b>	<b>Total Expense</b>
2017	357,000
2018	364,000
2019	371,000
2020	378,000
2021	386,000
2022	394,000
2023	402,000
2024	410,000
2025	418,000
2026	426,000
2027	435,000
2028	444,000
2029	453,000
2030	462,000
2031	471,000
2032	480,000
2033	490,000
2034	500,000
2035	510,000
2036	520,000
	<b>8,671,000</b>





# APPENDIX A

# Financial Sustainability Policy

Authorized by: Council      Date of issue: January 20, 2009

Date of amendment: October 1, 2015

## Purpose

The purpose of the Financial Sustainability Policy is to guide the City's financial planning to meet financial obligations while providing high quality services.

## Primary Objective

The policies shall be designed and structured to develop principles that guide, support and respect the direction of the community so that tax payers can look forward to stable, equitable and affordable property taxation.

## Policies

### 1. Growth in Property Tax Base

The City is surrounded by other municipalities and has no ability to expand. However, re-development is occurring that brings in new property tax revenue. This new revenue must be estimated using the best available data. The City recognizes that any new developments or re-developments increase demand on existing infrastructure and may result in the need to expand that existing infrastructure.

#### Policy 1.0

Conservative estimates of non-market change assessment revenue will be included in the budget based on information provided by BC Assessment, the Planning and Development Department and the Finance Department.

#### Policy 1.1

To balance infrastructure upgrade needs with ongoing operating funding requirements, the first \$500,000 of assessment growth (non-market change) property tax revenue will be transferred to infrastructure reserves and the remaining balance allocated as determined by Council.

### 2. Property Tax Increase

Rising costs of existing services at existing service levels must be recognized. One-time revenues or non-renewable reserves should not be used to fund on-going operating expenses.

#### Policy 2.0

Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at existing service levels and then considering other enhancements. (Also see Policy 3.)

### 3. New Services and Major Enhancements to Existing Services

The property tax increase established under Policy 2 allows the City to provide the same level of service to the existing tax base. It is not designed to provide for new services or major enhancements to existing services.

#### Policy 3.0

New services or enhancements to existing services will be funded by one or a combination of the following:

1. A reduction in the cost of existing services. This may include a reallocation of resources from one area to another.
2. An increase in non-tax revenues.
3. A further increase in property taxes.

### 4. Efficiencies, Demand Management and Service Level Changes

As a sound business practice, departments strive to find and explore efficiencies throughout the City's operations. The City does not have the resources to meet all of the demands that are made. Demand must be managed to make sure that expectations reflect our fiscal realities and the need to contain expenditures. Areas where service level changes may be possible must be identified and brought forward for Council's consideration.

#### Policy 4.0

Business Plans will identify demand management strategies and will include options for service level changes and alternative service delivery models

# Financial Sustainability Policy

## 5. Alternative Revenues and External Funding

To diversify its revenue base, the City continually looks for new revenue sources that are consistent with the City's Five-year Financial Plan and 20-year Capital Plan.

### Policy 5.0

All departments will make every effort to access external funding from non-City sources including other levels of government. All departments will endeavour to develop partnerships, strategic alliances and shared project funding to assist in the reduction of expenditure to the City. Any additional funding can be used to reduce property tax increases, increase service levels and/or provide new services.

### Policy 5.1

Grants should be sought for known infrastructure needs or identified priorities in the City's Strategic Plan even if they are not included in the financial plan due to limited funding or pending Council decision.

## 6. Infrastructure Maintenance and Replacement

Much of the City's infrastructure is at or nearing the end of its life. The City is in the process of creating an inventory and completing a condition assessment of its assets. This will allow the City to develop a plan to keep the infrastructure in a proper state of repair to avoid costly failures.

### Policy 6.0

The City will establish and maintain an inventory of its infrastructure. A maintenance/replacement plan will be developed utilizing best practices, to keep existing infrastructure in an acceptable condition. This program will be included in the Five-year Financial Plan and the 20-year Capital Plan.

### Policy 6.1

The City will depreciate its infrastructure over the useful life of the assets and a sustainable funding strategy will be developed.

### Policy 6.2

Each year, Council will consider a property tax increase dedicated to increasing capital infrastructure investment.

## 7. Self Financed Programs

The City has several self financed programs: Water Utility, Sewer Utility, Stormwater Utility and Solid Waste and Recycling Utility. The costs for self financed programs should be fully funded by user fees. The Water and Sewer Utilities have established reserves. Any surplus or deficit is transferred at the end of each year to or from each reserve.

## Policy 7.0

The City's self financed programs are to be fully funded by user fees including corporate overhead, equipment replacement, debt financing, transfers to reserves and capital expenditures.

### Policy 7.1

To ensure that programs remain self funded, user fees for each will be adjusted annually to offset any changes in costs.

## 8. Debt Management

The maximum amount that the City can borrow from external sources is set by the Community Charter. Debt should only be incurred for one-time capital expenditures and not for on-going programs. Borrowing for one-time capital expenditures allows the cost of the project to be spread out over the useful life of the asset. This results in the costs being paid by future beneficiaries as well as current taxpayers.

### Policy 8.0

Debt from external sources should only be incurred for one-time capital projects. These projects should be identified as debt-funded projects in the Five-year Financial Plan and 20-year Capital Plan. A separate report, including a business case, to Council is required seeking approval for proceeding with the borrowing process.

### Policy 8.1

Every attempt should be made to keep the debt servicing charges at the current budget level of 7% of the property tax levy by adding new debt only in the years when other debt issues are retired. This will minimize the impact on property taxes as a result of new debt.

### Policy 8.2

Debt for Self-financed entities (Water Utility, Sewer Utility, Stormwater Utility, Solid Waste and Recycling Utility and Parking Services) can be incurred if supported through a business case, without consideration of Policy 8.1 which only applies to projects that impact on property taxes.

### Policy 8.3

As an alternative to external borrowing, funds in the City's Debt Reduction Reserve can be borrowed with a maximum repayment term of 15 years at an interest rate equal to the lost investment interest

# Financial Sustainability Policy

## 9. Fees and Charges

Fees and charges are a significant portion of the City's revenues. They will be reviewed on a regular basis to avoid major changes and to provide users with adequate notice of those changes. Any review will include an analysis of the City's costs in providing the service as well as a comparison to other municipalities.

### Policy 9.0

Fees and charges will be reviewed annually and adjusted where appropriate. Departments should consider a minimum increase equal to inflation (CPI.) The users will be provided with no less than 2 months notice of those changes. Fee bylaws should, when appropriate, include an annual increase equivalent to the Consumer Price Index for Victoria.

## 10. Surplus

Surplus represents non-renewable savings and should not be used for operating purposes or for on-going capital programs.

The Financial Stability Reserves (Operating Fund, Police Department, Water Utility, Sewer Utility and Stormwater Utility) were established to ensure ongoing financial stability and fiscal health of all City Entities. They are funded from the year-end surplus in each respective fund.

### Policy 10.0

Surplus will only be considered as a funding source for one-time expenditures. Any surplus not used for one-time expenditures will be transferred to infrastructure reserves, financial stability reserves and/or debt reduction reserves. (Also see Policy 11.)

## 11. Reserve Funds

The City has a number of reserve funds established for various purposes. The City strives to develop appropriate reserves to meet future financial obligations with respect to City equipment and infrastructure, fiscal needs and employee benefit obligation.

### Policy 11.0

Each reserve fund is governed by the City's Reserve Fund Policy that outlines the purpose, the types of expenditures permitted and the desired levels of each reserve.

## 12. Capital Projects and Programs

Capital projects and programs are funded from a variety of sources including a capital property tax levy, grants and reserves. Once the project or program is completed, its on-going maintenance costs need to be included in the operating budget and future upgrade and/or replacement costs need to be included in the capital plan. These on-going and future costs must be clearly understood before a capital project is approved.

### Policy 12.0

Each capital project or program submitted for consideration must clearly state the full initial cost as well as future costs, including operating and upgrade/replacement costs. In addition, the source of sustainable funding for such costs has to be demonstrated.

## 13. Re-budgeted Capital Projects and Programs

Every year, some capital projects and programs are not completed in the year they were budgeted for. In such instances, a request to re-budget the portion of the project or program that is yet to be completed is submitted to Finance.

### Policy 13.0

Requests to re-budget capital projects underway are granted. However, other capital items may be scaled back or deferred to accommodate the re-budget request.

### Policy 13.1

Requests to re-budget capital projects that have not been started are not granted. These projects will be considered and prioritized along with all other capital items being put forward.

### Policy 13.2

Requests to re-budget capital programs are not normally granted. However, should such a request be granted, next year's program will be scaled back to accommodate the re-budget request.

## 14. Large Scale Capital Projects

Some capital projects are very large in scale and have various phases.

### Policy 14.0

Large scale capital projects will be budgeted in at least two phases. Phase one is for planning and design. Phase two and any subsequent phases are for implementation/build.



# APPENDIX B

# Reserve Fund Policy

Authorized by: Council      Date of issue: September 30, 2004

Revised: July 2015

## Purpose

The purpose of the Reserve Fund Policy is to provide guidance with respect to the development, maintenance, and use of City Reserve Funds.

## Guiding Principles

All Reserves Funds must be established, maintained and used for a specified purpose mandated by this policy, statute, or City by-law.

Annual operating surpluses are to be transferred to the Equipment and Infrastructure Reserve or the appropriate Financial Stability Reserve in each fund and used in accordance with the priorities outlined in this policy.

The City shall strive to develop appropriate reserves to meet future financial obligations with respect to City equipment and infrastructure, fiscal needs and employee benefit obligations.

## Primary Objectives

Reserves shall be established and expended to:

### 1. Ensure Stable & Predictable Levies

The City recognizes that unstable and unpredictable tax levies can adversely affect residents and businesses in Victoria. In order to maintain stable and predictable levies, the City will maintain sufficient reserves to buffer the impact of unusual or unplanned cost increases and revenue reductions over multiple budget cycles.

### 2. Provide for Operating Emergencies

The City is exposed to unusual operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues, environmental hazards and so on. It may not be feasible, or cost-effective, to absorb the costs of such emergencies during one budget cycle. The City will maintain adequate reserves to avoid such emergencies, extensive service interruptions, and prevent risks to infrastructure and public safety.

### 3. Finance New Capital Assets

Use of Reserves for financing new capital assets is an effective means of matching one-time funds to one-time capital projects. In addition, the City requires financial resources to quickly respond to opportunities that could provide capital infrastructure through private sector partnerships, and other alternative service delivery methods.

### 4. Safeguard and Maximize Existing Assets

The City has an inventory of specialized machinery, equipment and technology systems necessary for the efficient delivery of services to the public, which needs to be replaced on well-defined lifecycle standards. The City also has a need to provide insurance against unforeseen losses of these and other assets and claims against its assets where it is found legally liable.

## General Criteria

Reserves shall be established, maintained and used in accordance with the following General Criteria.

### 1. Least Cost to Taxpayers

Reserves should support the least cost alternative in the long-term for delivering standards of service adopted by Council. This means they will be used to:

- Buffer the effects of large cost increases and revenue reductions and allow time to adjust City service costs or revenue generation to avoid unnecessary tax increases, and
- Provide internal capital financing which is more cost-effective than external borrowing or leasing.

## Reserve Fund Policy

### 2. Fairness & Equity to Taxpayers

Reserves should serve to balance the impact of the operating costs and capital costs, on both current and future taxpayers by:

- Applying Reserves derived from one-time revenue sources to one-time capital or operating projects.
- Applying Reserve Funds and current revenues in a ratio, which recognizes the appropriate sharing of savings from current taxpayers with contributions from future taxpayers (this will likely require repayment of all, or a portion of, Reserves from future rates or user fees).

### 3. Meets Statutory and Legal Requirements

Reserves must meet the requirements of the Community Charter, Federal statutes, City By-Laws or any other contract or judgment enforceable by law.

### 4. Meets Accounting Standards

Reserves must meet generally accepted accounting principles (GAAP) and accounting standards applicable to local governments (PSAB).

### 3. Minimum and Maximum Balances

A minimum and maximum balance shall be established for each Reserve Fund. A minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. A maximum balance ensures that it does not grow beyond its intended purpose.

### 4. Repayment Period

If funding is borrowed from a reserve, a time period shall be specified for the repayment or replenishment to its specified minimum or maximum balance.

### 5. Business Case Requirements

A business case shall be provided specifying the purpose, benefits and method of repayment for each proposed Departmental use of a reserve fund, except as provided by statute, City by-law or Council policy. A business case will be subject to the applicable budget, ranking or other prioritization process, and Council approval.

## Policy Administration

The Director of Finance shall be responsible to:

- Ensure the Reserve Funds are established and maintained in compliance with this Policy.
- Conduct an annual review of the Reserve Funds and report the results to City Council.
- On an “as required basis”, recommend revisions or amendments to this Policy, due to changes in applicable statutes, accounting standards, or economy.

## Administrative Criteria

### 1. Unique Corporate Purpose

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes
- Eliminating those with redundant or outdated purposes, and
- Re-focus departmental reserves to corporate purposes and strategic plans.

### 2. Interest and Calculation Method

All Reserve Funds will earn interest each year. Interest will be calculated based on the audited fund balance at the end of the prior year. The interest rate used will be the determined on an annual basis.

## Reserve Funds

City of Victoria Reserve Funds are established under the authority of the Community Charter and are each supported by a bylaw that outlines the purpose and use of each fund.

A description of each of the different types of Reserve Funds covered by this policy is outlined below:

## Financial Stability Reserves

### Description

Financial Stability Reserves are required to ensure the ongoing financial stability and fiscal health, of all City Entities. Each reserve is funded from the year-end surplus from the appropriate entity (i.e. Operating Fund, Police Department). For the Water, Sewer and Stormwater Utilities, 50% of each utility's surplus are to be applied to the respective financial stability reserve until they reach target balances and the remainder to the respective equipment and infrastructure reserve.

- **Debt Reduction** – This reserve was established to provide a source of funds to finance internal borrowings, local improvements and paying down the City's outstanding debt. It is currently being funded from the City's share of surpluses identified in MFA Sinking Funds and payment holidays on debt issues.
- **Reserve for Insurance Claims** – This reserve was established to provide a source of funds for liability claims not covered under our Insurance Policies.

# Reserve Fund Policy

## Guidelines for Using Funds

A Council Resolution or an Adopted Budget Bylaw is required for all appropriations from the Financial Stability Reserve Funds.

All appropriations from Financial Stability Reserves are to be considered in accordance with the following priorities.

1. **Operating and Environmental Emergencies**
  - These appropriations are the highest priority and are based on public safety and demand nature of the expenditure.
2. **Revenue Stabilization and Operating Contingency**
  - These appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City's ability to adjust in the short-term.
3. **Innovation Fund**
  - As an incentive to encourage creativity and innovation, appropriations may be made to fund departments and/or workgroups that would like to explore innovative and creative solutions directed towards making the Corporation more efficient and effective.
  - Business cases requesting use of these funds require that the replenishment methods be specified. These would include future departmental cost or service level adjustments or additional revenue generation necessary to "top up" the accounts over a three-year period.

## Equipment and Infrastructure

### Description

Equipment and Infrastructure Reserves are established to create a funding source for buildings and infrastructure capital projects, new equipment purchases and capital equipment replacement programs. Currently, the city has established equipment and infrastructure reserve funds for the following purposes:

- **Police Vehicles, Equipment and Infrastructure** – This reserve is to fund the replacement and purchase of Police vehicles and equipment. This reserve is funded by annual depreciation contributions included in the Police operating budget.
- **Police Emergency Response Team Vehicles and Equipment** – This reserve is to fund the replacement and purchase of equipment for the Regional Emergency Response Team. The reserve is funded by the annual surplus from the ERT Program.
- **Victoria Conference Centre Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Conference Centre building and furnishings. This reserve is also used to fund equipment replacements and new equipment purchases. The reserve is funded by the annual surplus from the Conference Centre.
- **City Equipment** – This reserve is to fund the replacement and purchase of City equipment. This includes equipment replacement programs, computer equipment and software, office furniture, etc. This reserve is funded by annual depreciation contributions included in the City operating budget.
- **City Vehicles and Heavy Equipment** – This reserve is to fund the purchase and replacement of City vehicles and heavy equipment. This reserve is funded by annual depreciation contributions included in the City operating budget.
- **City Buildings and Infrastructure** – This reserve was established to provide a source of funds to properly maintain City Buildings and Infrastructure. This reserve is funded by annual budget contributions that are increasing by \$500,000 per year until the reserve attains an adequate funding level. This increase is subject to annual Council approval.
- **Parking Services Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the City parkades. The reserve is also used to fund Parking Services equipment replacement and new equipment purchases. This reserve is funded from annual depreciation contributions included in the City's operating budget.
- **Multipurpose Equipment and Infrastructure** – This reserve was established to provide funding for equipment replacement and maintaining the Multipurpose Facility. This reserve is funded by annual depreciation contributions from the City's operating budget and RG Properties.
- **Recreation Facilities Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain City Recreation Facilities. The reserve is also used to fund equipment replacement and new equipment purchases for City Recreation Facilities. This reserve is funded from user fees assessed on tickets to events and facility rentals.
- **Archives Equipment** – This reserve is to fund the purchase and replacement of Archives material and equipment. The funding for this reserve comes from grants and donations.



## Reserve Fund Policy

- **Artificial Turf Field** – This reserve was established to provide a source of funds for replacement of the Finlayson field carpet and amenities and for future development of artificial turf fields. This reserve is funded from the fees collected from the rental of the Finlayson field.
- **Gas Tax** – The Governments of Canada, British Columbia and the UBCM entered into the Gas Tax Agreement on September 19, 2005. The Agreement is focused on achieving three environmental sustainability outcomes: reduced greenhouse gas emissions, cleaner water and cleaner air. The Community Works Fund provides annual contributions into this reserve.
- **Water Utility Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Water Utility Infrastructure. The reserve is also used to fund Water Utility equipment replacement and new equipment purchases. The reserve should be funded by annual budget contributions from the Water Utility and 50% of the Water Utility's surplus until the target balance has been met within the Water Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Water Utility Equipment and Infrastructure Reserve.
- **Sewer Utility Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Sewer Utility Infrastructure. The reserve is also used to fund Sewer Utility equipment replacement and new equipment purchases. The reserve should be funded by annual budget contributions from the Sewer Utility and 50% of the Sewer Utility's surplus until the target balance has been met within the Sewer Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Sewer Utility Equipment and Infrastructure Reserve.
- **Stormwater Utility Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Stormwater Utility Infrastructure. The reserve is also used to fund Stormwater Utility equipment replacement and new equipment purchases. The reserve should be funded by annual budget contributions from the Stormwater Utility and 50% of the Stormwater Utility's surplus until the target balance has been met within the Stormwater Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Stormwater Utility Equipment and Infrastructure Reserve.

### Guidelines for Using Funds

Use of equipment and infrastructure reserves is restricted to the following types of purchases:

- Major construction, acquisition, or renovation activities as defined in the Capital Asset Policy that add value to the municipal physical assets or significantly increase their useful life. Some examples include:
  - Renovation and construction projects pertaining to new or existing city buildings,
  - Renewal, replacement, enhancement or construction of city infrastructure, sewers, storm drains, water distribution systems, buildings, roads, sidewalks, traffic systems, parks, etc.
- Vehicles and heavy equipment, individual pieces of equipment and ongoing annual equipment replacement programs as defined in the Capital Asset Policy.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

### Employee Benefit Obligations

#### Description

Reserves for employee benefit obligations will be established where the City is incurring a retirement benefit liability or other employee related liability, which the City is obligated to pay at some future date. Current reserves established include:

- **Police Retirement Benefits** – This reserve is to fund retirement benefits (one months pay and vested sick leave) accrued to retiring Police officers. This reserve is funded by annual contributions included in the Police operating budget.
- **Police Employee Pension Buybacks** – Police employees are entitled to purchase additional pension service time related to their probation period, provided they were not covered by pension. The City is obligated to pay 50% of the cost once the employee retires or reaches 55 years of age. This reserve was established to fund the City's share of costs for employees purchasing pension service for probation periods. This reserve is funded by annual contributions included in the Police operating budget.
- **Police Pension Corporation Over Contributions** – This reserve was established to accumulate the City's share of Police pension over contributions. These amounts are payable to the employee upon retirement. This reserve is funded from pension contributions refunded to the City by the BC Pension Corporation.

## Reserve Fund Policy

- **City Retirement Benefits** – This reserve has been established to help fund retirement benefits (one months pay and vested sick leave) accrued to retiring City Employees. This reserve is funded by annual contributions included in the City’s operating budget.
- **City Employee Pension Buybacks** – City employees are entitled to purchase additional pension service time related to their probation period provided they were not covered by pension. The City is obligated to pay 50% of the cost once the employee retires or reaches 55 years of age. This reserve was established to fund the City’s share of costs for employees purchasing pension service for probation periods. This reserve is funded by annual contributions included in the City’s operating budget.
- **City Pension Corporation Over Contributions** – This reserve was established to accumulate the City’s share of Firefighter pension over contributions. These amounts are payable to the employee upon retirement. This reserve is funded from pension contributions refunded to the City by the BC Pension Corporation.

### Guidelines for Using Funds

Use of funds is restricted to the purpose for which each fund was established. Funds may only be accessed to supplement funding a retirement payout.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories..

### Development Cost Charges

#### Description

This reserve is required by the Community Charter to account for the proceeds from development cost charges levied against new developments. The reserve is funded from the proceeds of development cost charges levied.

#### Guidelines for Using Funds

Use of these funds is governed by the Development Cost Charge Bylaw and restricted to the funding approved projects as allowed by that bylaw.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

### Tax Sale Lands

#### Description

The Tax Sale Lands Reserve was established to account for proceeds from any sales of City land and buildings. This reserve is funded from all sales of City land and buildings.

#### Guidelines for Using Funds

These funds are available for building and land purchases and capital expenditures required for preparing City properties to sell (i.e. remediation, servicing, etc.)

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

### Parks and Greenways Acquisition

#### Description

This reserve was established to provide a source of funds for purchasing Park Lands. It is currently funded from 10% of the proceeds of any City land sale.

#### Guidelines for Using Funds

These funds are available for purchasing park lands or lands to be developed into a park.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

### Local Amenities

#### Description

This reserve tracks and accounts for monies received from a developer, for public amenities related to specific developments (i.e. pathways, parks, docks, etc.). This reserve is funded from contributions by Developers.

#### Guidelines for Using Funds

Use of these funds is restricted to the purpose for which each contribution was based on.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

## Reserve Fund Policy

### Victoria Housing

#### Description

This reserve has been established to provide a source of funds to help fund housing projects including projects that fall under the Secondary Suite Incentive Program. The reserve is funded by annual contributions included in the City's Operating Budget.

#### Guidelines for Using Funds

Use of these funds is restricted to the funding of housing projects including those that fall under the Secondary Suite Incentive Program.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

### Dockside Affordable Housing

#### Description

This is a reserve that has been established to provide a source of funds to help fund affordable housing projects in Dockside. The Dockside Master Development Agreement outlines certain requirements around affordable housing that the developer has to meet. There is an option to provide cash instead of the affordable housing requirements. Those funds would be put into this reserve. In addition, the reserve is funded by 20% of the building permit fees applicable to the Dockside development.

#### Guidelines for Using Funds

Use of these funds is restricted to the funding of affordable housing projects in Dockside.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

### Climate Action

#### Description

This reserve has been established to provide a source of funds for funding climate mitigation and adaptation strategies that target energy and GHG reductions associated with facilities or transportation of either City-owned assets or Community public lands and services. This reserve is funded by the Climate Action Revenue Incentive Program (CARIP) grants.

#### Guidelines for Using Funds

Use of these funds is restricted to the funding of climate change initiatives.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

### Art in Public Places

#### Description

This reserve has been established to provide a source of funds for art in public spaces and expand opportunities for artists and members of the public to participate in the process. The Arts in Public Places policy outlines the funding formula for this reserve.

#### Guidelines for Using Funds

Use of these funds is restricted to the funding of art in public places initiatives.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

## APPENDIX B

# Reserve Fund Policy

## Downtown Core Area Public Realm Improvements

### Description

This reserve has been established to assist in funding improvements that tangibly and visibly improve the physical condition, appearance and function of the public realm within the Downtown Core Area and provide a public benefit to the overall surrounding area.

This reserve is funded by monetary contributions provided to the City of Victoria as part of the Density Bonus System described in the *Downtown Core Area Plan*. The *Downtown Core Area Plan* outlines the funding formula for this reserve.

### Guidelines for Using Funds

Use of these funds is restricted to the funding of public realm improvements that support the objectives and policies of the *Downtown Core Area Plan*.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

## Heritage Buildings Seismic Upgrades

### Description

This reserve has been established to assist in funding a portion of the cost of seismic upgrading as part of the re-use, retrofit and conservation of eligible heritage buildings within the Downtown Neighbourhood.

This reserve is funded by monetary contributions provided to the City of Victoria as part of the Density Bonus System described in the *Downtown Core Area Plan*. The *Downtown Core Area Plan* outlines the funding formula for this reserve.

### Guidelines for Using Funds

Use of these funds is restricted to funding a portion of the cost of seismic upgrading of eligible heritage buildings as described in the *Downtown Core Area Plan*.

**Note:** A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.



# APPENDIX C

# Revenue and Tax Policy

Authorized by: Council      Date of issue: February 16, 2009

Date of revision: January 29, 2015

## Purpose

The purpose of the Revenue and Tax Policy is to outline the proportions of revenue sources, the distribution of property taxes among property classes and the use of permissive property tax exemptions.

## Objectives

- To provide tax payers with stable, equitable and affordable property taxation while at the same time providing high quality services.
- To support the OCP and other City plans as well as complement the Regional Context Statement.

## Policies

### 1. Revenue Proportions by Funding Sources

Property taxes are the main source of revenue for the City and pay for services such as police and fire protection, bylaw enforcement, and infrastructure maintenance. Property taxes provide a stable and consistent source of revenue for services that are difficult or undesirable to fund on a user pay basis. Therefore, property taxes will continue to be the City's major source of revenue.

However, it is the City's desire to charge user fees where feasible. Some programs, such as recreation, are partially funded by user fees. The City also has several self-financed programs that are fully funded by user fees. These include Water Utility, Sewer Utility, Stormwater Utility, and Garbage Utility.

#### Policy 1.0

User pay funding will be used for such services that are practical and desirable to fund on a user pay basis.

Services that are undesirable or impractical to fund on a user pay basis will be funded by property taxes.

#### Policy 1.1

The City will continue to explore alternative revenue sources to diversity its revenue base.

### 2. Distribution of Property Taxes Among Property Classes

Market value changes that result in uneven assessment changes between property classes result in a tax burden shift to the class experiencing greater market value increases unless tax ratios are modified to mitigate the shift.

Until 2007, it was Council's practice to modify tax ratios to avoid such shifts. This equalization practice provided an effective tax increase that was equal for all classes. It is important to be aware that this practice only avoids shifts between property classes. There is still a potential for shifts within a property class where one property has experienced a market value change that is greater than the average for that class.

However, starting in 2007, business and industrial tax ratios have been held constant in recognition of the larger tax burden that has been placed on those classes. This resulted in higher tax increases being passed on to the residential class compared to business and industrial.

The pressure continues across the country to reduce the tax burden on the business and industrial classes. In recognition of this, and the desire to support a healthy business environment, Council's goal is to have a business class tax burden that is equitable.

In 2012, a comprehensive review of the Revenue and Tax Policy was conducted to determine if Council's objective of reducing the tax burden on the business class was appropriate and if so, that the mechanism of achieving the objective (reduction of tax ratio) was the most effective mechanism to achieve the goal. The review concluded that additional relief for the business tax class was warranted. However, the tax ratio was not the best mechanism of achieving that goal. As a result, Council approved the following policy objective: To reduce the business property tax class share of the total property tax levy to 48% over three years (2012-2014). The redistribution excludes impact of new assessment revenue. The total redistribution of the tax levy was \$1.51 million.

## Revenue and Tax Policy

In 2015, an update review was completed and based on the findings, policy 2.0 was amended to maintain the current share of taxes among tax classes.

### **Policy 2.0**

Maintain the current share of distribution of property taxes among property classes, excluding the impact of new assessment revenue, by allocating tax increases equally. Business and industrial classes will be grouped as outlined in Policy 2.1.

### **Policy 2.1**

Tax rates for the light and major industrial tax classes will be equal to the business tax rate to support the City's desire to retain industrial businesses.

### **Policy 2.2**

Farm Tax Rates will be set at a rate so taxes paid by properties achieving farm status will be comparable to what the property would have paid if it were assessed as residential.

### **3. Use of Permissive Property Tax Exemptions**

The City continues to support local non-profit organizations through permissive tax exemptions. Each year, a list of these exemptions is included in the City's Annual Report.

In addition, the City offers a Tax Incentive Program to eligible owners of downtown heritage designated buildings to offset seismic upgrading costs for the purposes of residential conversion of existing upper storeys. The exemptions are for a period up to ten years.

The City encourages redevelopment of lands within the City and the use of environmentally sustainable energy systems for those developments through revitalization property tax exemptions.

### **Policy 3.0**

Permissive property tax exemptions are governed by the City's Permissive Property Tax Exemption Policy, which outlines the criteria for which property tax exemptions may be granted.

### **Policy 3.1**

Heritage property tax exemptions are governed by the City's Heritage Tax Incentive Program.

### **Policy 3.2**

Revitalization property tax exemptions are governed by the City's Revitalization Tax Exemption (Green Power Facilities) bylaw.