

2018-2022 Financial Plan



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Financial Plan Reader's Guide

Financial Plan Reader's Guide

The Financial Plan Reader's Guide is intended to provide a basic understanding of the 2018–2022 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. For the 2018–2022 Final Financial Plan, 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 Councillors 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 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

For the 2018–2022 Final Financial Plan, 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 percentages as well as dollars over a five year period.

Additionally, this section 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

For the 2018–2022 Final 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 and budget line items as well as operating impacts.

DISTINGUISHED BUDGET AWARD



Cityof Victoria 2017-2021 Financial Plan



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, 2017.

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 a communications tool.

This award is valid for a period of one year only. The City has submitted the 2018–2022 Financial Plan for eligibility and another award.

CITY MANAGER



On behalf of the nearly 1,000 employees at the City of Victoria, I am pleased to present the 2018 Financial Plan. The Financial

Planning process provides us an opportunity to look at the services we provide, and ensure we are offering the best value for tax dollars.

Over the last few years, we have refined the City's budget planning process as we focus on continuous service improvement. During public engagement for the 2018 Financial Plan, staff sought to increase the community's understanding of the budgeting process, and where dollars are being spent. This included looking at how we hear from traditionally underrepresented groups, including renters and youth, as well as explaining the importance of the budget on areas of City operations. Once again we held a Budget Town Hall, where residents could come share their questions and comments in person or online on a variety of topics related to how the City invests resources. This event was very successful, providing valuable insight into our stakeholders priorities and a reminder of how fortunate we are to serve such an engaged community.

The budget is an essential document, a reflection and roadmap of community priorities. Those priorities are identified and captured through various community engagement processes, including the recently approved Parks and Open Spaces Master Plan, the Official Community Plan, and current neighbourhood plans underway. The feedback we receive from the community informs those plans, which in turn inform where resources are allocated through the budget.

When allocating resources, we are always looking for new and innovative ways to do business and find efficiencies. We recently completed installation of LED streetlights which not only provide environmental benefits but also \$3 million in net savings in electricity and maintenance costs over 15 years. We implemented a new online registration tool for recreation programs which makes it easier to register and provides both efficiency savings and the potential for increased revenue. Our new Open Data Portal provides greater access to City information and data, promoting transparency and reducing staff time responding to routine information requests. And our new employment applicant tracking system provides a paperless process, with savings in both supplies and staff time. These and other savings and efficiencies allow us to focus our resources on delivering top-notch services and projects for the coming year.

A priority area of focus is the Crystal Pool and Wellness Centre Replacement Project. The current facility, while much loved by the community, is coming to the end of its useful life and will be replaced by a new building, designed for citizens of all ages and abilities. Planning for Victoria's new community recreation centre began in 2016, with ongoing public engagement in 2017 and 2018. The two-year construction period is scheduled to commence in 2019. Funding for this major public amenity is expected to come from multiple sources, including partnerships with other governments and stakeholders. The City has already committed \$10 million to the project and in February 2018, the Union of B.C. Municipalities announced an award of \$6 million from the Federal Gas Tax Fund. In addition, applications have also been submitted for two other large grants. The City has established a robust plan for the project that builds on lessons learned from previous initiatives as well as leading practices, and aligns with citizens' expectations for transparency and accountability. We look forward to delivering a high-quality community facility for current and future residents, in 2021.

City staff and Council look forward to engaging with you to inform how we can continue to deliver quality services for the residents and businesses of our community.

Sincerely,

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Jocelyn Jenkyns City Manager

DIRECTOR OF FINANCE



The City of Victoria's 2018 – 2022 Financial Plan continues to build on strong budget principles

established in 2014 with the introduction of the new financial planning process. This financial plan incorporates best practices and provides clear direction on how the City has allocated its resources to deliver stability for our citizens, while providing a high level of City services for today and in the future.

The Five Year Financial Plan Bylaw received final adoption on April 26, 2018 with the final operating and capital plan budget totaling \$241.7 million and \$151.2 million respectively. The City realized growth of approximately \$2.6 million from nonmarket tax revenue of which Council allocated a portion to reduce the property tax increase. The 2018 – 2022 Financial Plan provides an overall revenue increase of 2.62%, which falls below Council's target maximum increase of inflation plus one percent or 2.9%. This year, Council has distributed the increase resulting in a property tax increase to residential at 4% and business at 1.11%. Combining both property taxes and utilities, the overall impact to residential and business is an increase of 3.69% and 1.35% respectively.

There are a variety of considerations that must be taken into account during the financial planning process to ensure a fiscally solid plan, mindful of balancing the needs of today with available funding and the needs of tomorrow. The 2018 budget has increased capital investment by \$250,000 for City roads in addition to \$500,000 from non-market tax revenue to capital reserves to ensure ongoing service delivery. The City is focused on building reserve balances and has allocated \$26 million to reserves to ensure stability, fund capital investment and unforeseen emergencies.

The City is committed to continuous improvement. Implementation of the Project Management Framework continues to be a high priority and we have incorporated the use of Business Intelligence tools to improve the quality and reliability of our analysis. The 2018 financial planning process continued to further refine the City budget numbers, aligning service level deliverables and improving performance measures. New this year, the City and the Victoria Police coordinated their budget timelines to present to Council an all-inclusive 2018-2022 Draft Financial Plan that incorporated the complete Police draft budget including departmental summaries, performance measures and deliverables. Additional enhancements included identifying one-time items to demonstrate clearly to taxpayers the true budget impact of ongoing services.

Ongoing examination of City services is key to ensuring what we are offering is relevant to our citizens' needs and priorities as well as continually looking at ways to do things better. There are a variety of ways we look at our services such as setting performance targets, citizen engagement, surveys and benchmarking against other municipalities. City staff continue to realize operational efficiencies through various initiatives such as in house collective bargaining and lease negotiations. As well, this budget has built in savings as a direct result of the LED streetlight conversion program with those savings being transferred to the Climate Action Reserve to fund future climate mitigation and adaptation strategies.

The City's engagement strategy continues to focus on increasing public understanding and input on the financial planning process. Efforts have focused on improving the presentation of financial information and plain-language budget materials, increasing notice of public participation opportunities, and an improved online survey. Upon completion of the public consultation, Council considered the public feedback and made changes to the financial plan before giving final approval. The additional funding allocations based on the public input included increases to grant programs, green spaces, public safety, overnight sheltering, the Victoria Housing Strategy, traffic signal timing update study, inclusion policy and program, accessibility framework, youth strategy liaison, witness reconciliation program and building up our reserve balances.

The 2018–2022 Financial Plan demonstrates the City's commitment to continuous improvement and fiscal responsibility to meet the needs of a growing and vibrant community today and in the future.

Sincerely,

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Susanne Thompson, CPA, CGA Director of Finance

CITY PROFILE City Council



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.

Lisa Helps Mayor



Marianne Alto Neighbourhood: Oaklands



Chris Coleman Neighbourhood: Fairfield



Ben Isitt Neighbourhood: Hillside-Quadra



Jeremy Loveday Neighbourhoods: North Park, Victoria West



Margaret Lucas Neighbourhoods: James Bay, Downtown/Harris Green



Pamela Madoff Neighbourhoods: South Jubilee, North Jubilee, Rockland



Charlayne Thornton-Joe Neighbourhoods: 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.

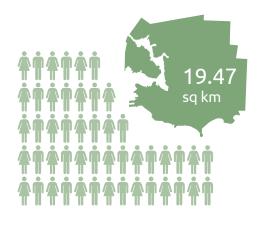
Victoria at a glance:

- 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



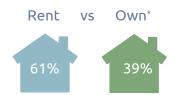
CITY PROFILE City of Victoria at a Glance



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

Assessed Properties[†]

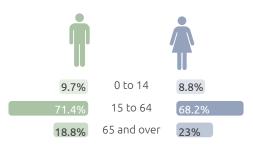






Median household income \$53,126^{*}

Demographics by age and gender*

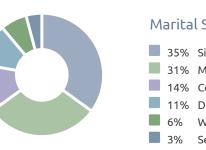




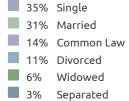
Family size*

Couples with children	.5,195
Couples without children 1	1,585

68.7% In the labour force**

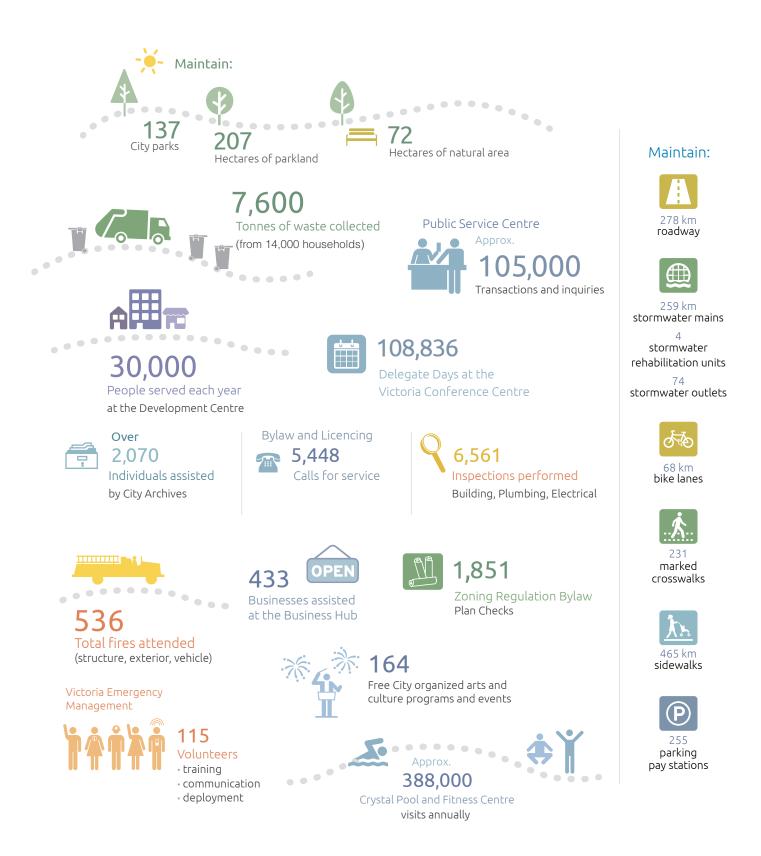


Marital Status*

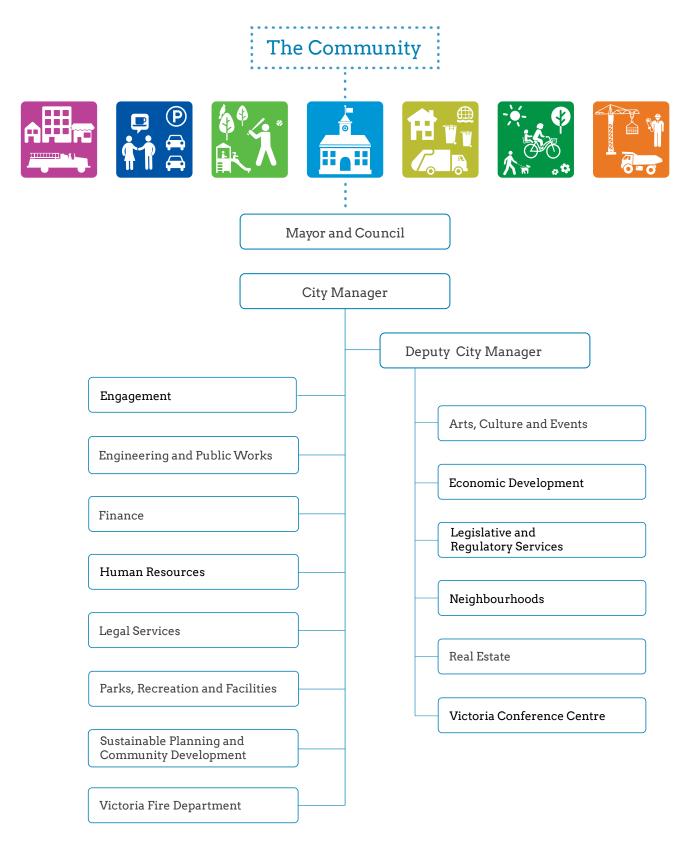


Source: *Stats Canada, 2016 Census **Stats Canada, 2011 Census

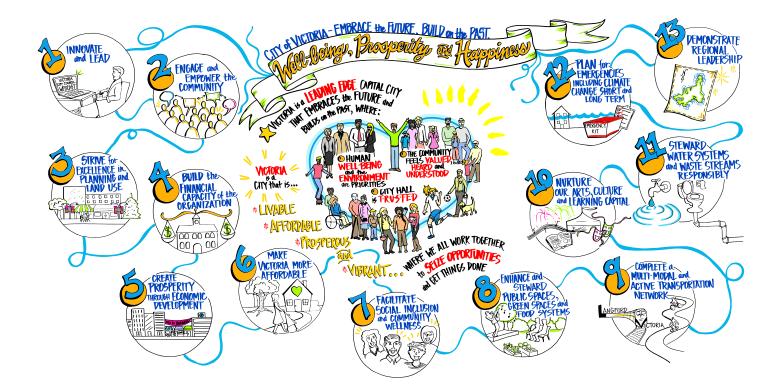
CITY PROFILE Highlights of City Services



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

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.
- 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.

2018 ACTION:

• Hold second annual Public Engagement Summit.

Objective 3: Strive for Excellence in Planning and Land Use

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:

 Create 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 qualityof-life infrastructure.
- Enlivened public spaces. Victoria is a people-centered place i.e. Centennial Square, Harbour front.
- Citizens are aware of opportunities for heritage registration and for the development of citizen-led Heritage Conservation Areas, and are supported and guided by City staff.

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.

2018 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.
- Develop new approach to adding properties to the Heritage Registry.
- Develop approach to encourage citizen-led Heritage Conservation Areas.

ACTIONS FOR FUTURE COUNCIL:

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

Objective 4: Build the Financial Capacity of the Organization

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.
- A decision has been made in regards to the Apex site.

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.

2018 ACTIONS:

- Complete and begin to implement Municipal Property Acquisition and Management Strategy.
- Complete negotiations on Apex site; develop plan for potential sale revenue and ongoing property tax revenue.

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.

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.

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.

- 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 (continued)

2020 OUTCOME:

• The City along with other local governments in the AVICC region has developed a new approach to procurement that considers value for money alongside additional benefits; industry is fully supportive of and engaged in this new direction.

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.

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".

2018 ACTION:

 Subject to matching funding and commitment from at least six additional AVICC local governments, establish a Community Benefit Hub at City Hall to develop a region-wide approach and implementation tools for a more strategic approach to local government procurement that drives economic development.

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.

- 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.

Objective 6: Make Victoria More Affordable (continued)

2018 OUTCOMES:

- More affordable and supportive rental units available.
- New garden and secondary suites are in process. (Target TBD)
- There is an Inclusionary Housing Policy in place that results in affordable housing units in new buildings approved for rezoning.

2021 OUTCOME:

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

2018 - 2022 OUTCOME:

 Through the MARRS study, building owners understand incentives available for affordability, seismic upgrading, and energy retrofitting and are actively engaged in undertaking such improvements.

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.

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 ACTIONS:

- Limit property tax increase to a maximum rate of inflation plus 1%, including police.
- Accelerate Victoria Housing Strategy implementation.
- Implement findings from Market Rental Revitalization Study (MARRS).
- Review Community Amenity Contribution Policy and adopt an Inclusionary Housing Policy.
- Report quarterly on new affordable housing units under development in the city.

Objective 7: Facilitate Social Inclusion and Community Wellness

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.

- 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.

Objective 7: Facilitate Social Inclusion and Community Wellness (continued)

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.
- Senior levels of government have confirmed funding for Crystal Pool and construction is underway.
- A Trans, Non-Binary and Two-Spirit inclusion policy is in place; City facilities and services are more inclusive.
- An Accessibility Framework is in place and is used to guide improvements to City facilities and public spaces.
- The Accessibility Framework is used to guide budget development in 2019 and beyond.

2021 OUTCOME:

• Victoria has a modern, inclusive and universally accessible public pool and fitness facility in a central location, with increased revenue.

2025 OUTCOME:

• The presence of the Songhees and Esquimalt Nations is felt in tangible and intangible ways throughout the lands known as the City of Victoria.

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.
- 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 neighourhood livability.

- Continue to work with provincial and federal governments to secure funding for Crystal Pool and Wellness Centre Replacement Project.
- Develop and begin to implement a Trans, Non-Binary and Two Spirit inclusion policy.
- Develop and begin to implement an Accessibility Framework.
- Continue the work of Witness Reconciliation Program with the Songhees and Esquimalt Nations and present opportunities for action to Council for consideration.

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.
- 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.

2019 OUTCOMES:

- Increased waterfront park space at Ship Point resulting in community wellness and economic vitality.
- There is an improved public realm and new useable and accessible public green space downtown and in Victoria West.

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.

- Complete and begin implementation of Parks Master Plan.
- Undertake Ship Point 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 8: Enhance and Steward Public Spaces, Green Spaces and Food Systems (continued)

2018 ACTIONS:

- Identify funding source and begin implementation of Ship Point Plan.
- Begin implementation of Downtown Public Realm Plan.
- Undertake and begin implementation of a short-term plan for Centennial Square.
- Undertake a plan for the improvement of Government Street and identify priorities for implementation as part of 2019 budget process.
- Implement public realm plans for the Johnson Street Bridge including a new waterfront park on the current S-curve lands in Vic West.

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.

2018 OUTCOMES:

- Johnson Street Bridge is complete.
- 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)
- There is a good working relationship between the City and Transit and priority projects are being implemented.
- A two-way separated bike lane on Dallas Road is under construction as part of the sewage treatment project; the needs of all road users are balanced including the need to retain as many parking spots as possible along the route.

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.

- 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.

Objective 9: Complete a Multi-Modal and Active Transportation Network (continued)

2019 OUTCOME:

 Victoria is a national leader for cycling infrastructure and complete streets planning, with Phase One of an all-ages and abilities cycling network completed and planning and implementation of Phase Two underway.

2016 ACTIONS (cont'd):

- 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:

- Prioritize "special places" along the David Foster Harbour Pathway and identify funding opportunities.
- Complete two of the "special sites" at Heron Cove along the David Foster Harbour Pathway.
- Work with other municipalities, First Nations and others to get train running between Victoria and Langford.

2017 - 2018 ACTION:

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

2018 ACTIONS:

- Assess 18-month pilot project at Capital City Station.
- Continue to implement Phase One of Bicycle Master Plan including Fort, Cook, Wharf and Humboldt corridors.
- Develop and begin to implement Sustainable Mobility Strategy.
- Work with BC Transit to improve Transit service in the city and the Region as part of the Sustainable Mobility Strategy.
- Undertake neighbourhood transportation plans in preparation for local area planning.
- Work with CRD Wastewater Project team and the public to design a two-way separated bike lane along Dallas Road to be funded through implementation of the sewage project.

Objective 10: Nurture Our Arts, Culture and Learning Capital

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.

2018 OUTCOMES:

- Support for arts and culture is increased, inclusive and strategic.
- Increased number of funding partners for the McPherson Theatre.

- 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.

Objective 10: Nurture Our Arts, Culture and Learning Capital

(continued)

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.
- Appoint first Artist in Residence and Indigenous Artist in Residence.

2018 ACTIONS:

- Work with the University of Victoria, Camosun College and Royal Roads University to develop a business case and long-term strategy for City Studio.
- Work with the Art in Public Places Committee to establish a permanent Artist in Residence Program to be implemented in 2019.

Objective 11: Steward Water Systems and Waste Streams Responsibly

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.

- Undertake education and engagement with regard to implementation of the Check-Out Bag Bylaw.
- Develop Sustainable Waste Management Strategy including a further reduction of single-use materials going into the landfill.

Objective 12: Take Climate Action And Prepare for Emergencies

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.
- All short-term (2020) actions in Climate Leadership Plan have been achieved.

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 ACTION:

• Begin to implement Climate Action Program.

2018 ACTIONS:

- New Fire Hall is under construction.
- Adopt final Climate Leadership Plan and continue implementation.
- Review drainage in low-lying areas of city in light of ocean rise. Adjust base elevations as necessary.

Objective 13: Demonstrate Regional Leadership

2018 OUTCOME:

• 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.

- Advocate to the Province that it convene and fund a Citizens Assembly on Amalgamation for all interested municipalities in the Greater Victoria region.
- Work with Saanich and other interested local governments to achieve some form of regional policing in the region.

PUBLIC INPUT ON FINANCIAL PLANNING PROCESS



Summary of Public Engagement

Since 2014, a new direction for budget public engagement has increased public understanding and input on the financial planning process. Efforts have focused on improving the presentation of financial information and plain-language budget materials, increasing notice of public participation opportunities, and an improved online survey.

The City began public consultation on the draft 2018 Financial Plan on November 13, 2017. Citizens were invited to provide input on the proposed budget through an online survey, submitting correspondence, and participating in the Town Hall held on November 30.

Consultation opportunities were widely promoted through various channels: news media, newspaper ads, home page placement on the website, Connect newsletter, e-newsletter, social media (Twitter, Facebook and Instagram), and display screens at City Hall. Neighbourhood associations and the City of Victoria Youth Council were encouraged to share information with their members and stakeholders. Consultation this year included an increased focus on youth and renter feedback, including working with the City of Victoria Youth Council, and creating renterspecific social media posts. While more work is needed to fully engage these demographics, the inclusion of a satellite youth event during the Town Hall was a positive step forward.

Projected budget impacts were communicated as a whole, 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 www.victoria. ca/budget, including a video to explain the nature and purpose of a City budget, a budget simulator, the full Draft Financial Plan and a shorter "Budget Summary". In response to feedback from previous years for a high-level overview, a condensed "Budget at a Glance" was also created this year.

Online Survey

A total of 579 individuals responded to the online budget survey. The survey asked questions about overall value for tax dollars, spending priorities for new revenue and prior year surplus funds. It allowed participants the option to delve deeper and answer detailed questions on specific areas related to the operating budget, capital budget categories and supplementary budget requests.

Budget Town Hall

For the fourth consecutive year, the City hosted a budget Town Hall. The meeting was interactive and webcast live. People could attend and provide feedback in person at City Hall, or participate 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

The meeting was well attended in person, and had 55 online submissions. Comments and questions covered a wide variety of topics.

Correspondence

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

PUBLIC INPUT ON FINANCIAL PLANNING PROCESS



What We Heard

Correspondence

12 pieces of correspondence were received, with 10 from individuals. Of those, eight were related to funding requests for school crossing guards.

Town Hall

The meeting was well attended in person, and included 55 online submissions. Comments and questions covered a wide variety of topics. A complete list of online submissions can be found in the Engagement Summary attachment.

Online Survey

579 people participated in the online survey over four weeks. Of those:

- 56% indicated they own property in Victoria while 41% responded they rent in Victoria
- 18% of total respondents indicated they owned or operated a business in Victoria

When asked if they agreed with the proposed tax increase, respondents we about split with 46.5% agreeing with the increase and 45% indicating the increase should be reduced. 8.5% said the increase should be higher.

When asked "How should the City allocate new assessed revenue in 2018?" the highest response was "Save for future infrastructure investment" at 55.6%.

When asked "How should the City allocate surplus revenue for 2018?" the highest response was "Combination of invest in new initiatives and save for future infrastructure investment" at 47.8%.

48% of respondents indicated they were moderately or very satisfied with the value they received for their tax dollars.

Operating Budget

Survey respondents were asked to rate funding levels in various service areas. Options given were: too high, just right, too low, don't know/not sure.

Overall, survey respondents noted that spending in service areas was "just right", with the exceptions of Sustainable Planning and Community Development (respondents noted "too low") and VicPD (respondents noted "too high.")

Capital Budget

Within the capital budget section, respondents were asked to rank nine key areas within the capital budget. The top three funding priorities were:

- 1. Sanitary Sewer, Stormwater and Waterworks
- 2. Active Transportation
- 3. Parks

Survey respondents were asked to rate funding levels in various capital budget areas. Options given were: too high, just right, too low.

Overall, survey respondents noted that spending in capital budget areas was "just right", with the exceptions of Active Transportation and Bridges (respondents noted "too high") and Parks (respondents noted "too low.")

The budgeting process continues to evolve and improve each year. An evaluation of this year's budget consultation will help inform plans for 2019.

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 Objective

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
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The Strategic Plan

The Strategic Plan is the road map for Council's decisionmaking 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 objectivebased 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

Task
Departments develop their 2018 budget and performance metrics
Operating and Capital reviews with Directors and City Manager
Introduction of the 2018 draft financial plan to Council
Detailed department presentations of the 2018 draft financial plan to Council
Council passed 1st reading of the 2018 financial plan bylaw
Online survey – Public consultation on the draft financial plan
Town Hall and E-Town Hall meeting – Public consultation on the draft financial plan
Consultation results presented to Council and Council to provide direction on changes to the draft financial plan
Summarize Council direction for the 2018 draft financial plan and passing of the 2nd and 3rd reading of the 2018 financial plan bylaw
Adoption of the 2018-2022 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 selffinancing 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 City's sanitary sewer system. An efficient sanitary sewer system provides a foundation for public health and community wellbeing. User fees are the primary source of revenue for this fund.



Stormwater Utility

The City of Victoria's Stormwater Utility is a selffunded 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 rightsof-way, continues to be funded by property taxes.

Fund	Department			
General	 City Manager Corporate Council Deputy City Manager Arts, Culture and Events Economic Development 	 Engagement Engineering and Public Works Finance Human Resources Legal Services Legislative and Regulatory Services 	 Parks, Recreation and Facilities Real Estate Sustainable Planning and Community Development Victoria Conference Centre 	 Victoria Fire Department Victoria Police Department

Self Funding Utilities	Department	
Water Utility	Engineering and Public Works	
Sewer Utility		
Stormwater Utility		

FINANCIAL PLAN OVERVIEW Our Approach

This is the fourth 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 2018 budget process began in April 2017 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. 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 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 to achieve the City's four pillars:

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

The 2018 financial planning process continued to further refine the City budget numbers, aligning service level deliverables and improving performance metrics. New this year, the City and the Victoria Police coordinated their budget timelines to present to Council an all-inclusive 2018 – 2022 Draft Financial Plan that included the complete Police draft budget. Further, the enhanced Police budget contained a departmental summary, performance metrics and the overview and deliverables for each section providing greater context for the reader. Additional enhancements also included identifying one time items to each department budget to clearly show the true budget changes as one time items do not impact the tax rate as they have a dedicated funding source. Detailed reviews of all departmental operating and capital budget submissions were completed by the City Manager and Directors in July and August.

The Draft 2018–2022 Financial Plan was presented to Council on October 26, 2017 and department presentations occurred on October 30, 31 and November 7. 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 documents for budget development. August 2017 was the latest CPI factor at 1.8% when the Draft Financial Plan was completed.

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 increased the capital budget from property taxes by \$250,000 for Major Streets Rehabilitation. In alignment with the Financial Sustainability Policy; staff outlined the potential capital projects for Council consideration.

The 2018 draft operating and capital plan budget totaled \$233.3 million and \$43.1 million respectively, resulting in an overall increase for utility user fees and property taxes of \$3.462 million or 2.77% (1.40% for operations, 0.60% for capital, 1.07% for Police and 0.10% for Greater Victoria Public Library, offset by new property tax revenue from growth of 0.40%).

During the month of November and December 2017, 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, 2017 surplus and annual gas tax funding.

The amended Five Year Financial Plan Bylaw received final adoption on April 26, 2018. The final operating and capital plan budget totaled \$241.7 million and \$151.2 million respectively. The revenue needed for property taxes is \$3.268 million over 2017. Based on this amount, the overall tax increase for 2018 is 2.62%; though Council distributed this increase to residential at 4% and business at 1.11%. This will result in an average property tax increase of \$94 for an average residential property assessed at \$743,000 and an average of \$75 for a typical business property assessed at \$585,000. 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 and the Financial Plan Guidelines provide the direction to inform the financial plan. As well, other factors that impact the budget process are the economy, infrastructure needs, economic development, affordable housing, active transportation, impacts from Federal and Provincial governments and the property tax base. All these influences are among the challenges the City of Victoria must balance to ensure the best value for the taxpayer.

City Policies

The 2018 – 2022 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

FINANCIAL PLAN OVERVIEW Priorities and Issues

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%), excluding the impact of new assessment revenue, by allocating tax increases equally.
- 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 Guidelines

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 2018 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 2018, the Canadian economy is expecting an economic growth domestic product (GDP) expansion of approximately 2.2%, due mainly to the combination of business investment, consumer spending and government spending on infrastructure. Canada's CPI is forecasted to rise to the 2% target in 2018, mainly due to the economy's performance and two Bank of Canada rate hikes that occurred in July and September 2017¹.

British Columbia's GDP is projected to grow by 2% to 2.5% in 2018 which is an ease from the projected 2017 growth of 3.5%. Specific sources of upward trends in British Columbia's GDP include the manufacturing, energy and service exports, tourism, filming and the broad technology sector. One source of export weakness is the forestry sector where the softwood lumber trade dispute is anticipated to continue through 2018 and curtailed production due to wildfires. Annual employment growth is projected to slow down compared to 2017 and is forecasted for moderate growth; though British Columbia's jobless rate will trend lower despite decelerated employment growth as labour force will fall short due to demographics including an aging population and lower interprovincial employment inflows.

Regional economies in southern British Columbia such as Victoria are anticipated to benefit most from an export sector which includes services. One of the areas of growth is the tourism sector which remains high, but growth may decline given the steady increase to the Canadian dollar; though Canada's calm political environment may also attract travellers away from other countries.

FINANCIAL PLAN OVERVIEW Priorities and Issues



Like many other cities, population growth is a key driver of economic activity. Population growth in British Columbia is forecast to track about 1.1% a year through the end of the decade, but the growth of interprovincial movement will decrease specifically as the Alberta economy recovers. This will be offset by higher international inflows².

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 has completed a facilities assessment, Parks Master Plan and the Sewer Master Plan that will help determine future funding requirements to ensure sustainability. The City is currently planning and balancing major investment needs including a fire hall, city pool, Wharf Street Revitalization and sewage projects to align with the new sewage treatment plan.

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 2018 – 2022 Financial Plan includes an additional \$250,000 increase to capital investment for Major Streets Rehabilitation. The proposed annual capital funding is at \$10.2 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.

FINANCIAL PLAN OVERVIEW Priorities and Issues

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" lens 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.

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 stormwater utility fee introduced in 2016. User rates and fees are reviewed and updated regularly to avoid major changes and to provide users with adequate notice of any changes.



As part of the 2015 – 2018 Strategic Plan, Council set a target maximum tax increase of inflation plus one percent. The annual December 2017 Consumer Price Index (CPI) for the City of Victoria area was 1.9%. Based on this factor of 1.9%, the maximum property tax increase target is 2.9%. The overall revenue increase from property taxes for the 2018 – 2022 Financial Plan is within the target at 2.62%.

Overall Impact including both Property Taxes and Utilities

The 2018 Financial Plan includes an increase in revenue needed from property taxes of \$3.268 million. Based on this amount needed, the overall tax increase for 2018 is 2.62% which is below Council's target maximum increase of inflation plus one percent.

For 2018, Council has distributed this increase resulting in a property increase to residential at 4% and business at 1.11%. Combining property taxes and utilities, the overall impact to residential properties is an increase of 3.69% and business properties is 1.35%

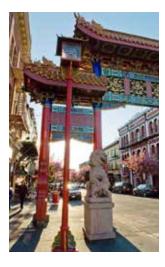
A variety of factors in addition to Council priorities impact the 2018 Financial Plan. The City's main cost drivers include collective agreement salary increases, election costs, insurance, software licencing, credit card discount fees and policing costs. These cost drivers are partially offset with increased revenue from the Fortis Franchise Fee, recreation programming, plumbing permits, payment in lieu of taxes and the allocation of new assessed revenue for a property tax reduction. The City also has dedicated increased capital investment by \$250,000 in addition to \$500,000 from nonmarket change in accordance to city policy.

City staff continue to realize operational efficiencies as the 2018 budget has incorporated savings of \$220,000 through a direct result of the first phase implementation of the LED streetlight conversion project. These savings have been transferred to the Climate Action Reserve for funding climate mitigation and adaptation strategies that target energy and GHG reductions.

The following table summarizes the property tax increase for 2018:









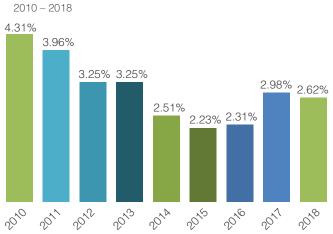
Property Tax Impact	Tax Increase	
Property Tax Impact	Dollars \$	Percentage %
City		
Cost Drivers		
Salaries and Benefits	\$1,636,385	1.30%
Elections	279,000	0.22%
Insurance	77,300	0.06%
Software Licencing	66,000	0.05%
Credit Card Discount Fees	41,000	0.03%
Grants	24,000	0.02%
EFAP Program Revamp	20,000	0.02%
Expense Savings		
In House Collective Bargaining	(40,000)	-0.03%
In House Lease Negotiations	(30,000)	-0.02%
Hydro – LED streetlight conversion	(120,000)	-0.10%
Repairs and Maintenance – LED streetlight conversion	(100,000)	-0.08%
Climate Action Reserve – savings from LED streetlight conversion	220,000	0.18%
Revenue Increases		
Victoria Conference Centre – Sales, Parkade and Client Services	(248,000)	-0.20%
Payment In Lieu of Taxes	(204,000)	-0.16%
Fortis Franchise Fees	(40,000)	-0.03%
Recreation Programming	(34,000)	-0.03%
Plumbing Permits	(10,000)	-0.019
Capital Investment		
Major Streets Rehabilitation – Road Surface Repair	250,000	0.20%
Building and Infrastructure Reserve	500,000	0.40%
New Property Tax Revenue due to Growth (Non-Market Change)	(500,000)	-0.40%
Other Changes	220,798	0.18%
City Total	1,813,277	1.45%
Police		
Operations	1,115,933	0.89%
Revenue Decrease – Traffic Fine Revenue	218,000	0.18%
Police Total	1,333,933	1.07%
Greater Victoria Library	120,305	0.10%
Total Property Tay	¢ 0 067545	0.600
Total Property Tax	\$ 3,267,515	2.62



Property Taxes

The 2018 Financial Plan incorporates an overall tax increase of 2.62%. This means that the financial plan's tax increase is under by 0.28% or \$350,000 below Council's target maximum increase of inflation plus one percent or 2.9%. Council has distributed the 2.62% property tax increase to residential at 4% and business at 1.11%.

The graph below shows that the City of Victoria's annual overall tax rate has decreased in 2018 by .36% from 2017, with the lowest tax increase recognized in 2015 at 2.23%.



Annual Overall Tax Increase

Utilities

The City of Victoria property owners pay separate utility and property tax bills. The 2018 Financial Plan includes a water user fee increase of \$602,256 or 3.12% over 2017, a solid waste user fee revenue increase of \$93,625 or 3.07% over 2017, a stormwater user fee revenue increase of \$318,980 or 5.07% over 2017 and a zero increase to the sewer budget.

The tables below show the cost drivers per utility.

Water

The main cost driver of the 2018 Water Utility budget is a \$327,000 increase to capital investment which is mainly comprised of a water system and planning assessment that is scheduled every five years. The water purchase from the Capital Regional District is forecasted to increase by about \$176,154 which is a 2% increase over 2017. The remaining increase of \$99,102 is comprised of inflationary costs for salaries, equipment and materials required for the water operations.

Water Cost Driver	Dollars \$	Percentage %
CRD Bulk Water	\$ 176,154	0.91%
Salaries, materials & equipment	99,102	0.51%
Capital investment	327,000	1.70%
Total	\$ 602,256	3.12%



Solid Waste and Recycling

The 2018 Solid Waste and Recycling Utility budget has a forecasted increase for kitchen scraps and garbage tipping fees that consist of a combination of increased collection volumes and rate increases. The remaining increase of \$38,625 is comprised of inflationary costs for salaries, materials and equipment combined.

Solid Waste Cost Driver	Dollars \$	Percentage %
Tipping Fees – garbage/organics	\$ 55,000	1.80%
Salaries, materials & equipment	38,625	1.27%
Total	\$ 93,625	3.07%

Stormwater

The 2018 Stormwater Utility budget's growth is due to a capital investment increase in the mains replacement program, followed by inflationary increases within salaries, materials and equipment.

The Stormwater Utility was first introduced in 2016 and the majority of the utility's costs are funded through the Stormwater user fee. In 2018, \$1.275 million of this utility's budget is funded through property taxes, which represent the costs to oversee the City's rights-of-ways.

Stormwater Cost Driver	Dollars \$	Percentage %
Salaries, materials & equipment	\$ 62,980	1.00%
Capital investment	256,000	4.07%
Total	\$ 318,980	5.07%

Sewer

Overall, the 2018 Sewer Utility budget will keep steady at about \$7.8 million. The major cost drivers are a \$1 million increase to the sewer mains capital program as well, salaries, materials and equipment costs have increased by \$104,142 due to inflationary pressures. This increase is offset by the reduction in a transfer to the sewer utility reserve resulting in a zero change from 2017.

Sewer Cost Driver	Dollars S	\$P	ercentage %
Reserve transfer	\$ (1,104,1	42)	-14.02%
Salaries, materials			
and equipment	104,1	42	1.32%
Capital investment	1,000,0	00	12.70%
Total	\$	_	0.00%

The sewer capital investment is dependent on the location of the Capital Regional District's sewage treatment project. Since 2015, the sewer infrastructure investment has been delayed; though the budget has put aside approximately \$4.5 million in the sewer utility reserve to fund future capital investment required for the new sewage treatment facility. The 2018 budget transfers approximately \$371,000 to the sewer utility reserve to fund infrastructure required for the new sewage treatment facility in addition to the base transfer of \$400,000.

The recent decision to build the sewage treatment facility in Esquimalt initiated the start of the Sewer Master Plan which will inform future capital projects related to the new sewage treatment plant. The completion of this plan forms the \$2.040 million sewer system upgrades added to the 2018 capital plan that will be funded from the sewer utility reserve.

FINANCIAL PLAN OVERVIEW Overall Impact to Households

Overall Impact to Households and Businesses

In 2018, the overall revenue needed from property taxes is an increase of 2.62% over 2017. This year, Council has distributed this increase to residential at 4% and business at 1.11%. For an average residential home of (\$743,000 assessment), the property tax increase is 4%; combined with utility fees, the overall costs will result in a 3.69% increase from 2017. The total municipal property taxes and utility user fees will be approximately \$3,394, an increase of \$121 over 2017. This increase is comprised of \$94 for property taxes, \$13 for water, \$7 for solid waste, \$7 for stormwater and \$0 for sewer.

5 year Forecast: Estimated Property Tax and Utility Costs for an Average Victoria Household (Based on \$743,000 assessed value)

2018

æ	Property Taxes	\$2,440
T.	Water Utility - 80 units	\$434
<u>∰</u>	Sewer Utility - 80 units	\$165
/	Solid Waste - 120 litre bin	\$224
٠	Stormwater Utility	\$131
	Total	\$3,394
	Estimated Increase	3.69%

2019

A	Property Taxes	\$2,492
T .	Water Utility – 80 units	\$441
∰	Sewer Utility - 80 units	\$165
/.	Solid Waste - 120 litre bin	\$228
•	Stormwater Utility	\$141
	Total	\$3,467
	Estimated Increase	2.15%

2020

A	Property Taxes	\$2,547
T .	Water Utility - 80 units	\$451
	Sewer Utility - 80 units	\$166
/	Solid Waste - 120 litre bin	\$232
۵	Stormwater Utility	\$148
	Total	\$3,544
	Estimated Increase	2.22%

2021

A	Property Taxes	.\$2,601
Ŧ	Water Utility - 80 units	\$462
∰	Sewer Utility - 80 units	\$172
	Solid Waste - 120 litre bin	\$237
٠	Stormwater Utility	\$153
	Total	.\$3,625
	Estimated Increase	2.29%

2022

R	Property Taxes	.\$2,657
- T	Water Utility - 80 units	\$473
∰	Sewer Utility - 80 units	\$183
/	Solid Waste - 120 litre bin	\$242
•	Stormwater Utility	\$158
	Total	.\$3,713
	Estimated Increase	2.43%

FINANCIAL PLAN OVERVIEW Overall Impact to Businesses

In 2018, the overall revenue needed from property taxes is an increase of 2.62% over 2017. This year, Council has distributed this increase to residential at 4% and business at 1.11%. For a typical small business (\$585,000 assessment), the property tax increase is 1.11%; combined with utility fees, the overall costs will result in a 1.35% increase from 2017. The total municipal property taxes and utility user fees will be approximately \$7,794, an increase of \$104 over 2017. This increase is comprised of \$75 for property taxes, \$13 for water, \$16 for stormwater and \$0 for both sewer and business license fees.

5 year Forecast: Estimated Property Tax and Utility Costs for a Typical Victoria Business

(Based on \$585,000 assessed value)

2018

- Hater Utility 80 units\$437
- Sewer Utility 80 units\$165
- Stormwater Utility\$293
 Business Licence\$100

2019

曲	Property Taxes	\$6,945
Ŧ,	Water Utility – 80 units	\$444
∰	Sewer Utility - 80 units	\$165
٠	Stormwater Utility	\$316
Ģ	Business Licence	\$100
	Total	\$7,970
	Estimated Increase	2.25%

2020

雎	Property Taxes	\$7,099
Ŧ,	Water Utility – 80 units	\$455
∰	Sewer Utility – 80 units	\$166
۵	Stormwater Utility	\$333
Ģ	Business Licence	\$100
	Total	\$8,153
	Estimated Increase	2.30%

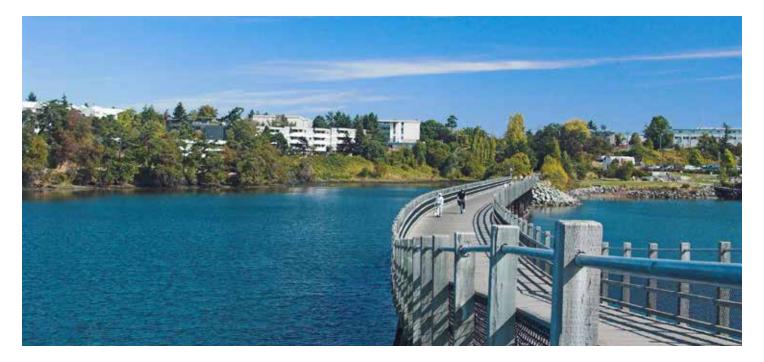
2021

雎	Property Taxes	\$7,251
Ŧ	Water Utility – 80 units	\$466
∰	Sewer Utility - 80 units	\$172
٠	Stormwater Utility	\$345
Ģ	Business Licence	\$100
	Total	\$8,334
	Estimated Increase	2.22%

2022

雎	Property Taxes	\$7,408
Ŧ,	Water Utility - 80 units	\$477
∰	Sewer Utility - 80 units	\$183
٨	Stormwater Utility	\$357
Ģ	Business Licence	\$100
	Total	\$8,525
	Estimated Increase	2.29%

FINANCIAL PLAN OVERVIEW Budget at a Glance



The City of Victoria's 2018 – 2022 Financial Plan, introduced to Council on October 26, 2017 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 2018 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 a Multi-Modal and Active Transportation Network
- Nurture Our Arts, Culture and Learning Capital

- Steward Water Systems and Waste Streams Responsibly
- Take Climate Action and Prepare for Emergencies
- Demonstrate Regional Leadership

The operating budget totals \$241.7 million which includes funding for Car Free Day, accelerated local area planning, line painting, downtown tree planting, municipal housing strategy, James Bay library branch, multi-modal transportation network initiatives, overnight sheltering, climate action programs, support for public engagement and increased investment in capital and continued implementation of the real estate function.

The capital budget totals \$151.2 million and consists of a variety of projects including the completion of the Fort Street all ages and abilities bike lane, installation of new crosswalks, Wharf Street Revitalization, David Foster Harbour Pathway, sport court improvements, Summit Park Upgrades, continued planning for the Crystal Pool and Wellness Centre Replacement and the new Fire Hall and Emergency Operations Centre 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

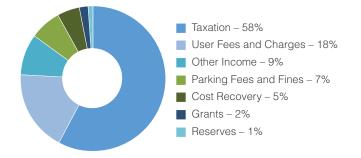
Similar to most Canadian municipalities, taxation is the largest source of revenue, financing the majority of the services provided by the City of Victoria. Every property owner in British Columbia must pay property taxes based on the value of their property, unless the property is specifically exempted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

The City's revenue is generated mainly from taxation at \$139.7 million. User fees form the next significant portion of revenue collected by the City at \$43 million. 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 other income at \$21 million which includes revenue from the conference centre, real estate, investment and one time enhancements. Parking fees and fines provide the City with \$17 million in revenue, followed by cost recoveries of approximately \$12 million which includes recovery from Esquimalt for policing, grants at about \$6 million and funding from reserves at about \$3 million.

Consolidated Revenue by Type

2018 Budget Funding Sources (\$241.7 million)

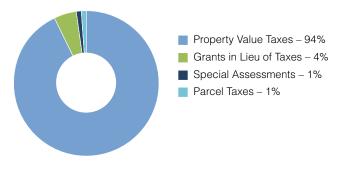


Taxation

Property taxes represent the most significant funding source within taxation at \$139.7 million. Grants in lieu of taxes at \$6.2 million form the next significant portion of taxation, followed by parcel taxes at \$1.4 million and special assessments at \$1.39 million.

Taxation Revenue by Type

2018 Budget Funding Sources (\$139.7 million)

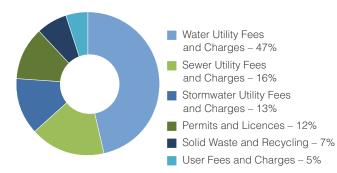


User Fees and Charges

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 \$19.9 million out of the total \$42.6 million collected. Sewer utility fees and charges are the second largest source of user fees at \$7.1 million, followed by stormwater utility fees and charges at \$5.3 million, permits and licenses at \$5 million, solid waste and recycling at \$3.1 million and general user fees and charges at \$2.2 million.

User Fees and Charges Revenue by Type

2018 Budget Funding Sources (\$42.6 million)



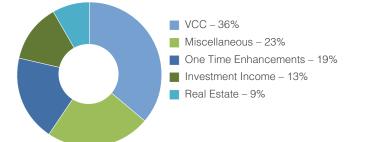
FINANCIAL PLAN OVERVIEW Where Our Money Comes From

Other Income

Other income is comprised of a diversity of revenue sources. The Victoria Conference Centre's revenue of \$7.4 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. Miscellaneous revenue of \$4.9 million, includes revenue such as tax certificates, penalties, bus shelter advertising, rezoning fees and multipurpose revenue from Save-On-Foods Memorial Centre. One time enhancements revenue is at \$4 million, investment income is at \$2.7 million and the revenue from the City's real estate leases amounts to approximately \$1.8 million.

Other Income by Revenue by Type

2018 Budget Funding Sources (\$20.8 million)



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 \$17 million in revenue in 2018. The 2018 budget includes revenue from on street and surface lots at \$8.6 million, which is the largest parking revenue source. This is followed by parkade parking at \$5.1 million and parking violations at \$3.3 million.

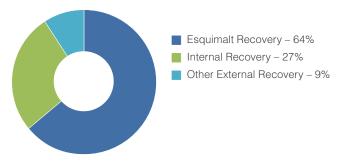
Parking Fees and Fines Revenues by Type 2018 Budget Funding Sources (\$17 million)



Cost Recoveries and Sundry

The City's cost recovery budget is at \$12.4 million in 2018, with the majority of the recovery at about \$8 million for Esquimalt's share of policing costs. Internal recoveries at \$3.3 million include costs related to self-funded utilities such as water, sewer and stormwater. The City also recovers costs from outside external agencies in the amount of about \$1.1 million.

Cost Recovery by Revenue by Type 2018 Budget Funding Sources (\$12.4 million)

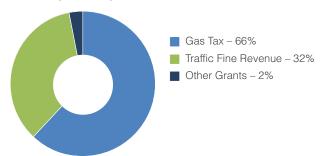


Grants

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 66%. In 2018, the City is receiving a total of \$3.6 million in the budget which is an increase of \$163,000 from 2017. The second largest grant source is from the Provincial Traffic Fine Revenue at about \$1.7 million which is a decrease of \$218,000 from 2017. Other grants amount to about 500,000 that include Climate Action intiative grants and Parks intitiative grants from BC Hydro.

Grants Revenues by Type

2018 Budget Funding Sources (\$5.8 million)

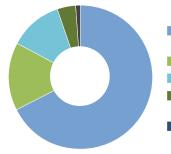


FINANCIAL PLAN OVERVIEW Where Our Money Comes From

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 2018 funding from the Financial Stability Reserve is slightly over \$2.3 million, which includes a variety of City initiatives such as Car Free Day, City Studio, accelerated local area plans and brick pavers for Malls and Squares. Climate Action Reserve funding is \$535,000 for climate mitigation and adaptation strategies that target energy and GHG reductions. The Art in Public Place reserve provides about \$424,000 for art in public spaces and expands opportunities for artists and the public to participate in the process. The Tree Replacement Reserve funding is at \$145,000 for additional tree replacement and the Archive Equipment Reserve is funding about \$34,000 for the Archives Digitization Project.

Reserves Revenues by Type 2018 Budget Funding Sources (\$3.4 million)



- Financial Stability Reserve – 67%
- Climate Action Reserve 16%
- Art in Plublic Place 12%
- Tree Replacement Reserve – 4%
 - Archive Equipment Reserve – 1%





FINANCIAL PLAN OVERVIEW What Our Money Is Spent On

Operating Budget

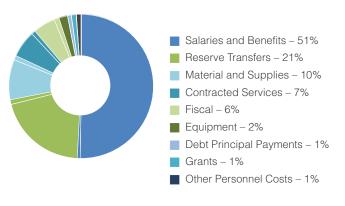
The City of Victoria provides services to the community by incurring operating costs and capital costs. With each service, the capital costs of any equipment, infrastructure or facility needed to deliver the service must be considered in addition to the ongoing operational and labour cost of providing 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 2018 budget reflects a variety of cost savings and efficiencies including safety and return to work initiatives that translate into WorkSafe BC premium savings, restructuring opportunities that have eliminated additional funding requests for staffing, negotiating key commercial leases and bringing collective bargaining in house, specific to the Fire Department, a multi-pronged approach to scheduling that has resulted in savings and more equitable distributed training for staff, the launch of the ConnectVictoria App that makes it easier for residents to connect with City, streamlined approach to correspondence resulting in faster turnaround times, service integration with other municipalities and the continuation of the bylaw adjudication process, online employment applicant tracking system and 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 2018 a service review of Bylaw Services Division will be undertaken to complete the recommendations of the initial review undertaken in 2015. This will involve a strategic enforcement analysis and process to define the Division's mandate and align it with Council's expectations.

The graph below outlines the operating expenditures by type:

Operating Expenditures by Type 2018 Budget Expenditures (\$241.7 million)



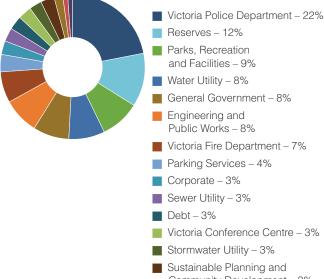


FINANCIAL PLAN OVERVIEW What Our Money Is Spent On

The graph below outlines the 2018 expenditures by function:

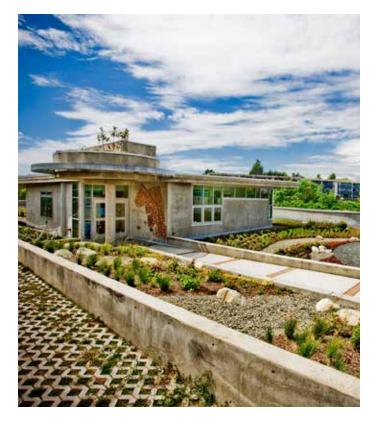
Operating Expenditures by Function

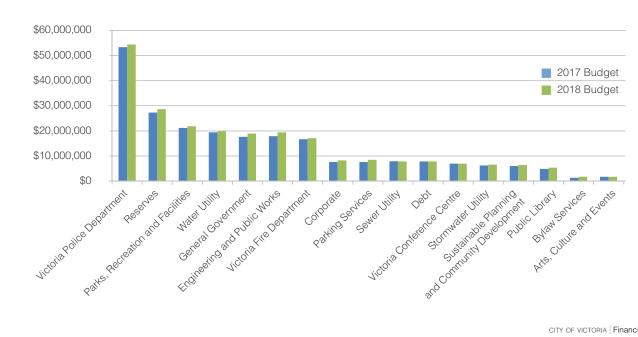
2018 Budgeted Function Expenditures (\$241.7 million)



- Community Development 3%
- Public Library 2%
- Bylaw Services 1%
- Arts, Culture and Events 1%

This graphs shows the budget change from 2017 to 2018 for operating expenditures by function:





Operating Expenditures by Function Budget Trends 2017-2018

FINANCIAL PLAN OVERVIEW Capital Budget

Capital Budget

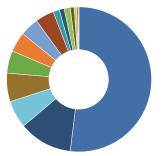
The City's 20 year capital budget is a plan that identifies required projects, related funding and timelines including the impact of multi-year and multi-department projects. Capital requirements are driven by the need to maintain, upgrade or replace existing aging infrastructure, meet industry standards,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

The capital budget for 2018 totals \$151.2 million. 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 2018, the Capital budget has been grouped into 15 categories which are displayed in the graph below by total expenditures:

Capital Expenditures by Category

2018 Budgeted Category Expenditures (\$151.2 million)

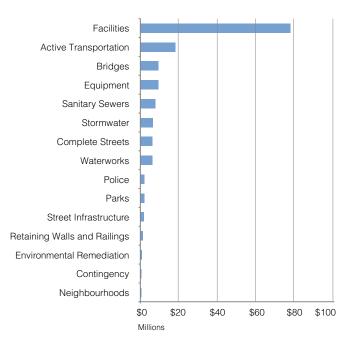


- Facilities 52%
- Active Transportation 12%
- Bridges 6.2%
- Equipment 6.2%
- Sanitary Sewers 5.2%
- Stormwater 4.3%
- Complete Streets 4.2%
 - Waterworks 4.1%
- Police 1.4%
- Parks 1.3%
- Street Infrastructure 1.2%
- Retaining Walls and Railings – 1.0%
- Environmental Remediation – 0.5%
- Contingency 0.2%
- Neighbourhoods 0.2%

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

Capital Budget by Category in Dollars

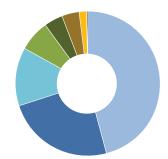
2018 Budgeted Category Expenditures (\$151.2 million)



For 2018, each capital budget has been aligned to a Strategic Plan Objective as outlined in the graph below:

Capital Expenditures by Strategic Plan Objectives

2018 Budgeted Strategic Plan Objectives Expenditures (\$151.2 million)



- Facilitate Social Inclusion and Community Wellness 46%
- Complete a Multi-Modal and Active Transportation Network 24.2%
- Steward Water Systems and Waste Streams Responsibly 13%
- All Strategic Plan Objectives 7%
- Enhance and Steward Public Spaces, Green Spaces and Food Systems – 4%
- Take Climate Action and Prepare for Emergencies 4%
- Create Propserity Through Economic Development 1.7%
- Nuture Our Arts, Culture and Learning Capital 0.1 %

FINANCIAL PLAN OVERVIEW Debt

Debt

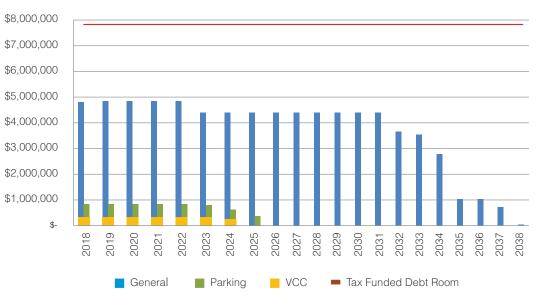
The City is guided by legislation and the internal Financial Sustainability Policy when managing debt. In accordance with section 174 of the Community Charter, the debt servicing costs cannot exceed 25% of revenues. As well, the City's policy limits the debt principal and interest payments, excluding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

Debt should only be incurred for one-time capital expenditures and not for on-going operations. Borrowing for one-time capital expenditures allows the costs 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.

The City currently has \$73.2 million in outstanding debt. According to the Financial Sustainability Policy, debt servicing charges should be kept at a maximum of 7% of the prior year's property tax levy. Currently, there is approximately \$3 million of budget room for debt servicing, which is transferred to the Debt Reduction Reserve. This is the funding room that Council has set aside for the replacement of Fire Department Headquarters.

The following table outlines the City's debt payments. As the chart indicates, the City has the opportunity to acquire additional debt within the existing principal and interest payment budget cap.





Debt Principal and Interest Payments

FINANCIAL PLAN OVERVIEW

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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	4,802,237	4,839,628	4,839,628	4,839,628	4,839,628	4,397,109	4,397,109	4,397,109	4,397,109	4,397,109	4,397,109
Parking	845,382	845,382	845,382	845,382	845,382	803,532	627,688	376,694	-	-	-
VCC	340,359	340,359	340,359	340,359	340,359	340,359	256,079	-	-	-	-
Debt Room	3,025,346	2,987,955	2,987,955	2,987,955	2,987,955	3,430,474	3,430,474	3,430,474	3,430,474	3,430,474	3,430,474
	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	
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	4,397,109	4,397,109	4,397,109	3,653,868	3,548,868	2,782,839	1,037,228	1,037,228	717,042	37,391	
Parking	-	-	-	-	-	-	-	-	-	-	
VCC	-	-	-	-	-	-	-	-	-	-	
Debt Room	3,430,474	3,430,474	3,430,474	4,173,715	4,278,715	5,044,744	6,790,355	6,790,355	7,110,541	7,790,192	

*Per the Financial Stability Policy

The following table outlines the current debt issues, year of retirement and the annual debt servicing costs. There are some smaller debt issues falling off in 2022; however, the next significant debt issue to retire is in 2031.

Final Year	Issue	MFA Issue – Purpose	2018 Total
2022	102	Burnside Gorge Community Centre	221,701
2022	102	City Hall Accessibility	220,817
2023	103	Parkades	173,594
2023	105	Parkades	178,094
2024	105	Crystal Gardens	340,359
2025	110	Parkades	493,694
2031	115	Johnson Street Bridge Replacement (CMHC)	743,242
2033	79	Multipurpose Arena	360,514
2033	80	Multipurpose Arena	390,514
2034	81	Multipurpose Arena	390,514
2034	130	Johnson Street Bridge Replacement	1,475,097
2036	139	Johnson Street Bridge Replacement	320,186
2037	142	Johnson Street Bridge Replacement	668,311



FINANCIAL PLAN OVERVIEW Reserves

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.

Reserves are an important funding source for municipalities and are used to achieve the following objectives:

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.

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.

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.

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.

In 2016 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 have been achieved where asset management information is available. However, the minimum balances are only one part of the equation and recommended capital budget spend levels also need to be taken into account.



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 will be determined based on the completion of the Sewer Master Plan.

The following chart outlines the City of Victoria's expected reserve balances at the end of 2018.

FINANCIAL PLAN OVERVIEW Reserves

Description	Balance Dec 31, 2017	2018 Budget Transfers In	2018 Budget Transfers out	Commitments	Projected Balance Dec 31, 2018
Capital Reserves					
Equipment & Infrastructure					
Police					
Police Vehicles, Equipment & Infrastructure	2,072,969	1,056,000	2,043,000		1,085,969
Police Emergency Response Team	360,562		240,000		120,562
City					
VCC Equipment and Infrastructure	3,932		3,000		932
City Equipment	9,990,644	1,602,500	2,112,000		9,481,144
City Vehicles & Heavy Equipment	6,368,346	2,105,712	5,149,000		3,325,058
City Buildings & Infrastructure	47,381,093	8,098,264	30,004,000	6,000,000	19,475,357
Accessibility Capital	742,762	250,000	296,000		696,762
Parking Services Equipment and Infrastructure	6,151,256	1,849,929	1,175,000		6,826,185
Multipurpose Equipment and Infrastructure	1,061,224	140,000	202,000		999,224
Recreation Facilities Equipment					
and Infrastructure	1,076,764	25,500			1,102,264
Archives Equipment	37,372				37,372
Artificial Turf Field	992,363	86,700			1,079,063
Gas Tax	6,353,000	3,591,000	9,944,000		-
Water Utility Equipment and Infrastructure	18,683,219	1,850,000	1,640,000		18,893,219
Sewer Utility Equipment and Infrastructure	28,951,373	771,564	3,952,000		25,770,937
Stormwater Utility Equipment and Infrastructure	2,083,879		145,000		1,938,879
Tax Sale Lands Fund	5,789,588	50,000	1,198,000		4,641,588
Parks and Greenways Acquisition Fund	2,724,295	482,608	500,000		2,706,903
Local Amenities Reserve	754,439		145,290		609,149
Development Cost Charges	15,973,761		671,000		15,302,761
Downtown Core Area Public Realm Improvements	153,451				153,451
Total Capital Reserves	157,706,292	21,959,777	59,419,290	6,000,000	114,246,779
Operating Reserves					
Financial Stability Reserves					
City	9,301,375	319,403	2,619,239		7,001,539
Police	1,264,738		100,000		1,164,738
Debt Reduction	38,401,835	3,025,346	3,900,000		37,527,181
Insurance Claims	3,916,744				3,916,744
Water Utility	693,229				693,229
Sewer Utility	796,649				796,649
Stormwater Utility	419,814				419,814
Victoria Housing Reserve	1,950,332	250,000			2,200,332
Climate Action Reserve	850,691	313,961	560,000		604,652
Art in Public Places	596,335	135,000	423,655		307,680
Heritage Buildings Seismic Upgrades	89,112				89,112
Total Operating Reserves	58,280,853	4,043,710	7,602,894	0	54,721,669
	. ,				

FINANCIAL PLAN OVERVIEW Enhancements

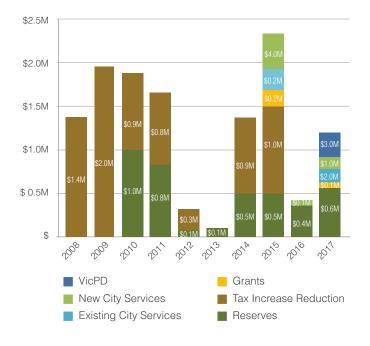
Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at existing service levels and then considering other enhancements.

During November and December 2017, the City collected input from the public on the 2018 – 2022 Draft Financial Plan. Upon completion of the public consultation and based on the feedback received, Council allocated assessment growth property tax revenue and the 2017 surplus.

Assessment Growth (Non-Market Change)

Non-market change revenue is new property tax revenue resulting from new construction that the City will be collecting on an ongoing basis each year. BC Assessment provides the finalized amount by the end of March each year. The first \$500,000 of new assessment growth property tax revenue is transferred to reserve as per the Financial Sustainability Policy, to balance infrastructure upgrade needs with ongoing funding requirements.

Over the past ten years, Council has used the majority of the new tax revenue for capital investment (savings in reserves) and reducing the annual tax increase. Only a small portion of this new revenue has been used to fund new services as illustrated in the graph below.



Assessment Growth (Non Market Change) Allocation 2008 - 2017





FINANCIAL PLAN OVERVIEW Enhancements



The following table outlines the uses of assessment growth revenue in the 2018 Financial Plan.

Ongoing Items	\$ Amount
	3 Amount 864
Community Garden Volunteer Coordinator Grants Inflation	864
Victoria Community Association Network Grant	900
Victoria Heritage Trust	2,186
Food Systems North Park Neighbourhood Association	6,000
Victoria Heritage Foundation	10,716
Community Garden Program	15,000
Festival Investment Grant	50,000
Parks Natural Areas Support	63,000
Graphic Design Support	81,000
Correspondence Coordinator	87,000
Building Project Administrator	99,000
Sustainability Waste Management Engineer	99,000
Park Planner	103,000
Transportation Planner	104,000
Police Civilians	114,814
Fire Prevention Officer	121,000
Property Tax Decrease	197,234
James Bay Library Capital	198,000
James Bay Library Operating	345,000
Buildings and Infrastructure Reserve	885,286
	\$2,583,000

Surplus

Per the Financial Sustainability Policy, prior year surplus can be used for one-time expenditures and/or be transferred to infrastructure reserves.

The following table outlines the surplus allocation in the 2018 Financial Plan.

One Time Items	\$ Amount
Ending Violence Association of BC	\$2,500
Step Code Implementation	10,000
Youth Leaders in Training Program	20,000
Extra Bridge Coverage	30,000
Single-Use Checkout Bag Regulation	30,000
Youth Strategy Liaison	30,000
Pioneer Square Archaeological Reporting	37,000
Accessibility Framework	40,000
Traffic Signal Timing Update Study	40,000
Environmental Performance Audit	50,000
Professional Certification/Project Management	50,000
Witness Reconciliation Program	50,000
Condition Assessment Pilot Project	60,000
Inclusion Policy and Program	60,000
Secretary Planning	67,000
International Ice Hockey Federation World	
Junior Hockey Championship	70,000
Speed Reader Boards	85,000
Parks Arboriculture	97,000
Downtown sidewalk cleaning & snow removal	99,500
Community Benefit Hub (2 year)	100,000
Downtown Public Realm Plan Implementation	105,000
Engagement Advisor	109,000
Heritage Planner (2 year term)	120,000
High Risk Tree Removal	150,000
Neighbourhood Transportation Management	180,000
Overnight Sheltering – Support & Clean Up	200,000
Mental Health Integration	216,575
South Island Prosperity Project	220,000
Victoria Housing Strategy Implementation	250,000
Vehicles and Heavy Equipment Reserve	482,608
Greenways Acquisition Fund Reserve	482,608
Buildings and Infrastructure Reserve	482,609
	\$4,026,400

Operating Budget	2018	2019	2020	2021	2022
Revenues					
Property Value Taxes	128,178,783	133,556,836	137,267,841	140,713,605	144,262,480
Property Value Taxes from New Assessments	2,583,000	739,000	500,000	500,000	500,000
Parcel Taxes	1,405,200	1,415,904	1,426,822	1,437,958	1,449,317
Special Assessments	1,329,000	1,329,000	1,329,000	1,329,000	1,329,000
Grants in Lieu of Taxes	6,176,400	6,206,018	6,236,228	6,267,043	6,298,474
User Fees and Charges	5,338,596	5,433,004	5,529,304	5,627,534	5,727,733
Permits and Licences	4,903,590	4,914,202	4,925,008	4,936,011	4,947,217
Parking Services	16,962,663	17,234,160	17,511,088	17,793,554	18,081,669
Water Utility Fees and Charges	19,925,763	20,237,079	20,714,050	21,205,653	21,713,990
Sewer Utility Fees and Charges	7,085,200	7,085,200	7,134,066	7,382,845	7,843,034
Stormwater Utility Fees and Charges	5,338,491	5,764,453	6,066,274	6,275,972	6,495,256
Other Sources	35,017,611	34,734,567	35,184,127	35,643,716	36,113,567
	234,244,297	238,649,423	243,823,808	249,112,891	254,761,737
Transfers From					
Accumulated Surplus	4,026,400	-	-	-	-
Reserves					
Art in Public Places	423,655	135,000	135,000	135,000	135,000
Financial Stability	2,332,239	234,403	-	-	234,000
Tree Replacement Reserve	145,290	46,196	47,120	48,062	49,023
Archives Equipment Reserve	33,575	-	-	-	-
Climate Action Reserve	535,000				
	3,469,759	415,599	182,120	183,062	418,023
	241,740,456	239,065,022	244,005,927	249,295,953	255,179,760

Operating Budget	2018	2019	2020	2021	2022
Expenditures					
General Government	38,597,704	36,495,429	37,047,795	37,639,844	38,483,017
Police	53,254,286	54,222,227	55,577,095	56,965,821	58,389,253
Victoria Fire Department	17,118,173	17,485,507	17,912,847	18,350,698	18,799,318
Engineering and Public Works	19,330,020	18,113,250	18,506,655	18,851,242	19,231,863
Sustainable Planning and Community Development	6,452,772	5,249,041	5,181,145	5,284,553	5,390,094
Parks, Recreation and Facilities	21,727,632	21,500,342	21,960,557	22,430,903	22,912,200
Greater Victoria Public Library	5,387,720	5,451,900	5,560,938	5,672,157	5,785,600
Victoria Conference Centre	6,647,755	6,783,858	6,922,836	7,064,651	7,209,464
Water Utility	14,176,763	14,452,079	14,733,050	15,019,653	15,311,990
Sewer Utility	3,665,636	3,733,673	3,803,086	3,873,905	3,946,156
Stormwater Utility	3,421,491	3,489,953	3,559,784	3,631,012	3,703,357
	189,779,952	186,977,259	190,765,788	194,784,439	199,162,312
Debt Servicing					
Principal and Interest – General	4,802,237	4,839,628	4,839,628	4,839,628	4,839,628
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
	5,987,978	6,025,369	6,025,369	6,025,369	6,025,369
Transfers From	. ,				
Capital Funds					
General	10,165,000	10,165,000	10,165,000	10,165,000	10,165,000
Water Utility	3,899,000	3,935,000	4,131,000	4,336,000	4,552,000
Sewer Utility	3,437,000	3,601,000	3,772,000	3,951,000	4,340,000
Stormwater Utility	3,192,000	3,475,000	3,633,000	3,798,000	3,972,000
Reserves					
Equipment and Infrastructure	1 000 500	1 000 500	1 000 500	1 000 500	1 000 500
City Equipment	1,602,500	1,602,500	1,602,500	1,602,500	1,602,500
City Vehicles and Heavy Equipment City Buildings and Infrastructure	2,105,712 8,348,264	1,623,104 8,615,063	1,623,104 9,125,671	1,623,104 9,636,481	1,623,104 10,147,500
Parking Services Equipment	0,040,204	0,010,000	9,120,071	9,000,401	10, 147, 300
and Infrastructure	1,849,929	2,016,245	2,196,086	2,379,525	2,566,632
Parks and Greenways Acquisition	482,608				
Multipurpose Arena Facility Equipment and Infrastructure	140,000	141,400	142,814	144,243	145,684
Gas Tax	3,591,000	3,591,000	3,591,000	3,591,000	3,591,000
Police Vehicles, Equipment and Infrastructure	1,056,000	1,082,400	1,109,460	1,137,197	1,165,626
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	771,564	539,527	347,980	346,940	345,878
	111,004	009,021	047,900	040,940	040,070

Operating Budget	2018	2019	2020	2021	2022
Stormwater Utility Equipment and Infrastructure	_	100,000	200,000	200,000	200,000
Recreation Facilities Equipment and Infrastructure	25,500	25,500	25,500	25,500	25,500
Financial Stability	2,844,749	3,087,955	3,087,955	3,087,955	3,087,955
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	86,700	86,700	86,700	86,700	86,700
	45,972,526	46,062,394	47,214,770	48,486,145	49,992,079
	241,740,456	239,065,022	244,005,927	249,295,953	255,179,760

Capital Budget	2018	2019	2020	2021	2022
Revenues					
Utility Connection Fees	1,100,000	1,100,000	1,150,000	1,200,000	1,200,000
Grants and Partnerships	65,771,000	-		-	
Transfers From					
Operating Funds					
General	10,165,000	10,165,000	10,165,000	10,165,000	10,165,000
Water Utility	3,899,000	3,935,000	4,131,000	4,336,000	4,552,000
Sewer Utility	3,437,000	3,601,000	3,772,000	3,951,000	4,340,000
Stormwater Utility	3,192,000	3,475,000	3,633,000	3,798,000	3,972,000
Reserves					
Equipment and Infrastructure					
City Equipment	2,112,000	1,428,000	1,628,000	1,402,000	1,232,000
City Vehicles and Heavy Equipment	5,149,000	-	-	-	-
City Buildings and Infrastructure	30,004,000	_	-	_	_
VCC Equipment & Infrastructure	3,000	-	-	-	-
Trf from Climate Action Reserve	25,000	-	_	_	-
Debt Reduction Reserve	3,900,000	1,700,000	-	30,300,000	-
Financial Stability Reserve	387,000	_	-	-	-
Accessibility Capital Reserve	296,000	-	-	-	-
Parking Services Equipment and Infrastructure	1,175,000	255,000	260,000	265,000	270,000
Gas Tax	9,944,000	1,189,000	1,055,000	1,076,000	1,097,000
Police Vehicles, Equipment and Infrastructure	2,043,000	1,652,000	1,644,000	1,458,000	1,500,000
Police Emergency Response Reserve	240,000	_	_	_	
Water Utility Reserve	1,640,000				
Sewer Utility Reserve	3,952,000	2,081,000	2,123,000	2,165,000	2,208,000
Stormwater Utility Reserve	145,000				, ,
Multipurpose Arena Equipment and Infrastructure	202,000	_	_	_	_
Tax Sale Lands	1,198,000	_	_	_	_
Parks and Greenways Acquisition	500,000	-	_	_	_
Development Cost Charges	671,000	-		-	
Debt Proceeds					
	151,150,000	30,581,000	29,561,000	60,116,000	30,536,000

Capital Budget	2018	2019	2020	2021	2022
Capital Equipment	9,363,000	1,583,000	1,688,000	1,667,000	1,502,000
Capital Programs and Projects					
Active Transportation	18,431,000	1,511,000	817,000	834,000	851,000
Complete Streets	6,347,000	2,947,000	3,001,000	3,055,000	3,111,000
Neighbourhoods	266,000	28,000	29,000	30,000	31,000
Parks	2,032,000	_	-	-	-
Street Infrastructure	1,884,000	1,025,000	1,052,000	868,000	942,000
Retaining Walls and Railings	1,312,000	200,000	-	_	-
Bridges	9,398,000	_	-	-	-
Facilities	78,325,000	1,700,000	-	30,300,000	-
Environmental Remediation	730,000	_	_	_	-
Sanitary Sewers	7,825,000	5,982,000	6,245,000	6,466,000	6,898,000
Stormwater	6,558,000	4,289,000	4,938,000	5,124,000	5,319,000
Waterworks	6,197,000	4,485,000	4,681,000	4,936,000	5,152,000
Contingency	364,000	371,000	378,000	386,000	394,000
Police	2,118,000	1,652,000	1,644,000	1,458,000	1,500,000
Projects to be determined (Facilities, Active					
Transportation, Parks, Fleet etc.)		4,808,000	5,088,000	4,992,000	4,836,000
	151,150,000	30,581,000	29,561,000	60,116,000	30,536,000

OPERATING BUDGET Revenues

	2017 Budget	2017 Budget 2018 Budget	
Deputy City Manager	\$ 3,000	\$ 3,000	\$ –
Arts, Culture and Events	397,800	579,405	181,605
Economic Development	_	40,000	40,000
Legislative and Regulatory Services	287,350	850,925	563,575
Real Estate	1,786,750	1,921,085	134,335
Victoria Conference Centre	3,739,138	3,987,405	248,267
Victoria Conference Centre Event Flow Through	3,460,000	3,460,000	_
Engagement	-	54,143	54,143
Engineering and Public Works			
Engineering and Public Works	4,546,293	5,011,724	465,431
Water Utility	19,402,507	19,925,763	523,256
Sewer Utility	7,982,200	7,874,200	(108,000)
Stormwater Utility	6,294,511	6,613,491	318,980
Finance			
Parking Services	16,042,800	16,912,800	870,000
Human Resources		34,000	34,000
Parks, Recreation and Facilties	2,986,966	3,051,946	64,980
Sustainable Planning and Community Development	3,519,552	4,018,740	499,188
Victoria Fire Department	159,700	128,750	(30,950)
Corporate			
Payment in Lieu of Taxes/Special Assessments	5,984,140	6,186,400	202,260
Fees and Interest	3,490,000	3,490,000	-
Business and Other Licences	1,499,500	1,501,340	1,840
Overhead Recoveries	3,310,160	3,319,109	8,949
Grants	34,292	44,072	9,780
Gas Tax	3,428,000	3,591,000	163,000
Fortis Franchise Fee	500,000	574,000	74,000
Traffic Fine Revenue	1,973,000	1,755,000	(218,000)
Miscellaneous	2,064,900	2,277,837	212,937
Prior Year's Surplus	3,827,909	3,809,825	(18,084)
Victoria Police Department	8,736,916	8,562,712	(174,204)
Property Taxes			
Base	124,911,268	130,751,783	5,840,515
Assessment Growth Property Tax Revenue	1,432,000	1,410,000	(22,000)
Total	\$231,800,652	\$ 241,740,456	\$ 9,939,803
Total One Time	\$ (6,862,186)	\$ (7,882,421)	\$ (1,020,235)
Total Base Budget	\$224,938,466	\$233,858,035	\$ 8,919,568

OPERATING BUDGET Expenditures

	2017 Budget	2018 Budget	Change	
City Manager's Office	\$ 838,230	\$ 908,776	\$ 70,546	
Council	589,875	614,595	24,720	
Deputy City Manager	421,470	424,470	3,000	
Arts, Culture and Events	1,801,469	1,786,243	(15,226)	
Economic Development	496,410	513,320	16,910	
Legislative and Regulatory Services	3,098,790	3,991,241	892,451	
Neighbourhoods	555,954	559,865	3,911	
Real Estate	1,616,111	1,742,018	125,907	
Victoria Conference Centre	3,512,100	3,528,113	16,013	
Victoria Conference Centre Event Flow Through	3,460,000	3,460,000	-	
Engagement	1,346,270	1,638,125	291,855	
Engineering and Public Works				
Engineering and Public Works	17,905,754	19,435,285	1,529,531	
Water Utility	19,402,507	19,925,763	523,256	
Sewer Utility	7,982,200	7,874,200	(108,000)	
Stormwater Utility	6,294,511	6,613,491	318,980	
Finance	7,436,546	7,597,396	160,850	
Parking Services	7,589,535	8,535,473	945,938	
Human Resources	1,911,871	1,985,666	73,795	
Legal Services	738,684	744,184	5,500	
Parks, Recreation and Facilities	21,222,287	21,844,074	621,787	
Sustainable Planning and Community Development	6,031,032	6,453,272	422,240	
Victoria Fire Department	16,666,651	17,118,498	451,847	
Corporate			-	
Contingencies	1,429,010	1,841,386	412,376	
Debt principal, interest and transfer to reserve	7,827,583	7,827,583	-	
Grants	2,834,294	3,026,081	191,787	
Miscellaneous	2,002,700	2,126,285	123,585	
Transfer to Stormwater Utility	1,250,000	1,275,000	25,000	
Transfer to Victoria Conference Centre	300,000	300,000	-	
Transfer to Reserve Funds	16,944,369	18,187,046	1,242,677	
Transfer to Capital Budget			-	
Base amount	10,100,000	10,100,000	-	
Base increase	-	250,000	250,000	
One-time surplus	61,000	-	(61,000)	
Funding shifted to Operating from Capital	-	(185,000)	(185,000)	
Greater Victoria Public Library	4,879,695	5,387,720	508,025	
Victoria Police Department	53,253,744	54,310,286	1,056,542	
Total	\$231,800,652	\$ 241,740,456	\$ 9,939,803	
Total One Time	\$ (6,862,186)	\$ (7,882,421)	\$ (1,020,235)	
Total Base Budget	\$224,938,466	\$233,858,035	\$ 8,919,568	

OPERATING BUDGET Employee Summary

	2016 FTE	2017 FTE	2018 FTE	2017 to 2018 Change
City Manager's Office	5.00	5.00	6.00	1.00
Deputy City Manager	2.00	2.00	2.00	0.00
Arts, Culture and Events	7.00	7.29	7.29	0.00
Economic Development	1.00	1.00	1.00	0.00
Legislative and Regulatory Services	21.28	21.88	22.88	1.00
Neighbourhoods	-	-	3.00	3.00
Real Estate	2.00	3.00	3.00	0.00
Victoria Conference Centre	13.62	13.62	13.62	0.00
Engagement	14.60	15.00	13.00	(2.00)
Engineering and Public Works	273.22	273.72	279.72	6.00
Finance	102.26	102.26	102.26	0.00
Human Resources	11.00	11.00	11.00	0.00
Legal Services	4.00	4.00	4.00	0.00
Parks, Recreation and Facilities	176.48	176.81	179.74	2.93
Sustainable Planning and Community Development	43.43	43.43	43.43	0.00
Victoria Fire Department	123.09	123.09	124.09	1.00
Total	799.98	803.10	816.03	12.93

2017 to 2018 Change

	12.93
Fire Prevention Officer	1
Victoria Fire Department	, i
Parks Planner	1
Building Project Administrator	1
Parks Natural Areas Support	0.93
Parks, Recreation and Facilities	
Street Occupancy Permit Inspector	1
Sustainabilty Waste Management Engineer	1
Transportation Planner	1
Concrete Finisher	1
Leadhand – Concrete	1
Journeyman Carpenter	1
Engineering and Public Works	
Reallocation of Neighbourhoods under Deputy City Manager	-3
Graphic Design Support	1
Engagement	
Reallocation of Neighbourhoods from Engagement	3
Neighbourhoods	
Bylaw Officer – Short Term Rentals	1
Legislative and Regulatory Services	
Correspondence Coordinator	1
City Manager's Office	



Council

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

2018 Base Expenditures	614,595
2018 One Time Expenditures	0
2018 Approved Expenditures	614,595
2017 Base Expenditures	589,875
2017 One Time Expenditures	0
2017 Approved Expenditures	589,875
Base Budget Change	24,720
Change by %	4.19%

Business Unit Summary with Service Areas

Business Unit: 2000 - Council

Department:	Council	Budget Year:	2018
		5	

Overview:

Victoria City Council consists of one Mayor and eight Councillors. Members of Council are elected to a four year term of office.

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.

This budget funds Council related costs including salaries and benefits, as well as membership fees, Council approved travel and office supplies.

Business Unit Summary with Service Areas

Business Unit: 2000 - Council

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4018	Salaries - Council	429,671	446,192	439,033	447,814	+ 2.00 %
4102	Benefits	17,446	15,798	21,952	22,391	+ 2.00 %
4112	Mileage/Parking	9,404	13,855	11,000	16,000	+ 45.45 %
4116	Conferences/Travel	35,302	46,621	30,000	35,000	+ 16.67 %
4118	Membership Fees	38,412	44,348	39,000	44,500	+ 14.10 %
4312	Office Supplies	2,984	3,214	2,000	2,000	0.00 %
4364	Telecommunications	6,841	8,016	6,000	6,000	0.00 %
4824	Recovery	(8,685)	(365)	0	0	
4867	Mayor's Office Budget	7,600	13,212	12,890	12,890	0.00 %
9211	WO Regular Time	406	0	0	0	
9231	WO Dirty Pay	121	0	0	0	
9321	WO Outside Purchases	21,899	22,941	28,000	28,000	0.00 %
9411	WO Contracted Services	2,602	2,560	0	0	
Total Expe	enditures/Transfers to Reserve	564,004	616,391	589,875	614,595	
Net Total		(564,004)	(616,391)	(589,875)	(614,595)	

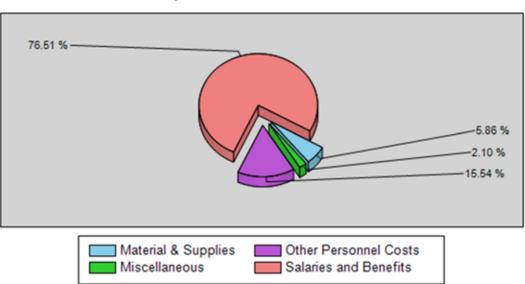
Business Unit Summary with Service Areas

Business Unit: 2000 - Council

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4018	Salaries - Council	447,814	456,770	465,906	475,224	484,728
4102	Benefits	22,391	37,839	38,595	39,367	40,155
4112	Mileage/Parking	16,000	16,320	16,646	16,979	17,319
4116	Conferences/Travel	35,000	35,700	36,414	37,142	37,885
4118	Membership Fees	44,500	45,390	46,298	47,224	48,168
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
Total Exp	p/Transfers to Reserve	614,595	641,886	654,724	667,819	681,175
% Increa	se		4.44%	2.00%	2.00%	2.00%
Net Tota	I	(614,595)	(641,886)	(654,724)	(667,819)	(681,175)

Business Unit: 2000 - Council



Expenditures/Transfers to Reserve



City Manager

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: Develop the plan and oversee the quarterly progress reporting and on-going monitoring
- Executive Administration: City correspondence, administrative support to City Manager and Mayor's Office

City Manager

Budget Summary	
2018 Base Expenditures	908,776
2018 One Time Expenditures	0
2018 Approved Expenditures	908,776
2017 Base Expenditures	751,230
2017 One Time Expenditures	87,000
2017 Approved Expenditures	838,230
Base Budget Change 12	157,546
Change by %	20.97%
2018 FTE	6
2017 FTE	5
Change	1
Change by %	20.00%

¹ 2018 Position reallocation from Engagement

² 2018 Council Motion – Continuous

Correspondence Coordinator

City Manager

Strategic and Operational Planning

Executive Administration

Business Unit: 2050 - Executive Administration

Department:	City Manager's Office	Budget Year:	2018
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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
- · Greet and address drop-in citizens
- Mayor's Open Door events
- Schedule Acting Mayor commitments

Business Unit: 2050 - Executive Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	195,135	189,794	242,075	242,075	+ 0.00 %
4016	Salaries - Inside ^{1 2}	69,327	60,898	139,188	193,603	+ 39.09 %
4070	Overtime	3,463	1,592	0	0	
4080	Auxiliaries/RPT/Seasonal	24,890	110,055	3,500	3,500	0.00 %
4102	Benefits ^{1 2}	82,179	73,548	92,346	105,677	+ 14.44 %
4112	Mileage/Parking	3,882	3,644	4,000	5,200	+ 30.00 %
4116	Conferences/Travel	0	1,209	3,100	3,100	0.00 %
4120	Training and Development	0	2,300	1,150	1,150	0.00 %
4312	Office Supplies	2,911	5,624	3,060	3,060	0.00 %
4364	Telecommunications	1,668	1,784	1,900	1,900	0.00 %
4814	Miscellaneous	2,564	2,512	5,660	5,660	0.00 %
4824	Recovery	(630)	0	0	0	
Total Exp	enditures/Transfers to Reserve	385,389	452,960	495,979	564,925	
Net Total		(385,389)	(452,960)	(495,979)	(564,925)	

 $^{\rm 1}$ 2018 Council Motion – Ongoing Correspondence Coordinator

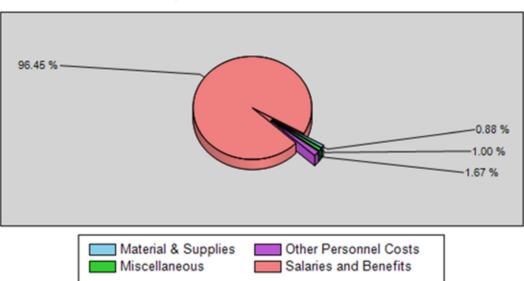
² 2018 Position reallocation from Engagement

Business Unit: 2050 - Executive Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4010	Salaries - Exempt	242,075	246,917	251,855	256,892	262,030
4016	Salaries - Inside	193,603	197,475	201,425	205,452	209,562
4080	Auxiliaries/RPT/Seasonal	3,500	3,570	3,641	3,714	3,789
4102	Benefits	105,677	107,791	109,946	112,146	114,389
4112	Mileage/Parking	5,200	5,304	5,410	5,518	5,629
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
4312	Office Supplies	3,060	3,121	3,184	3,247	3,312
4364	Telecommunications	1,900	1,938	1,977	2,016	2,057
4814	Miscellaneous	5,660	5,773	5,889	6,006	6,127
Total Exp	p/Transfers to Reserve	564,925	576,224	587,748	599,504	611,494
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(564,925)	(576,224)	(587,748)	(599,504)	(611,494)

Business Unit: 2050 - Executive Administration



Expenditures/Transfers to Reserve

Business Unit: 2060 - City Manager's Office

Department:	City Manager's Office	Budget Year:	2018
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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: 2060 - City Manager's Office

Changes to Service Area:

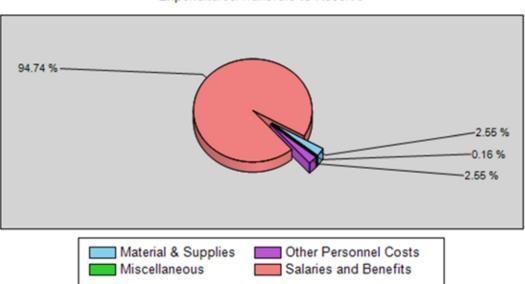
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	itures/Transfers to Reserve					
4010	Salaries - Exempt	239,744	253,136	239,749	239,749	+ 0.00 %
4102	Benefits	40,388	40,048	57,587	57,587	+ 0.00 %
4112	Mileage/Parking	0	0	0	1,600	
4116	Conferences/Travel	6,360	4,785	5,915	5,915	0.00 %
4118	Membership Fees	905	0	500	500	0.00 %
4308	General Supplies	25	0	0	0	
4364	Telecommunications	5,749	1,513	8,000	8,000	0.00 %
4814	Miscellaneous	27	876	500	500	0.00 %
Total Exp	penditures/Transfers to Reserve	293,199	300,358	312,251	313,851	
Net Tota	I	(293,199)	(300,358)	(312,251)	(313,851)	

Business Unit: 2060 - City Manager's Office

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserv	e				
4010	Salaries - Exempt	239,749	244,543	249,434	254,422	259,510
4102	Benefits	57,587	58,738	59,913	61,111	62,333
4112	Mileage/Parking	1,600	1,632	1,665	1,698	1,732
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
Total Exp	p/Transfers to Reserve	313,851	320,127	326,530	333,059	339,720
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total	=	(313,851)	(320,127)	(326,530)	(333,059)	(339,720)

Business Unit: 2060 - City Manager's Office



Expenditures/Transfers to Reserve

Business Unit: 2095 - Protocol

Department:	City Manager's Office	Budget Year:	2018
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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
- Mayor's Office Visits
- · First Nations involvement and awareness
- Proclamations
- · Half mastings

Business Unit: 2095 - Protocol

Changes to Service Area:

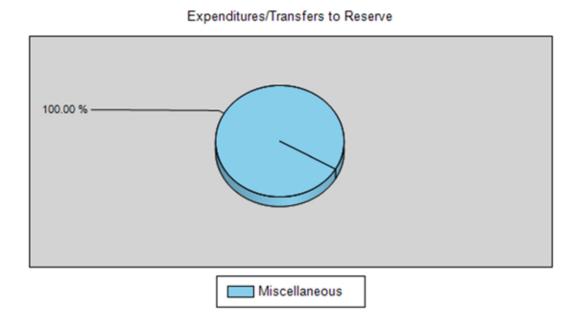
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
4814	Miscellaneous	8,769	47,972	30,000	30,000	0.00 %
9111	WO Inside Equipment Rentals	17	30	0	0	
9211	WO Regular Time	96	136	0	0	
9411	WO Contracted Services	210	0	0	0	
Total Exp	enditures/Transfers to Reserve	9,092	48,137	30,000	30,000	
Net Total		(9,092)	(48,137)	(30,000)	(30,000)	

Business Unit: 2095 - Protocol

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures/Transfers to Rese	rve				
4814 Miscellaneous	30,000	30,600	31,212	31,836	32,473
Total Exp/Transfers to Reserve	30,000	30,600	31,212	31,836	32,473
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(30,000)	(30,600)	(31,212)	(31,836)	(32,473)

Business Unit: 2095 - Protocol



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Deputy City Manager

The Deputy City Manager is a key support for a variety of corporate initiatives such as strategic planning and business planning for City departments. This position is a critical link between the City Manager and all City departments. This position is also directly responsible and provides leadership for a number of City departments.

Core Services

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

Deputy City Manager

Budget Summary

2018 Base Expenditures	424,470
2018 One Time Expenditures	0
2018 Approved Expenditures	424,470
2017 Base Expenditures	421,470
2017 One Time Expenditures	0
2017 Approved Expenditures	421,470
Base Budget Change	3,000
Change by %	0.71%
2018 Base Revenues	3,000
2018 One Time Revenues	0
2018 Approved Revenues	3,000
2017 Base Revenues	3,000
2017 One Time Revenues	0
2017 Approved Revenues	3,000
Base Budget Change	0
Change by %	0.00%
2018 FTE	2.00
2017 FTE	2.00
Change	0
Change by %	0.00%



Business Unit: 2062 - Deputy City Manager

Department:	Deputy City Manager	Budget Year:	2018

Overview:

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

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

Business Unit: 2062 - Deputy City Manager

Changes to Service Area:

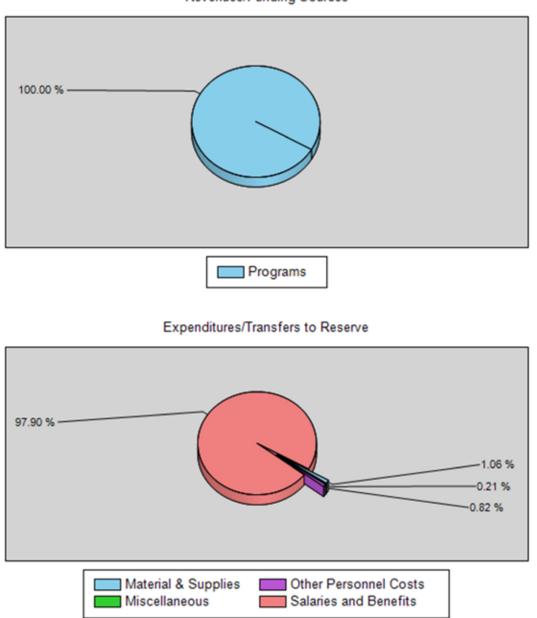
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
9011	Work Order Revenue	3,000	3,000	3,000	3,000	0.00 %
Total Reve	enues/Funding Sources	3,000	3,000	3,000	3,000	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	324,946	361,136	335,084	335,084	+ 0.00 %
4102	Benefits	65,453	67,664	80,486	80,486	+ 0.00 %
4112	Mileage/Parking	0	0	500	500	0.00 %
4116	Conferences/Travel	517	0	0	3,000	
4118	Membership Fees	245	0	0	0	
4120	Training and Development	0	200	0	0	
4312	Office Supplies	256	66	100	100	0.00 %
4364	Telecommunications	3,007	2,677	2,500	2,500	0.00 %
4814	Miscellaneous	0	0	900	900	0.00 %
9211	WO Regular Time	1,890	392	0	0	
9321	WO Outside Purchases	42	50	1,900	1,900	0.00 %
9411	WO Contracted Services	0	101	0	0	
Total Expe	enditures/Transfers to Reserve	396,356	432,287	421,470	424,470	
Net Total		(393,356)	(429,287)	(418,470)	(421,470)	

Business Unit: 2062 - Deputy City Manager

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
9011	Work Order Revenue	3,000	3,000	3,000	3,000	3,000
Total Rev	v/Funding Sources	3,000	3,000	3,000	3,000	3,000
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserve					
4010	Salaries - Exempt	335,084	341,786	348,622	355,594	362,706
4102	Benefits	80,486	82,096	83,738	85,412	87,121
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	3,000	3,060	3,121	3,184	3,247
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
Total Exp	o/Transfers to Reserve	424,470	432,959	441,619	450,451	459,460
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(421,470)	(429,959)	(438,619)	(447,451)	(456,460)

Business Unit: 2062 - Deputy City Manager







Arts, Culture and Events

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
- Noise bylaw exemptions, special occasion licences, block party permits
- Public art commissioning and maintenance
- Poet Laureate and Youth Poet Laureate programs
- Marketing and promotional support for programming and festivals
- Community development support to arts and culture organizations

Key Initiatives for 2018

Arts and Culture Master Plan Implementation

Arts, Culture and Events

Budget Summary	
2018 Base Expenditures	1,410,088
2018 One Time Expenditures	376,155
2018 Approved Expenditures	1,786,243
2017 Base Expenditures	1,365,669
2017 One Time Expenditures	435,800
2017 Approved Expenditures	1,801,469
Base Budget Change	44,419
Change by %	3.25%
2018 Base Revenues	203,250
2018 One Time Revenues	376,155
2018 Approved Revenues	579,405
2017 Base Revenues	202,000
2017 One Time Revenues	195,800
2017 Approved Revenues	397,800
Base Budget Change	1,250
Change by %	0.62%
2018 FTE	7.29
2017 FTE	7.29
Change	0
Change by %	0.00%

Performance Measurements	d Specials Event and F	2016 Actuals	2017 Actuals	2018 Forecast		
How much did we do?		2010 Actuals	2017 Actuals	2010101000031		
Number of community led special even	ts and film normits	277	289	300		
How well did we do it?		211	203	500		
Event investment per capita		\$5.60	\$5.90	\$6.65		
Story behind the data	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.					
Is anyone better off?						
Story behind the data	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.					
Where do we want to go?	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	Auto and Culture prog					
ony organized	Arts and Culture prog	rams and events				
	Arts and Culture prog	rams and events 2016 Actuals	2017 Actuals	2018 Forecast		
Performance Measurements	Arts and Culture prog		2017 Actuals	2018 Forecast		
Performance Measurements How much did we do? Number of free, city-organized arts			2017 Actuals 164	2018 Forecast 170		
Performance Measurements How much did we do? Number of free, city-organized arts and culture programs and events		2016 Actuals				
Performance Measurements How much did we do? Number of free, city-organized arts and culture programs and events How well did we do it? Number of participants and attendees at city produced events and		2016 Actuals				
Performance Measurements How much did we do? Number of free, city-organized arts and culture programs and events How well did we do it? Number of participants and attendees at city produced events and programs	The City of Victoria pro including free events,	2016 Actuals 168 32,000 wides leadership and s	164	170 32,000 ted to arts and culture and Cameron Bandshe		
Performance Measurements How much did we do? Number of free, city-organized arts and culture programs and events How well did we do it? Number of participants and attendees at city produced events and programs Story behind the data	The City of Victoria pro including free events, as well as literary ever	2016 Actuals 168 32,000 wides leadership and s	164 32,000 support to initiatives relates in Centennial Square a	170 32,000 ted to arts and culture and Cameron Bandshe		
Performance Measurements How much did we do? Number of free, city-organized arts and culture programs and events How well did we do it? Number of participants and attendees at city produced events and programs Story behind the data Is anyone better off? Story behind the data	The City of Victoria pro including free events, as well as literary even to participate in. Victoria is the regional	2016 Actuals 168 32,000 ovides leadership and s concerts and programs its through the poet lau	164 32,000 support to initiatives relates in Centennial Square a	170 32,000 ted to arts and culture and Cameron Bandshe a diversity of program		

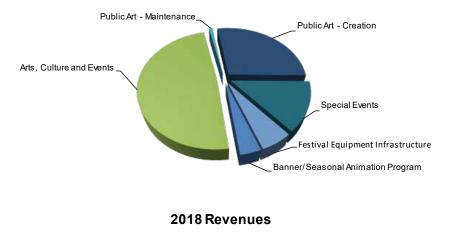
ARTS, CULTURE AND EVENTS Performance Metrics

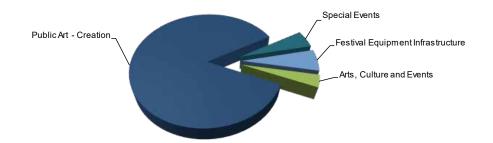
Deuferman en Manageman de		0010 Astrol	0017 Asharl		
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?					
Number of public art objects		91	02	149	
How well did we do it?					
Number of public art applicants applying to competitions		73	17	64	
Dollar value of public art		\$4.57 million	\$4.68 million	\$5.18 million	
Story behind the data	which is placed in a reserve fund. Construction projects will include public art for up to on 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 professionall appraised. The last appraisal was completed in December 2013.				
Is anyone better off?					
Story behind the data	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.				
Where do we want to go?	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

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Arts, Culture and Events	34,300	19,750	(14,550)	-42.42%
Public Art – Creation	315,000	496,155	181,155	57.51%
Special Events	13,500	28,500	15,000	111.11%
Festival Equipment Infrastructure	35,000	35,000	0	0.00%
Total	397,800	579,405	181,605	45.65%
Expenditures/Transfers to Reserve				
Banner/Seasonal Animation Program	64,000	64,000	0	0.00%
Arts, Culture and Events	846,869	871,974	25,105	2.96%
Public Art – Maintenance	15,000	15,000	0	0.00%
Public Art – Creation	390,000	496,155	106,155	27.22%
Canada 150	150,000	0	(150,000)	-100.00%
Special Events	239,126	241,230	2,104	0.88%
Festival Equipment Infrastructure	96,475	97,884	1,409	1.46%
Total	1,801,469	1,786,243	(15,226)	-0.85%
Net	1,403,669	1,206,838	(196,831)	-14.02%

2018 Expenditures





Business Unit: 4505 - Banner/Seasonal Animation Program

Department: Arts, Culture and Events Budget Year: 2018

Overview:

The City of Victoria's biennial summer banner program showcases the talents of local artists and reflects the vibrancy and creativity of our City. Festival, business and community banners complement downtown streetscapes throughout the season. City support for installation and coordination of the banner program assists with the delivery of the program on behalf of the business, festival and community initiatives.

The Seasonal Decorations Program has historically focused on Christmas decorations in the downtown. Design of the program has generally been through joint discussion (and partnership in Centennial Square) with the DVBA, which has also undertaken an annual Christmas decoration program. Capital and operational budgets have been in place to support purchase of new decorations and installation and removal.

Chinese New Year was also adopted as another annual celebration suited to street decorations. The Heavenly Lights and dragon gateway features provided the infrastructure for hanging lanterns.

As interest in animating city streets grew and cooperation amongst downtown organizations increased, a framework evolved for other seasonal celebrations. Halloween and Valentine's Day decorations were developed and there have been discussions of other suitable opportunities that could enhance the downtown experience and be aligned with other branding, promotion and arts and cultural events.

Deliverables:

Seasonal Animation Program including:

- Banner Program: summer banners, festival banners, business precinct and community requests for banner locations
- Seasonal decoration and promotions program: Chinese New Year, Valentine's Day, Halloween, Christmas plus other initiatives identified by DVBA and Tourism Victoria

Business Unit: 4505 - Banner/Seasonal Animation Program

Changes to Service Area:

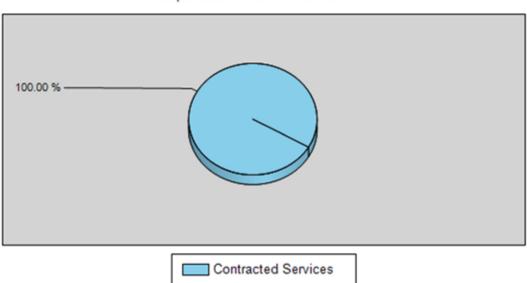
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
9011	Work Order Revenue	3,837	0	0	0	
Total Rev	enues/Funding Sources	3,837	0	0	0	
Expendit	tures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	25	0	0	0	
9121	WO Outside Equipment Rentals	2,390	4,436	0	0	
9211	WO Regular Time	240	0	0	0	
9321	WO Outside Purchases	2,670	9,134	0	0	
9411	WO Contracted Services	62,091	55,486	64,000	64,000	0.00 %
Total Exp	enditures/Transfers to Reserve	67,416	69,056	64,000	64,000	
Net Total		(63,579)	(69,056)	(64,000)	(64,000)	

Business Unit: 4505 - Banner/Seasonal Animation Program

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Rese	rve				
9411	WO Contracted Services	64,000	65,280	66,586	67,917	69,276
Total Ex	p/Transfers to Reserve	64,000	65,280	66,586	67,917	69,276
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(64,000)	(65,280)	(66,586)	(67,917)	(69,276)

Business Unit: 4505 - Banner/Seasonal Animation Program





Business Unit: 5240 - Arts, Culture and Events

Department: Arts, Culture and Events Budget Year: 2018

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
- Greater Victoria Performing Art Award: Silver Medallion
- Poet Laureate and Youth Poet Laureate positions
- Arts Victoria website and promotional support to website www.artsvictoria.ca (cultural mapping website and online cultural resource)
- 35,000 City Vibes brochures distributed
- Centennial Square programs: 32 free lunchtime concerts plus (7 Eventide Events, 31 dance instruction in salsa, ballroom and latin dancing, 5 arts and craft activities, 10 hand drumming sessions, 5 fitness classes, 17 chess and board game events)
- Cameron Bandshell programs: 39 lunchtime concerts, 7 folk evening concerts, 6 children concerts, 7 choir and singing sessions, 4 argentine tango lessons, 2 writers in the park series
- 32,000 estimated attendance at free programs (15,000 in Centennial Square, 17,000 at Cameron Bandshell)
- 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
- Commercial Alley art installation
- Public Art Symposium
- Create Victoria Initiatives: Quick Wins

Business Unit: 5240 - Arts, Culture and Events

Changes to Service Area:

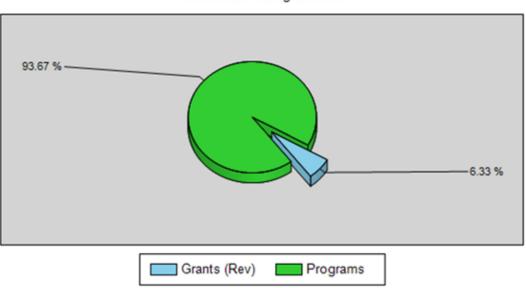
		December 31, 2016	December 31, 2017	2017	2018	Percent
	Description	Actual	Actual	Budget	Budget	Change
	s/Funding Sources					
3274	Miscellaneous Fees	19,617	12,346	17,500	17,500	0.00 %
3282	Band Shell	1,336	1,395	1,000	1,000	0.00 %
3760	Grants	3,700	0	0	0	
3762	Sponsorship	5,250	4,750	0	1,250	
5075	Financial Stability Reserve	0	0	15,800	0	
Total Reve	enues/Funding Sources	29,904	18,491	34,300	19,750	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	387,527	423,024	423,471	440,015	+ 3.91 %
4070	Overtime	16,903	18,650	0	0	
4080	Auxiliaries/RPT/Seasonal	86,217	40,503	25,361	45,669	+ 80.08 %
4102	Benefits	101,101	103,846	101,678	105,731	+ 3.99 %
4112	Mileage/Parking	745	139	400	500	+ 25.00 %
4116	Conferences/Travel	6,508	5,841	9,100	9,500	+ 4.40 %
4118	Membership Fees	435	480	446	500	+ 12.11 %
4120	Training and Development	1,673	2,455	2,500	2,500	0.00 %
4216	Contracted Services	252,155	233,482	273,588	257,000	- 6.06 %
4217	Honorariums	300	0	0	0	
4312	Office Supplies	5,324	4,729	4,000	5,000	+ 25.00 %
4364	Telecommunications	3,618	5,161	3,150	3,850	+ 22.22 %
4814	Miscellaneous	218	101	500	709	+ 41.80 %
4852	Licence Fees	920	1,521	2,675	1,000	- 62.62 %
6035	Transfer to Financial Stability Reserve	15,827	0	0	0	
9111	WO Inside Equipment Rentals	455	67	0	0	
9211	WO Regular Time	8,105	1,133	0	0	
9321	WO Outside Purchases	2,994	2,948	0	0	
9411	WO Contracted Services	6,799	663	0	0	
Total Expe	enditures/Transfers to Reserve	897,825	844,743	846,869	871,974	
Net Total		(867,921)	(826,252)	(812,569)	(852,224)	

Business Unit: 5240 - Arts, Culture and Events

5 Year Forecast:

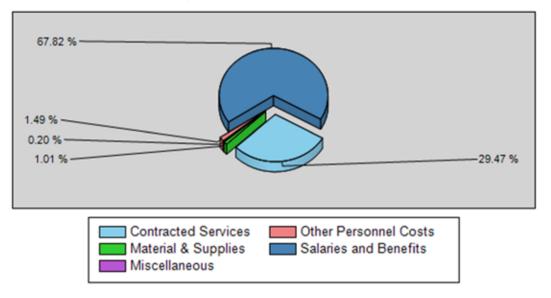
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3274	Miscellaneous Fees	17,500	17,500	17,500	17,500	17,500
3282	Band Shell	1,000	1,020	1,040	1,061	1,082
3762	Sponsorship	1,250	0	0	0	0
Total Re	v/Funding Sources	19,750	18,520	18,540	18,561	18,582
% Increa	ISE		(6.23%)	0.11%	0.11%	0.11%
Expend	litures/Transfers to Reserve					
4016	Salaries - Inside	440,015	448,804	457,804	466,937	476,274
4080	Auxiliaries/RPT/Seasonal	45,669	46,582	47,514	48,464	49,433
4102	Benefits	105,731	107,846	110,009	112,203	114,447
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	9,500	9,690	9,884	10,081	10,283
4118	Membership Fees	500	510	520	531	541
4120	Training and Development	2,500	2,550	2,601	2,653	2,706
4216	Contracted Services	257,000	262,140	267,383	272,730	278,185
4312	Office Supplies	5,000	5,100	5,202	5,306	5,412
4364	Telecommunications	3,850	3,927	4,006	4,086	4,167
4814	Miscellaneous	709	723	738	752	767
4852	Licence Fees	1,000	1,020	1,040	1,061	1,082
Total Ex	p/Transfers to Reserve	871,974	889,402	907,220	925,335	943,840
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(852,224)	(870,882)	(888,680)	(906,774)	(925,258)

Business Unit: 5240 - Arts, Culture and Events



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 5245 - Public Art - Maintenance

Department: Arts, Culture and Events Budget Year: 2018

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 vandalized 'Hands of Time, Camus Bulbs' bronze in Beacon Hill Park
- Assessment of the vandalized Frank Lewis, 'Bridging' mural
- Cleaning and preventative maintenance to Mowry Baden's, 'Night is For Sleeping, Day is For Resting' sculpture

Business Unit: 5245 - Public Art - Maintenance

Changes to Service Area:

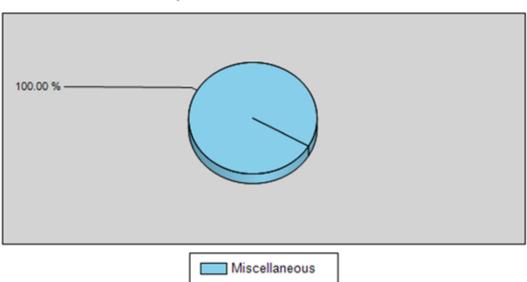
Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4216	Contracted Services	4,300	0	0	0	
4822	Repairs and Maintenance	3,430	(373)	15,000	15,000	0.00 %
9111	WO Inside Equipment Rentals	492	250	0	0	
9211	WO Regular Time	4,467	1,692	0	0	
9221	WO Overtime	0	340	0	0	
9311	WO Inventory Purchases	34	0	0	0	
9321	WO Outside Purchases	209	11	0	0	
Total Ex	penditures/Transfers to Reserve	12,931	1,918	15,000	15,000	
Net Tota	ıl	(12,931)	(1,918)	(15,000)	(15,000)	

Business Unit: 5245 - Public Art - Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Rese	rve				
4822	Repairs and Maintenance	15,000	15,300	15,606	15,918	16,236
Total Ex	p/Transfers to Reserve	15,000	15,300	15,606	15,918	16,236
% Increa	ase		2.00%	2.00%	2.00%	2.00%
Net Tota	ıl	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)

Business Unit: 5245 - Public Art - Maintenance



Expenditures/Transfers to Reserve

Business Unit: 5246 - Public Art - Creation

Department: Arts, Culture and Events Budget Year: 2018

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. Public art will expand to also include creative placemaking opportunities.

Deliverables:

- Completion of Neighbourhood Project Rock Bay Mural Project (Burnside Gorge Neighbourhood plan initiative)
- Indigenous Artist in Residence March Project Closure
- 2018 Artist in Residence
- Laying down the James Dick Welcome Pole within Beacon Hill Park
- Discover the Secret Thread Alleyway Project (Visual Victoria initiative)
- Bus Shelter Art Program
- Symbol of Lekwungen project

Business Unit: 5246 - Public Art - Creation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
5069	Trf from Public Art ²	106,625	127,578	315,000	423,655	+ 34.49 %
5075	Financial Stability Reserve ¹	0	0	0	72,500	
Total Rev	enues/Funding Sources	106,625	127,578	315,000	496,155	
Expendit	ures/Transfers to Reserve					
4216	Contracted Services ^{1,2}	7,000	130,078	295,000	496,155	+ 68.19 %
6035	Transfer to Financial Stability Reserve	0	72,500	0	0	
9111	WO Inside Equipment Rentals	118	0	0	0	
9211	WO Regular Time	1,856	0	0	0	
9321	WO Outside Purchases	55	0	0	0	
9411	WO Contracted Services	97,595	0	95,000	0	
Total Exp	enditures/Transfers to Reserve	106,625	202,578	390,000	496,155	
Net Total		0	(75,000)	(75,000)	0	

¹ 2017 Council Motion – Symbol of Lekwungen project

² Artist in Residence and Neighbourhood projects

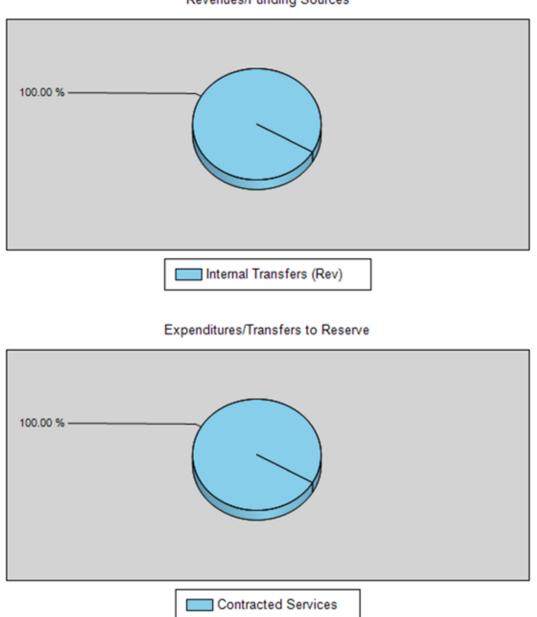
Business Unit: 5246 - Public Art - Creation

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5069	Trf from Public Art ²	423,655	135,000	135,000	135,000	135,000
5075	Financial Stability Reserve ¹	72,500	0	0	0	0
Total Rev	v/Funding Sources	496,155	135,000	135,000	135,000	135,000
% Increa	se —		(72.79%)	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserv	е				
4216	Contracted Services ^{1,2}	496,155	135,000	135,000	135,000	135,000
Total Exp	p/Transfers to Reserve	496,155	135,000	135,000	135,000	135,000
% Increa	se —		(72.79%)	0.00%	0.00%	0.00%
Net Total		0	0	0	0	0

¹ 2017 Council Motion – Symbol of Lekwungen project
² Artist in Residence and Neighbourhood projects

Business Unit: 5246 - Public Art - Creation



Business Unit: 5265 - Canada 150

Department:Arts, Culture and EventsBudget Year:2018

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: 5265 - Canada 150

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
3760	Grants ¹	224,000	500,000	0	0	
Total Rev	enues/Funding Sources	224,000	500,000	0	0	
Expendi	tures/Transfers to Reserve					
4016	Salaries - Inside	0	34,748	0	0	
4070	Overtime	0	3,767	0	0	
4080	Auxiliaries/RPT/Seasonal	0	29,484	0	0	
4102	Benefits	0	8,605	0	0	
4216	Contracted Services ¹	224,000	500,000	50,000	0	
9111	WO Inside Equipment Rentals	0	2,401	0	0	
9211	WO Regular Time	0	3,677	40,000	0	
9221	WO Overtime	0	7,063	0	0	
9311	WO Inventory Purchases	0	33	0	0	
9321	WO Outside Purchases ¹	0	60,222	60,000	0	
Total Exp	enditures/Transfers to Reserve	224,000	650,000	150,000	0	
Net Total		0	(150,000)	(150,000)	0	

1. 2017 Canada 150 celebrations

Business Unit: 5270 - Special Events

Department: Arts, Culture and Events Budget Year: 2018

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.

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.

Deliverables:

- 30 block party permits
- 215 special event permits
- 50-60 filming permits
- 20-25 special occasion licenses

Business Unit: 5270 - Special Events

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3129	Film Permit Fees	6,705	7,782	8,500	8,500	0.00 %
3274	Miscellaneous Fees	5,225	6,135	5,000	5,000	0.00 %
5075	Financial Stability Reserve ¹	0	0	0	15,000	
Total Reve	enues/Funding Sources	11,930	13,917	13,500	28,500	
Expendit	ures/Transfers to Reserve					
4216	Contracted Services	25,000	24,597	25,000	25,000	0.00 %
4814	Miscellaneous	1,173	1,665	0	0	
9111	WO Inside Equipment Rentals	16,196	10,559	0	0	
9121	WO Outside Equipment Rentals	685	0	0	0	
9211	WO Regular Time ¹	38,454	36,570	111,180	113,284	+ 1.89 %
9221	WO Overtime	7,348	8,982	0	0	
9311	WO Inventory Purchases	1,442	1,527	0	0	
9321	WO Outside Purchases ¹	148,763	103,605	9,000	9,000	0.00 %
9411	WO Contracted Services	1,065	1,328	93,946	93,946	0.00 %
Total Expe	enditures/Transfers to Reserve	240,124	188,833	239,126	241,230	
Net Total		(228,194)	(174,916)	(225,626)	(212,730)	

¹ 2017 Council Motion – Car Free Day (2018 and 2019)

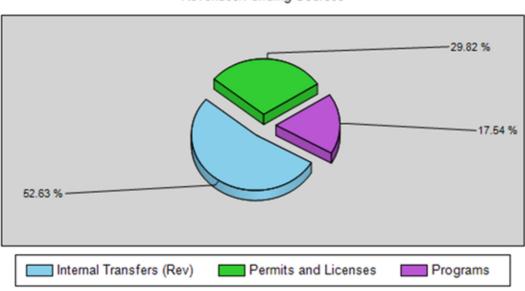
Business Unit: 5270 - Special Events

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
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 ¹	15,000	15,000	0	0	0
Total Rev	v/Funding Sources	28,500	28,500	13,500	13,500	13,500
% Increa	se		0.00%	(52.63%)	0.00%	0.00%
Expend	itures/Transfers to Reserve					
4216	Contracted Services	25,000	25,500	26,010	26,530	27,061
9211	WO Regular Time ¹	113,284	115,430	111,618	113,851	116,128
9321	WO Outside Purchases ¹	9,000	9,000	0	0	0
9411	WO Contracted Services	93,946	95,825	97,741	99,696	101,690
Total Exp	p/Transfers to Reserve	241,230	245,755	235,370	240,077	244,879
% Increa	se		1.88%	(4.23%)	2.00%	2.00%
Net Tota		(212,730)	(217,255)	(221,870)	(226,577)	(231,379)

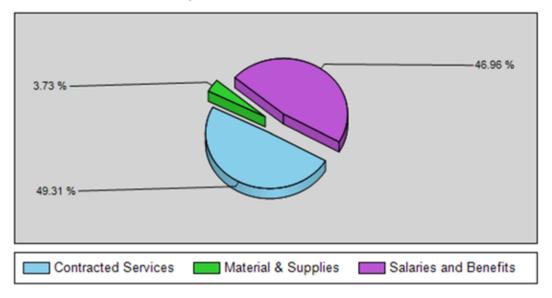
¹ 2017 Council Motion – Car Free Day (2018 and 2019)

Business Unit: 5270 - Special Events



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 5555 - Festival Equipment Infrastructure

Department: Arts, Culture and Events Budget Year: 2018

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:

• 115-135 events

• 30 rentals to internal customers

Business Unit: 5555 - Festival Equipment Infrastructure

Changes to Service Area:

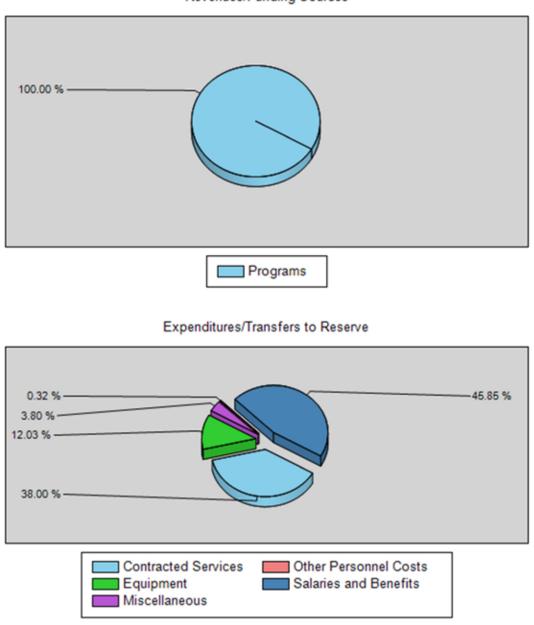
Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
3408	Equipment Rental	36,186	37,313	35,000	35,000	0.00 %
Total Rev	venues/Funding Sources	36,186	37,313	35,000	35,000	
Expendi	itures/Transfers to Reserve					
4016	Salaries - Inside	0	36,037	57,008	58,140	+ 1.99 %
4070	Overtime	0	11,855	0	0	
4080	Auxiliaries/RPT/Seasonal	74,892	24,891	0	0	
4102	Benefits	0	10,786	13,967	14,244	+ 1.99 %
4120	Training and Development	0	0	500	500	0.00 %
4216	Contracted Services	60,416	44,246	60,000	60,000	0.00 %
4412	Equipment Rentals	15,600	11,858	16,000	16,000	0.00 %
4418	Equipment	481	416	3,000	3,000	0.00 %
4822	Repairs and Maintenance	5,717	703	6,000	6,000	0.00 %
4824	Recovery	(53,935)	(34,193)	(60,000)	(60,000)	0.00 %
9211	WO Regular Time	758	917	0	0	
9311	WO Inventory Purchases	16	0	0	0	
9321	WO Outside Purchases	375	63	0	0	
9441	WO Insurance-Vehicle	0	295	0	0	
Total Exp	penditures/Transfers to Reserve	104,321	107,875	96,475	97,884	
Net Total		(68,134)	(70,562)	(61,475)	(62,884)	

Business Unit: 5555 - Festival Equipment Infrastructure

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3408	Equipment Rental	35,000	35,700	36,414	37,142	37,885
Total Rev	v/Funding Sources	35,000	35,700	36,414	37,142	37,885
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve	•				
4016	Salaries - Inside	58,140	59,303	60,489	61,698	62,932
4102	Benefits	14,244	14,529	14,820	15,116	15,418
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)
Total Exp	p/Transfers to Reserve	97,884	99,842	101,839	103,875	105,953
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota		(62,884)	(64,142)	(65,425)	(66,733)	(68,068)

Business Unit: 5555 - Festival Equipment Infrastructure



Revenues/Funding Sources



Economic Development

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

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

Key Initiatives for 2018

- Business Hub
- City Studio
- Trade Mission

Economic Development

Budget Summary	
2018 Base Expenditures	253,320
2018 One Time Expenditures	260,000
2018 Approved Expenditures	513,320
2017 Base Expenditures	251,410
2017 One Time Expenditures	245,000
2017 Approved Expenditures	496,410
Base Budget Change	1,910
Change by %	0.76%
2018 Base Revenues	-
2018 One Time Revenues	40,000
2018 Approved Revenues	40,000
2017 Base Revenues	-
2017 One Time Revenues	0
2017 Approved Revenues	0
Base Budget Change	-
Change by %	0.00%
2018 FTE	1.00
2017 FTE	1.00
Change	0
Change by %	0.00%

Business Unit: 2461 - City Studio

Department:Economic DevelopmentBudget Year:2018

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: 2461 - City Studio

Changes to Service Area:

t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
es/Funding Sources					
Financial Stability Reserve ¹	0	0	0	40,000	
venues/Funding Sources	0	0	0	40,000	
litures/Transfers to Reserve					
Telecommunications	0	556	0	0	
Miscellaneous ¹	0	9,415	25,000	40,000	+ 60.00 %
Transfer to Financial Stability Reserve ¹	0	15,030	0	0	
penditures/Transfers to Reserve	0	25,000	25,000	40,000	
	0	(25,000)	(25,000)	0	
	es/Funding Sources Financial Stability Reserve ¹ venues/Funding Sources itures/Transfers to Reserve Telecommunications Miscellaneous ¹ Transfer to Financial Stability Reserve ¹ penditures/Transfers to Reserve	31, 2016 Actual es/Funding Sources Financial Stability Reserve1 ovenues/Funding Sources itures/Transfers to Reserve Telecommunications Miscellaneous1 Transfer to Financial Stability Reserve1 ovenues/Transfers to Reserve 0 Transfer to Financial Stability Reserve1 0 penditures/Transfers to Reserve	31, 2016 Actual31, 2017 Actuales/Funding Sources Financial Stability Reserve100venues/Funding Sources00itures/Transfers to Reserve Telecommunications0556Miscellaneous109,415Transfer to Financial Stability Reserve1015,030penditures/Transfers to Reserve025,000	31, 2016 Actual31, 2017 Actual2017 Budgetes/Funding Sources Financial Stability Reserve1000venues/Funding Sources000venues/Funding Sources000itures/Transfers to Reserve05560Telecommunications05560Miscellaneous109,41525,000Transfer to Financial Stability Reserve1015,0300penditures/Transfers to Reserve025,00025,000	31, 2016 Actual31, 2017 Actual2017 Budget2018 Budgetes/Funding Sources Financial Stability Reserve100040,000venues/Funding Sources00040,000itures/Transfers to Reserve0000Telecommunications055600Miscellaneous109,41525,00040,000Transfer to Financial Stability Reserve1015,0300penditures/Transfers to Reserve025,00025,000

¹ 2017 Council Motion – City Studio (2017 and 2018)

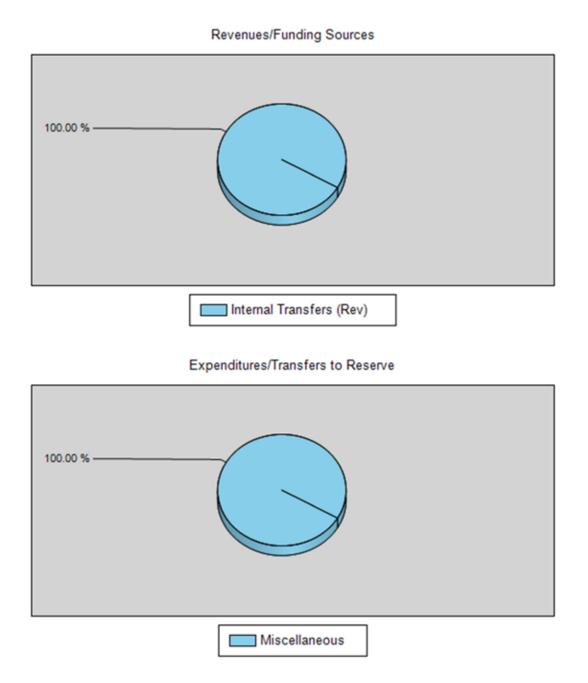
Business Unit: 2461 - City Studio

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5075	Financial Stability Reserve ¹	40,000	0	0	0	0
Total Rev	v/Funding Sources	40,000	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserve					
4814	Miscellaneous	40,000	0	0	0	0
Total Exp	o/Transfers to Reserve ¹	40,000	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Net Total		0	0	0	0	0

¹ 2017 Council Motion – City Studio (2018)

Business Unit: 2461 - City Studio



Business Unit: 2462 - Economic Development Implementation

Department:	Economic Development	Budget Year:	2018
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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 local trade mission to Victoria in partnership with NACO (National Angel Capital Organization) as part of our annual 'Capital Mission' in February, 100+ investors are anticipated from across Canada and the US
- Continue to work with post-secondary institutions on the prototyping of CityStudio through course programming aligned with real City projects
- 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 an international trade mission based on economic indicators, strategic partnerships and alignment with our economic action plan that will garner the strongest return. Past missions have included San Francisco, China, and Japan
- 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: 2462 - Economic Development Implementation

Changes to Service Area:

Accoun	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
5075	Financial Stability Reserve	35,545	0	0	0	
Total Re	venues/Funding Sources	35,545	0	0	0	
Expend	litures/Transfers to Reserve					
4016	Salaries - Inside	56,363	68,088	76,528	78,062	+ 2.00 %
4070	Overtime	1,067	3,343	0	0	
4102	Benefits	14,717	16,920	18,749	19,125	+ 2.00 %
4112	Mileage/Parking	19	130	100	100	0.00 %
4116	Conferences/Travel	24,053	32,556	47,000	47,000	0.00 %
4118	Membership Fees	500	875	500	500	0.00 %
4120	Training and Development	70	1,250	1,000	1,000	0.00 %
4214	Consulting	3,515	8,300	54,183	34,183	- 36.91 %
4312	Office Supplies	1,295	698	1,500	1,500	0.00 %
4364	Telecommunications	787	705	650	650	0.00 %
4642	Economic Development Grant ¹	135,795	218,916	220,000	220,000	0.00 %
4814	Miscellaneous	470	(274)	1,200	1,200	0.00 %
4838	Business Promotion	46,250	46,022	50,000	70,000	+ 40.00 %
Total Ex	penditures/Transfers to Reserve	284,900	397,530	471,410	473,320	
Net Tota	ıl	(249,355)	(397,530)	(471,410)	(473,320)	

¹ 2017 and 2018 Council Motion – South Island Prosperity Project

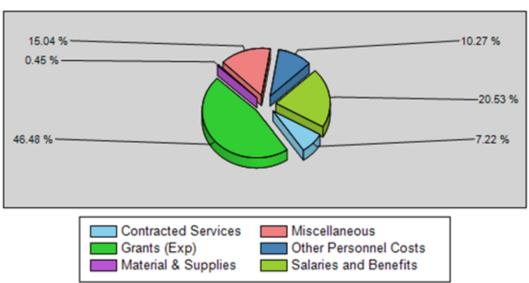
Business Unit: 2462 - Economic Development Implementation

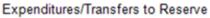
5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4016	Salaries - Inside	78,062	79,623	81,215	82,839	84,496
4102	Benefits	19,125	19,508	19,898	20,296	20,702
4112	Mileage/Parking	100	102	104	106	108
4116	Conferences/Travel	47,000	47,940	48,899	49,877	50,874
4118	Membership Fees	500	510	520	531	541
4120	Training and Development	1,000	1,020	1,040	1,061	1,082
4214	Consulting	34,183	34,867	35,564	36,275	37,001
4312	Office Supplies	1,500	1,530	1,561	1,592	1,624
4364	Telecommunications	650	663	676	690	704
4642	Economic Development Grant ¹	220,000	0	0	0	0
4814	Miscellaneous	1,200	1,224	1,248	1,273	1,299
4838	Business Promotion	70,000	71,400	72,828	74,285	75,770
Total Exp	o/Transfers to Reserve	473,320	258,386	263,554	268,825	274,201
% Increa	se		(45.41%)	2.00%	2.00%	2.00%
Net Total		(473,320)	(258,386)	(263,554)	(268,825)	(274,201)

¹ 2018 Council Motion – South Island Prosperity Project

Business Unit: 2462 - Economic Development Implementation







Legislative and Regulatory Services

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

- 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; short term rental market strategy

Key Initiatives for 2018

- Bylaw and Licensing Service Review
- Election/Referendum

Legislative and Regulatory Services

Budget	Summary
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2018 Base Expenditures	3,483,666
2018 One Time Expenditures	228,575
2018 Elections	279,000
2018 Approved Expenditures	3,991,241
2017 Base Expenditures	3,058,790
2017 One Time Expenditures	40,000
2017 Approved Expenditures	3,098,790
Base Budget Change	424,876
Change by %	13.89%
2018 Base Revenues	622,350
2018 One Time Revenues	228,575
2018 Approved Revenues	850,925
2017 Base Revenues	247,350
2017 One Time Revenues	40,000
2017 Approved Revenues	287,350
Base Budget Change	375,000
Change by %	151.61%
2018 FTE	21.88
2017 FTE	21.88
Change	0
Change by %	0.00%



Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Meeting Agendas Published		93	111	100
How well did we do it?				
Agendas published by 3 p.m. each Friday		97%	98%	100%
Story behind the data	afternoon, in order to g	ublish electronic meetir live the public and men prior to the meeting. Re- n deadline target.	nbers of Council adequ	ate time to review
Is anyone better off?				
Story behind the data	opportunity to discontin innovation reduced the agendas. As a result, e timeframe. In 2016 we number of paper copie	ctronic agenda technolo nue producing paper co amount of paper, supp electronic agendas can further reduced the vol as on hand for the publi d for the paper product	opies of all agendas an olies and staff time to pro- be produced and distr ume of paper by reduc c given all of the electro	nd minutes. This roduce the meeting ibuted in a shorter ing from 6 to 1 the
_		duce 100% of electronia	c agendas by the Frida	y deadline.
Measuring Success – Virtual Acc			c agendas by the Frida 2017 Actuals	y deadline. 2018 Forecast
Measuring Success – Virtual Accord Performance Measurements		3		-
Measuring Success – Virtual Acco Performance Measurements How much did we do? Number of Council and Committee		3		-
Measuring Success – Virtual Acco Performance Measurements How much did we do? Number of Council and Committee meetings		s 2016 Actuals	2017 Actuals	2018 Forecast
Measuring Success – Virtual Acce Performance Measurements How much did we do? Number of Council and Committee meetings How well did we do it?		s 2016 Actuals	2017 Actuals	2018 Forecast
Measuring Success – Virtual Accor Performance Measurements How much did we do? Number of Council and Committee meetings How well did we do it? Public meetings webcast	Public and accessible Government. Live web	2016 Actuals 84	2017 Actuals 71 100% e meetings are hallmark gs and publishing vide	2018 Forecast 100 100% s of Open o records on the City
Measuring Success – Virtual Acce Performance Measurements How much did we do? Number of Council and Committee meetings How well did we do it? Public meetings webcast Story behind the data	Public and accessible Government. Live web	2016 Actuals 84 98% Council and Committee casting of these meetin	2017 Actuals 71 100% e meetings are hallmark gs and publishing vide	2018 Forecast 100 100% s of Open o records on the City
Where do we want to go? Measuring Success – Virtual Acc Performance Measurements How much did we do? Number of Council and Committee meetings How well did we do it? Public meetings webcast Story behind the data Is anyone better off? Story behind the data	ess to Public City Meetings ess to Public City Meetings Public and accessible Government. Live web website enhances public When the City began v Committee meetings. N webcast any meeting of Council is also utilizing the public, such as Op	2016 Actuals 84 98% Council and Committee casting of these meetin	2017 Actuals 71 100% e meetings are hallmark gs and publishing vide cil's decision-making pr sed exclusively on Cour / is in place, the City ha e in the Council Chamb hat are less formal and ns and Town Hall meetir	2018 Forecast 100 100% so of Open to records on the City rocess. Incil and Council as the capability to pers. more accessible for ngs. Ensuring these

Measuring Success – Complaint Response – Bylaw & Licensing Services					
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?					
Public complaints received		4,851	5,448	5,700	
How well did we do it?					
Bylaw complaints investigated and concluded within 30 days		91%	90%	90%	
Story behind the data	When a bylaw complaint is received the person filing the complaint has an expectation service response. The timeliness of service response is important because most comp reflect a person's dissatisfaction with an activity in their neighbourhood. Verifying a byla complaint, investigating the complaint and resolving the complaint in a timely manner a important factors that drive service effectiveness and customer satisfaction.				
Is anyone better off?					
Story behind the data		o ensure that valid com manner to satisfy the c		•	
	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 proportional to the circumstance.				
Where do we want to go?	Reaching a fair and re days is the City's object	asonable outcome to a ctive.	bylaw complaint investi	gation within thirty	

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Pages printed (internal clients)		963,639	941,948	1,050,000
Outbound mail processed (pieces)		258,000	284,523	300,000
How well did we do it?				
Turnaround – outbound mail				
Routine mail – same day		100%	100%	100%
Notices (CALUC, Public Hearings, Parking) – same day		98%	100%	100%
Larger mailouts (Tax Bills, Utility Bills – 3 to 5 days		100%	100%	100%
Turnaround – printing			1	
Routine size/low complexity – same day		95%	100%	100%
Large/complex jobs – 3 to 5 days		100%	100%	100%
Story behind the data	processes and distribuction, and	ites City mail. The print document binding in c	nting and document pro ing and document prod custom sizes and format nd customized mail pac	uction services inclue s. Mail services
Is anyone better off?				
Story behind the data	The City invests in prin production cost for the		ng equipment in an effor	t to minimize the
Where do we want to go?	Make efficient use of printing and mail processing equipment to maximize the value of these equipment investments.			
	Minimize the amount o	f turnaround time for pr	inting and mail process	ing jobs.
	Monitor mail and printing to perform these service	-	ically evaluate the most	cost effective metho

LEGISLATIVE AND REGULATORY SERVICES Performance Metrics

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast		
How much did we do?						
Privacy Impact Assessments completed – existing programs		15	16	15-20		
Privacy Impact Assessments completed – new programs		16	14	TBD		
How well did we do it?						
Bylaw complaints investigated and concluded within 30 days		90%	66%	90%		
Story behind the data	most programs and ac completed. Also, there activities. It is likely tha review or PIA. Howeve	the need for a PIA for m stivities that manage per e is no process whereby at almost all new activitie rr, there have been some se for every use of Surve tegic Planning.	rsonal information have a PIA is initiated for ne es and programs do not e successes. For examp	not had a PIA w programs and t receive a privacy ble, privacy		
Is anyone better off?	- ·					
Story behind the data	Since July 2013 the City has opened 57 PIAs and completed 44. The majority have been identified by the IT Branch or the Information Access and Privacy Analyst. A PIA program benefits the City in these important ways:					
	1. The City demonstrat	The City demonstrates compliance with FoIPPA				
	2. Staff gain awareness of FoIPPA					
	3. The City does not in compliant with FoIP	itiate new programs, sy PA	stems, bylaws or activit	ies that are not		
	programs etc. (e.g.	efend itself should there There was a privacy co h went to the OIPC for re	mplaint for Vic Alerts ar			
	•	onfident that the City is IPPA and continue to pr ns)				
	6. The City will avoid n	egative publicity that re	sults from privacy bread	ches.		
Where do we want to go?	be a formal process th systems or any signific	cy and effectiveness id at triggers a PIA for all cant changes to any of t achieve compliance wit	new programs, activities hese. This is the only w h FoIPPA's requirement	s, bylaws or software ay in which a public to complete PIAs.		

LEGISLATIVE AND REGULATORY SERVICES Performance Metrics

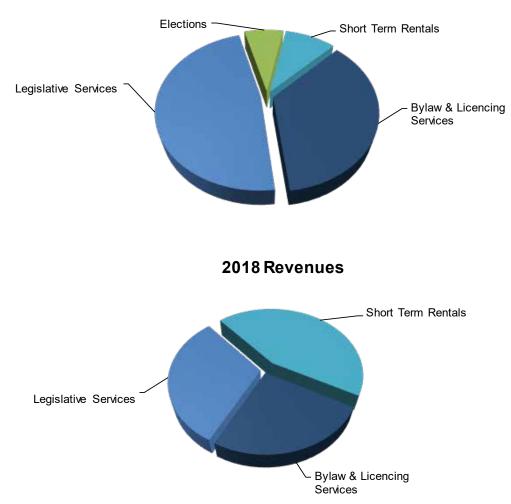
Measuring Success – Record Access Requests					
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?					
Record access requests completed under FoIPPA		148	119	155	
How well did we do it?		·	·	·	
Record access requests completed within 30 days		92%	90%	95%	
Story behind the data	The City processes requests for access to records under the Freedom of Information and Protection of Privacy Act (FoIPPA). Requests of this nature occur with regularity. The City is committed to continuing to increase public access to records that are not covered under FoIPPA through our Open Data Portal. This open access to records does not prevent requests that the City must consider and our staff review requests and provide records under the legislative requirements that involve protection of personal information while retaining the transparency important to the City. The volume of requests varies and is impacted by the type and magnitude of activities, projects and issues occurring in the Cit			regularity. The City is not covered under bes not prevent d provide records nformation while sts varies and is	
Is anyone better off?					
Story behind the data	As a public body, the City is required by legislation to complete requests within legislated due dates. This could be 30, 60, 90 or more working days depending on whether time extensions are required.				
Where do we want to go?	-	formal access request p vith Open and accounta	processes, more proacti ability efforts.	ve release of	

LEGISLATIVE AND REGULATORY SERVICES Performance Metrics

Performance Measurements 2016 Actuals 2017 Actuals 2018 Forecast					
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?					
Archives Customer Contact In person/telephone/email		2,070	2,840	3,100	
Archives Customers Virtual visits		53,000	71,550	90,000	
How well did we do it?					
Story behind the data	Customers seek acces the customer.	ss to City services throu	gh the most convenient	and useful ways to	
	have value to many per records are accessible	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.			
Is anyone better off?					
Story behind the data		Imber virtual visits. Acc	collection accessible to ess to records has impr		
	An increase in the num visits would be a succ		l, and a decrease in the	number of in person	
Where do we want to go?	Increasing virtual acce Improving online acce	-	ord holdings is a primar v Archives record holdir		

LEGISLATIVE AND REGULATORY SERVICES Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Legislative Services	75,000	263,575	188,575	251.43%
Short Term Rentals	0	375,000	375,000	100.00%
Bylaw & Licencing Services	212,350	212,350	0	0.00%
Total	287,350	850,925	563,575	196.13%
Expenditures/Transfers to Reserve				
Legislative Services	1,693,041	1,906,275	213,234	12.59%
Elections	10,000	289,000	279,000	2790.00%
Short Term Rentals	0	375,000	375,000	100.00%
Bylaw & Licencing Services	1,395,749	1,420,966	25,217	1.81%
Total	3,098,790	3,991,241	892,451	28.80%
Net	2,811,440	3,140,316	328,876	11.70%



2018 Expenditures

Business Unit: 2085 - Elections

Department:	Legislative & Regulatory Services	Budget Year:	2018
Department:	0 0 7	Budget Year:	2018

Overview:

Elections oversees the local general election on a four-year cycle, as well as by-elections and referenda as required by statute.

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: 2085 - Elections

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	0	0	0	20,000	
4112	Mileage/Parking	0	0	0	500	
4120	Training and Development	0	0	0	1,000	
4204	Advertising	0	0	0	40,000	
4210	Catering	0	0	0	1,000	
4216	Contracted Services ¹	3,152	450	10,000	30,000	+ 200.00 %
4228	Printing	0	0	0	10,000	
4312	Office Supplies	0	0	0	5,000	
4814	Miscellaneous	0	0	0	55,000	
4816	Lease/Rental	0	0	0	1,500	
4824	Recovery	0	0	0	(75,000)	
4864	Election Staffing	0	0	0	200,000	
Total Expe	enditures/Transfers to Reserve	3,152	450	10,000	289,000	
Net Total		(3,152)	(450)	(10,000)	(289,000)	

¹ 2018 Municipal Election

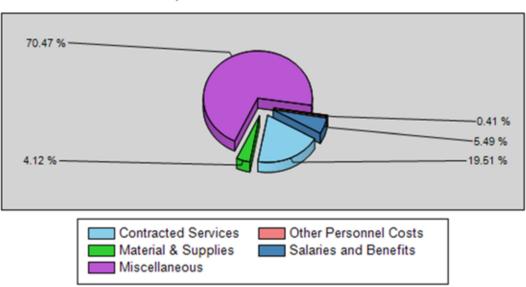
Business Unit: 2085 - Elections

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5075	Financial Stability Reserve	0	0	0	0	234,000
Total Rev	v/Funding Sources	0	0	0	0	234,000
% Increa	se		0.00%	0.00%	0.00%	100.00%
Expend	itures/Transfers to Reserve ¹					
4080	Auxiliaries/RPT/Seasonal	20,000	0	0	0	21,600
4112	Mileage/Parking	500	0	0	0	500
4120	Training and Development	1,000	0	0	0	1,000
4204	Advertising	40,000	0	0	0	43,000
4210	Catering	1,000	0	0	0	1,000
4216	Contracted Services	30,000	0	0	0	32,500
4228	Printing	10,000	0	0	0	11,000
4312	Office Supplies	5,000	0	0	0	5,000
4814	Miscellaneous	55,000	0	0	0	59,500
4816	Lease/Rental	1,500	0	0	0	2,000
4824	Recovery	(75,000)	0	0	0	(81,100)
4864	Election Staffing	200,000	0	0	0	216,000
6035	Transfer to Financial Stability Reserve	0	78,000	78,000	78,000	0
Total Exp	p/Transfers to Reserve	289,000	78,000	78,000	78,000	312,000
% Increa	se		(73.01%)	0.00%	0.00%	300.00%
Net Total	I	(289,000)	(78,000)	(78,000)	(78,000)	(78,000)

¹ 2018 Municipal Election

Business Unit: 2085 - Elections



Expenditures/Transfers to Reserve

Business Unit: 2458 - Short Term Rentals

Department:

Legislative & Regulatory Services

Budget Year: 2018

Overview:

Bylaw Services manages a newly developed City strategy aimed at regulating the short term rental market. There are 4 main components to manage short term rentals, including the development of comprehensive business regulations, education and communication, a proactive monitoring and enforcement strategy, and implementation and enrolment of new classes of business licences. This new initiative supports Strategic Plan Objective 6: Make Victoria More Affordable.

Deliverables:

- Launch new Short Term Rental business licence program for principal and non principal residents.
- Communicate and educate with former transient business licence holders of the new requirements
- Engage and commence proactive enforcement with third party provider
- Drive business licences to sustain program costs
- Report back to Council in Q4 2018 on program status with recommendations for further success

Business Unit: 2458 - Short Term Rentals

Changes to Service Area:

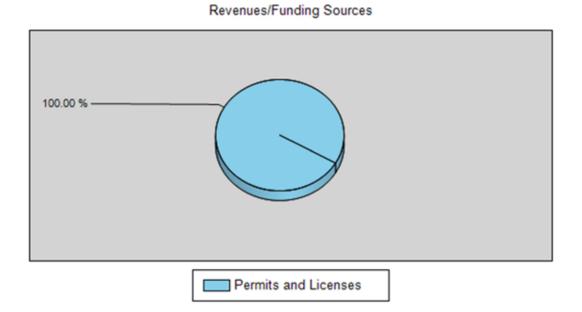
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
3152	Business Licences	0	0	0	375,000	
Total Rev	venues/Funding Sources	0	0	0	375,000	
Expend	itures/Transfers to Reserve					
4016	Salaries - Inside	0	0	0	70,776	
4102	Benefits	0	0	0	17,340	
4814	Miscellaneous	0	0	0	286,884	
Total Exp	penditures/Transfers to Reserve	0	0	0	375,000	
Net Total	I	0	0	0	0	

Business Unit: 2458 - Short Term Rentals

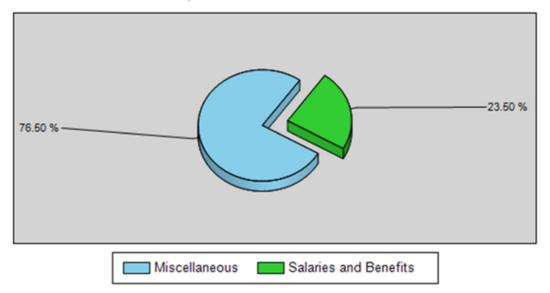
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3152	Business Licences	375,000	382,500	390,150	397,953	405,912
Total Rev	v/Funding Sources	375,000	382,500	390,150	397,953	405,912
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve)				
4016	Salaries - Inside	70,776	72,191	73,635	75,108	76,610
4102	Benefits	17,340	17,687	18,041	18,401	18,769
4814	Miscellaneous	286,884	292,622	298,474	304,444	310,532
Total Exp	p/Transfers to Reserve	375,000	382,500	390,150	397,953	405,912
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		0	0	0	0	0

Business Unit: 2458 - Short Term Rentals



Expenditures/Transfers to Reserve



Business Unit: 3250 - Bylaw & Licencing Services

Department:

Legislative & Regulatory Services Budget Year: 2018

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: 3250 - Bylaw & Licencing Services

Changes to Service Area:

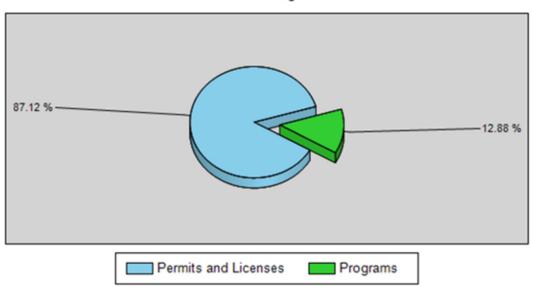
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Adda	Aotuui	Budgot	Dudgot	onungo
3158	Dog Licences	198,671	196,472	185,000	185,000	0.00 %
3264	Street Vending Fees	2,350	2,350	2,350	2,350	0.00 %
3428	Animal Control	29,351	30,044	20,000	20,000	0.00 %
3430	Bylaw Enforcement Fines	3,134	126,610	5,000	5,000	0.00 %
3472	Over/Under	(1)	0	0	0	
Total Reve	enues/Funding Sources	233,504	355,476	212,350	212,350	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	109,515	114,967	121,393	121,393	+ 0.00 %
4016	Salaries - Inside	462,226	526,480	546,905	557,843	+ 2.00 %
4070	Overtime	15,080	13,564	5,000	5,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	105,406	58,545	0	0	
4082	WCB Leave - CUPE 388	0	466	0	0	
4102	Benefits	144,631	158,628	163,150	165,830	+ 1.64 %
4112	Mileage/Parking	1,294	1,676	1,500	1,800	+ 20.00 %
4114	Clothing/Boot/Cleaning Al	4,173	4,412	4,200	4,200	0.00 %
4116	Conferences/Travel	0	358	1,500	1,500	0.00 %
4118	Membership Fees	420	57	1,000	1,000	0.00 %
4120	Training and Development	400	168	16,000	16,000	0.00 %
4154	Recovery - WCB	0	(459)	0	0	
4216	Contracted Services	469,927	497,370	486,000	486,000	0.00 %
4226	Photocopy	309	213	2,000	2,000	0.00 %
4228	Printing	468	39	1,000	1,000	0.00 %
4312	Office Supplies	3,113	1,921	3,500	3,500	0.00 %
4316	Protective Clothing/Uniforms	8,170	2,785	8,500	8,500	0.00 %
4364	Telecommunications	4,983	5,537	11,450	11,450	0.00 %
4412	Equipment Rentals	30,000	31,525	20,700	32,000	+ 54.59 %
4418	Equipment	934	326	1,000	1,000	0.00 %
4508	Credit Card Discount Fees	702	(33)	950	950	0.00 %
9111	WO Inside Equipment Rentals	6	0	0	0	
9211	WO Regular Time	55	74	0	0	
9311	WO Inventory Purchases	17	164	0	0	
9321	WO Outside Purchases	89	29	0	0	
Total Expe	enditures/Transfers to Reserve	1,361,915	1,418,812	1,395,749	1,420,966	
Net Total		(1,128,411)	(1,063,336)	(1,183,399)	(1,208,616)	

Business Unit: 3250 - Bylaw & Licencing Services

5 Year Forecast:

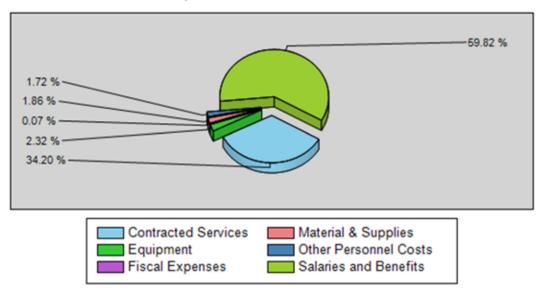
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3158	Dog Licences	185,000	185,000	185,000	185,000	185,000
3264	Street Vending Fees	2,350	2,350	2,350	2,350	2,350
3428	Animal Control	20,000	20,000	20,000	20,000	20,000
3430	Bylaw Enforcement Fines	5,000	5,000	5,000	5,000	5,000
Total Re	v/Funding Sources	212,350	212,350	212,350	212,350	212,350
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserve)				
4010	Salaries - Exempt	121,393	123,821	126,298	128,824	131,400
4016	Salaries - Inside	557,843	569,000	580,392	591,987	603,827
4070	Overtime	5,000	5,100	5,202	5,306	5,412
4102	Benefits	165,830	169,146	172,532	175,980	179,499
4112	Mileage/Parking	1,800	1,836	1,873	1,910	1,948
4114	Clothing/Boot/Cleaning Al	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	32,000	32,640	33,293	33,959	34,638
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4508	Credit Card Discount Fees	950	969	988	1,008	1,028
Total Ex	p/Transfers to Reserve	1,420,966	1,449,386	1,478,388	1,507,941	1,538,100
% Increa	ISE		2.00%	2.00%	2.00%	2.00%
Net Tota		(1,208,616)	(1,237,036)	(1,266,038)	(1,295,591)	(1,325,750)

Business Unit: 3250 - Bylaw & Licencing Services



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Service Area: Legislative Services

Department:

Legislative & Regulatory Services

Budget Year: 2018

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

Service Area: Legislative Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources			244900		<u>-</u>
3258	Rezoning - Hearing Fee	42,205	62,198	35,000	35,000	0.00 %
3760	Grants	0	8,580	0	0	
5075	Financial Stability Reserve ¹	0	0	0	195,000	
5079	Archives Equipment Reserve ²	0	16,425	40,000	33,575	- 16.06 %
Total Rev	//Funding Sources	42,205	87,203	75,000	263,575	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	293,622	257,336	292,388	292,388	+ 0.00 %
4016	Salaries - Inside	509,014	492,298	579,335	590,894	+ 2.00 %
4070	Overtime	7,028	8,582	8,200	8,200	0.00 %
4080	Auxiliaries/RPT/Seasonal ¹	105,762	90,939	154,126	358,845	+ 132.83 %
4102	Benefits	197,540	181,400	211,792	214,624	+ 1.34 %
4112	Mileage/Parking	3,215	4,078	3,450	4,000	+ 15.94 %
4116	Conferences/Travel	3,964	4,790	6,800	6,800	0.00 %
4118	Membership Fees	1,415	1,724	1,565	1,565	0.00 %
4120	Training and Development	2,475	5,351	5,000	5,000	0.00 %
4204	Advertising	58,650	78,745	60,000	60,000	0.00 %
4210	Catering	113	138	500	500	0.00 %
4216	Contracted Services ²	112,355	140,202	147,400	140,975	- 4.36 %
4226	Photocopy	18,564	20,799	14,250	14,250	0.00 %
4228	Printing	2,105	812	1,800	1,800	0.00 %
4308	General Supplies	1,098	1,143	1,200	3,420	+ 185.00 %
4310	Books/Publications	716	1,068	760	760	0.00 %
4312	Office Supplies	23,015	23,308	21,520	21,520	0.00 %
4314	Postage	219,140	249,471	270,000	267,500	- 0.93 %
4364	Telecommunications	2,068	2,902	1,535	1,815	+ 18.24 %
4814	Miscellaneous	1,528	1,843	2,020	2,020	0.00 %
4824	Recovery	(96,911)	(121,814)	(90,600)	(90,600)	0.00 %
6035	Transfer to Financial Stability Reserve	0	195,002	0	0	
9111	WO Inside Equipment Rentals	0	13	0	0	
9211	WO Regular Time	0	252	0	0	
Total Exp	/Transfers to Reserve	1,466,475	1,640,382	1,693,041	1,906,275	
Net Total	=	(1,424,271)	(1,553,179)	(1,618,041)	(1,642,700)	

¹ 2017 Council Motion – Records Management Project

² 2017 Council Motion – Archives Digitization Project

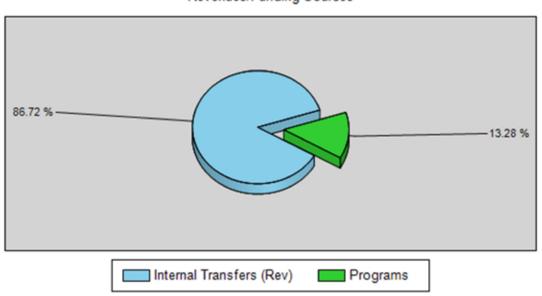
Service Area: Legislative Services

5 Year Forecast:

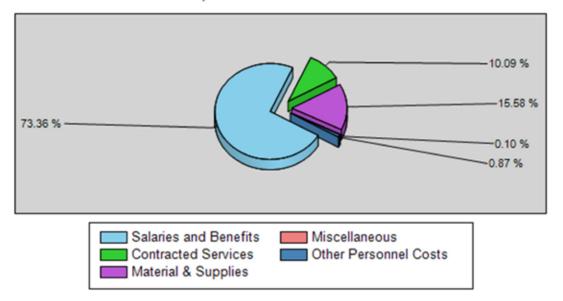
		2018	2019	2020	2021	2022
Revenues	s/Funding Sources					
3258	Rezoning - Hearing Fee	35,000	35,700	36,414	37,142	37,885
5075	Financial Stability Reserve ¹	195,000	0	0	0	0
5079	Archives Equipment Reserve ²	33,575	0	0	0	0
Total Rev	/Funding Sources	263,575	35,700	36,414	37,142	37,885
% Increas	Se		(86.46%)	2.00%	2.00%	2.00%
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	292,388	298,361	304,334	310,410	316,615
4016	Salaries - Inside	590,894	602,711	614,801	627,061	639,602
4070	Overtime	8,200	8,364	8,531	8,702	8,876
4080	Auxiliaries/RPT/Seasonal ¹	358,845	167,122	170,474	173,873	177,351
4102	Benefits	214,624	218,917	223,307	227,763	232,315
4112	Mileage/Parking	4,000	4,080	4,162	4,245	4,330
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 ²	140,975	109,548	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	3,420	3,488	3,558	3,629	3,702
4310	Books/Publications	760	775	791	807	823
4312	Office Supplies	21,520	21,950	22,389	22,837	23,294
4314	Postage	267,500	272,850	278,307	283,873	289,551
4364	Telecommunications	1,815	1,851	1,888	1,926	1,965
4814	Miscellaneous	2,020	2,060	2,102	2,144	2,187
4824	Recovery	(90,600)	(92,412)	(94,260)	(96,145)	(98,068)
Total Exp	/Transfer to Reserve	1,906,275	1,711,380	1,745,671	1,780,517	1,816,121
% Increas	se <u> </u>		(10.22%)	2.00%	2.00%	2.00%
Net Total		(1,642,700)	(1,675,680)	(1,709,257)	(1,743,375)	(1,778,236)

 1 2017 Council Motion – Records Management Project 2 2017 Council Motion – Archives Digitalization Project

Service Area: Legislative Services



Expenses/Transfers to Reserve



Revenues/Funding Sources



Neighbourhoods

The Neighbourhood Team works with neighbourhood groups and residents to help create vibrant neighbourhoods in which neighbours know each other and work together to build a strong sense of community and place. The Neighbourhood Team serves as a point of contact to help neighbourhood groups access information, processes and decision-makers at City Hall and is an internal resource, available to help City staff connect with neighbourhood groups and residents, and understand neighbourhood issues.

Core Services

- Community Building: Working with neighbourhood organizations and residents, the team educates and supports community development projects and activities to build capacity in the neighbourhoods. The team provides input on and assistance with initiatives of neighbourhood associations and make note of issues to communicate to City departments and decision-makers
- Customer Service: Assist neighbourhood associations, groups and residents improve their understanding of, access to, and engagement with the City. Monitor and track neighbourhood issues, as well as actions taken by the City to address issue
- Grant Administration: The Neighbourhood Team administers the My Great Neighbourhood Grant program

Key Initiatives for 2018

- My Great Neighbourhood Grant program
- Resident lead action plans
- Community development project and activity support

Neighbourhoods

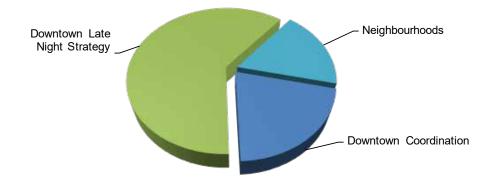
Budget Summary

2018 Base Expenditures 2018 One Time Expenditures	559,865
2018 Approved Expenditures	559,865
2017 Base Expenditures	555,954
2017 One Time Expenditures	-
2017 Approved Expenditures	555,954
Base Budget Change	3,911
Change by %	0.70%
2018 FTE	3.00
2017 FTE	3.00
Change	0
Change by %	0.00%

NEIGHBOURHOODS Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Expenditures/Transfers to Reserve				
Downtown Coordination	114,566	116,567	2,001	1.75%
Downtown Late Night Strategy	344,161	344,161	0	0.00%
Neighbourhoods	97,227	99,137	1,910	100.00%
Total	55,954	559,865	3,911	0.70%
Net	555,954	559,865	3,911	0.70%

2018 Expenditures



Service Area: Neighbourhoods

Department:NeighbourhoodsBudget Year:2018

Overview:

The neighbourhoods' team works with neighbourhood groups and residents to help create vibrant neighbourhoods in which neighbours know each other and work together to build a strong sense of community and place. The Neighbourhood Team serves as a point of contact to help neighbourhood group's access information, processes and decision-makers at City Hall and is an internal resource, available to help City staff connect with neighbourhood groups and residents, and understand neighbourhood issues.

Deliverables:

- Community Building: Working with neighbourhood organizations and residents, the team educates and supports community development projects and activities to build capacity in the neighbourhoods. The team provides input on and assistance with initiatives of neighbourhood associations and make note of issues to communicate to City departments and decision-makers.
- Customer Service: Assist neighbourhood associations, groups and residents improve their understanding of, access to, and engagement with the City. Monitor and track neighbourhood issues, as well as actions taken by the City to address issues.
- Grant Administration: The Neighbourhood Team administers the My Grant Neighbourhood Grant program.

Service Area: Neighbourhoods

Changes to Service Area:

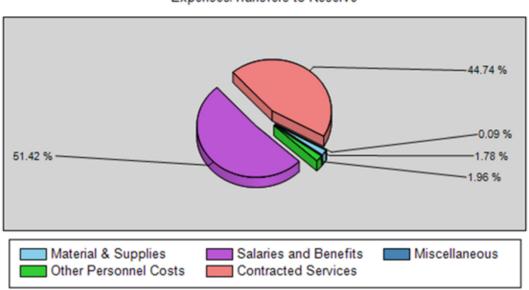
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
9011	Work Order Revenue	7,400	4,825	0	0	
Total Rev	//Funding Sources	7,400	4,825	0	0	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	217,307	218,923	228,104	231,245	+ 1.38 %
4070	Overtime	17,924	21,990	0	0	
4102	Benefits	50,893	50,160	55,885	56,655	+ 1.38 %
4112	Mileage/Parking	121	505	800	800	0.00 %
4116	Conferences/Travel	399	0	4,000	4,000	0.00 %
4118	Membership Fees	0	498	500	500	0.00 %
4120	Training and Development	1,150	0	5,700	5,700	0.00 %
4231	SD-PoliceLateNightTaskForce	218,874	219,473	215,500	215,500	0.00 %
4232	Security	35,463	37,369	35,000	35,000	0.00 %
4364	Telecommunications	2,407	2,404	1,855	1,855	0.00 %
4814	Miscellaneous	0	0	500	500	0.00 %
9111	WO Inside Equipment Rentals	161	680	0	0	
9121	WO Outside Equipment Rentals	0	154	0	0	
9211	WO Regular Time	(551)	5,564	0	0	
9311	WO Inventory Purchases	0	604	0	0	
9321	WO Outside Purchases	4,543	6,436	8,110	8,110	0.00 %
9411	WO Contracted Services	8,600	5,600	0	0	
Total Exp	o/Transfers to Reserve	557,290	570,360	555,954	559,865	
Net Tota		(549,890)	(565,535)	(555,954)	(559,865)	

Service Area: Neighbourhoods

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4016	Salaries - Inside	231,245	235,431	240,150	244,947	249,841
4102	Benefits	56,655	57,681	58,837	60,012	61,211
4112	Mileage/Parking	800	816	832	849	866
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	5,700	5,814	5,930	6,049	6,170
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
4364	Telecommunications	1,855	1,892	1,930	1,969	2,008
4814	Miscellaneous	500	510	520	531	541
9321	WO Outside Purchases	8,110	8,272	8,438	8,606	8,779
Total Exp	o/Transfer to Reserve	559,865	570,516	581,939	593,571	605,436
% Increa	se		1.90%	2.00%	2.00%	2.00%
Net Total		(559,865)	(570,516)	(581,939)	(593,571)	(605,436)

Service Area: Neighbourhoods



Expenses/Transfers to Reserve



Real Estate

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

- 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.

Key Initiatives 2018

Real Estate Strategy

Real Estate

Budget Summary

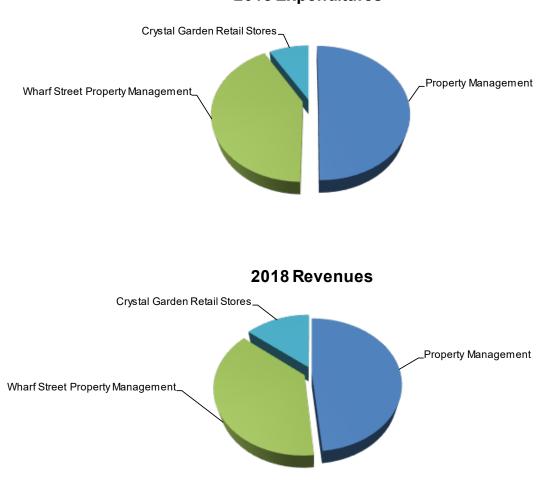
2018 Base Expenditures	1,572,018
2018 One Time Expenditures	170,000
2018 Approved Expenditures	1,742,018
2017 Base Expenditures	1,567,511
2017 One Time Expenditures	48,600
2017 Approved Expenditures	1,616,111
Base Budget Change	4,507
Change by %	0.29%
2018 Base Revenues	1,751,085
2018 One Time Revenues	170,000
2018 Approved Revenues	1,921,085
2017 Base Revenues	1,738,150
2017 One Time Revenues	48,600
2017 Approved Revenues	1,786,750
Base Budget Change	12,935
Change by %	0.74%
2018 FTE	3.00
2017 FTE	3.00
Change	0
Change by %	0.00%

REAL ESTATE Performance Metrics

	ement			
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Reflects number of rental units with arrears >30days		3	2	2
How well did we do it?			1	
Percentage of units with arrears greater than 30 days		7%	5%	5%
Story behind the data	collection and change percentage of units in for 2017 has been furth	s to security policies fo arrears by 50% since N ner revised from 7% to	significantly improved th r leases which collective Aarch 2016. Original goa 5% and will carry the sa rrears in current tenante	ely have reduced al (forecast in 2016) me for at 5% pending
Is anyone better off?				
Story behind the data	budgeting shortfalls. A be spent when tenants	lso improves efficient us are in arrears to ensur	City receives all amoun use of staff time as signif re collection. Ensuring te rs develop the more diff	icant resources must mants stay current ca
Where do we want to go?	COV's goal to decreas	e arrears rates down to	5% or below.	
Measuring Success – Occupancy Ra	te	0010 Astucla	2017 Projections	0010 5
Performance Measurements		2016 Actuals	2017 Projections	
How much did we do?			2011 1 10,00010110	2018 Forecast
Total vacant months all units: Reflects how much of our total lease stock was vacant in aggregate		22 months	26 months	2018 Forecast 26 months
Total vacant months all units: Reflects how much of our total lease stock was vacant in aggregate months during the year.		22 months		
Total vacant months all units: Reflects how much of our total lease stock was vacant in aggregate months during the year. How well did we do it? Vacancy Rate: Number of months vacant all units compared to total		22 months 4.2%		
How much did we do? Total vacant months all units: Reflects how much of our total lease stock was vacant in aggregate months during the year. How well did we do it? Vacancy Rate: Number of months vacant all units compared to total months available for rental. Story behind the data	business needs, pursu suited to locations and	4.2% to ensure improved co ing larger percentage marketing locations ea	26 months	26 months 5.9% nts to support their ding tenants better tween incoming and
Total vacant months all units: Reflects how much of our total lease stock was vacant in aggregate months during the year. How well did we do it? Vacancy Rate: Number of months vacant all units compared to total months available for rental. Story behind the data	business needs, pursu suited to locations and outgoing tenants. The	4.2% to ensure improved co ing larger percentage marketing locations ea	26 months 5.9% ommunications with tena of fixed term leases, finc arly to reduce delays bei	26 months 5.9% nts to support their ding tenants better tween incoming and
Total vacant months all units: Reflects how much of our total lease stock was vacant in aggregate months during the year. How well did we do it? Vacancy Rate: Number of months vacant all units compared to total months available for rental.	business needs, pursu suited to locations and outgoing tenants. The 2017 year end. Maintaining lower vaca (Objective 4), improves	4.2% to ensure improved co ing larger percentage marketing locations ea average vacancy rate f ancy levels improves ov s commercial setting fo	26 months 5.9% ommunications with tena of fixed term leases, finc arly to reduce delays bei	26 months 5.9% nts to support their ding tenants better tween incoming and al was 7.16% for the ncial capacity of City nd local businesses

REAL ESTATE **Business Unit Summary**

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Property Management	811,600	930,000	118,400	14.59%
Wharf Street Property Management	707,000	720,817	13,817	1.95%
Crystal Garden Retail Stores	268,150	270,268	2,118	0.79%
Total	1,786,750	1,921,085	134,335	7.52%
Expenditures/Transfers to Reserve				
Property Management	767,866	874,443	106,577	13.88%
Wharf Street Property Management	707,000	720,817	13,817	1.95%
Crystal Garden Retail Stores	141,245	146,759	5,514	3.90%
Total	1,616,111	1,742,018	125,907	7.79%
Net	(170,639)	(179,067)	(8,428)	4.94%





Business Unit: 2360 - Property Management

Department: Real Estate	Budget Year:	2018
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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: 2360 - Property Management

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Addu	Hotuur	Budgot	Duugot	enange
3386	Lease/Rental Properties	725,476	743,317	763,000	760,000	- 0.39 %
5075	Financial Stability Reserve ¹	0	0	48,600	170,000	+ 249.79 %
Total Reve	enues/Funding Sources	725,476	743,317	811,600	930,000	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	129,538	202,064	247,347	247,347	+ 0.00 %
4016	Salaries - Inside	83,345	75,568	84,452	86,151	+ 2.01 %
4102	Benefits	45,944	61,865	79,899	80,315	+ 0.52 %
4112	Mileage/Parking	1,058	2,009	1,500	3,000	+ 100.00 %
4116	Conferences/Travel	838	303	1,500	3,225	+ 115.00 %
4118	Membership Fees	1,478	1,504	1,500	1,500	0.00 %
4120	Training and Development	1,095	1,125	2,500	3,500	+ 40.00 %
4204	Advertising	0	1,869	5,000	5,000	0.00 %
4214	Consulting	51,424	19,009	48,600	170,000	+ 249.79 %
4216	Contracted Services	25,796	27,360	50,000	50,000	0.00 %
4308	General Supplies	0	3,072	12,000	10,000	- 16.67 %
4358	Gas	301	357	250	250	0.00 %
4360	Hydro	1,794	2,114	2,000	2,000	0.00 %
4364	Telecommunications	1,405	1,703	1,105	1,860	+ 68.33 %
4366	Water	216	252	300	300	0.00 %
4814	Miscellaneous	975	1,349	500	500	0.00 %
4816	Lease/Rental	135,707	127,712	200,000	170,000	- 15.00 %
4822	Repairs and Maintenance	17,198	2,579	40,000	50,000	+ 25.00 %
4824	Recovery	(17,992)	(16,775)	(15,000)	(15,000)	0.00 %
6035	Transfer to Financial Stability Reserve	48,576	140,433	0	0	
9111	WO Inside Equipment Rentals	429	112	250	250	0.00 %
9121	WO Outside Equipment Rentals	1,274	0	0	0	
9211	WO Regular Time	2,710	1,452	4,162	4,245	+ 1.99 %
9321	WO Outside Purchases	4,560	15	0	0	
9411	WO Contracted Services	320	1,215	0	0	
Total Expe	enditures/Transfers to Reserve	537,990	658,266	767,866	874,443	
Net Total		187,486	85,051	43,734	55,557	
		101,100	00,001		00,001	

¹ 2017 Council Motion – FS Land Inventory Position

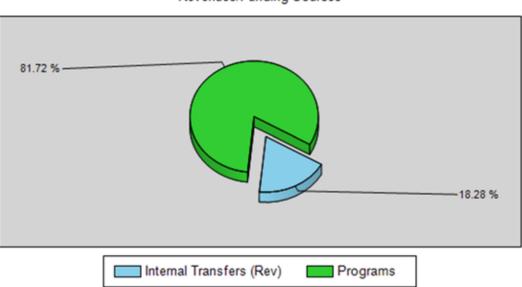
Business Unit: 2360 - Property Management

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3386	Lease/Rental Properties	760,000	775,200	790,704	806,518	822,648
5075	Financial Stability Reserve ¹	170,000	0	0	0	0
Total Rev	/Funding Sources	930,000	775,200	790,704	806,518	822,648
% Increa	se		(16.65%)	2.00%	2.00%	2.00%
Expendi	itures/Transfers to Reserve					
4010	Salaries - Exempt	247,347	249,614	251,926	254,286	256,690
4016	Salaries - Inside	86,151	87,874	89,631	91,424	93,252
4102	Benefits	80,315	81,922	83,560	85,231	86,936
4112	Mileage/Parking	3,000	3,060	3,121	3,184	3,247
4116	Conferences/Travel	3,225	3,290	3,355	3,422	3,491
4118	Membership Fees	1,500	1,530	1,561	1,592	1,624
4120	Training and Development	3,500	3,540	3,581	3,622	3,665
4204	Advertising	5,000	5,100	5,202	5,306	5,412
4214	Consulting ¹	170,000	0	0	0	0
4216	Contracted Services	50,000	51,000	52,020	53,060	54,122
4308	General Supplies	10,000	10,200	10,404	10,612	10,824
4358	Gas	250	250	250	250	250
4360	Hydro	2,000	2,070	2,142	2,217	2,295
4364	Telecommunications	1,860	1,885	1,910	1,936	1,962
4366	Water	300	306	312	318	325
4814	Miscellaneous	500	510	520	531	541
4816	Lease/Rental	170,000	173,400	176,868	180,405	184,013
4822	Repairs and Maintenance	50,000	51,000	52,020	53,060	54,122
4824	Recovery	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)
9111	WO Inside Equipment Rentals	250	255	260	265	271
9211	WO Regular Time	4,245	4,330	4,416	4,505	4,595
Total Exp	o/Transfers to Reserve	874,443	715,834	727,455	739,310	751,401
% Increa	se		(18.14%)	1.62%	1.63%	1.64%
Net Total		55,557	59,366	63,249	67,208	71,248

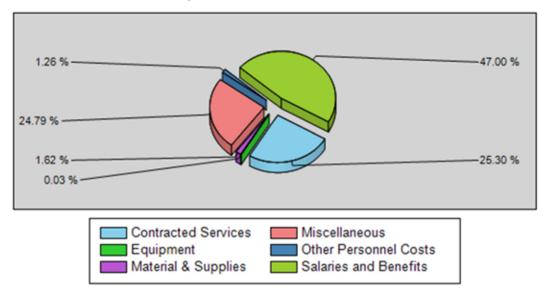
¹ 2017 Council Motion – FS Land Inventory Position

Business Unit: 2360 - Property Management



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 2362 - Wharf Street Property Management

Department:Real EstateBudget Year:2	2018
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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: 2362 - Wharf Street Property Management

Changes to Service Area:

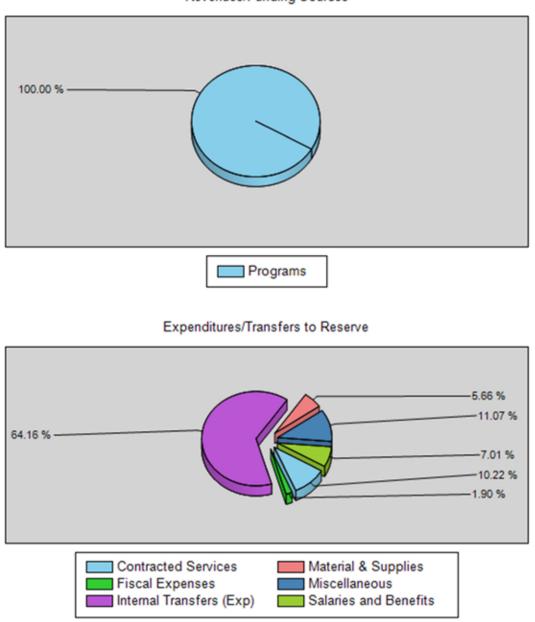
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
3386	Lease/Rental Properties	623,116	745,859	707,000	720,817	+ 1.95 %
Total Rev	venues/Funding Sources	623,116	745,859	707,000	720,817	
Expend	itures/Transfers to Reserve					
4216	Contracted Services	45,115	28,072	104,000	50,000	- 51.92 %
4222	Janitorial	10,511	13,008	19,800	15,540	- 21.52 %
4232	Security	7,800	7,584	8,700	8,100	- 6.90 %
4360	Hydro	14,256	14,881	18,800	16,000	- 14.89 %
4364	Telecommunications	1,504	1,762	1,500	1,020	- 32.00 %
4366	Water	11,662	11,013	18,253	18,253	0.00 %
4512	Insurance	13,296	13,390	13,350	13,660	+ 2.32 %
4814	Miscellaneous	420	441	420	480	+ 14.29 %
4822	Repairs and Maintenance	69,759	86,783	74,256	79,323	+ 6.82 %
6042	Buildings and Infrastruct	368,948	482,983	391,921	462,441	+ 17.99 %
9111	WO Inside Equipment Rentals	0	20	0	0	
9211	WO Regular Time	54,284	56,822	50,500	50,500	0.00 %
9221	WO Overtime	2,050	4,393	0	0	
9311	WO Inventory Purchases	0	88	0	0	
9321	WO Outside Purchases	13,024	13,817	5,500	5,500	0.00 %
9411	WO Contracted Services	10,487	10,803	0	0	
Total Exp	penditures/Transfers to Reserve	623,116	745,859	707,000	720,817	
Net Total	I	0	0	0	0	

Business Unit: 2362 - Wharf Street Property Management

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3386	Lease/Rental Properties	720,817	735,234	749,938	764,937	780,236
Total Rev	v/Funding Sources	720,817	735,234	749,938	764,937	780,236
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve					
4216	Contracted Services	50,000	51,000	52,020	53,060	54,122
4222	Janitorial	15,540	15,851	16,168	16,491	16,821
4232	Security	8,100	8,262	8,427	8,596	8,768
4360	Hydro	16,000	16,560	17,140	17,739	18,360
4364	Telecommunications	1,020	1,040	1,061	1,082	1,104
4366	Water	18,253	18,618	18,990	19,370	19,758
4512	Insurance	13,660	13,933	14,212	14,496	14,786
4814	Miscellaneous	480	490	499	509	520
4822	Repairs and Maintenance	79,323	80,909	82,528	84,178	85,862
6042	Buildings and Infrastruct	462,441	471,450	480,631	489,986	499,520
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
Total Exp	p/Transfers to Reserve	720,817	735,234	749,939	764,937	780,236
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total	I	0	0	0	0	0

Business Unit: 2362 - Wharf Street Property Management



Revenues/Funding Sources

Business Unit: 5975 - Crystal Garden Retail Stores

Department:	Real Estate	Budget Year:	2018
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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

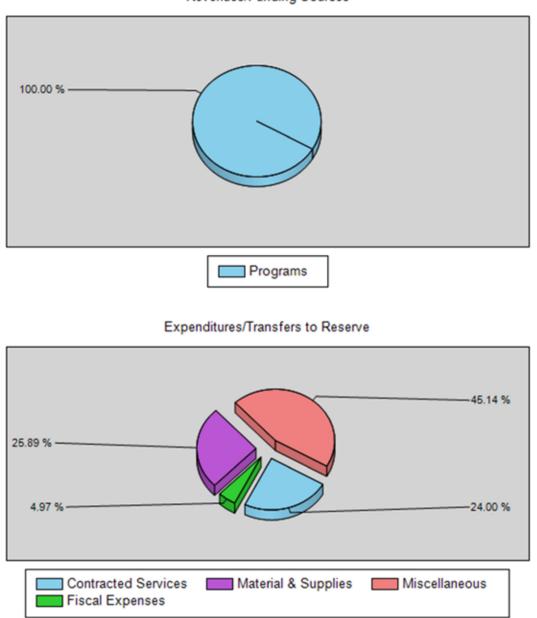
Business Unit: 5975 - Crystal Garden Retail Stores

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3386	Lease/Rental Properties	254,526	270,061	268,150	270,268	+ 0.79 %
Total Rev	enues/Funding Sources	254,526	270,061	268,150	270,268	
Expendit	tures/Transfers to Reserve					
4216	Contracted Services	14,264	8,793	14,000	13,100	- 6.43 %
4222	Janitorial	8,328	8,418	8,500	8,400	- 1.18 %
4232	Security	7,200	7,200	7,200	13,717	+ 90.51 %
4358	Gas	0	0	25,500	0	
4360	Hydro	3,308	3,137	3,100	4,000	+ 29.03 %
4366	Water	25,781	0	24,300	34,000	+ 39.92 %
4512	Insurance	7,512	7,512	7,300	7,300	0.00 %
4814	Miscellaneous	162	162	145	162	+ 11.72 %
4822	Repairs and Maintenance	55,159	49,663	51,200	66,080	+ 29.06 %
4824	Recovery	0	(621)	0	0	
Total Exp	enditures/Transfers to Reserve	121,715	84,264	141,245	146,759	
Net Total		132,811	185,797	126,905	123,509	

Business Unit: 5975 - Crystal Garden Retail Stores

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3386	Lease/Rental Properties	270,268	275,673	281,187	286,811	292,547
Total Rev	v/Funding Sources	270,268	275,673	281,187	286,811	292,547
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve					
4216	Contracted Services	13,100	13,362	13,629	13,902	14,180
4222	Janitorial	8,400	8,568	8,739	8,914	9,092
4232	Security	13,717	13,991	14,271	14,556	14,847
4360	Hydro	4,000	4,140	4,285	4,435	4,590
4366	Water	34,000	35,700	37,485	39,359	41,327
4512	Insurance	7,300	7,446	7,595	7,747	7,902
4814	Miscellaneous	162	165	169	172	175
4822	Repairs and Maintenance	66,080	67,402	68,750	70,125	71,527
Total Exp	p/Transfers to Reserve	146,759	150,774	154,922	159,210	163,641
% Increa	se		2.74%	2.75%	2.77%	2.78%
Net Total	I	123,509	124,900	126,265	127,601	128,906

Business Unit: 5975 - Crystal Garden Retail Stores



Revenues/Funding Sources



Victoria Conference Centre

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

- 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.

Key Initiatives for 2018

- Improved/revamped website
- Strengthen new partnerships with key 3rd party meeting planner organizations
- Align and partner sales initiatives with Business Events Canada
- Update marketing collateral

Victoria Conference Centre

Budget Summary

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Victoria Conference Centre (VCC)	
2018 Base Expenditures	3,528,113
2018 One Time Expenditures	-
2018 Approved Expenditures	3,528,113
2017 Base Expenditures	3,512,100
2017 One Time Expenditures	-
2017 Approved Expenditures	3,512,100
Base Budget Change	16,013
Change by %	0.46%
2018 Base Revenues	3,987,405
2018 One Time Revenues	-
2018 Approved Revenues	3,987,405
2017 Base Revenues	3,739,138
2017 One Time Revenues	-
2017 Approved Revenues	3,739,138
Base Budget Change	248,267
Change by %	6.64%
VCC Event Costs Paid by Clients	
2018 Base Expenditures	3,460,000
2018 One Time Expenditures	-
2018 Approved Expenditures	3,460,000
	0,100,000
2017 Base Expenditures	3,460,000
2017 One Time Expenditures	-
2017 Approved Expenditures	3,460,000
Base Budget Change	-
Change by %	0.00%
	0.0070
2018 Base Revenues	3,460,000
2018 One Time Revenues	-
2018 Approved Revenues	3,460,000
2017 Base Revenues	3,460,000
2017 One Time Revenues	-
2017 Approved Revenues	3,460,000
Base Budget Change	-
Change by %	0.00%
2018 FTE	13.62
2017 FTE	13.62
Change	0
Change by %	0%
Change by /	0 /0

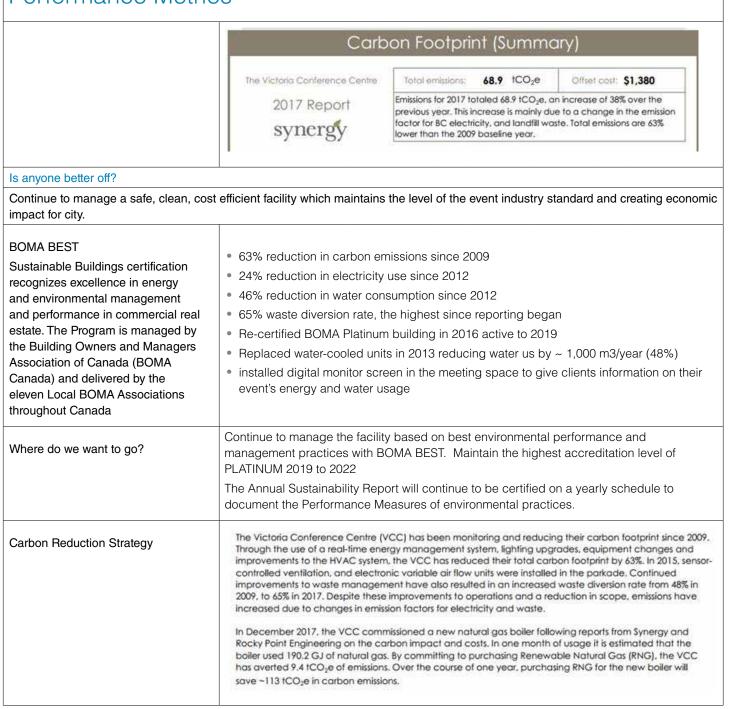
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast			
How much did we do?							
Number of city-wide conferences	S	27	31	30			
How well did we do it?							
Delegate days		106,808	108,836	111,000			
Story behind the data	The mandate of convention and conference centres is to generate economic impact to their destination. That economic impact is created by conference delegates staying in city overnight at hotels, eating in local restaurants and shopping downtown while they in the city. The measure of this activity is the delegate day. Delegate day numbers are 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 em delegate attendance.	phasize the attributes c	of the destination which	will result in increased			
Is anyone better off?							
Economic Impact – increase eco 2017 Economic Impact: \$450 x 1		ctoria from \$48.06 millio	n in 2016 with conference	ces and delegates.			
Story behind the data	\$450 per day. This ecc and retail as well as th through the event on b was conducted in 200 delegates at the VCC. day. This number is us	The average conference size is 453 and each non-resident delegate spends an average of \$450 per day. This economic impact captures the spend related to hotel stays, restaurant 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?	Conference Optimizat	To continue working collaboratively with our industry colleagues and the Victoria Conference Optimization Network and develop strategic sales & marketing initiatives to bring more conference business to Victoria.					
	Victoria Conference Optimization Network (VCON) has committed to:						
	between the hotels,	 Continue to collaborate and leverage synergies within sales and marketing activities between the hotels, TVIC/VCC "Business Events Victoria" to increase hotel room nights to the destination through increased conference and meeting business. 					
	 A focus on performance measures and return on investment are key elements of the VCON initiative moving forward. 						

Performance Measurements		2016 Actual	s 2017 A	ctuals	2018 Forecast		
How much did we do?				I			
Number of events		209	19	0	195		
How well did we do it?				L			
Percent of repeat business		49%	52	%	52%		
Percent of space utilization		44.1%	37	%	40%		
	convention centres ac benchmarking include information is helpful expansion may be rea Over 50% of events a the facility.	es the utilization of for future determin quired.	the facility to ident ants of the most de	ify levels of occ esirable space a	upancy. This Ind when a facil		
		Exhibit Hall Space	Meeting Room Space	Ballroom Space	Theatre Spac		
	Occupancy Rate (2017)	55%	39%	19%	34%		
Is anyone better off?			<u> </u>				
Focus on planning and successful and maximize the utilization of the		k closely with the c	lients and suppliers	to increase and	cillary revenues,		
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 event program and working closely with the clients for repeat business. There is always room for improvement on service levels. Contracts are also executed by the Events Department for the local events, open consumer shows and meetings.						
Where do we want to go?	Offering the best service to the clients by planning and executing their events to ensure the the client's events are successful and they return to the VCC.						

Performance Metrics

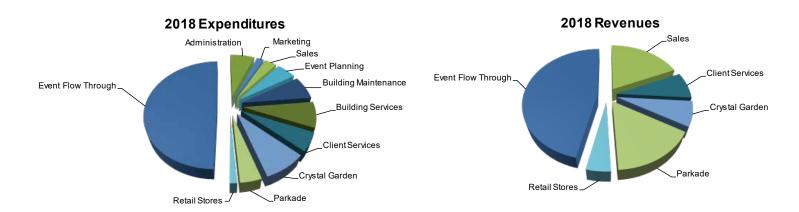
How much did we do? BOMA Accreditation Achieved Platinum Maintain Platinum	Performance Measurements		2016 Ac	tuals	2017 Ac	tuals	2018 Foreca
BOMA Accreditation (Platinum is the highest level) Achieved Platinum Level for 2016 – 2019 Maintain Platinum Level Maintain Platinum Level Maintain Platinum Level Maintain Platinum Level Maintain Platinum Level Maintain Platinum Level Maintain Platinum Level Maintain Platinum Level Maintain Platinum Level Maintain Platinum Leve	low much did we do?						
(Platinum is the highest level) Level for 2016 – 2019 Level I How well did we do it? Story behind the data BOMA BEST (Building Owners & Managers Association of Canada) is Canada: environmental assessment and certification program for existing buildings in Canada: achieved the highest level – Platinum Accreditation in 2016 after being assesse environmental performance and best building management practices. The VCC is the only Platinum accredited building on Vancouver Island that has achievement. 1/122 Platinum buildings in a total of 2,754 buildings in Canada: As part of the BOMA BEST program, it is a requirement to facilitate an Annual S Report which the emissions factors are reviewed and approved by Offsetters. Three charts show the summary of total Emissions; electricity.water, paper, landfill a • Carbon Footprint • VCC Reduction Summary indicating a 63% decrease lower than the 2009 E • Carbon Footprint (Historiccol) • Voc Reduction Summary indicating a 63% decrease lower than the 2009 E • Option Footprint (Historiccol) • Difference delegate days have been updated to reflect updated data how two: • All Platicical delegate days have been updated to reflect updated data how two: • Difference data Solution • Difference • Difference data Solution • Difference • Difference data Solution • Difference • Option 1 out 2 ou			Achieved	Platinum	Maintain F	Platinum	Maintain Platir
Story behind the data BOMA BEST (Building Owners & Managers Association of Canada) is Canada's environmental assessment and certification program for existing buildings in Ca achieved the highest level – Platinum Accreditation in 2016 after being assesses univonmental performance and best building management practices. The VCC is the only Platinum accredited building on Vancouver Island that has achievement. 1/122 Platinum buildings in a total of 2,754 buildings in Canada. As part of the BOMA BEST program, it is a requirement to facilitate an Annual S Report which the emissions factors are reviewed and approved by Offsetters. Three charts show the summary of 2017: • Historical Carbon Footprint • VCC Reduction Summary of Total Emissions; electricity,water, paper, landfill e • Carbon Footprint (Historical) • Carbon Footprint (Historical) • Carbon Footprint Summary indicating a 63% decrease lower than the 2009 b • Carbon Footprint (Historical) • Orgen environmental acceled building on the core • Carbon Footprint (Historical)							Level
Story behind the data environmental assessment and certification program for existing buildings in Ca achieved the highest level – Platinum Accreditation in 2016 after being assesses environmental performance and best building on Vancouver Island that has achievement. 1/122 Platinum buildings in a total of 2,754 buildings in Canada. As part of the BOMA BEST program, it is a requirement to facilitate an Annual S Report which the emissions factors are reviewed and approved by Offsetters. Three charts show the summary of 2017: Historical Carbon Footprint Carbon Footprint Carbon Footprint (Historical) Carbon Footprint (Histori	low well did we do it?		L.	I_			J
Year Reduction in tooje Total Emissions Electricity Water Landfill Year Reduction in tooje 100 3% 2% -13% 4% 1.201 3.5 2% -5% -24% 41% 1.21 3.5 2% -5% -24% 41% 1.21 1.21 47.2 27% 18% 22% -16%		environmental asses achieved the highes environmental perfor The VCC is the only achievement. 1/122 As part of the BOM/ Report which the er Three charts show t • Historical Carbor • VCC Reduction S • Carbon Footprint	ssment and ceri st level – Platinu prmance and be Platinum accre Platinum buildi A BEST program missions factors the summary of Corbon Fo Summary indic Carbon Fo	tification pro m Accredita st building r dited buildin ngs in a tota n, it is a requ are reviewe 2017: Il Emissions: ating a 63%	gram for ex ation in 2016 nanagemen ng on Vanco al of 2,754 bit uirement to find and approximation c electricity,w decrease loc Historical 2009 184,9 2011 175,4 2011 175,4 2013 2014 2015 51,6 2016	isting build after bein t practices uver Island uildings in acilitate ar oved by Of vater, pape ower than t l) chonge s -6.0 -9.5 -56.7 -87.7 -101.4 -133.3 -135.1	dings in Canada. g assessed for th s. d that has this Canada. n Annual Sustaina ffsetters. er, landfill and tCC the 2009 baseline recent -3.3% -5.2% -30.7% -72.1% -73.0%
Year Reduction in ICO.ge Total Emissions % reduction Electricity % reduction Water % reduction Landfill % reduction kgCO.ge/ Del. Doy Del. Doy 2009 1.48 2010 6.0 3% 2% -13% 4% 1.73 2011 3.5 2% -5% -24% 41% 1.21 2012 47.2 27% 18% 22% -16% 1.25		*All historical delegate o	days have been updat		lated data from	the VCC	
Year Reduction in ICO ₂ e Total Emissions % reduction Electricity % reduction Water % reduction Landfill % reduction kgCO ₂ e/ Pet. Day 2009 1.48 2010 6.0 3% 2% -13% 4% 1.73 2011 3.5 2% -5% -24% 41% 1.21 2012 47.2 27% 18% 22% -16% 1.25		217.4 Barrels of Oil		" ĥ	0 188 189 1	- 100 - 10 - 10 - 10 - 10 - 10 - 10 - 1	68.9
Year ICO ₂ e % reduction % re			VCC Red	uction Su	mmary		
2009 1.48 2010 6.0 3% 2% -13% 4% 1.73 2011 3.5 2% -5% -24% 41% 1.21 2012 47.2 27% 18% 22% -16% 1.25		Year					
2011 3.5 2% -5% -24% 41% 1.21 2012 47.2 27% 18% 22% -16% 1.25		2009					1.48
2012 47.2 27% 18% 22% -16% 1.25		2010	6.0 3	% 2%	-13%	4%	1.73
		2011	3.5 2	% -5%	-24%	41%	1.21
2013 31.0 24% 8% 13% 36% 0.92		2012	47.2 27	18%	22%	-16%	1.25
		2013	31.0 24	8%	13%	36%	0.92
2014 13.7 14% 11% 48% 6% 0.76		2014			48%	6%	0.76
2015 31.9 38% 10% 17% 20% 0.53							
2016 1.7 3% -2% -19% -2% 0.38							0.000
2017 -19.1 -38% 0.1% -21% -6% 0.56		10000000		Register Constant	10000000		Star Gell
Z017 -17.1 -30% 0.1% -21% -0% 0.36 Total reduction 116.0 63% 36% 41% 67% 62%					1000		20220

VICTORIA CONFERENCE CENTRE Performance Metrics



VICTORIA CONFERENCE CENTRE Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Sales	1,351,538	1,373,930	22,392	1.66%
Client Services	468,000	569,904	101,904	21.77%
Crystal Garden	518,300	536,049	17,749	3.42%
Parkade	1,101,000	1,183,000	82,000	7.45%
Retail Stores	300,300	324,522	24,222	8.07%
Event Flow Through	3,460,000	3,460,000	0	0.00%
Total	7,199,138	7,447,405	248,267	3.45%
Expenditures/Transfers to Reserve				
Marketing	128,755	128,755	0	0.00%
Sales	225,930	225,930	0	0.00%
Event Planning	358,248	360,318	2,070	0.58%
Building Maintenance	481,010	492,937	11,927	2.48%
Building Services	535,589	537,989	2,400	0.45%
Client Services	370,792	380,232	9,440	2.55%
Crystal Garden	555,035	574,902	19,867	3.58%
Parkade	266,830	279,371	12,541	4.70%
Retail Stores	92,598	94,913	2,315	2.50%
Event Flow Through	3,460,000	3,460,000	0	0.00%
Administration	497,313	452,767	(44,546)	-8.96%
Total	6,972,100	6,988,113	16,013	0.23%
Net	(227,038)	(459,292)	(232,254)	102.30%



Business Unit: 5910 - VCC - Marketing

Department:

Victoria Conference Centre Budget Year: 2018

Overview:

The marketing of the Victoria Conference Centre (VCC) 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.

Marketing supports the 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.

Other costs include association memberships, research and development.

Deliverables:

- Ensure VCC maintains a presence in all pertinent conference and meeting publications
- Ensure VCC continues 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

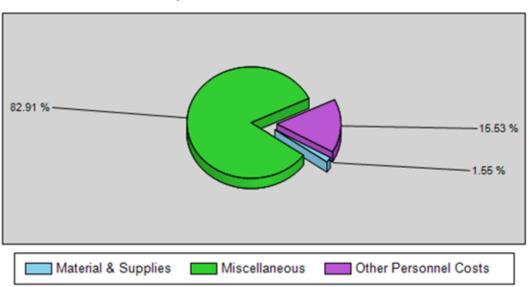
Business Unit: 5910 - VCC - Marketing

Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	itures/Transfers to Reserve					_
4118	Membership Fees	14,213	4,250	20,000	20,000	0.00 %
4314	Postage	1,739	0	2,000	2,000	0.00 %
4842	Communications	91,729	959	106,755	106,755	0.00 %
Total Expenditures/Transfers to Reserve		107,681	5,209	128,755	128,755	
Net Total	I	(107,681)	(5,209)	(128,755)	(128,755)	

Business Unit: 5910 - VCC - Marketing

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserv	e				
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
Total Ex	p/Transfers to Reserve	128,755	131,330	133,957	136,636	139,369
% Increa	ise —		2.00%	2.00%	2.00%	2.00%
Net Tota		(128,755)	(131,330)	(133,957)	(136,636)	(139,369)

Business Unit: 5910 - VCC - Marketing



Expenditures/Transfers to Reserve

Business Unit: 5920 - VCC - Sales

Department:

Victoria Conference Centre Budget Year: 2018

Overview:

The primary objective of the VCC sales department is to proactively identify and contract City wide conferences (400+ 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 (31 in 2017)
- Number of delegates (108,836 non-resident delegate days in 2017 resulting in \$48.98 million in estimated economic impact)
- % of repeat business versus new business (52% was repeat business and 48% was new business in 2017)
- · Space rental revenue generated by booked business

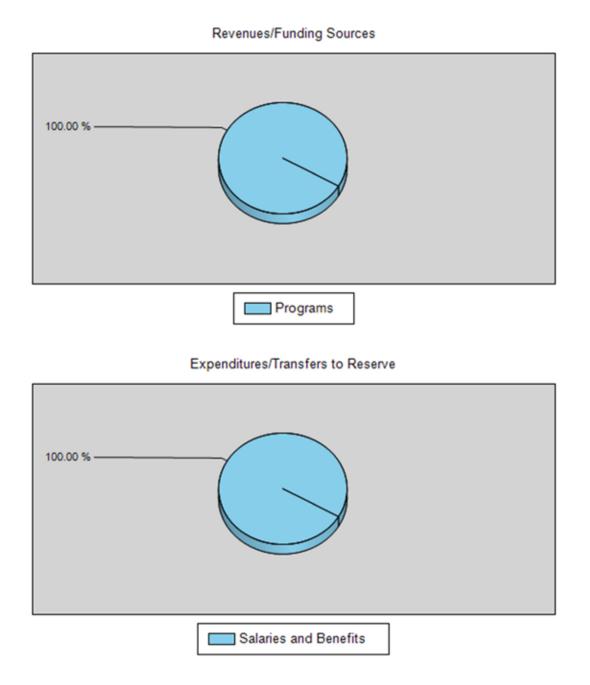
Business Unit: 5920 - VCC - Sales

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3394	Room Rental	968,101	1,098,995	1,129,165	1,148,000	+ 1.67 %
3515	Tourism Victoria Recovery	0	234,062	222,373	225,930	+ 1.60 %
Total Reve	enues/Funding Sources	968,101	1,333,056	1,351,538	1,373,930	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	184,462	182,054	182,173	182,173	+ 0.00 %
4102	Benefits	50,618	48,426	43,757	43,757	+ 0.00 %
4112	Mileage/Parking	3,122	3,084	0	0	
4118	Membership Fees	2,825	704	0	0	
4120	Training and Development	10,164	0	0	0	
4216	Contracted Services	39,595	0	0	0	
4814	Miscellaneous	24	2,364	0	0	
4838	Business Promotion	4,683	0	0	0	
4844	Sales Activities	170,474	0	0	0	
Total Expe	enditures/Transfers to Reserve	465,967	236,632	225,930	225,930	
3062	2% Hotel Tax	595,821	0	0	0	
Net Total		1,097,955	1,096,424	1,125,608	1,148,000	

Business Unit: 5920 - VCC - Sales

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3394	Room Rental	1,148,000	995,000	995,000	995,000	995,000
3515	Tourism Victoria Recovery	225,930	230,449	235,058	239,759	244,554
Total Rev	v/Funding Sources	1,373,930	1,225,449	1,230,058	1,234,759	1,239,554
% Increa	se —		(10.81%)	0.38%	0.38%	0.39%
Expend	itures/Transfers to Reserv	e				
4010	Salaries - Exempt	182,173	185,817	189,533	193,324	197,190
4102	Benefits	43,757	44,632	45,525	46,436	47,364
Total Exp	p/Transfers to Reserve	225,930	230,449	235,058	239,759	244,554
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota		1,148,000	995,000	995,000	995,000	995,000

Business Unit: 5920 - VCC - Sales



Business Unit: 5930 - VCC - Event Planning

Department:	Victoria Conference Centre	Budget Year:	2018

Overview:

The primary focus is planning and successful execution of all events. The Event Planning department 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:

• 190 events in 2017, 49 conferences, 17 consumer and tradeshows and 124 single day meetings and special events

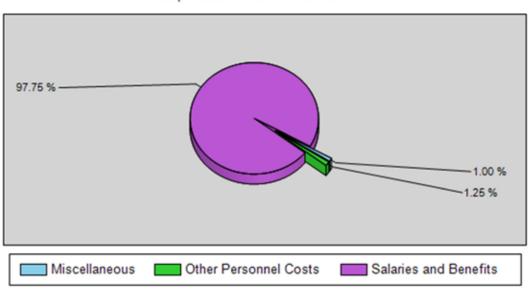
Business Unit: 5930 - VCC - Event Planning

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
4010	Salaries - Exempt	287,481	331,977	284,010	284,010	+ 0.00 %
4080	Auxiliaries/RPT/Seasonal	79,696	75,088	0	0	
4102	Benefits	68,285	77,885	68,218	68,218	+ 0.00 %
4112	Mileage/Parking	3,084	3,470	2,500	2,500	0.00 %
4116	Conferences/Travel	452	0	0	2,000	
4120	Training and Development	396	0	0	0	
4814	Miscellaneous	0	495	1,020	1,040	+ 1.96 %
4838	Business Promotion	523	424	2,500	2,550	+ 2.00 %
Total Exp	enditures/Transfers to Reserve	439,919	489,337	358,248	360,318	
Net Total		(439,919)	(489,337)	(358,248)	(360,318)	

Business Unit: 5930 - VCC - Event Planning

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserv	ve				
4010	Salaries - Exempt	284,010	289,690	295,484	301,394	307,422
4102	Benefits	68,218	69,582	70,974	72,394	73,841
4112	Mileage/Parking	2,500	2,550	2,601	2,653	2,706
4116	Conferences/Travel	2,000	2,040	2,081	2,122	2,165
4814	Miscellaneous	1,040	1,061	1,082	1,104	1,126
4838	Business Promotion	2,550	2,601	2,653	2,706	2,760
Total Exp	o/Transfers to Reserve	360,318	367,525	374,875	382,373	390,020
% Increa	se –		2.00%	2.00%	2.00%	2.00%
Net Tota	=	(360,318)	(367,525)	(374,875)	(382,373)	(390,020)

Business Unit: 5930 - VCC - Event Planning



Expenditures/Transfers to Reserve

Business Unit: 5935 - VCC - Building Maintenance

Department:	Victoria Conference Centre	Budget Year:	2018
Department:		Budget Year:	2018

Overview:

Building Maintenance provides day to day preventative and corrective maintenance for the Victoria Conference Centre (VCC).

Building Maintenance 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. Responsibilities include:

- Maintain, service and operate lighting, plumbing, cross connection control, heating, boilers, building automation systems, asset software, ventilating 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 access fobs; create and print building access activity reports
- Respond to service request which include such things as malfunctioning light fixtures, temperature adjustments, vandalism, plumbing repairs etc.
- Maintenance and repair of 12 elevators lifts in total
- · Perform routine plumbing and electrical repairs while coordinating larger repairs
- Respond to clients for logistical planning

Building Maintenance also funds the utility costs associated with the VCC including electricity, gas, operating permits etc.

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 inspections
- Over 70,000 sq./ft. of rentable space maintained by 2.7 FTE
- Approximately 40% of maintenance is scheduled/routine maintenance and 60% of the maintenance is reactive (in response to breakdowns)

VCC has been active with the Building Owners and Managers Association of Canada (BOMA) since 2008 and has achieved the top level of BOMA BEST Platinum accreditation and is 1 of 122 buildings out of 2,754 certified buildings in Canada.

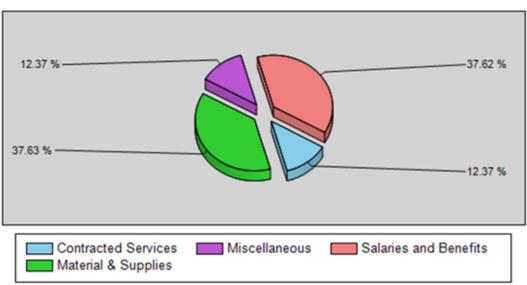
Business Unit: 5935 - VCC - Building Maintenance

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	106,068	111,291	106,200	108,318	+ 1.99 %
4070	Overtime	0	3,081	0	0	
4080	Auxiliaries/RPT/Seasonal	52,910	58,359	49,597	50,582	+ 1.99 %
4102	Benefits	29,125	29,136	26,019	26,538	+ 1.99 %
4320	Building Supplies	0	430	1,500	1,530	+ 2.00 %
4354	Cable	1,861	1,701	950	969	+ 2.00 %
4358	Gas	131	426	150	70,000	+ 46566.67 %
4360	Hydro	172,813	195,426	176,800	113,000	- 36.09 %
4822	Repairs and Maintenance	98,219	96,151	119,794	61,000	- 49.08 %
9411	WO Contracted Services	0	0	0	61,000	
Total Expe	enditures/Transfers to Reserve	461,126	496,003	481,010	492,937	
Net Total		(461,126)	(496,003)	(481,010)	(492,937)	

Business Unit: 5935 - VCC - Building Maintenance

		2018	2019	2020	2021	2022
Expendit	tures/Transfers to Reserve					
4016	Salaries - Inside	108,318	110,485	112,707	114,948	117,247
4080	Auxiliaries/RPT/Seasonal	50,582	51,593	52,625	53,678	54,751
4102	Benefits	26,538	27,069	27,613	28,162	28,726
4320	Building Supplies	1,530	1,561	1,592	1,624	1,656
4354	Cable	969	988	1,008	1,028	1,049
4358	Gas	70,000	71,850	73,753	75,710	77,723
4360	Hydro	113,000	116,955	121,048	125,285	129,670
4366	Water	0	0	0	0	0
4822	Repairs and Maintenance	61,000	62,220	63,464	64,734	66,028
9411	WO Contracted Services	61,000	62,220	63,464	64,734	66,028
Total Exp	/Transfers to Reserve	492,937	504,941	517,275	529,903	542,879
% Increas			2.44%	2.44%	2.44%	2.45%
Net Total		(492,937)	(504,941)	(517,275)	(529,903)	(542,879)

Business Unit: 5935 - VCC - Building Maintenance



Expenditures/Transfers to Reserve

Business Unit: 5940 - VCC - Building Services

Department:

Victoria Conference Centre Budget Year: 2018

Overview:

The Building Services section 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 sustainable operated building certified by the Building Owners and Managers Association of Canada (BOMA) which is based on the internationally recognized and accepted Green Globes TM environmental assessment platform. It is a unique, voluntary, national program designed to assess environmental performance and management of existing buildings and is offered by BOMA Canada. The facility has been active with BOMA Canada since 2008 and has achieved the Platinum Level – the highest accreditation and is 1 of 122 buildings out of 2,754 certified buildings in Canada.

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 Heating, Ventilation and Air Conditioning (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:

Continue to participate in annual Sustainability Audit to maintain BOMA Platinum Level rating

- 2017 data:
 - o 63% reduction in carbon emissions since 2009
 - o 24% reduction in electricity use since 2012
 - o 46% reduction in water consumption since 2012
 - o 65% waste diversion rate, the highest since reporting began
- Replaced water-cooled units in 2013 reducing water use by ~1000 m3/year (48%)
- Installed digital screen monitors in the atrium to give clients information on their event's energy and water usage
- Replaced pneumatic valves in the HVAC system with electric
- Installed sensor controlled ventilation in the parkade to reduce HVAC energy use

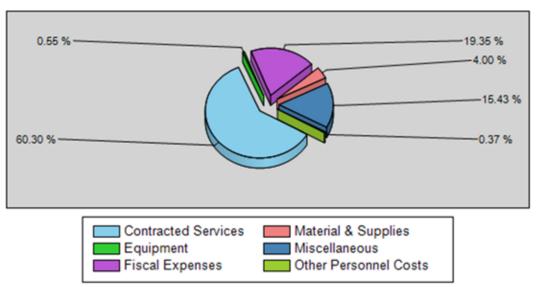
Business Unit: 5940 - VCC - Building Services

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	0	(2,586)	0	0	
4070	Overtime	1	0	0	0	
4080	Auxiliaries/RPT/Seasonal	0	2,907	0	0	
4120	Training and Development	418	0	2,000	2,000	0.00 %
4216	Contracted Services	14,548	5,879	28,000	28,000	0.00 %
4222	Janitorial	164,586	175,620	183,600	183,600	0.00 %
4232	Security	112,845	116,730	117,422	117,422	0.00 %
4308	General Supplies	130	76	1,000	1,000	0.00 %
4364	Telecommunications	811	1,246	3,000	3,000	0.00 %
4366	Water	9,675	10,297	17,850	17,850	0.00 %
4418	Equipment	5,597	0	3,000	3,000	0.00 %
4512	Insurance	97,062	97,504	103,160	105,560	+ 2.33 %
4822	Repairs and Maintenance	106,533	67,648	84,206	84,206	0.00 %
4824	Recovery	(7,446)	(7,446)	(7,650)	(7,650)	0.00 %
Total Expe	enditures/Transfers to Reserve	504,760	467,874	535,589	537,989	
Net Total		(504,760)	(467,874)	(535,589)	(537,989)	

Business Unit: 5940 - VCC - Building Services

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve	9				
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
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	105,560	107,671	109,825	112,021	114,262
4822	Repairs and Maintenance	84,206	85,890	87,608	89,360	91,148
4824	Recovery	(7,650)	(7,803)	(7,959)	(8,118)	(8,281)
Total Exp	o/Transfers to Reserve	537,989	549,265	560,794	572,581	584,633
% Increa	se —		2.10%	2.10%	2.10%	2.10%
Net Total	-	(537,989)	(549,265)	(560,794)	(572,581)	(584,633)

Business Unit: 5940 - VCC - Building Services



Expenditures/Transfers to Reserve

Business Unit: 5950 - VCC - Client Services

Department:	Victoria Conference Centre	Budget Year:	2018

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.

VCC main building commissions for food and beverage, audio visual, security are recorded here.

Deliverables:

• Updated customer satisfaction survey to be completed for the year ending 2018

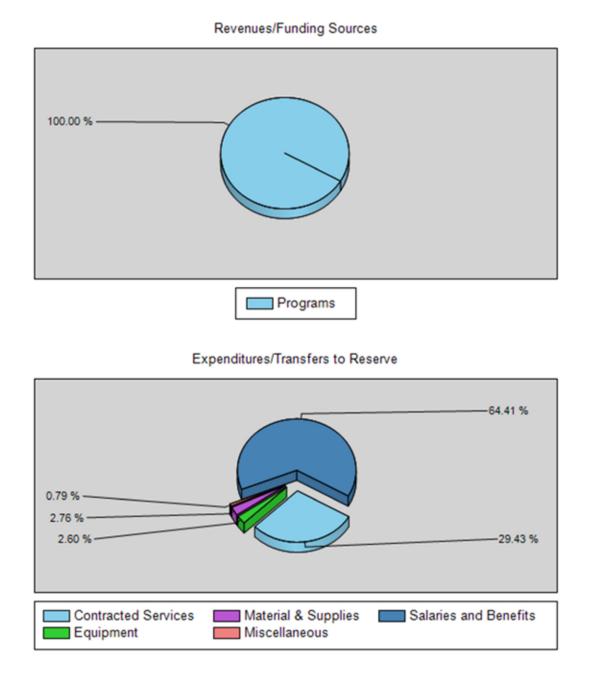
Business Unit: 5950 - VCC - Client Services

•		December 31, 2016	December 31, 2017	2017	2018	Percent
	Description	Actual	Actual	Budget	Budget	Change
	s/Funding Sources	40.000	44,400	11.000	44.000	. 0.00.0/
3274	Miscellaneous Fees	12,286	11,408	14,000	14,280	+ 2.00 %
3352	Audio Visual	190,863	232,336	162,000	163,464	+ 0.90 %
3358	Food	164,548	186,181	157,000	166,000	+ 5.73 %
3360	Miscellaneous Commission	1,437	267	0	0	
3362	Security	16,633	22,134	12,000	14,000	+ 16.67 %
3366	Vending Machines	90	103	0	0	
3400	Telephone Rental	9,121	9,946	8,000	8,160	+ 2.00 %
3408	Equipment Rental	54,775	76,471	36,000	43,000	+ 19.44 %
3474	Electrical Service	88,541	106,348	30,000	85,000	+ 183.33 %
3476	Display Revenue	75,400	85,302	49,000	76,000	+ 55.10 %
3494	Photocopy	0	27	0	0	
Total Reve	enues/Funding Sources	613,695	730,522	468,000	569,904	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	77,110	77,561	76,602	76,602	+ 0.00 %
4080	Auxiliaries/RPT/Seasonal	177,666	228,568	146,965	149,907	+ 2.00 %
4102	Benefits	22,790	22,173	18,399	18,399	+ 0.00 %
4112	Mileage/Parking	1,478	129	0	0	
4120	Training and Development	345	70	0	0	
4216	Contracted Services	73,052	60,723	61,761	60,915	- 1.37 %
4308	General Supplies	4,509	4,886	5,100	5,202	+ 2.00 %
4814	Miscellaneous	8,462	2,623	0	3,000	
4838	Business Promotion	49	0	0	0	
9121	WO Outside Equipment Rentals	9,974	17,452	6,763	9,900	+ 46.39 %
9311	WO Inventory Purchases	5,539	27,696	5,202	5,306	+ 2.00 %
9321	WO Outside Purchases	27	1,198	0	0	
9411	WO Contracted Services	40,373	48,105	50,000	51,000	+ 2.00 %
Total Expe	enditures/Transfers to Reserve	421,374	491,183	370,792	380,232	
Net Total		192,321	239,338	97,208	189,672	

Business Unit: 5950 - VCC - Client Services

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3274	Miscellaneous Fees	14,280	14,566	14,857	15,154	15,457
3352	Audio Visual	163,464	166,733	170,068	173,469	176,939
3358	Food	166,000	169,320	172,706	176,161	179,684
3362	Security	14,000	14,280	14,566	14,857	15,154
3400	Telephone Rental	8,160	8,323	8,490	8,659	8,833
3408	Equipment Rental	43,000	43,860	44,737	45,632	46,545
3474	Electrical Service	85,000	86,700	88,434	90,203	92,007
3476	Display Revenue	76,000	77,520	79,070	80,652	82,265
Total Rev	/Funding Sources	569,904	581,302	592,928	604,787	616,882
% Increas	Se		2.00%	2.00%	2.00%	2.00%
Expendi	tures/Transfers to Reserve					
4010	Salaries - Exempt	76,602	78,134	79,696	81,290	82,916
4080	Auxiliaries/RPT/Seasonal	149,907	152,906	155,964	159,083	162,265
4102	Benefits	18,399	18,767	19,143	19,526	19,916
4216	Contracted Services	60,915	62,133	63,376	64,643	65,936
4308	General Supplies	5,202	5,306	5,412	5,520	5,631
4814	Miscellaneous	3,000	3,060	3,121	3,184	3,247
9121	WO Outside Equipment Rentals	9,900	10,098	10,300	10,506	10,716
9311	WO Inventory Purchases	5,306	5,412	5,520	5,631	5,743
9411	WO Contracted Services	51,000	52,020	53,060	54,122	55,204
Total Exp	/Transfers to Reserve	380,232	387,836	395,593	403,505	411,575
% Increas	5e		2.00%	2.00%	2.00%	2.00%
Net Total		189,672	193,466	197,335	201,282	205,308

Business Unit: 5950 - VCC - Client Services



Business Unit: 5955 - VCC - Crystal Garden

Department:	Victoria Conference Centre	Budget Year:	2018
•	Centre		

Overview:

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

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
- 3,979 delegate days using Crystal Garden only; 33,113 delegate days recorded for both Crystal Garden and main VCC space, generating an overall estimated economic impact of \$16.7 million
- Space rental

Business Unit: 5955 - VCC - Crystal Garden

Changes to Service Area:

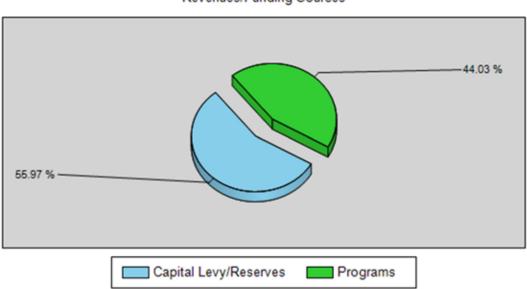
	Description	December 31, 2016	December 31, 2017	2017	2018	Percent
	Description	Actual	Actual	Budget	Budget	Change
	s/Funding Sources	1 701	2 405	2 000	2.040	
3274	Miscellaneous Fees	1,781	2,495	2,000	2,040	+ 2.00 %
3352 3358	Audio Visual	6,871	8,836	12,000	10,434	- 13.05 % - 4.03 %
	Food	19,016	41,878	23,000	22,074	
3362	Security	1,693	1,315	3,000	4,225	+ 40.83 %
3394 3400	Room Rental	177,383 0	238,967 0	110,000 300	125,552 300	+ 14.14 % 0.00 %
3400 3408	Telephone Rental	9,033	7,620		7,743	0.00 % + 29.05 %
	Equipment Rental	,	,	6,000	,	
3474	Electrical Service	23,997	25,725	30,000	29,155	- 2.82 %
3476	Display Revenue	21,894	44,070	32,000	34,526	+ 7.89 %
	enues/Funding Sources	261,668	370,905	218,300	236,049	
•	ures/Transfers to Reserve					
4216	Contracted Services	173	0	0	0	
4222	Janitorial	23,867	33,804	11,000	13,000	+ 18.18 %
4232	Security	8,610	6,439	15,000	15,300	+ 2.00 %
4354	Cable	0	0	1,000	1,020	+ 2.00 %
4358	Gas	10,213	23,798	14,500	18,000	+ 24.14 %
4360	Hydro	24,852	30,527	17,980	27,500	+ 52.95 %
4364	Telecommunications	1,782	1,944	2,000	2,040	+ 2.00 %
4366	Water	4,401	23,797	4,725	9,000	+ 90.48 %
4512	Insurance	31,985	32,059	39,490	40,365	+ 2.22 %
4516	Interest - Debenture	168,561	168,561	168,561	168,561	0.00 %
4822	Repairs and Maintenance	81,412	79,688	116,981	116,318	- 0.57 %
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	1,086	2,418	0	0	
Total Expe	enditures/Transfers to Reserve	520,739	566,834	555,035	574,902	
5042	Transfer from Business Licence Revenue	300,000	300,000	300,000	300,000	0.00 %
Net Total	=	40,928	104,071	(36,735)	(38,853)	

Business Unit: 5955 - VCC - Crystal Garden

5 Year Forecast:

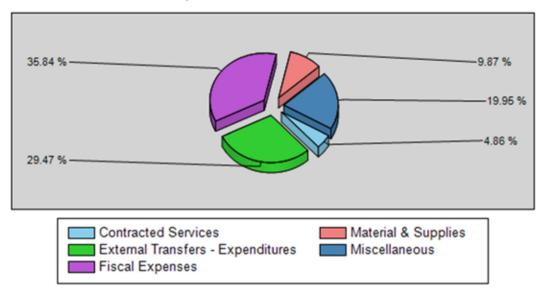
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3274	Miscellaneous Fees	2,040	2,081	2,122	2,165	2,208
3352	Audio Visual	10,434	10,643	10,856	11,073	11,294
3358	Food	22,074	22,515	22,966	23,425	23,894
3362	Security	4,225	4,310	4,396	4,484	4,573
3394	Room Rental	125,552	128,063	130,624	133,237	135,902
3400	Telephone Rental	300	306	312	318	325
3408	Equipment Rental	7,743	7,898	8,056	8,217	8,381
3474	Electrical Service	29,155	29,738	30,333	30,940	31,558
3476	Display Revenue	34,526	35,217	35,921	36,639	37,372
Total Rev	v/Funding Sources	236,049	240,770	245,585	250,497	255,507
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve					
4222	Janitorial	13,000	13,260	13,525	13,796	14,072
4232	Security	15,300	15,606	15,918	16,236	16,561
4354	Cable	1,020	1,040	1,061	1,082	1,104
4358	Gas	18,000	18,360	18,727	19,102	19,484
4360	Hydro	27,500	28,463	29,459	30,490	31,557
4364	Telecommunications	2,040	2,081	2,122	2,165	2,208
4366	Water	9,000	9,180	9,364	9,551	9,742
4512	Insurance	40,365	41,172	41,996	42,836	43,692
4516	Interest - Debenture	168,561	168,561	168,561	168,561	168,561
4822	Repairs and Maintenance	116,318	118,644	121,017	123,438	125,906
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
Total Exp	p/Transfers to Reserve	574,902	580,005	585,225	590,564	596,026
% Increa	se		0.89%	0.90%	0.91%	0.92%
5042	Transfer from Business Licence Revenue	300,000	300,000	300,000	300,000	300,000
Net Tota		(38,853)	(39,235)	(39,640)	(40,067)	(40,519)

Business Unit: 5955 - VCC - Crystal Garden



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 5960 - VCC - Parkade

Department:	Victoria Conference Centre	Budget Year:	2018

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 are managed by Robbins Parking on behalf of the VCC.

Deliverables:

- · Provides a convenient service to clients of the facility
- Improves accessibility to the facility for those with mobility challenges

Business Unit: 5960 - VCC - Parkade

Changes to Service Area:

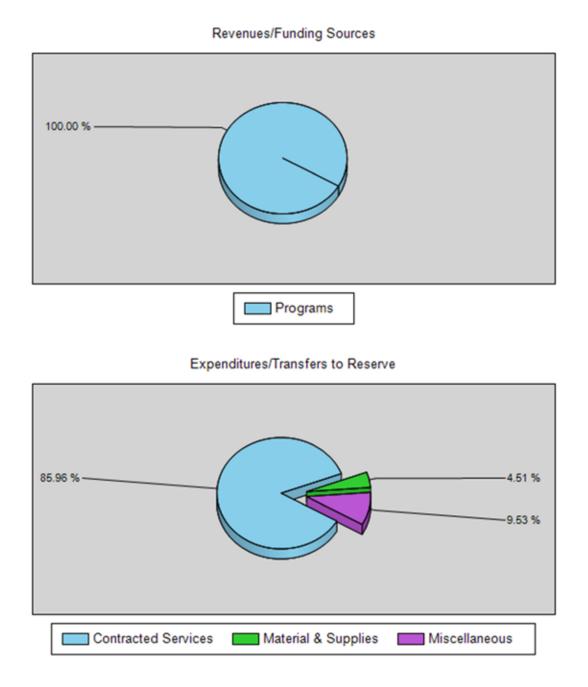
Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
3310	Parking - VCC	1,095,461	1,173,028	1,101,000	1,183,000	+ 7.45 %
Total Rev	venues/Funding Sources	1,095,461	1,173,028	1,101,000	1,183,000	
Expendi	itures/Transfers to Reserve					
4216	Contracted Services	272,788	288,522	238,198	247,519	+ 3.91 %
4308	General Supplies	12,058	20,573	10,400	11,780	+ 13.27 %
4316	Protective Clothing/Uniforms	844	1,070	800	1,200	+ 50.00 %
4806	Claims	0	0	800	800	0.00 %
4822	Repairs and Maintenance	29,546	40,553	25,200	26,640	+ 5.71 %
4824	Recovery	(7,647)	(6,619)	(8,568)	(8,568)	0.00 %
Total Exp	penditures/Transfers to Reserve	307,588	344,099	266,830	279,371	
Net Total	I	787,873	828,929	834,170	903,629	

Business Unit: 5960 - VCC - Parkade

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3310	Parking - VCC	1,183,000	1,206,660	1,230,793	1,255,409	1,280,517
Total Rev	v/Funding Sources	1,183,000	1,206,660	1,230,793	1,255,409	1,280,517
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve	9				
4216	Contracted Services	247,519	252,469	257,519	262,669	267,923
4308	General Supplies	11,780	12,016	12,256	12,501	12,751
4316	Protective Clothing/Uniforms	1,200	1,224	1,248	1,273	1,299
4806	Claims	800	816	832	849	866
4822	Repairs and Maintenance	26,640	27,173	27,716	28,271	28,836
4824	Recovery	(8,568)	(8,739)	(8,914)	(9,092)	(9,274)
Total Exp	p/Transfers to Reserve	279,371	284,958	290,658	296,471	302,400
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		903,629	921,702	940,136	958,938	978,117

Business Unit: 5960 - VCC - Parkade



Business Unit: 5970 - VCC - Retail Stores

Department:	Victoria Conference Centre	Budget Year:	2018

Overview:

The Victoria Conference Centre (VCC) 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: 5970 - VCC - Retail Stores

Changes to Service Area:

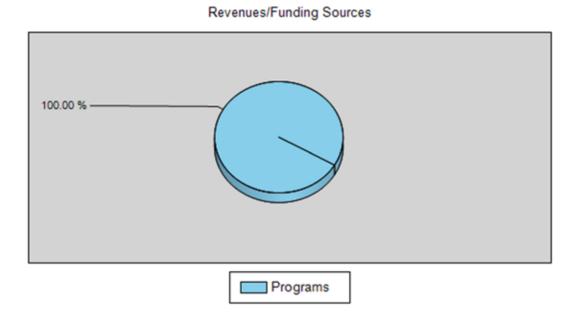
Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
3386	Lease/Rental Properties	313,999	311,014	300,300	324,522	+ 8.07 %
Total Rev	venues/Funding Sources	313,999	311,014	300,300	324,522	
Expendi	itures/Transfers to Reserve					
4216	Contracted Services	20,450	15,421	27,240	27,170	- 0.26 %
4232	Security	7,200	7,200	7,344	7,344	0.00 %
4360	Hydro	4,092	4,426	4,950	5,000	+ 1.01 %
4366	Water	720	720	734	3,252	+ 342.83 %
4512	Insurance	5,985	5,985	6,120	6,120	0.00 %
4814	Miscellaneous	252	271	510	1,377	+ 170.00 %
4822	Repairs and Maintenance	46,604	41,590	45,700	44,650	- 2.30 %
Total Exp	penditures/Transfers to Reserve	85,304	75,614	92,598	94,913	
Net Total		228,696	235,400	207,702	229,609	

Business Unit: 5970 - VCC - Retail Stores

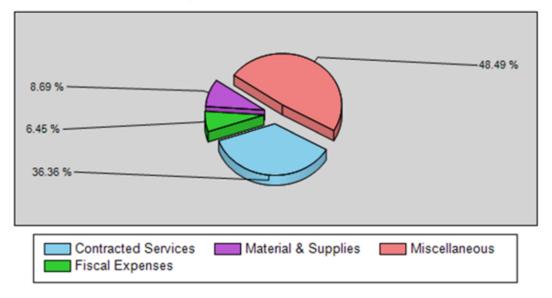
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3386	Lease/Rental Properties	324,522	331,012	337,633	344,385	351,273
Total Rev	/Funding Sources	324,522	331,012	337,633	344,385	351,273
% Increas	se		2.00%	2.00%	2.00%	2.00%
Expendi	tures/Transfers to Reserve					
4216	Contracted Services	27,170	27,713	28,267	28,833	29,409
4232	Security	7,344	7,491	7,641	7,794	7,949
4360	Hydro	5,000	5,175	5,356	5,544	5,738
4366	Water	3,252	3,317	3,384	3,451	3,520
4512	Insurance	6,120	6,242	6,367	6,495	6,624
4814	Miscellaneous	1,377	1,405	1,433	1,461	1,491
4822	Repairs and Maintenance	44,650	45,543	46,454	47,383	48,331
Total Exp	/Transfers to Reserve	94,913	96,886	98,901	100,960	103,062
% Increas	5e		2.08%	2.08%	2.08%	2.08%
Net Total		229,609	234,126	238,731	243,426	248,211

Business Unit: 5970 - VCC - Retail Stores



Expenditures/Transfers to Reserve



Business Unit: 5980 - VCC - Event Flow Through

Department:	Victoria Conference Centre	Budget Year:	2018

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: 5980 - VCC - Event Flow Through

Changes to Service Area:

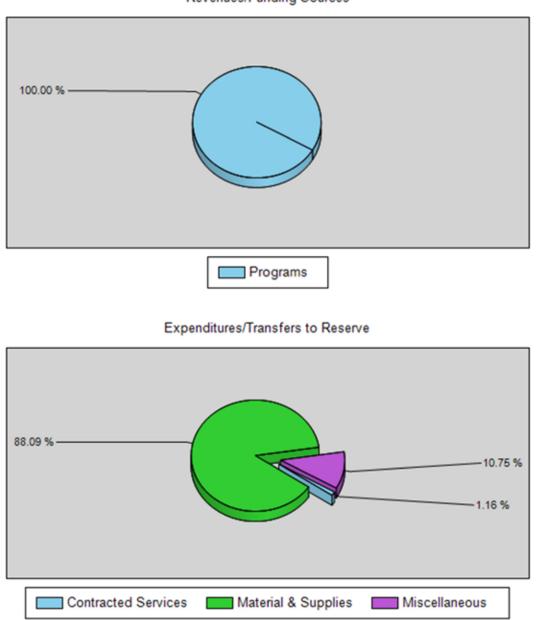
Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
3510	VCC Event Recovery	4,449,137	4,934,878	3,460,000	3,460,000	0.00 %
Total Re	evenues/Funding Sources	4,449,137	4,934,878	3,460,000	3,460,000	
Expend	litures/Transfers to Reserve					
4232	Security	61,389	72,135	40,000	40,000	0.00 %
4304	Food and Beverage	3,700,176	4,227,795	3,048,000	3,048,000	0.00 %
4814	Miscellaneous	34,559	36,734	29,000	29,000	0.00 %
4824	Recovery	0	(6,273)	0	0	
4846	Audio Visual	653,013	604,487	343,000	343,000	0.00 %
Total Ex	penditures/Transfers to Reserve	4,449,137	4,934,878	3,460,000	3,460,000	
Net Tota	ıl	0	0	0	0	

Business Unit: 5980 - VCC - Event Flow Through

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3510	VCC Event Recovery	3,460,000	3,529,200	3,599,784	3,671,780	3,745,215
Total Rev	/Funding Sources	3,460,000	3,529,200	3,599,784	3,671,780	3,745,215
% Increas	5e —		2.00%	2.00%	2.00%	2.00%
Expendi	tures/Transfers to Reserv	e				
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
Total Exp	/Transfers to Reserve	3,460,000	3,529,200	3,599,784	3,671,780	3,745,215
% Increas	5e		2.00%	2.00%	2.00%	2.00%
Net Total	=	0	0	0	0	0

Business Unit: 5980 - VCC - Event Flow Through



Service Area: VCC - Administration

Department:

Victoria Conference Centre Budget Year: 2018

Overview:

The Victoria Conference Centre (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

Service Area: VCC - Administration

Changes to Service Area:

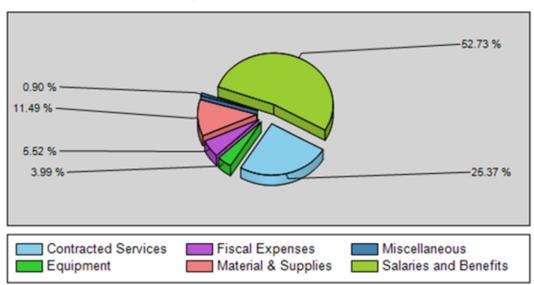
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	51,250	51,838	124,862	127,364	+ 2.00 %
4070	Overtime	547	0	0	0	
4080	Auxiliaries/RPT/Seasonal	76,120	70,959	78,610	80,172	+ 1.99 %
4102	Benefits	15,627	15,551	30,591	31,204	+ 2.00 %
4206	Armoured Car Service	600	600	600	600	0.00 %
4216	Contracted Services	0	0	60,000	60,000	0.00 %
4218	Courier Service	140	27	500	510	+ 2.00 %
4226	Photocopy	12,885	13,595	3,000	12,000	+ 300.00 %
4228	Printing	0	0	250	255	+ 2.00 %
4230	Professional	41,625	48,219	52,700	53,754	+ 2.00 %
4245	Software Licencing/Mtce/Support	1,697	7,341	0	0	
4310	Books/Publications	544	0	800	300	- 62.50 %
4312	Office Supplies	2,566	1,957	3,500	3,570	+ 2.00 %
4314	Postage	210	94	200	204	+ 2.00 %
4364	Telecommunications	35,798	32,380	35,000	35,700	+ 2.00 %
4412	Equipment Rentals	4,355	6,017	0	0	
4418	Equipment	41,441	1,546	17,700	18,054	+ 2.00 %
4508	Credit Card Discount Fees	23,502	30,878	25,000	25,000	0.00 %
4814	Miscellaneous	2,511	3,349	3,000	3,060	+ 2.00 %
4821	Recoveries and Services	60,000	60,000	60,000	0	
4826	Uncollectable A/R	7,726	(2,398)	0	0	
4838	Business Promotion	0	0	1,000	1,020	+ 2.00 %
Total Exp	o/Transfers to Reserve	379,144	341,953	497,313	452,767	
Net Total		(379,144)	(341,953)	(497,313)	(452,767)	

Service Area: VCC - Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4016	Salaries - Inside	127,364	129,911	132,509	135,159	137,862
4080	Auxiliaries/RPT/Seasonal	80,172	81,776	83,429	85,080	86,781
4102	Benefits	31,204	31,828	32,465	33,114	33,776
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	510	520	531	541	552
4226	Photocopy	12,000	12,240	12,485	12,734	12,989
4228	Printing	255	260	265	271	276
4230	Professional	53,754	54,829	55,926	57,044	58,185
4310	Books/Publications	300	306	312	318	325
4312	Office Supplies	3,570	3,641	3,714	3,789	3,864
4314	Postage	204	208	212	216	221
4364	Telecommunications	35,700	36,414	37,142	37,885	38,643
4418	Equipment	18,054	18,415	18,783	19,159	19,542
4508	Credit Card Discount Fees	25,000	25,500	26,010	26,530	27,061
4814	Miscellaneous	3,060	3,121	3,184	3,247	3,312
4838	Business Promotion	1,020	1,040	1,061	1,082	1,104
Total Exp/Transfer to Reserve		452,767	461,822	471,076	480,480	490,089
% Increas	se		2.00%	2.00%	2.00%	2.00%
Net Total		(452,767)	(461,822)	(471,076)	(480,480)	(490,089)

Service Area: VCC - Administration



Expenses/Transfers to Reserve



Engagement

The Engagement department provides opportunities for ongoing public input and customer feedback into strategic priorities.

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

Core Services

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

Key Initiatives for 2018

- Implementation of Youth Strategy
- Engagement Summit
- Participatory Budgeting
- Open Data Portal

Engagement

Budget Summary

2018 Base Expenditures	1,414,982
2018 One Time Expenditures	223,143
2018 Approved Expenditures	1,638,125
2017 Base Expenditures	1,316,270
2017 One Time Expenditures	30,000
2017 Approved Expenditures	1,346,270
Base Budget Change	98,712
Change by %	7.50%
2018 Base Revenues	
2018 One Time Revenues	54,143
2018 Approved Revenues	54,143
2017 Base Revenues	0
2017 One Time Revenues	
2017 Approved Revenues	0
Base Budget Change	0
Change by %	100.00%
2018 FTE	13.00
2017 FTE	12.00
Change	1
Change by %	8.33%



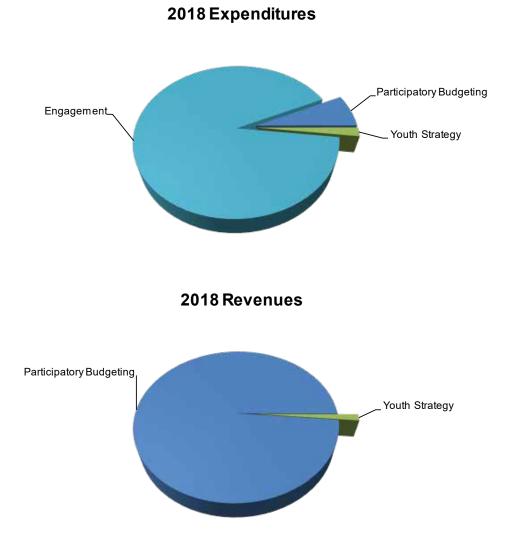
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ENGAGEMENT Performance Metrics

Measuring Success – Community	Satisfaction with City Eng	gagement Initiatives				
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast		
How much did we do?						
Number of people engaged through surveys or engagement event attendance	7,429	14,009	16,500			
How well did we do it?						
Percentage of engagement participants that were satisfied or very satisfied with their engagement experience		N/A	N/A	TBD		
Story behind the data	The Engagement Framework and Roadmap guide 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.					
Is anyone better off?	L					
Story behind the data	Through clear and accessible information, and opportunities to engage 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.					
Where do we want to go?	Develop an Engagement Monitoring, Evaluation and Learning Framework, including the tools, techniques and key performance indicators to effectively assess the results of engagement programs and their contribution to achieving the City's strategic objectives.					

ENGAGEMENT Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Participatory Budgeting	0	53,426	53,426	100.00%
Youth Strategy	0	717	717	100.00%
Total	0	54,143	54,143	100.00%
Expenditures/Transfers to Reserve				
Participatory Budgeting	0	113,426	113,426	100.00%
Youth Strategy	30,000	30,717	717	2.39%
Engagement	1,316,270	1,493,982	177,712	13.50%
Total	1,346,270	1,638,125	291,855	21.68%



Business Unit: 2068 - Participatory Budgeting

Department:EngagementBudget Year:2018

Overview:

Participatory budgeting can empower the community to direct investment in neighbourhoods based on community priorities and support neighbourhood character.

Business Unit: 2068 - Participatory Budgeting

Changes to Service Area:

Account Description		December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues/Funding Source	es					
5075 Financial Stability F	Reserve ¹	0	0	0	53,426	
Total Revenues/Funding Sources		0	0	0	53,426	
Expenditures/Transfers to	Reserve					
9321 WO Outside Purch	ases ¹	0	0	0	113,426	
Total Expenditures/Transfers	to Reserve	0	0	0	113,426	
Net Total		0	0	0	(60,000)	

¹ Participatory Budgeting reallocated from capital to operating beginning in 2018

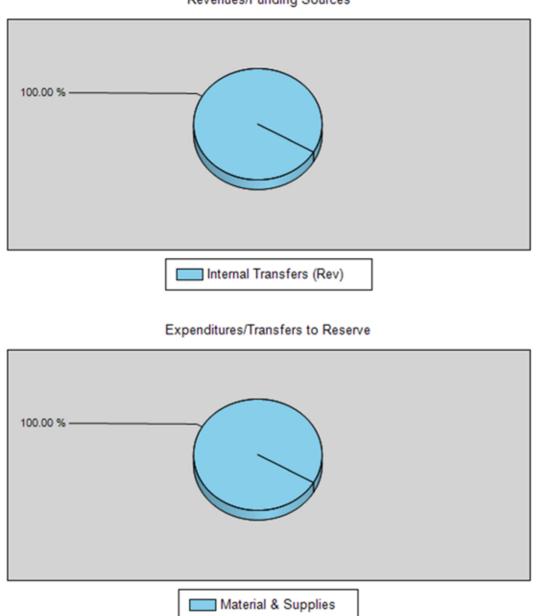
Business Unit: 2068 - Participatory Budgeting

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5075	Financial Stability Reserve ¹	53,426	0	0	0	0
Total Rev	v/Funding Sources	53,426	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserve					
9321	WO Outside Purchases ¹	113,426	60,000	60,000	60,000	60,000
Total Exp	p/Transfers to Reserve	113,426	60,000	60,000	60,000	60,000
% Increa	se		(47.10%)	0.00%	0.00%	0.00%
Net Total	I	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)

¹ Participatory Budgeting reallocated from capital to operating beginning in 2018

Business Unit: 2068 - Participatory Budgeting



Revenues/Funding Sources

Business Unit: 2069 - Youth Strategy

Department:	Engagement	Budget Year:	2018
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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. It requires commitment and understanding across the organization in order to build a culture of inclusivity.

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: 2069 - Youth Strategy

Changes to Service Area:

Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
s/Funding Sources					
Financial Stability Reserve ¹	0	0	0	717	
nues/Funding Sources	0	0	0	717	
ures/Transfers to Reserve					
Auxiliaries/RPT/Seasonal ¹	0	29,283	30,000	30,717	+ 2.39 %
Transfer to Financial Stability Reserve ¹	0	717	0	0	
Total Expenditures/Transfers to Reserve		30,000	30,000	30,717	
	0	(30,000)	(30,000)	(30,000)	
	s/Funding Sources Financial Stability Reserve ¹ enues/Funding Sources ures/Transfers to Reserve Auxiliaries/RPT/Seasonal ¹ Transfer to Financial Stability Reserve ¹	31, 2016 Actual S/Funding Sources Financial Stability Reserve1 0 unues/Funding Sources 0 ures/Funding Sources 0 ures/Funding Sources 0 ures/Transfers to Reserve 0 Auxiliaries/RPT/Seasonal1 0 Transfer to Financial Stability Reserve1 0 unditures/Transfers to Reserve 0	31, 2016 Actual31, 2017 ActualDescription31, 2017 Actuals/Funding SourcesFinancial Stability Reserve10onues/Funding Sources0onues/Funding Sources0onues/Funding Sources0onues/Funding Sources0Auxiliaries/RPT/Seasonal1029,283Transfer to Financial Stability Reserve10onditures/Transfers to Reserve0030,000	31, 2016 Actual31, 2017 Actual2017 Budgetbescription31, 2016 Actual31, 2017 Budget2017 Budgets/Funding Sources000inues/Funding Sources000ures/Funding Sources000ures/Funding Sources000ures/Transfers to Reserve029,28330,000Transfer to Financial Stability Reserve107170unditures/Transfers to Reserve030,00030,000	31, 2016 Actual31, 2017 Actual2017 Budget2018 Budgets/Funding Sources Financial Stability Reserve1000717mues/Funding Sources000717mues/Funding Sources000717ures/Funding Sources000717ures/Funding Sources000717ures/Funding Sources000717ures/Fransfers to Reserve029,28330,00030,717Transfer to Financial Stability Reserve1071700unditures/Transfers to Reserve030,00030,00030,717

¹ 2017 and 2018 Council Motion – Youth Strategy

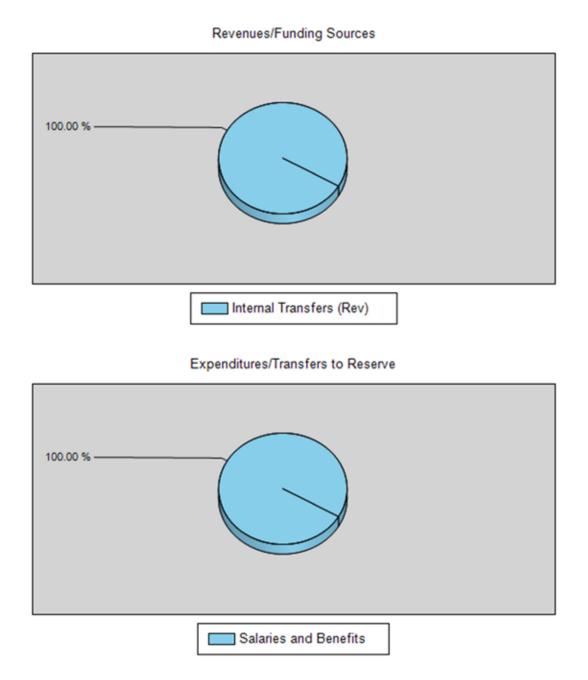
Business Unit: 2069 - Youth Strategy

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5075	Financial Stability Reserve ¹	717	0	0	0	0
Total Re	v/Funding Sources	717	0	0	0	0
% Increa	ISE		(100.00%)	0.00%	0.00%	0.00%
Expend	litures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal ¹	30,717	0	0	0	0
Total Ex	p/Transfers to Reserve	30,717	0	0	0	0
% Increa	ise		(100.00%)	0.00%	0.00%	0.00%
Net Tota	I	(30,000)	0	0	0	0

¹ 2017 and 2018 Council Motion – Youth Strategy

Business Unit: 2069 - Youth Strategy



Business Unit: 2070 - Engagement

Department: Engagement	Budget Year:	2018
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Overview:

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.

Key Service areas:

- Engagement: leadership and implementation of public participation and engagement activities in person and online, plan and develop engagement tools and techniques
- Customer Service: front line customer service, www.victoria.ca and City social media channels and employee communications
- Communications: graphic design, communications planning and implementation to support City services and programs

Deliverables:

- · Plan and deliver engagement activities to support City projects and initiatives
- Implement the Engagement Framework and Roadmap
- 30-50 engagement opportunities and events each year
- Create and maintain content on City websites and online channels (Victoria.ca, CityHub intranet, johnsonstreetbridge.com, social media channels)
- Facilitate media enquiries
- Oversee Open Data catalogue
- Produce and distribute Connect newsletters (print and e-news)
- Create and produce the Annual Report, Active Living Guide, CityVibe, Financial Plan, and other brochures, fact sheets and publications

Business Unit: 2070 - Engagement

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	213,257	188,436	262,062	262,062	+ 0.00 %
4016	Salaries - Inside ^{1,2,3}	556,128	712,542	733,102	852,514	+ 16.29 %
4070	Overtime	26,200	54,483	20,000	20,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	254,983	175,139	3,500	3,500	0.00 %
4102	Benefits ^{1,2,3}	188,441	213,291	242,556	264,776	+ 9.16 %
4112	Mileage/Parking	2,518	2,690	3,524	4,000	+ 13.51 %
4116	Conferences/Travel	3,746	9,969	3,000	3,000	0.00 %
4118	Membership Fees	937	1,923	1,000	1,000	0.00 %
4120	Training and Development	8,538	1,378	10,000	10,000	0.00 %
4210	Catering	0	927	500	500	0.00 %
4216	Contracted Services	30,322	30,172	25,975	25,975	0.00 %
4228	Printing	3,300	469	0	0	
4308	General Supplies	0	1,256	0	5,000	
4310	Books/Publications	1,235	1,216	1,000	1,000	0.00 %
4312	Office Supplies	12,598	16,449	4,000	4,000	0.00 %
4364	Telecommunications	8,692	8,594	6,050	6,655	+ 10.00 %
4406	Computer Equipment	1,444	0	0	0	
4414	Software	2,472	0	0	0	
9111	WO Inside Equipment Rentals	5	0	0	0	
9211	WO Regular Time	24	25	0	0	
9321	WO Outside Purchases ⁴	42	1,515	0	30,000	
9411	WO Contracted Services	0	78	0	0	
Total Expe	enditures/Transfers to Reserve	1,314,882	1,420,554	1,316,270	1,493,982	
Net Total		(1,314,882)	(1,420,554)	(1,316,270)	(1,493,982)	

¹ 2018 Council Motion – Ongoing Graphic Designer

² 2018 Council Motion – Engagement Advisor

³ 2018 Position reallocation to Executive Administration

⁴ 2018 Council Motion – Single Use Checkout Bag Regulation Draft Bylaw

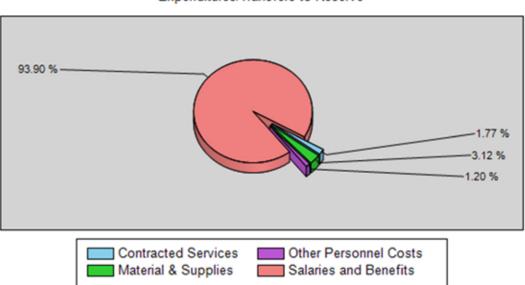
Business Unit: 2070 - Engagement

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4010	Salaries - Exempt	262,062	267,304	272,651	278,104	283,665
4016	Salaries - Inside ¹	852,514	780,824	796,453	812,370	828,617
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 ¹	264,776	248,249	253,217	258,278	263,443
4112	Mileage/Parking	4,000	4,080	4,162	4,245	4,330
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
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
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	6,655	6,171	6,294	6,420	6,549
9321	WO Outside Purchases ²	30,000	0	0	0	0
Total Exp/Transfers to Reserve		1,493,982	1,382,083	1,409,740	1,437,919	1,466,677
% Increase			(7.49%)	2.00%	2.00%	2.00%
Net Total		(1,493,982)	(1,382,083)	(1,409,740)	(1,437,919)	(1,466,677)

¹ 2018 Council Motion – Engagement Advisor
 ² 2018 Council Motion – Single Use Checkout Bag Regulation Draft Bylaw

Business Unit: 2070 - Engagement



Expenditures/Transfers to Reserve



Engineering and Public Works

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

- 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

Key Initiatives for 2018

- Accessibility Framework
- Belleville Street Improvements
- Bicycle Master Plan
- Climate Leadership Strategy
- Dallas Road Seawall
- David Foster Harbour Pathway Program
- Gate of Harmonious Interest
- Johnson Street Bridge Replacement
- Pedestrian Master Plan
- Point Ellice Bridge
- Sustainable Mobility Strategy
- Waste Reduction Strategy
- Waterfront Pathway and Public Realm

Engineering and Public Works

Budget Summary

Engineering and Public Works excluding Utilities		Utilities
2018 Base Expenditures	17,870,926	2018 Base
2018 One Time Expenditures	1,564,359	2018 One
2018 Approved Expenditures	19,435,285	2018 Appr
2017 Base Expenditures	17,116,338	2017 Base
2017 One Time Expenditures	789,416	2017 One
2017 Approved Expenditures	17,905,754	2017 Appr
Base Budget Change	754,588	Base Budg
Change by %	4.41%	Change by
2018 Base Revenues	4,081,865	2018 Base
2018 One Time Revenues	929,859	2018 One
2018 Approved Revenues	5,011,724	2018 Appr
2017 Base Revenues	3,906,877	2017 Base
2017 One Time Revenues	639,416	2017 One
2017 Approved Revenues	4,546,293	2017 Appr
Base Budget Change	174,988	Base Budg
Change by %	4.48%	Change by
		2018 FTE
		2017 FTE
		ZUITE

2018 Base Expenditures	34,413,454
2018 One Time Expenditures	-
2018 Approved Expenditures	34,413,454
2017 Base Expenditures	33,492,217
2017 One Time Expenditures	187,000
2017 Approved Expenditures	33,679,217
Base Budget Change	921,237
Change by %	2.75%
2018 Base Revenues	34,413,454
2018 One Time Revenues	
2018 Approved Revenues	34,413,454
2017 Base Revenues	33,492,218
2017 One Time Revenues	187,000
2017 Approved Revenues	33,679,218
Base Budget Change	921,236
Change by %	2.75%
2018 FTE	279.72
2017 FTE	273.72
Change	6
Change by %	2.15%

Director

Underground Utilities

Public Works

Corporate **Engineering Services**

Transportation

TRANSPORTATION Performance Metrics

Measuring Success – Reported Collisions Performance Measurements 2016 Actuals 2017 Actuals 2018 Forecast How much did we do? Reported collisions 447 356 352 How well did we do it? Number of reported collisions Increase 7% Decrease by 20% Decrease 1% compared to previous year (%) Collision statistics vary year to year and are typically looked at over a 5-10 year period to Story behind the data account for fluctuations due to external factors such as weather. The 5 year average of collisions from 2013 to 2017 is 411. Is anyone better off? Improvements to the street network are intended to facilitate the safe and efficient Story behind the data 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. Continue to reduce reported collisions annually. Continue to partner with ICBC on capital Where do we want to go? improvements targeted at reducing conflicts/collisions. Support other safety improvement initiatives through other departments or organizations.

PUBLIC WORKS MECHANIC SHOP Performance Metrics

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Annual cost		\$335,932	\$249,716	\$365,000
How well did we do it?		I	1	
System generated Work Orders		1,054	1,057	1,015
Story behind the data		time based servicing;	rogram trigger to fuel u scheduled maintenance	
Is anyone better off?				
Story behind the data			ative maintenance prog reasing productivity and	
	Transition all assets in	the fleet to a form of fu	el based/work complete	e preventative
Where do we want to go?	maintenance schedule	es. Developing a fluid a	nalysis program to mon further reducing costs a	itor and reduce
Where do we want to go? Measuring Success – Unplanned	maintenance schedule the amount of fluid cha efficiencies.	es. Developing a fluid a	nalysis program to mon	itor and reduce
Measuring Success – Unplanned	maintenance schedule the amount of fluid cha efficiencies.	es. Developing a fluid a	nalysis program to mon	itor and reduce
Measuring Success – Unplanned Performance Measurements	maintenance schedule the amount of fluid cha efficiencies.	es. Developing a fluid a anges where possible, "	nalysis program to mon further reducing costs a	itor and reduce and increasing our
Measuring Success – Unplanned Performance Measurements How much did we do?	maintenance schedule the amount of fluid cha efficiencies.	es. Developing a fluid a anges where possible, "	nalysis program to mon further reducing costs a	itor and reduce and increasing our
Measuring Success – Unplanned Performance Measurements How much did we do? Annual cost	maintenance schedule the amount of fluid cha efficiencies.	es. Developing a fluid a anges where possible, anges where possible, anges 2016 Actuals	nalysis program to mon further reducing costs a 2017 Actuals	itor and reduce and increasing our 2018 Forecast
Measuring Success – Unplanned Performance Measurements How much did we do? Annual cost How well did we do it?	maintenance schedule the amount of fluid cha efficiencies.	es. Developing a fluid a anges where possible, anges where possible, anges 2016 Actuals	nalysis program to mon further reducing costs a 2017 Actuals	itor and reduce and increasing our 2018 Forecast
Measuring Success – Unplanned Performance Measurements How much did we do? Annual cost How well did we do it? Repair Work Orders	maintenance schedule the amount of fluid cha efficiencies. Maintenance Efficiencies in preventa	es. Developing a fluid a anges where possible, anges where possible, anges where possible, and a second sec	2017 Actuals \$1,030,774 2,400 gram contributes to cate	itor and reduce and increasing our 2018 Forecast \$1,470,000 1,850
Measuring Success – Unplanned Performance Measurements How much did we do? Annual cost How well did we do it? Repair Work Orders Story behind the data	maintenance schedule the amount of fluid cha efficiencies. Maintenance Efficiencies in preventa	es. Developing a fluid a anges where possible, 2016 Actuals \$995,540 1,896 ative maintenance prog	2017 Actuals \$1,030,774 2,400 gram contributes to cate	itor and reduce and increasing our 2018 Forecast \$1,470,000 1,850
Ĵ	maintenance schedule the amount of fluid char efficiencies. Maintenance Efficiencies in preventa earlier (prior to escalat) Continuous improvementa	es. Developing a fluid a anges where possible, 2016 Actuals \$995,540 1,896 ative maintenance progrim	2017 Actuals \$1,030,774 2,400 ram contributes to cator e controlled servicing. pair program to further	itor and reduce and increasing our 2018 Forecast \$1,470,000 1,850 thing smaller issues

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Annual cost		\$73,114	\$57,585	\$65,000
How well did we do it?				1
Number of tires replaced		Approx 150	145	140
Story behind the data By continually trying di been extended without		fferent tire designs for v t compromising safety.	vear under various app	lications, tire life has
Is anyone better off?				
Story behind the data	Extended tire life has b	Extended tire life has been realized, reducing costs and vehicle down time.		
Where do we want to go?	Identify a preferred tire design that provides the best overall value to the City, introduces standardization of tire types where possible reducing our inventory stock requirements.			

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?					
Waste collected and transported in tonnes		4,079t	4,080t	4,200t	
How well did we do it?				•	
Number of bins in service		13,998	13,835	14,040	
Number of 180-litre bins in service		1,873	2,049	2,200	
Story behind the data		20-litre bins were replac	increased continuously ed with 180-litre bins. T of bins.	-	
Is anyone better off?					
Story behind the data	This is an important ser this service.	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 Mate	rials Diverted from Land	fill			
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?				_	
Materials diverted from landfill in tonnes		2,125t	2,183t	2,200t	
How well did we do it?					
Diversion rate		33%	34%	34%	
	volume of waste collect	residential organic ma tion has increased. The	34% aterial has increased sin e diversion rate has stay ents have maintained s	ice 2013 as the red the same which is	
Diversion rate Story behind the data	volume of waste collect above the initial target,	residential organic ma tion has increased. The	aterial has increased sin diversion rate has stay	uce 2013 as the red the same which is	
Diversion rate	volume of waste collect above the initial target, activities.	d residential organic ma tion has increased. The and it means our resid	aterial has increased sin diversion rate has stay	ce 2013 as the ed the same which is upporting the sorting	

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Garden waste dropped off in tonr	nes	1,212t	1,116t	1,200t
How well did we do it?			•	
Number of vehicles served		23,716	22,431	23,500
	declined in 2017. The residents are using the service on a regular basis with a higher number of drops in the spring and summer, and less drops in fall and winter. Most of the residents are satisfied with the service level, some complain about the waiting time in busy season and some are asking for Saanich model which is collecting it from reside combined with organic material.			winter. Most of the e waiting time in
Is anyone better off?				
Story behind the data	The longer and warmer summer in year 2017 decreased the volume of the materials collected. There are no indication of continues increase in the volume.			
Where do we want to go?	We are studying the service hours increase during high season and also developing of long term Solid Waste Strategy which will cover the collection of Garden and Yard War materials.			

PUBLIC WORKS ADMINISTRATION Performance Metrics

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Number of participants		708	772	780
How well did we do it?				
Percent increase/decrease of participants (700 is the benchmark)		5% decrease from 2015	9% increase	1% increase
Story behind the data	place every 3rd week since 1999.	/ictoria supports Nationa in May. We have seen a nd 5. teachers, parents a	steady increase and d	emand in participatio
	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.			
	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.			
	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.			
	This event also acts as an outreach to students who may consider a career in the Engineering and Public Works profession in the future.			
Is anyone better off?				
Story behind the data	They have praised the	pressed their appreciation and learning through surveys and learning through surveys and learned the educational and fun components of the event. Students have have learned through the Art Contest.		
	Participants who attend would likely share their experience and information with others in their community.			
	Students who attended Public Works Day may choose a profession in the Public Sector.			
Where do we want to go?		o educate the communit o maximize participation		of the public works

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Number of calls for service		4,299	3,987	4,500
How well did we do it?				
Number of calls for service resolved		4,299	4,032	4,500
Story behind the data	The calls for service da	ata is consistent.		
Is anyone better off?	,			
Story behind the data	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.			
Where do we want to go?			as in the City. ne community to raise th	eir concerns directly

TOOL DEPOT Performance Metrics

Measuring Success – Tool Depot				
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Mechanical equipment serviced, maintained and repaired by Public Works Tool Depot		175 Pieces	185 Pieces	200 Pieces
Mechanical equipment serviced, maintained and repaired by the Public Works Tool Depot located at the Parks Yard		300 Pieces	300 Pieces	300 Pieces
Other equipment managed by Tool Depot		121 Pieces	130 Pieces	130 Pieces
How well did we do it?				
Mechanical equipment serviced, main	ntained and repaired by th	e Public Works Tool Dep	pot	
Story behind the data	Depot program. 2016	saw the introduction of ic Works non ICBC regi	l equipment inventory m six Parking Ambassado stered equipment, tow b	r Scooters in addition
Mechanical equipment serviced, mair	ntained and repaired by th	e Parks Mechanics sho	0.	
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. W been working closely with the Public Works Fleet department and help with mainter and repairs of some ICBC registered equipment that is primarily located at the Park		te program. We've p with maintenance	
All mechanical equipment managed b	y Tool Depot			
Story behind the data	Works crews with the e groups regarding the	equipment they need. Ir	better align with the der nproved communication ory, resulted in a reduct vendors.	n with end users
Is anyone better off?				
Mechanical equipment serviced, maintained and repaired by Public Works Tool Depot	Our services have exp six Parking Ambassad		he support and ongoing	g maintenance of the
Story behind the data			rom improved communi nd what equipment we d	
Where do we want to go?	 understanding what equipment we support and what equipment we carry in inventory. 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. 			the inventory levels of

TOOL DEPOT Performance Metrics

Measuring Success – Tool Depot, cor	ntinued			
Performance Measurements		2016 Actuals	2017 Actuals	2018 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. 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.			
Story behind the data				
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		pports the maintenance increasing the scope of		
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?	and improve air quality	latest technology and a . E.g. Working with Build they can be effective, re	ding Services to test ba	ttery powered debris

Measuring Success – Storm Drain Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?		LUIU Adduid	Adduid	2010101000000
Condition of storm drain laterals assessed (% of total system)		131 (.02%)	76 (.01%)	125 (.02%)
Storm drain laterals maintained (% of laterals assessed)		50 (38%)	52 (39%)	40 (35%)
Storm drain laterals repaired (% of laterals assessed)		14 (11%)	28 (22%)	29 (22%)
How well did we do it?				
Claims		22 Claims 50% reduction	30 Claims 37% increase	15 Claims 50% reductions
Story behind the data	Actual claims in 2015 can be attributed to the major flooding event in late October. A for 2016 and 2017 are a due to improvements to the drainage system made in areas subject to flooding. The 2018 forecast is notwithstanding possible extreme weather e that can overload the storm water system. City staff maintain and repair storm service laterals to minimize flooding and deleterious impacts to the high quality of life in Victor This also results in reduced claims. Our goal is to identify problems and deal with the before they cause flooding. There are a total of 10,748 service connections.			made in areas reme weather events air storm service ty of life in Victoria. Ind deal with them
Is anyone better off?				
Story behind the data	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, lining and replacement. In 2017, the city rehabilitated 1.8 km and replaced 1.3 km of storm drain pipe due to our findings in 2015. As part of our ongoing lateral maintenance program, the city repaired 14 and replaced 1 service lateral in 2017.			
Where do we want to go?	A 50% reduction in flooding damage/claims due to damaged and failing laterals through condition assessment, repairs and relining.			

Measuring Success – Flushing and	Cleaning of Storm Main	IS		
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?		-	-	
Cleaned storm drains in km (% of system)		55.2km (21%)	23km (9%)	20km (8%)
Repaired storm drains locations		14	8	12
How well did we do it?				
Service levels of cleaned storm drains		3% increase in cleaning due to cleaning of downtown core.	12% decrease based on condition reviews resulting in reduced frequency of cleaning.	1% moderate decrease based on condition reviews resulting in reduced frequency of cleaning.
Story behind the data	This removes gravel at blockages that cause claims. The downtown condition was good. Program goal is to flus	clean the storm mains to ensure the system is operating effectively. el and debris from storm drain mains to maintain capacity and reduce se flooding of homes, business and City streets, and can result in own core was flushed in 2016 for the first time in seven years. Overall d. flush proactively in remaining sectors of the city based on condition		
	are 259 km of storm di	-	gency response cleaning	g blocked lines. There
Is anyone better off?	I			
Story behind the data	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. Work is carried out by City staff on storm sewer mains in the City of Victoria servicing all properties.			
Where do we want to go?	Identified areas that re	quire ongoing maintena	ance or repairs to mitiga	te future blockages.

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast		
How much did we do?						
Number of catch basins cleaned	1	3,550	2,973	3,200		
How well did we do it?		I	I			
Percent cleaned & unit cost of catch basins		51% \$36.13/unit	44% \$47/unit	5% increase in total catch basins cleaned \$47/unit		
Story behind the data	and reduce impact on contaminants from ent goal is to clean 100% are approximately 6,90	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 catch basins in an 18 month cycle at a unit cost of \$47. There are approximately 6,900 catch basins in the City. Work is carried out by City staff on catch basins that service roadways, parks, boulevards.				
Is anyone better off?						
Story behind the data	Minimize or eliminate f property due to floodir	looding of roadways an ng.	d reduce impact on tra	ffic and private		
	Prevent contaminants	from entering waterways	S.			
		Identify areas that require ongoing maintenance or repairs to mitigate future flooding.				

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast		
How much did we do?		1	1	1		
Conditions of sanitary sewer laterals assessed		287 (1.9% of total laterals)	361 (2.4% of total laterals)	453 (3% of total laterals)		
Maintained sanitary sewer laterals		200 (70% of laterals assessed)	329 (91% of assessed laterals)	400 (88% of assessed laterals)		
Repaired sanitary sewer laterals		37 (21%)	44 (25%)	45 (25%)		
How well did we do it?						
Number of claims Percent reduction		25 claims 22% reduction	30 claims 2% reduction	20 claims		
Story behind the data	mainlines. The results	 V) is used to inspect and of the pipe assessment collection system is ope 	allow City crews to take	e corrective measures		
Is anyone better off?						
Story behind the data	number of claims agai Usually these are com the private property. W problem laterals as sc sewer laterals. Work is carried out by	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. Usually these are complaint driven by property owners that notice problems occurring on the private property. We have a lateral maintenance program to inspect and clean known problem laterals as scheduled, and repair when necessary. There are 15,105 sanitary sewer laterals. Work is carried out by City staff on sewer lateral services to all property owners in the City of Victoria as required.				
Where do we want to go?	which have identified a	of the sanitary system h areas that require ongoi s to reduce the number	ng maintenance or repa	airs to mitigate future		

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast			
How much did we do?							
Cleaning of sewer mains as % of the whole system		117 km 46%	84 km 33%	80 km 31%			
Repaired locations of sewer mair	าร	13	44	35			
How well did we do it?				1			
Percent increase of sewer main cleaning		6% increase compared to 2015 actual (101km 39%)	13% decrease based on condition reviews resulting in reduced frequency of cleaning.	2% decrease based on condition reviews resulting in reduced frequency of cleaning.			
Story behind the data	and to ensure the was amount of blockages	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. There are 254km of sewer mains.					
Is anyone better off?							
Story behind the data	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.						
Where do we want to go?	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.						

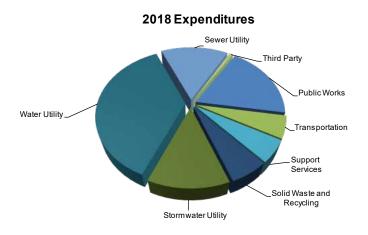
Measuring Success – Inspection	of Sanitary Sewer <u>Mains</u> ι	using CCTV					
Performance Measurements	2016 Actuals	2017 Actuals	2018 Forecast				
How much did we do?							
Conditions assessed by CCTV in ki (% of total system); cost per meter	n	11km (4.3%) \$4.65/m	78km (30.7%) \$4.50/m	50km (20%) \$4.77/m			
How well did we do it?							
Percent increase of conditions assessed by CCTV		Data has been reviewed and validated for 2016	CCTV 26% increase	-18% decrease due to new technology			
Story behind the data	mainlines. The results	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.					
Is anyone better off?							
Story behind the data	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.						
Where do we want to go?	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.						

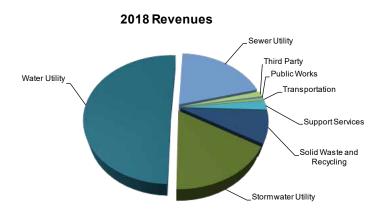
Performance Measurements	s Hydrant Maintenance	2016 Actuals	2017 Actuals	2018 Forecast		
How much did we do?		2010 Actuals	2017 Actuals	201010101000031		
Number of hydrants serviced						
cost/unit		1,110 (61%)	1,115 (61%)	1,300 (71%)		
How well did we do it?						
Percent reduced hydrants service	.d	13% decrease due to reorganization of maintenance program	0% due to preventive maintenance program improvements	10% increase due to preventive maintenance program improvements		
Story behind the data			n the City of Victoria and lydrants are also used to			
	Regular inspections a Cost per hydrant is bu		deficiencies and take co	orrective measures.		
		l operate fire hydrants ir 1,828 Hydrants maintain	n the City of Victoria and ed by the city.	the Township of		
Is anyone better off?						
Story behind the data	servicing of fire hydra	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.				
		······	ing.			
Where do we want to go?	property in the event of inventory annually, ho	n, maintenance and rep of a fire. The program ai wever historical service	air is essential to protect ms to complete as close level has been 65%. Inc v for increased service. T	to 100% of the orporating hydrant		
	property in the event of inventory annually, ho servicing with annual	n, maintenance and rep of a fire. The program ai wever historical service	air is essential to protect ms to complete as close level has been 65%. Inc	to 100% of the orporating hydrant		
Measuring Success – Waterwork	property in the event of inventory annually, ho servicing with annual	n, maintenance and rep of a fire. The program ai wever historical service	air is essential to protect ms to complete as close level has been 65%. Inc	to 100% of the orporating hydrant		
Measuring Success – Waterwork Performance Measurements	property in the event of inventory annually, ho servicing with annual	n, maintenance and rep of a fire. The program ai wever historical service flush programs will allov	air is essential to protect ms to complete as close level has been 65%. Inc v for increased service. 7	to 100% of the orporating hydrant Farget for 2018 is 71		
Measuring Success – Waterwork Performance Measurements How much did we do? Number of water main	property in the event of inventory annually, ho servicing with annual	n, maintenance and rep of a fire. The program ai wever historical service flush programs will allov	air is essential to protect ms to complete as close level has been 65%. Inc v for increased service. 7	to 100% of the orporating hydrant Farget for 2018 is 71 2018 Forecast		
Measuring Success – Waterwork Performance Measurements How much did we do? Number of water main maintenance breaks	property in the event of inventory annually, ho servicing with annual	n, maintenance and rep of a fire. The program ai wever historical service flush programs will allov 2016 Actuals 14.5 breaks/100 km	air is essential to protect ms to complete as close level has been 65%. Inc v for increased service. T 2017 Actuals ≤ 12 breaks/100 km	to 100% of the orporating hydrant farget for 2018 is 71 2018 Forecast ≤ 12 breaks/100 k		
Measuring Success – Waterwork Performance Measurements How much did we do? Number of water main maintenance breaks How well did we do it?	property in the event of inventory annually, ho servicing with annual	n, maintenance and rep of a fire. The program ai wever historical service flush programs will allov 2016 Actuals 14.5 breaks/100 km	air is essential to protect ms to complete as close level has been 65%. Inc v for increased service. T 2017 Actuals ≤ 12 breaks/100 km	to 100% of the orporating hydrant farget for 2018 is 71 2018 Forecast ≤ 12 breaks/100 k		
Measuring Success – Waterwork Performance Measurements How much did we do? Number of water main maintenance breaks How well did we do it? Reduced number of main breaks	property in the event of inventory annually, ho servicing with annual servicing with annual	n, maintenance and rep of a fire. The program ai wever historical service flush programs will allow 2016 Actuals 14.5 breaks/100 km of water mains Increase due to weather that was colder than normal ce repairs are usually res	air is essential to protect ms to complete as close level has been 65%. Inc v for increased service. T 2017 Actuals ≤ 12 breaks/100 km of water mains	to 100% of the orporating hydrant farget for 2018 is 71 2018 Forecast ≤ 12 breaks/100 k of water mains 2.5/100 km		
Measuring Success – Waterwork Performance Measurements How much did we do? Number of water main maintenance breaks How well did we do it? Reduced number of main breaks Story behind the data	property in the event of inventory annually, ho servicing with annual of Mains Maintenance	n, maintenance and rep of a fire. The program ai wever historical service flush programs will allow 2016 Actuals 14.5 breaks/100 km of water mains Increase due to weather that was colder than normal ce repairs are usually res	air is essential to protect ms to complete as close level has been 65%. Inc v for increased service. T 2017 Actuals ≤ 12 breaks/100 km of water mains 2.5/100 km	to 100% of the orporating hydrant Farget for 2018 is 71 2018 Forecast ≤ 12 breaks/100 k of water mains 2.5/100 km		
Where do we want to go? Measuring Success – Waterwork Performance Measurements How much did we do? Number of water main maintenance breaks How well did we do it? Reduced number of main breaks Story behind the data Is anyone better off? Story behind the data	property in the event of inventory annually, hor servicing with annual servicing with annual servicing with annual servicing with annual servic conducted to reveal p Water main and servic conducted to reveal p Water works infrastruct servicing of fire hydra	n, maintenance and rep of a fire. The program ai wever historical service flush programs will allow 2016 Actuals 14.5 breaks/100 km of water mains Increase due to weather that was colder than normal ce repairs are usually re- possible leakage.	air is essential to protect ms to complete as close level has been 65%. Inc v for increased service. T 2017 Actuals ≤ 12 breaks/100 km of water mains 2.5/100 km active, unless a system v rom 60 – 100+ years. Reg extends each asset's use	to 100% of the orporating hydrant farget for 2018 is 71 2018 Forecast ≤ 12 breaks/100 k of water mains 2.5/100 km wide audit is gular planned		

ENGINEERING AND PUBLIC WORKS

Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Public Works	99,500	156,859	57,359	57.65%
Transportation	492,416	249,863	(242,553)	-49.26%
Support Services	375,523	932,523	557,000	148.33%
Solid Waste and Recycling	3,050,454	3,144,079	93,625	3.07%
Stormwater Utility	6,294,511	6,613,491	318,980	5.07%
Water Utility	19,402,507	19,925,763	523,256	2.70%
Sewer Utility	7,982,200	7,874,200	(108,000)	-1.35%
Third Party	528,400	528,400	0	0.00%
Total	38,225,511	39,42 5,178	1,199,667	3.14%
Expenditures/Transfers to Reserve				
Public Works	9,854,518	10,077,989	223,471	2.27%
Transportation	2,553,242	2,899,124	345,882	13.55%
Support Services	2,019,141	2,885,691	866,550	42.92%
Solid Waste and Recycling	3,050,454	3,144,079	93,625	3.07%
Stormwater Utility	6,294,511	6,613,491	318,980	5.07%
Water Utility	19,402,507	19,925,763	523,256	2.70%
Sewer Utility	7,982,200	7,874,200	(108,000)	-1.35%
Third Party	428,400	428,400	0	0.00%
Total	51,584,974	53,848,739	2,263,764	4.39%
Net	13,359,462	14,423,561	1,064,097	7.97%

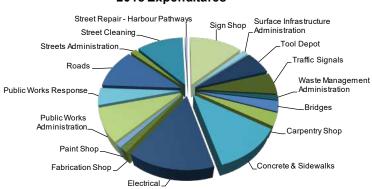




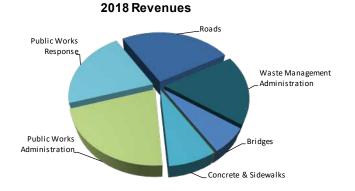
PUBLIC WORKS Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Bridges	8,500	10,000	1,500	17.65%
Concrete & Sidewalks	15,000	12,000	(3,000)	-20.00%
Public Works Administration	3,000	33,614	30,614	1020.47%
Public Works Response	33,000	33,000	0	0.00%
Roads	40,000	40,000	0	0.00%
Waste Management Administration	0	28,245	28,245	100.00%
Total	99,500	156,859	57,359	57.65%
Expenditures/Transfer to Reserve				
Bridges	265,841	280,635	14,794	5.56%
Carpentry Shop	287,926	339,300	51,374	17.84%
Concrete & Sidewalks	1,120,921	1,197,081	76,160	6.79%
Electrical	1,416,447	1,443,887	27,440	1.94%
Fabrication Shop	141,787	133,725	(8,062)	-5.69%
Fleet ¹	0	0	0	0.00%
Paint Shop	104,605	106,203	1,598	1.53%
Public Works Administration	997,750	898,132	(99,618)	-9.98%
Public Works Response	485,729	462,902	(22,827)	-4.70%
Roads	1,148,497	1,098,875	(49,622)	-4.32%
Streets Administration	156,205	146,235	(9,970)	-6.38%
Street Cleaning	992,241	1,123,077	130,836	13.19%
Street Repair – Harbour Pathways	52,349	54,477	2,128	4.07%
Sign Shop	1,200,102	1,282,085	81,983	6.83%
Surface Infrastructure Administration	135,283	138,383	3,100	2.29%
Tool Depot	613,636	643,673	30,037	4.89%
Traffic Signals	587,909	596,434	8,525	1.45%
Waste Management Administration	147,290	132,885	(14,405)	-9.78%
Total	9,854,518	10,077,989	223,471	2.27%
Net	9,755,018	9,921,130	166,112	1.70%

¹ Full Recovery through other service areas



2018 Expenditures



Service Area: Bridges

Department:	Engineering & PW	Budget Year:	2018
Division:	Public Works		

Overview:

Bridges maintains operations of the City's six bridges, including the Johnson Street Bridge, Point Ellice Street Bridge and the Gorge, Burnside, Hereward (rail) bridges, and E&N 0.2 mile Bridge to ensure safe travel by all users.

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 as well as 3,000 cyclist and 4,000 pedestrian trips between the neighbourhoods of Victoria West (VicWest) and downtown.

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.

Service Area: Bridges

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3488	Johnson St Bridge Opening	12,975	13,950	8,500	10,000	+ 17.65 %
Total Rev	//Funding Sources	12,975	13,950	8,500	10,000	
Expendit	ures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	1,456	1,237	2,075	2,000	- 3.61 %
9121	WO Outside Equipment Rentals	247	0	0	300	
9211	WO Regular Time ¹	167,277	149,727	215,611	231,955	+ 7.58 %
9221	WO Overtime	20,844	31,547	7,105	7,247	+ 2.00 %
9311	WO Inventory Purchases	3,404	1,195	1,200	2,248	+ 87.33 %
9321	WO Outside Purchases	11,455	1,335	34,775	15,885	- 54.32 %
9411	WO Contracted Services	17,522	7,987	5,075	21,000	+ 313.79 %
9421	WO Consulting Services	794	2,937	0	0	
Total Exp	/Transfers to Reserve	223,000	195,965	265,841	280,635	
Net Total		(210,025)	(182,015)	(257,341)	(270,635)	

¹ 2018 Council Motion – Extra bridge coverage

Service Area: Bridges

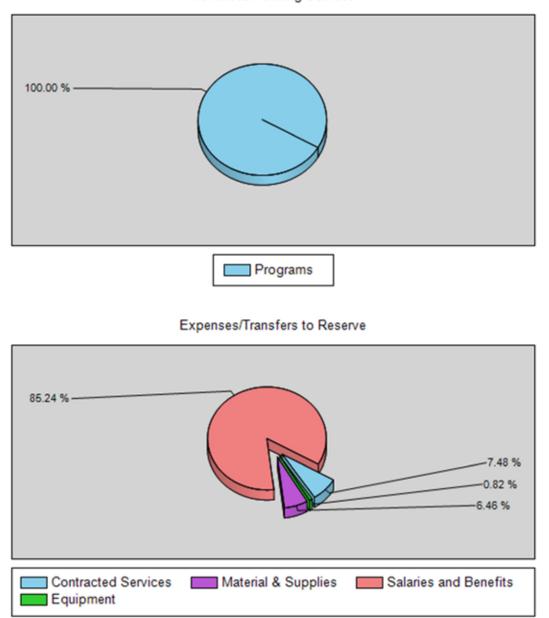
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3488	Johnson St Bridge Opening	10,000	10,000	10,000	10,000	10,000
Total Rev	v/Funding Sources	10,000	10,000	10,000	10,000	10,000
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expendit	tures/Transfer To Reserve					
9111	WO Inside Equipment Rentals	2,000	2,040	2,081	2,122	2,165
9121	WO Outside Equipment ¹ Rentals	300	306	312	318	325
9211	WO Regular Time ²	231,955	205,994	210,114	214,316	218,603
9221	WO Overtime	7,247	7,392	7,540	7,691	7,844
9311	WO Inventory Purchases	2,248	2,293	2,339	2,386	2,433
9321	WO Outside Purchases	15,885	16,203	16,527	16,857	17,194
9411	WO Contracted Services	21,000	21,420	21,848	22,285	22,731
Total Exp	p/Transfer to Reserve	280,635	255,648	260,761	265,976	271,295
% Increa	se		(8.90%)	2.00%	2.00%	2.00%
Net Total	. <u> </u>	(270,635)	(245,648)	(250,761)	(255,976)	(261,295)

¹ 2018 Council Motion – Extra bridge coverage

Service Area: Bridges





Service Area: Carpentry Shop

Department:Engineering & PWBudget Year:2018

Overview:

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

Deliverables:

Maintenance and repair of 104 shelters and 482 benches Work allocations for carpentry:

- Facilities 36%
- Engineering and Public Works 28%
- Benches/Shelters 8%
- Parks 7%
- Others: Victoria Police Department, Capital Programs, Victoria Fire Department, Capital Regional District (CRD) - 21%

Service Area: Carpentry Shop

Changes to Service Area:

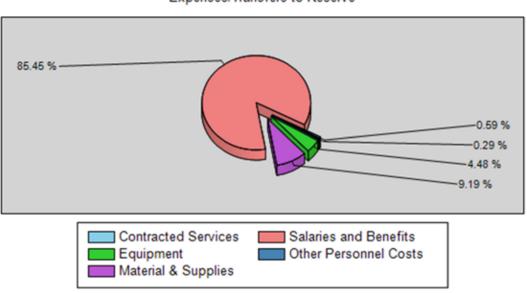
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4020	Salaries - Carpenters	93,491	92,313	90,492	93,660	+ 3.50 %
4102	Benefits	22,643	21,285	22,171	22,947	+ 3.50 %
4120	Training and Development	500	1,800	1,500	2,000	+ 33.33 %
4308	General Supplies	0	371	0	0	
4316	Protective Clothing/Uniforms	4,561	3,285	7,884	5,000	- 36.58 %
4318	Lumber and Tools	0	19	0	0	
4412	Equipment Rentals	6,000	6,363	5,100	7,200	+ 41.18 %
9111	WO Inside Equipment Rentals	4,890	3,464	7,536	8,000	+ 6.16 %
9121	WO Outside Equipment Rentals	1,816	1,421	0	0	
9211	WO Regular Time	122,186	123,499	127,063	172,279	+ 35.59 %
9221	WO Overtime	986	1,402	0	1,035	
9311	WO Inventory Purchases	4,249	5,526	6,456	6,456	0.00 %
9321	WO Outside Purchases	21,275	12,598	17,724	17,724	0.00 %
9411	WO Contracted Services	420	0	1,000	1,000	0.00 %
9511	WO Gas	2,196	2,129	1,000	2,000	+ 100.00 %
Total Exp	o/Transfers to Reserve	285,213	275,474	287,926	339,300	
Net Total		(285,213)	(275,474)	(287,926)	(339,300)	

Service Area: Carpentry Shop

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4020	Salaries - Carpenters	93,660	95,533	97,443	99,392	101,380
4102	Benefits	22,947	23,406	23,874	24,351	24,838
4120	Training and Development	2,000	2,040	2,081	2,122	2,165
4316	Protective Clothing/Uniforms	5,000	5,100	5,202	5,306	5,412
4412	Equipment Rentals	7,200	7,344	7,491	7,641	7,794
9111	WO Inside Equipment Rentals	8,000	8,160	8,323	8,490	8,659
9211	WO Regular Time	172,279	175,725	179,239	182,824	186,480
9221	WO Overtime	1,035	1,056	1,077	1,098	1,120
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	2,000	2,040	2,081	2,122	2,165
Total Exp	o/Transfer to Reserve	339,300	346,086	353,008	360,068	367,269
% Increas	se		2.00%	2.00%	2.00%	2.00%
Net Total		(339,300)	(346,086)	(353,008)	(360,068)	(367,269)

Service Area: Carpentry Shop



Expenses/Transfers to Reserve

Service Area: Concrete & Sidewalks

Department:Engineering & PWBudget Year:2018

Overview:

Concrete and Sidewalks manages and supervises the concrete infrastructure throughout the City, while providing safe and accessible sidewalks, pathways, walkways and maintains the existing malls and squares. Specialty work such as rock walls and brick pavers are also maintained.

Deliverables:

- 1,600 cubic meters of concrete placed and finished
- · 600 calls for service requests
- 300 complaints response, (including 50 trip and fall complaints)
- 1,200 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

Service Area: Concrete & Sidewalks

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues/Funding Sources						
5075	Financial Stability Reserve ¹	0	0	15,000	12,000	- 20.00 %
9011	Work Order Revenue	9,300	3,800	0	0	
Total Rev	//Funding Sources	9,300	3,800	15,000	12,000	
Expendit	ures/Transfers to Reserve					
4014	Salaries - Outside	26,483	95,419	87,466	89,219	+ 2.00 %
4102	Benefits	9,253	22,680	21,429	21,859	+ 2.00 %
4112	Mileage/Parking	0	16	200	0	
4116	Conferences/Travel	686	298	1,930	5,000	+ 159.07 %
4120	Training and Development	182	2,175	0	6,000	
4236	Land Services	11,500	0	0	0	
4316	Protective Clothing/Uniforms	10,022	10,183	10,500	11,000	+ 4.76 %
4318	Lumber and Tools	46,578	60,257	60,775	50,105	- 17.56 %
4412	Equipment Rentals	24,000	16,897	13,400	20,895	+ 55.93 %
9111	WO Inside Equipment Rentals	105,630	103,215	81,149	80,000	- 1.42 %
9121	WO Outside Equipment Rentals	42,636	53,910	73,718	43,000	- 41.67 %
9211	WO Regular Time ¹	736,639	603,633	612,378	719,226	+ 17.45 %
9221	WO Overtime	9,028	7,754	19,488	13,977	- 28.28 %
9311	WO Inventory Purchases	16,814	32,835	17,750	16,900	- 4.79 %
9321	WO Outside Purchases	259,597	185,090	109,038	108,500	- 0.49 %
9411	WO Contracted Services	13,271	15,495	11,700	11,400	- 2.56 %
9824	Work Order Recoveries	(28,960)	0	0	0	
Total Exp/Transfers to Reserve		1,283,359	1,209,857	1,120,921	1,197,081	
= Net Total		(1,274,059)	(1,206,057)	(1,105,921)	(1,185,081)	

¹ 2016 Council Motion – Brick Pavers

Service Area: Concrete & Sidewalks

5 Year Forecast:

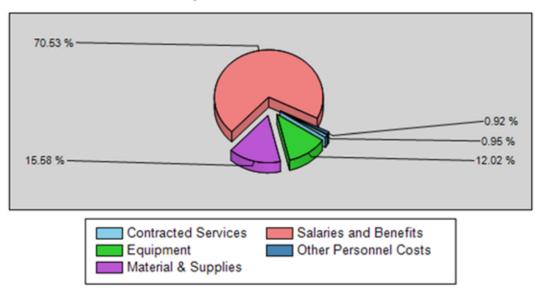
		2018	2019	2020	2021	2022
Revenues	s/Funding Sources					
5075	Financial Stability Reserve ¹	12,000	0	0	0	0
Total Rev/Funding Sources		12,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Expenditu	ures/Transfer To Reserve					
4014	Salaries - Outside	89,219	91,004	92,824	94,680	96,574
4102	Benefits	21,859	22,296	22,742	23,197	23,661
4116	Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	6,000	6,120	6,242	6,367	6,495
4316	Protective Clothing/Uniforms	11,000	11,220	11,444	11,673	11,907
4318	Lumber and Tools	50,105	51,107	52,129	53,172	54,235
4412	Equipment Rentals	20,895	21,313	21,739	22,174	22,617
9111	WO Inside Equipment Rentals	80,000	81,600	83,232	84,897	86,595
9121	WO Outside Equipment Rentals	43,000	43,860	44,737	45,632	46,545
9211	WO Regular Time ¹	719,226	721,371	735,798	750,514	765,524
9221	WO Overtime	13,977	14,257	14,542	14,833	15,129
9311	WO Inventory Purchases	16,900	17,238	17,583	17,934	18,293
9321	WO Outside Purchases	108,500	110,670	112,883	115,141	117,444
9411	WO Contracted Services	11,400	11,628	11,861	12,098	12,340
Total Exp/Transfer to Reserve		1,197,081	1,208,783	1,232,958	1,257,617	1,282,770
% Increase			0.98%	2.00%	2.00%	2.00%
Net Total		(1,185,081)	(1,208,783)	(1,232,958)	(1,257,617)	(1,282,770)

¹ 2016 Council Motion – Brick Pavers

Service Area: Concrete & Sidewalks

100.00 % _______

Expenses/Transfers to Reserve



Service Area: Electrical

Department:Engineering & PWBudget Year:2018

Overview:

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

Work involves BC One utility 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 for the City's outdoor electrical infrastructure.

Deliverables:

- 6,900 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 Douglas street information Banner installations per year
- BC One utility locates

Service Area: Electrical

Changes to Service Area:

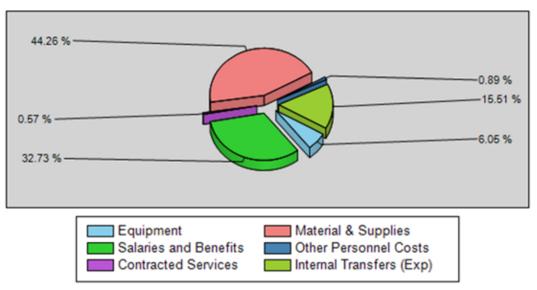
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4012	Salaries - Electricians	90,447	82,881	86,266	88,061	+ 2.08 %
4070	Overtime	(8)	214	0	0	
4102	Benefits	19,625	18,584	21,201	21,640	+ 2.07 %
4116	Conferences/Travel	1,042	3,741	2,000	8,000	+ 300.00 %
4118	Membership Fees	0	0	0	780	
4120	Training and Development	5,431	3,561	0	4,000	
4216	Contracted Services	0	750	0	0	
4236	Land Services	3,851	0	0	0	
4312	Office Supplies	614	0	200	1,000	+ 400.00 %
4412	Equipment Rentals	17,878	6,074	12,100	10,600	- 12.40 %
6045	Trf to Climate Action Reserve	0	0	0	223,961	
9111	WO Inside Equipment Rentals	66,587	51,992	73,917	76,750	+ 3.83 %
9121	WO Outside Equipment Rentals	1,470	0	0	0	
9211	WO Regular Time	417,865	496,304	406,227	354,646	- 12.70 %
9221	WO Overtime	5,339	5,820	5,075	8,282	+ 63.19 %
9311	WO Inventory Purchases	108,769	97,271	155,546	92,000	- 40.85 %
9321	WO Outside Purchases	94,687	96,778	57,357	73,000	+ 27.27 %
9360	WO Utility-BC Hydro	573,703	576,361	593,008	473,008	- 20.24 %
9411	WO Contracted Services	12,692	13,731	3,550	8,159	+ 129.83 %
Total Exp	o/Transfers to Reserve	1,419,992	1,452,560	1,416,447	1,443,887	
Net Total		(1,419,992)	(1,452,560)	(1,416,447)	(1,443,887)	

Service Area: Electrical

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4012	Salaries - Electricians	88,061	89,823	91,618	93,451	95,320
4102	Benefits	21,640	22,073	22,515	22,965	23,425
4116	Conferences/Travel	8,000	8,160	8,323	8,490	8,659
4118	Membership Fees	780	796	812	828	844
4120	Training and Development	4,000	4,080	4,162	4,245	4,330
4312	Office Supplies	1,000	1,020	1,040	1,061	1,082
4412	Equipment Rentals	10,600	10,812	11,028	11,249	11,474
6045	Trf to Climate Action Reserve	223,961	226,040	228,161	230,324	232,531
9111	WO Inside Equipment Rentals	76,750	78,285	79,851	81,448	83,077
9211	WO Regular Time	354,646	361,739	368,974	376,353	383,880
9221	WO Overtime	8,282	8,448	8,617	8,789	8,965
9311	WO Inventory Purchases	92,000	93,840	95,717	97,631	99,584
9321	WO Outside Purchases	73,000	74,460	75,949	77,468	79,018
9360	WO Utility-BC Hydro	473,008	493,763	515,245	537,479	560,490
9411	WO Contracted Services	8,159	8,322	8,489	8,658	8,832
Total Exp/Transfer to Reserve		1,443,887	1,481,661	1,520,500	1,560,439	1,601,510
% Increa	se		2.62%	2.62%	2.63%	2.63%
Net Total	-	(1,443,887)	(1,481,661)	(1,520,500)	(1,560,439)	(1,601,510)

Service Area: Electrical



Expenses/Transfers to Reserve

Service Area: Fabrication Shop

Department:Engineering & PWBudget Year:2018

Overview:

The Fabrication Shop provides metal fabrication services across the City, which include welding, aluminum and steel fabrication, City vehicle customization and support to other department maintenance and operations.

Deliverables:

On demand fabrication and support

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

Service Area: Fabrication Shop

Changes to Service Area:

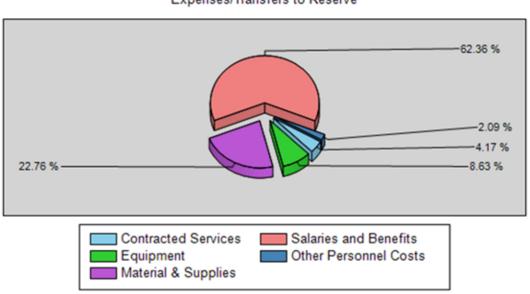
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
9011	Work Order Revenue	0	991	0	0	
Total Rev/Funding Sources		0	991	0	0	
Expendit	ures/Transfers to Reserve					
4120	Training and Development	0	1,530	505	3,000	+ 494.06 %
9111	WO Inside Equipment Rentals	10,852	13,152	12,220	12,400	+ 1.47 %
9121	WO Outside Equipment Rentals	100	0	0	0	
9211	WO Regular Time	109,812	85,841	87,862	89,620	+ 2.00 %
9221	WO Overtime	135	0	0	0	
9311	WO Inventory Purchases	4,724	6,339	4,000	4,000	0.00 %
9321	WO Outside Purchases	25,496	39,997	31,200	28,705	- 8.00 %
9411	WO Contracted Services	4,083	2,004	6,000	6,000	0.00 %
9824	Work Order Recoveries	(10,272)	(5,850)	0	(10,000)	
Total Exp	/Transfers to Reserve	144,931	143,012	141,787	133,725	
Net Total		(144,931)	(142,021)	(141,787)	(133,725)	

Service Area: Fabrication Shop

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	tures/Transfer To Reserve					
4120	Training and Development	3,000	3,060	3,121	3,184	3,247
9111	WO Inside Equipment Rentals	12,400	12,648	12,901	13,159	13,422
9211	WO Regular Time	89,620	91,412	93,241	95,105	97,008
9311	WO Inventory Purchases	4,000	4,080	4,162	4,245	4,330
9321	WO Outside Purchases	28,705	29,279	29,865	30,462	31,071
9411	WO Contracted Services	6,000	6,120	6,242	6,367	6,495
9824	Work Order Recoveries	(10,000)	(10,200)	(10,404)	(10,612)	(10,824)
Total Exp	p/Transfer to Reserve	133,725	136,400	139,127	141,910	144,748
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(133,725)	(136,400)	(139,127)	(141,910)	(144,748)

Service Area: Fabrication Shop



Expenses/Transfers to Reserve

Service Area: Fleet

Department:Engineering & PWBudget Year:2018

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. This includes maintenance to ensure safe and maximized performance, and to satisfy Commercial Vehicle Safety Enforcement requirements. All on-demand maintenance requests are completed daily in order of importance. Work also includes all prep work on new vehicles for service including adding any necessary specialized equipment, fabrication needs, first aid equipment, and lighting needs.

Staff also 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.

Service Area: Fleet

Changes to Service Area:

9011 Wo Total Rev/Fu 4010 Sal 4014 Sal 4016 Sal 40170 Ove 4102 Ben 4116 Con 4112 Equ 4412 Equ 4808 Con 4816 Lea 9121 WO 9221 WO 9311 WO 9321 WO 9441 WO	unding Sources ork Order Revenue anding Sources s/Transfers to Reserve laries - Exempt laries - Outside laries - Inside ¹ ertime nefits nferences/Travel embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	Actual 4,611 4,611 107,372 98,973 62,454 644 67,470 7,697 1,356 15,551 55,839 0 0 0 0 (954,646)	Actual 7,260 7,260 109,058 91,468 76,794 1,087 66,046 8,374 1,759 15,452 53,120 600 0 200	Budget 0 0 109,082 87,466 64,098 0 63,334 12,000 800 28,100 50,200 1,000 3,169 0	Budget 0 0 109,082 89,219 158,288 0 86,840 12,240 2,016 28,662 56,204 1,020 (2,001) 0	+ 0.00 % + 2.00 % + 146.95 % + 37.11 % + 2.00 % + 152.00 % + 11.96 % + 2.00 % - 163.14 %
9011 Wo Total Rev/Fu 4010 Sal 4014 Sal 4016 Sal 40170 Ove 4102 Ben 4116 Con 4112 Equ 4412 Equ 4412 Equ 4808 Con 4816 Lea 9111 WO 9221 WO 9311 WO 9321 WO 9441 WO	ork Order Revenue anding Sources s/Transfers to Reserve laries - Exempt laries - Outside laries - Inside ¹ ertime nefits nferences/Travel embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	4,611 107,372 98,973 62,454 644 67,470 7,697 1,356 15,551 55,839 0 0 0 0	7,260 109,058 91,468 76,794 1,087 66,046 8,374 1,759 15,452 53,120 600 0 200	0 109,082 87,466 64,098 0 63,334 12,000 800 28,100 50,200 1,000 3,169 0	0 109,082 89,219 158,288 0 86,840 12,240 2,016 28,662 56,204 1,020 (2,001) 0	+ 2.00 % + 146.95 % + 37.11 % + 2.00 % + 152.00 % + 2.00 % + 11.96 % + 2.00 %
Total Rev/Fu Expenditures 4010 Sal 4014 Sal 4016 Sal 4016 Sal 40170 Ove 4102 Bei 4116 Col 4118 Me 4120 Tra 4412 Equ 4512 Ins 4808 Col 4816 Lea 9111 WC 9211 WC 9311 WC 9321 WC 9441 WC	Inding Sources s/Transfers to Reserve laries - Exempt laries - Outside laries - Inside ¹ ertime nefits nferences/Travel embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	4,611 107,372 98,973 62,454 644 67,470 7,697 1,356 15,551 55,839 0 0 0 0	7,260 109,058 91,468 76,794 1,087 66,046 8,374 1,759 15,452 53,120 600 0 200	0 109,082 87,466 64,098 0 63,334 12,000 800 28,100 50,200 1,000 3,169 0	0 109,082 89,219 158,288 0 86,840 12,240 2,016 28,662 56,204 1,020 (2,001) 0	+ 2.00 % + 146.95 % + 37.11 % + 2.00 % + 152.00 % + 2.00 % + 11.96 % + 2.00 %
Expenditures 4010 Sal 4014 Sal 4016 Sal 40170 Ove 4102 Ben 4116 Con 4118 Me 4120 Tra 4412 Equ 4512 Ins 4808 Con 4816 Lea 9111 WC 9211 WC 9321 WC 9321 WC 9441 WC	s/Transfers to Reserve laries - Exempt laries - Outside laries - Inside ¹ ertime nefits nferences/Travel embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	107,372 98,973 62,454 644 67,470 7,697 1,356 15,551 55,839 0 0 0 0	91,468 76,794 1,087 66,046 8,374 1,759 15,452 53,120 600 0 200	87,466 64,098 0 63,334 12,000 800 28,100 50,200 1,000 3,169 0	89,219 158,288 0 86,840 12,240 2,016 28,662 56,204 1,020 (2,001) 0	+ 2.00 % + 146.95 % + 37.11 % + 2.00 % + 152.00 % + 2.00 % + 11.96 % + 2.00 %
4010 Sal 4014 Sal 4016 Sal 4016 Sal 4016 Sal 4016 Sal 4016 Sal 4010 Ber 4102 Ber 4116 Cor 4118 Me 4120 Tra 4412 Equ 4512 Ins 4808 Cor 4816 Lea 4824 Rei 9111 WC 9211 WC 9311 WC 9321 WC 9411 WC	laries - Exempt laries - Outside laries - Inside ¹ ertime nefits nferences/Travel embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	98,973 62,454 644 67,470 7,697 1,356 15,551 55,839 0 0 0	91,468 76,794 1,087 66,046 8,374 1,759 15,452 53,120 600 0 200	87,466 64,098 0 63,334 12,000 800 28,100 50,200 1,000 3,169 0	89,219 158,288 0 86,840 12,240 2,016 28,662 56,204 1,020 (2,001) 0	+ 2.00 % + 146.95 % + 37.11 % + 2.00 % + 152.00 % + 2.00 % + 11.96 % + 2.00 %
4014 Sal 4016 Sal 40170 Ove 4102 Ben 41102 Ben 41116 Con 41118 Me 4120 Tra 4412 Equ 4512 Ins 4808 Con 4816 Lea 4824 Ren 9111 WC 9221 WC 9311 WC 9321 WC 9441 WC	laries - Outside laries - Inside ¹ ertime nefits nferences/Travel embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	98,973 62,454 644 67,470 7,697 1,356 15,551 55,839 0 0 0	91,468 76,794 1,087 66,046 8,374 1,759 15,452 53,120 600 0 200	87,466 64,098 0 63,334 12,000 800 28,100 50,200 1,000 3,169 0	158,288 0 86,840 12,240 2,016 28,662 56,204 1,020 (2,001) 0	+ 146.95 % + 37.11 % + 2.00 % + 152.00 % + 2.00 % + 11.96 % + 2.00 %
4070 Ove 4102 Beil 4110 Col 4111 Me 4112 Equ 4120 Tra 4412 Equ 4512 Ins 4808 Col 4816 Lea 9111 WC 9211 WC 9311 WC 9321 WC 9441 WC	ertime nefits nferences/Travel embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	62,454 644 67,470 7,697 1,356 15,551 55,839 0 0 0	1,087 66,046 8,374 1,759 15,452 53,120 600 0 200	0 63,334 12,000 800 28,100 50,200 1,000 3,169 0	0 86,840 12,240 2,016 28,662 56,204 1,020 (2,001) 0	+ 37.11 % + 2.00 % + 152.00 % + 2.00 % + 11.96 % + 2.00 %
4102 Bei 4116 Coi 4118 Me 4120 Training 4412 Equition 4512 Ins 4808 Coi 4816 Leas 4824 Read 9111 WC 9211 WC 9311 WC 9321 WC 9441 WC	nefits nferences/Travel embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	67,470 7,697 1,356 15,551 55,839 0 0 0	66,046 8,374 1,759 15,452 53,120 600 0 200	63,334 12,000 800 28,100 50,200 1,000 3,169 0	86,840 12,240 2,016 28,662 56,204 1,020 (2,001) 0	+ 2.00 % + 152.00 % + 2.00 % + 11.96 % + 2.00 %
4116 Col 4118 Me 4120 Tra 4412 Equ 4512 Ins 4808 Col 4816 Lea 4824 Rei 9111 WC 9211 WC 9311 WC 9321 WC 9411 WC 9441 WC	nferences/Travel embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	7,697 1,356 15,551 55,839 0 0 0	66,046 8,374 1,759 15,452 53,120 600 0 200	12,000 800 28,100 50,200 1,000 3,169 0	12,240 2,016 28,662 56,204 1,020 (2,001) 0	+ 2.00 % + 152.00 % + 2.00 % + 11.96 % + 2.00 %
4118 Me 4120 Tra 4412 Equ 4512 Ins 4808 Cord 4816 Lea 4824 Rei 9111 WC 9211 WC 9321 WC 9321 WC 9411 WC 9441 WC	embership Fees aining and Development uipment Rentals urance ntingencies ase/Rental covery	1,356 15,551 55,839 0 0 0	1,759 15,452 53,120 600 0 200	800 28,100 50,200 1,000 3,169 0	2,016 28,662 56,204 1,020 (2,001) 0	+ 152.00 % + 2.00 % + 11.96 % + 2.00 %
4120 Tra 4412 Equ 4512 Ins 4808 Cod 4816 Lea 4824 Rea 9111 WC 9211 WC 9221 WC 9311 WC 9321 WC 9411 WC 9441 WC	aining and Development uipment Rentals urance ntingencies ase/Rental covery	15,551 55,839 0 0 0	15,452 53,120 600 0 200	28,100 50,200 1,000 3,169 0	28,662 56,204 1,020 (2,001) 0	+ 2.00 % + 11.96 % + 2.00 %
4412 Equ 4512 Ins 4808 Con 4816 Lea 4824 Rei 9111 WC 9211 WC 9221 WC 9311 WC 9321 WC 9441 WC	uipment Rentals urance ntingencies ase/Rental covery	55,839 0 0 0	53,120 600 0 200	50,200 1,000 3,169 0	56,204 1,020 (2,001) 0	+ 11.96 % + 2.00 %
4512 Ins 4808 Cou 4816 Lea 4824 Rea 9111 WC 9121 WC 9211 WC 9211 WC 9311 WC 9311 WC 9311 WC 9411 WC	urance ntingencies ase/Rental covery	0 0 0	600 0 200	1,000 3,169 0	1,020 (2,001) 0	+ 2.00 %
4808 Col 4816 Lea 4824 Rea 9111 WC 9121 WC 9211 WC 9311 WC 9321 WC 9411 WC 9441 WC	ntingencies ase/Rental covery	0 0	0 200	3,169 0	(2,001) 0	
4816 Lea 4824 Rei 9111 WC 9121 WC 9211 WC 9311 WC 9321 WC 9411 WC	ase/Rental covery	0	200	0	0	- 163.14 %
4824 Ref 9111 WC 9121 WC 9211 WC 9221 WC 9311 WC 9321 WC 9441 WC	covery					
9111 WC 9121 WC 9211 WC 9221 WC 9311 WC 9321 WC 9411 WC		(954,646)	(1.000.00.1)		(4.405.044)	
9121 WC 9211 WC 9221 WC 9311 WC 9321 WC 9411 WC			(1,030,294)	(946,106)	(1,135,844)	+ 20.05 %
9211 WC 9221 WC 9311 WC 9321 WC 9411 WC 9441 WC	D Inside Equipment Rentals	1,836,903	1,973,712	1,831,106	2,130,838	+ 16.37 %
9221 WC 9311 WC 9321 WC 9411 WC 9441 WC	O Outside Equipment Rentals	3,536	0	0	0	
9311 WC 9321 WC 9411 WC 9441 WC	D Regular Time	1,094,584	1,021,783	1,127,353	1,033,323	- 8.34 %
9321 WC 9411 WC 9441 WC	O Overtime	12,733	9,251	0	0	
9411 WC 9441 WC	D Inventory Purchases	63,206	71,879	66,499	60,709	- 8.71 %
9441 WC	O Outside Purchases	562,595	552,941	582,000	526,354	- 9.56 %
	O Contracted Services	189,497	182,752	241,516	171,201	- 29.11 %
9511 WC	D Insurance-Vehicle	208,605	228,752	195,328	233,089	+ 19.33 %
) Gas	188,244	212,835	424,879	469,714	+ 10.55 %
9521 WC) Natural Gas	31,429	29,943	0	0	
9541 WC) Propane	4,736	2,253	0	0	
9551 WC	D Bio Diesel	236,136	258,820	0	0	
9561 WC	D Motor Oil	18,976	17,346	0	0	
9571 Ma	irked Gas	1,672	(432)	0	0	
9824 Wo	ork Order Recoveries	(1,785,699)	(1,764,993)	(1,900,242)	(1,734,769)	- 8.71 %
9826 WC	D Equipment Recoveries	(2,126,595)	(2,063,449)	(2,041,583)	(2,296,186)	+ 12.47 %
Total Exp/Tra		3,268	127,057	0	0	
Net Total	ansfers to Reserve					

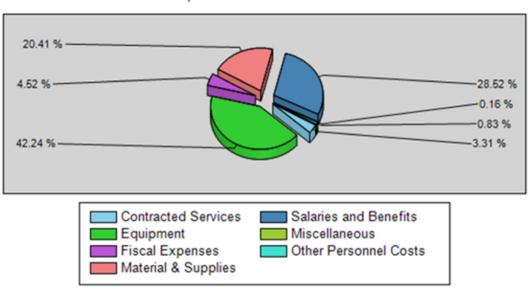
¹ Reallocation of Project Coordinator Position from PW Administration

Service Area: Fleet

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditu	ures/Transfer To Reserve					
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4014	Salaries - Outside	89,219	91,004	92,824	94,680	96,574
4016	Salaries - Inside	158,288	161,454	164,683	167,976	171,336
4102	Benefits	86,840	88,577	90,349	92,156	93,999
4116	Conferences/Travel	12,240	12,485	12,734	12,989	13,249
4118	Membership Fees	2,016	2,056	2,097	2,139	2,182
4120	Training and Development	28,662	29,235	29,820	30,416	31,025
4412	Equipment Rentals	56,204	57,228	58,273	59,338	60,425
4512	Insurance	1,020	1,040	1,061	1,082	1,104
4808	Contingencies	(2,001)	(10,707)	(10,922)	(11,140)	(11,363)
4824	Recovery	(1,135,844)	(1,149,795)	(1,172,690)	(1,196,044)	(1,219,865)
9111	WO Inside Equipment Rentals	2,130,838	2,144,627	2,167,356	2,190,542	2,214,190
9211	WO Regular Time	1,033,323	1,053,990	1,075,069	1,096,571	1,118,502
9311	WO Inventory Purchases	60,709	61,923	63,162	64,425	65,713
9321	WO Outside Purchases	526,354	536,881	547,619	558,571	569,742
9411	WO Contracted Services	171,201	174,625	178,117	181,680	185,313
9441	WO Insurance-Vehicle	233,089	237,751	242,506	247,356	252,303
9511	WO Gas	469,714	479,108	488,690	498,464	508,434
9824	Work Order Recoveries	(1,734,769)	(1,740,636)	(1,755,286)	(1,770,230)	(1,785,472)
9826	WO Equipment Recoveries	(2,296,186)	(2,342,110)	(2,388,952)	(2,436,731)	(2,485,466)
Total Exp	/Transfer to Reserve	0	0	0	0	0
% Increas	5e		0%	0%	0%	0%
Net Total	=	0	0	0	0	0

Service Area: Fleet



Expenses/Transfers to Reserve

Service Area: Paint Shop

Department: Engineering & PW Budget Year: 2018

Overview:

The Paint Shop provides painting services to Civic Facilities while protecting and enhancing City streets, squares and parks. This also maintains the surfaces of existing infrastructure.

Deliverables:

· Support demands and needs of City infrastructure maintenance

· Maintains attractive beautification for tourism and support to downtown businesses

Service Area: Paint Shop

Changes to Service Area:

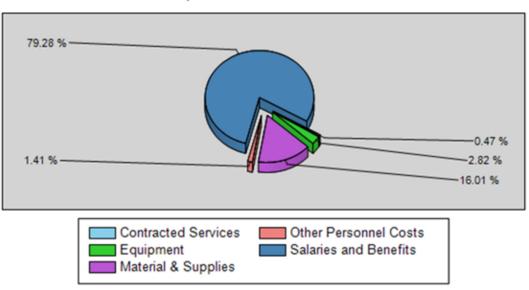
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4120	Training and Development	0	200	1,500	1,500	0.00 %
9111	WO Inside Equipment Rentals	2,696	6,478	4,200	3,000	- 28.57 %
9211	WO Regular Time	91,715	85,195	82,552	84,203	+ 2.00 %
9311	WO Inventory Purchases	7,176	6,098	5,853	7,000	+ 19.60 %
9321	WO Outside Purchases	19,261	12,991	10,000	10,000	0.00 %
9411	WO Contracted Services	102	0	500	500	0.00 %
9511	WO Gas	131	92	0	0	
9551	WO Bio Diesel	0	19	0	0	
9571	Marked Gas	34	0	0	0	
Total Exp	Total Exp/Transfers to Reserve		110,073	104,605	106,203	
Net Total		(121,115)	(110,073)	(104,605)	(106,203)	

Service Area: Paint Shop

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4120	Training and Development	1,500	1,530	1,561	1,592	1,624
9111	WO Inside Equipment Rentals	3,000	3,060	3,121	3,184	3,247
9211	WO Regular Time	84,203	85,887	87,605	89,357	91,144
9311	WO Inventory Purchases	7,000	7,140	7,283	7,428	7,577
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
9411	WO Contracted Services	500	510	520	531	541
Total Exp	o/Transfer to Reserve	106,203	108,327	110,494	112,703	114,958
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(106,203)	(108,327)	(110,494)	(112,703)	(114,958)

Service Area: Paint Shop



Expenses/Transfers to Reserve

Service Area: Public Works Administration

Department:Engineering & PWBudget Year:2018

Overview:

Public Works Administration (PWA) provides administrative, BC One and dispatch support to the Engineering and Public Works Department and some other divisions within the City. Staff perform clerical functions, respond to internal and external customer inquiries, perform accounting functions, inform Alarm Room of confined space entry and fall protection activities, record and direct Municipal Insurance Association (MIA) claims and plumbing reimbursements to appropriate areas, and order equipment and material for crew. PWA is responsible for emergency management for the Public Works Facility, event planning and execution, traffic management plans for all special events and films in the City, research and development, reports, plans, job procedures, facility maintenance, safety and security, and special projects.

Deliverables:

Support Services responds to incoming calls to Public Works immediately, resulting in zero dropped calls.

- Total number of BC1 Locates Calls 1,653
- Total number of Traffic Management Plans for Special Events 131
- Total number of Traffic Management Plans for Film Permits 52
- Total number of Plumbing Reimbursements prepared 32
- Total number of Municipal Insurance Association Claims prepared 61
- Total number of banner confirmations prepared 33
- Total number of calls for service entered by Support Staff 4,032

Service Area: Public Works Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Aotuu	Adda	Dudgot	Buugot	onango
5075	Financial Stability Reserve ¹	0	0	0	30,614	
9011	Work Order Revenue	3,935	3,066	3,000	3,000	0.00 %
Total Rev	//Funding Sources	3,935	3,066	3,000	33,614	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	49,745	52,014	53,380	53,380	+ 0.00 %
4016	Salaries – Inside²	364,363	436,898	456,797	379,757	- 16.87 %
4070	Overtime	6,436	8,710	3,000	3,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	51,551	23,441	52,045	53,080	+ 1.99 %
4102	Benefits ²	104,326	124,392	124,737	105,862	- 15.13 %
4112	Mileage/Parking	924	1,162	1,000	1,200	+ 20.00 %
4116	Conferences/Travel	1,288	1,832	1,800	1,800	0.00 %
4118	Membership Fees	245	0	0	0	
4120	Training and Development	640	196	2,000	2,000	0.00 %
4216	Contracted Services	7,121	1,536	5,480	5,480	0.00 %
4226	Photocopy	6,588	4,943	5,500	5,500	0.00 %
4308	General Supplies	0	292	1,500	1,500	0.00 %
4312	Office Supplies	24,198	21,151	19,883	19,883	0.00 %
4316	Protective Clothing/Uniforms	0	0	0	5,475	
4364	Telecommunications	104,449	114,326	81,550	81,550	0.00 %
6035	Transfer to Financial Stability Reserve	0	30,614	0	0	
9111	WO Inside Equipment Rentals	4,302	6,059	5,200	6,000	+ 15.38 %
9121	WO Outside Equipment Rentals	999	32,306	0	0	
9211	WO Regular Time	88,479	102,183	110,351	112,504	+ 1.95 %
9221	WO Overtime	1,353	1,135	1,015	1,035	+ 1.97 %
9311	WO Inventory Purchases	226	3,782	0	0	
9321	WO Outside Purchases	19,025	20,618	11,042	11,042	0.00 %
9411	WO Contracted Services	3,046	2,766	11,470	11,470	0.00 %
9421	WO Consulting Services ^{1,2}	0	19,386	50,000	36,614	- 26.77 %
Total Exp	/Transfers to Reserve	839,303	1,009,743	997,750	898,132	
Net Total	=	(835,368)	(1,006,676)	(994,750)	(864,518)	

¹ 2017 – 2018 Council Motion – Public Works Master Plan

² Reallocation of Project Coordinator Position to Fleet

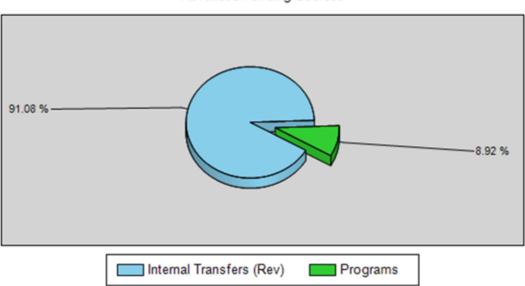
Service Area: Public Works Administration

5 Year Forecast:

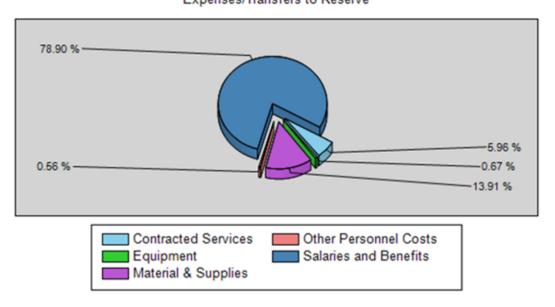
		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
5075	Financial Stability Reserve ¹	30,614	0	0	0	0
9011	Work Order Revenue	3,000	3,500	3,500	3,500	3,500
Total Rev	/Funding Sources	33,614	3,500	3,500	3,500	3,500
% Increa	se		(89.59%)	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	53,380	54,448	55,537	56,647	57,780
4016	Salaries - Inside	379,757	387,353	395,165	403,002	411,062
4070	Overtime	3,000	3,060	3,121	3,184	3,247
4080	Auxiliaries/RPT/Seasonal	53,080	54,141	55,236	56,329	57,455
4102	Benefits	105,862	107,979	110,155	112,342	114,589
4112	Mileage/Parking	1,200	1,224	1,248	1,273	1,299
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
4316	Protective Clothing/Uniforms	5,475	5,585	5,696	5,810	5,926
4364	Telecommunications	81,550	83,181	84,845	86,542	88,272
9111	WO Inside Equipment Rentals	6,000	6,120	6,242	6,367	6,494
9211	WO Regular Time	112,504	114,754	117,049	119,390	121,778
9221	WO Overtime	1,035	1,056	1,077	1,098	1,120
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 ¹	36,614	6,120	6,242	6,367	6,495
Total Exp	o/Transfer to Reserve	898,132	884,869	902,659	920,617	939,030
% Increa	se		(1.48%)	2.00%	2.00%	2.00%
Net Total		(864,518)	(881,369)	(899,159)	(917,117)	(935,530)

¹ 2018 Council Motion – Public Works Master Plan

Service Area: Public Works Administration



Expenses/Transfers to Reserve



Service Area: Public Works Response

Department: Engineering & PW Budget Year: 2018

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, Vehicle Motor Incident (VMI) and events
- First responders for MVI emergencies and all other emergencies
- Manage all after hour calls for Public Works
- 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

Service Area: Public Works Response

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3128	Development Traffic Perm	37,092	38,634	33,000	33,000	0.00 %
Total Rev/Funding Sources		37,092	38,634	33,000	33,000	
Expendit	ures/Transfers to Reserve					
4120	Training and Development	281	0	3,500	3,500	0.00 %
4236	Land Services	3,850	0	0	0	
4821	Recoveries and Services	(21,765)	(17,149)	(90,935)	(90,935)	0.00 %
9111	WO Inside Equipment Rentals	36,713	34,918	35,000	36,000	+ 2.86 %
9211	WO Regular Time ¹	387,241	373,443	407,971	387,677	- 4.97 %
9221	WO Overtime	112,650	177,564	90,843	92,660	+ 2.00 %
9311	WO Inventory Purchases	18,247	17,123	22,500	22,500	0.00 %
9321	WO Outside Purchases	1,791	7,551	8,350	3,000	- 64.07 %
9411	WO Contracted Services	14,590	16,214	8,500	8,500	0.00 %
Total Exp	o/Transfers to Reserve	553,599	609,664	485,729	462,902	
Net Total		(516,507)	(571,030)	(452,729)	(429,902)	

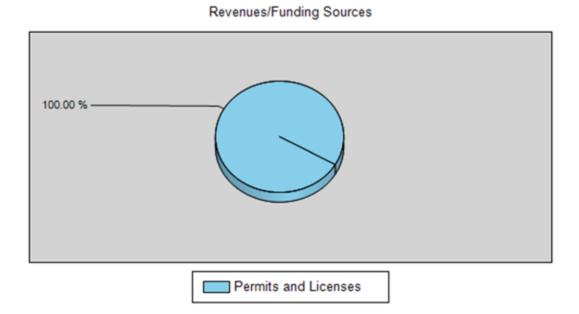
¹ 2017 Council Motion – Special Event Support

Service Area: Public Works Response

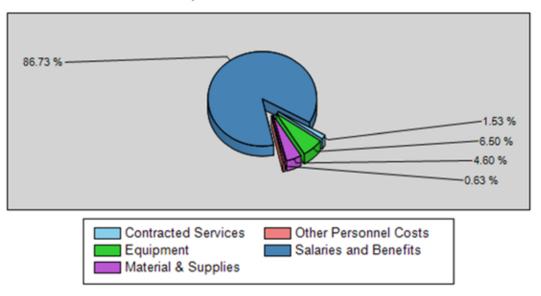
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3128	Development Traffic Perm	33,000	34,000	35,000	36,000	37,000
Total Rev	v/Funding Sources	33,000	34,000	35,000	36,000	37,000
% Increa	se		3.03%	2.94%	2.86%	2.78%
Expendit	ures/Transfer To Reserve					
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 Rentals	36,000	36,720	37,454	38,203	38,968
9211	WO Regular Time	387,677	395,431	403,339	411,406	419,634
9221	WO Overtime	92,660	94,513	96,403	98,332	100,298
9311	WO Inventory Purchases	22,500	22,950	23,409	23,877	24,355
9321	WO Outside Purchases	3,000	3,060	3,121	3,184	3,247
9411	WO Contracted Services	8,500	8,670	8,843	9,020	9,201
Total Exp	o/Transfer to Reserve	462,902	473,979	485,277	496,801	508,556
% Increa	se		2.39%	2.38%	2.37%	2.37%
Net Total		(429,902)	(439,979)	(450,277)	(460,801)	(471,556)

Service Area: Public Works Response



Expenses/Transfers to Reserve



Service Area: Roads

Department:

Engineering & PW

Budget Year: 2018

Overview:

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

During winter weather conditions Roads provides snow and ice control when needed.

Recycle 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 m²
- Milling of roads 3,500 m²
- Crack sealing of roads 20,000 lineal meters
- Skin patching of roads and some sidewalk areas 2,000 m²
- Bus stop repairs 180 m²
- Concrete road base repairs 150 m²
- Lane paving 50 m²
- Asphalt curb and water control installation 50 lineal meters
- Harbour pathways maintained -250 m^2
- Asphalt Plant production 1,500 tonnes
- Contract paving 1,000 m²
- Granular road base repairs 150 meters

Service Area: Roads

Changes to Service Area:

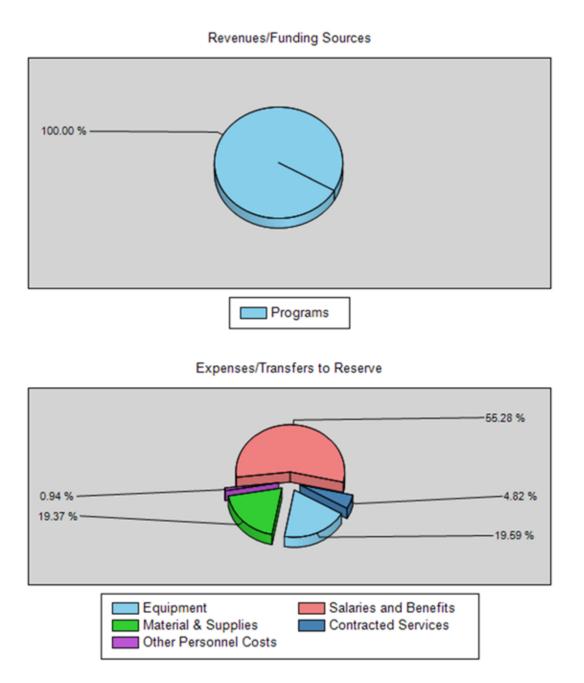
		December 31, 2016	December 31, 2017	2017	2018	Percent
	Description	Actual	Actual	Budget	Budget	Change
	s/Funding Sources					
3464	Mix Sales	10,164	18,054	40,000	40,000	0.00 %
9011	Work Order Revenue	0	7,538	0	0	
Total Rev	//Funding Sources	10,164	25,592	40,000	40,000	
Expendit	ures/Transfers to Reserve					
4014	Salaries - Outside	71,048	54,424	87,466	89,219	+ 2.00 %
4102	Benefits	16,474	7,951	21,429	21,859	+ 2.00 %
4112	Mileage/Parking	330	410	500	500	0.00 %
4116	Conferences/Travel	240	2,363	2,300	5,300	+ 130.43 %
4120	Training and Development	3,014	3,578	0	6,000	
4236	Land Services	4,827	0	0	0	
4318	Lumber and Tools	7,781	12,367	15,400	10,000	- 35.06 %
4412	Equipment Rentals	6,000	6,363	3,700	7,000	+ 89.19 %
4824	Recovery	(72,840)	(57,368)	(100,000)	(100,000)	0.00 %
9111	WO Inside Equipment Rentals	237,815	238,450	216,142	230,000	+ 6.41 %
9121	WO Outside Equipment Rentals	14,120	8,409	12,499	9,000	- 27.99 %
9211	WO Regular Time	529,120	695,695	608,326	569,119	- 6.45 %
9221	WO Overtime	62,455	121,342	14,231	14,163	- 0.48 %
9311	WO Inventory Purchases	19,884	35,397	15,910	17,250	+ 8.42 %
9321	WO Outside Purchases	201,165	215,649	178,311	155,252	- 12.93 %
9358	WO Utility-Gas-Fortis	37,940	34,888	58,038	58,083	+ 0.08 %
9411	WO Contracted Services	63,128	98,259	68,215	60,550	- 11.24 %
9531	WO Diesel	0	0	500	0	
9541	WO Propane	0	75	100	100	0.00 %
9551	WO Bio Diesel	1,811	1,856	2,550	2,550	0.00 %
9561	WO Motor Oil	82	27	0	50	
9824	Work Order Recoveries	(30,926)	(29,943)	(57,120)	(57,120)	0.00 %
Total Exp	o/Transfers to Reserve	1,173,468	1,445,192	1,148,497	1,098,875	
Net Total		(1,163,304)	(1,419,600)	(1,108,497)	(1,058,875)	

Service Area: Roads

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues	s/Funding Sources					
3464	Mix Sales	40,000	40,000	40,000	40,000	40,000
Total Rev	/Funding Sources	40,000	40,000	40,000	40,000	40,000
% Increas	se		0.00%	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4014	Salaries - Outside	89,219	91,004	92,824	94,680	96,574
4102	Benefits	21,859	22,296	22,742	23,197	23,661
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	5,300	5,406	5,514	5,624	5,737
4120	Training and Development	6,000	6,120	6,242	6,367	6,495
4318	Lumber and Tools	10,000	10,200	10,404	10,612	10,824
4412	Equipment Rentals	7,000	7,140	7,283	7,428	7,577
4824	Recovery	(100,000)	(102,000)	(104,040)	(106,121)	(108,243)
9111	WO Inside Equipment Rentals	230,000	234,600	239,292	244,078	248,959
9121	WO Outside Equipment Rentals	9,000	9,180	9,364	9,551	9,742
9211	WO Regular Time	569,119	580,501	592,111	603,954	616,033
9221	WO Overtime	14,163	14,446	14,735	15,030	15,330
9311	WO Inventory Purchases	17,250	17,595	17,947	18,306	18,672
9321	WO Outside Purchases	155,252	158,357	189,615	164,755	168,050
9358	WO Utility-Gas-Fortis	58,083	59,245	60,430	61,638	62,871
9411	WO Contracted Services	60,550	61,761	62,996	64,256	65,541
9541	WO Propane	100	102	104	106	108
9551	WO Bio Diesel	2,550	2,601	2,653	2,706	2,760
9561	WO Motor Oil	50	51	52	53	54
9824	Work Order Recoveries	(57,120)	(58,262)	(59,428)	(60,616)	(61,829)
Total Exp/Transfer to Reserve		1,098,875	1,120,852	1,171,361	1,166,135	1,189,458
% Increas	5e		2.00%	4.51%	(0.45%)	2.00%
Net Total	_	(1,058,875)	(1,080,852)	(1,131,361)	(1,126,135)	(1,149,458)

Service Area: Roads



Service Area: Streets Administration

Department:Engineering & PWBudget Year:2018

Overview:

Streets Administration oversees the areas 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 and 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, specialty 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, 178 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

Service Area: Streets Administration

Changes to Service Area:

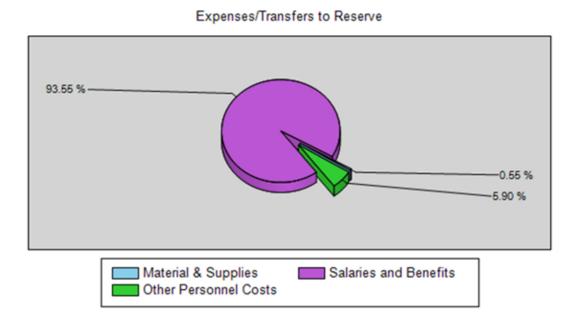
Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
4010	Salaries - Exempt	82,062	105,735	109,082	109,082	+ 0.00 %
4102	Benefits	23,513	26,799	26,201	26,201	+ 0.00 %
4116	Conferences/Travel	0	3,532	3,600	3,600	0.00 %
4120	Training and Development	1,285	3,851	15,030	5,030	- 66.53 %
4308	General Supplies	0	66	800	800	0.00 %
9211	WO Regular Time	0	0	1,492	1,522	+ 2.01 %
Total Ex	p/Transfers to Reserve	106,860	139,983	156,205	146,235	
Net Tota	al	(106,860)	(139,983)	(156,205)	(146,235)	

Service Area: Streets Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4102	Benefits	26,201	26,725	27,260	27,805	28,361
4116	Conferences/Travel	3,600	3,672	3,745	3,820	3,897
4120	Training and Development	5,030	5,131	5,233	5,338	5,445
4308	General Supplies	800	816	832	849	866
9211	WO Regular Time	1,522	1,552	1,583	1,615	1,647
Total Exp	o/Transfer to Reserve	146,235	149,160	152,143	155,186	158,290
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(146,235)	(149,160)	(152,143)	(155,186)	(158,290)

Service Area: Streets Administration



Department: Engineering & PW Budget Year: 2018

Overview:

Clean streets are important to maintain a healthy, safe and beautiful City. Street Cleaning provides the following services:

- Sweep downtown core streets during the early morning hours, 7 days per week, 364 days per year
- · Sweep residential areas in a 40 day rotation
- · Sweep City parkades once a week
- · Collect and dispose 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
- · Collect garbage from cans in downtown daily, with extra collection during summer months
- Collect abandoned street furniture and deceased animals
- · Clean and maintain City owned bus shelters and medians

Deliverables:

- Garbage collected from City operations street cleaning and furniture pickup 100 tonnes
- Total litter tubs collected for the City 1,000, including 200 in the downtown core
- Downtown litter containers collected 2 to 3 times/day and other area once a day

Changes to Service Area:

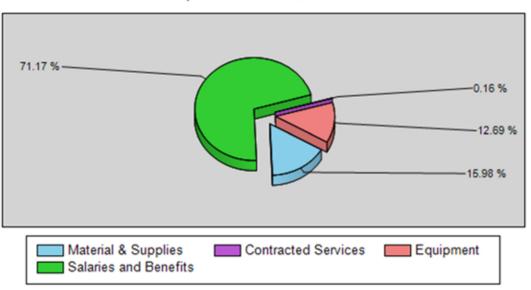
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4014	Salaries - Outside	21,925	22,497	21,867	22,305	+ 2.00 %
4102	Benefits	4,331	2,731	5,357	5,465	+ 2.00 %
4120	Training and Development	95	0	0	0	
4316	Protective Clothing/Uniforms	0	0	1,000	1,000	0.00 %
4412	Equipment Rentals	122,880	217,060	130,000	135,000	+ 3.85 %
4824	Recovery	0	(33)	0	0	
9111	WO Inside Equipment Rentals	4,854	2,173	6,500	7,000	+ 7.69 %
9121	WO Outside Equipment Rentals	1,027	0	5,800	500	- 91.38 %
9211	WO Regular Time ¹	669,483	650,061	612,985	743,333	+ 21.26 %
9221	WO Overtime	55,388	42,768	14,972	28,215	+ 88.45 %
9311	WO Inventory Purchases	5,516	4,970	6,250	6,250	0.00 %
9321	WO Outside Purchases	6,966	1,400	12,010	7,010	- 41.63 %
9331	WO Materials Disposal	197,937	197,937	165,250	165,250	0.00 %
9411	WO Contracted Services	664	2,176	9,250	1,750	- 81.08 %
9511	WO Gas	0	570	0	0	
9551	WO Bio Diesel	0	72	1,000	0	
Total Exp	/Transfers to Reserve	1,091,066	1,144,384	992,241	1,123,077	
Net Total		(1,091,066)	(1,144,384)	(992,241)	(1,123,077)	

 $^{\rm 1}$ 2018 Council Motion – Downtown sidewalk cleaning and snow removal

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4014	Salaries - Outside	22,305	22,751	23,206	23,670	24,143
4102	Benefits	5,465	5,574	5,685	5,799	5,915
4316	Protective Clothing/Uniforms	1,000	1,020	1,040	1,061	1,082
4412	Equipment Rentals	135,000	137,700	140,454	143,263	146,128
9111	WO Inside Equipment Rentals	7,000	7,140	7,283	7,428	7,577
9121	WO Outside Equipment Rentals	500	510	520	531	541
9211	WO Regular Time ¹	743,333	656,710	669,844	683,241	696,906
9221	WO Overtime	28,215	28,779	29,355	29,942	30,541
9311	WO Inventory Purchases	6,250	6,375	6,503	6,633	6,765
9321	WO Outside Purchases	7,010	7,150	7,293	7,439	7,588
9331	WO Materials Disposal	165,250	168,555	171,926	175,365	178,872
9411	WO Contracted Services	1,750	1,785	1,821	1,857	1,894
Total Exp/Transfer to Reserve		1,123,077	1,044,049	1,064,930	1,086,229	1,107,953
% Increas	se <u> </u>		(7.04%)	2.00%	2.00%	2.00%
Net Total	_	(1,123,077)	(1,044,049)	(1,064,930)	(1,086,229)	(1,107,953)

¹ 2018 Council Motion – Downtown sidewalk cleaning and snow removal



Expenses/Transfers to Reserve

Business Unit: 4801 - Streets Repair - Harbour Pathways

Department:	Engineering & PW	Budget Year:	2018
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Overview:

Harbour pathways follow James Bay waterfront to the Upper Harbour along Selkirk waterfront on the east side and Victoria West down through Railyards, Bayside and Songhees to the border of the Township of Esquimalt.

Deliverables:

Maintain walkway and bridges associated with the harbour. Work entails asphalt repair, wooden walkway repair, bridge repair and other related work.

Business Unit: 4801 - Streets Repair - Harbour Pathways

Changes to Service Area:

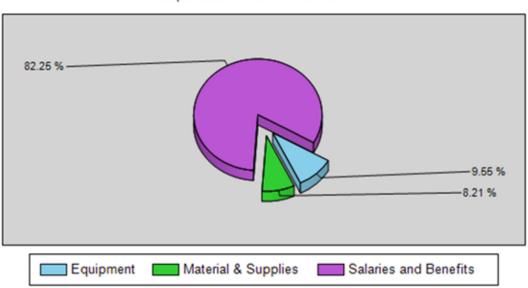
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	itures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	2,119	1,631	5,000	5,200	+ 4.00 %
9211	WO Regular Time	16,385	25,916	42,965	44,805	+ 4.28 %
9311	WO Inventory Purchases	2,177	365	1,500	1,530	+ 2.00 %
9321	WO Outside Purchases	507	1,471	2,884	2,942	+ 2.01 %
9411	WO Contracted Services	7,715	0	0	0	
Total Ex	penditures/Transfers to Reserve	28,903	29,383	52,349	54,477	
Net Tota	I	(28,903)	(29,383)	(52,349)	(54,477)	

Business Unit: 4801 - Streets Repair - Harbour Pathways

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	5,200	5,304	5,410	5,518	5,629
9211	WO Regular Time	44,805	45,701	46,615	47,547	48,498
9311	WO Inventory Purchases	1,530	1,561	1,592	1,624	1,656
9321	WO Outside Purchases	2,942	3,001	3,061	3,122	3,185
Total Ex	p/Transfers to Reserve	54,477	55,567	56,678	57,811	58,968
% Increa	1Se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(54,477)	(55,567)	(56,678)	(57,811)	(58,968)

Business Unit: 4801 - Streets Repair - Harbour Pathways



Expenditures/Transfers to Reserve

Service Area: Sign Shop

Department:Engineering & PWBudget Year:2018

Overview:

The Sign & Road Markings Shop manages design, manufacturing and installation of signage and provides 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 Surface Infrastructure and maximizing life span of assets
- 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

Service Area: Sign Shop

Changes to Service Area:

Accou	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Reven	ues/Funding Sources					
9011	Work Order Revenue	5,384	0	0	0	
Total R	Rev/Funding Sources	5,384	0	0	0	
Expen	ditures/Transfers to Reserve)				
4014	Salaries - Outside	87,152	85,601	87,466	89,219	+ 2.00 %
4102	Benefits	18,311	15,794	21,429	21,859	+ 2.00 %
4116	Conferences/Travel	170	0	0	0	
4120	Training and Development	45	600	2,000	4,500	+ 125.00 %
4318	Lumber and Tools	3,435	4,946	6,725	4,000	- 40.52 %
4412	Equipment Rentals	6,000	6,363	4,000	6,000	+ 50.00 %
9111	WO Inside Equipment Rentals	105,199	92,443	112,110	114,000	+ 1.69 %
9211	WO Regular Time	508,647	458,297	618,448	552,105	- 10.73 %
9221	WO Overtime	2,132	1,562	0	0	
9311	WO Inventory Purchases	80,210	55,182	92,590	92,183	- 0.44 %
9321	WO Outside Purchases	87,282	118,785	141,060	123,945	- 12.13 %
9411	WO Contracted Services ¹	120,144	78,300	161,074	320,874	+ 99.21 %
9441	WO Insurance-Vehicle	0	193	0	200	
9511	WO Gas	120	0	200	200	0.00 %
9541	WO Propane	1,803	2,676	3,000	3,000	0.00 %
9824	Work Order Recoveries	(67,422)	(85,402)	(50,000)	(50,000)	0.00 %
Total E	xp/Transfers to Reserve	953,228	835,340	1,200,102	1,282,085	

¹ Forced Growth – Bike lane road marking and annual line painting

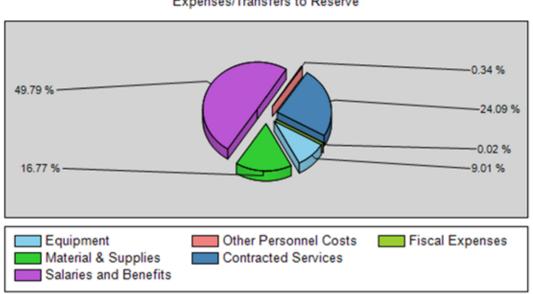
Service Area: Sign Shop

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4014	Salaries - Outside	89,219	91,004	92,824	94,680	96,574
4102	Benefits	21,859	22,296	22,742	23,197	23,661
4120	Training and Development	4,500	4,590	4,682	4,775	4,871
4318	Lumber and Tools	4,000	4,080	4,162	4,245	4,330
4412	Equipment Rentals	6,000	6,120	6,242	6,367	6,495
9111	WO Inside Equipment Rentals	114,000	116,280	118,606	120,978	123,397
9211	WO Regular Time	552,105	563,147	574,410	585,898	597,616
9311	WO Inventory Purchases	92,183	94,027	95,907	97,825	99,782
9321	WO Outside Purchases	123,945	126,424	128,952	131,531	134,162
9411	WO Contracted Services ¹	320,874	327,291	333,837	340,514	347,324
9441	WO Insurance-Vehicle	200	204	208	212	216
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)
Total Exp	/Transfer to Reserve	1,282,085	1,307,727	1,333,881	1,360,559	1,387,770
% Increas	5e		2.00%	2.00%	2.00%	2.00%
Net Total	_	(1,282,085)	(1,307,727)	(1,333,881)	(1,360,559)	(1,387,770)

¹ Forced Growth –Bike lane road marking and annual line painting

Service Area: Sign Shop



Expenses/Transfers to Reserve

Service Area: Surface Infrastructure Administration

Department:Engineering & PWBudget Year:2018

Overview:

Surface Infrastructure Administration oversees the areas 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 and 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, specialty 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, 178 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

Service Area: Surface Infrastructure Administration

Changes to Service Area:

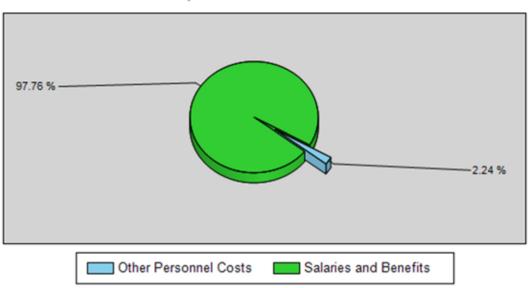
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	49,162	91,655	109,082	109,082	+ 0.00 %
4102	Benefits	13,220	24,940	26,201	26,201	+ 0.00 %
4112	Mileage/Parking	9	11	0	100	
4116	Conferences/Travel	0	60	0	2,000	
4120	Training and Development	7	757	0	1,000	
4312	Office Supplies	0	293	0	0	
Total Exp	Total Exp/Transfers to Reserve		117,717	135,283	138,383	
Net Total		(62,397)	(117,717)	(135,283)	(138,383)	

Service Area: Surface Infrastructure Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4102	Benefits	26,201	26,725	27,260	27,805	28,361
4112	Mileage/Parking	100	102	104	106	108
4116	Conferences/Travel	2,000	2,040	2,081	2,122	2,165
4120	Training and Development	1,000	1,020	1,040	1,061	1,082
Total Exp	p/Transfer to Reserve	138,383	141,151	143,974	146,853	149,791
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota		(138,383)	(141,151)	(143,974)	(146,853)	(149,791)

Service Area: Surface Infrastructure Administration





Service Area: Tool Depot

Department:Engineering & PWBudget Year:2018

Overview:

The Tool Depot supports equipment needs of City departments undertaking infrastructure maintenance or projects. This ensures tools are available and operating efficiently on a daily basis for maximized productivity.

The Tool Depot supplies tools, small equipment and restricted license 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. The Tool Depot also services and repairs all tools and small equipment for Public Works and Parks. Itemize all asset listings in JDE for tracking of costs and maintenance scheduling, builds and maintains approximately 100 Traffic Control barricades annually.

The Tool Depot also procures and supports the Parking Ambassador motorcycle fleet.

Deliverables:

- · Build approximately 50 barricades per year
- · Maintain approximately 400 barricades a year
- Service and inspect equipment every 30 hours on average. This varies with different types of equipment
- · Clean and inspect approximately 15 pieces of equipment daily

Service Area: Tool Depot

Changes to Service Area:

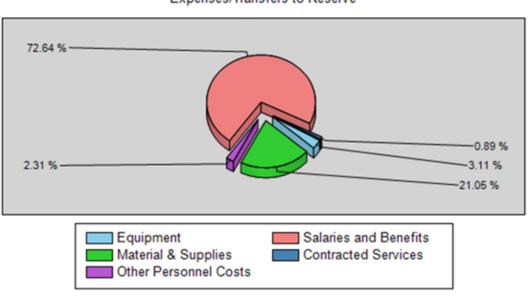
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4014	Salaries - Outside	361,135	348,448	365,868	373,131	+ 1.99 %
4070	Overtime	3,172	3,296	0	0	
4084	WCB Leave - CUPE 50	813	2,676	0	0	
4102	Benefits	97,119	88,868	89,030	90,810	+ 2.00 %
4116	Conferences/Travel	0	1,012	0	5,500	
4120	Training and Development	0	1,224	0	9,400	
4154	Recovery - WCB	(914)	(2,676)	0	0	
4306	Fuel	3,277	3,740	3,530	3,530	0.00 %
4412	Equipment Rentals	6,000	6,363	3,800	8,000	+ 110.53 %
9111	WO Inside Equipment Rentals	12,625	12,641	10,684	12,000	+ 12.32 %
9211	WO Regular Time	10,055	36,508	3,045	3,624	+ 19.01 %
9311	WO Inventory Purchases	34,341	21,274	36,000	36,000	0.00 %
9321	WO Outside Purchases	117,694	135,417	95,978	95,978	0.00 %
9411	WO Contracted Services	6,498	6,766	5,700	5,700	0.00 %
Total Exp	/Transfers to Reserve	651,813	665,556	613,636	643,673	
Net Total		(651,813)	(665,556)	(613,636)	(643,673)	

Service Area: Tool Depot

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4014	Salaries - Outside	373,131	380,594	388,206	395,970	403,889
4102	Benefits	90,810	92,626	94,478	96,368	98,295
4116	Conferences/Travel	5,500	5,610	5,722	5,837	5,953
4120	Training and Development	9,400	9,588	9,780	9,975	10,175
4306	Fuel	3,530	3,601	3,673	3,746	3,821
4412	Equipment Rentals	8,000	8,160	8,323	8,490	8,659
9111	WO Inside Equipment Rentals	12,000	12,240	12,485	12,734	12,989
9211	WO Regular Time	3,624	3,696	3,770	3,846	3,923
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
Total Exp	o/Transfer to Reserve	643,673	656,546	669,677	683,071	696,732
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(643,673)	(656,546)	(669,677)	(683,071)	(696,732)

Service Area: Tool Depot



Expenses/Transfers to Reserve

Service Area: Traffic Signals

Department:Engineering & PWBudget Year:2018

Overview:

Traffic Signals manage the traffic signals system including installation, repair and maintenance and inspection of intersection traffic signals, cabinets and wiring, 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 Un-interruptible Power Supply (UPS) 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 year 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)

Service Area: Traffic Signals

Changes to Service Area:

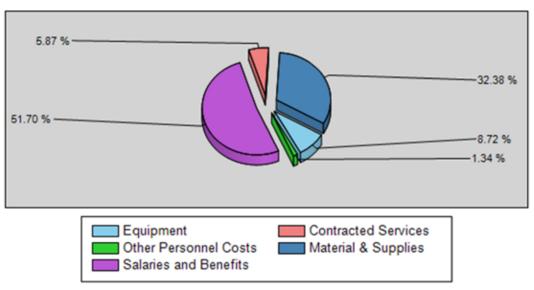
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
9011	Work Order Revenue	23,940	0	0	0	
Total Rev	//Funding Sources	23,940	0	0	0	
Expendit	ures/Transfers to Reserve					
4012	Salaries - Electricians	82,551	41,480	84,030	88,990	+ 5.90 %
4070	Overtime	12	1	0	0	
4102	Benefits	20,935	10,324	20,652	21,802	+ 5.57 %
4116	Conferences/Travel	0	2,812	0	5,000	
4120	Training and Development	0	0	0	3,000	
4360	Hydro	26,381	27,051	26,000	29,000	+ 11.54 %
4412	Equipment Rentals	11,250	18,353	6,500	15,000	+ 130.77 %
9111	WO Inside Equipment Rentals	17,302	13,417	30,250	31,000	+ 2.48 %
9121	WO Outside Equipment Rentals	5,901	1,243	5,000	6,000	+ 20.00 %
9211	WO Regular Time	190,645	252,383	177,348	180,977	+ 2.05 %
9221	WO Overtime	11,074	5,039	16,240	16,565	+ 2.00 %
9311	WO Inventory Purchases	47,865	28,497	66,950	50,000	- 25.32 %
9321	WO Outside Purchases	30,182	102,706	124,489	114,000	- 8.43 %
9411	WO Contracted Services	28,685	61,304	30,450	35,000	+ 14.94 %
9511	WO Gas	14	24	0	100	
9824	Work Order Recoveries	(9,731)	0	0	0	
Total Exp	o/Transfers to Reserve	463,066	564,634	587,909	596,434	
Net Total		(439,126)	(564,634)	(587,909)	(596,434)	

Service Area: Traffic Signals

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4012	Salaries - Electricians	88,990	90,769	92,585	94,437	96,325
4102	Benefits	21,802	22,239	22,683	23,137	23,600
4116	Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	3,000	3,060	3,121	3,184	3,247
4360	Hydro	29,000	30,015	31,066	32,153	33,278
4412	Equipment Rentals	15,000	15,300	15,606	15,918	16,236
9111	WO Inside Equipment Rentals	31,000	31,620	32,252	32,897	33,555
9121	WO Outside Equipment Rentals	6,000	6,120	6,242	6,367	6,495
9211	WO Regular Time	180,977	184,597	188,288	192,054	195,895
9221	WO Overtime	16,565	16,896	17,234	17,579	17,930
9311	WO Inventory Purchases	50,000	51,000	52,020	53,060	54,122
9321	WO Outside Purchases	114,000	116,280	118,606	120,978	123,397
9411	WO Contracted Services	35,000	35,700	36,414	37,142	37,885
9511	WO Gas	100	0	0	0	0
Total Exp/Transfer to Reserve		596,434	608,696	621,320	634,212	647,379
% Increas	se		2.06%	2.07%	2.07%	2.08%
Net Total		(596,434)	(608,696)	(621,320)	(634,212)	(647,379)

Service Area: Traffic Signals



Expenses/Transfers to Reserve

Business Unit: 3600 - Waste Management Administration

Department:	Engineering & PW	Budget Year:	2018
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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 hours per day, 7 days per week, 364 days per year service, and residential areas are swept in a 40 days rotation

• Traffic Control and Emergency Services - providing traffic control and emergency response; 24 hours per day, 7 days per week service to respond to all City emergencies, sewer and water breaks, traffic barricades, Motor Vehicle Incident (MVI), 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 4,200 tons of waste and 2,200 tons of organic materials from close to 14,000 households
- Annual collection of 1,200 tons of garden waste materials

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)
- 1,250 response to calls for service from the public on an annual basis

Business Unit: 3600 - Waste Management Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
5075	Financial Stability Reserve ¹	0	0	0	28,245	
Total Reve	enues/Funding Sources	0	0	0	28,245	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	75,591	77,224	73,085	73,085	+ 0.00 %
4102	Benefits	18,634	18,227	17,555	17,555	+ 0.00 %
4112	Mileage/Parking	954	794	450	800	+ 77.78 %
4116	Conferences/Travel	5,533	5,984	5,000	5,000	0.00 %
4120	Training and Development	817	2,286	1,000	8,000	+ 700.00 %
4214	Consulting	0	21,755	50,000	28,245	- 43.51 %
4312	Office Supplies	2,014	255	200	200	0.00 %
6035	Transfer to Financial Stability Reserve	0	28,245	0	0	
Total Expe	enditures/Transfers to Reserve	103,542	154,771	147,290	132,885	
Net Total		(103,542)	(154,771)	(147,290)	(104,640)	

¹ 2017 – 2018 Council Motion – Solid Waste Management Strategy

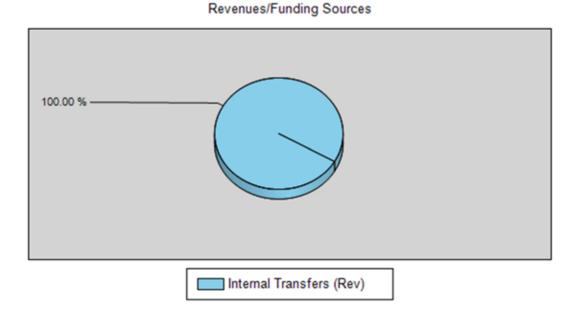
Business Unit: 3600 - Waste Management Administration

5 Year Forecast:

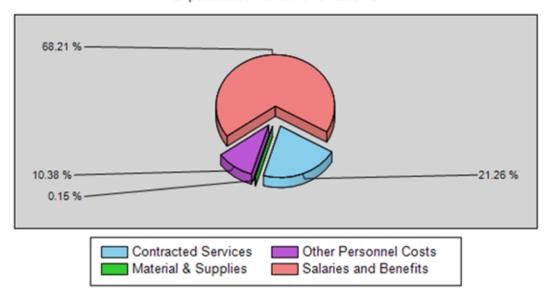
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5075	Financial Stability Reserve	28,245	0	0	0	0
Total Re	v/Funding Sources	28,245	0	0	0	0
% Increa	ISE		(100.00%)	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserve	e				
4010	Salaries - Exempt	73,085	74,547	76,038	77,558	79,110
4102	Benefits	17,555	17,906	18,264	18,629	19,002
4112	Mileage/Parking	800	816	832	849	866
4116	Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	8,000	8,160	8,323	8,490	8,659
4214	Consulting ¹	28,245	0	0	0	0
4312	Office Supplies	200	204	208	212	216
Total Ex	p/Transfers to Reserve	132,885	106,733	108,867	111,045	113,266
% Increa	ise		(19.68%)	2.00%	2.00%	2.00%
Net Tota	- -	(104,640)	(106,733)	(108,867)	(111,045)	(113,266)

¹ 2017 – 2018 Council Motion – Solid Waste Management Strategy

Business Unit: 3600 - Waste Management Administration



Expenditures/Transfers to Reserve



Service Area: Solid Waste and Recycling

Department: Engineering & PW Budget Year: 2018

Overview:

Solid Waste and Recycling provides collection of garbage and organic kitchen scraps every two weeks from approximately 14,000 households in the city of Victoria.

Over 4,100 metric tonnes of garbage are transported from the Public Works transfer station to Hartland Road Landfill. In addition they collect and transports 2,100 metric tonnes of kitchen scraps yearly to a composting facility, as well as approximately 1,200 metric tons of garden waste.

Work includes maintenance, repair and replacement (where required) of approximately 27,500 wheeled bins.

Deliverables:

- · Collection every 2 weeks
- Kitchen scraps diverted from Landfill 2,100 tonnes
- Waste collected not including kitchen scraps 5,300 tonnes

Service Area: Solid Waste and Recycling

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Actual	Actual	Dudget	Budget	onange
3604	Garbage Flat Rate	2,962,706	3,016,837	3,011,454	3,105,079	+ 3.11 %
3606	Residential Garbage Tick	20,188	19,520	14,000	14,000	0.00 %
3609	Composting Bags	25,020	23,520	25,000	25,000	0.00 %
3906	Fines and Fees	7,122	6,726	0	0	
Total Rev	//Funding Sources	3,015,036	3,066,603	3,050,454	3,144,079	
	ures/Transfers to Reserve					
4010	Salaries - Exempt	58,721	61,406	62,772	62,772	+ 0.00 %
4014	' Salaries - Outside	88,798	89,863	87,466	89,219	+ 2.00 %
4070	Overtime	(1)	57	0	0	
4102	Benefits	33,275	32,923	36,507	36,936	+ 1.18 %
4112	Mileage/Parking	112	138	0	0	
4116	Conferences/Travel	92	974	700	700	0.00 %
4118	Membership Fees	44	0	510	510	0.00 %
4120	Training and Development	1,235	155	1,000	3,000	+ 200.00 %
4228	Printing	43	511	5,000	5,000	0.00 %
4308	General Supplies	857	1,193	2,000	2,000	0.00 %
4316	Protective Clothing/Uniforms	11,673	13,451	16,300	16,300	0.00 %
4364	Telecommunications	1,628	1,495	0	0	
4412	Equipment Rentals	74,460	53,737	59,159	59,159	0.00 %
4718	Corporate Overhead	191,284	195,000	195,000	198,900	+ 2.00 %
4808	Contingencies	0	0	3,447	8,400	+ 143.69 %
4824	Recovery	(282,015)	(280,346)	(280,000)	(280,000)	0.00 %
6042	Buildings and Infrastruct	100,000	100,000	100,000	100,000	0.00 %
9111	WO Inside Equipment Rentals	290,662	300,879	311,926	311,926	0.00 %
9211	WO Regular Time	1,380,408	1,348,191	1,469,169	1,494,870	+ 1.75 %
9221	WO Overtime	93,887	105,227	97,948	97,836	- 0.11 %
9311	WO Inventory Purchases	22,502	15,002	22,500	22,500	0.00 %
9321	WO Outside Purchases	60,836	50,363	68,250	68,250	0.00 %
9411	WO Contracted Services	877,127	922,543	790,800	845,800	+ 6.95 %
Total Exp	o/Transfers to Reserve	3,005,628	3,012,762	3,050,454	3,144,079	
Net Total		9,408	53,841	0	0	

Service Area: Solid Waste and Recycling

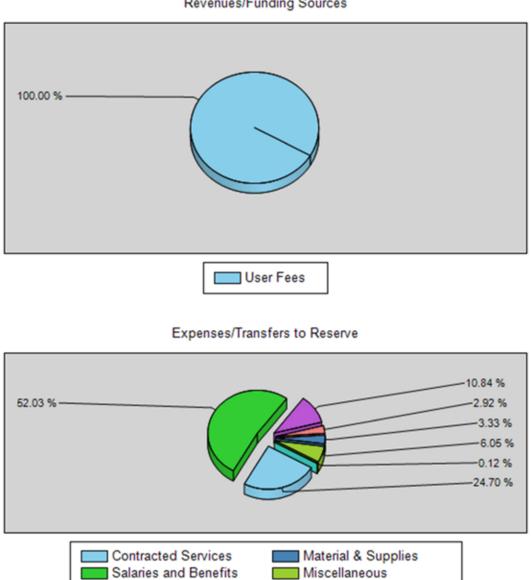
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues	s/Funding Sources					
3604	Garbage Flat Rate	3,105,079	3,165,961	3,228,060	3,291,401	3,356,009
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
Total Rev	/Funding Sources	3,144,079	3,204,961	3,267,060	3,330,401	3,395,009
% Increas	6e		1.94%	1.94%	1.94%	1.94%
Expenditu	ures/Transfer To Reserve					
4010	Salaries - Exempt	62,772	64,028	65,308	66,614	67,947
4014	Salaries - Outside	89,219	91,004	92,824	94,680	96,574
4102	Benefits	36,936	37,675	38,429	39,197	39,981
4116	Conferences/Travel	700	714	728	743	758
4118	Membership Fees	510	520	531	541	552
4120	Training and Development	3,000	3,060	3,121	3,184	3,247
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	198,900	202,878	206,936	211,074	215,296
4808	Contingencies	8,400	8,569	8,740	8,915	9,093
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 Rentals	311,926	318,165	324,528	331,018	337,639
9211	WO Regular Time	1,494,870	1,524,767	1,555,263	1,586,368	1,618,095
9221	WO Overtime	97,836	99,793	101,789	103,824	105,901
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	845,800	862,716	879,970	897,570	915,521
Total Exp	/Transfer to Reserve	3,144,079	3,204,961	3,267,060	3,330,402	3,395,009
% Increas	Se		1.94%	1.94%	1.94%	1.94%
Net Total		0	0	0	0	0

Equipment

Internal Transfers (Exp)

Service Area: Solid Waste and Recycling

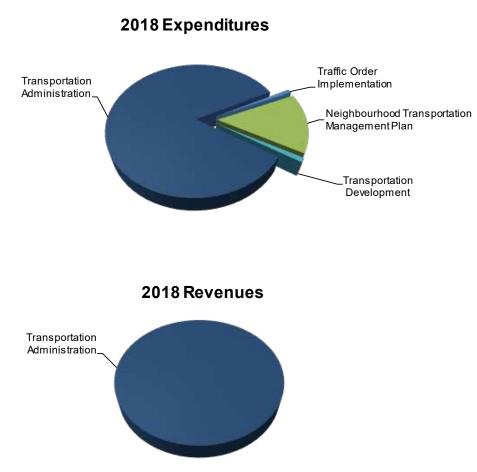


Other Personnel Costs

Revenues/Funding Sources

TRANSPORTATION Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Neighbourhood Transportation Management Plan	287,416	0	(287,416)	-100.00%
Transportation Administration	205,000	249,863	44,863	21.88%
Total	492,416	249,863	(242,553)	-49.26%
Expenditures/Transfers to Reserve				
Traffic Order Implementation	26,598	26,909	311	1.17%
Neighbourhood Transportation Management Plan	439,999	418,962	(21,037)	-4.78%
Transportation Development	44,824	30,090	(14,734)	-32.87%
Transportation Administration	2,041,821	2,423,163	381,342	18.68%
Total	2,553,242	2,899,124	345,882	13.55%
Net	2,060,826	2,649,261	588,435	28.55%



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

Department: Engineering & PW Budget Yea	i r: 2018
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Overview:

Traffic Order Implementation manages changes to on-street traffic control and parking regulations (signs/painting) on an annual basis. Requests from the public and changing traffic patterns drive demand for modifications/new regulations.

Deliverables:

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

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

Changes to Service Area:

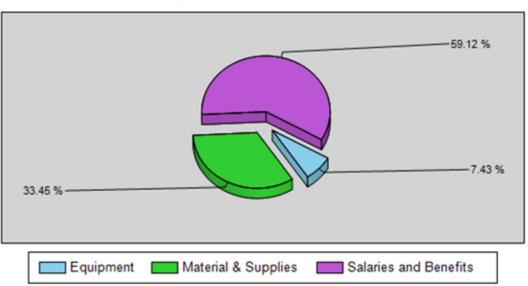
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	3,200	2,247	2,000	2,000	0.00 %
9211	WO Regular Time	30,659	40,085	15,598	15,909	+ 1.99 %
9221	WO Overtime	0	257	0	0	
9311	WO Inventory Purchases	4,248	4,313	5,000	5,000	0.00 %
9321	WO Outside Purchases	4,693	4,910	4,000	4,000	0.00 %
9411	WO Contracted Services	784	2,264	0	0	
Total Exp	enditures/Transfers to Reserve	43,584	54,076	26,598	26,909	
Net Total		(43,584)	(54,076)	(26,598)	(26,909)	

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

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	15,909	16,227	16,552	16,883	17,220
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
Total Ex	p/Transfers to Reserve	26,909	27,447	27,996	28,556	29,127
% Increa	ISE		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(26,909)	(27,447)	(27,996)	(28,556)	(29,127)

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





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

Department:	Engineering & PW	Budget Year:	2018
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Overview:

This business unit is responsible for the installation of smaller-scale traffic calming measures in various neighbourhoods, identified through existing Neighbourhood Transportation Management Plans, or through the Local Area Planning process.

Deliverables:

- · Reno/Belton Replace temporary planters with permanent diagonal diverter
- Kings/Fifth Replace temporary diverter with permanent installation
- Bourchier/Redfern Install raised crosswalk
- Various Local Area Plan improvements

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

Changes to Service Area:

Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	ues/Funding Sources					
5075	Financial Stability Reserve ¹	0	0	287,416	0	
9011	Work Order Revenue	0	10,000	0	0	
Total Re	evenues/Funding Sources	0	10,000	287,416	0	
Expend	ditures/Transfers to Reserve					
6035	Transfer to Financial Stability Reserve	179,701	0	0	0	
9111	WO Inside Equipment Rentals	7,718	11,585	0	0	
9121	WO Outside Equipment Rentals	7,397	9,064	0	0	
9211	WO Regular Time ¹	47,277	92,470	150,896	53,962	- 64.24 %
9221	WO Overtime	976	867	0	0	
9311	WO Inventory Purchases	238	6,691	0	0	
9321	WO Outside Purchases ^{1,2}	13,679	98,806	289,103	185,000	- 36.01 %
9411	WO Contracted Services	818	11,130	0	0	
9421	WO Consulting Services ³	0	53,067	0	180,000	
Total Ex	penditures/Transfers to Reserve	257,804	283,680	439,999	418,962	
Net Tota	al	(257,804)	(273,680)	(152,583)	(418,962)	

¹ Traffic Calming Initiative
 ² 2018 Council Motion – Radar Speed Boards
 ³ 2018 Council Motion – Neighbourhood Transportation Management

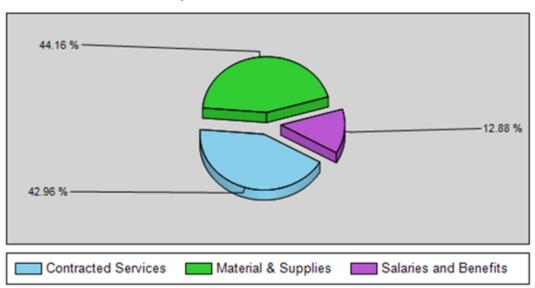
Business Unit: 4315 - T&D - Neighbourhood Transportation Management Plan

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures/Transfers to Reserv	e				
9211 WO Regular Time	53,962	44,841	45,738	46,653	47,586
9321 WO Outside Purchases ¹	185,000	102,000	104,040	106,121	108,243
9421 WO Consulting Services ²	180,000	0	0	0	0
Total Exp/Transfers to Reserve	418,962	146,841	149,778	152,774	155,829
% Increase		(64.95%)	2.00%	2.00%	2.00%
Net Total	(418,962)	(146,841)	(149,778)	(152,774)	(155,829)

¹ 2018 Council Motion – Speed Radar Boards
 ² 2018 Council Motion – Neighbourhood Transportation Management

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



Expenditures/Transfers to Reserve

Business Unit: 4810 - Transportation - Development

Department:	Engineering & PW	Budget Year:	2018
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Overview:

Transportation Development manages 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: 4810 - Transportation - Development

Changes to Service Area:

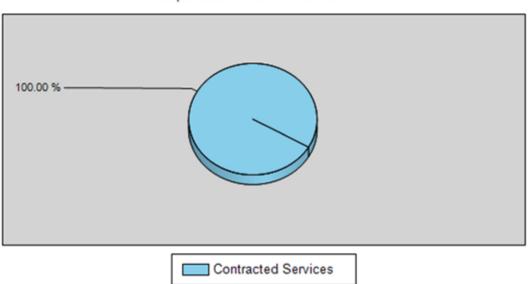
Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	itures/Transfers to Reserve					
4216	Contracted Services	835	0	0	0	
9111	WO Inside Equipment Rentals	0	0	7,900	0	
9211	WO Regular Time	0	0	4,694	0	
9311	WO Inventory Purchases	0	0	2,140	0	
9321	WO Outside Purchases	122	0	0	0	
9411	WO Contracted Services	43,071	24,474	30,090	30,090	0.00 %
Total Exp	penditures/Transfers to Reserve	44,029	24,474	44,824	30,090	
Net Total		(44,029)	(24,474)	(44,824)	(30,090)	

Business Unit: 4810 - Transportation - Development

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	0	0	0	0	0
9211	WO Regular Time	0	0	0	0	0
9311	WO Inventory Purchases	0	0	0	0	0
9411	WO Contracted Services	30,090	30,692	31,306	31,932	32,570
Total Ex	p/Transfers to Reserve	30,090	30,692	31,306	31,932	32,570
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(30,090)	(30,692)	(31,306)	(31,932)	(32,570)

Business Unit: 4810 - Transportation - Development



Service Area: Transportation Administration

Department: Engineering & PW Budget Year: 2018

Overview:

Transportation Administration 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, rezoning, and development and building permits) has on the public right-of-way
- Coordinate work with other departments, 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
- >1,000 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

Service Area: Transportation Administration

Changes to Service Area:

٨٠٠٥	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	ues/Funding Sources	Actual	Actual	Budget	Duuget	onange
3274	Miscellaneous Fees	26,850	32,526	20,000	20,000	0.00 %
3320	Parking Permits	0	0	0	79,863	
5075	Financial Stability Reserve ¹	0	0	185,000	150,000	- 18.92 %
	ev/Funding Sources	26,850	32,526	205,000	249,863	
	ditures/Transfers to Reserve					
4010	Salaries - Exempt	176,192	206,415	246,501	355,583	+ 44.25 %
4016	Salaries - Inside	1,002,480	1,073,841	1,144,391	1,317,642	+ 15.14 %
4070	Overtime	22,596	25,371	0	0	
4080	Auxiliaries/RPT/Seasonal	46,691	98,885	38,804	39,575	+ 1.99 %
4102	Benefits	297,903	299,992	339,584	404,974	+ 19.26 %
4112	Mileage/Parking	1,429	1,378	3,430	3,600	+ 4.96 %
4116	Conferences/Travel	3,190	5,453	2,150	2,150	0.00 %
4118	Membership Fees	105	0	2,060	2,060	0.00 %
4120	Training and Development	7,232	10,959	8,050	8,050	0.00 %
4214	Consulting ¹	0	35,000	185,000	150,000	- 18.92 %
4216	Contracted Services	14,434	33,923	32,152	22,030	- 31.48 %
4236	Land Services	4,700	0	0	0	
4312	Office Supplies	3,813	7,397	7,100	7,100	0.00 %
4364	Telecommunications	9,193	10,414	3,400	3,400	0.00 %
4412	Equipment Rentals	30,000	28,536	24,200	22,000	- 9.09 %
4418	Equipment	906	1,640	5,000	5,000	0.00 %
6035	Transfer to Financial Stability Reserve	185,000	0	0	0	
9421	WO Consulting Services ^{2 3}	0	0	0	80,000	
Total E	xp/Transfers to Reserve	1,805,865	1,839,204	2,041,821	2,423,163	

¹ Transportation Strategy Initiative
 ² 2018 Council Motion – Accessibility Framework
 ³ 2018 Council Motion – Traffic Signal Timing Update Study

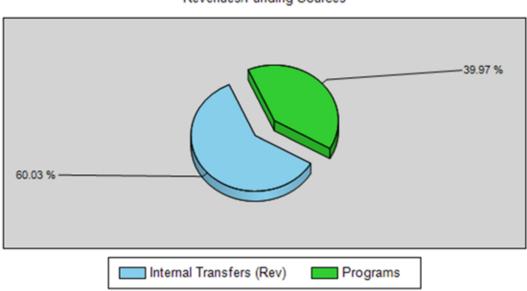
Service Area: Transportation Administration

5 Year Forecast:

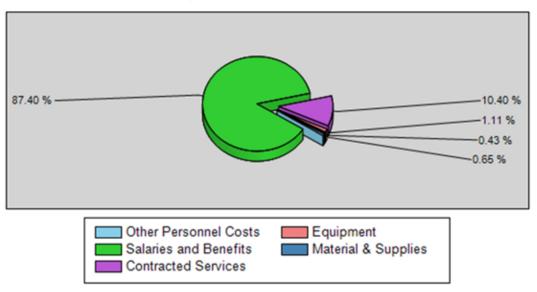
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3274	Miscellaneous Fees	20,000	20,000	20,000	20,000	20,000
3320	Parking Permits	79,863	81,461	83,090	84,752	86,447
5075	Financial Stability Reserve ¹	150,000	0	0	0	0
Total Re	ev/Funding Sources	249,863	101,461	103,090	104,752	106,447
% Incre	ase		(59.39%)	1.61%	1.61%	1.62%
Expend	itures/Transfer To Reserve					
4010	Salaries - Exempt	355,583	362,695	369,949	377,348	384,894
4016	Salaries - Inside	1,317,642	1,343,994	1,370,874	1,398,292	1,426,258
4080	Auxiliaries/RPT/Seasonal	39,575	40,366	41,174	41,997	42,837
4102	Benefits	404,974	413,073	421,334	429,761	438,356
4112	Mileage/Parking	3,600	3,672	3,745	3,820	3,897
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 ¹	150,000	0	0	0	0
4216	Contracted Services	22,030	22,471	22,920	23,378	23,846
4312	Office Supplies	7,100	7,242	7,387	7,535	7,685
4364	Telecommunications	3,400	3,468	3,537	3,608	3,680
4412	Equipment Rentals	22,000	22,440	22,889	23,347	23,814
4418	Equipment	5,000	5,100	5,202	5,306	5,412
9421	WO Consulting Services ^{2 3}	80,000	0	0	0	0
Total Ex	xp/Transfer to Reserve	2,423,163	2,237,026	2,281,766	2,327,402	2,373,950
% Incre	ase		(7.68%)	2.00%	2.00%	2.00%
Net Tota	al	(2,173,300)	(2,135,565)	(2,178,676)	(2,222,650)	(2,267,503)

¹ Transportation Strategy Initiative
 ² 2018 Council Motion – Accessibility Framework
 ³ 2018 Council Motion – Traffic Signal Timing Update Study

Service Area: Transportation Administration

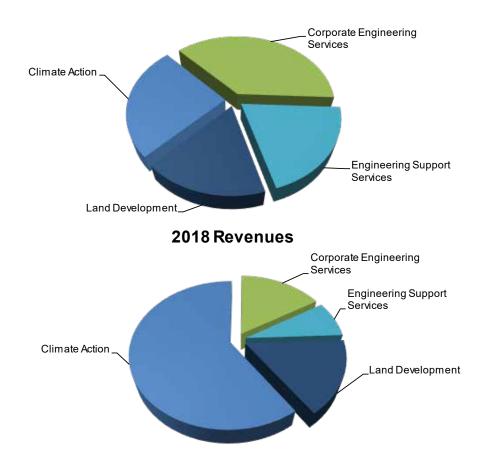


Expenses/Transfers to Reserve



SUPPORT SERVICES Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Climate Action	152,000	559,000	407,000	267.76%
Corporate Engineering Services	0	150,000	150,000	0.00%
Engineering Support Services	74,623	74,623	0	0.00%
Land Development	148,900	148,900	0	0.00%
Total	375,523	932,523	557,000	148.33%
Expenditures/Transfers to Reserve				
Climate Action	322,638	731,957	409,319	126.87%
Corporate Engineering Services	823,616	1,092,374	268,758	32.63%
Engineering Support Services	392,277	569,961	177,684	45.30%
Land Development	480,610	491,399	10,789	2.24%
Total	2,019,141	2,885,691	866,550	42.92%
Net	1,643,618	1,953,168	309,550	18.83%



2018 Expenditures

Service Area: Climate Action

Department:Engineering & PWBudget Year:2018

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 Green House Gas (GHG) emissions and in municipal operations by 2020. The City's Official Community Plan (OCP) also includes a strong commitment to climate change and energy goals through policies that include:

- Climate Change and Energy Resiliency
- Sustainable Energy Principles
- Energy Conservation and Efficiency
- Renewable Energy
- Building Performance
- 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:

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.

Service Area: Climate Action

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3760	Grants ¹	0	160,229	0	74,000	
5063	Trf from Climate Action Reserve ²	0	12,000	152,000	485,000	+ 219.08 %
9011	Work Order Revenue	0	6,290	0	0	
Total Rev	//Funding Sources	0	178,519	152,000	559,000	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	71,329	87,894	93,199	95,062	+ 2.00 %
4070	Overtime	7,067	146	0	0	
4080	Auxiliaries/RPT/Seasonal ¹	0	35,508	0	74,000	
4102	Benefits	12,625	21,034	22,834	23,290	+ 2.00 %
4116	Conferences/Travel	1,715	3,777	4,000	4,000	0.00 %
4118	Membership Fees	2,076	3,454	1,000	1,000	0.00 %
4214	Consulting ²	2,125	124,687	0	485,000	
4216	Contracted Services	42,668	124,266	190,000	38,000	- 80.00 %
4226	Photocopy	41	0	0	0	
4364	Telecommunications	731	1,117	605	605	0.00 %
4814	Miscellaneous	6,607	2,464	1,000	1,000	0.00 %
4843	Research, Info & Analysis	3,992	0	10,000	10,000	0.00 %
9111	WO Inside Equipment Rentals	0	9,971	0	0	
9211	WO Regular Time	0	702	0	0	
9311	WO Inventory Purchases	0	37	0	0	
9321	WO Outside Purchases	0	3,722	0	0	
Total Exp	/Transfers to Reserve	150,976	418,777	322,638	731,957	
Net Total		(150,976)	(240,258)	(170,638)	(172,957)	

¹ 2017 Council Motion – Fortis Community Energy Specialist
 ² Initiatives to support GHG Reduction Program and Temporary Staffing

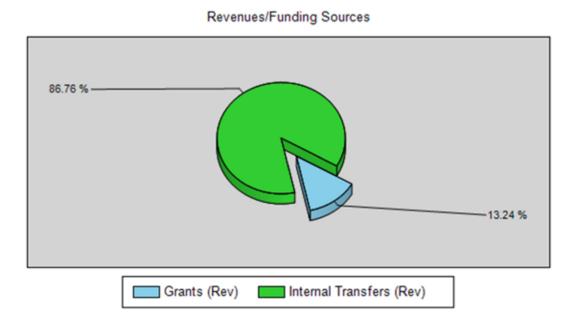
Service Area: Climate Action

5 Year Forecast:

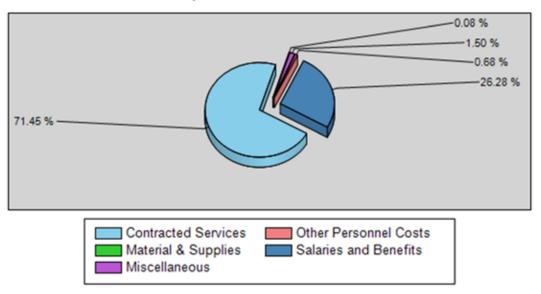
		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3760	Grants ¹	74,000	0	0	0	0
5063	Trf from Climate Action Reserve ²	485,000	0	0	0	0
Total Rev	/Funding Sources	559,000	0	0	0	0
% Increas	se		(100.00%)	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4016	Salaries - Inside	95,062	96,963	98,902	100,880	102,898
4080	Auxiliaries/RPT/Seasonal ¹	74,000	0	0	0	0
4102	Benefits	23,290	23,756	24,231	24,716	25,210
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
4214	Consulting ²	485,000	0	0	0	0
4216	Contracted Services	38,000	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
Total Exp	o/Transfer to Reserve	731,957	176,416	179,944	183,543	187,214
% Increas	se		(75.90%)	2.00%	2.00%	2.00%
Net Total		(172,957)	(176,416)	(179,944)	(183,543)	(187,214)

¹ 2017 Council Motion – Fortis Community Energy Specialist
 ² Initiatives to support GHG Reduction Program and Temporary Staffing

Service Area: Climate Action



Expenses/Transfers to Reserve



Service Area: Corporate Engineering Services

Department: Engineering & PW Budget Year: 2018

Overview:

Engineering Services provides support for all other departments in the organization through asset and information management services which includes:

- Operating and maintaining Vicmap and Geographic Information System (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, Inter Municipal Geographic Information System, Urban and Regional Information Systems Association (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 Land Title Survey Authority (LTSA) plans per year (subdivisions, easements)
- · Manage Computer Assisted Drafting (CAD) & GIS on 52 computers

Service Area: Corporate Engineering Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources					
3760	Grants ¹	0	0	0	150,000	
Total Rev	v/Funding Sources	0	0	0	150,000	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	493,862	584,618	600,973	699,139	+ 16.33 %
4070	Overtime	2,444	3,222	0	0	
4080	Auxiliaries/RPT/Seasonal	0	11,179	0	0	
4082	WCB Leave - CUPE 388	174	0	0	0	
4102	Benefits	121,775	137,918	147,238	163,031	+ 10.73 %
4112	Mileage/Parking	231	0	0	0	
4116	Conferences/Travel	9,854	2,963	6,000	6,000	0.00 %
4120	Training and Development	2,148	397	4,280	4,280	0.00 %
4154	Recovery - WCB	(174)	0	0	0	
4214	Consulting ¹	0	0	0	150,000	
4216	Contracted Services	2,024	4,585	2,500	2,500	0.00 %
4226	Photocopy	5,586	4,085	4,000	4,000	0.00 %
4236	Land Services	915	596	0	0	
4308	General Supplies	17,109	7,038	18,424	18,424	0.00 %
4412	Equipment Rentals	19,800	21,402	15,200	20,000	+ 31.58 %
4824	Recovery	(179,891)	0	0	0	
4852	License Fees	28,700	28,196	25,000	25,000	0.00 %
Total Exp	o/Transfers to Reserve	524,558	806,200	823,616	1,092,374	
Net Tota	I	(524,558)	(806,200)	(823,616)	(942,374)	

¹ UBCM Strategic Priorities Quality Tools for Asset Management Project

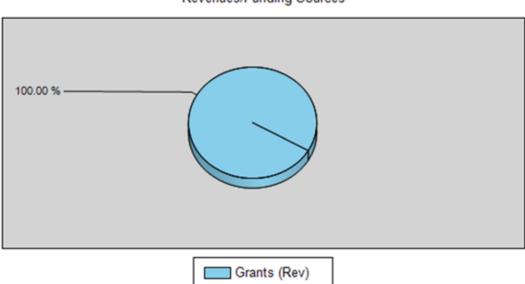
Service Area: Corporate Engineering Services

5 Year Forecast:

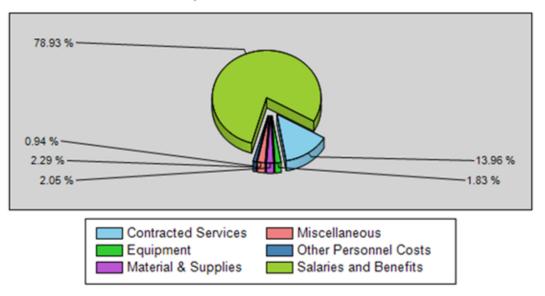
		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3760	Grants ¹	150,000	0	0	0	0
Total Rev	//Funding Sources	150,000	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4016	Salaries - Inside	699,139	713,122	727,396	741,932	756,770
4102	Benefits	163,031	166,292	169,621	173,010	176,471
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
4214	Consulting ¹	150,000	0	0	0	0
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	20,000	20,400	20,808	21,224	21,649
4852	Licence Fees	25,000	25,500	26,010	26,530	27,061
Total Exp	o/Transfer to Reserve	1,092,374	961,221	980,461	1,000,055	1,020,056
% Increa	se		(12.01%)	2.00%	2.00%	2.00%
Net Total		(942,374)	(961,221)	(980,461)	(1,000,055)	(1,020,056)

¹ UBCM Strategic Priorities Quality Tools for Asset Management Project

Service Area: Corporate Engineering Services



Expenses/Transfers to Reserve



Service Area: Engineering Support Services

Department:Engineering & PWBudget Year:2018

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.

Service Area: Engineering Support Services

Changes to Service Area:

Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	ues/Funding Sources					
3235	Lease Fees-Muni Access	76,828	76,828	74,623	74,623	0.00 %
Total R	ev/Funding Sources	76,828	76,828	74,623	74,623	
Expend	litures/Transfers to Reserve					
4010	Salaries - Exempt	131,622	130,516	115,915	143,186	+ 23.53 %
4016	Salaries - Inside	111,628	116,206	114,052	116,334	+ 2.00 %
4080	Auxiliaries/RPT/Seasonal	42,384	46,924	37,690	38,445	+ 2.00 %
4102	Benefits	60,542	63,042	55,785	62,894	+ 12.74 %
4112	Mileage/Parking	1,149	1,376	500	1,000	+ 100.00 %
4116	Conferences/Travel	6,923	5,043	11,500	11,500	0.00 %
4118	Membership Fees	3,981	13,157	15,000	15,000	0.00 %
4120	Training and Development	1,377	251	1,000	1,000	0.00 %
4214	Consulting ^{1 2 3}	16,102	0	20,233	160,000	+ 690.79 %
4216	Contracted Services	10,615	6,122	3,462	3,462	0.00 %
4218	Courier Service	706	288	1,000	1,000	0.00 %
4226	Photocopy	2,831	5,727	6,140	6,140	0.00 %
4312	Office Supplies	11,343	9,249	10,000	10,000	0.00 %
4364	Telecommunications	555	0	0	0	
4814	Miscellaneous	403	1,873	0	0	
9211	WO Regular Time	2,678	4,014	0	0	
9321	WO Outside Purchases	3,176	3,542	0	0	
Total E	xp/Transfers to Reserve	408,014	407,329	392,277	569,961	
Net Tot	al	(331,187)	(330,501)	(317,654)	(495,338)	

¹ 2018 Council Motion – Professional Certification/Project Management ² 2018 Council Motion – Professional Condition Assessment Pilot Project

³ 2018 Council Motion – Environmental Performance Audit

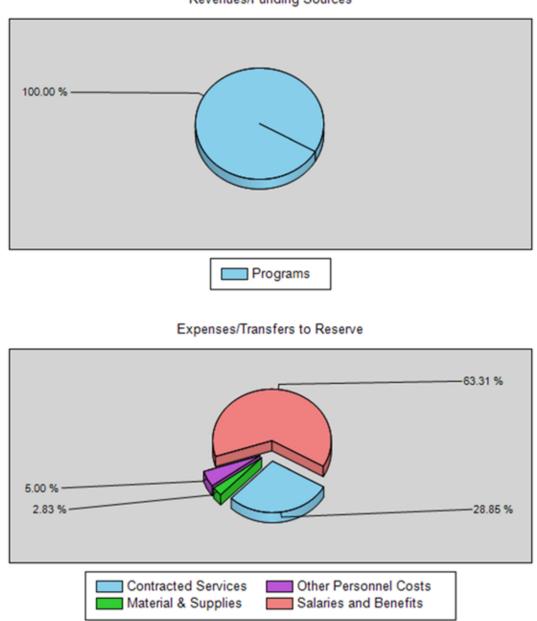
Service Area: Engineering Support Services

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3235	Lease Fees-Muni Access	74,623	74,623	74,623	74,623	74,623
Total Rev	v/Funding Sources	74,623	74,623	74,623	74,623	74,623
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	143,186	146,049	148,970	151,950	154,989
4016	Salaries - Inside	116,334	118,661	121,047	123,455	125,924
4080	Auxiliaries/RPT/Seasonal	38,445	39,213	39,998	40,798	41,614
4102	Benefits	62,894	64,152	65,438	66,744	68,079
4112	Mileage/Parking	1,000	1,020	1,040	1,061	1,082
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 ^{1 2 3}	160,000	0	0	0	0
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
Total Exp	o/Transfer to Reserve	569,961	418,160	426,538	435,054	443,755
% Increa	se		(26.63%)	2.00%	2.00%	2.00%
Net Total		(495,338)	(343,537)	(351,915)	(360,431)	(369,132)

¹ 2018 Council Motion – Professional Certification/Project Management
 ² 2018 Council Motion – Professional Condition Assessment Pilot Project
 ³ 2018 Council Motion – Environmental Performance Audit

Service Area: Engineering Support Services



Revenues/Funding Sources

Service Area: Land Development

Department:Engineering & PWBudget Year:2018

Overview:

The Land Development section administers the approval and processing of 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, Official Community Plan (OCP), civil engineering standards, land use and City standards are met during construction.

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
- · Liaison 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

Service Area: Land Development

Changes to Service Area:

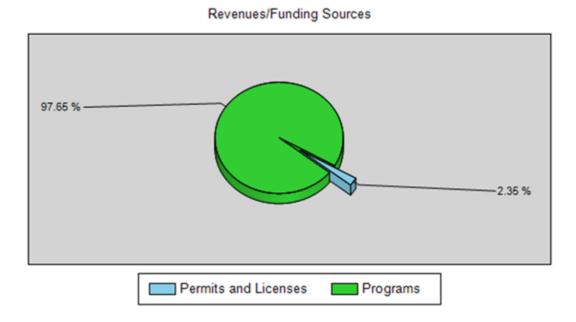
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources					
3126	Contractors' Permits	2,561	1,750	3,500	3,500	0.00 %
3266	Subdivisions and Strata	4,550	4,750	7,500	7,500	0.00 %
3395	Encroachment Fees - Excavation	74,075	18,250	35,000	35,000	0.00 %
3396	Sidewalk Cafes	48,486	75,625	100,000	100,000	0.00 %
3397	Under Sidewalk Basement	2,991	3,944	2,900	2,900	0.00 %
Total Rev	//Funding Sources	132,663	104,319	148,900	148,900	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	372,437	362,086	377,197	384,738	+ 2.00 %
4070	Overtime	0	171	0	0	
4102	Benefits	90,940	84,529	92,413	94,261	+ 2.00 %
4112	Mileage/Parking	125	630	0	0	
4116	Conferences/Travel	2,922	1,559	4,000	4,000	0.00 %
4118	Membership Fees	0	0	500	500	0.00 %
4120	Training and Development	0	0	2,500	2,500	0.00 %
4312	Office Supplies	144	959	1,000	1,000	0.00 %
4412	Equipment Rentals	4,125	4,917	3,000	4,400	+ 46.67 %
9211	WO Regular Time	137	0	0	0	
9321	WO Outside Purchases	9,165	0	0	0	
Total Exp	o/Transfers to Reserve	479,996	454,851	480,610	491,399	
Net Total		(347,333)	(350,531)	(331,710)	(342,499)	

Service Area: Land Development

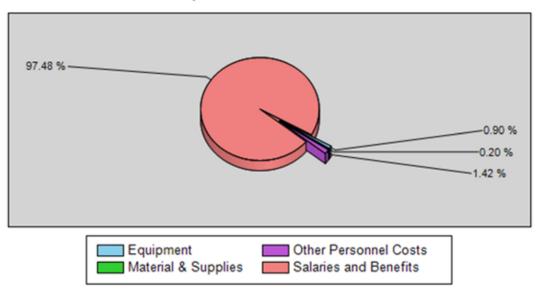
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
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
Total Rev	//Funding Sources	148,900	148,900	148,900	148,900	148,900
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4016	Salaries - Inside	384,738	392,433	400,293	408,287	416,453
4102	Benefits	94,261	96,146	98,072	100,030	102,031
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	4,400	4,488	4,578	4,669	4,763
Total Exp	o/Transfer to Reserve	491,399	501,227	511,266	521,477	531,906
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(342,499)	(352,327)	(362,366)	(372,577)	(383,006)

Service Area: Land Development



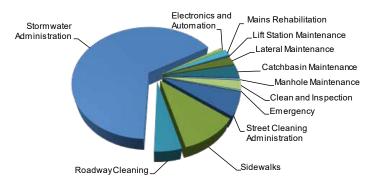
Expenses/Transfers to Reserve

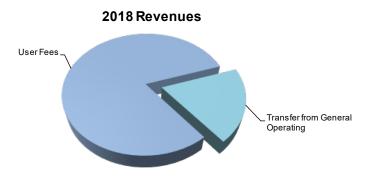


STORMWATER UTILITY Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
User Fees	5,044,511	5,338,491	293,980	5.83%
Transfer from General Operating	1,250,000	1,275,000	25,000	2.00%
Total	6,294,511	6,613,491	318,980	5.07%
Expenditures/Transfers to Reserve				
Stormwater Administration	4,039,708	4,353,646	313,938	7.77%
Electronics and Automation	55,473	55,141	(332)	-0.60%
Mains Rehabilitation	114,376	116,314	1,938	1.69%
Lift Station Maintenance	31,237	24,022	(7,215)	-23.10%
Lateral Maintenance	155,909	161,727	5,818	3.73%
Catchbasin Maintenance	242,676	247,649	4,973	2.05%
Manhole Maintenance	60,718	32,059	(28,659)	-47.20%
Clean and Inspection	157,969	166,151	8,182	5.18%
Emergency	15,949	16,321	372	2.33%
Street Cleaning Administration	416,732	430,179	13,447	3.23%
Sidewalks	666,964	693,701	26,737	4.01%
Roadway Cleaning	336,801	316,581	(20,220)	-6.00%
Total	6,294,511	6,613,491	318,980	5.07%
Net	0	0	0	0.00%

2018 Expenditures





Service Area: Stormwater Administration

Department: Engineering & PW Budget Year: 2018

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, and 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, and 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 stormwater 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
- 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
- Site inspections for Code of Practice compliance
- Processing of customer service requests

Service Area: Stormwater Administration

Changes to Service Area:

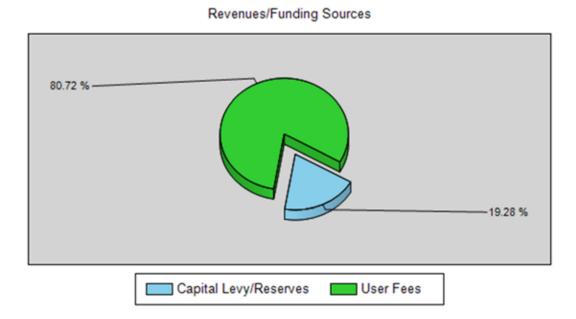
Account	Description	December 31, 2016	December 31, 2017	2017 Budget	2018 Budget	Percent
	Description s/Funding Sources	Actual	Actual	Budget	Budget	Change
3906	Fines and Fees	0	47,778	6,763	6,763	0.00 %
3909	Stormwater Utility Fee	4,776,058	5,232,195	5,034,178	5,328,158	+ 5.84 %
3916	Test and Clear	4,770,000	0,202,100	3,570	3,570	0.00 %
5042	Trf from Property Taxes	1,250,000	1,250,000	1,250,000	1,275,000	+ 2.00 %
	v/Funding Sources	6,026,058	6,529,973	6,294,511	6,613,491	2.00 /0
	ures/Transfers to Reserve	-,,	-,,	-,	-,,	
4010	Salaries - Exempt	182,436	137,410	153,793	153,793	+ 0.00 %
4014	Salaries - Outside	36,752	27,228	30,310	30,916	+ 2.00 %
4016	Salaries - Inside	311,799	319,936	293,091	298,971	+ 2.01 %
4070	Overtime	4,614	5,073	4,270	4,355	+ 1.99 %
4080	Auxiliaries/RPT/Seasonal	4,449	22,333	0	0	
4082	WCB Leave - CUPE 388	0	8,252	0	0	
4102	Benefits	139,186	127,425	116,174	117,763	+ 1.37 %
4112	Mileage/Parking	1,418	1,589	1,835	1,872	+ 2.02 %
4116	Conferences/Travel	1,193	1,155	4,650	4,730	+ 1.72 %
4120	Training and Development	713	2,411	5,900	5,964	+ 1.08 %
4154	Recovery - WCB	0	(6,964)	0	0	
4216	Contracted Services	15,203	18,630	37,875	38,235	+ 0.95 %
4312	Office Supplies	641	2,314	3,200	3,264	+ 2.00 %
4364	Telecommunications	1,598	1,595	4,500	4,570	+ 1.56 %
4412	Equipment Rentals	10,250	3,181	6,400	14,000	+ 118.75 %
4418	Equipment	0	0	1,000	1,020	+ 2.00 %
4718	Corporate Overhead	365,680	387,854	387,854	395,611	+ 2.00 %
4808	Contingencies	0	0	3,994	9,059	+ 126.82 %
6032	Transfer to Capital	2,466,764	2,114,554	2,936,000	3,192,000	+ 8.72 %
6053	Trf to Utility Reserve	471,220	1,592,807	0	0	
9111	WO Inside Equipment Rentals	1,454	5,953	4,250	4,600	+ 8.24 %
9211	WO Regular Time	52,668	25,822	42,811	71,086	+ 66.05 %
9221	WO Overtime	46	0	0	0	
9311	WO Inventory Purchases	797	164	300	306	+ 2.00 %
9321	WO Outside Purchases	7,219	5,334	1,500	1,530	+ 2.00 %
9411	WO Contracted Services	465	0	0	0	
Total Exp	o/Transfers to Reserve	4,076,565	4,804,057	4,039,708	4,353,646	
Net Tota	I	1,949,493	1,725,916	2,254,803	2,259,845	

Service Area: Stormwater Administration

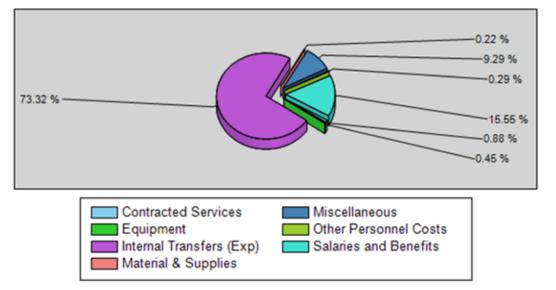
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3906	Fines and Fees	6,763	6,763	6,763	6,763	6,763
3909	Stormwater Utility Fee	5,328,158	5,754,120	6,055,941	6,265,639	6,484,923
3916	Test and Clear	3,570	3,570	3,570	3,570	3,570
5042	Trf from Property Taxes	1,275,000	1,300,500	1,326,510	1,353,040	1,380,101
Total Rev/Funding Sources		6,613,491	7,064,953	7,392,784	7,629,012	7,875,357
% Increas	se		6.83%	4.64%	3.20%	3.23%
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	153,793	156,869	160,007	163,207	166,471
4014	Salaries - Outside	30,916	31,535	32,170	32,813	33,469
4016	Salaries - Inside	298,971	304,950	311,049	317,270	323,616
4070	Overtime	4,355	4,442	4,531	4,622	4,714
4102	Benefits	117,763	120,118	122,522	124,972	127,472
4112	Mileage/Parking	1,872	1,909	1,948	1,987	2,026
4116	Conferences/Travel	4,730	4,825	4,921	5,020	5,120
4120	Training and Development	5,964	6,083	6,205	6,329	6,456
4216	Contracted Services	38,235	39,000	39,780	40,575	41,387
4312	Office Supplies	3,264	3,329	3,396	3,464	3,533
4364	Telecommunications	4,570	4,661	4,755	4,850	4,947
4412	Equipment Rentals	14,000	14,280	14,566	14,857	15,154
4418	Equipment	1,020	1,040	1,061	1,082	1,104
4718	Corporate Overhead	395,611	403,523	411,594	419,826	428,222
4808	Contingencies	9,059	9,240	9,420	9,608	9,800
6032	Transfer to Capital	3,192,000	3,475,000	3,633,000	3,798,000	3,972,000
6053	Trf to Utility Reserve	0	100,000	200,000	200,000	200,000
9111	WO Inside Equipment Rentals	4,600	4,692	4,786	4,882	4,979
9211	WO Regular Time	71,086	72,508	73,958	75,437	76,946
9311	WO Inventory Purchases	306	312	318	325	331
9321	WO Outside Purchases	1,530	1,561	1,592	1,624	1,656
Total Exp	o/Transfer to Reserve	4,353,646	4,759,878	5,041,577	5,230,747	5,429,403
% Increas	se		9.33%	5.92%	3.75%	3.80%
Net Total		2,259,845	2,305,075	2,351,207	2,398,265	2,445,954

Service Area: Stormwater Administration



Expenses/Transfers to Reserve



Business Unit: 3715 - SD Electronics and Automation

Department:Engineering & PWBudget Year:2018

Overview:

Routine, daily monitoring of the stormwater system is in place for effective planning and issue mitigation. This ensures continuous and effective operations of stormdrain 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: 3715 - SD Electronics and Automation

Changes to Service Area:

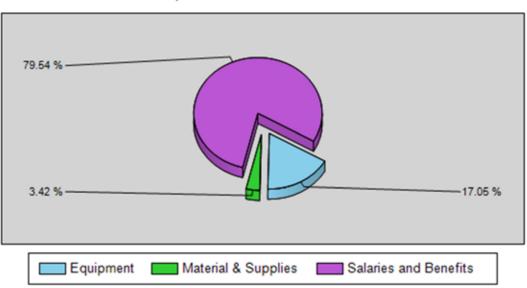
Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4012	Salaries - Electricians	31,201	28,858	27,730	28,309	+ 2.09 %
4016	Salaries - Inside	(3,867)	61	0	0	
4102	Benefits	6,070	5,773	6,814	6,956	+ 2.08 %
4412	Equipment Rentals	4,200	4,049	4,700	4,400	- 6.38 %
9111	WO Inside Equipment Rentals	4,733	2,025	5,900	5,000	- 15.25 %
9211	WO Regular Time	2,977	3,329	8,445	8,593	+ 1.75 %
9321	WO Outside Purchases	2,797	725	1,884	1,884	0.00 %
Total Ex	penditures/Transfers to Reserve	48,110	44,820	55,473	55,141	
Net Tota	ıl	(48,110)	(44,820)	(55,473)	(55,141)	

Business Unit: 3715 - SD Electronics and Automation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
4012	Salaries - Electricians	28,309	28,875	29,452	30,041	30,642
4102	Benefits	6,956	7,096	7,237	7,382	7,530
4412	Equipment Rentals	4,400	4,488	4,578	4,669	4,763
9111	WO Inside Equipment Rentals	5,000	5,100	5,202	5,306	5,412
9211	WO Regular Time	8,593	8,765	8,940	9,119	9,301
9321	WO Outside Purchases	1,884	1,922	1,960	1,999	2,039
Total Ex	p/Transfers to Reserve	55,141	56,245	57,370	58,517	59,688
% Increa	ISE		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(55,141)	(56,245)	(57,370)	(58,517)	(59,688)

Business Unit: 3715 - SD Electronics and Automation





Business Unit: 3725 - SD Mains Rehabilitation

Department: Engineering & PW Budget Year: 2018

Overview:

This business unit funds rehabilitation of existing storm drain mains.

Deliverables:

- 26 mains repairs
- 6 km closed circuit television (CCTV) by contractor
- 920 m of storm main lined
- 1 km of future lining preparation
- 40 flooding investigations
- 6 spill investigations
- 30 Code of Practices inspections per month

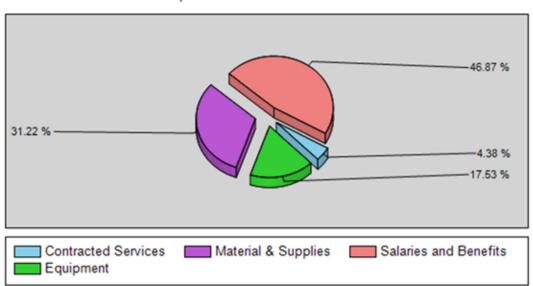
Business Unit: 3725 - SD Mains Rehabilitation

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	itures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	6,987	5,203	15,000	16,000	+ 6.67 %
9121	WO Outside Equipment Rentals	8,993	3,138	4,390	4,390	0.00 %
9211	WO Regular Time	35,056	26,609	53,576	54,514	+ 1.75 %
9221	WO Overtime	1,765	260	0	0	
9311	WO Inventory Purchases	17,046	18,850	22,792	22,792	0.00 %
9321	WO Outside Purchases	14,574	8,058	13,518	13,518	0.00 %
9411	WO Contracted Services	6,574	7,550	5,100	5,100	0.00 %
Total Exp	penditures/Transfers to Reserve	90,994	69,669	114,376	116,314	
Net Total		(90,994)	(69,669)	(114,376)	(116,314)	

Business Unit: 3725 - SD Mains Rehabilitation

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	16,000	16,320	16,646	16,979	17,319
9121	WO Outside Equipment Rentals	4,390	4,478	4,567	4,659	4,752
9211	WO Regular Time	54,514	55,604	56,716	57,851	59,008
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
Total Ex	p/Transfers to Reserve	116,314	118,640	121,013	123,433	125,902
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(116,314)	(118,640)	(121,013)	(123,433)	(125,902)

Business Unit: 3725 - SD Mains Rehabilitation



Expenditures/Transfers to Reserve

Business Unit: 3735 - SD Lift Station Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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 km²

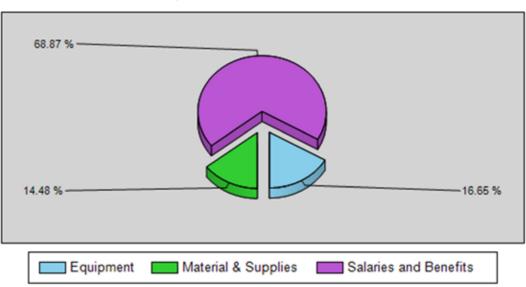
Business Unit: 3735 - SD Lift Station Maintenance

Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4236	Land Services	3,950	0	0	0	
4360	Hydro	0	0	2,775	0	
4366	Water	1,234	1,040	278	278	0.00 %
9111	WO Inside Equipment Rentals	1,238	975	3,750	4,000	+ 6.67 %
9211	WO Regular Time	5,581	3,928	21,347	16,544	- 22.50 %
9321	WO Outside Purchases	0	106	1,700	1,700	0.00 %
9360	WO Utility-BC Hydro	1,301	1,104	1,387	1,500	+ 8.15 %
Total Ex	penditures/Transfers to Reserve	13,303	7,153	31,237	24,022	
Net Tota	al	(13,303)	(7,153)	(31,237)	(24,022)	

Business Unit: 3735 - SD Lift Station Maintenance

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4366	Water	278	292	306	322	338
9111	WO Inside Equipment Rentals	4,000	4,080	4,162	4,245	4,330
9211	WO Regular Time	16,544	16,875	17,212	17,557	17,908
9321	WO Outside Purchases	1,700	1,734	1,769	1,804	1,840
9360	WO Utility-BC Hydro	1,500	1,553	1,607	1,663	1,721
Total Exp	p/Transfers to Reserve	24,022	24,533	25,056	25,590	26,137
% Increa	ise		2.13%	2.13%	2.13%	2.14%
Net Tota	I	(24,022)	(24,533)	(25,056)	(25,590)	(26,137)

Business Unit: 3735 - SD Lift Station Maintenance





Business Unit: 3740 - SD Lateral Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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

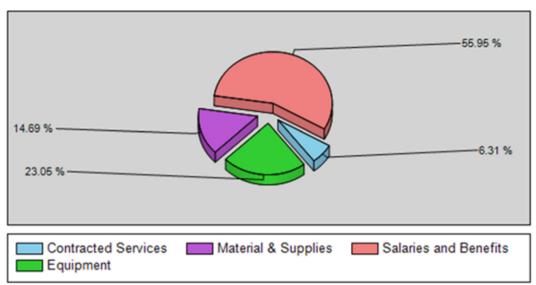
Business Unit: 3740 - SD Lateral Maintenance

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	tures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	25,211	24,582	18,737	23,000	+ 22.75 %
9121	WO Outside Equipment Rentals	34,010	10,434	14,284	14,284	0.00 %
9211	WO Regular Time	114,848	91,718	88,930	90,485	+ 1.75 %
9221	WO Overtime	507	221	0	0	
9311	WO Inventory Purchases	8,850	10,303	10,781	10,781	0.00 %
9321	WO Outside Purchases	11,612	10,317	12,977	12,977	0.00 %
9411	WO Contracted Services	23,472	10,836	10,200	10,200	0.00 %
Total Exp	enditures/Transfers to Reserve	218,509	158,409	155,909	161,727	
Net Total		(218,509)	(158,409)	(155,909)	(161,727)	

Business Unit: 3740 - SD Lateral Maintenance

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	23,000	23,460	23,929	24,408	24,896
9121	WO Outside Equipment Rentals	14,284	14,570	14,861	15,158	15,461
9211	WO Regular Time	90,485	92,295	94,141	96,023	97,944
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
Total Ex	p/Transfers to Reserve	161,727	164,962	168,261	171,626	175,059
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(161,727)	(164,962)	(168,261)	(171,626)	(175,059)

Business Unit: 3740 - SD Lateral Maintenance



Expenditures/Transfers to Reserve

Business Unit: 3745 - SD Catchbasin Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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

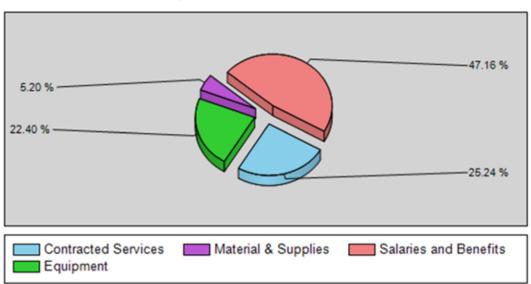
Business Unit: 3745 - SD Catchbasin Maintenance

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	tures/Transfers to Reserve					
4236	Land Services	10,610	0	0	0	
9111	WO Inside Equipment Rentals	49,140	50,357	43,386	46,000	+ 6.02 %
9121	WO Outside Equipment Rentals	290	1,194	9,467	9,467	0.00 %
9211	WO Regular Time	83,764	96,789	94,444	116,803	+ 23.67 %
9221	WO Overtime	0	44	0	0	
9311	WO Inventory Purchases	602	1,805	11,504	6,504	- 43.46 %
9321	WO Outside Purchases	384	831	6,375	6,375	0.00 %
9411	WO Contracted Services	832	528	77,500	62,500	- 19.35 %
Total Exp	enditures/Transfers to Reserve	145,622	151,548	242,676	247,649	
Net Total		(145,622)	(151,548)	(242,676)	(247,649)	

Business Unit: 3745 - SD Catchbasin Maintenance

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	46,000	46,920	47,858	48,816	49,792
9121	WO Outside Equipment Rentals	9,467	9,656	9,849	10,046	10,247
9211	WO Regular Time	116,803	119,139	121,522	123,952	126,431
9311	WO Inventory Purchases	6,504	6,634	6,767	6,902	7,040
9321	WO Outside Purchases	6,375	6,503	6,633	6,765	6,901
9411	WO Contracted Services	62,500	63,750	65,025	66,326	67,652
Total Ex	p/Transfers to Reserve	247,649	252,602	257,654	262,807	268,063
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	1	(247,649)	(252,602)	(257,654)	(262,807)	(268,063)

Business Unit: 3745 - SD Catchbasin Maintenance





Business Unit: 3750 - SD Manhole Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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 television (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

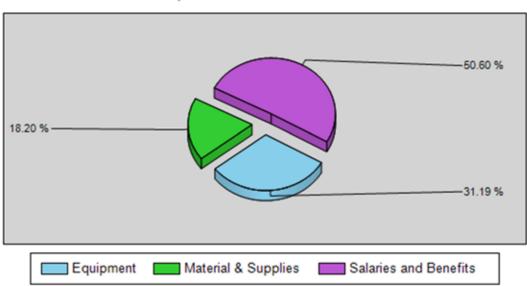
Business Unit: 3750 - SD Manhole Maintenance

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	391	1,368	7,500	8,000	+ 6.67 %
9121	WO Outside Equipment Rentals	0	0	2,000	2,000	0.00 %
9211	WO Regular Time	1,755	7,355	41,382	16,223	- 60.80 %
9311	WO Inventory Purchases	6	444	5,396	2,396	- 55.60 %
9321	WO Outside Purchases	7	97	4,440	3,440	- 22.52 %
9411	WO Contracted Services	0	48	0	0	
Total Exp	enditures/Transfers to Reserve	2,158	9,311	60,718	32,059	
Net Total		(2,158)	(9,311)	(60,718)	(32,059)	

Business Unit: 3750 - SD Manhole Maintenance

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	8,000	8,160	8,323	8,490	8,659
9121	WO Outside Equipment Rentals	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	16,223	16,547	16,878	17,216	17,560
9311	WO Inventory Purchases	2,396	2,444	2,493	2,543	2,594
9321	WO Outside Purchases	3,440	3,509	3,579	3,651	3,724
Total Ex	p/Transfers to Reserve	32,059	32,700	33,354	34,021	34,702
% Increa	ISE		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(32,059)	(32,700)	(33,354)	(34,021)	(34,702)

Business Unit: 3750 - SD Manhole Maintenance





Business Unit: 3755 - SD Clean and Inspection

Department:	Engineering & PW	Budget Year:	2018
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Overview:

To clean, inspect and condition assess closed circuit television (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 20% of system
- 7 km inspected by closed circuit television (CCTV) 3% of system

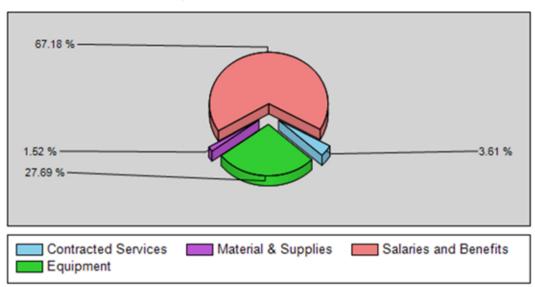
Business Unit: 3755 - SD Clean and Inspection

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	itures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	57,821	27,767	55,000	46,000	- 16.36 %
9211	WO Regular Time	110,919	68,410	94,444	111,626	+ 18.19 %
9221	WO Overtime	1,135	1,180	0	0	
9311	WO Inventory Purchases	0	0	525	525	0.00 %
9321	WO Outside Purchases	446	125	2,000	2,000	0.00 %
9411	WO Contracted Services	21,737	2,449	6,000	6,000	0.00 %
Total Exp	penditures/Transfers to Reserve	192,058	99,931	157,969	166,151	
Net Total		(192,058)	(99,931)	(157,969)	(166,151)	

Business Unit: 3755 - SD Clean and Inspection

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	46,000	46,920	47,858	48,816	49,792
9211	WO Regular Time	111,626	113,859	116,136	118,458	120,828
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
Total Ex	p/Transfers to Reserve	166,151	169,474	172,864	176,321	179,847
% Increa			2.00%	2.00%	2.00%	2.00%
Net Tota	I	(166,151)	(169,474)	(172,864)	(176,321)	(179,847)

Business Unit: 3755 - SD Clean and Inspection





Business	Unit:	3760 -	SD	Emergency	
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Department:	Engineering & PW	Budget Year:	2018
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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

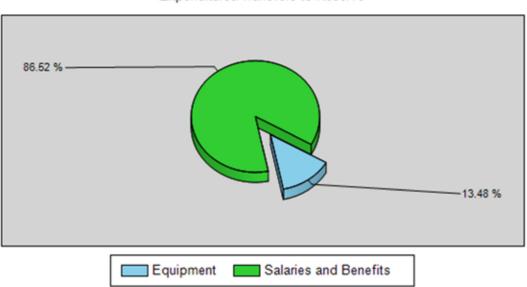
Business Unit: 3760 - SD Emergency

Accoun	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	1,772	2,760	2,070	2,200	+ 6.28 %
9211	WO Regular Time	8,964	11,929	13,879	14,121	+ 1.74 %
9221	WO Overtime	4,050	4,541	0	0	
9311	WO Inventory Purchases	62	0	0	0	
9321	WO Outside Purchases	128	893	0	0	
9411	WO Contracted Services	1,408	407	0	0	
Total Ex	penditures/Transfers to Reserve	16,385	20,529	15,949	16,321	
Net Tota	l	(16,385)	(20,529)	(15,949)	(16,321)	

Business Unit: 3760 - SD Emergency

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	2,200	2,244	2,289	2,335	2,381
9211	WO Regular Time	14,121	14,403	14,691	14,985	15,285
Total Ex	p/Transfers to Reserve	16,321	16,647	16,980	17,320	17,666
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(16,321)	(16,647)	(16,980)	(17,320)	(17,666)

Business Unit: 3760 - SD Emergency





Business Unit: 3800 - SD - Street Cleaning Administration

Department: Engineering & PW Budget Year: 2018

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
- Downtown core streets swept 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

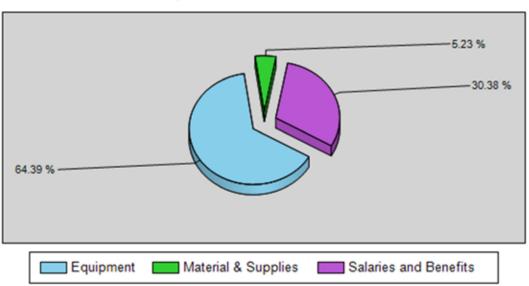
Business Unit: 3800 - SD - Street Cleaning Administration

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4014	Salaries - Outside	71,721	72,515	65,600	66,914	+ 2.00 %
4070	Overtime	(15)	20	1,000	1,000	0.00 %
4102	Benefits	13,247	8,896	16,072	16,394	+ 2.00 %
4120	Training and Development	529	1,115	0	0	
4154	Recovery - WCB	(2,536)	0	0	0	
4316	Protective Clothing/Uniforms	2,288	2,939	4,500	4,500	0.00 %
4412	Equipment Rentals	258,720	134,689	265,000	276,000	+ 4.15 %
4418	Equipment	12,882	4,621	0	0	
4816	Lease/Rental	0	6,050	0	0	
9111	WO Inside Equipment Rentals	5	12	1,000	1,000	0.00 %
9211	WO Regular Time	17,218	63,076	39,571	40,263	+ 1.75 %
9221	WO Overtime	9,052	4,135	5,989	6,108	+ 1.99 %
9311	WO Inventory Purchases	12,372	10,609	9,000	9,000	0.00 %
9321	WO Outside Purchases	5,331	2,811	9,000	9,000	0.00 %
9411	WO Contracted Services	334	262	0	0	
Total Expe	enditures/Transfers to Reserve	401,147	311,748	416,732	430,179	
Net Total		(401,147)	(311,748)	(416,732)	(430,179)	

Business Unit: 3800 - SD - Street Cleaning Administration

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4014	Salaries - Outside	66,914	68,253	69,618	71,010	72,430
4070	Overtime	1,000	1,020	1,040	1,061	1,082
4102	Benefits	16,394	16,722	17,056	17,397	17,745
4316	Protective Clothing/Uniforms	4,500	4,590	4,682	4,775	4,871
4412	Equipment Rentals	276,000	281,520	287,150	292,893	298,751
9111	WO Inside Equipment Rentals	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	40,263	41,068	41,890	42,727	43,582
9221	WO Overtime	6,108	6,230	6,355	6,482	6,611
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
Total Exp	p/Transfers to Reserve	430,179	438,783	447,559	456,510	465,640
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(430,179)	(438,783)	(447,559)	(456,510)	(465,640)

Business Unit: 3800 - SD - Street Cleaning Administration





Business Unit: 3830 - SD- Sidewalks

Department:	Engineering & PW	Budget Year:	2018

Overview:

This business unit oversees the cleaning of 465 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

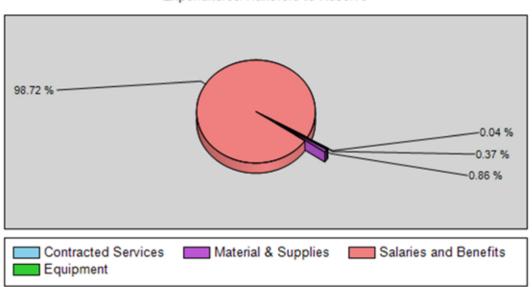
Business Unit: 3830 - SD- Sidewalks

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	9,118	7,178	2,000	2,100	+ 5.00 %
9121	WO Outside Equipment Rentals	0	0	500	500	0.00 %
9211	WO Regular Time	491,482	534,109	632,376	643,439	+ 1.75 %
9221	WO Overtime	47,511	50,236	22,838	41,412	+ 81.33 %
9311	WO Inventory Purchases	73	37	1,000	1,000	0.00 %
9321	WO Outside Purchases	1,606	1,536	1,000	1,000	0.00 %
9411	WO Contracted Services	194	0	250	250	0.00 %
9511	WO Gas	3,875	2,105	6,000	3,000	- 50.00 %
9551	WO Bio Diesel	0	540	1,000	1,000	0.00 %
9561	WO Motor Oil	20	6	0	0	
Total Expenditures/Transfers to Reserve		553,879	595,747	666,964	693,701	
Net Total		(553,879)	(595,747)	(666,964)	(693,701)	

Business Unit: 3830 - SD- Sidewalks

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	2,100	2,142	2,185	2,229	2,273
9121	WO Outside Equipment Rentals	500	510	520	531	541
9211	WO Regular Time	643,439	656,308	669,434	682,823	696,168
9221	WO Overtime	41,412	42,240	43,085	43,947	44,826
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	3,000	3,060	3,121	3,184	3,247
9551	WO Bio Diesel	1,000	1,020	1,040	1,061	1,082
Total Exp/Transfers to Reserve		693,701	707,575	721,727	736,161	750,573
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(693,701)	(707,575)	(721,727)	(736,161)	(750,573)

Business Unit: 3830 - SD- Sidewalks



Expenditures/Transfers to Reserve

Business Unit: 3850 - SD-Roadway Cleaning

Department: Engineering & PW Budget Year: 2018

Overview:

This business unit oversees the cleaning of streets and pathways in the City of Victoria.

- Sweeping downtown streets on a daily basis
- Sweeping residential areas on a 40 day basis

Business Unit: 3850 - SD-Roadway Cleaning

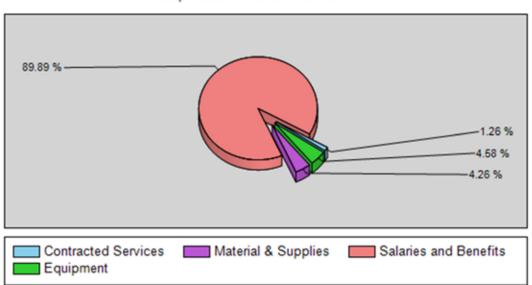
Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	502	47	13,128	14,000	+ 6.64 %
9121	WO Outside Equipment Rentals	0	0	500	500	0.00 %
9211	WO Regular Time	237,807	237,633	273,583	278,369	+ 1.75 %
9221	WO Overtime	15,687	13,450	6,090	6,212	+ 2.00 %
9311	WO Inventory Purchases	688	1,303	2,500	2,500	0.00 %
9321	WO Outside Purchases	6,641	2,215	10,000	6,000	- 40.00 %
9411	WO Contracted Services	3,328	1,635	26,000	4,000	- 84.62 %
9441	WO Insurance-Vehicle	0	782	0	0	
9511	WO Gas	575	0	2,000	2,000	0.00 %
9551	WO Bio Diesel	2,251	0	3,000	3,000	0.00 %
9561	WO Motor Oil	105	15	0	0	
9824	Work Order Recoveries	(255)	(30)	0	0	
Total Expe	enditures/Transfers to Reserve	267,330	257,051	336,801	316,581	
Net Total		(267,330)	(257,051)	(336,801)	(316,581)	

Business Unit: 3850 - SD-Roadway Cleaning

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	14,000	14,280	14,566	14,857	15,154
9121	WO Outside Equipment Rentals	500	510	520	531	541
9211	WO Regular Time	278,369	283,936	289,615	295,407	301,316
9221	WO Overtime	6,212	6,336	6,463	6,592	6,724
9311	WO Inventory Purchases	2,500	2,550	2,601	2,653	2,706
9321	WO Outside Purchases	6,000	6,120	6,242	6,367	6,495
9411	WO Contracted Services	4,000	4,080	4,162	4,245	4,330
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
Total Ex	p/Transfers to Reserve	316,581	322,913	329,371	335,958	342,677
% Increa			2.00%	2.00%	2.00%	2.00%
Net Tota		(316,581)	(322,913)	(329,371)	(335,958)	(342,677)

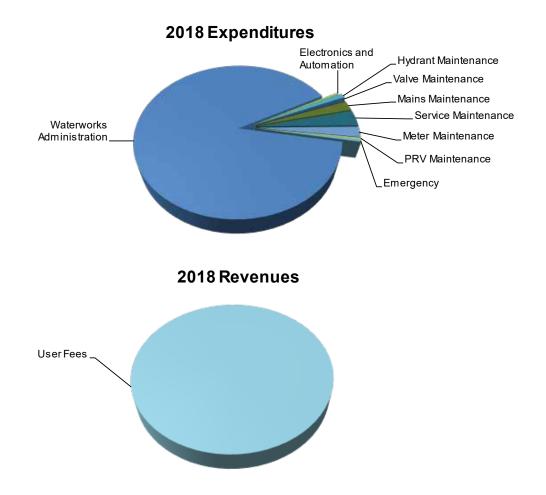
Business Unit: 3850 - SD-Roadway Cleaning





WATERWORKS UTILITY Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
User Fees	19,323,507	19,925,763	602,256	3.12%
Transfer from Utility Reserve	79,000	0	(79,000)	-100.00%
Total	19,402,507	19,925,763	523,256	2.70%
Expenditures/Transfers to Reserve				
Waterworks Administration	17,235,695	17,808,039	572,344	3.32%
Electronics and Automation	96,650	98,671	2,021	2.09%
Hydrant Maintenance	176,058	178,616	2,558	1.45%
Valve Maintenance	158,441	160,675	2,234	1.41%
Mains Maintenance	428,658	412,147	(16,511)	-3.85%
Service Maintenance	655,515	665,448	9,933	1.52%
Meter Maintenance	497,821	445,490	(52,331)	-10.51%
PRV Maintenance	77,301	78,330	1,029	1.33%
Emergency	76,367	78,347	1,980	2.59%
Total	19,402,507	19,925,763	523,256	2.70%
Net	0	0	0	0.00%



Service Area: Waterworks Administration

Department:Engineering & PWBudget Year:2018

Overview:

This service area oversees the engineering management of the City of Victoria and Township of Esquimalt water distribution system. The municipality must comply with federal, provincial and municipal regulations and environmental requirements

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.

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 Capital Regional District (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 CRD 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.

- Annual development of water distribution capital projects
- 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

Service Area: Waterworks Administration

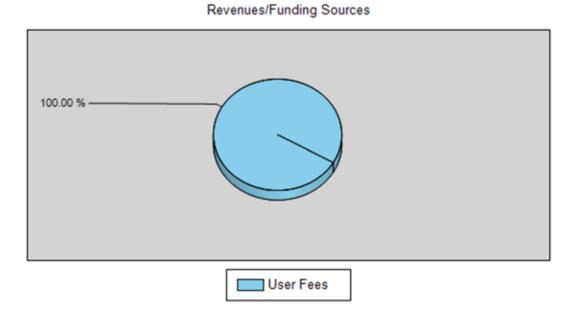
Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	/ lotuu	, lotual	Daagot	Duugot	enange
3232	Administration	36,482	70,580	0	0	
3812	Hydrants	19,393	17,652	12,000	12,000	0.00 %
3816	Meter Rates	16,565,605	17,439,996	16,165,507	16,767,763	+ 3.73 %
3818	Meter Service Charge	3,100,997	3,043,282	2,981,000	2,981,000	0.00 %
3906	Fines and Fees	227,115	148,508	165,000	165,000	0.00 %
5044	Surplus	(2,243,927)	(3,137,455)	0	0	
Total Rev	//Funding Sources	17,705,665	17,582,563	19,323,507	19,925,763	
	ures/Transfers to Reserve					
4010	Salaries - Exempt	216,857	209,367	272,756	272,756	+ 0.00 %
4014	Salaries - Outside	76,369	78,445	77,153	78,696	+ 2.00 %
4016	Salaries - Inside	302,396	284,045	293,091	298,971	+ 2.01 %
4080	Auxiliaries/RPT/Seasonal	15,558	28,721	16,168	16,490	+ 1.99 %
4102	Benefits	142,255	131,068	156,225	158,043	+ 1.16 %
4112	Mileage/Parking	1,957	1,478	2,780	2,836	+ 2.01 %
4116	Conferences/Travel	5,811	3,750	8,500	8,620	+ 1.41 %
4118	Membership Fees	4,676	5,103	6,000	6,120	+ 2.00 %
4120	Training and Development	6,742	10,326	24,000	24,320	+ 1.33 %
4154	Recovery - WCB	(1,936)	0	0	0	
4216	Contracted Services	5,000	5,794	16,200	16,300	+ 0.62 %
4312	Office Supplies	8,788	8,727	10,470	10,679	+ 2.00 %
4314	Postage	0	0	23,460	23,929	+ 2.00 %
4364	Telecommunications	4,122	5,689	4,500	4,570	+ 1.56 %
4366	Water	9,345,417	9,298,618	8,807,700	8,983,854	+ 2.00 %
4412	Equipment Rentals	43,475	41,841	38,100	50,000	+ 31.23 %
4418	Equipment	63	0	9,825	10,022	+ 2.01 %
4508	Credit Card Discount Fees	120,485	128,197	64,600	65,892	+ 2.00 %
4512	Insurance	95,000	95,000	95,000	96,900	+ 2.00 %
4718	Corporate Overhead	1,337,646	1,363,998	1,395,498	1,423,404	+ 2.00 %
4808	Contingencies	0	0	1,361	12,220	+ 797.87 %
4809	Consumption Contingency	0	0	300,000	300,000	0.00 %
4816	Lease/Rental	105,000	105,000	105,000	107,100	+ 2.00 %
6032	Transfer to Capital	2,070,740	2,186,891	3,572,000	3,899,000	+ 9.15 %
6053	Trf to Utility Reserve	1,850,000	1,850,000	1,850,000	1,850,000	0.00 %
9111	WO Inside Equipment Rentals	411	188	2,904	3,500	+ 20.52 %
9211	WO Regular Time	56,712	66,056	74,164	75,461	+ 1.75 %
9221	WO Overtime	975	1,751	0	0	
9311	WO Inventory Purchases	0	60	0	0	
9321	WO Outside Purchases	157	165	2,440	2,440	0.00 %
9411	WO Contracted Services	250	6,462	5,800	5,916	+ 2.00 %
Total Exp	o/Transfers to Reserve	15,814,926	15,916,769	17,235,695	17,808,039	
Net Total		1,863,530	1,657,701	2,087,812	2,117,724	

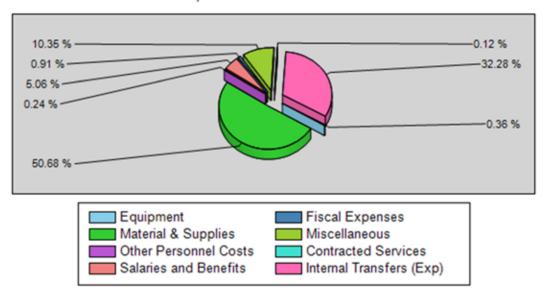
Service Area: Waterworks Administration

		2018	2019	2020	2021	2022
Revenues	s/Funding Sources					
3812	Hydrants	12,000	12,000	12,000	12,000	12,000
3816	Meter Rates	16,767,763	17,019,459	17,435,618	17,865,192	18,310,260
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
Total Rev	/Funding Sources	19,925,763	20,237,079	20,714,050	21,205,653	21,713,990
% Increas	se		1.56%	2.36%	2.37%	2.40%
Expenditu	ures/Transfer To Reserve					
4010	Salaries - Exempt	272,756	278,211	283,775	289,451	295,240
4014	Salaries - Outside	78,696	80,270	81,886	83,524	85,195
4016	Salaries - Inside	298,971	304,950	311,049	317,270	323,616
4080	Auxiliaries/RPT/Seasonal	16,490	16,819	17,156	17,499	17,849
4102	Benefits	158,043	161,204	164,431	167,720	171,074
4112	Mileage/Parking	2,836	2,893	2,951	3,010	3,070
4116	Conferences/Travel	8,620	8,792	8,968	9,148	9,331
4118	Membership Fees	6,120	6,242	6,367	6,495	6,624
4120	Training and Development	24,320	24,806	25,303	25,809	26,325
4216	Contracted Services	16,300	16,626	16,959	17,298	17,644
4312	Office Supplies	10,679	10,893	11,110	11,333	11,559
4314	Postage	23,929	24,408	24,896	25,394	25,902
4364	Telecommunications	4,570	4,661	4,755	4,850	4,947
4366	Water	8,983,854	9,163,531	9,346,802	9,533,738	9,724,412
4412	Equipment Rentals	50,000	51,000	52,020	53,060	54,122
4418	Equipment	10,022	10,222	10,427	10,635	10,848
4508	Credit Card Discount Fees	65,892	67,210	68,554	69,925	71,324
4512	Insurance	96,900	98,838	100,815	102,831	104,888
4718	Corporate Overhead	1,423,404	1,451,715	1,480,752	1,510,367	1,540,575
4808	Contingencies	12,220	12,464	12,699	12,954	13,212
4809	Consumption Contingency	300,000	300,000	300,000	300,000	300,000
4816	Lease/Rental	107,100	107,100	107,100	107,100	107,100
6032	Transfer to Capital	3,899,000	3,935,000	4,131,000	4,336,000	4,552,000
6053	Trf to Utility Reserve	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
9111	WO Inside Equipment Rentals	3,500	3,560	3,620	3,682	3,745
9211	WO Regular Time	75,461	76,970	78,510	80,080	81,681
9321	WO Outside Purchases	2,440	2,489	2,539	2,589	2,641
9411	WO Contracted Services	5,916	6,034	6,155	6,278	6,404
Total Exp	/Transfer to Reserve	17,808,039	18,076,909	18,510,598	18,958,038	19,421,326
% Increas	Se		1.51%	2.40%	2.42%	2.44%
Net Total		2,117,724	2,160,170	2,203,452	2,247,615	2,292,664

Service Area: Waterworks Administration



Expenses/Transfers to Reserve



Business Unit: 6020 - WW Electronics and Automation

Department:	Engineering & PW	Budget Year:	2018
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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).

- 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
- Contract administration
- Construction inspection and support
- Bacteriological sampling

Business Unit: 6020 - WW Electronics and Automation

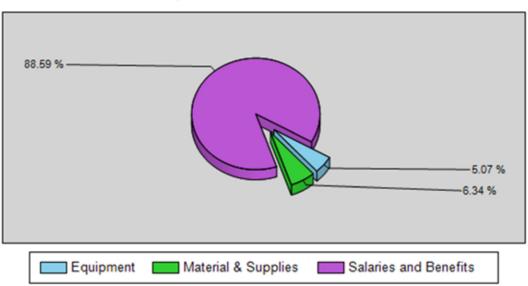
Changes to Service Area:

		December 31, 2016	December 31, 2017	2017	2018	Percent
	Description	Actual	Actual	Budget	Budget	Change
Expendit	ures/Transfers to Reserve					
4012	Salaries - Electricians	32,145	29,730	28,570	29,166	+ 2.09 %
4102	Benefits	6,233	5,786	7,021	7,167	+ 2.08 %
4308	General Supplies	19	145	900	900	0.00 %
4364	Telecommunications	780	780	600	700	+ 16.67 %
4412	Equipment Rentals	4,200	4,049	4,700	5,000	+ 6.38 %
9111	WO Inside Equipment Rentals	168	468	0	0	
9211	WO Regular Time	55,035	26,069	50,203	51,082	+ 1.75 %
9221	WO Overtime	0	765	0	0	
9311	WO Inventory Purchases	0	343	400	400	0.00 %
9321	WO Outside Purchases	6,121	4,775	4,256	4,256	0.00 %
9411	WO Contracted Services	0	169	0	0	
Total Expe	enditures/Transfers to Reserve	104,700	73,080	96,650	98,671	
Net Total		(104,700)	(73,080)	(96,650)	(98,671)	

Business Unit: 6020 - WW Electronics and Automation

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4012	Salaries - Electricians	29,166	29,750	30,345	30,951	31,571
4102	Benefits	7,167	7,311	7,456	7,607	7,759
4308	General Supplies	900	918	936	955	974
4364	Telecommunications	700	714	728	743	758
4412	Equipment Rentals	5,000	5,100	5,202	5,306	5,412
9211	WO Regular Time	51,082	52,104	53,146	54,209	55,293
9311	WO Inventory Purchases	400	408	416	424	433
9321	WO Outside Purchases	4,256	4,341	4,428	4,517	4,607
Total Exp	p/Transfers to Reserve	98,671	100,645	102,658	104,712	106,806
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(98,671)	(100,645)	(102,658)	(104,712)	(106,806)

Business Unit: 6020 - WW Electronics and Automation





Business Unit: 6040 - WW Hydrant Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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.

- 1,828 hydrants
- Maintained 1,500 hydrants
- Replaced 5 hydrants
- Inspected 6 hydrants (after fire use)

Business Unit: 6040 - WW Hydrant Maintenance

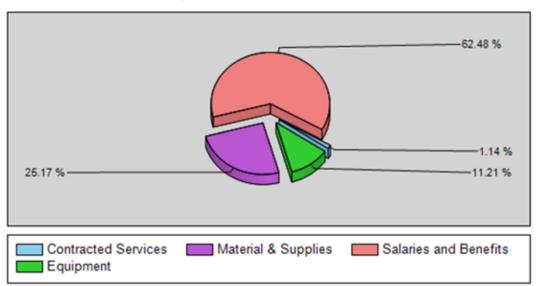
Changes to Service Area:

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	itures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	16,090	15,970	18,360	19,000	+ 3.49 %
9121	WO Outside Equipment Rentals	0	0	1,020	1,020	0.00 %
9211	WO Regular Time	80,739	82,183	109,687	111,605	+ 1.75 %
9221	WO Overtime	334	0	0	0	
9311	WO Inventory Purchases	3,015	(704)	17,551	17,551	0.00 %
9321	WO Outside Purchases	1,043	1,387	27,400	27,400	0.00 %
9411	WO Contracted Services	532	165	2,040	2,040	0.00 %
Total Exp	penditures/Transfers to Reserve	101,752	99,001	176,058	178,616	
Net Total		(101,752)	(99,001)	(176,058)	(178,616)	

Business Unit: 6040 - WW Hydrant Maintenance

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	19,000	19,380	19,768	20,163	20,566
9121	WO Outside Equipment Rentals	1,020	1,040	1,061	1,082	1,104
9211	WO Regular Time	111,605	113,837	116,114	118,436	120,805
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
Total Ex	p/Transfers to Reserve	178,616	182,188	185,832	189,549	193,340
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota		(178,616)	(182,188)	(185,832)	(189,549)	(193,340)

Business Unit: 6040 - WW Hydrant Maintenance



Expenditures/Transfers to Reserve

Business Unit: 6045 - WW Valve Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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.

- 3,429 valves
- 1,085 valves inspected
- 12 valves repaired

Business Unit: 6045 - WW Valve Maintenance

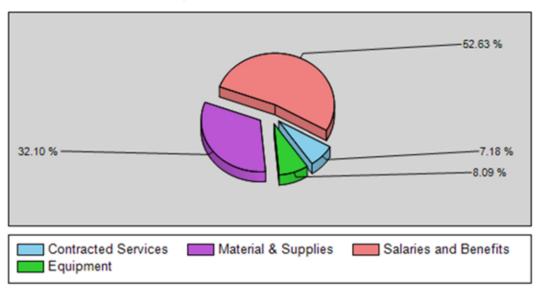
Changes to Service Area:

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	18,152	11,259	11,220	12,000	+ 6.95 %
9121	WO Outside Equipment Rentals	0	0	1,000	1,000	0.00 %
9211	WO Regular Time	92,912	49,418	83,109	84,563	+ 1.75 %
9221	WO Overtime	7,132	14,159	0	0	
9311	WO Inventory Purchases	5,361	1,502	11,624	11,624	0.00 %
9321	WO Outside Purchases	3,313	2,659	39,958	39,958	0.00 %
9411	WO Contracted Services	10,790	1,421	11,530	11,530	0.00 %
9511	WO Gas	0	162	0	0	
Total Exp	enditures/Transfers to Reserve	137,660	80,579	158,441	160,675	
Net Total		(137,660)	(80,579)	(158,441)	(160,675)	

Business Unit: 6045 - WW Valve Maintenance

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	12,000	12,240	12,485	12,734	12,989
9121	WO Outside Equipment Rentals	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	84,563	86,254	87,979	89,739	91,534
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
Total Ex	p/Transfers to Reserve	160,675	163,889	167,166	170,510	173,920
% Increa	ISE		2.00%	2.00%	2.00%	2.00%
Net Tota	1	(160,675)	(163,889)	(167,166)	(170,510)	(173,920)

Business Unit: 6045 - WW Valve Maintenance



Expenditures/Transfers to Reserve

Business Unit: 6050 - WW Mains Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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 the City of Victoria and Township of Esquimalt. This work prevents water loss and subsequent costs.

The average age of water pipes is 52 years and the oldest pipe still in service was installed in 1891.

- 344 km of water mains
- 6 water main repairs per 100 km

Business Unit: 6050 - WW Mains Maintenance

Changes to Service Area:

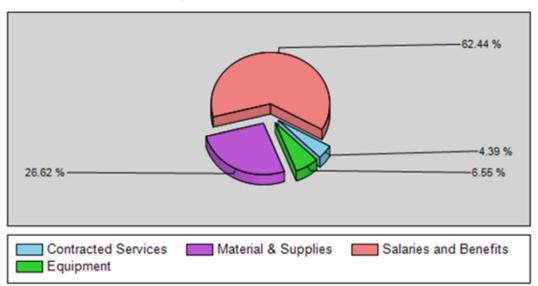
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3448	Inventory and Equipment	1,185	15,823	0	0	
5045	Trf from Utility Reserve ¹	0	22,000	22,000	0	
Total Reve	enues/Funding Sources	1,185	37,823	22,000	0	
Expendit	ures/Transfers to Reserve					
4236	Land Services	7,700	0	0	0	
9111	WO Inside Equipment Rentals ¹	33,839	32,259	20,945	19,000	- 9.29 %
9121	WO Outside Equipment Rentals	5,133	275	8,000	8,000	0.00 %
9211	WO Regular Time ¹	160,441	139,207	267,840	253,193	- 5.47 %
9221	WO Overtime	25,046	30,960	4,060	4,141	+ 2.00 %
9311	WO Inventory Purchases	56,043	53,498	42,126	42,126	0.00 %
9321	WO Outside Purchases	35,939	65,813	67,586	67,586	0.00 %
9411	WO Contracted Services	38,518	6,247	18,101	18,101	0.00 %
9421	WO Consulting Services	732	0	0	0	
Total Expe	enditures/Transfers to Reserve	363,392	328,259	428,658	412,147	
Net Total		(362,206)	(290,435)	(406,658)	(412,147)	

¹ 2017 Council Motion – Water Leak Detection

Business Unit: 6050 - WW Mains Maintenance

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	19,000	19,380	19,768	20,163	20,566
9121	WO Outside Equipment Rentals	8,000	8,160	8,323	8,490	8,659
9211	WO Regular Time	253,193	258,257	263,422	268,690	274,064
9221	WO Overtime	4,141	4,224	4,307	4,393	4,481
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
Total Ex	p/Transfers to Reserve	412,147	420,390	428,796	437,372	446,120
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	1	(412,147)	(420,390)	(428,796)	(437,372)	(446,120)

Business Unit: 6050 - WW Mains Maintenance



Expenditures/Transfers to Reserve

Business Unit: 6055 - WW Service Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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 the City of Victoria and Township of Esquimalt.

- 17,753 water services
- 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: 6055 - WW Service Maintenance

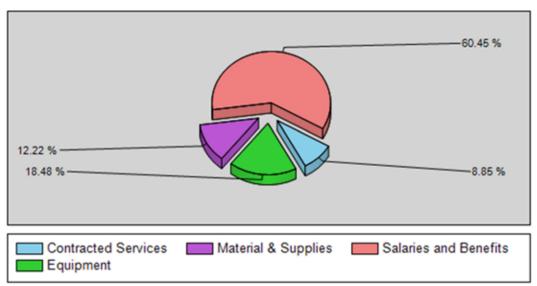
Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	tures/Transfers to Reserve					
4236	Land Services	23,800	0	0	0	
9111	WO Inside Equipment Rentals	61,534	62,776	80,000	83,000	+ 3.75 %
9121	WO Outside Equipment Rentals	7,317	4,595	40,000	40,000	0.00 %
9211	WO Regular Time	425,049	402,119	388,197	394,988	+ 1.75 %
9221	WO Overtime	7,292	11,048	7,105	7,247	+ 2.00 %
9311	WO Inventory Purchases	22,237	25,149	43,305	43,305	0.00 %
9321	WO Outside Purchases	22,888	32,560	38,038	38,038	0.00 %
9411	WO Contracted Services	107,672	46,243	58,870	58,870	0.00 %
Total Exp	enditures/Transfers to Reserve	677,790	584,490	655,515	665,448	
Net Total		(677,790)	(584,490)	(655,515)	(665,448)	

Business Unit: 6055 - WW Service Maintenance

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	83,000	84,660	86,353	88,080	89,842
9121	WO Outside Equipment Rentals	40,000	40,800	41,616	42,448	43,297
9211	WO Regular Time	394,988	402,890	410,948	419,167	427,550
9221	WO Overtime	7,247	7,392	7,537	7,688	7,841
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
Total Ex	p/Transfers to Reserve	665,448	678,762	692,331	706,178	720,302
% Increa	ase		2.00%	2.00%	2.00%	2.00%
Net Tota	ı —	(665,448)	(678,762)	(692,331)	(706,178)	(720,302)

Business Unit: 6055 - WW Service Maintenance



Expenditures/Transfers to Reserve

Business Unit: 6060 - WW Meter Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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 Capital Regional District (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 private or City property, resulting in a reduction in water loss.

- 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 3/4" meters & inspected 1,470
- · Replace meters that are registering inaccurately

Business Unit: 6060 - WW Meter Maintenance

Changes to Service Area:

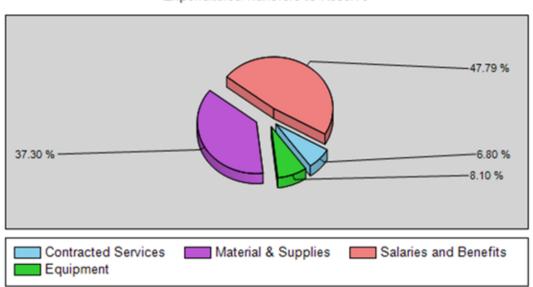
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
5045	Trf from Utility Reserve ¹	0	57,000	57,000	0	
Total Rev	enues/Funding Sources	0	57,000	57,000	0	
Expendi	tures/Transfers to Reserve					
9111	WO Inside Equipment Rentals ¹	13,056	14,012	38,000	31,000	- 18.42 %
9121	WO Outside Equipment Rentals	255	2,833	5,100	5,100	0.00 %
9211	WO Regular Time ¹	116,081	94,235	255,196	209,804	- 17.79 %
9221	WO Overtime	2,956	8,376	3,045	3,106	+ 2.00 %
9311	WO Inventory Purchases	75,782	85,478	144,552	144,552	0.00 %
9321	WO Outside Purchases	6,018	16,210	21,628	21,628	0.00 %
9411	WO Contracted Services	8,152	3,825	30,300	30,300	0.00 %
Total Exp	enditures/Transfers to Reserve	222,301	224,969	497,821	445,490	
Net Total		(222,301)	(167,969)	(440,821)	(445,490)	

1. 2017 Council Motion - Water Meter Testing

Business Unit: 6060 - WW Meter Maintenance

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	31,000	31,620	32,252	32,897	33,555
9121	WO Outside Equipment Rentals	5,100	5,202	5,306	5,412	5,520
9211	WO Regular Time	209,804	214,000	218,280	222,646	227,099
9221	WO Overtime	3,106	3,168	3,231	3,296	3,362
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
Total Ex	p/Transfers to Reserve	445,490	454,400	463,488	472,758	482,213
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	1	(445,490)	(454,400)	(463,488)	(472,758)	(482,213)

Business Unit: 6060 - WW Meter Maintenance



Expenditures/Transfers to Reserve

Business Unit: 6065 - WW PRV Maintenance

Department:	Engineering & PW	Budget Year:	2018
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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

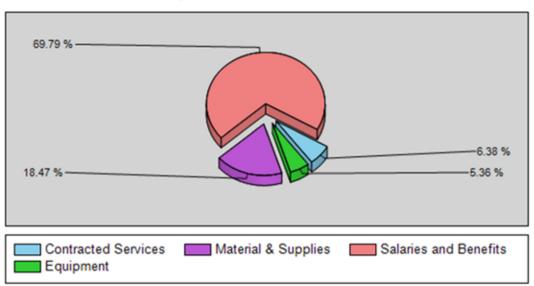
Business Unit: 6065 - WW PRV Maintenance

Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	itures/Transfers to Reserve					
4360	Hydro	5,705	5,867	5,831	5,800	- 0.53 %
9111	WO Inside Equipment Rentals	5,283	9,072	4,080	4,200	+ 2.94 %
9211	WO Regular Time	42,201	74,584	53,724	54,664	+ 1.75 %
9221	WO Overtime	158	1,950	0	0	
9311	WO Inventory Purchases	153	756	0	0	
9321	WO Outside Purchases	9,645	19,219	8,666	8,666	0.00 %
9411	WO Contracted Services	0	165	5,000	5,000	0.00 %
Total Exp	penditures/Transfers to Reserve	63,144	111,612	77,301	78,330	
Net Tota	I	(63,144)	(111,612)	(77,301)	(78,330)	

Business Unit: 6065 - WW PRV Maintenance

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
4360	Hydro	5,800	6,003	6,213	6,431	6,656
9111	WO Inside Equipment Rentals	4,200	4,282	4,365	4,452	4,541
9211	WO Regular Time	54,664	55,757	56,872	58,010	59,170
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
Total Ex	p/Transfers to Reserve	78,330	79,982	81,668	83,395	85,159
% Increa	ise		2.11%	2.11%	2.11%	2.12%
Net Tota	I	(78,330)	(79,982)	(81,668)	(83,395)	(85,159)

Business Unit: 6065 - WW PRV Maintenance



Expenditures/Transfers to Reserve

Business Unit: 6070 - WW Emergency

Department:Engineering & PWBudget Year:2018

Overview:

This business unit provides funding for a standby person to deal with after-hours emergencies related to the water distribution system in the City of Victoria and Township of Esquimalt.

A standby person, trained within the Environmental Operators Certification program, provides an immediate response to incidents outside of regular working hours.

- Response time to emergency within 30 minutes
- · 285 water related emergencies, related to number of water main breaks across both systems

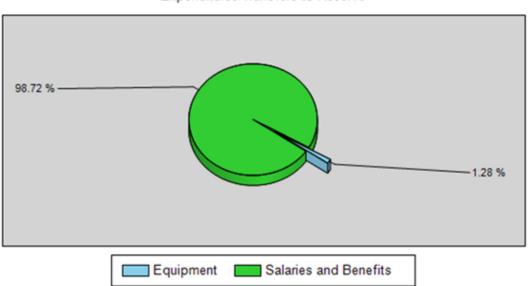
Business Unit: 6070 - WW Emergency

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4718	Corporate Overhead	14,917	11,550	0	0	
9111	WO Inside Equipment Rentals	15,152	22,823	500	1,000	+ 100.00 %
9121	WO Outside Equipment Rentals	390	2,994	0	0	
9211	WO Regular Time	14,999	42,186	14,967	15,229	+ 1.75 %
9221	WO Overtime	139,071	141,143	60,900	62,118	+ 2.00 %
9311	WO Inventory Purchases	2,944	5,706	0	0	
9321	WO Outside Purchases	4,453	14,328	0	0	
9411	WO Contracted Services	2,051	9,806	0	0	
Total Expe	enditures/Transfers to Reserve	193,977	250,534	76,367	78,347	
Net Total		(193,977)	(250,534)	(76,367)	(78,347)	

Business Unit: 6070 - WW Emergency

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	15,229	15,534	15,844	16,161	16,484
9221	WO Overtime	62,118	63,360	64,628	65,920	67,239
Total Ex	p/Transfers to Reserve	78,347	79,914	81,512	83,142	84,805
% Increa	ISE		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(78,347)	(79,914)	(81,512)	(83,142)	(84,805)

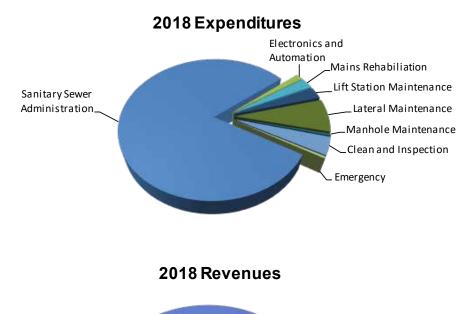
Business Unit: 6070 - WW Emergency

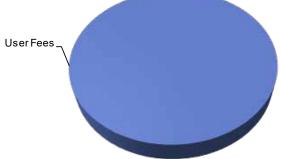




SEWER UTILITY Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
User Fees	7,874,200	7,874,200	0	0.00%
Transfer from Utility Reserve	108,000	0	(108,000)	-100.00%
Total	7,982,200	7,874,200	(108,000)	-1.35%
Expenditures/Transfers to Reserve				
Sanitary Sewer Administration	6,417,160	6,375,752	(41,408)	-0.65%
Electronics and Automation	109,774	110,742	968	0.88%
Mains Rehabiliation	194,506	195,656	1,150	0.59%
Lift Station Maintenance	235,293	217,956	(17,337)	-7.37%
Lateral Maintenance	641,860	593,314	(48,546)	-7.56%
Manhole Maintenance	37,877	34,092	(3,785)	-9.99%
Clean and Inspection	312,029	312,471	442	0.14%
Emergency	33,701	34,217	516	1.53%
Total	7,982,200	7,874,200	(108,000)	-1.35%
Net	0	0	0	0.00%





Service Area: Sanitary Sewer Administration

Department:	Engineering & PW	Budget Year:	2018
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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, 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 rainstorm 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.

- · Annual development of sanitary sewer capital projects
- · 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

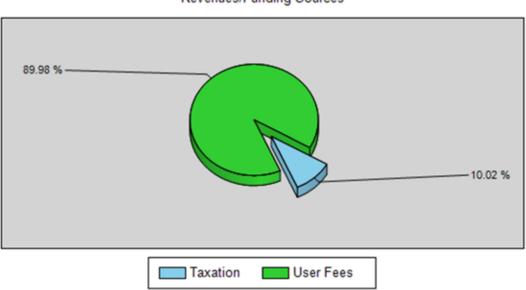
Service Area: Sanitary Sewer Administration

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Addul	Addu	Duugot	Budgot	onango
3232	Administration	76,484	63,167	0	0	
3906	Fines and Fees	4,550	3,190	6,700	6,700	0.00 %
3910	Consumption	7,126,640	7,294,209	7,075,000	7,075,000	0.00 %
3912	Frontage	790,517	791,985	789,000	789,000	0.00 %
3916	Test and Clear	0	0	3,500	3,500	0.00 %
5044	Surplus	(388,437)	(2,368,692)	0	0	
Total Rev	v/Funding Sources	7,609,754	5,783,858	7,874,200	7,874,200	
	tures/Transfers to Reserve					
4010	Salaries - Exempt	217,888	209,736	273,847	273,847	+ 0.00 %
4014	Salaries - Outside	75,454	77,556	76,235	77,759	+ 2.00 %
4016	Salaries - Inside	258,913	229,879	293,091	298,971	+ 2.01 %
4070	Overtime	0	0	3,880	3,958	+ 2.01 %
4080	Auxiliaries/RPT/Seasonal	15,454	60,307	16,168	16,490	+ 1.99 %
4102	Benefits	133,635	117,964	156,262	158,076	+ 1.16 %
4112	Mileage/Parking	1,451	1,478	2,190	2,234	+ 2.01 %
4116	Conferences/Travel	3,041	5,961	8,050	8,096	+ 0.57 %
4118	Membership Fees	99	623	1,500	1,530	+ 2.00 %
4120	Training and Development	40,646	23,189	48,775	48,851	+ 0.16 %
4154	Recovery - WCB	(1,936)	0	0	0	
4216	Contracted Services	4,150	7,229	36,149	36,149	0.00 %
4312	Office Supplies	3,432	1,580	2,700	2,740	+ 1.48 %
4314	Postage	0	0	2,050	2,091	+ 2.00 %
4364	Telecommunications	3,629	5,303	6,000	6,070	+ 1.17 %
4412	Equipment Rentals	17,975	10,894	17,800	18,156	+ 2.00 %
4418	Equipment	211	235	3,570	3,641	+ 1.99 %
4512	Insurance	100,000	100,000	100,000	102,000	+ 2.00 %
4718	Corporate Overhead	717,779	731,824	756,924	772,062	+ 2.00 %
4808	Contingencies	0	0	0	8,385	
4809	Consumption Contingency	0	0	200,000	200,000	0.00 %
4816	Lease/Rental	85,000	85,495	85,000	86,700	+ 2.00 %
6032	Transfer to Capital	2,470,999	852,230	2,437,000	3,437,000	+ 41.03 %
6053	Trf to Utility Reserve	1,825,623	1,875,706	1,875,706	771,564	- 58.87 %
9111	WO Inside Equipment Rentals	7,492	6,239	7,900	8,058	+ 2.00 %
9211	WO Regular Time	99,505	108,087	5,088	30,024	+ 490.09 %
9221	WO Overtime	989	0	0	0	
9321	WO Outside Purchases	250	438	1,275	1,301	+ 2.04 %
9411	WO Contracted Services	0	175	0	0	
Total Exp	p/Transfers to Reserve	6,081,679	4,512,128	6,417,160	6,375,752	
Net Tota	I	1,528,075	1,271,731	1,457,040	1,498,448	

Service Area: Sanitary Sewer Administration

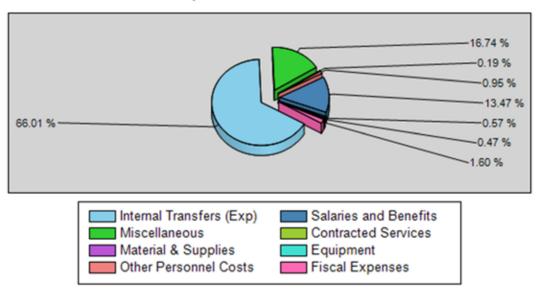
		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3906	Fines and Fees	6,700	6,700	6,700	6,700	6,700
3910	Consumption	7,075,000	7,075,000	7,123,866	7,372,645	7,832,834
3912	Frontage	789,000	789,000	789,000	789,000	789,000
3916	Test and Clear	3,500	3,500	3,500	3,500	3,500
Total Rev	/Funding Sources	7,874,200	7,874,200	7,923,066	8,171,845	8,632,034
% Increa	se		0.00%	0.62%	3.14%	5.63%
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	273,847	279,324	284,910	290,609	296,421
4014	Salaries - Outside	77,759	79,314	80,912	82,530	84,180
4016	Salaries - Inside	298,971	304,950	311,049	317,270	323,616
4070	Overtime	3,958	4,037	4,118	4,200	4,284
4080	Auxiliaries/RPT/Seasonal	16,490	16,819	17,156	17,499	17,849
4102	Benefits	158,076	161,237	164,465	167,754	171,109
4112	Mileage/Parking	2,234	2,279	2,324	2,371	2,418
4116	Conferences/Travel	8,096	8,258	8,423	8,592	8,763
4118	Membership Fees	1,530	1,561	1,592	1,624	1,656
4120	Training and Development	48,851	49,828	50,825	51,841	52,878
4216	Contracted Services	36,149	36,872	37,609	38,362	39,129
4312	Office Supplies	2,740	2,795	2,851	2,908	2,966
4314	Postage	2,091	2,133	2,175	2,219	2,263
4364	Telecommunications	6,070	6,191	6,315	6,442	6,570
4412	Equipment Rentals	18,156	18,519	18,890	19,267	19,653
4418	Equipment	3,641	3,714	3,788	3,864	3,941
4512	Insurance	102,000	104,040	106,121	108,243	110,408
4718	Corporate Overhead	772,062	787,503	803,253	819,318	835,705
4808	Contingencies	8,385	8,551	8,709	8,883	9,061
4809	Consumption Contingency	200,000	200,000	200,000	200,000	200,000
4816	Lease/Rental	86,700	86,700	86,700	86,700	86,700
6032	Transfer to Capital	3,437,000	3,601,000	3,772,000	3,951,000	4,340,000
6053	Trf to Utility Reserve	771,564	539,527	347,980	346,940	345,878
9111	WO Inside Equipment Rentals	8,058	8,219	8,384	8,551	8,722
9211	WO Regular Time	30,024	30,624	31,237	31,862	32,499
9321	WO Outside Purchases	1,301	1,327	1,354	1,381	1,408
Total Exp	o/Transfer to Reserve	6,375,752	6,345,323	6,363,138	6,580,229	7,008,079
% Increa	se		(0.48%)	0.28%	3.41%	6.50%
Net Total		1,498,448	1,528,877	1,559,928	1,591,616	1,623,955

Service Area: Sanitary Sewer Administration



Revenues/Funding Sources

Expenses/Transfers to Reserve



Business Unit: 7020 - SS Electronics and Automation

Department:Engineering & PWBudget Year:2018

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 "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).

- 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

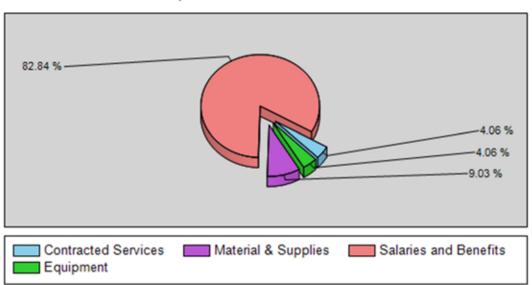
Business Unit: 7020 - SS Electronics and Automation

		December 31, 2016	December 31, 2017	2017	2018	Percent
Account	Description	Actual	Actual	Budget	Budget	Change
Expendit	ures/Transfers to Reserve					
4012	Salaries - Electricians	31,201	28,858	28,788	29,367	+ 2.01 %
4102	Benefits	6,068	5,744	7,053	7,195	+ 2.01 %
4116	Conferences/Travel	0	321	0	0	
4216	Contracted Services	4,125	5,250	5,000	4,500	- 10.00 %
4412	Equipment Rentals	4,200	4,049	4,700	4,500	- 4.26 %
9111	WO Inside Equipment Rentals	137	319	0	0	
9211	WO Regular Time	40,585	57,824	54,233	55,181	+ 1.75 %
9221	WO Overtime	510	2,632	0	0	
9311	WO Inventory Purchases	756	467	0	0	
9321	WO Outside Purchases	11,296	7,927	10,000	10,000	0.00 %
9411	WO Contracted Services	0	1,665	0	0	
Total Expe	enditures/Transfers to Reserve	98,879	115,056	109,774	110,742	
Net Total		(98,879)	(115,056)	(109,774)	(110,742)	

Business Unit: 7020 - SS Electronics and Automation

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4012	Salaries - Electricians	29,367	29,954	30,553	31,164	31,787
4102	Benefits	7,195	7,339	7,485	7,635	7,788
4216	Contracted Services	4,500	4,590	4,682	4,775	4,871
4412	Equipment Rentals	4,500	4,590	4,682	4,775	4,871
9211	WO Regular Time	55,181	56,285	57,410	58,559	59,730
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
Total Exp	p/Transfers to Reserve	110,742	112,957	115,216	117,521	119,871
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota		(110,742)	(112,957)	(115,216)	(117,521)	(119,871)

Business Unit: 7020 - SS Electronics and Automation





Business Unit: 7025 - SS Mains Rehabilitation

Department:	Engineering & PW	Budget Year:	2018
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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.

- 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 km
- 25 SS mains unplugged per 100 km
- 8 km CCTV by contractor
- 1.5 km of lining
- 1.5 km of future lining preparation
- 10 SS investigations

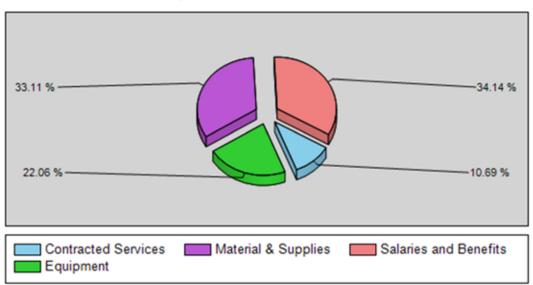
Business Unit: 7025 - SS Mains Rehabilitation

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	6,403	7,335	35,540	35,540	0.00 %
9121	WO Outside Equipment Rentals	16,132	10,312	7,620	7,620	0.00 %
9211	WO Regular Time	66,570	65,174	64,637	65,767	+ 1.75 %
9221	WO Overtime	396	243	1,015	1,035	+ 1.97 %
9311	WO Inventory Purchases	54,530	52,608	25,816	25,816	0.00 %
9321	WO Outside Purchases	27,467	36,545	38,968	38,968	0.00 %
9411	WO Contracted Services	10,359	9,220	20,910	20,910	0.00 %
9421	WO Consulting Services	1,508	0	0	0	
Total Exp	enditures/Transfers to Reserve	183,365	181,435	194,506	195,656	
Net Total		(183,365)	(181,435)	(194,506)	(195,656)	

Business Unit: 7025 - SS Mains Rehabilitation

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	35,540	36,251	36,976	37,715	38,470
9121	WO Outside Equipment Rentals	7,620	7,772	7,928	8,086	8,248
9211	WO Regular Time	65,767	67,082	68,424	69,792	71,188
9221	WO Overtime	1,035	1,056	1,077	1,098	1,120
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
Total Ex	p/Transfers to Reserve	195,656	199,569	203,561	207,632	211,784
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(195,656)	(199,569)	(203,561)	(207,632)	(211,784)

Business Unit: 7025 - SS Mains Rehabilitation





Business Unit: 7040 - SS Lift Station Maintenance

Department:	Engineering & PW	Budget Year:	2018
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Overview:

Maintens 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.

- 11 sanitary sewer pump stations
- Wastewater collection service area of 21.5 km²

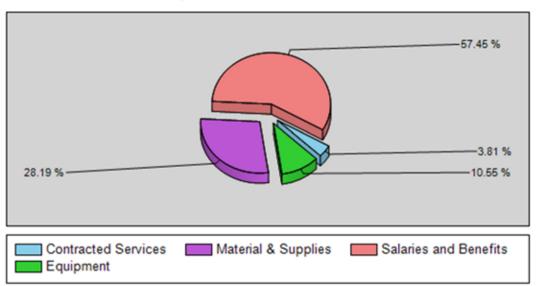
Business Unit: 7040 - SS Lift Station Maintenance

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4318	Lumber and Tools	0	0	1,875	1,875	0.00 %
9111	WO Inside Equipment Rentals	34,205	36,392	23,000	23,000	0.00 %
9121	WO Outside Equipment Rentals	258	675	0	0	
9211	WO Regular Time	111,570	99,179	143,406	125,209	- 12.69 %
9221	WO Overtime	6,175	9,785	0	0	
9311	WO Inventory Purchases	542	72	3,446	3,446	0.00 %
9321	WO Outside Purchases	22,275	31,301	25,626	25,626	0.00 %
9360	WO Utility-BC Hydro	28,409	24,758	29,640	30,500	+ 2.90 %
9411	WO Contracted Services	11,689	3,239	8,300	8,300	0.00 %
Total Expe	enditures/Transfers to Reserve	215,122	205,402	235,293	217,956	
Net Total		(215,122)	(205,402)	(235,293)	(217,956)	

Business Unit: 7040 - SS Lift Station Maintenance

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
4318	Lumber and Tools	1,875	1,913	1,951	1,990	2,030
9111	WO Inside Equipment Rentals	23,000	23,460	23,929	24,408	24,896
9211	WO Regular Time	125,209	127,713	130,267	132,873	135,530
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	30,500	31,568	32,672	33,816	34,999
9411	WO Contracted Services	8,300	8,466	8,635	8,808	8,984
Total Ex	p/Transfers to Reserve	217,956	222,773	227,702	232,746	237,908
% Increa	ISE		2.21%	2.21%	2.22%	2.22%
Net Tota	1	(217,956)	(222,773)	(227,702)	(232,746)	(237,908)

Business Unit: 7040 - SS Lift Station Maintenance



Expenditures/Transfers to Reserve

Business Unit: 7045 - SS Lateral Maintenance

Department:	Engineering & PW	Budget Year:	2018
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Overview:

Maintain and repair sanitary sewer service laterals to reduce the number of backups caused by blockages in City pipes. Reducing backup will result in a reduction of claims against the City.

- · 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: 7045 - SS Lateral Maintenance

Changes to Service Area:

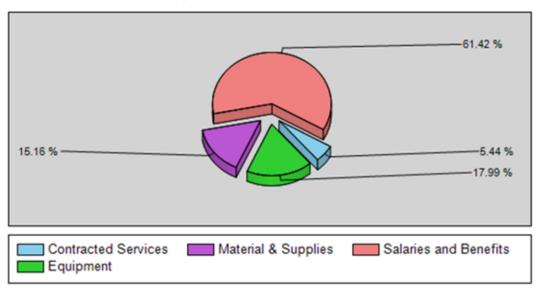
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
5045	Trf from Utility Reserve ¹	0	55,000	55,000	0	
Tota Reve	nues/Funding Sources	0	55,000	55,000	0	
Expendit	ures/Transfers to Reserve					
4236	Land Services	19,700	0	0	0	
4318	Lumber and Tools	0	0	7,195	7,195	0.00 %
9111	WO Inside Equipment Rentals	64,325	68,051	63,240	63,240	0.00 %
9121	WO Outside Equipment Rentals	75,755	41,088	43,474	43,474	0.00 %
9211	WO Regular Time ¹	359,504	327,400	370,185	348,171	- 5.95 %
9221	WO Overtime	12,467	6,106	15,786	16,254	+ 2.96 %
9311	WO Inventory Purchases	26,309	31,730	24,660	24,660	0.00 %
9321	WO Outside Purchases	39,246	38,933	58,070	58,070	0.00 %
9411	WO Contracted Services ¹	66,348	56,087	59,250	32,250	- 45.57 %
Total Expe	enditures/Transfers to Reserve	663,654	569,394	641,860	593,314	
Net Total		(663,654)	(514,394)	(586,860)	(593,314)	

¹ 2017 Council Motion – Sewer Lateral Repair

Business Unit: 7045 - SS Lateral Maintenance

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
4318	Lumber and Tools	7,195	7,339	7,486	7,635	7,788
9111	WO Inside Equipment Rentals	63,240	64,505	65,795	67,111	68,453
9121	WO Outside Equipment Rentals	43,474	44,343	45,230	46,135	47,058
9211	WO Regular Time	348,171	355,136	362,239	369,483	376,873
9221	WO Overtime	16,254	16,579	16,911	17,249	17,594
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	32,250	32,895	33,553	34,224	34,908
Total Ex	p/Transfers to Reserve	593,314	605,182	617,285	629,631	642,224
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(593,314)	(605,182)	(617,285)	(629,631)	(642,224)

Business Unit: 7045 - SS Lateral Maintenance



Expenditures/Transfers to Reserve

Business Unit: 7050 - SS Manhole Maintenance

Department: Engineering & PW	Budget Year:	2018
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Overview:

Maintain and repair sanitary sewer manholes to provide safe access for inspection and maintenance of sewer lines.

- 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

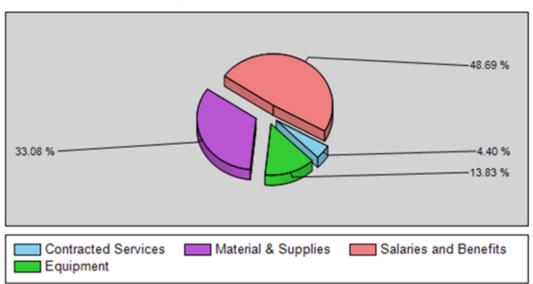
Business Unit: 7050 - SS Manhole Maintenance

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4236	Land Services	5,400	0	0	0	
4318	Lumber and Tools	0	0	600	600	0.00 %
9111	WO Inside Equipment Rentals	905	2,291	2,285	2,285	0.00 %
9121	WO Outside Equipment Rentals	0	0	2,430	2,430	0.00 %
9211	WO Regular Time	4,574	11,832	20,384	16,599	- 18.57 %
9221	WO Overtime	0	309	0	0	
9311	WO Inventory Purchases	539	200	8,561	8,561	0.00 %
9321	WO Outside Purchases	9	1,319	2,117	2,117	0.00 %
9411	WO Contracted Services ¹	307	89	1,500	1,500	0.00 %
Total Expe	enditures/Transfers to Reserve	11,734	16,039	37,877	34,092	
Net Total		(11,734)	(16,039)	(37,877)	(34,092)	

Business Unit: 7050 - SS Manhole Maintenance

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4318	Lumber and Tools	600	612	624	637	649
9111	WO Inside Equipment Rentals	2,285	2,331	2,377	2,425	2,473
9121	WO Outside Equipment Rentals	2,430	2,479	2,528	2,579	2,630
9211	WO Regular Time	16,599	16,931	17,270	17,615	17,967
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
Total Ex	p/Transfers to Reserve	34,092	34,774	35,469	36,179	36,902
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(34,092)	(34,774)	(35,469)	(36,179)	(36,902)

Business Unit: 7050 - SS Manhole Maintenance



Expenditures/Transfers to Reserve

Business Unit: 7055 - SS Clean and Inspection

Department:	Engineering & PW	Budget Year:	2018
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Overview:

To clean, inspect and assess the condition of sanitary sewer mainlines using closed circuit television (CCTV). Ensuring 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.

- 236 km of SS Mains
- 93 km cleaned/flushed
- 5.8 km root cut
- 13 km CCTV

Business Unit: 7055 - SS Clean and Inspection

Changes to Service Area:

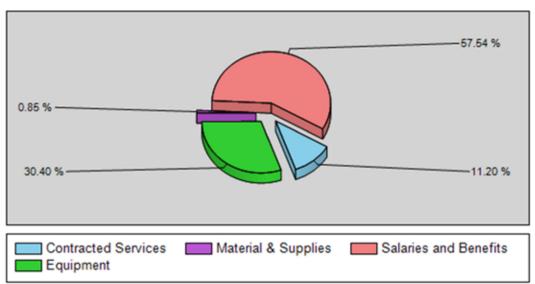
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues	/Funding Sources					
5045	Trf from Utility Reserve ¹	0	45,194	53,000	0	
Total Rever	nues/Funding Sources	0	45,194	53,000	0	
Expenditu	res/Transfers to Reserve					
4318	Lumber and Tools	0	0	1,670	1,670	0.00 %
9111	WO Inside Equipment Rentals ¹	104,363	66,234	94,000	95,000	+ 1.06 %
9211	WO Regular Time ¹	188,895	149,999	175,359	179,801	+ 2.53 %
9221	WO Overtime	1,162	2,065	0	0	
9311	WO Inventory Purchases	40	0	0	0	
9321	WO Outside Purchases ¹	5,698	38,087	31,000	1,000	- 96.77 %
9411	WO Contracted Services	21,302	9,013	10,000	35,000	+ 250.00 %
Total Exper	nditures/Transfers to Reserve	321,460	265,398	312,029	312,471	
Net Total		(321,460)	(220,203)	(259,029)	(312,471)	

 1 2017 Council Motion – Sewer Line Rapid Assessment Program

Business Unit: 7055 - SS Clean and Inspection

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4318	Lumber and Tools	1,670	1,703	1,737	1,772	1,808
9111	WO Inside Equipment Rentals	95,000	96,900	98,838	100,815	102,831
9211	WO Regular Time	179,801	183,397	187,065	190,806	194,622
9321	WO Outside Purchases	1,000	1,020	1,040	1,061	1,082
9411	WO Contracted Services	35,000	35,700	36,414	37,142	37,885
Total Exp/Transfers to Reserve		312,471	318,720	325,095	331,597	338,229
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(312,471)	(318,720)	(325,095)	(331,597)	(338,229)

Business Unit: 7055 - SS Clean and Inspection



Expenditures/Transfers to Reserve

Business Unit: 7060 - SS Emergency

Department:	Engineering & PW	Budget Year:	2018
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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: 7060 - SS Emergency

Changes to Service Area:

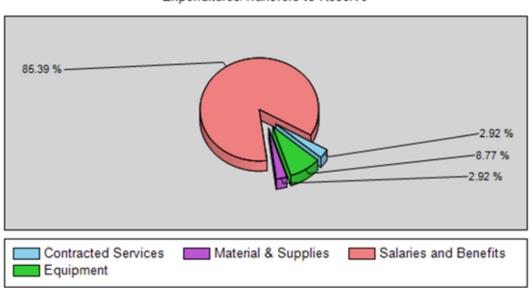
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	itures/Transfers to Reserve					
4718	Corporate Overhead	6,847	5,599	0	0	
9111	WO Inside Equipment Rentals	4,431	1,900	3,000	3,000	0.00 %
9211	WO Regular Time	1,384	1,390	23,626	24,040	+ 1.75 %
9221	WO Overtime	19,447	10,110	5,075	5,177	+ 2.01 %
9321	WO Outside Purchases	540	202	1,000	1,000	0.00 %
9411	WO Contracted Services	1,213	0	1,000	1,000	0.00 %
Total Exp	penditures/Transfers to Reserve	33,862	19,200	33,701	34,217	
Net Total	I	(33,862)	(19,200)	(33,701)	(34,217)	

Business Unit: 7060 - SS Emergency

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	3,000	3,060	3,121	3,184	3,247
9211	WO Regular Time	24,040	24,521	25,011	25,511	26,022
9221	WO Overtime	5,177	5,281	5,386	5,494	5,604
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
Total Ex	p/Transfers to Reserve	34,217	34,901	35,599	36,311	37,038
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(34,217)	(34,901)	(35,599)	(36,311)	(37,038)

Business Unit: 7060 - SS Emergency



Expenditures/Transfers to Reserve

Service Area: Third Party Billing

Department:Engineering & PWBudget Year:2018

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

Service Area: Third Party Billing

Changes to Service Area:

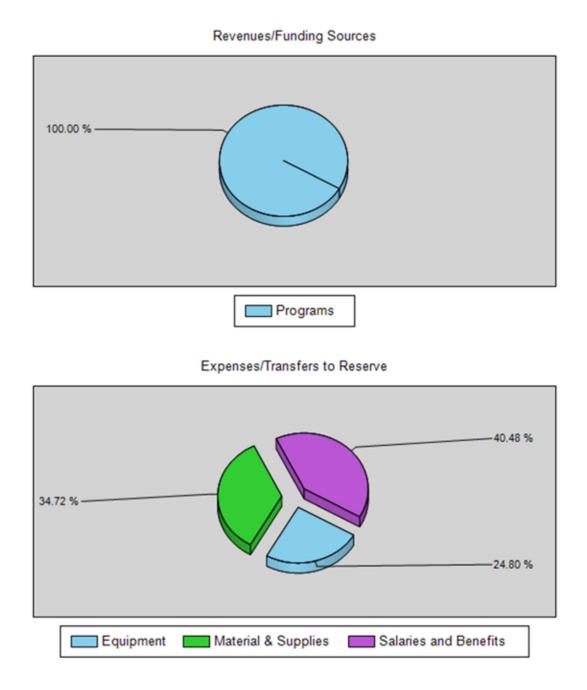
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3231	Work Order Y/E Adj	(615,117)	194,059	0	0	
3232	Administration	194,750	99,905	0	0	
9011	Work Order Revenue	1,343,331	567,541	478,400	478,400	0.00 %
9021	Administration Recovery	0	0	42,500	42,500	0.00 %
9031	Lumber and Tools Recover	0	0	7,500	7,500	0.00 %
Total Rev	//Funding Sources	922,964	861,505	528,400	528,400	
Expendit	ures/Transfers to Reserve					
4014	Salaries - Outside	0	20,388	0	0	
4102	Benefits	0	5,055	0	0	
4412	Equipment Rentals	0	2,800	0	0	
9111	WO Inside Equipment Rentals	95,421	133,982	106,250	106,250	0.00 %
9121	WO Outside Equipment Rentals	14,386	14,858	0	0	
9211	WO Regular Time	462,661	567,338	173,400	173,400	0.00 %
9221	WO Overtime	11,806	14,869	0	0	
9311	WO Inventory Purchases	24,914	16,161	148,750	148,750	0.00 %
9321	WO Outside Purchases	138,858	221,941	0	0	
9411	WO Contracted Services	47,782	58,914	0	0	
9511	WO Gas	11,359	3,026	0	0	
9824	Work Order Recoveries	(137,332)	(1,775)	0	0	
Total Exp	o/Transfers to Reserve	669,855	1,057,557	428,400	428,400	
Net Total		253,109	(196,053)	100,000	100,000	

Service Area: Third Party Billing

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
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
Total Rev	/Funding Sources	528,400	528,400	528,400	528,400	528,400
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
9111	WO Inside Equipment Rentals	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
Total Exp	o/Transfer to Reserve	428,400	428,400	428,400	428,400	428,400
% Increa	se		0.00%	0.00%	0.00%	0.00%
Net Total		100,000	100,000	100,000	100,000	100,000

Service Area: Third Party Billing





Finance

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

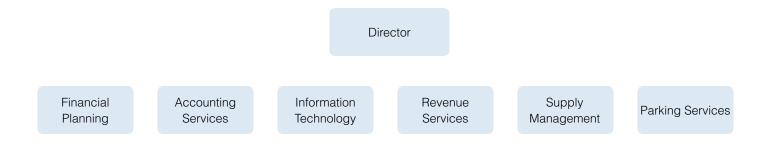
- Financial Planning
- Accounting Services
- Information Technology
- Revenue Services
- Supply Management
- Parking Services

Key Initiatives for 2018

- Social Procurement Pilot
- Support Fire Hall #1 Replacement

Finance

Budget Summary	
2018 Base Expenditures	16,102,869
2018 One Time Expenditures	30,000
2018 Approved Expenditures	16,132,869
2017 Base Expenditures	14,996,081
2017 One Time Expenditures	30,000
2017 Approved Expenditures	15,026,081
Base Budget Change	1,106,788
Change by %	7.38%
2018 Base Revenues	16,882,800
2018 One Time Revenues	30,000
2018 Approved Revenues	16,912,800
2017 Base Revenues	16,012,800
2017 One Time Revenues	30,000
2017 Approved Revenues	16,042,800
Base Budget Change	870,000
Change by %	5.43%
2018 FTE	102.26
2017 FTE	102.26
Change	0
Change by %	0.00%



FINANCE Performance Metrics

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?					
Number of Invoice Payments		46,634	46,100	45,500	
How well did we do it?					
% of electronic accounts payable payments (EFT and wires)		37.76%	41.98%	43%	
Story behind the data	process efficiencies th	The City supports movement towards paperless processing (saves trees) and reali process efficiencies through utilizing technology. The threat of postal strike in July 2 encouraged vendors to provide EFT payment information.			
Is anyone better off?					
E-transactions (Accounts Payable) -	% of invoice payments ma	de electronically			
Story behind the data	leading to more efficien current business pract	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.			
Where do we want to go?	Further reduction of pa electronically (electron		increase of % of invoice ire transfers)	payments made	
Measuring Success – Customer Tra	insactions				
Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast	
How much did we do?					
Number of Property Tax Accounts		29,322	29,618	29,894	
Number of HOG Claims		16,553	17,305	17,820	
Number of Utility Bills (water, sewer, CRD sewer, garbage)		56,044	56,304	56,428	
Number of Stormwater Bills		15,614	15,607	15,604	
Number of Business Licences		9,382	9,705	9,938	
How well did we do it?					
% of Revenue transactions using electronic options:					
Property taxeHOG claimsUtility billsBusiness licences		62% 49.49% 76.36% 42.76%	52.96% 51.69% 77.96% 44.40%	50.45% 53.74% 78.15% 47.04%	
 E-billing: Tax E-billing: Utility E-billing: Stormwater E-billing: Business License 		3.79% 5.83% 0% 3.36%	28.30% 9.61% 3.59% 3.45%	50.00% 13.09% 7.18% 3.49%	
Story behind the data		vell as decreased wait	ue transactions has trans times at the Public Servic		

FINANCE Performance Metrics Measuring Success – Customer Transactions, continued **Performance Measurements** 2016 Actuals 2017 Actuals 2018 Forecast Is anyone better off? E-transactions - % of invoice payments made electronically E-transactions are becoming more popular with residents as a convenient payment option, Story behind the data 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. Further increases in online customer transactions. Where do we want to go? Measuring Success – Business Licences 2016 Actuals 2018 Forecast **Performance Measurements** 2017 Actuals How much did we do? # of Renewed Business Licences 7.699 8.207 8.334 # of New Business Licences 1.559 1.261 1.420 # of Cancelled Business Licences 301 124 237 How well did we do it? time for new Business Licences issued 2.57 days 4.29days 5.00 days (City Standard is 10 days) % of Business Licences issued 89.9% 69.71% 62.81% within 3 business days The completion of the Business Licence application process provides certainty to a new Story behind the data business that they can start operating their business and are in compliance with City regulations. The turnaround time for processing impacts how guickly a new business can begin operations. Is anyone better off? Average # of days to process new Business Licence application Reducing the turnaround time for new Business Licence application processing reflects the Story behind the data 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 Helpder Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?					
Number of Helpdesk Support Requests received		4,240	5,082	5,700	
How well did we do it?		1			
Percent of Helpdesk Support Requests resolved within service level standards		65%	70%	80%	
Story behind the data	 Our discipline of logging all staff incident requests has continued to improve. There is still a small disconnect between service requests that come through avenues other than the Helpdesk, such as project initiated or initiated from another activity. This results in a slight reduction in the overall activity. We are continuing to escalate tickets to IT Operations Manager if they trend towards service level exception (5 days). For 2017 we had intended to apply more rigor in the report by differentiating between incidents and requests. Unfortunately our ticketing software was not able to be modified appropriately to classify/track incidents and service requests separately. There was insufficient time to identify another means of differentiation in time for this report. Helpdesk saw a significant growth in the volume of tickets in 2017 much of it related to increased usage of mobile devices (phones, tablets, etc.) along with significant application change over the year. Upgrades to the major applications as well as a move to Windows 10 and Office 365 were parts of that trend. The biggest increase was in the area of mobile devices support, particularly smart phones. We expect a similar increase in 2018 as users 				
Is anyone better off?		<i>ill also contribute to tha</i>	ices on their devices. Ro at increase.		
Help Desk Requests – Percent resolv	ved within service level star	ndards			
Story behind the data	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. 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.				
Where do we want to go?	The goal is to measure level standards and to well trained and efficie well trained and efficie	and increase the % of provide stable and reliant in the operation of the ont staff will ensure we h	helpdesk requests reso able technology solution ose systems. Stable reli ave the highest % poss ure more elements of ou	ns with staff who are able technology and ible in this category.	
	request that exceeds 5	5 days from open to clos ticket volumes, as well	helpdesk request system se. We are also looking as daily/weekly/monthly	for additional data	

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?		2010 Actuals	2011 Addulio	2010101000030
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.
How well did we do it?			1	
Percent operational time		99.8%	99.8%	99.8%
Story behind the data	 The critical systems that Network Services (Network System Average) Telephony and Colla (Phone System; Emerage) Business Critical Sy (JDEdwards; Tempe) Public Facing Service (BIDS; Tender; Deverage) The performance means maintenance windows Our discipline with our planning have netted as numbers. Individual as impacted on-line payn 	at will be measured and vailability; File Shares ar aboration Services vail System, Voicemail; S ystems est; Asset Management; ces elopment Tracker; eApp usure does not include a s or other planned outag r Change Management significant improvement oplications also exceed	harePoint) FDM; Web Apps) Ny; MyCity) ny downtime that occurs e activities. process as well as inclu s in our system availabil ed targets despite unpla ere were significant infra	ability numbers will be s during scheduled sive architectural ity aggregate anned outages that

Measuring Success – Operationa					
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
Is anyone better off?					
Story behind the data		ehavior to 2016, where a netric when measured p		-	
	replacement project. the weekend, and oth were limited to externa	vices that suffered outag The BIDS system had an er services such as on- al accesses to the appli ble. However, measured pproximately 99.5%.	n extended outage after oremise E-mail and Sha cations, and not the app	one change, limited to rePoint suffered. These plications themselves,	
	planned outages to st given the sheer amou our virtual hosted env conversion and migra Going forward we will changes we are unde services, more diverse	ade in our overall availa ay within the scheduled nt of change that occur ironment from VMware t tion of over 150 servers be looking to enhance rtaking the measurement e and mobile usage of t the applications will ch	window. This was parti red without incident over o HyperV during that per from one system to the our reporting service av ht is more challenging – he applications, and an	cularly impressive r the year. We changed eriod. This involved the other. ailability. With the more cloud-based almost constant	
	to establish a dashbo services and delivery. against our other activ In 2018 we have alrea	ard that will allow measu A project to deliver this vities in 2018/2019. ady implemented a solut	urement and reporting a s will be established and ion to optimize our exte	cross all application d will be prioritized rnal application	
	delivery functions, which will make more of our internal applications available externally are also going to be more reliant on cloud-based solutions which will challenge us in ter of the service management and measurement in 2018.				
	preventative maintena offload some of this to new complexities for I new arena for change	nues to be incredibly co ance and security updat o service providers, but T. The ongoing security related service impact. to the minute awareness	ing is significant. Cloud continual change in the evolution of on-line serv Rapidly evolving secur	d-based services se services introduce vices creates a ity and protocol	
Where do we want to go?	and support systems preventative monitorir system issues before	ble and we have been w to keep them stable, sir ng tools of critical syster they cause business ou est uptime when our staf	nple and efficient. We a ns that will assist us in k tages. This will ensure o	re introducing nowing about potentia	

INFORMATION TECHNOLOGY

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?			L		
Number of approved projects delivered on time		16	10	14	
How well did we do it?				·	
Percent of approved projects delivered on time		80%	35%	50%	
Story behind the data	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 role project sponsorship, major milestones and key delivery dates. Once signed off by the Pr Sponsor and CIO, progress to timeline will be tracked. The Project Manager will be responsible for standard project management practices inc			irements, key roles, gned off by the Project nent practices including	
	project, change, risk, is	ssue and decision manag	gement, and regular pro	oject status reporting.	
Is anyone better off?					
Story behind the data	projects that were add including changing pr interdependencies. In active projects – 28 pr projects took significa	In 2017 there were significant changes in the overall project portfolio including 5 projects that were added during the year and 13 projects delayed for various reasons including changing priorities, resource availability, business area readiness, and project interdependencies. In addition, there was a considerable increase in the number of active projects – 28 projects as opposed to 20 in 2016 with no increase in IT staffing. Two projects took significantly more IT resources than forecast: PerfectMind and the Tempest Implementation. In 2018 we have 28 active projects planned.			
	Committee and IT Proj	alized project governanc ect Portfolio Sub-Comm T Project Portfolio and n	ittee. These governanc	e bodies will play a	
Where do we want to go?	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.				
	The goal is also to ensure accountability of all staff and business areas to their project commitments.				
	Improved project man timeline targets will be	agement reporting and o	controls will increase th	e likelihood that	

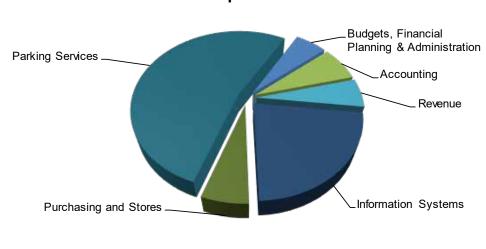
INFORMATION TECHNOLOGY

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?					
Number of approved projects delivered within budget		18	23	24	
How well did we do it?				·	
Percent of approved projects delivered within budget		90%	82%	85%	
Story behind the data		oject the business solutions solutions solutions off by the Project strains off by the Project strains of the solutions of th		•	
	The Project Manager will be responsible for standard project management pra project, change, risk, issue and decision management, and regular project sta				
	Any changes that imp	act project budget must	be signed off by the CIC	and Project Sponsor	
Is anyone better off?					
Story behind the data	. ,	lies on accurate forecas es to the required budge	0	, ,	
Where do we want to go?	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.				
	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.				
	Improved project mar project budget target	nagement reporting and s will be met.	controls will increase th	e likelihood that	

Measuring Success – ParkVictoria App Service									
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast					
How much did we do?									
Amount of ParkVictoria on-street revenue.		1,122,391	1,655,658	2,000,000					
How well did we do it?									
ParkVictoria transactions (%)		15.13%	22.75%	30%					
Story behind the data	early 2018. Coin usage	has gone from over 609	a steady increase of use % to just above 30% and 000 users have tried Par	parking card use 12%					
Is anyone better off?									
Story behind the data	ParkVictoria allows users to avoid tickets and pay for the actual time they use. The increase of transactions has slowed as ParkVictoria becomes familiar to everyone, most new users for this popular payment method seem to seldom visit the downtown core so while daily new users increase by 40 to 50 it does not translate to a similar growth in transactions.								
Where do we want to go?	Continued growth of the app is still 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 ParkVictoria and some advertising may increase use even further.								

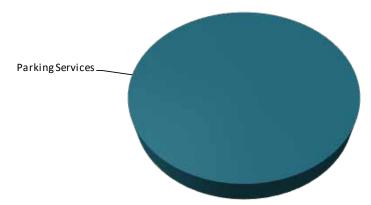
FINANCE Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Parking Services	16,042,800	16,912,800	870,000	5.42%
Total	16,042,800	16,912,800	870,000	5.42%
Expenditures/Transfers to Reserve				
Budgets, Financial Planning & Administration	901,968	910,008	8,040	0.89%
Accounting	1,122,637	1,142,601	19,964	1.78%
Revenue	919,822	934,641	14,819	1.61%
Information Systems	3,551,682	3,654,139	102,457	2.88%
Purchasing and Stores	940,438	956,007	15,569	1.66%
Parking Services	7,589,535	8,535,473	945,938	12.46%
Total	15,026,081	16,132,869	1,106,788	7.37%
Net	(1,016,719)	(779,931)	236,788	-23.29%



2018 Expenditures

2018 Revenues



Business Unit: 2200 - Budgets, Financial Planning & Administration

Department:	Finance	Budget Year:	2018
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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: 2200 - Budgets, Financial Planning & Administration

Changes to Service Area:

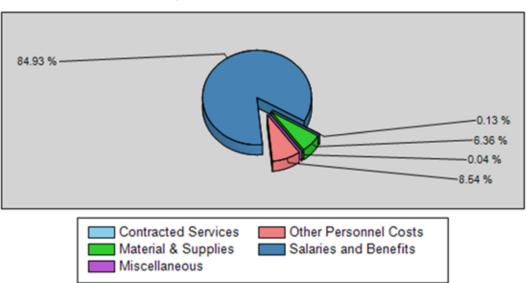
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	es/Funding Sources					
3274	Miscellaneous Fees	0	600	0	0	
Total Re	venues/Funding Sources	0	600	0	0	
Expend	itures/Transfers to Reserve					
4010	Salaries - Exempt	323,292	347,003	322,719	322,719	+ 0.00 %
4016	Salaries - Inside	233,077	219,311	293,439	299,282	+ 1.99 %
4070	Overtime	(1)	82	0	0	
4102	Benefits	121,412	118,462	149,407	150,839	+ 0.96 %
4112	Mileage/Parking	2,970	3,483	3,135	3,900	+ 24.40 %
4116	Conferences/Travel	16,079	13,695	26,500	26,500	0.00 %
4118	Membership Fees	10,849	11,760	17,334	17,334	0.00 %
4120	Training and Development	11,072	19,056	30,000	30,000	0.00 %
4218	Courier Service	1,560	1,084	1,200	1,200	0.00 %
4226	Photocopy	21,419	22,019	15,000	15,000	0.00 %
4312	Office Supplies	49,920	61,946	41,700	41,700	0.00 %
4364	Telecommunications	2,693	2,657	1,210	1,210	0.00 %
4814	Miscellaneous	323	254	325	325	0.00 %
9111	WO Inside Equipment Rentals	10	0	0	0	
9211	WO Regular Time	261	48	0	0	
9321	WO Outside Purchases	45	0	0	0	
Total Ex	penditures/Transfers to Reserve	794,981	820,861	901,968	910,008	
Net Tota	I	(794,981)	(820,261)	(901,968)	(910,008)	

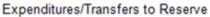
Business Unit: 2200 - Budgets, Financial Planning & Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve	9				
4010	Salaries - Exempt	322,719	329,173	335,757	342,472	349,321
4016	Salaries - Inside	299,282	305,268	311,373	317,601	323,952
4102	Benefits	150,839	153,858	156,935	160,073	163,272
4112	Mileage/Parking	3,900	3,978	4,058	4,139	4,221
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
Total Ex	p/Transfers to Reserve	910,008	926,735	943,792	961,191	978,935
% Increa	ise		1.84%	1.84%	1.84%	1.85%
Net Tota		(910,008)	(926,735)	(943,792)	(961,191)	(978,935)

Business Unit: 2200 - Budgets, Financial Planning & Administration





Business Unit: 2230 - Accounting

Department:	Finance	Budget Year:	2018
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Overview:

The Accounting division processes payroll for the City's approximately 1,000 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 (AP) 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 1,300 employees (1,000 City and 300 VicPD) in nine employee groups governed by six collective agreements.

Accounts Payable:

- 30 day payment turn-around for AP invoices (approximately 46,000 invoices per year)
- Administration of approximately 400 purchasing cards (approximately 23,000 purchasing card transactions per year)

General Accounting/Financial Reporting:

- 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: 2230 - Accounting

Changes to Service Area:

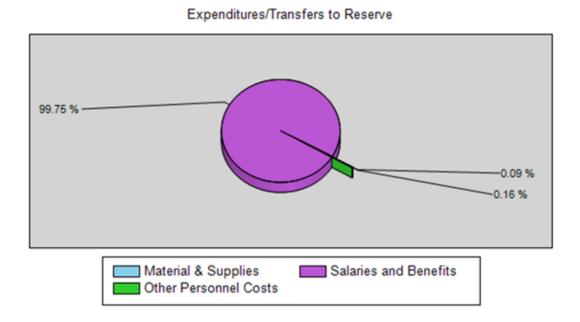
Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	itures/Transfers to Reserve					
4010	Salaries - Exempt	106,132	103,848	109,082	109,082	+ 0.00 %
4016	Salaries - Inside	732,171	774,638	729,943	744,552	+ 2.00 %
4070	Overtime	1,867	64	2,600	2,600	0.00 %
4080	Auxiliaries/RPT/Seasonal	77,338	87,655	73,474	74,951	+ 2.01 %
4102	Benefits	213,780	214,078	205,037	208,616	+ 1.75 %
4112	Mileage/Parking	1,411	1,613	1,500	1,800	+ 20.00 %
4364	Telecommunications	603	605	1,000	1,000	0.00 %
Total Exp	penditures/Transfers to Reserve	1,133,302	1,182,502	1,122,637	1,142,601	
Net Total		(1,133,302)	(1,182,502)	(1,122,637)	(1,142,601)	

Business Unit: 2230 - Accounting

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	744,552	759,443	774,679	790,124	805,926
4070	Overtime	2,600	2,652	2,705	2,759	2,814
4080	Auxiliaries/RPT/Seasonal	74,951	76,450	77,979	79,539	81,129
4102	Benefits	208,616	212,789	217,056	221,385	225,813
4112	Mileage/Parking	1,800	1,836	1,873	1,910	1,948
4364	Telecommunications	1,000	1,020	1,040	1,061	1,082
Total Ex	p/Transfers to Reserve	1,142,601	1,165,453	1,188,822	1,212,537	1,236,788
% Increa	ise		2.00%	2.01%	1.99%	2.00%
Net Tota	I	(1,142,601)	(1,165,453)	(1,188,822)	(1,212,537)	(1,236,788)

Business Unit: 2230 - Accounting



Business Unit: 2240 - Revenue

Department: Finance

Budget Year: 2018

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:

- 72,000 utility bills
- 29,900 property tax accounts
- 9,450 business licences & renewals
- 9,575 electronic Home Owner Grants
- 8,245 paper Home Owner Grants
- 1,650 deferment applications and renewals
- 169,800 electronic commerce transactions excluding Home Owner Grants
- 4,650 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:

- 1,150 boxes of compost bags
- 170 bags of City lapel pins
- 1,250 disabled parking permits
- 5,500 dog licences
- 1,800 garbage tickets
- 9,000 business licencing payments
- 74,900 parking tickets
- 1,430 municipal decals
- 7,300 parking smart card reloading
- 2,500 street occupancy permits

Business Unit: 2240 - Revenue

Changes to Service Area:

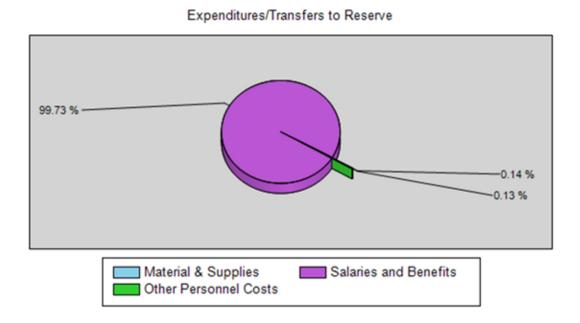
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	itures/Transfers to Reserve					
4010	Salaries - Exempt	91,379	83,601	109,082	109,082	+ 0.00 %
4016	Salaries - Inside	790,522	763,474	803,458	819,491	+ 2.00 %
4070	Overtime	3,631	3,355	3,900	3,900	0.00 %
4080	Auxiliaries/RPT/Seasonal	242,665	259,192	252,014	256,010	+ 1.59 %
4102	Benefits	232,527	221,885	223,048	226,976	+ 1.76 %
4112	Mileage/Parking	1,148	1,025	1,435	1,800	+ 25.44 %
4364	Telecommunications	1,207	1,209	2,000	2,000	0.00 %
4821	Recoveries and Services	(465,800)	(475,116)	(475,116)	(484,618)	+ 2.00 %
Total Exp	penditures/Transfers to Reserve	897,280	858,626	919,822	934,641	
Net Total	I	(897,280)	(858,626)	(919,822)	(934,641)	

Business Unit: 2240 - Revenue

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendi	itures/Transfers to Reserve					
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	819,491	835,880	852,610	869,650	887,043
4070	Overtime	3,900	3,978	4,058	4,139	4,221
4080	Auxiliaries/RPT/Seasonal	256,010	261,131	266,354	271,680	277,114
4102	Benefits	226,976	231,516	236,149	240,869	245,686
4112	Mileage/Parking	1,800	1,836	1,873	1,910	1,948
4364	Telecommunications	2,000	2,040	2,081	2,122	2,165
4821	Recoveries and Services	(484,618)	(494,310)	(504,197)	(514,280)	(524,566)
Total Exp	o/Transfers to Reserve	934,641	953,335	972,417	991,849	1,011,686
% Increas	se		2.00%	2.00%	2.00%	2.00%
Net Total		(934,641)	(953,335)	(972,417)	(991,849)	(1,011,686)

Business Unit: 2240 - Revenue



Business Unit: 2250 - Information Systems

Department:FinanceBudget Year:2018

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 Helpdesk, provides technical infrastructure (hardware and software) and organizational business solutions (corporate application delivery and support).

Helpdesk:

Support for telephone, personal computers, printers, cell phones and software for City staff. Helpdesk staff provide support to educate staff on 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: 2250 - Information Systems

Changes to Service Area:

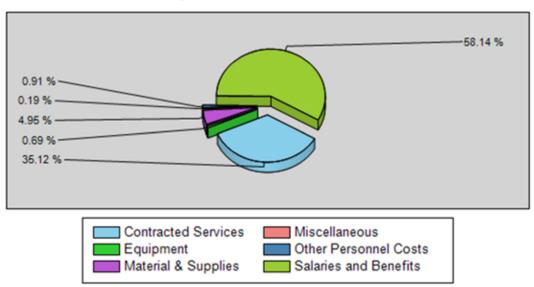
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	248,171	256,694	246,501	246,501	+ 0.00 %
4016	Salaries - Inside	1,408,604	1,374,207	1,420,098	1,448,511	+ 2.00 %
4070	Overtime	14,234	29,712	15,450	15,450	0.00 %
4080	Auxiliaries/RPT/Seasonal	0	85,270	0	0	
4102	Benefits	388,506	373,952	407,133	414,094	+ 1.71 %
4112	Mileage/Parking	2,834	3,090	2,520	3,400	+ 34.92 %
4120	Training and Development	31,396	25,019	30,000	30,000	0.00 %
4216	Contracted Services	7,531	18,417	25,000	25,500	+ 2.00 %
4245	Software Licencing/Mtce/Support	980,327	1,097,789	1,191,820	1,257,783	+ 5.53 %
4310	Books/Publications	110	0	500	500	0.00 %
4312	Office Supplies	2,141	1,370	2,000	2,000	0.00 %
4354	Cable	5,009	5,391	4,200	4,200	0.00 %
4356	Data Line	48,941	35,327	34,000	34,000	0.00 %
4364	Telecommunications	131,463	129,015	140,760	140,000	- 0.54 %
4406	Computer Equipment	13,853	2,252	10,000	10,000	0.00 %
4412	Equipment Rentals	4,500	4,917	4,700	5,200	+ 10.64 %
4414	Software	6,302	5,491	10,000	10,000	0.00 %
4822	Repairs and Maintenance	2,887	12,688	7,000	7,000	0.00 %
9111	WO Inside Equipment Rentals	0	55	0	0	
9121	WO Outside Equipment Rentals	375	0	0	0	
9211	WO Regular Time	566	1,667	0	0	
9311	WO Inventory Purchases	0	37	0	0	
9321	WO Outside Purchases	727	(688)	0	0	
9411	WO Contracted Services	491	0	0	0	
Total Expe	enditures/Transfers to Reserve	3,298,968	3,461,671	3,551,682	3,654,139	
Net Total		(3,298,968)	(3,461,671)	(3,551,682)	(3,654,139)	

Business Unit: 2250 - Information Systems

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve	1				
4010	Salaries - Exempt	246,501	251,431	256,459	261,589	266,820
4016	Salaries - Inside	1,448,511	1,477,481	1,507,031	1,537,171	1,567,915
4070	Overtime	15,450	15,759	16,074	16,396	16,724
4102	Benefits	414,094	422,376	430,823	439,440	448,228
4112	Mileage/Parking	3,400	3,468	3,537	3,608	3,680
4120	Training and Development	30,000	30,000	30,000	30,000	30,000
4216	Contracted Services	25,500	26,010	26,530	27,061	27,602
4245	Software Licencing/Mtce/Support	1,257,783	1,296,551	1,348,063	1,362,001	1,381,877
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	2,000	2,040	2,081	2,122	2,165
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	140,000	142,800	145,656	148,569	151,541
4406	Computer Equipment	10,000	10,200	10,404	10,612	10,824
4412	Equipment Rentals	5,200	5,304	5,410	5,518	5,629
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
Total Exp	p/Transfers to Reserve	3,654,139	3,740,234	3,840,019	3,903,196	3,973,296
% Increa	se		2.36%	2.67%	1.65%	1.80%
Net Total		(3,654,139)	(3,740,234)	(3,840,019)	(3,903,196)	(3,973,296)

Business Unit: 2250 - Information Systems



Expenditures/Transfers to Reserve

Business Unit: 2300 - Purchasing

Department:FinanceBudget Year:2018

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.

- · 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

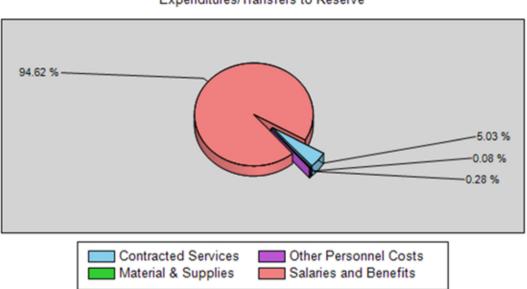
Business Unit: 2300 - Purchasing

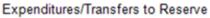
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	itures/Transfers to Reserve					
4010	Salaries - Exempt	101,378	107,693	109,082	109,082	+ 0.00 %
4016	Salaries - Inside	488,024	481,452	485,912	495,608	+ 2.00 %
4070	Overtime	334	570	0	0	
4080	Auxiliaries/RPT/Seasonal	11,748	0	0	0	
4102	Benefits	148,896	146,765	145,231	147,607	+ 1.64 %
4112	Mileage/Parking	2,016	2,269	1,700	2,200	+ 29.41 %
4216	Contracted Services	13,675	1,000	40,000	40,000	0.00 %
4364	Telecommunications	603	604	605	605	0.00 %
Total Exp	penditures/Transfers to Reserve	766,674	740,352	782,531	795,102	
Net Tota	I	(766,674)	(740,352)	(782,531)	(795,102)	

Business Unit: 2300 - Purchasing

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve	9				
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	495,608	505,510	515,632	525,932	536,451
4102	Benefits	147,607	150,557	153,572	156,640	159,773
4112	Mileage/Parking	2,200	2,244	2,289	2,335	2,381
4216	Contracted Services	40,000	40,800	41,616	42,448	43,297
4364	Telecommunications	605	617	629	642	655
Total Exp	p/Transfers to Reserve	795,102	810,992	827,227	843,756	860,631
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total	_	(795,102)	(810,992)	(827,227)	(843,756)	(860,631)

Business Unit: 2300 - Purchasing





Business Unit: 2320 - Stores

Department:	Finance	Budget Year:	2018

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.

- 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

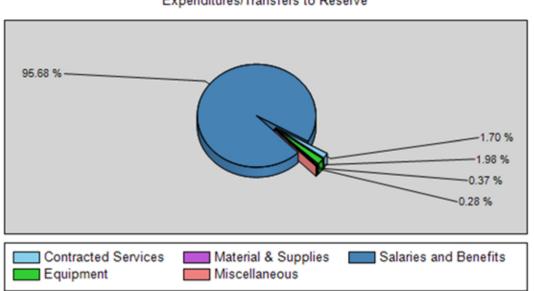
Business Unit: 2320 - Stores

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	127,606	132,597	131,084	133,693	+ 1.99 %
4070	Overtime	2,301	2,438	2,500	2,500	0.00 %
4102	Benefits	35,359	35,477	32,423	33,062	+ 1.97 %
4218	Courier Service	593	1,389	3,000	3,000	0.00 %
4364	Telecommunications	626	608	900	650	- 27.78 %
4412	Equipment Rentals	2,800	1,928	3,000	3,000	0.00 %
4418	Equipment	162	0	500	500	0.00 %
4818	Inventory Adjustments	1,305	(144)	0	0	
4822	Repairs and Maintenance	0	375	400	400	0.00 %
4824	Recovery	(18,837)	(19,940)	(16,000)	(16,000)	0.00 %
4858	Eco Fees	0	0	100	100	0.00 %
9211	WO Regular Time	346	0	0	0	
9311	WO Inventory Purchases	94	0	0	0	
9321	WO Outside Purchases	8	0	0	0	
Total Expe	enditures/Transfers to Reserve	152,363	154,728	157,907	160,905	
Net Total		(152,363)	(154,728)	(157,907)	(160,905)	

Business Unit: 2320 - Stores

		2018	2019	2020	2021	2022
Expendi	itures/Transfers to Reserve	9				
4016	Salaries - Inside	133,693	136,367	139,108	141,876	144,713
4070	Overtime	2,500	2,550	2,601	2,653	2,706
4102	Benefits	33,062	33,723	34,401	35,086	35,787
4218	Courier Service	3,000	3,060	3,121	3,184	3,247
4364	Telecommunications	650	663	676	690	704
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
Total Exp	o/Transfers to Reserve	160,905	164,123	167,423	170,753	174,168
% Increa	se <u> </u>		2.00%	2.01%	1.99%	2.00%
Net Total		(160,905)	(164,123)	(167,423)	(170,753)	(174,168)

Business Unit: 2320 - Stores

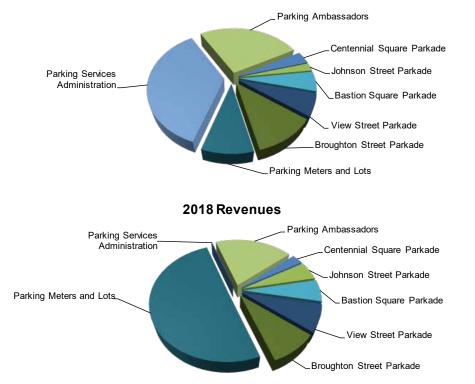


Expenditures/Transfers to Reserve

PARKING SERVICES Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Centennial Square Parkade	410,000	470,000	60,000	14.63%
Johnson Street Parkade	750,000	880,000	130,000	17.33%
Bastion Square Parkade	950,000	1,040,000	90,000	9.47%
View Street Parkade	1,152,800	1,267,800	115,000	9.98%
Broughton Street Parkade	1,305,000	1,470,000	165,000	12.64%
Parking Meters and Lots	8,180,000	8,500,000	320,000	3.91%
Parking Services Administration	0	30,000	30,000	100.00%
Parking Ambassadors	3,295,000	3,255,000	(40,000)	-1.21%
Total	16,042,800	16,912,800	870,000	5.42%
Expenditures/Transfers to Reserve				
Centennial Square Parkade	298,972	300,308	1,336	0.45%
Johnson Street Parkade	195,280	193,231	(2,049)	-1.05%
Bastion Square Parkade	471,558	479,622	8,064	1.71%
View Street Parkade	513,399	528,350	14,951	2.91%
Broughton Street Parkade	869,937	965,090	95,153	10.94%
Parking Meters and Lots	768,316	778,337	10,021	1.30%
Parking Services Administration	2,396,698	3,087,760	691,062	28.83%
Parking Ambassadors	2,075,377	2,202,775	127,398	6.14%
Total	7,589,535	8,535,473	945,938	12.46%
Net	(8,453,265)	(8,377,327)	75,938	-0.90%





Business Unit: 4010 - Centennial Square Parkade

Department:FinanceBudget Year:2018

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 are now 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.

- 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

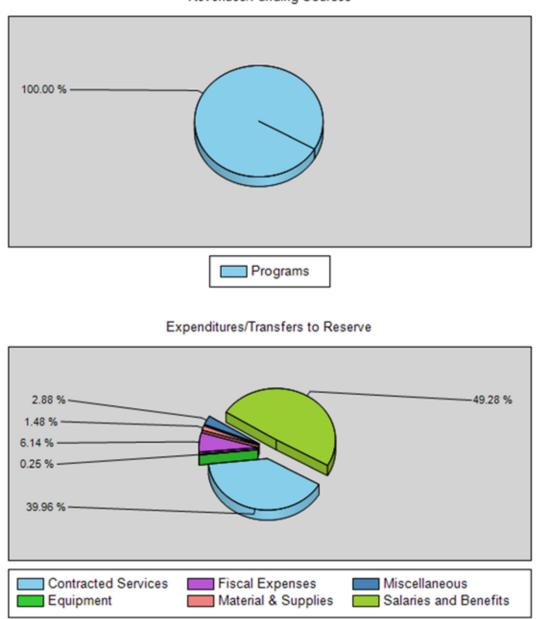
Business Unit: 4010 - Centennial Square Parkade

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3302	Daily Parking	315,965	388,613	305,000	360,000	+ 18.03 %
3304	Monthly Parking	108,113	120,185	105,000	110,000	+ 4.76 %
3324	Uncollected Tickets	(444)	(235)	0	0	
3472	Over/Under	162	160	0	0	
Total Reve	enues/Funding Sources	423,797	508,724	410,000	470,000	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	57,549	56,550	60,236	61,438	+ 1.99 %
4080	Auxiliaries/RPT/Seasonal	77,892	82,322	94,278	96,157	+ 1.99 %
4102	Benefits	15,153	14,992	14,758	15,052	+ 1.99 %
4228	Printing	3,004	4,706	4,000	4,000	0.00 %
4232	Security	134,417	136,341	135,000	140,000	+ 3.70 %
4356	Data Line	1,276	1,257	1,200	1,200	0.00 %
4412	Equipment Rentals	675	983	800	862	+ 7.75 %
4508	Credit Card Discount Fees	3,991	4,351	3,000	4,000	+ 33.33 %
4512	Insurance	17,008	17,161	17,100	17,500	+ 2.34 %
4814	Miscellaneous	0	0	100	100	0.00 %
4822	Repairs and Maintenance	7,154	8,250	8,500	10,000	+ 17.65 %
4824	Recovery	(40,866)	(49,947)	(40,000)	(50,000)	+ 25.00 %
9111	WO Inside Equipment Rentals	78	0	0	0	
9211	WO Regular Time	1,256	22	0	0	
9321	WO Outside Purchases	0	60	0	0	
9411	WO Contracted Services	493	0	0	0	
Total Expe	enditures/Transfers to Reserve	279,081	277,047	298,972	300,308	
Net Total		144,716	231,676	111,028	169,692	

Business Unit: 4010 - Centennial Square Parkade

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3302	Daily Parking	360,000	367,200	374,544	382,035	389,676
3304	Monthly Parking	110,000	112,200	114,444	116,733	119,068
Total Re	v/Funding Sources	470,000	479,400	488,988	498,768	508,743
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Expend	litures/Transfers to Reserve					
4016	Salaries - Inside	61,438	62,666	63,920	65,198	66,502
4080	Auxiliaries/RPT/Seasonal	96,157	98,080	100,041	102,042	104,083
4102	Benefits	15,052	15,353	15,660	15,974	16,293
4228	Printing	4,000	4,080	4,162	4,245	4,330
4232	Security	140,000	142,800	145,656	148,569	151,541
4356	Data Line	1,200	1,224	1,248	1,273	1,299
4412	Equipment Rentals	862	879	897	915	933
4508	Credit Card Discount Fees	4,000	4,080	4,162	4,245	4,330
4512	Insurance	17,500	17,850	18,207	18,571	18,943
4814	Miscellaneous	100	102	104	106	108
4822	Repairs and Maintenance	10,000	10,200	10,404	10,612	10,824
4824	Recovery	(50,000)	(51,000)	(52,020)	(53,060)	(54,122)
Total Ex	p/Transfers to Reserve	300,308	306,315	312,441	318,690	325,063
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I	169,692	173,085	176,547	180,078	183,680

Business Unit: 4010 - Centennial Square Parkade



Revenues/Funding Sources

Business Unit: 4020 - Johnson Street Parkade

Department:FinanceBudget Year:2018

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 are now 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.

- 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

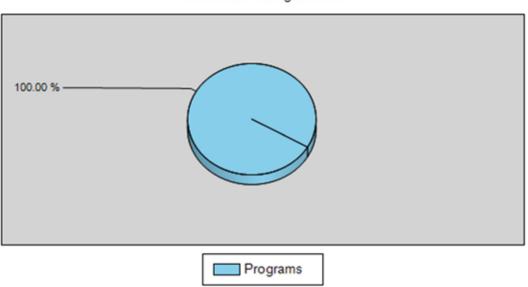
Business Unit: 4020 - Johnson Street Parkade

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Aotuui	Hotuur	Buugot	Budgot	onungo
3302	Daily Parking	496,138	619,335	470,000	600,000	+ 27.66 %
3304	Monthly Parking	286,518	299,585	280,000	280,000	0.00 %
3324	Uncollected Tickets	(11)	(13)	0	0	
3378	Facility Rental	2,891	2,891	0	0	
3472	Over/Under	(561)	116	0	0	
Total Reve	enues/Funding Sources	784,974	921,914	750,000	880,000	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	10,238	10,059	12,577	12,829	+ 2.00 %
4080	Auxiliaries/RPT/Seasonal	491	19	13,821	14,096	+ 1.99 %
4102	Benefits	2,796	2,804	3,081	3,143	+ 2.00 %
4228	Printing	4,137	8,456	4,000	4,300	+ 7.50 %
4232	Security	133,113	157,088	135,000	140,000	+ 3.70 %
4356	Data Line	1,298	1,284	1,300	1,300	0.00 %
4412	Equipment Rentals	675	983	800	862	+ 7.75 %
4508	Credit Card Discount Fees	12,818	13,966	13,000	13,000	0.00 %
4512	Insurance	22,592	22,831	23,000	23,500	+ 2.17 %
4814	Miscellaneous	0	0	200	200	0.00 %
4822	Repairs and Maintenance	7,897	8,375	8,500	10,000	+ 17.65 %
4824	Recovery	(27,754)	(33,098)	(20,000)	(30,000)	+ 50.00 %
9111	WO Inside Equipment Rentals	45	2,331	0	0	
9211	WO Regular Time	1,473	20,373	0	0	
9221	WO Overtime	0	6,663	0	0	
9321	WO Outside Purchases	879	4,955	0	0	
9411	WO Contracted Services	494	0	0	0	
Total Expe	enditures/Transfers to Reserve	171,194	227,091	195,280	193,231	
Net Total		613,780	694,822	554,720	686,769	

Business Unit: 4020 - Johnson Street Parkade

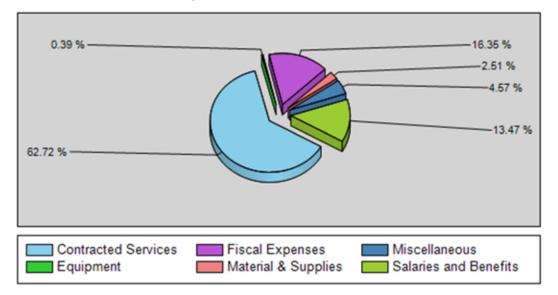
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3302	Daily Parking	600,000	612,000	624,240	636,725	649,459
3304	Monthly Parking	280,000	285,600	291,312	297,138	303,081
Total Re	v/Funding Sources	880,000	897,600	915,552	933,863	952,540
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Expend	litures/Transfers to Reserve					
4016	Salaries - Inside	12,829	13,086	13,348	13,615	13,887
4080	Auxiliaries/RPT/Seasonal	14,096	14,378	14,666	14,959	15,258
4102	Benefits	3,143	3,206	3,270	3,336	3,402
4228	Printing	4,300	4,386	4,474	4,563	4,654
4232	Security	140,000	142,800	145,656	148,569	151,541
4356	Data Line	1,300	1,326	1,353	1,380	1,407
4412	Equipment Rentals	862	879	897	915	933
4508	Credit Card Discount Fees	13,000	13,260	13,525	13,796	14,072
4512	Insurance	23,500	23,970	24,449	24,938	25,437
4814	Miscellaneous	200	204	208	212	216
4822	Repairs and Maintenance	10,000	10,200	10,404	10,612	10,824
4824	Recovery	(30,000)	(30,600)	(31,212)	(31,836)	(32,473)
Total Ex	p/Transfers to Reserve	193,231	197,096	201,038	205,058	209,160
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I	686,769	700,504	714,514	728,805	743,381

Business Unit: 4020 - Johnson Street Parkade



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 4030 - Bastion Square Parkade

Department:	Finance	Budget Year:	2018
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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 are now 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.

- 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

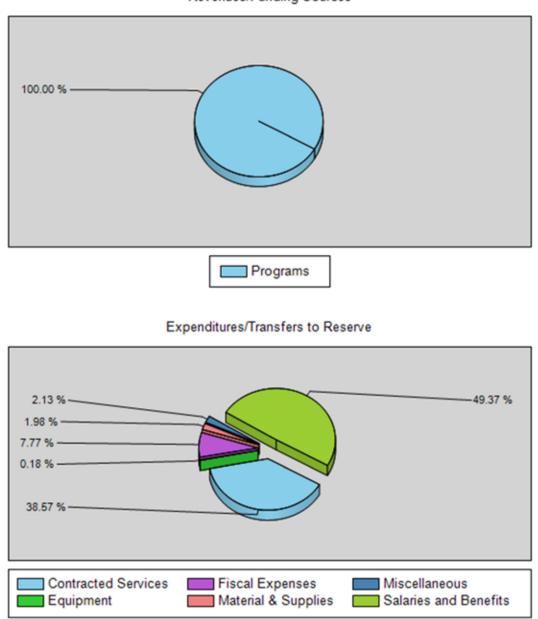
Business Unit: 4030 - Bastion Square Parkade

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources			-	-	
3302	Daily Parking	868,455	934,941	850,000	930,000	+ 9.41 %
3304	Monthly Parking	104,903	108,975	100,000	110,000	+ 10.00 %
3324	Uncollected Tickets	(917)	(332)	0	0	
3472	Over/Under	285	107	0	0	
Total Reve	enues/Funding Sources	972,726	1,043,691	950,000	1,040,000	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	56,732	57,914	60,236	61,438	+ 1.99 %
4080	Auxiliaries/RPT/Seasonal	131,008	135,571	157,164	160,295	+ 1.99 %
4102	Benefits	15,342	15,272	14,758	15,052	+ 1.99 %
4228	Printing	7,060	9,025	7,500	7,500	0.00 %
4232	Security	176,502	182,014	185,000	185,000	0.00 %
4312	Office Supplies	0	0	200	200	0.00 %
4356	Data Line	1,802	1,797	1,800	1,800	0.00 %
4412	Equipment Rentals	675	983	800	862	+ 7.75 %
4508	Credit Card Discount Fees	12,379	13,555	11,500	13,000	+ 13.04 %
4512	Insurance	23,542	23,795	23,900	24,275	+ 1.57 %
4814	Miscellaneous	0	9	200	200	0.00 %
4822	Repairs and Maintenance	7,813	8,479	8,500	10,000	+ 17.65 %
9111	WO Inside Equipment Rentals	0	87	0	0	
9211	WO Regular Time	1,126	3,358	0	0	
9321	WO Outside Purchases	0	29	0	0	
9411	WO Contracted Services	325	152	0	0	
Total Expe	enditures/Transfers to Reserve	434,305	452,041	471,558	479,622	
Net Total		538,421	591,650	478,442	560,378	

Business Unit: 4030 - Bastion Square Parkade

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3302	Daily Parking	930,000	948,600	967,572	986,923	1,006,662
3304	Monthly Parking	110,000	112,200	114,444	116,733	119,068
Total Re	v/Funding Sources	1,040,000	1,060,800	1,082,016	1,103,656	1,125,729
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Expend	litures/Transfers to Reserve					
4016	Salaries - Inside	61,438	62,666	63,920	65,198	66,502
4080	Auxiliaries/RPT/Seasonal	160,295	163,501	166,771	170,106	173,508
4102	Benefits	15,052	15,353	15,660	15,974	16,293
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	862	879	897	915	933
4508	Credit Card Discount Fees	13,000	13,260	13,525	13,796	14,072
4512	Insurance	24,275	24,761	25,256	25,761	26,276
4814	Miscellaneous	200	204	208	212	216
4822	Repairs and Maintenance	10,000	10,200	10,404	10,612	10,824
Total Ex	p/Transfers to Reserve	479,622	489,214	498,999	508,978	519,158
% Increa	ase		2.00%	2.00%	2.00%	2.00%
Net Tota		560,378	571,586	583,017	594,678	606,571

Business Unit: 4030 - Bastion Square Parkade



Revenues/Funding Sources

Business Unit: 4040 - View Street Parkade

Department:	Finance	Budget Year:	2018
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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 are now 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.

- 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

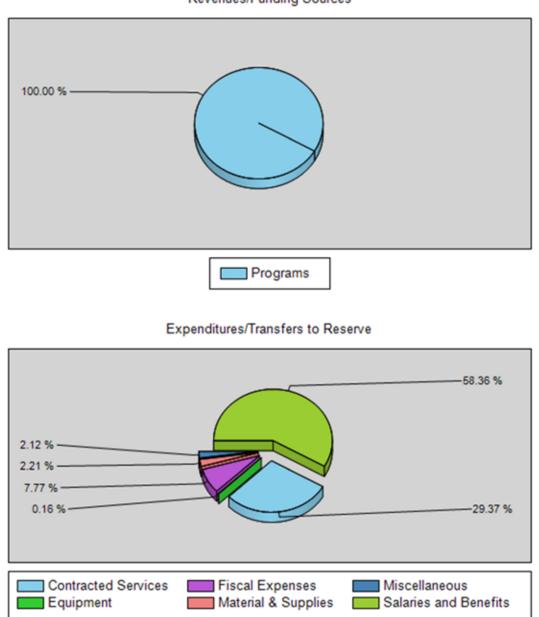
Business Unit: 4040 - View Street Parkade

•	Description	December 31, 2016	December 31, 2017	2017	2018	Percent
	Description	Actual	Actual	Budget	Budget	Change
3302	s/Funding Sources Daily Parking	914,492	1,081,233	895,000	1,000,000	+ 11.73 %
3302 3304	Monthly Parking	260,612	268,337	250,000	260,000	+ 4.00 %
3304 3306	Parking - 1st Hour Free	(22)	(8)	230,000	200,000	+ 4.00 /0
3324	Uncollected Tickets	(627)		0	0	
		(, , , , , , , , , , , , , , , , , , ,	(35)			0.00.0/
3378	Facility Rental Over/Under	7,840	7,840	7,800 0	7,800 0	0.00 %
3472		(227)	107	-		
	enues/Funding Sources	1,182,069	1,357,474	1,152,800	1,267,800	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	155,366	130,568	107,895	110,046	+ 1.99 %
4080	Auxiliaries/RPT/Seasonal	185,129	186,260	167,970	171,316	+ 1.99 %
4102	Benefits	44,073	33,461	26,434	26,961	+ 1.99 %
4204	Advertising	1,062	0	12,000	12,000	0.00 %
4206	Armoured Car Service	3,000	3,300	3,200	3,200	0.00 %
4228	Printing	9,676	11,678	10,000	10,000	0.00 %
4232	Security	133,113	136,851	135,000	140,000	+ 3.70 %
4312	Office Supplies	42	0	500	500	0.00 %
4356	Data Line	2,591	2,295	1,200	1,200	0.00 %
4412	Equipment Rentals	1,315	2,263	800	862	+ 7.75 %
4508	Credit Card Discount Fees	9,770	10,607	10,000	12,000	+ 20.00 %
4512	Insurance	28,169	28,491	28,700	29,065	+ 1.27 %
4814	Miscellaneous	722	341	1,200	1,200	0.00 %
4822	Repairs and Maintenance	7,933	10,432	8,500	10,000	+ 17.65 %
9111	WO Inside Equipment Rentals	1,933	57	0	0	
9211	WO Regular Time	20,175	2,255	0	0	
9311	WO Inventory Purchases	372	0	0	0	
9321	WO Outside Purchases	5,464	473	0	0	
9411	WO Contracted Services	984	0	0	0	
Total Expe	enditures/Transfers to Reserve	610,888	559,332	513,399	528,350	
Net Total		571,181	798,142	639,401	739,450	

Business Unit: 4040 - View Street Parkade

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3302	Daily Parking	1,000,000	1,020,000	1,040,400	1,061,208	1,082,432
3304	Monthly Parking	260,000	265,200	270,504	275,914	281,432
3378	Facility Rental	7,800	7,800	7,800	7,800	7,800
Total Rev	v/Funding Sources	1,267,800	1,293,000	1,318,704	1,344,922	1,371,665
% Increa	se		1.99%	1.99%	1.99%	1.99%
Expend	itures/Transfers to Reserve					
4016	Salaries - Inside	110,046	112,247	114,492	116,781	119,117
4080	Auxiliaries/RPT/Seasonal	171,316	174,743	178,238	181,802	185,438
4102	Benefits	26,961	27,500	28,050	28,611	29,184
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	140,000	142,800	145,656	148,569	151,541
4312	Office Supplies	500	510	520	531	541
4356	Data Line	1,200	1,224	1,248	1,273	1,299
4412	Equipment Rentals	862	879	897	915	933
4508	Credit Card Discount Fees	12,000	12,240	12,485	12,734	12,989
4512	Insurance	29,065	29,646	30,239	30,844	31,461
4814	Miscellaneous	1,200	1,224	1,248	1,273	1,299
4822	Repairs and Maintenance	10,000	10,200	10,404	10,612	10,824
Total Exp	p/Transfers to Reserve	528,350	538,917	549,696	560,690	571,903
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	739,450	754,083	769,008	784,233	799,761

Business Unit: 4040 - View Street Parkade



Business Unit: 4050 - Broughton Street Parkade

Department: Finance	Budget Year: 2018
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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 are now 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.

- 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

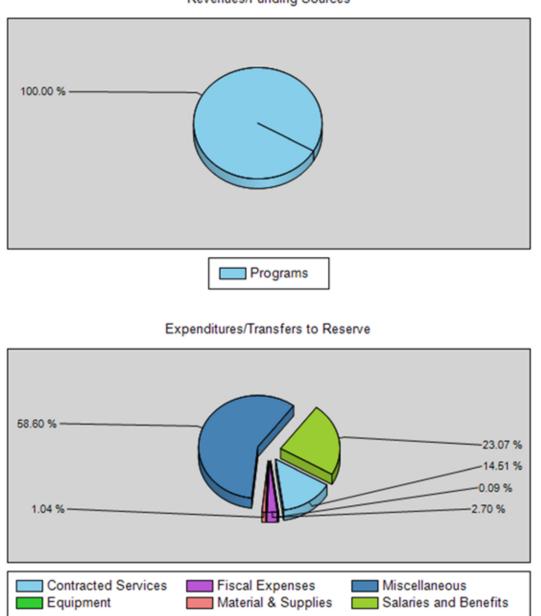
Business Unit: 4050 - Broughton Street Parkade

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent
	Description s/Funding Sources	Actual	Actual	Budget	Budget	Change
3302	Daily Parking	957,926	1,116,883	920,000	1,100,000	+ 19.57 %
3302 3304	, ,	376.110		-	370,000	- 3.90 %
3304 3324	Monthly Parking Uncollected Tickets	, -	371,835	385,000 0	370,000 0	- 3.90 %
		(448)	(271)		-	
3472	Over/Under	583	530	0	0	
Total Reve	enues/Funding Sources	1,334,171	1,488,978	1,305,000	1,470,000	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	56,884	52,814	60,236	61,438	+ 1.99 %
4080	Auxiliaries/RPT/Seasonal	102,283	96,672	143,343	146,199	+ 1.99 %
4102	Benefits	16,143	14,420	14,758	15,052	+ 1.99 %
4228	Printing	11,247	11,217	8,000	8,000	0.00 %
4232	Security	133,113	134,079	135,000	140,000	+ 3.70 %
4312	Office Supplies	315	117	200	200	0.00 %
4356	Data Line	1,836	1,734	1,800	1,800	0.00 %
4412	Equipment Rentals	675	983	800	862	+ 7.75 %
4508	Credit Card Discount Fees	17,892	19,488	18,000	19,000	+ 5.56 %
4512	Insurance	6,897	6,897	7,100	7,040	- 0.85 %
4804	Revenue Sharing with Province	521,500	594,634	470,000	550,000	+ 17.02 %
4814	Miscellaneous	0	572	500	500	0.00 %
4822	Repairs and Maintenance	14,050	11,534	10,200	15,000	+ 47.06 %
9111	WO Inside Equipment Rentals	188	56	0	0	
9211	WO Regular Time	3,737	1,800	0	0	
9321	WO Outside Purchases	68	1,244	0	0	
9411	WO Contracted Services	15,272	990	0	0	
Total Expe	enditures/Transfers to Reserve	902,099	949,251	869,937	965,090	
Net Total		432,072	539,726	435,063	504,910	

Business Unit: 4050 - Broughton Street Parkade

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3302	Daily Parking	1,100,000	1,122,000	1,144,440	1,167,329	1,190,675
3304	Monthly Parking	370,000	377,400	384,948	392,647	400,500
Total Rev	v/Funding Sources	1,470,000	1,499,400	1,529,388	1,559,976	1,591,175
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expendi	itures/Transfers to Reserve					
4016	Salaries - Inside	61,438	62,666	63,920	65,198	66,502
4080	Auxiliaries/RPT/Seasonal	146,199	149,123	152,105	155,147	158,250
4102	Benefits	15,052	15,353	15,660	15,974	16,293
4228	Printing	8,000	8,160	8,323	8,490	8,659
4232	Security	140,000	142,800	145,656	148,569	151,541
4312	Office Supplies	200	204	208	212	216
4356	Data Line	1,800	1,836	1,873	1,910	1,948
4412	Equipment Rentals	862	879	897	915	933
4508	Credit Card Discount Fees	19,000	19,380	19,768	20,163	20,566
4512	Insurance	7,040	7,181	7,324	7,471	7,620
4804	Revenue Sharing with Province	550,000	561,000	572,220	583,664	595,338
4814	Miscellaneous	500	510	520	531	541
4822	Repairs and Maintenance	15,000	15,300	15,606	15,918	16,236
Total Exp	o/Transfers to Reserve	965,090	984,392	1,004,080	1,024,162	1,044,645
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		504,910	515,008	525,308	535,814	546,530

Business Unit: 4050 - Broughton Street Parkade



Revenues/Funding Sources

Business Unit: 4060 - Parking Meters and Lots

Department:	Finance	Budget Year:	2018
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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.

- 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

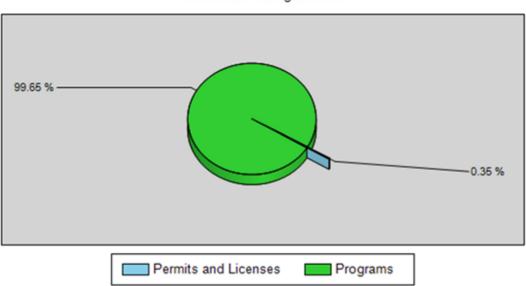
Business Unit: 4060 - Parking Meters and Lots

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Aotuui	Aotuu	Dudgot	Duugot	onungo
3108	Handicapped Permits	29,563	30,744	25,000	30,000	+ 20.00 %
3274	Miscellaneous Fees	780	720	0	0	
3312	Parking Lot - 900 Wharf	476,911	489,570	470,000	470,000	0.00 %
3315	Parking Lot - JS Bridge	28,089	27,262	0	0	
3316	Parking Lot - Rear of Royal	124,657	129,624	110,000	105,000	- 4.55 %
3318	Parking Lot - Royal Athletic Park	132,508	153,618	130,000	150,000	+ 15.38 %
3320	Parking Permits	1,121,470	936,171	650,000	750,000	+ 15.38 %
3322	Parking Meters	6,851,557	7,000,842	6,700,000	6,900,000	+ 2.99 %
3406	Tour Stands	106,184	96,434	95,000	95,000	0.00 %
3472	Over/Under	(274)	(485)	0	0	
Total Reve	enues/Funding Sources	8,871,446	8,864,501	8,180,000	8,500,000	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	114,768	115,835	114,015	116,280	+ 1.99 %
4080	Auxiliaries/RPT/Seasonal	4,894	0	64,266	65,549	+ 2.00 %
4102	Benefits	28,990	31,611	27,934	28,489	+ 1.99 %
4216	Contracted Services	433,953	439,312	450,000	450,000	0.00 %
4228	Printing	30,798	729	25,000	25,000	0.00 %
4312	Office Supplies	0	0	200	200	0.00 %
4364	Telecommunications	1,672	1,676	1,700	1,700	0.00 %
4412	Equipment Rentals	13,200	12,147	12,700	13,620	+ 7.24 %
4508	Credit Card Discount Fees	153,783	156,329	125,000	160,000	+ 28.00 %
4814	Miscellaneous	5,374	6,831	10,000	10,000	0.00 %
4822	Repairs and Maintenance	2,124	2,028	7,500	7,500	0.00 %
4824	Recovery	(70,319)	(93,422)	(70,000)	(100,000)	+ 42.86 %
9111	WO Inside Equipment Rentals	988	1,916	0	0	
9211	WO Regular Time	20,498	30,740	0	0	
9221	WO Overtime	0	290	0	0	
9311	WO Inventory Purchases	215	299	0	0	
9321	WO Outside Purchases	1,474	3,658	0	0	
9411	WO Contracted Services	5,612	2,490	0	0	
Total Expe	enditures/Transfers to Reserve	748,023	712,468	768,316	778,337	
Net Total		8,123,423	8,152,032	7,411,684	7,721,663	

Business Unit: 4060 - Parking Meters and Lots

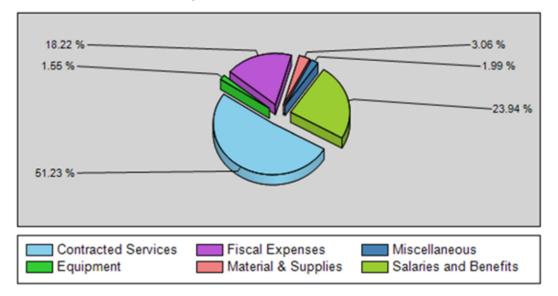
		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3108	Handicapped Permits	30,000	30,000	30,000	30,000	30,000
3312	Parking Lot - 900 Wharf	470,000	479,400	488,988	498,768	508,743
3316	Parking Lot - Rear of Royal	105,000	107,100	109,242	111,427	113,655
3318	Parking Lot - Royal Athletic Park	150,000	153,000	156,060	159,181	162,365
3320	Parking Permits	750,000	765,000	780,300	795,906	811,824
3322	Parking Meters	6,900,000	7,038,000	7,178,760	7,322,335	7,468,782
3406	Tour Stands	95,000	95,000	95,000	95,000	95,000
Total Rev	/Funding Sources	8,500,000	8,667,500	8,838,350	9,012,617	9,190,369
% Increa	se		1.97%	1.97%	1.97%	1.97%
Expendi	itures/Transfers to Reserve					
4016	Salaries - Inside	116,280	118,605	120,977	123,397	125,865
4080	Auxiliaries/RPT/Seasonal	65,549	66,860	68,197	69,561	70,952
4102	Benefits	28,489	29,058	29,639	30,232	30,837
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	13,620	13,892	14,170	14,454	14,743
4508	Credit Card Discount Fees	160,000	163,200	166,464	169,793	173,189
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	(100,000)	(102,000)	(104,040)	(106,121)	(108,243)
Total Exp	o/Transfers to Reserve	778,337	793,904	809,782	825,978	842,497
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		7,721,663	7,873,596	8,028,568	8,186,639	8,347,872

Business Unit: 4060 - Parking Meters and Lots



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Service Area: Parking Services Administration

Department:FinanceBudget Year:2018

Overview:

Parking Services operates the City's five parkades, three surface parking lots, and oversees the Parking Ambassadors and the approximately 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 administration staff assist the public with parking concerns, accept payments, manage monthly parking contracts and the City's ticket database, and reconcile daily parking revenues. Parking Services also oversees the Park Victoria application which enables customers to pay for on-street parking using their mobile device.

Parking Services is responsible for managing service contracts which include parkade security, parking ticket collection and parking equipment service agreements.

- 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

Service Area: Parking Services Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources				U	
5075	Financial Stability Reserve ¹	0	0	0	30,000	
Total Rev	/Funding Sources	0	0	0	30,000	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	112,566	107,973	109,082	109,082	+ 0.00 %
4016	Salaries - Inside	113,976	109,314	108,428	110,583	+ 1.99 %
4102	Benefits	58,830	57,716	52,766	53,294	+ 1.00 %
4112	Mileage/Parking	29	29	150	150	0.00 %
4116	Conferences/Travel	3,788	3,518	5,000	5,000	0.00 %
4118	Membership Fees	1,478	790	800	800	0.00 %
4120	Training and Development	0	1,683	4,390	4,390	0.00 %
4216	Contracted Services ¹	0	0	30,000	30,000	0.00 %
4218	Courier Service	63	90	200	200	0.00 %
4308	General Supplies	2,715	2,546	5,000	5,000	0.00 %
4312	Office Supplies	5,346	5,809	7,600	7,600	0.00 %
4364	Telecommunications	1,301	1,374	1,250	1,250	0.00 %
4516	Interest - Debenture	405,900	405,900	405,900	405,900	0.00 %
4814	Miscellaneous	84	508	100	100	0.00 %
4824	Recovery	(10,279)	0	0	0	
6020	Debt repayments	439,482	439,482	439,482	439,482	0.00 %
6035	Transfer to Financial Stability Reserve	0	30,000	0	0	
6036	Offstreet Parking Reserve	535,334	1,226,550	1,226,550	1,849,929	+ 50.82 %
6042	Buildings and Infrastruct	0	0	0	65,000	
Total Exp	o/Transfers to Reserve	1,670,612	2,393,281	2,396,698	3,087,760	
Net Total	-	(1,670,612)	(2,393,281)	(2,396,698)	(3,057,760)	

¹ 2017 Council Motion – Transportation Master Plan

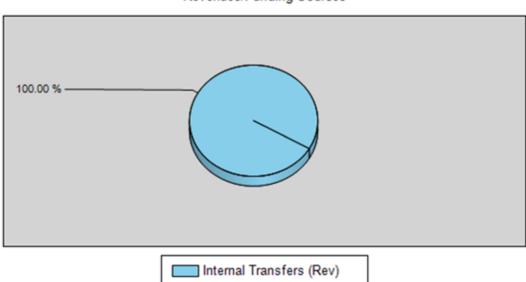
Service Area: Parking Services Administration

5 Year Forecast:

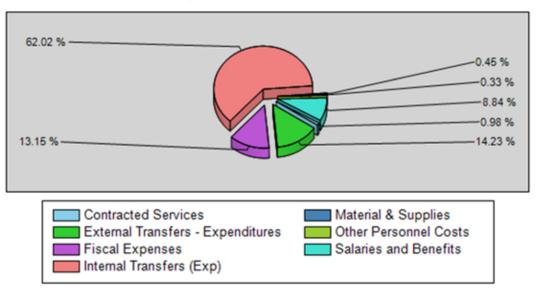
		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
5075	Financial Stability Reserve ¹	30,000	0	0	0	0
Total Rev	//Funding Sources	30,000	0	0	0	0
% Increas	se		(100.00%)	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	110,583	112,794	115,075	117,351	119,698
4102	Benefits	53,294	54,360	55,453	56,556	57,687
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 1	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	102	104	106	108
6020	Debt repayments	439,482	439,482	439,482	439,482	439,482
6036	Offstreet Parking Reserve	1,849,929	2,016,245	2,196,086	2,379,525	2,566,632
6042	Buildings and Infrastructure	65,000	65,000	65,000	65,000	65,000
Total Exp	/Transfer to Reserve	3,087,760	3,230,025	3,415,964	3,605,562	3,798,982
% Increas	se		4.61%	5.76%	5.55%	5.36%
Net Total		(3,057,760)	(3,230,025)	(3,415,964)	(3,605,562)	(3,798,982)

¹ 2017 Council Motion – Transportation Master Plan

Service Area: Parking Services Administration







Service Area: Parking Ambassadors

Department:FinanceBudget Year:

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.

2018

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 SafeWalk 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

Service Area: Parking Ambassadors

Changes to Service Area:

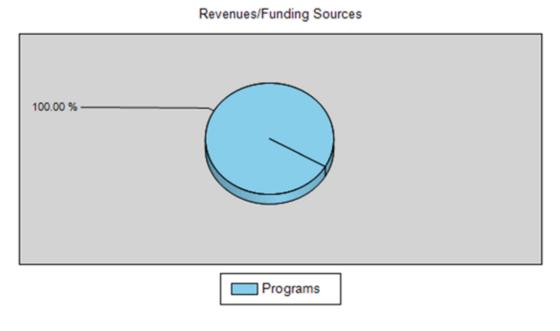
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3422	Moving Traffic Violation	36,835	42,625	25,000	30,000	+ 20.00 %
3424	Parking Fines	3,331,532	3,327,343	3,250,000	3,200,000	- 1.54 %
3426	Towing Fees	25,441	29,630	20,000	25,000	+ 25.00 %
Total Rev	//Funding Sources	3,393,807	3,399,598	3,295,000	3,255,000	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	594,872	545,997	719,497	732,243	+ 1.77 %
4070	Overtime	311	8	0	0	
4080	Auxiliaries/RPT/Seasonal	197,087	245,399	82,028	83,677	+ 2.01 %
4082	WCB Leave - CUPE 388	1,588	895	0	0	
4102	Benefits	167,299	148,664	155,452	158,575	+ 2.01 %
4120	Training and Development	6,590	670	2,500	7,000	+ 180.00 %
4154	Recovery - WCB	(1,588)	(1,362)	0	0	
4216	Contracted Services	107,507	74,196	115,000	115,000	0.00 %
4228	Printing	19,003	5,474	18,000	18,000	0.00 %
4245	Software Licencing/Mtce/Support	0	0	7,500	10,000	+ 33.33 %
4308	General Supplies	6,663	4,649	5,000	5,000	0.00 %
4316	Protective Clothing/Uniforms	20,009	13,717	10,000	12,000	+ 20.00 %
4364	Telecommunications	14,165	10,889	12,000	10,080	- 16.00 %
4412	Equipment Rentals	19,460	29,030	17,200	20,000	+ 16.28 %
4508	Credit Card Discount Fees	28,211	30,395	30,000	30,000	0.00 %
4512	Insurance	979	1,123	1,200	1,200	0.00 %
4829	Uncollectable Parking Fines	1,006,686	1,023,776	900,000	1,000,000	+ 11.11 %
Total Exp	o/Transfers to Reserve	2,188,842	2,133,520	2,075,377	2,202,775	
Net Total		1,204,965	1,266,078	1,219,623	1,052,225	

Service Area: Parking Ambassadors

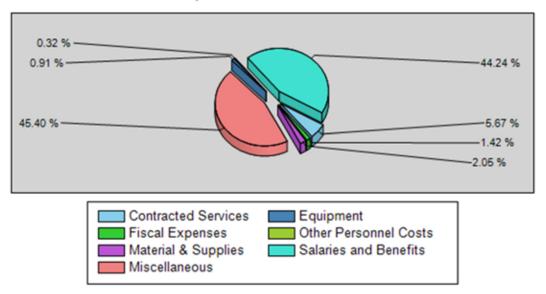
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3422	Moving Traffic Violation	30,000	30,000	30,000	30,000	30,000
3424	Parking Fines	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000
3426	Towing Fees	25,000	25,000	25,000	25,000	25,000
Total Rev	//Funding Sources	3,255,000	3,255,000	3,255,000	3,255,000	3,255,000
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4016	Salaries - Inside	732,243	746,888	761,826	777,062	792,603
4080	Auxiliaries/RPT/Seasonal	83,677	85,351	87,058	88,799	90,575
4102	Benefits	158,575	161,746	164,981	168,281	171,646
4120	Training and Development	7,000	7,140	7,283	7,428	7,577
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	10,000	20,400	20,808	21,224	21,649
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4316	Protective Clothing/Uniforms	12,000	12,240	12,485	12,734	12,989
4364	Telecommunications	10,080	10,282	10,487	10,697	10,911
4412	Equipment Rentals	20,000	20,400	20,808	21,224	21,649
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 Fines	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Exp	D/Transfer to Reserve	2,202,775	2,237,030	2,261,771	2,287,006	2,312,746
% Increa	se		1.56%	1.11%	1.12%	1.13%
Net Total		1,052,225	1,017,970	993,229	967,994	942,254

Service Area: Parking Ambassadors



Expenses/Transfers to Reserve





Human Resources

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

- 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

Key Initiatives for 2018

- Human Resource Review Implementation
- Inclusion Policy

Human Resources

Budget Summary

2018 Base Expenditures	1,891,666
2018 One Time Expenditures	94,000
2018 Approved Expenditures	1,985,666
2017 Base Expenditures	1,911,871
2017 One Time Expenditures	0
2017 Approved Expenditures	1,911,871
Base Budget Change	(20,205)
Change by %	-1.06%
2018 Base Revenues	
2018 One Time Revenues	34,000
2018 Approved Revenues	34,000
2017 Base Revenues	
2017 One Time Revenues	
2017 Approved Revenues	0
Budget Change	_
Change by %	
2018 FTE	11.00
2017 FTE	11.00
Change	0
Change by %	0.00%

Head

Human Resources

Health and Safety

Learning and Development

HUMAN RESOURCES Performance Metrics

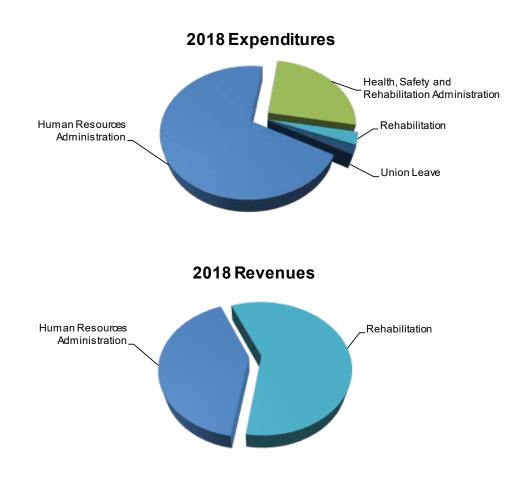
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast		
How much did we do?						
Number of vacancies		240	356	445		
How well did we do it?			1	I.		
Percentage of vacancies filled by internal staff		68%	55%	63%		
Story behind the data	 HR has continued to partner with line departments to grow internal staff. Individual career planning support continues. Focus 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. 					
Is anyone better off?						
Story behind the data	with new opportunities	and experiences and su	viduals continues. This p upports employee enga uccession planning and	gement and retention		
14/1 1 0	 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. Assess recruitment strategies for talent acquisition and retention. Develop a cohort model for learning and development programs to promote shared learning and a community of practice. 					
where do we want to go?	which proactively ident recruitment strategies t Develop a cohort mode	tify key skill, knowledge for talent acquisition an el for learning and deve	e and succession needs d retention.	s and gaps. Assess		
Measuring Success – Grievances	which proactively ident recruitment strategies t Develop a cohort mode learning and a commu	ify key skill, knowledge for talent acquisition an el for learning and deve nity of practice.	e and succession needs d retention. elopment programs to p	s and gaps. Assess		
Measuring Success – Grievances Performance Measurements	which proactively ident recruitment strategies t Develop a cohort mode learning and a commu	tify key skill, knowledge for talent acquisition an el for learning and deve	e and succession needs d retention.	s and gaps. Assess		
Measuring Success – Grievances Performance Measurements How much did we do?	which proactively ident recruitment strategies t Develop a cohort mode learning and a commu	tify key skill, knowledge for talent acquisition an el for learning and deve nity of practice. 2016 Actuals	e and succession needs d retention. elopment programs to p 2017 Actuals	and gaps. Assess promote shared		
Measuring Success – Grievances Performance Measurements How much did we do? Number of grievances	which proactively ident recruitment strategies t Develop a cohort mode learning and a commu	ify key skill, knowledge for talent acquisition an el for learning and deve nity of practice.	e and succession needs d retention. elopment programs to p	s and gaps. Assess		
Measuring Success – Grievances Performance Measurements How much did we do? Number of grievances How well did we do it? Percentage of grievances with	which proactively ident recruitment strategies t Develop a cohort mode learning and a commu	tify key skill, knowledge for talent acquisition an el for learning and deve nity of practice. 2016 Actuals	e and succession needs d retention. elopment programs to p 2017 Actuals	and gaps. Assess promote shared		
Measuring Success – Grievances Performance Measurements How much did we do? Number of grievances How well did we do it? Percentage of grievances with regards to promotions	which proactively ident recruitment strategies i Develop a cohort mode learning and a commu	tify key skill, knowledge for talent acquisition an el for learning and deve nity of practice. 2016 Actuals 12 17% rievances have been re ne early stages and wil	e and succession needs d retention. elopment programs to p 2017 Actuals	2018 Forecast 10 13% y will continue to		
Measuring Success – Grievances Performance Measurements How much did we do? Number of grievances How well did we do it? Percentage of grievances with regards to promotions Story behind the data	which proactively ident recruitment strategies to Develop a cohort mode learning and a commu Over half of the 2017 g resolve grievances in the	tify key skill, knowledge for talent acquisition an el for learning and deve nity of practice. 2016 Actuals 12 17% rievances have been re ne early stages and wil	e and succession needs d retention. elopment programs to p 2017 Actuals 13 23% esolved to date. The Cit	2018 Forecast 2018 vill continue to		
Measuring Success – Grievances Performance Measurements How much did we do? Number of grievances How well did we do it? Percentage of grievances with regards to promotions Story behind the data Is anyone better off?	which proactively ident recruitment strategies in Develop a cohort mode learning and a commu Over half of the 2017 g resolve grievances in th resolving the grievances More fruitful conversati	tify key skill, knowledge for talent acquisition an el for learning and deve nity of practice. 2016 Actuals 12 17% rievances have been re ne early stages and will es in a timely manner. ons with employees un development. This sup	e and succession needs d retention. elopment programs to p 2017 Actuals 13 23% esolved to date. The Cit	and gaps. Assess promote shared 2018 Forecast 10 13% ry will continue to the union to look at ons leads to greater		
Measuring Success – Grievances Performance Measurements How much did we do? Number of grievances How well did we do it? Percentage of grievances with regards to promotions Story behind the data Is anyone better off?	which proactively identification in the recruitment strategies in the description of the content in the recruitment strategies in the resolve grievances in the resolve grievances in the resolving the grievances in the resol	tify key skill, knowledge for talent acquisition an el for learning and deve nity of practice. 2016 Actuals 12 17% rievances have been re he early stages and wil es in a timely manner. ons with employees un development. This sup g from within. ticipating issues before Open, timely and topica	e and succession needs d retention. elopment programs to p 2017 Actuals 13 23% esolved to date. The Cit I continue to work with t successful in competition ports succession and we they arise and applyin I discussions with empl	2018 Forecast 2018 Forecast 10 13% 2018 vill continue to the union to look at 10 13% 2000 cons leads to greater workforce planning, a g practical lens to		
Where do we want to go? Measuring Success – Grievances Performance Measurements How much did we do? Number of grievances How well did we do it? Percentage of grievances with regards to promotions Story behind the data Is anyone better off? Story behind the data Where do we want to go?	which proactively identification in the image of the	tify key skill, knowledge for talent acquisition an el for learning and deve nity of practice. 2016 Actuals 12 17% rievances have been re he early stages and wil es in a timely manner. ons with employees un development. This sup g from within. ticipating issues before Open, timely and topica t of culture of open cor I supervisors to proacti	e and succession needs d retention. elopment programs to p 2017 Actuals 13 23% esolved to date. The Cit I continue to work with t successful in competition ports succession and we they arise and applyin I discussions with empl	2018 Forecast 2018 Forecast 10 13% 2018 continue to the union to look at 0 ons leads to greater workforce planning, a g practical lens to loyees and their unic		

HUMAN RESOURCES Performance Metrics

Measuring Success – Sick Leave/W	orksafeBC				
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?					
Total number of Sick Leave/ WorksafeBC absence hours		47,794 hrs sick leave/8,554 hrs WorkSafeBC	54,870 hrs sick leave/12,144 hrs WorkSafeBC	50,000 hrs sick leave/11,000 hrs WorkSafeBC	
How well did we do it?					
Reduction in total number of Sick Leave/WorksafeBC absence hours		6.4% increase hrs sick leave/ No change hrs WorkSafeBC	14.8% increase hrs sick leave/ 42% increase hrs WorkSafeBC	10% Sick Leave reduction/ 10% reduction WorkSafeBC	
Story behind the data	In 2017 a new WorkSafeBC Claims Management team was established. The City continues to work with this team to ensure they understand the City's programs and focus on return to work as soon as medically able.				
	Continued implementation of the attendance management program is needed with a goal o further reduction in sick leave use.				
Is anyone better off?					
Story behind the data	Continue to provide proactive safety awareness and training to reduce sick time/WSBC usage. 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.				
Where do we want to go?	Continue to promote and provide opportunities for early and safe return to work for both WorkSafeBC claims and sick leave.				

HUMAN RESOURCES Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Human Resources Administration	0	14,000	14,000	100.00%
Rehabilitation	0	20,000	20,000	100.00%
Total	0	34,000	34,000	100.00%
Expenditures/Transfers to Reserve				
Human Resources Administration	1,339,807	1,376,807	37,000	2.76%
Health, Safety and Rehabilitation Administration	492,014	508,809	16,795	3.41%
Rehabilitation	40,000	60,000	20,000	50.00%
Union Leave	40,050	40,050	0	0.00%
Total	1,911,871	1,985,666	73,795	3.86%
Net	1,911,871	1,951,666	39,795	2.08%



Business Unit: 2100 - Human Resources Administration

Department:	Human Resources	Budget Year:	2018
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Overview:

The Human Resources Department (HR) 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.

HR 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 was completed in mid-2017 and implementation of recommendations will be a focus for the department in 2018. Recommendations were grouped into the following categories:

Recruitment

- In an increasingly competitive market, the department will assess new strategies for talent acquisition and retention. Internal promotion will continue to be a key driver for providing employees with growth and development opportunities in support of employee engagement, workforce planning and business continuity
- The department provides workforce/succession planning and analysis while collaborating with business partners to identify and implement strategies to anticipate recruitment and development needs as well as minimize risk to business continuity
- The department will implement a new employee onboarding system to ensure all new employees have consistent access to employment information and are able to complete all required forms prior to their first day on the job. The system will also expedite the onboarding process and reduce manual data entry

Learning & Development

- HR will align learning supports with corporate priorities including leadership capacity, change management and performance feedback systems
- The City of Victoria project management framework, tools and training were launched in 2017. HR will support the advancement of project management through specialized training to support employees in writing effective project briefs, work project capacity analysis and risk analysis

Labour Relations:

- Renewed collective agreements will be in place between the City of Victoria and CUPE, IBEW (Electrical) and UBCJ (Carpenters)
- The department will continue to support proactive communication and problem solving in a continuing effort to reduce the number of formal grievances

Business Unit: 2100 - Human Resources Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
5075	Financial Stability Reserve	0	0	0	14,000	
Total Reve	enues/Funding Sources	0	0	0	14,000	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	598,307	696,943	800,669	800,669	+ 0.00 %
4080	Auxiliaries/RPT/Seasonal	64,408	33,945	0	0	
4102	Benefits	159,410	176,094	192,318	192,318	+ 0.00 %
4112	Mileage/Parking	8,072	9,605	10,000	13,000	+ 30.00 %
4116	Conferences/Travel	2,984	1,766	10,000	10,000	0.00 %
4118	Membership Fees	1,605	1,665	5,000	5,000	0.00 %
4120	Training and Development	75,730	87,963	120,000	134,000	+ 11.67 %
4214	Consulting ¹	0	0	0	60,000	
4216	Contracted Services	1,200	0	0	0	
4220	GVLRA ²	56,990	31,259	65,000	0	
4230	Professional	61,540	118,988	85,000	110,000	+ 29.41 %
4240	Recruitment	81,542	111,840	35,000	35,000	0.00 %
4310	Books/Publications	602	0	500	500	0.00 %
4312	Office Supplies	5,351	5,290	5,000	5,000	0.00 %
4364	Telecommunications	1,583	2,193	1,820	1,820	0.00 %
4814	Miscellaneous	738	283	500	500	0.00 %
6035	Transfer to Financial Stability Reserve	0	14,000	0	0	
9111	WO Inside Equipment Rentals	9	0	0	0	
9211	WO Regular Time	742	443	0	0	
9321	WO Outside Purchases	23,079	17,966	9,000	9,000	0.00 %
Total Expe	enditures/Transfers to Reserve	1,143,891	1,310,242	1,339,807	1,376,807	
Net Total		(1,143,891)	(1,310,242)	(1,339,807)	(1,362,807)	

¹ 2018 Council Motion – Inclusion Policy and Program

² Bring Collective Bargaining in House

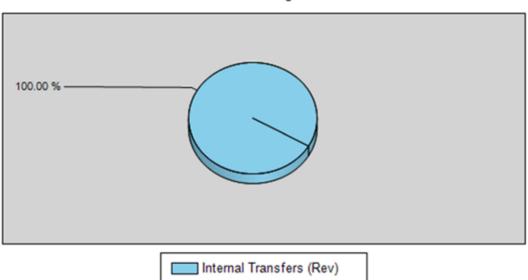
Business Unit: 2100 - Human Resources Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5075	Financial Stability Reserve	14,000	0	0	0	0
Total Rev	v/Funding Sources	14,000	0	0	0	0
% Increa	se <u> </u>		(100.00%)	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserve	•				
4010	Salaries - Exempt	800,669	816,683	833,018	849,678	866,671
4102	Benefits	192,318	196,164	200,088	204,089	208,171
4112	Mileage/Parking	13,000	13,260	13,525	13,796	14,072
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	134,000	122,400	124,848	127,345	129,892
4214	Consulting ¹	60,000	0	0	0	0
4230	Professional	110,000	112,200	114,444	116,733	119,068
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
Total Exp	p/Transfers to Reserve	1,376,807	1,328,864	1,355,442	1,382,551	1,410,201
% Increa	se		(3.48%)	2.00%	2.00%	2.00%
Net Total		(1,362,807)	(1,328,864)	(1,355,442)	(1,382,551)	(1,410,201)

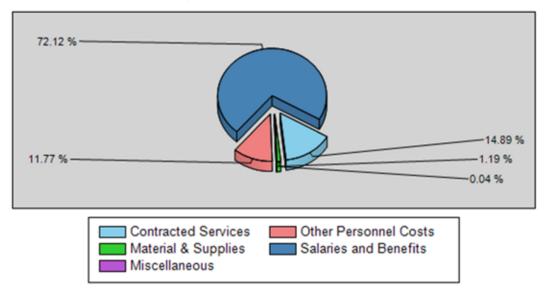
¹ 2018 Council Motion – Inclusion Policy and Program

Business Unit: 2100 - Human Resources Administration



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 2110 - Health, Safety and Rehabilitation

Department:	Human Resources	Budget Year:	2018
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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 to 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

• Forecasted for 2018 at 40,000 hours

WorkSafeBC

- Forecasted for 2018 at 8,500 hours
- Continue to provide proactive safety programs to reduce sick time, WorkSafeBC usage and support employees in maintaining and improving their health
- Human Resources with the support of department managers will continue to implement the attendance improvement programs 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 supports City services through reducing downtime for crews, reducing coordination time for crew leaders and provides a more consistent and predictable workforce
- With continued reduction in WorkSafeBC usage over the last three years, estimated insurance savings for 2018 2020 is more than \$300,000
- Continue to promote and provide opportunities for early and safe return to work
- Deliver health and safety training considering organizational risk. Focus in 2018 is to provide courses in support of staff obtaining the BC Municipal Safety Association's Supervisor Safety Certificate. Other areas of focus due to legislative changes will be traffic control person (TCP) and workplace hazardous materials information system (WHMIS)
- Continued 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
- Continued emphasis on reviewing of LTD benefits and services focusing on ways to prevent long term absences and supporting staff to return as soon as possible
- Emphasis on mental health awareness by providing in-house training on how to identify and assist those with mental health challenges. Training will provide support to employees and will provide tools to support fellow staff members, direct reports and members of the public
- Establish a single resource location for Occupational Health & Safety (OH&S) information. Provide staff with all the necessary documents and forms through SharePoint. This will save time, create greater understanding and ensure processes and forms are completed
- Review and revise the City's Employee and Family Assistance Program (EFAP) to ensure it is meeting the current and future needs of staff. Changes to the EFAP program are anticipated for early 2018

Business Unit: 2110 - Health, Safety and Rehabilitation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	214,080	200,815	210,195	210,195	+ 0.00 %
4016	Salaries - Inside	39,320	56,380	80,362	81,969	+ 2.00 %
4070	Overtime	97	6	0	0	
4102	Benefits	64,814	64,096	70,177	70,570	+ 0.56 %
4112	Mileage/Parking	3,011	2,244	4,100	4,100	0.00 %
4116	Conferences/Travel	425	484	2,500	2,500	0.00 %
4118	Membership Fees	955	750	955	955	0.00 %
4120	Training and Development	15,164	13,554	15,000	15,000	0.00 %
4216	Contracted Services ¹	50,278	53,640	65,000	85,000	+ 30.77 %
4230	Professional	28,563	28,633	35,000	35,000	0.00 %
4308	General Supplies	1,857	708	6,225	1,020	- 83.61 %
4364	Telecommunications	2,604	3,036	2,500	2,500	0.00 %
9111	WO Inside Equipment Rentals	5	18	0	0	
9211	WO Regular Time	285	222	0	0	
Total Expe	nditures/Transfers to Reserve	421,458	424,586	492,014	508,809	
Net Total		(421,458)	(424,586)	(492,014)	(508,809)	

¹ Employee and Family Assistance Program revamp planned for 2018

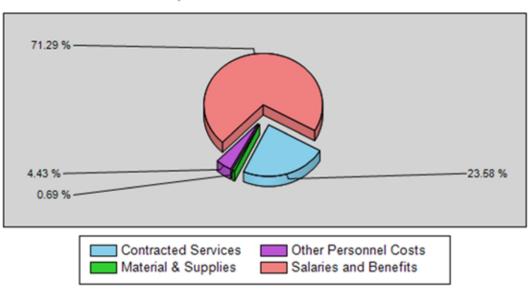
Business Unit: 2110 - Health, Safety and Rehabilitation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve)				
4010	Salaries - Exempt	210,195	214,399	218,687	223,060	227,521
4016	Salaries - Inside	81,969	83,609	85,292	86,986	88,726
4102	Benefits	70,570	71,982	73,424	74,890	76,388
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 ¹	85,000	66,300	67,626	68,979	70,358
4230	Professional	35,000	35,700	36,414	37,142	37,885
4308	General Supplies	1,020	1,040	1,061	1,082	1,104
4364	Telecommunications	2,500	2,550	2,601	2,653	2,706
Total Exp/Transfers to Reserve		508,809	498,585	508,572	518,728	529,103
% Increa	se		(2.01%)	2.00%	2.00%	2.00%
Net Tota	=	(508,809)	(498,585)	(508,572)	(518,728)	(529,103)

¹ Employee and Family Assistance Program revamp planned for 2018

Business Unit: 2110 - Health, Safety and Rehabilitation





Business Unit: 2116 - Rehabilitation

Department:	Human Resources	Budget Year:	2018
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Overview:

This program 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 transition of employees back into the workplace through accommodation or modified duties and support for temporary alternate duties

Business Unit: 2116 - Rehabilitation

Changes to Service Area:

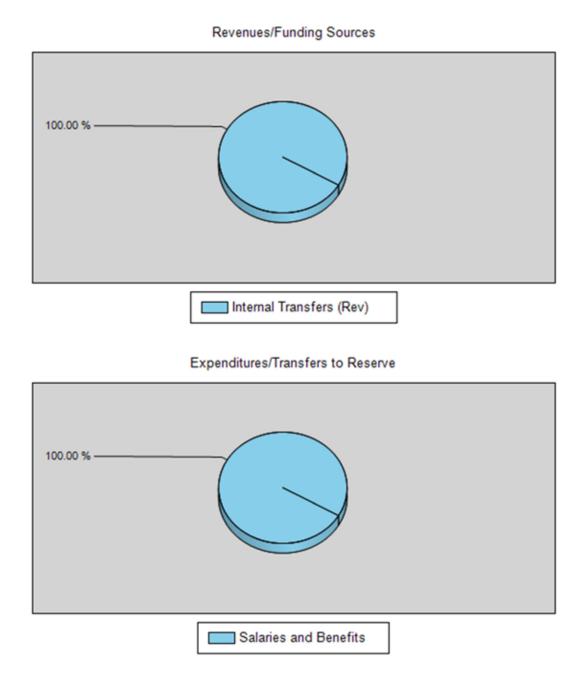
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
5075	Financial Stability Reserve	0	0	0	20,000	
Total Rev	venues/Funding Sources	0	0	0	20,000	
Expendi	itures/Transfers to Reserve					
4010	Salaries - Exempt	11,054	276	0	0	
4102	Benefits	3,238	4,071	0	0	
4308	General Supplies	1,040	1,596	0	0	
6035	Transfer to Financial Stability Reserve	0	20,000	0	0	
9111	WO Inside Equipment Rentals	0	360	0	0	
9211	WO Regular Time	43,472	13,571	40,000	60,000	+ 50.00 %
Total Exp	penditures/Transfers to Reserve	58,804	39,873	40,000	60,000	
Net Total	l	(58,804)	(39,873)	(40,000)	(40,000)	

Business Unit: 2116 - Rehabilitation

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5075	Financial Stability Reserve	20,000	0	0	0	0
Total Rev/Funding Sources		20,000	0	0	0	0
% Increa	ise		(100.00%)	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserv	e				
9211	WO Regular Time	60,000	40,800	41,616	42,448	43,297
Total Ex	p/Transfers to Reserve	60,000	40,800	41,616	42,448	43,297
% Increa	se		(32.00%)	2.00%	2.00%	2.00%
Net Tota		(40,000)	(40,800)	(41,616)	(42,448)	(43,297)

Business Unit: 2116 - Rehabilitation



Business Unit: 2120 - Union Leave

Department:	Human Resources	Budget Year:	2018
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Overview:

Administration of 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: 2120 - Union Leave

Changes to Service Area:

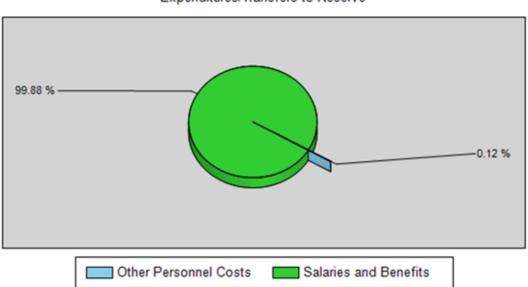
Accour	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4092	Union Leave - City Paid	35,337	35,857	40,000	40,000	0.00 %
4094	Union Leave - Union Paid	99,967	105,311	110,000	110,000	0.00 %
4112	Mileage/Parking	0	0	50	50	0.00 %
4819	Recovery - Union Leave	(99,245)	(105,415)	(110,000)	(110,000)	0.00 %
9211	WO Regular Time	178	57	0	0	
Total Expenditures/Transfers to Reserve		36,237	35,809	40,050	40,050	
Net Total		(36,237)	(35,809)	(40,050)	(40,050)	

Business Unit: 2120 - Union Leave

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
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)
Total Ex	p/Transfers to Reserve	40,050	40,851	41,668	42,501	43,351
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(40,050)	(40,851)	(41,668)	(42,501)	(43,351)

Business Unit: 2120 - Union Leave







Legal Services

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

- 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

Key Initiatives for 2018

- Election/Referendum
- Bylaw and Licensing Service Review

Legal Services

Budget Summary

2018 Base Expenditures	744,184
2018 One Time Expenditures	0
2018 Approved Expenditures	744,184
2017 Base Expenditures	738,684
2017 One Time Expenditures	0
2017 Approved Expenditures	738,684
Base Budget Change	5,500
Change by %	0.74%
2018 FTE	4.00
2017 FTE	4.00
Change	0
Change by %	0.00%

LEGAL SERVICES Performance Metrics

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast		
How much did we do?			1			
Number of new matters started		198	247	250		
Number of matters concluded		234	198	200		
Approximate number of in-house lawyer hours worked		4,050	5,200	5,000		
Number of external legal service hours purchased		535	450	250		
Approximate number of legal inquirie and requests for legal advice responded to by in-house lawyers	S	1,300	1,250	1,500		
How well did we do it?						
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast		
#1 – Average cost per hour of in-house lawyer time (incl. 25% for overhead costs)		\$155	\$145	\$145		
Average cost per hour of external legal services		\$300	\$307	\$315		
Story behind the data	While the legal budget remained mostly unchanged, the effective in-house hourly rate has decreased slightly (from \$155 to \$145 per hour) because certain fixed costs are no distributed over more in-house hours as a result of increase in in-house resources. Exte legal costs have been kept constant by targeted use of less expensive services when appropriate. The average gross cost of providing legal services in-house remains less t 50% of the cost of purchasing external legal services. The projection for 2018 forecast based on current level of in-house legal services.					
	Average hourly cost of legal services:					
	\$350.00 \$300.00 \$250.00 \$200.00 \$150.00 \$100.00 \$50.00	Legal Ser	rvice Cost			
	\$201	15 2016	2017	2018*		
			external			

LEGAL SERVICES Performance Metrics #2 - Percentage of matters completed within the established turnaround times 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. In 2015 only 60% of the files were completed within the Story behind the data established standard of 30 days, in 2016 that has improved to 82% of the files. In 2017, partly because of higher than expected development activity, it fell slightly to 76%. The system also tracks average activities on files providing us with a picture of where most time is spent once matters are referred to Legal Services The objective is for 75% of all matters to be completed within the standard turnaround times Where do we want to go? or less (30 days). Statistics for Closed File 90 80 70 60 50 40 30 20 10 0 2015 2016 2017 2018* % files closed within 30 days - target (75%) Average Activity of file in 2017 47% 🔳 Legal 📕 External 📓 Internal 📓 Hold Legal - time spent at Legal Services (e.g., drafting documents) Internal - time spent in another City department (e.g., waiting for instructions) External - time spent with applicant or applicant's lawyer (e.g., review of draft, waiting for additional information, etc.) Hold - time when legal work was suspended based on external instructions or applicant's request (e.g., legal work suspended while applicant is revising the proposal)

LEGAL SERVICES Performance Metrics

Is anyone better off?					
#1 – Performance Measurement -	Annual client satisfaction survey (surveys condu	ucted each June since 2015)			
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?		isfaction at 80% or better by continuing to pro is in terms of quality and timeliness. Continue ves of the City.			
	100 80 60 40 20 0 2015 ■% of clients satisfied or very satisfied with	on and Perceived Value			

Business Unit: 2350 - Legal Services

Department:Legal ServicesBudget Year:2018

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: 2350 - Legal Services

Changes to Service Area:

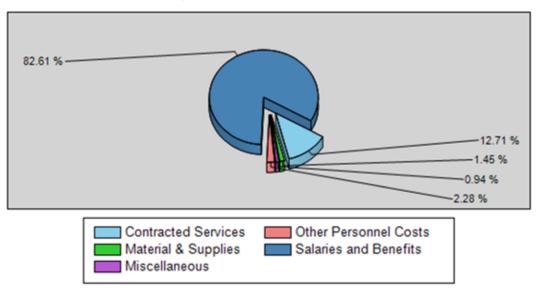
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	330,589	406,220	434,426	434,426	+ 0.00 %
4016	Salaries - Inside	58,862	59,070	59,838	61,043	+ 2.01 %
4102	Benefits	84,589	97,401	119,008	119,303	+ 0.25 %
4112	Mileage/Parking	1,109	1,378	2,500	2,500	0.00 %
4116	Conferences/Travel	517	0	1,500	1,500	0.00 %
4118	Membership Fees	4,102	7,878	4,000	8,000	+ 100.00 %
4120	Training and Development	953	1,977	5,000	5,000	0.00 %
4216	Contracted Services	188,169	137,829	93,097	93,097	0.00 %
4228	Printing	2,317	3,535	1,000	1,000	0.00 %
4230	Professional	1,394	2,639	1,500	1,500	0.00 %
4310	Books/Publications	6,561	8,436	6,000	6,000	0.00 %
4312	Office Supplies	1,153	1,293	2,000	2,000	0.00 %
4364	Telecommunications	1,229	1,509	1,815	1,815	0.00 %
4814	Miscellaneous	9,896	12,696	7,000	7,000	0.00 %
4824	Recovery	0	(3,381)	0	0	
Total Expe	enditures/Transfers to Reserve	691,438	738,479	738,684	744,184	
Net Total		(691,438)	(738,479)	(738,684)	(744,184)	

Business Unit: 2350 - Legal Services

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve	9				
4010	Salaries - Exempt	434,426	443,114	451,977	461,016	470,236
4016	Salaries - Inside	61,043	62,264	63,509	64,780	66,075
4102	Benefits	119,303	121,689	124,123	126,605	129,137
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	8,000	8,160	8,323	8,490	8,659
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
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	6,120	6,242	6,367	6,495
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	7,140	7,283	7,428	7,577
Total Ex	p/Transfers to Reserve	744,184	759,068	774,249	789,734	805,529
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	- -	(744,184)	(759,068)	(774,249)	(789,734)	(805,529)

Business Unit: 2350 - Legal Services



Expenditures/Transfers to Reserve



Parks, Recreation and Facilities

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

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, skate park and 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 m² 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)

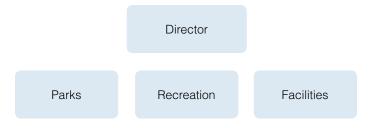
- Administration of bookings for tennis courts, Royal Athletic Park and 45 sports fields
- Youth Services and Leaders-in-Training Program
- Partner with Community and Seniors Centre operators in program delivery
- Facilities
 - Oversee maintenance of the City's inventory of approximately 109 buildings 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

Key Initiatives for 2018

- Crystal Pool and Wellness Centre Replacement Project
- World Junior Hockey Championships
- Cecelia Park Improvement Plan
- Parks Condition Assessment
- Summitt Park Playground Renewal
- Topaz Park Improvement Plan

Parks, Recreation and Facilities

Budget Summary	
2018 Base Expenditures	21,167,279
2018 One Time Expenditures	676,795
2018 Approved Expenditures	21,844,074
2017 Base Expenditures	20,477,178
2017 One Time Expenditures	745,109
2017 Approved Expenditures	21,222,287
Base Budget Change	690,101
Change by %	3.37%
2018 Base Revenues	2,679,151
2018 One Time Revenues	372,795
2018 Approved Revenues	3,051,946
2017 Base Revenues	2,652,857
2017 One Time Revenues	334,109
2017 Approved Revenues	2,986,966
Base Budget Change	26,294
Change by %	0.99%
2018 FTE	179.74
2017 FTE	176.81
Change	2.93
Change by %	1.63%



PARKS INFRASTRUCTURE Performance Metrics

Measuring Success – Playground M	laintenance			
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?		-	-	-
Total number of playgrounds maintained		40	40	40
How well did we do it?				
Total number of formal playground inspections		480	480	480
Total investment in playground replacement in thousands		\$248	\$210	\$400
Total investment in playground maintenance in thousands		\$113	\$229	\$129
Story behind the data	Playgrounds are visited weekly for routine maintenance and inspected monthly in compliance with CSA safety standards.			
Is anyone better off?				
Story behind the data	creative equipment en	portant feature in our co courages children and t as been installed beside ctive together.	families to be active. Ac	lult fitness equipment
Where do we want to go?	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 prioritized based on thorough condition assessments that will be completed as part of the asset inventory and condition assessment that is proposed in early 2018.			

PARKS ARBORICULTURE Performance Metrics

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?		1	1	1
Total number of trees		32,857	33,000	33,000
Addition of trees planted		318	328	250
Removal of trees		214	150	375
How well did we do it?				
Number of trees visually assessed (% of total)		900 (2.7%)	760 (2.3%)	990 (3.0%)
Calls for Service (tree related)		1,500	1,276	1,350
Total number of tree limb failures		250	220	250
Story behind the data	property. Significant failure can have serious consequences to individuals and propert A system of identification, inspection and pro-active measures to mitigate risks associa with failure are key elements to effectively manage a large urban forest.			gate risks associated
Is anyone better off?				
Story behind the data	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.			
Where do we want to go?	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

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?			I	
Total number of young trees (7 years or less)		1,250	1,470	1,250
How well did we do it?				
Survival rate (%) of new trees planted		99%	98%	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.		a measure of the	
Is anyone better off?	1			
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 – Horticultu	re Maintenance			
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Total area of annual horticultural displays maintained in m ²		2,700	2,690	2,725
Total area of perennial displays		533	640	750
How well did we do it?				
Horticultural maintenance cost in \$ per m ²		\$94	\$84	\$89
Story behind the data	There are 2,690 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.			
Is anyone better off?				
	Survival rate of annual	plants is 98%.		
Story behind the data	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 Maintenan	ce			
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Total area of turf maintained (excludes artificial & BHP all weather fields)		N/A	1,568,468 m ²	1,568,468 m ²
Length of boulevards maintained in m ²		208,063 m ²	208,063 m ²	208,063 m ²
How well did we do it?	•			·
Turf maintenance – cost per m²/type of use (excluding RAP)		\$3.12	\$1.57	\$1.60
Story behind the data	The projections are a blend of costs for taxed boulevards. Service levels are higher on taxed boulevards. Cost increases primarily reflect increased wages.			
Cost of boulevards maintained per m ²		\$2.60 m ²	\$2.70 m ²	\$2.77 m ²
Story behind the data		plend of costs for taxed t increases primarily ref	boulevards. Service lev lect increased wages.	els are higher on
Is anyone better off?	1			
Story behind the data	The highest number of complaints received is with respect to untaxed boulevards that are not maintained by the property owner, tenant or lessee. The second highest is weed content.			
Where do we want to go?	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

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
How much did we do?			1	1	
Total area of natural areas (m ²)		925,934	925,934	925,934	
How well did we do it?					
Area of 'Early Detection Rapid Response' (EDRR) invasive plants actively being managed (m ²) (Knotweed sp., Lesser Celandine, Carpet Burweed, Giant Hog Weed)		14,006	14,500	16,000	
Story behind the data	Invasive plants categorized in the 'Early Detection Rapid Response' (EDRR) are aggressiv 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. Unfortunate 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.				
Is anyone better off?					
Story behind the data	not all are found in our Species at risk found i Prairie Violet, Purple S	ecies at risk in Garry Oa parks, but rare species n our parks system: De anicle, Howell's Triteleia	s can be found across t Itoid Balsamroot, Dense	he parks system. e-flowered Lupine,	
	Other rare species in our parks system: Fern-leaved Lomatium, Blue Violet, Chocolate Lily, Yampah, Monkey Flower, Satinflower, Shooting Star(s)				
	follow the Federal Spe	n and environmental fac cies at Risk Act in orde ur Natural Areas provid	r to help protect these r	are plant species.	
Where do we want to go?	-	et and increase the pop ria land. Provide leaders o preserve, propagate.	ship, education and gui	dance to the public	

RECREATION Performance Metrics

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?			·	•
Number of Aquafit and Fitness class drop-in participants		23,599	21,268	22,000
Total # of annual visitors		385,201	388,665	400,000
Number of children who learned to swim		1,881	1,352	1,800
Number of registrants in summer camps		1,581	1,934	1,900
Percent of total registrations online		17.4%	20.1%	30%
Total revenue generated at Crystal Pool		1,775,008	1,726,666	1,800,000
How well did we do it?				_
% Increase of program registrants over prior year		8%	8%	2%
% increase of drop-in participants over prior year		8%	-9%	2%
Pool utilization *Based on total operating hours		43.9%	44%	45%
Story behind the data	 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. A new reservation and registration software was launched in Q4 2017. We anticipate this will generate modest revenue increases, but expect on-line registration to increase steadily as the community embraces the simplicity and convenience of this new system. 			
Is anyone better off?				
Story behind the data	The variance within service areas in 2017, speaks to the continual shift in how the public access recreation services and industry trending. In particular, we saw a large increase in Summer Camp demand in 2017 due to the state of affordable child care in the region, and will continue to monitor the demand.			
Where do we want to go?	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.			

RECREATION Performance Metrics

Measuring Success – L.I.F.E. Progra Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Total Number of Life Participants		2,799	2,507	3,000
How well did we do it?			1	
Percentage of L.I.F.E. participants of those eligible for the program		14.8%	14.7%	15%
Story behind the data	Since 2013 the applicant total has stabilized to within the 2,900-3,000 range.			
Is anyone better off?				
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		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Cleaning of City Buildings		19 buildings	19 buildings	19 buildings
Recycle Totals for Buildings		Paper – 16,580 Kg	Paper – 17,790 Kg	Paper – 18,500 Kg
		Plastic – 2,290 Kg	Plastic – 2,590 Kg	Plastic – 3,000 Kg
Event Set-ups		516 Set ups	540 Set ups	560 Set ups
How well did we do it?		-		
Total area cleaned per day (1,004,600 sq ft/477,000 man-hours)		38,590 sq ft cleaned per person daily.	38,590 sq ft cleaned per person daily.	38,590 sq ft cleaned per person daily.
		5,513 sq ft cleaned per person each hour.	5,513 sq ft cleaned per person each hour.	5,513 sq ft cleaned per person each hour.
Story behind the data	Building Services provides pro-active and demand-based cleaning services in a wide rang 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.			aning is provided at
Is anyone better off?				
Story behind the data	Facilities provides jani	torial services to buildin	gs to ensure the buildin	gs are safe and clean.
Where do we want to go?	We are currently establishing 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.			

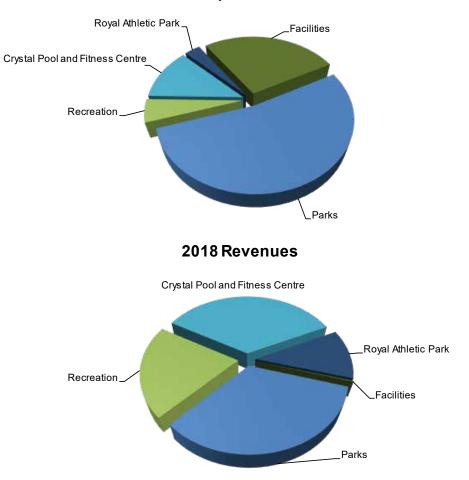
BUILDING SERVICES Performance Metrics

Measuring Success				
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
Estimated Replacement Value of Buildings		\$330 million	\$331 million	TBD
Number of City Buildings		104 buildings owned by the City, 85 of which are maintained by City staff.	104 buildings owned by the City, 85 of which are maintained by City staff.	104 buildings owned by the City, 85 of which are maintained by City staff.
Number of Projects Managed		56	54	84
Number of Service Contracts		16	16	16
Total Site Applications of Service Contracts		361	361	361
Number of Monthly Maintenance Requests		371	452	450
Number of Yearly Maintenance Requests		4,451	5,424	5,500
How well did we do it?		1	1	1
Customer Satisfaction Survey		N/A	TBD	TBD
Story behind the data	City of Victoria buildings are maintained by a staff of 7 full time employees. Facility Projec 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.			orograms ensure all
Is anyone better off?				
Story behind the data	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.			
Where do we want to go?	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

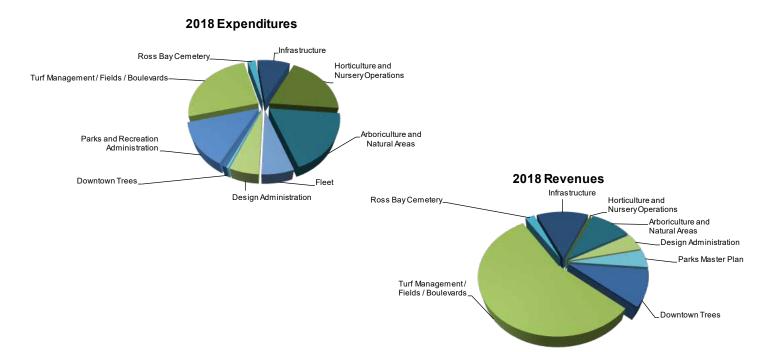
	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Parks	965,969	1,005,751	39,782	4.12%
Recreation	633,211	633,555	344	0.05%
Crystal Pool and Fitness Centre	1,032,786	1,065,946	33,160	3.21%
Royal Athletic Park	334,700	341,394	6,694	2.00%
Facilities	20,300	5,300	(15,000)	-73.89%
Total	2,986,966	3,051,946	64,980	2.18%
Expenditures/Transfers to Reserve				
Parks	11,260,581	11,556,988	296,407	2.63%
Recreation	1,103,900	1,129,989	26,089	2.36%
Crystal Pool and Fitness Centre	2,562,606	2,588,394	25,788	1.01%
Royal Athletic Park	660,651	673,500	12,849	1.94%
Facilities	5,634,550	5,895,204	260,654	4.63%
Total	21,222,287	21,844,073	621,787	2.93%
Net	18,235,321	18,792,127	556,807	3.05%

2018 Expenditures



PARKS Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Turf Management/Fields/Boulevards	550,000	550,200	200	0.04%
Ross Bay Cemetery	23,300	23,300	0	0.00%
Infrastructure	25,750	129,564	103,814	403.16%
Horticulture and Nursery Operations	2,520	2,520	0	0.00%
Arboriculture and Natural Areas	88,290	101,167	12,877	14.58%
Design Administration	47,209	49,000	1,791	3.79%
Parks Master Plan	138,000	50,000	(88,000)	-63.77%
Downtown Trees	90,900	100,000	9,100	10.01%
Total	965,969	1,005,751	39,782	4.12%
Expenditures/Transfers to Reserve				
Parks and Recreation Administration	1,561,285	1,545,294	(15,991)	-1.02%
Turf Management / Fields / Boulevards	2,845,196	2,877,612	32,416	1.14%
Ross Bay Cemetery	254,865	259,962	5,097	2.00%
Infrastructure	1,075,285	1,053,861	(21,424)	-1.99%
Horticulture and Nursery Operations	2,196,118	2,237,298	41,180	1.88%
Arboriculture and Natural Areas	1,873,311	2,080,100	206,789	11.04%
Fleet	627,700	710,500	82,800	13.19%
Design Administration	597,921	642,361	44,440	7.43%
Parks Master Plan	138,000	50,000	(88,000)	-63.77%
Downtown Trees	90,900	100,000	9,100	10.01%
Total	11,260,581	11,556,988	296,407	2.63%
Net	10,294,612	10,551,237	256,625	2.49%



Service Area: Parks and Recreation Administration

Department:

Parks, Recreation and Facilities

Budget Year: 2018

Overview:

Parks and Recreation Administration provides support of the overall administration of 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 33,000 city-owned trees
- The operating agreement and management of the community recreation time at Save-On-Foods Memorial Centre
- Manages 208,063m² 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

Service Area: Parks and Recreation Administration

Changes to Service Area:

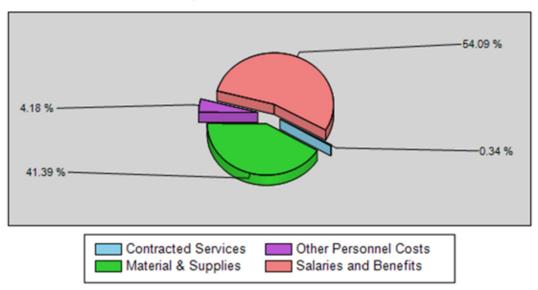
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditur	res/Transfer To Reserve					
4010	Salaries - Exempt	528,221	534,733	540,883	540,883	+ 0.00 %
4016	Salaries - Inside	59,094	103,030	130,095	132,688	+ 1.99 %
4070	Overtime	2,819	5,086	0	0	
4080	Auxiliaries/RPT/Seasonal	25,463	27,421	0	0	
4102	Benefits	137,155	155,640	161,578	162,214	+ 0.39 %
4112	Mileage/Parking	4,055	4,581	3,761	6,000	+ 59.53 %
4116	Conferences/Travel	7,741	18,519	12,900	13,158	+ 2.00 %
4118	Membership Fees	8,846	6,887	8,950	9,129	+ 2.00 %
4120	Training and Development	23,077	31,059	35,600	36,312	+ 2.00 %
4216	Contracted Services	7,351	5,082	5,168	5,271	+ 1.99 %
4226	Photocopy	150	542	0	0	
4312	Office Supplies	20,210	23,741	22,205	22,650	+ 2.00 %
4316	Protective Clothing/Uniforms	0	0	0	1,825	
4360	Hydro	13,055	16,492	28,652	16,000	- 44.16 %
4364	Telecommunications	49,847	53,023	48,200	49,164	+ 2.00 %
4366	Water	500,857	473,810	563,292	550,000	- 2.36 %
4814	Miscellaneous	33	283	0	0	
Total Exper	nditures/Transfer To Reserve	1,387,595	1,459,927	1,561,285	1,545,294	
Net Total		(1,387,595)	(1,459,927)	(1,561,285)	(1,545,294)	

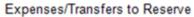
Service Area: Parks and Recreation Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	540,883	551,701	562,735	573,990	585,469
4016	Salaries - Inside	132,688	135,342	138,048	140,811	143,609
4102	Benefits	162,214	165,458	168,767	172,142	175,585
4112	Mileage/Parking	6,000	6,120	6,242	6,367	6,495
4116	Conferences/Travel	13,158	13,421	13,690	13,963	14,243
4118	Membership Fees	9,129	9,312	9,498	9,688	9,882
4120	Training and Development	36,312	37,038	37,779	38,535	39,305
4216	Contracted Services	5,271	5,271	5,377	5,484	5,594
4312	Office Supplies	22,650	23,103	23,565	24,036	24,517
4316	Protective Clothing/Uniforms	1,825	1,862	1,899	1,937	1,975
4360	Hydro	16,000	16,560	17,140	17,739	18,360
4364	Telecommunications	49,164	50,147	51,150	52,173	53,217
4366	Water	550,000	577,500	606,375	636,694	668,528
Total Exp	enditures/Transfer To Reserve	1,545,294	1,592,835	1,642,265	1,693,560	1,746,780
% Increa	se		3.08%	3.10%	3.12%	3.14%
Net Total		(1,545,294)	(1,592,835)	(1,642,265)	(1,693,560)	(1,746,780)

Service Area: Parks and Recreation Administration





Service Area: Parks Turf Management/Fields/Boulevards

Department:

Parks, Recreation and Facilities

Budget Year: 2018

Overview:

Provide 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
- 2,030 cubic meters of leaves picked up annually

Landscape construction provides support to Public Works crews and assists with landscape projects undertaken in Parks.

Service Area: Parks Turf Management/Fields/Boulevards

Changes to Service Area:

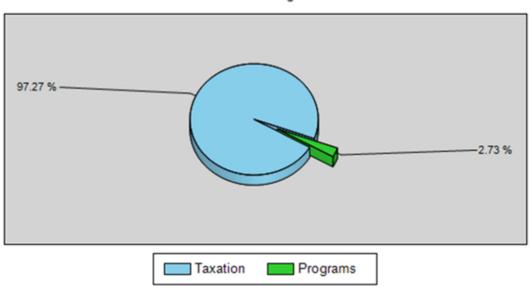
Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
3012	Boulevard Tax	539,330	538,235	535,000	535,200	+ 0.04 %
3274	Miscellaneous Fees	14,153	13,075	15,000	15,000	0.00 %
9011	Work Order Revenue	3,827	4,575	0	0	
Total Re	ev/Funding Sources	557,311	555,885	550,000	550,200	
Expend	itures/Transfers to Reserve					
4824	Recovery	(46,204)	(32,731)	0	0	
9111	WO Inside Equipment Rentals	13,038	14,338	10,764	11,000	+ 2.19 %
9121	WO Outside Equipment Rentals	24,397	31,546	13,394	25,000	+ 86.65 %
9211	WO Regular Time	1,988,319	2,077,744	2,256,934	2,292,002	+ 1.55 %
9221	WO Overtime	41	28,811	0	0	
9311	WO Inventory Purchases	88,538	74,456	75,519	78,900	+ 4.48 %
9321	WO Outside Purchases	336,773	393,090	371,912	339,650	- 8.67 %
9411	WO Contracted Services	29,490	51,950	80,319	92,606	+ 15.30 %
9421	WO Consulting Services	8,979	0	0	0	
9511	WO Gas	3,973	3,858	10,854	10,854	0.00 %
9551	WO Bio Diesel	23,413	20,506	20,400	22,080	+ 8.24 %
9571	Marked Gas	5,001	6,505	5,100	5,520	+ 8.24 %
Total Ex	p/Transfers to Reserve	2,475,758	2,670,073	2,845,196	2,877,612	
Net Tota	al	(1,918,447)	(2,114,188)	(2,295,196)	(2,327,412)	

Service Area: Parks Turf Management/Fields/Boulevards

5 Year Forecast:

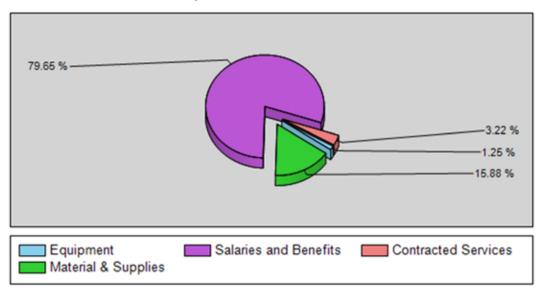
		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3012	Boulevard Tax	535,200	545,904	556,822	567,959	579,318
3274	Miscellaneous Fees	15,000	15,300	15,606	15,918	16,236
Total Rev	v/Funding Sources	550,200	561,204	572,428	583,877	595,554
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expendit	ures/Transfer To Reserve					
9111	WO Inside Equipment Rentals	11,000	11,210	11,425	11,644	11,867
9121	WO Outside Equipment Rentals	25,000	25,500	26,010	26,530	27,061
9211	WO Regular Time	2,292,002	2,337,732	2,384,376	2,431,953	2,480,482
9311	WO Inventory Purchases	78,900	80,478	82,088	83,729	85,404
9321	WO Outside Purchases	339,650	346,443	353,372	360,439	367,648
9411	WO Contracted Services	92,606	94,433	96,296	98,196	100,074
9511	WO Gas	10,854	11,080	11,310	11,545	11,786
9551	WO Bio Diesel	22,080	22,522	22,972	23,431	23,900
9571	Marked Gas	5,520	5,630	5,743	5,858	5,975
Total Exp	o/Transfer to Reserve	2,877,612	2,935,028	2,993,592	3,053,326	3,114,197
% Increa	se		2.00%	2.00%	2.00%	1.99%
Net Total		(2,327,412)	(2,373,824)	(2,421,164)	(2,469,449)	(2,518,643)

Service Area: Parks Turf Management/Fields/Boulevards



Revenues/Funding Sources

Expenses/Transfers to Reserve



Service Area: Parks Ross Bay Cemetery

Department:

Parks, Recreation and Facilities Budget Year: 2018

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.

The Ross Bay Cemetery is 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 the Cemetery and Dallas Road
- Oversee 16,000 curbs and headstones
- · Undertake annual maintenance involving leveling and replacing aging grave curbing and headstones
- Perform an average of 25 ash and 5 casket internments 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

Service Area: Parks Ross Bay Cemetery

Changes to Service Area:

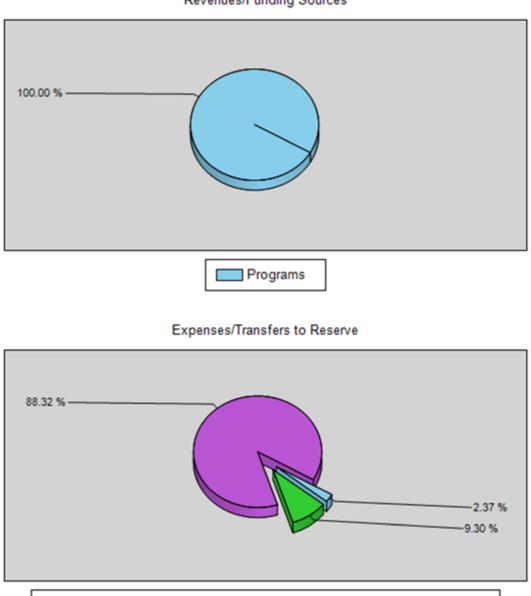
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3238	Cemetery Fees/Interest	24,180	28,990	11,300	11,300	0.00 %
3274	Miscellaneous Fees	14,460	17,199	12,000	12,000	0.00 %
Total Rev	//Funding Sources	38,640	46,189	23,300	23,300	
Expendit	ures/Transfers to Reserve					
4364	Telecommunications	0	0	1,020	1,040	+ 1.96 %
9111	WO Inside Equipment Rentals	160	0	500	510	+ 2.00 %
9121	WO Outside Equipment Rentals	8,002	8,388	5,550	5,661	+ 2.00 %
9211	WO Regular Time	237,155	235,060	225,105	229,607	+ 2.00 %
9221	WO Overtime	0	1,926	0	0	
9311	WO Inventory Purchases	506	1,799	1,220	1,244	+ 1.97 %
9321	WO Outside Purchases	3,952	4,616	21,470	21,900	+ 2.00 %
9411	WO Contracted Services	522	8,850	0	0	
Total Exp	o/Transfers to Reserve	250,297	260,639	254,865	259,962	
Net Total		(211,657)	(214,450)	(231,565)	(236,662)	

Service Area: Parks Ross Bay Cemetery

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
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
Total Rev	v/Funding Sources	23,300	23,300	23,300	23,300	23,300
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4364	Telecommunications	1,040	1,061	1,082	1,104	1,126
9111	WO Inside Equipment Rentals	510	520	531	541	552
9121	WO Outside Equipment Rentals	5,661	5,774	5,890	6,007	6,128
9211	WO Regular Time	229,607	234,199	238,883	243,661	248,534
9311	WO Inventory Purchases	1,244	1,269	1,294	1,320	1,347
9321	WO Outside Purchases	21,900	22,338	22,785	23,240	23,705
Total Exp	o/Transfer to Reserve	259,962	265,161	270,464	275,874	281,391
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(236,662)	(241,861)	(247,164)	(252,574)	(258,091)

Service Area: Parks Ross Bay Cemetery



Salaries and Benefits

Equipment Material & Supplies

Revenues/Funding Sources

Service Area: Parks Infrastructure

Department:

Parks, Recreation and Facilities Budget Year: 2018

Overview:

Parks Infrastructure maintains the hard infrastructure/assets in parks, including fences, playgrounds, outdoor exercise equipment, benches, picnic tables, bleachers, pathways, signage, the 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.

Other services provided include:

- Repair and maintenance of irrigation systems and operational/compliance upgrades. 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, 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 and 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.

Service Area: Parks Infrastructure

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3274	Miscellaneous Fees	95	0	0	0	
5075	Financial Stability Reserve ¹	0	0	0	103,814	
9011	Work Order Revenue	800	2,300	25,750	25,750	0.00 %
Total Rev	//Funding Sources	895	2,300	25,750	129,564	
Expendit	ures/Transfers to Reserve					
4824	Recovery	(2,769)	0	0	0	
6035	Transfer to Financial Stability Reserve	0	103,814	0	0	
9111	WO Inside Equipment Rentals	3,226	3,470	3,285	3,400	+ 3.50 %
9121	WO Outside Equipment Rentals	3,202	2,236	2,055	2,096	+ 2.00 %
9211	WO Regular Time	667,320	698,336	932,036	913,973	- 1.94 %
9221	WO Overtime	0	11,554	0	0	
9311	WO Inventory Purchases	25,369	44,839	25,522	26,032	+ 2.00 %
9321	WO Outside Purchases ¹	80,650	96,648	106,740	87,600	- 17.93 %
9411	WO Contracted Services	2,068	50,215	5,647	5,760	+ 2.00 %
9421	WO Consulting Services ²	0	0	0	15,000	
Total Exp	/Transfers to Reserve	779,065	1,011,112	1,075,285	1,053,861	
Net Total	=	(778,170)	(1,008,812)	(1,049,535)	(924,297)	

¹ 2017 Council Motion – Parks Infrastructure Support

² 2018 Community Garden Program

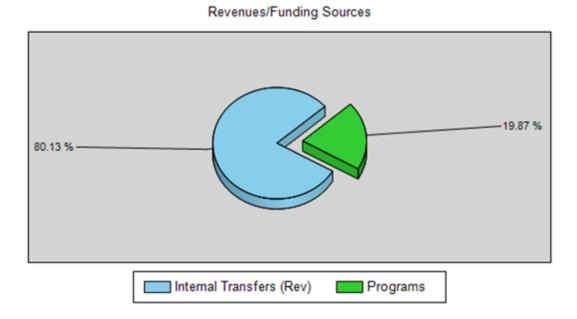
Service Area: Parks Infrastructure

5 Year Forecast:

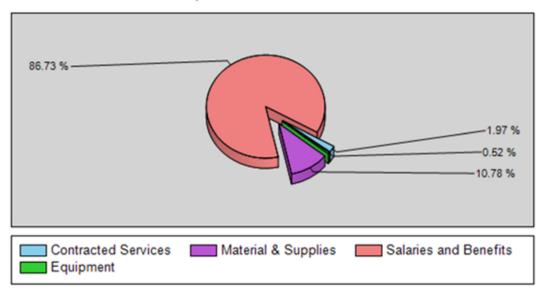
		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
5075	Financial Stability Reserve ¹	103,814	0	0	0	0
9011	Work Order Revenue	25,750	26,265	26,790	27,326	27,873
Total Rev	//Funding Sources	129,564	26,265	26,790	27,326	27,873
% Increa	se		(79.73%)	2.00%	2.00%	2.00%
Expendit	ures/Transfer To Reserve					
9111	WO Inside Equipment Rentals	3,400	3,468	3,537	3,608	3,680
9121	WO Outside Equipment Rentals	2,096	2,138	2,181	2,224	2,269
9211	WO Regular Time ¹	913,973	838,688	855,462	872,572	890,023
9311	WO Inventory Purchases	26,032	26,553	27,084	27,625	28,178
9321	WO Outside Purchases	87,600	77,010	78,550	80,121	81,724
9411	WO Contracted Services	5,760	5,875	5,993	6,113	6,235
9421	WO Consulting Services ²	15,000	15,300	15,606	15,918	16,236
Total Exp	o/Transfer to Reserve	1,053,861	969,032	988,413	1,008,181	1,028,345
% Increa	se		(8.05%)	2.00%	2.00%	2.00%
Net Total	=	(924,297)	(942,767)	(961,623)	(980,855)	(1,000,472)

¹ 2017 Council Motion – Parks Infrastructure Support
 ² 2018 Community Garden Program

Service Area: Parks Infrastructure



Expenses/Transfers to Reserve



Service Area: Parks Horticulture and Nursery Operations

Department:

Parks, Recreation and Facilities Budget Year: 2018

Overview:

The services provided 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 m² of annual bed area throughout the City)
- Over 200 boulevard shrub plantings
- · 35 park shrub beds
- Beds and landscaping around City Hall, Victoria Police Department, Crystal Pool and Fitness Centre, Victoria Conference Centre, 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.)

Service Area: Parks Horticulture and Nursery Operations

Changes to Service Area:

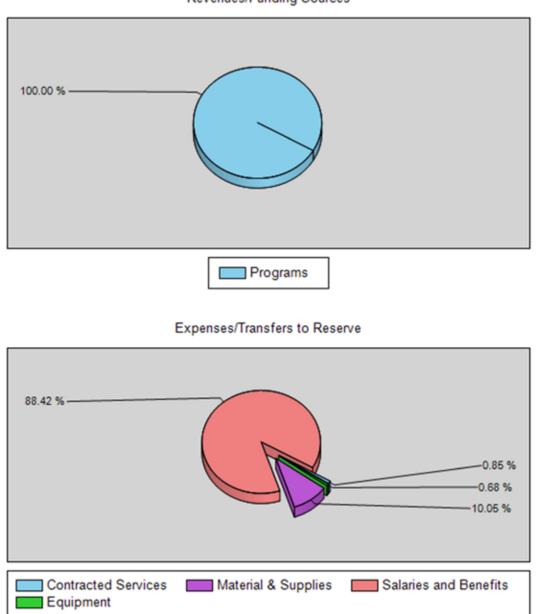
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3274	Miscellaneous Fees	4,216	3,725	1,520	1,520	0.00 %
3275	Registration Fees	553	0	0	0	
9011	Work Order Revenue	0	1,257	1,000	1,000	0.00 %
Total Rev	/Funding Sources	4,768	4,982	2,520	2,520	
Expendit	ures/Transfers to Reserve					
4824	Recovery	(5,668)	0	0	0	
9111	WO Inside Equipment Rentals	4,623	9,925	2,550	3,000	+ 17.65 %
9121	WO Outside Equipment Rentals	10,958	6,915	12,082	12,324	+ 2.00 %
9211	WO Regular Time	1,926,769	1,821,461	1,965,368	2,004,676	+ 2.00 %
9221	WO Overtime	260	39,640	0	0	
9311	WO Inventory Purchases	27,436	29,150	19,380	19,768	+ 2.00 %
9321	WO Outside Purchases	173,984	155,453	200,998	202,007	+ 0.50 %
9411	WO Contracted Services	54,626	24,455	19,000	19,354	+ 1.86 %
9421	WO Consulting Services	2,640	1,800	0	0	
9541	WO Propane	0	0	6,000	6,000	0.00 %
9824	Work Order Recoveries	(32,489)	(26,161)	(29,260)	(29,831)	+ 1.95 %
Total Exp	/Transfers to Reserve	2,169,616	2,057,945	2,196,118	2,237,298	
Net Total		(2,164,848)	(2,052,963)	(2,193,598)	(2,234,778)	

Service Area: Parks Horticulture and Nursery Operations

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
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
Total Rev	v/Funding Sources	2,520	2,520	2,520	2,520	2,520
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
9111	WO Inside Equipment Rentals	3,000	3,060	3,121	3,184	3,247
9121	WO Outside Equipment Rentals	12,324	12,570	12,822	13,078	13,340
9211	WO Regular Time	2,004,676	2,044,770	2,085,665	2,127,378	2,169,926
9311	WO Inventory Purchases	19,768	20,163	20,567	20,978	21,398
9321	WO Outside Purchases	202,007	206,047	210,168	214,371	218,659
9411	WO Contracted Services	19,354	19,741	20,136	20,539	20,949
9541	WO Propane	6,000	6,120	6,242	6,367	6,495
9824	Work Order Recoveries	(29,831)	(30,414)	(31,008)	(31,614)	(32,232)
Total Exp	o/Transfer to Reserve	2,237,298	2,282,058	2,327,713	2,374,281	2,421,781
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		(2,234,778)	(2,279,538)	(2,325,193)	(2,371,761)	(2,419,261)

Service Area: Parks Horticulture and Nursery Operations



Revenues/Funding Sources

Service Area: Parks Arboriculture and Natural Areas

Department:

Parks, Recreation and Facilities Budget Year: 2018

Overview:

An urban forest comprises the trees within 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 33,000 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 1200+ calls for service each year, including emergency response
- Plant up to 250 trees annually; maintain 1,250 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

Service Area: Parks Arboriculture and Natural Areas

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3274	Miscellaneous Fees	280	320	0	0	
3760	Grants	30,600	0	0	0	
5068	Trf from Tree Reserve	0	45,290	45,290	45,290	0.00 %
5075	Financial Stability Reserve ¹	0	0	0	46,127	
9011	Work Order Revenue	2,200	1,840	0	0	
9060	WO Grants ²	0	17,000	43,000	9,750	- 77.33 %
Total Rev	/Funding Sources	33,080	64,450	88,290	101,167	
Expendit	ures/Transfers to Reserve					
4236	Land Services	15,030	0	0	0	
4824	Recovery	(6,547)	0	0	0	
6035	Transfer to Financial Stability Reserve	0	46,128	0	0	
9111	WO Inside Equipment Rentals	6,004	4,006	2,250	2,300	+ 2.22 %
9121	WO Outside Equipment Rentals	5,984	7,675	5,000	5,100	+ 2.00 %
9211	WO Regular Time ³	1,313,683	1,318,427	1,387,025	1,564,566	+ 12.80 %
9221	WO Overtime	334	37,778	12,180	12,672	+ 4.04 %
9311	WO Inventory Purchases	8,410	8,696	9,270	9,456	+ 2.01 %
9321	WO Outside Purchases ²	127,781	127,310	113,506	91,917	- 19.02 %
9411	WO Contracted Services ¹	131,079	169,931	343,080	393,069	+ 14.57 %
9421	WO Consulting Services	0	1,538	0	0	
9551	WO Bio Diesel	187	0	1,000	1,020	+ 2.00 %
Total Exp	/Transfers to Reserve	1,588,631	1,721,929	1,873,311	2,080,100	
Net Total	=	(1,555,551)	(1,657,479)	(1,785,021)	(1,978,933)	

¹ 2017 Council Motion – High Risk Tree Removal

² CN EcoConnections Grant & BC Hydro Re-Greening Grant
 ³ 2017 Council Motion – Parks Arboriculture Support

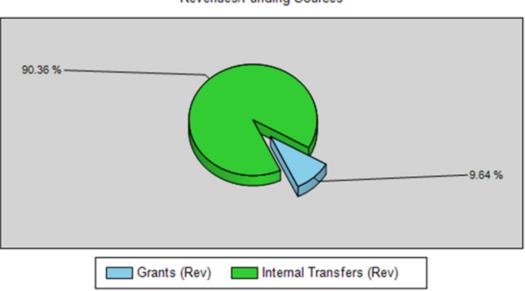
Service Area: Parks Arboriculture and Natural Areas

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
5068	Trf from Tree Reserve	45,290	46,196	47,120	48,062	49,023
5075	Financial Stability Reserve ¹	46,127	0	0	0	0
9060	WO Grants ²	9,750	0	0	0	0
Total Rev	v/Funding Sources	101,167	46,196	47,120	48,062	49,023
% Increa	se		(54.34%)	2.00%	2.00%	2.00%
Expendit	ures/Transfer To Reserve					
9111	WO Inside Equipment Rentals	2,300	2,346	2,393	2,441	2,490
9121	WO Outside Equipment Rentals	5,100	5,202	5,306	5,412	5,520
9211	WO Regular Time ³	1,564,566	1,496,917	1,526,856	1,557,393	1,588,541
9221	WO Overtime	12,672	12,925	13,184	13,448	13,717
9311	WO Inventory Purchases	9,456	9,645	9,838	10,035	10,235
9321	WO Outside Purchases	91,917	83,810	85,487	87,196	88,940
9411	WO Contracted Services ¹	393,069	200,778	204,793	208,889	213,067
9551	WO Bio Diesel	1,020	1,040	1,061	1,082	1,104
Total Exp	o/Transfer to Reserve	2,080,100	1,812,664	1,848,918	1,885,896	1,923,614
% Increa	se		(12.86%)	2.00%	2.00%	2.00%
Net Total		(1,978,933)	(1,766,469)	(1,801,798)	(1,837,834)	(1,874,591)

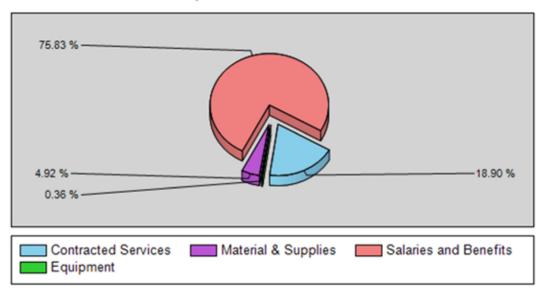
¹ 2017 Council Motion – High Risk Tree Removal
 ² BC Hydro Re-Greening Grant
 ³ 2017 Council Motion – Parks Arboriculture Support

Service Area: Parks Arboriculture and Natural Areas



Revenues/Funding Sources

Expenses/Transfers to Reserve



Service Area: Parks Fleet

Department:

Parks, Recreation and Facilities

Budget Year: 2018

Overview:

Parks Fleet 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

Service Area: Parks Fleet

Changes to Service Area:

Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4412	Equipment Rentals ¹	677,828	669,992	623,200	705,000	+ 13.13 %
4512	Insurance	4,648	4,910	4,500	5,500	+ 22.22 %
9511	WO Gas	873	331	0	0	
Total E	xp/Transfers to Reserve	683,349	675,233	627,700	710,500	
Net Tot	al	(683,349)	(675,233)	(627,700)	(710,500)	

¹ 2017 Council Motion – Fleet Adjustment

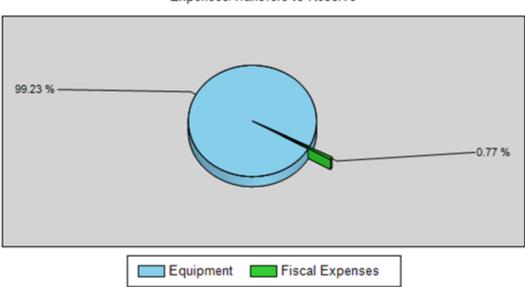
Service Area: Parks Fleet

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4412	Equipment Rentals ¹	705,000	719,100	733,482	748,152	763,115
4512	Insurance	5,500	5,610	5,722	5,837	5,953
Total Exp	o/Transfer to Reserve	710,500	724,710	739,204	753,988	769,068
% Increa	se –		2.00%	2.00%	2.00%	2.00%
Net Total	=	(710,500)	(724,710)	(739,204)	(753,988)	(769,068)

¹ 2017 Council Motion – Fleet Adjustment

Service Area: Parks Fleet



Expenses/Transfers to Reserve

Service Area: Parks Design Administration

Department:

Parks, Recreation and Facilities

Budget Year: 2018

Overview:

Parks Design Administration develops plans, strategies and policies to guide investment and use parks 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 work plans
- · Planning and design of two playground replacement projects per year
- · 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, Capital Regional District (CRD) Regional Trails Planning, etc.)

Service Area: Parks Design Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
5075	Financial Stability Reserve ¹	0	0	47,209	49,000	+ 3.79 %
Total Rev	/Funding Sources	0	0	47,209	49,000	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	99,990	103,552	109,082	109,082	+ 0.00 %
4016	Salaries - Inside	218,231	320,449	345,002	346,981	+ 0.57 %
4070	Overtime	4,234	6,476	4,000	4,080	+ 2.00 %
4080	Auxiliaries/RPT/Seasonal	60,069	32,126	0	0	
4102	Benefits	78,397	101,516	109,486	114,868	+ 4.92 %
4112	Mileage/Parking	191	39	350	350	0.00 %
4216	Contracted Services	913	0	30,000	30,000	0.00 %
6035	Transfer to Financial Stability Reserve	47,209	49,729	0	0	
9111	WO Inside Equipment Rentals	25	75	0	0	
9211	WO Regular Time	75,746	939	0	0	
9321	WO Outside Purchases	1,834	1,620	0	0	
9411	WO Contracted Services	0	127	0	0	
9421	WO Consulting Services ²	0	7,496	0	37,000	
Total Exp	/Transfers to Reserve	586,838	624,144	597,921	642,361	
Net Total	-	(586,838)	(624,144)	(550,712)	(593,361)	

¹ 2017 Council Motion – Parks Planning Support
 ² 2017 Council Motion – Pioneer Square Archaeological Reporting

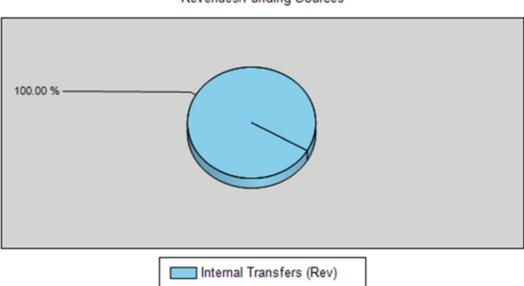
Service Area: Parks Design Administration

5 Year Forecast:

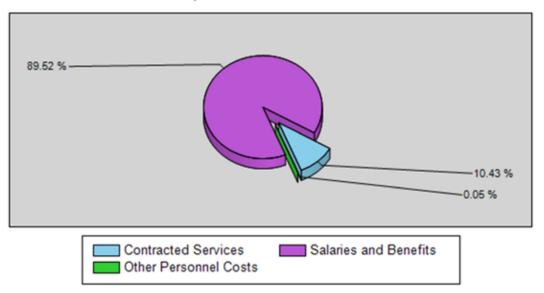
		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
5075	Financial Stability Reserve ¹	49,000	0	0	0	0
Total Rev	//Funding Sources	49,000	0	0	0	0
% Increas	se		(100.00%)	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries – Inside1	346,981	320,260	326,666	333,199	339,863
4070	Overtime	4,080	4,162	4,245	4,330	4,416
4102	Benefits ¹	114,868	100,846	102,863	104,920	107,018
4112	Mileage/Parking	350	357	364	371	379
4216	Contracted Services	30,000	30,600	31,212	31,836	32,473
9421	WO Consulting Services ²	37,000	0	0	0	0
Total Exp	/Transfer to Reserve	642,361	567,489	578,838	590,415	602,223
% Increas	se		(11.66%)	2.00%	2.00%	2.00%
Net Total		(593,361)	(567,489)	(578,838)	(590,415)	(602,223)

¹ 2017 Council Motion – Parks Planning Support
 ² 2017 Council Motion – Pioneer Square Archaeological Reporting

Service Area: Parks Design Administration



Expenses/Transfers to Reserve



Revenues/Funding Sources

Service Area: Parks Master Plan

Department:

Parks, Recreation and Facilities Budget Year: 2018

Overview:

The Parks and Open Spaces Master Plan was approved by Council in May 2017. This document is a strategic level document that provides a roadmap to guide planning, management and investment in the City's parks and open spaces over the next 25 years. One of the short term, high priority action items in the Master Plan is to develop a parks wayfinding and signage strategy.

In 2017, the City of Victoria worked with PUBLIC Communication to complete a city-wide 'Signage and Wayfinding Strategy'. The first wayfinding signs using these new standards were installed in Fall 2017. The Parks and Signage Wayfinding Strategy will build off these City-wide templates and guidelines to develop wayfinding and other signage specifically for City parks, providing a clear, cohesive approach to signage throughout the park system, and a seamless approach to wayfinding across the City.

Deliverables:

• Design and signage construction templates for park signage (ID signs, wayfinding signs, dog leash-optional signage, interpretive signage)

• Map design template for large park wayfinding maps (to coordinate with map design for City-wide wayfinding system)

Standards manual

Service Area: Parks Master Plan

Changes to Service Area:

Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
5075	Financial Stability Reserve ¹	0	0	138,000	50,000	- 63.77 %
Total Re	- ev/Funding Sources	0	0	138,000	50,000	
Expend	itures/Transfers to Reserve					
6035	Transfer to Financial Stability Reserve	0	112,000	0	0	
9111	WO Inside Equipment Rentals	14	0	0	0	
9211	WO Regular Time	380	0	0	0	
9321	WO Outside Purchases	4,749	785	0	0	
9411	WO Contracted Services ¹	628	0	138,000	50,000	- 63.77 %
9421	WO Consulting Services	106,195	19,239	0	0	
Total Ex	– p/Transfers to Reserve	111,967	132,025	138,000	50,000	
Net Tota	al =	(111,967)	(132,025)	0	0	

¹ The Parks Signage and Wayfinding Strategy

Service Area: Parks Master Plan

5 Year Forecast:

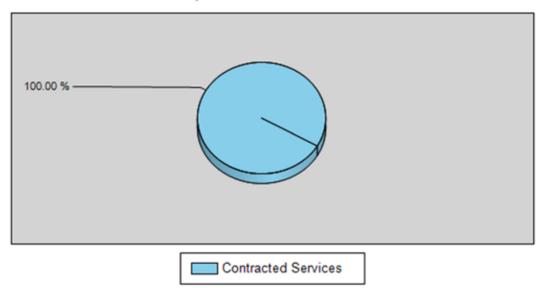
		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
5075	Financial Stability Reserve ¹	50,000	0	0	0	0
Total Rev	v/Funding Sources	50,000	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
9411	WO Contracted Services ¹	50,000	0	0	0	0
Total Exp	o/Transfer to Reserve	50,000	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Net Total		0	0	0	0	0

¹ The Parks Signage and Wayfinding Strategy

Service Area: Parks Master Plan

Revenues/Funding Sources

Expenses/Transfers to Reserve



Service Area: Parks Downtown Trees

Department:

Parks, Recreation and Facilities Budget Year: 2018

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

Service Area: Parks Downtown Trees

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
5068	Trf from Tree Reserve	0	90,378	90,900	100,000	+ 10.01 %
Total Re	v/Funding Sources	0	90,378	90,900	100,000	
Expendit	tures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	385	4,225	0	0	
9121	WO Outside Equipment Rentals	0	221	0	0	
9211	WO Regular Time	36,159	54,076	85,500	90,000	+ 5.26 %
9311	WO Inventory Purchases	463	477	0	0	
9321	WO Outside Purchases	13,446	21,810	5,400	10,000	+ 85.19 %
9411	WO Contracted Services	8,610	9,569	0	0	
Total Ex	p/Transfers to Reserve	59,063	90,378	90,900	100,000	
Net Tota	I	(59,063)	0	0	0	

Service Area: Parks Downtown Trees

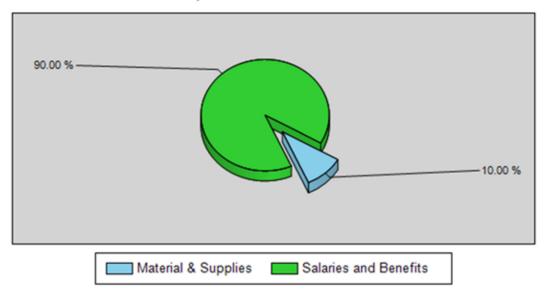
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
5068	Trf from Tree Reserve	100,000	0	0	0	0
Total Rev	v/Funding Sources	100,000	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Expendit	tures/Transfer To Reserve					
9211	WO Regular Time	90,000	0	0	0	0
9321	WO Outside Purchases	10,000	0	0	0	0
Total Exp	p/Transfer to Reserve	100,000	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Net Tota	I	0	0	0	0	0

Service Area: Parks Downtown Trees

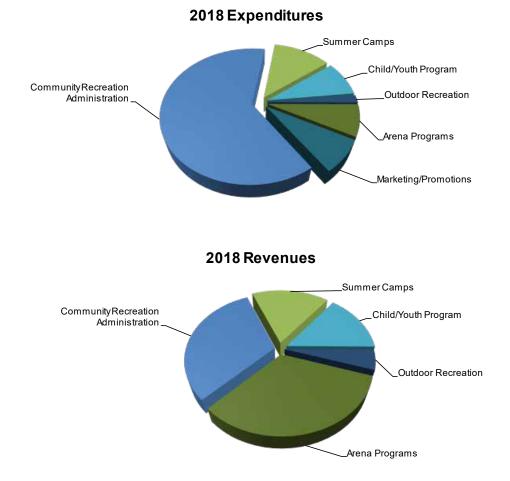
Revenues/Funding Sources

Expenses/Transfers to Reserve



RECREATION SERVICES Business Unit Summary

2017 Budget	2018 Budget	Change	% Change
195,000	198,900	3,900	2.00%
115,694	105,694	(10,000)	-8.64%
90,350	92,150	1,800	1.99%
30,000	30,600	600	2.00%
202,167	206,211	4,044	2.00%
633,211	633,555	344	0.05%
696,701	702,690	5,989	0.86%
128,166	138,196	10,030	7.83%
94,786	96,465	1,679	1.77%
20,500	20,910	410	2.00%
83,690	85,070	1,380	1.65%
80,057	86,658	6,601	8.25%
1,103,900	1,129,989	26,089	2.36%
470,689	496,434	25,745	5.47%
	195,000 115,694 90,350 30,000 202,167 633,211 696,701 128,166 94,786 20,500 83,690 80,057 1,103,900	195,000 198,900 115,694 105,694 90,350 92,150 30,000 30,600 202,167 206,211 633,211 633,555 696,701 702,690 128,166 138,196 94,786 96,465 20,500 20,910 83,690 85,070 80,057 86,658 1,103,900 1,129,989	195,000 198,900 3,900 115,694 105,694 (10,000) 90,350 92,150 1,800 30,000 30,600 600 202,167 206,211 4,044 633,211 633,555 344 696,701 702,690 5,989 128,166 138,196 10,030 94,786 96,465 1,679 20,500 20,910 410 83,690 85,070 1,380 80,057 86,658 6,601 1,103,900 1,129,989 26,089



Business Unit: 5300 - Community Recreation Administration

Department	t:	
Department		

Parks, Recreation and Facilities Budget Year: 2018

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 and courts, Royal Athletic Park and child and youth programs.

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 rink rentals.

Deliverables:

- 350 parks permits issued annually
- 24 ice/arena permits issued annually for community users

Business Unit: 5300 - Community Recreation Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Actual	Hotuur	Duugot	Budgot	onungo
3378	Facility Rental	85,875	93,401	85,000	86,700	+ 2.00 %
3393	Bus Rental	50	50	0	0	
3472	Over/Under	(5)	0	0	0	
3624	User Fees	121,064	118,811	110,000	112,200	+ 2.00 %
Total Reve	enues/Funding Sources	206,984	212,262	195,000	198,900	
Expendit	ures/Transfers to Reserve				,	
4010	Salaries - Exempt	88,113	109,610	109,082	109,082	+ 0.00 %
4016	Salaries - Inside	277,913	334,289	323,239	329,703	+ 2.00 %
4070	Overtime	4,974	7,294	0	0	
4080	Auxiliaries/RPT/Seasonal	12,467	(6,749)	0	0	
4102	Benefits	91,202	108,424	105,395	106,978	+ 1.50 %
4112	Mileage/Parking	1,123	799	1,316	1,350	+ 2.58 %
4116	Conferences/Travel	0	2,070	0	0	
4118	Membership Fees	1,742	78	1,900	1,930	+ 1.58 %
4120	Training and Development	375	1,195	2,876	2,934	+ 2.02 %
4216	Contracted Services	0	125	0	0	
4228	Printing	19	0	100	102	+ 2.00 %
4308	General Supplies	0	81	510	520	+ 1.96 %
4310	Books/Publications	0	0	306	312	+ 1.96 %
4312	Office Supplies	0	222	0	0	
4364	Telecommunications	1,910	1,807	1,950	1,989	+ 2.00 %
4412	Equipment Rentals ¹	12,000	17,932	16,900	12,000	- 28.99 %
4418	Equipment	0	0	408	416	+ 1.96 %
4508	Credit Card Discount Fees	2,213	2,603	2,700	2,754	+ 2.00 %
4814	Miscellaneous	1,723	4,307	7,500	7,650	+ 2.00 %
4822	Repairs and Maintenance	0	0	11,220	11,444	+ 2.00 %
4852	Licence Fees	0	1,912	1,300	1,326	+ 2.00 %
6055	Artificial Turf Reserve	84,958	85,364	85,000	86,700	+ 2.00 %
6058	City Recreation Facilities	36,107	33,448	25,000	25,500	+ 2.00 %
Total Expe	enditures/Transfers to Reserve	616,839	704,807	696,701	702,690	
Net Total		(409,855)	(492,545)	(501,701)	(503,790)	

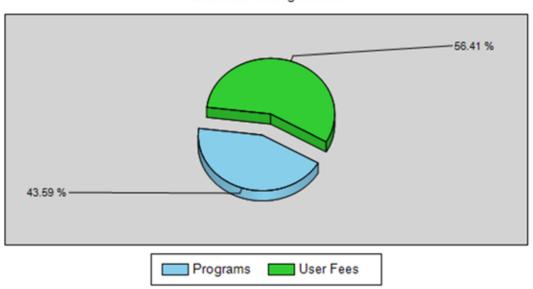
¹ 2018 Fleet budget transfer

Business Unit: 5300 - Community Recreation Administration

5 Year Forecast:

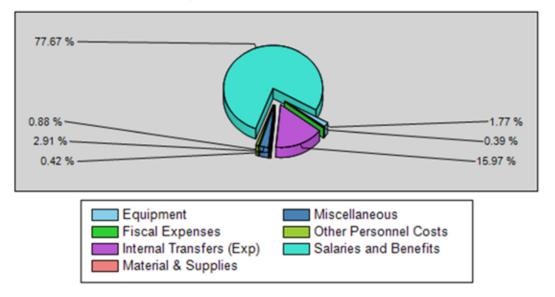
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3378	Facility Rental	86,700	88,434	90,203	92,007	93,847
3624	User Fees	112,200	112,200	112,200	112,200	112,200
Total Rev	v/Funding Sources	198,900	200,634	202,403	204,207	206,047
% Increa	se		0.87%	0.88%	0.89%	0.90%
Expend	itures/Transfers to Reserve					
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	329,703	336,297	343,047	349,883	356,881
4102	Benefits	106,978	109,118	111,306	113,526	115,797
4112	Mileage/Parking	1,350	1,377	1,405	1,433	1,461
4118	Membership Fees	1,930	1,969	2,008	2,048	2,089
4120	Training and Development	2,934	2,993	3,053	3,114	3,176
4228	Printing	102	104	106	108	110
4308	General Supplies	520	530	541	552	563
4310	Books/Publications	312	318	325	331	338
4364	Telecommunications	1,989	2,029	2,069	2,111	2,153
4412	Equipment Rentals	12,000	12,240	12,485	12,734	12,989
4418	Equipment	416	424	433	441	450
4508	Credit Card Discount Fees	2,754	2,809	2,865	2,923	2,981
4814	Miscellaneous	7,650	7,803	7,959	8,118	8,281
4822	Repairs and Maintenance	11,444	11,673	11,906	12,144	12,387
4852	Licence Fees	1,326	1,353	1,380	1,407	1,435
6055	Artificial Turf Reserve	86,700	86,700	86,700	86,700	86,700
6058	City Recreation Facilities	25,500	25,500	25,500	25,500	25,500
Total Ex	p/Transfers to Reserve	702,690	714,500	726,576	738,833	751,365
% Increa	se		1.68%	1.69%	1.69%	1.70%
Net Tota		(503,790)	(513,866)	(524,173)	(534,626)	(545,319)

Business Unit: 5300 - Community Recreation Administration



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 5305 - Rec Services-Summer Camps

Department:	Parks, Recreation and Facilities	Budget Year:	2018

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 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:

- 2,000 participants
- Total of 12-15 youth developed job skills

Business Unit: 5305 - Rec Services-Summer Camps

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3275	Registration Fees	126,030	145,321	100,000	102,000	+ 2.00 %
3758	Cost-sharing ¹	11,458	17,892	12,000	0	
3760	Grants	4,184	5,864	3,694	3,694	0.00 %
Total Reve	enues/Funding Sources	141,672	169,077	115,694	105,694	
Expendit	ures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal ¹	126,583	166,727	100,766	111,488	+ 10.64 %
4120	Training and Development	0	175	500	510	+ 2.00 %
4216	Contracted Services ¹	14,069	13,385	12,000	1,000	- 91.67 %
4308	General Supplies	5,735	5,894	6,000	7,120	+ 18.67 %
4312	Office Supplies	29	0	0	0	
4364	Telecommunications	765	784	0	0	
4418	Equipment	1,833	6,558	5,500	5,610	+ 2.00 %
4814	Miscellaneous ¹	3,515	7,503	3,400	12,468	+ 266.71 %
Total Expe	enditures/Transfers to Reserve	152,528	201,026	128,166	138,196	
Net Total		(10,856)	(31,949)	(12,472)	(32,502)	

¹ Youth Leaders in Training (YLIT)

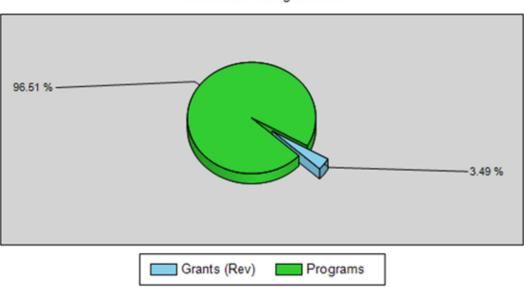
Business Unit: 5305 - Rec Services-Summer Camps

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3275	Registration Fees	102,000	104,040	106,121	108,243	110,408
3760	Grants	3,694	3,768	3,843	3,920	3,999
Total Rev	/Funding Sources	105,694	107,808	109,964	112,163	114,407
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expendi	itures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal ¹	111,488	104,538	106,629	108,761	110,937
4120	Training and Development	510	520	531	541	552
4216	Contracted Services	1,000	0	0	0	0
4308	General Supplies	7,120	6,242	6,367	6,495	6,624
4418	Equipment	5,610	5,722	5,837	5,953	6,072
4814	Miscellaneous ¹	12,468	3,537	3,608	3,680	3,754
Total Exp	p/Transfers to Reserve	138,196	120,560	122,971	125,431	127,940
% Increa	se		(12.76%)	2.00%	2.00%	2.00%
Net Total	—	(32,502)	(12,752)	(13,007)	(13,268)	(13,533)

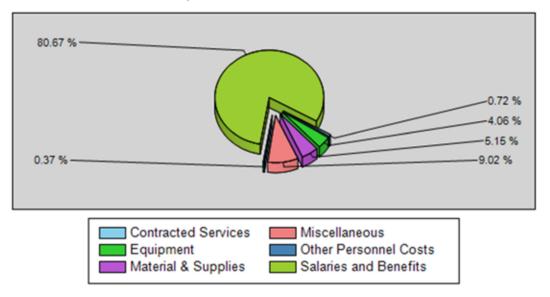
¹ Youth Leaders in Training (YLIT)

Business Unit: 5305 - Rec Services-Summer Camps



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 5310 - Rec Services-Child/Youth Programs

Department:	Parks, Recreation and Facilities	Budget Year:	2018

Overview:

Child and Youth Programs 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 programs offers include:

- · Music, dance, martial arts, sports, and art programs for pre-school, school age and youth/teens
- School-aged child care services during Pro-D days, Winter and Spring breaks
- Child and youth-focussed large scale special events including skateboarding competition, youth week, antibullying events and film festivals

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.

Child and Youth Programs 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 Vic West skate park
- · 800 hours of youth volunteer time at community and special events

Business Unit: 5310 - Rec Services-Child/Youth Programs

Changes to Service Area:

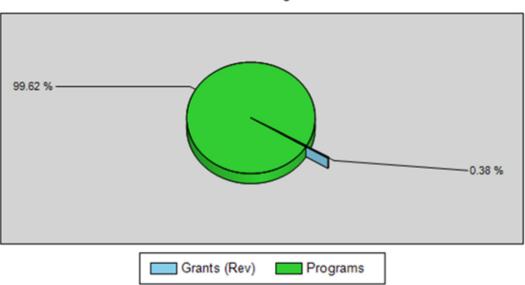
		December 31, 2016	December 31, 2017	2017	2018	Percent
Account	Description	Actual	Actual	Budget	Budget	Change
Revenue	s/Funding Sources					
3275	Registration Fees	82,106	56,893	90,000	91,800	+ 2.00 %
3758	Cost-sharing	160	3,648	350	350	0.00 %
3760	Grants	250	300	0	0	
Total Reve	enues/Funding Sources	82,516	60,841	90,350	92,150	
Expendit	ures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	39,861	37,404	37,826	38,366	+ 1.43 %
4216	Contracted Services	38,040	26,249	40,000	40,800	+ 2.00 %
4308	General Supplies	3,777	4,053	4,000	4,080	+ 2.00 %
4418	Equipment	1,998	3,946	2,860	2,917	+ 1.99 %
4814	Miscellaneous	7,225	8,111	10,100	10,302	+ 2.00 %
9321	WO Outside Purchases	328	808	0	0	
Total Expe	enditures/Transfers to Reserve	91,228	80,572	94,786	96,465	
Net Total		(8,712)	(19,731)	(4,436)	(4,315)	

Business Unit: 5310 - Rec Services-Child/Youth Programs

5 Year Forecast:

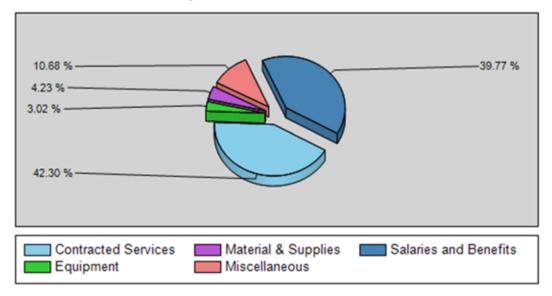
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3275	Registration Fees	91,800	93,636	95,509	97,419	99,367
3758	Cost-sharing	350	350	350	350	350
Total Rev	v/Funding Sources	92,150	93,986	95,859	97,769	99,717
% Increa	se		1.99%	1.99%	1.99%	1.99%
Expend	itures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	38,366	39,133	39,916	40,714	41,528
4216	Contracted Services	40,800	41,616	42,448	43,297	44,163
4308	General Supplies	4,080	4,162	4,245	4,330	4,416
4418	Equipment	2,917	2,975	3,035	3,096	3,157
4814	Miscellaneous	10,302	10,508	10,718	10,933	11,151
Total Exp	p/Transfers to Reserve	96,465	98,394	100,362	102,369	104,417
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total	·	(4,315)	(4,408)	(4,503)	(4,600)	(4,699)

Business Unit: 5310 - Rec Services-Child/Youth Programs



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 5315 - Rec Services-Outdoor Recreation

Department:	Parks, Recreation and Facilities	Budget Year:	2018
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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)

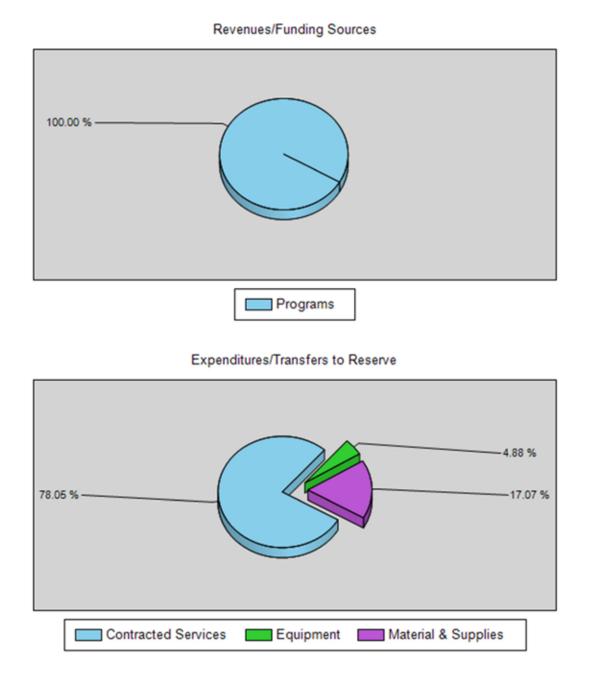
Business Unit: 5315 - Rec Services-Outdoor Recreation

		December 31, 2016	December 31, 2017	2017	2018	Percent
Account	Description	Actual	Actual	Budget	Budget	Change
Revenue	s/Funding Sources					
3274	Miscellaneous Fees	590	30	0	0	
3275	Registration Fees	44,055	60,551	30,000	30,600	+ 2.00 %
3760	Grants	0	1,500	0	0	
Total Reve	enues/Funding Sources	44,645	62,081	30,000	30,600	
Expendit	ures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	965	3,181	0	0	
4112	Mileage/Parking	0	21	0	0	
4216	Contracted Services	20,034	20,978	16,000	16,320	+ 2.00 %
4308	General Supplies	10,690	17,823	3,500	3,570	+ 2.00 %
4418	Equipment	0	0	1,000	1,020	+ 2.00 %
Total Expe	enditures/Transfers to Reserve	31,688	42,003	20,500	20,910	
Net Total		12,956	20,078	9,500	9,690	

Business Unit: 5315 - Rec Services-Outdoor Recreation

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3275	Registration Fees	30,600	31,212	31,836	32,473	33,122
Total Rev	v/Funding Sources	30,600	31,212	31,836	32,473	33,122
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve	•				
4216	Contracted Services	16,320	16,646	16,979	17,319	17,665
4308	General Supplies	3,570	3,641	3,714	3,789	3,864
4418	Equipment	1,020	1,040	1,061	1,082	1,104
Total Exp	o/Transfers to Reserve	20,910	21,328	21,755	22,190	22,634
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		9,690	9,884	10,081	10,283	10,489

Business Unit: 5315 - Rec Services-Outdoor Recreation



Business Unit: 5320 - Rec Services-Arena Programs

Department:	Parks, Recreation and Facilities	Budget Year:	2018

Overview:

Recreation Services Arena Programs provides the community with access to skating facilities through programs and services which support health and well being. 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)

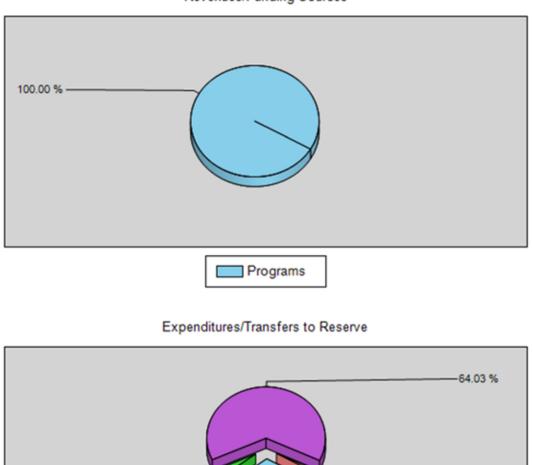
Business Unit: 5320 - Rec Services-Arena Programs

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources			U		<u> </u>
3275	Registration Fees	30,500	28,055	30,000	30,600	+ 2.00 %
3299	Revenue Share-RG Propert	33,763	34,504	33,090	33,752	+ 2.00 %
3378	Facility Rental	130,248	154,862	139,077	141,859	+ 2.00 %
3472	Over/Under	(21)	(10)	0	0	
Total Reve	enues/Funding Sources	194,490	217,410	202,167	206,211	
Expendit	ures/Transfers to Reserve					
4206	Armoured Car Service	600	200	1,000	1,020	+ 2.00 %
4216	Contracted Services	24,965	26,367	25,000	25,500	+ 2.00 %
4308	General Supplies	300	389	1,000	1,020	+ 2.00 %
4418	Equipment	959	1,231	3,000	3,060	+ 2.00 %
4508	Credit Card Discount Fees	900	921	1,000	1,020	+ 2.00 %
4512	Insurance	52,291	52,206	52,690	53,450	+ 1.44 %
Total Expe	enditures/Transfers to Reserve	80,014	81,314	83,690	85,070	
Net Total		114,475	136,096	118,477	121,141	

Business Unit: 5320 - Rec Services-Arena Programs

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3275	Registration Fees	30,600	31,212	31,836	32,473	33,122
3299	Revenue Share-RG Propert	33,752	34,427	35,116	35,818	36,534
3378	Facility Rental	141,859	144,696	147,590	150,542	153,553
Total Re	v/Funding Sources	206,211	210,335	214,542	218,833	223,209
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve					
4206	Armoured Car Service	1,020	1,040	1,061	1,082	1,104
4216	Contracted Services	25,500	26,010	26,530	27,061	27,602
4308	General Supplies	1,020	1,040	1,061	1,082	1,104
4418	Equipment	3,060	3,121	3,184	3,247	3,312
4508	Credit Card Discount Fees	1,020	1,040	1,061	1,082	1,104
4512	Insurance	53,450	54,519	55,609	56,722	57,856
Total Ex	p/Transfers to Reserve	85,070	86,771	88,507	90,277	92,083
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	121,141	123,564	126,035	128,556	131,127

Business Unit: 5320 - Rec Services-Arena Programs



Contracted Services Fiscal Expenses Material & Supplies

-1.20 %

-31.17 %

Revenues/Funding Sources

3.60 % -

Equipment

Business Unit: 5325 - Rec Serv-Marketing/Promotions

Department:	Parks, Recreation and Facilities	Budget Year:	2018

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

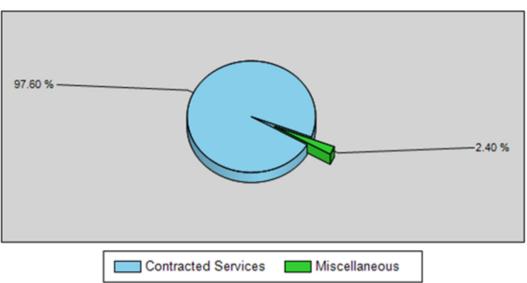
Business Unit: 5325 - Rec Serv-Marketing/Promotions

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
4204	Advertising	14,311	23,923	29,553	30,144	+ 2.00 %
4216	Contracted Services	48,627	47,065	48,464	54,433	+ 12.32 %
4814	Miscellaneous	492	475	2,040	2,081	+ 2.01 %
9211	WO Regular Time	47	0	0	0	
9321	WO Outside Purchases	223	91	0	0	
Total Exp	enditures/Transfers to Reserve	63,699	71,554	80,057	86,658	
Net Total		(63,699)	(71,554)	(80,057)	(86,658)	

Business Unit: 5325 - Rec Serv-Marketing/Promotions

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve)				
4204	Advertising	30,144	30,747	31,362	31,989	32,629
4216	Contracted Services	54,433	55,522	56,632	57,765	58,920
4814	Miscellaneous	2,081	2,123	2,165	2,208	2,253
Total Ex	p/Transfers to Reserve	86,658	88,391	90,159	91,962	93,801
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(86,658)	(88,391)	(90,159)	(91,962)	(93,801)

Business Unit: 5325 - Rec Serv-Marketing/Promotions

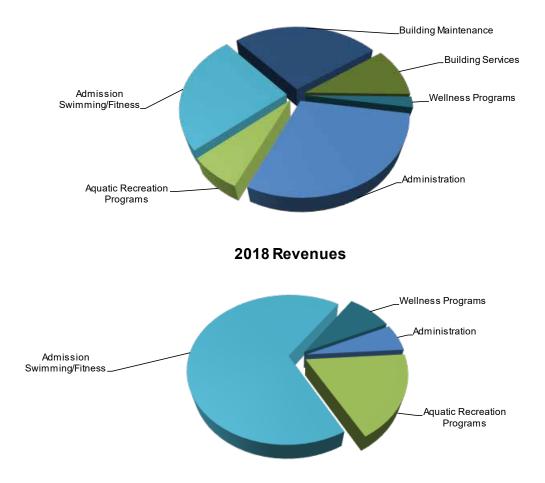


Expenditures/Transfers to Reserve

CRYSTAL POOL AND FITNESS CENTRE Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Administration	62,200	62,444	244	0.39%
Aquatic Recreation Programs	175,000	192,604	17,604	10.06%
Admission Swimming/Fitness	705,586	719,698	14,112	2.00%
Wellness Programs	90,000	91,200	1,200	1.33%
Total	1,032,786	1,065,946	33,160	3.21%
Expenditures/Transfers to Reserve				
Administration	745,811	761,082	15,271	2.05%
Aquatic Recreation Programs	158,874	175,972	17,098	10.76%
Admission Swimming/Fitness	632,308	642,229	9,921	1.57%
Building Maintenance	707,059	687,200	(19,859)	-2.81%
Building Services	262,554	264,791	2,237	0.85%
Wellness Programs	56,000	57,120	1,120	2.00%
Total	2,562,606	2,588,394	25,788	1.01%
Net	1,529,820	1,522,448	(7,372)	-0.48%

2018 Expenditures



Business Unit: 5400 - CP - Administration

Department:

Parks, Recreation and Facilities

Budget Year:

2018

Overview:

Crystal Pool and Fitness Centre provides front line customer service for the facility and includes program registration, selling passes, taking payment for admissions, answering questions and answering phones and public inquiries.

Services include:

- · Affordable child minding services for patrons
- Planning and coordination of various recreation and aquatic programs
- Pool bookings
- Administration of the Leisure Involvement For Everyone (LIFE) 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)
- 385,000+ visits annually
- 3,000 participants in the LIFE Program

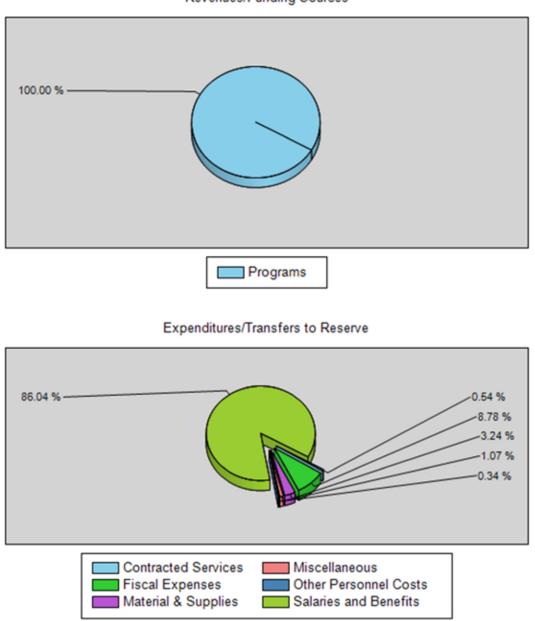
Business Unit: 5400 - CP - Administration

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Addu	Addul	Budgot	Budgot	onango
3274	Miscellaneous Fees	8,084	8,766	0	0	
3354	Commission	299	754	0	0	
3360	Miscellaneous Commission	10,130	9,436	10,200	10,404	+ 2.00 %
3366	Vending Machines	1,367	828	2,000	2,040	+ 2.00 %
3390	Locker Rental	45,031	35,832	50,000	50,000	0.00 %
3472	Over/Under	(208)	514	0	0	
3760	Grants	1,000	3,500	0	0	
Total Revo	enues/Funding Sources	65,701	59,630	62,200	62,444	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	412,895	379,336	397,301	405,244	+ 2.00 %
4070	Overtime	13,046	11,598	1,864	1,864	0.00 %
4080	Auxiliaries/RPT/Seasonal	173,860	197,730	145,503	148,411	+ 2.00 %
4102	Benefits	111,328	100,713	97,339	99,285	+ 2.00 %
4112	Mileage/Parking	552	1,170	500	510	+ 2.00 %
4116	Conferences/Travel	0	2,982	0	0	
4120	Training and Development	2,107	5,839	2,000	2,040	+ 2.00 %
4206	Armoured Car Service	3,000	3,175	3,570	3,570	0.00 %
4216	Contracted Services	422	282	500	510	+ 2.00 %
4308	General Supplies	5,769	6,250	5,100	5,202	+ 2.00 %
4312	Office Supplies	18,575	16,049	16,932	17,271	+ 2.00 %
4354	Cable	1,341	1,659	1,530	1,561	+ 2.03 %
4364	Telecommunications	1,854	2,012	617	629	+ 1.94 %
4508	Credit Card Discount Fees	13,737	12,625	15,000	15,300	+ 2.00 %
4512	Insurance	49,876	50,513	50,055	51,525	+ 2.94 %
4865	Commissions Paid	6,861	6,420	8,000	8,160	+ 2.00 %
Total Expe	enditures/Transfers to Reserve	815,221	798,354	745,811	761,082	
Net Total		(749,520)	(738,724)	(683,611)	(698,638)	

Business Unit: 5400 - CP - Administration

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3360	Miscellaneous Commission	10,404	10,612	10,824	11,041	11,262
3366	Vending Machines	2,040	2,081	2,122	2,165	2,208
3390	Locker Rental	50,000	51,000	52,020	53,060	54,122
Total Rev	/Funding Sources	62,444	63,693	64,967	66,266	67,591
% Increas	se		2.00%	2.00%	2.00%	2.00%
Expendi	tures/Transfers to Reserve					
4016	Salaries - Inside	405,244	413,349	421,616	430,048	438,649
4070	Overtime	1,864	1,901	1,939	1,978	2,018
4080	Auxiliaries/RPT/Seasonal	148,411	151,379	154,407	157,495	160,645
4102	Benefits	99,285	101,271	103,296	105,362	107,469
4112	Mileage/Parking	510	520	531	541	552
4120	Training and Development	2,040	2,081	2,122	2,165	2,208
4206	Armoured Car Service	3,570	3,641	3,714	3,789	3,864
4216	Contracted Services	510	520	531	541	552
4308	General Supplies	5,202	5,306	5,412	5,520	5,631
4312	Office Supplies	17,271	17,616	17,969	18,328	18,695
4354	Cable	1,561	1,592	1,624	1,657	1,690
4364	Telecommunications	629	642	654	667	681
4508	Credit Card Discount Fees	15,300	15,606	15,918	16,236	16,561
4512	Insurance	51,525	52,556	53,607	54,679	55,772
4865	Commissions Paid	8,160	8,323	8,490	8,659	8,833
Total Exp	/Transfers to Reserve	761,082	776,304	791,830	807,667	823,820
% Increas	5e		2.00%	2.00%	2.00%	2.00%
Net Total		(698,638)	(712,611)	(726,863)	(741,400)	(756,228)

Business Unit: 5400 - CP - Administration



Revenues/Funding Sources

Business Unit: 5410 - CP - Aquatic Recreation Programs

Department:	Parks, Recreation and Facilities	Budget Year:	2018

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 that meet the needs of a variety of populations.

Deliverables:

- 3,000 registered participants in 900 aquatic courses
- 1,800 children develop swimming skills

Business Unit: 5410 - CP - Aquatic Recreation Programs

Changes to Service Area:

Accoun	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
3275	Registration Fees	206,485	175,852	175,000	178,500	+ 2.00 %
3760	Grants ¹	0	0	0	14,104	
Total Re	venues/Funding Sources	206,485	175,852	175,000	192,604	
Expend	litures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal ¹	99,063	119,542	95,754	111,590	+ 16.54 %
4216	Contracted Services	65,877	47,277	55,000	56,100	+ 2.00 %
4308	General Supplies	5,934	6,036	6,120	6,242	+ 1.99 %
4418	Equipment	965	2,099	2,000	2,040	+ 2.00 %
Total Ex	penditures/Transfers to Reserve	171,839	174,954	158,874	175,972	
Net Tota	l	34,646	898	16,126	16,632	

¹ 2018 Inclusive Swim Program Grant

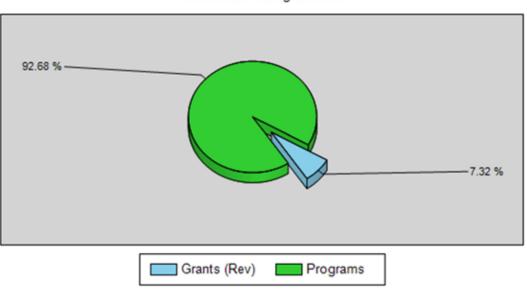
Business Unit: 5410 - CP - Aquatic Recreation Programs

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3275	Registration Fees	178,500	182,070	185,711	189,426	193,214
3760	Grants ¹	14,104	0	0	0	0
Total Rev	/Funding Sources	192,604	182,070	185,711	189,426	193,214
% Increas	se		(5.47%)	2.00%	2.00%	2.00%
Expendi	itures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal ¹	111,590	99,436	101,437	103,453	105,522
4216	Contracted Services	56,100	57,222	58,366	59,534	60,724
4308	General Supplies	6,242	6,367	6,494	6,624	6,757
4418	Equipment	2,040	2,081	2,122	2,165	2,208
Total Exp	o/Transfers to Reserve	175,972	165,106	168,420	171,776	175,212
% Increas	se		(6.18%)	2.01%	1.99%	2.00%
Net Total		16,632	16,964	17,291	17,650	18,003

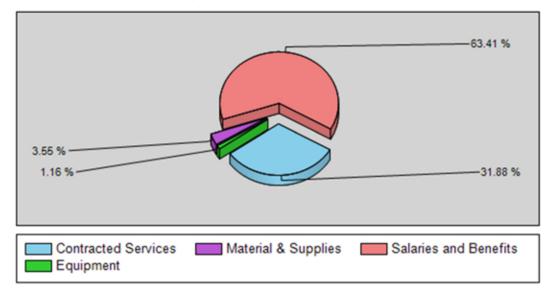
¹ 2018 Inclusive Swim Program Grant

Business Unit: 5410 - CP - Aquatic Recreation Programs



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 5420 - CP-Admission Swimming/Fitness

Department:	Parks, Recreation and Facilities	Budget Year:	2018

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.

Services include:

- Lifeguard services
- Lane equipment (pull buoys, dumbbells)
- Safety equipment (first aid kits, spine boards, oxygen, Automated External Defibrillator (AED), etc.)
- · 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

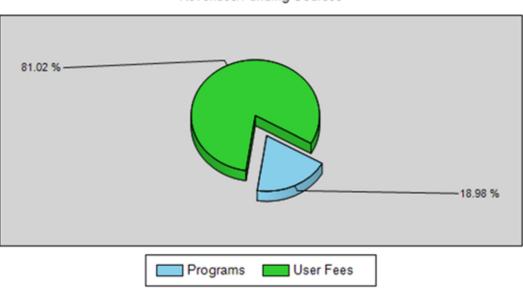
Business Unit: 5420 - CP-Admission Swimming/Fitness

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3378	Facility Rental	137,193	144,296	133,926	136,605	+ 2.00 %
3642	Public Swimming/Fitness	605,946	553,176	571,660	583,093	+ 2.00 %
3760	Grants	0	760	0	0	
Total Reve	enues/Funding Sources	743,139	698,232	705,586	719,698	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	20,388	30,656	74,829	76,327	+ 2.00 %
4070	Overtime	106	363	4,024	4,024	0.00 %
4080	Auxiliaries/RPT/Seasonal	502,545	459,440	394,228	399,467	+ 1.33 %
4102	Benefits	7,788	11,290	18,333	18,700	+ 2.00 %
4216	Contracted Services	66,978	58,081	67,400	68,748	+ 2.00 %
4308	General Supplies	6,471	6,371	6,593	6,725	+ 2.00 %
4418	Equipment	24,200	15,401	15,900	16,218	+ 2.00 %
4814	Miscellaneous	43,342	37,108	51,000	52,020	+ 2.00 %
4824	Recovery	(1,277)	(42)	0	0	
Total Expe	enditures/Transfers to Reserve	670,541	618,668	632,308	642,229	
Net Total		72,599	79,563	73,278	77,469	

Business Unit: 5420 - CP-Admission Swimming/Fitness

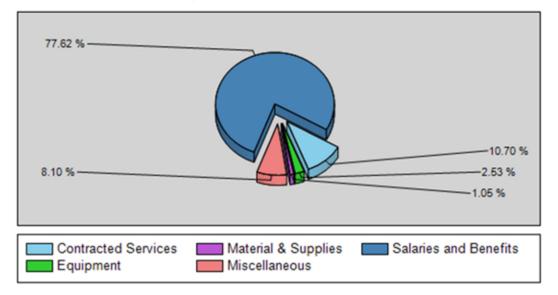
		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3378	Facility Rental	136,605	139,337	142,124	144,966	147,866
3642	Public Swimming/Fitness	583,093	594,755	606,650	618,783	631,159
Total Rev	//Funding Sources	719,698	734,092	748,774	763,749	779,024
% Increas	se		2.00%	2.00%	2.00%	2.00%
Expendi	tures/Transfers to Reserve					
4016	Salaries - Inside	76,327	77,853	79,431	80,999	82,619
4070	Overtime	4,024	4,104	4,187	4,270	4,356
4080	Auxiliaries/RPT/Seasonal	399,467	407,456	415,684	423,917	432,396
4102	Benefits	18,700	19,074	19,461	19,845	20,242
4216	Contracted Services	68,748	70,123	71,525	72,956	74,415
4308	General Supplies	6,725	6,860	6,997	7,137	7,279
4418	Equipment	16,218	16,542	16,873	17,211	17,555
4814	Miscellaneous	52,020	53,060	54,122	55,204	56,308
Total Exp)/Transfers to Reserve	642,229	655,073	668,279	681,538	695,169
% Increas	se		2.00%	2.02%	1.98%	2.00%
Net Total		77,469	79,019	80,494	82,211	83,855

Business Unit: 5420 - CP-Admission Swimming/Fitness



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 5430 - CP - Building Maintenance

Department:

Parks, Recreation and Facilities

Budget Year:

2018

Overview:

Providing day to day preventative and corrective maintenance for the Crystal Pool & Fitness Centre, including but not limited to:

- Maintain, service and operate lighting, plumbing, cross connection control, heating, boilers, building automation systems, asset software, ventilating and air conditioning systems and fixtures
- Test and adjust chemical balance in the pools, hot tub and heating system water
- Test life safety equipment such as emergency lighting and fire extinguishers
- 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 interior/exterior doors
- · Coordinate the work of graffiti removal staff
- Maintenance and repair of 1 lift
- Coordinate and review carpentry/painting tasks as well as pest control services
- Perform routine plumbing and electrical repairs while coordinating larger repairs
- Funding the utility costs associated with the Crystal Pool & Fitness Centre. This includes electricity, gas, operating permits and alarm monitoring
- Managing 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
- Over 62,000 sq./ft. of space maintained by 3.5 FTE's
- · Responding to operational requests and room setups as required and requested

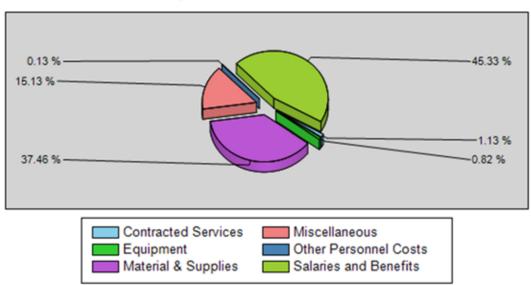
Business Unit: 5430 - CP - Building Maintenance

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budgot	Percent
	tures/Transfers to Reserve	Actual	Actual	Budget	Budget	Change
4016	Salaries - Inside	116,070	182,481	183,403	187,055	+ 1.99 %
4070	Overtime	11,455	14,531	16,152	16,475	+ 2.00 %
4080	Auxiliaries/RPT/Seasonal	19,211	91,387	60,930	62,140	+ 1.99 %
4102	Benefits	27,542	42,223	44,934	45,829	+ 1.99 %
4112	Mileage/Parking	0	42,220	100	100	0.00 %
4120	Training and Development	188	6,100	750	765	+ 2.00 %
4216	Contracted Services	3,664	2,833	5,100	5,200	+ 1.96 %
4232	Security	1,327	624	2,500	2,550	+ 2.00 %
4308	General Supplies	42,038	23,873	45,000	45,900	+ 2.00 %
4316	Protective Clothing/Uniforms	217	1,539	994	1,000	+ 0.60 %
4358	Gas	81,935	96,726	120,000	100,000	- 16.67 %
4360	Hydro	62,324	67,841	80,080	71,000	- 11.34 %
4364	Telecommunications	671	1,226	1,550	1,500	- 3.23 %
4366	Water	28,574	34,569	38,026	38,026	0.00 %
4404	Communications Equipment	2,820	1,424	1,530	1,560	+ 1.96 %
4412	Equipment Rentals	81	0	0	0	
4418	Equipment	2,485	772	4,010	4,100	+ 2.24 %
4822	Repairs and Maintenance	78,816	98,429	102,000	104,000	+ 1.96 %
9111	WO Inside Equipment Rentals	358	871	0	0	
9211	WO Regular Time	3,388	11,713	0	0	
9221	WO Overtime	0	469	0	0	
9311	WO Inventory Purchases	19	54	0	0	
9321	WO Outside Purchases	3,188	1,761	0	0	
9411	WO Contracted Services	0	333	0	0	
Total Exp	enditures/Transfers to Reserve	486,368	681,780	707,059	687,200	
Net Total		(486,368)	(681,780)	(707,059)	(687,200)	

Business Unit: 5430 - CP - Building Maintenance

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4016	Salaries - Inside	187,055	190,797	194,612	198,505	202,475
4070	Overtime	16,475	16,805	17,141	17,483	17,833
4080	Auxiliaries/RPT/Seasonal	62,140	63,383	64,650	65,943	67,262
4102	Benefits	45,829	46,745	47,680	48,634	49,606
4112	Mileage/Parking	100	102	104	106	108
4120	Training and Development	765	780	796	812	828
4216	Contracted Services	5,200	5,304	5,410	5,518	5,629
4232	Security	2,550	2,601	2,653	2,706	2,760
4308	General Supplies	45,900	46,818	47,754	48,709	49,684
4316	Protective Clothing/Uniforms	1,000	1,020	1,040	1,061	1,082
4358	Gas	100,000	102,000	104,040	106,121	108,243
4360	Hydro	71,000	73,485	76,057	78,719	81,474
4364	Telecommunications	1,500	1,530	1,561	1,592	1,624
4366	Water	38,026	39,927	41,924	44,020	46,221
4404	Communications Equipment	1,560	1,591	1,623	1,655	1,689
4418	Equipment	4,100	4,182	4,266	4,351	4,438
4822	Repairs and Maintenance	104,000	106,080	108,202	110,366	112,573
Total Exp	o/Transfers to Reserve	687,200	703,150	719,513	736,302	753,529
% Increa	se		2.32%	2.33%	2.33%	2.34%
Net Total		(687,200)	(703,150)	(719,513)	(736,302)	(753,529)

Business Unit: 5430 - CP - Building Maintenance





Business Unit: 5435 - CP - Building Services

Department:	Parks, Recreation and Facilities	Budget Year:	2018

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 are included within this budget.

Deliverables:

• Cleaning washrooms 4 to 5 times daily

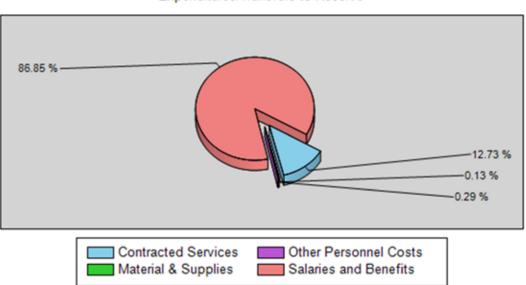
Business Unit: 5435 - CP - Building Services

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	144,698	153,617	145,660	148,563	+ 1.99 %
4070	Overtime	6,786	5,992	0	0	
4080	Auxiliaries/RPT/Seasonal	162,325	65,307	44,125	45,005	+ 1.99 %
4082	WCB Leave - CUPE 388	481	651	0	0	
4102	Benefits	41,515	40,191	35,687	36,398	+ 1.99 %
4120	Training and Development	1,313	0	750	765	+ 2.00 %
4154	Recovery - WCB	(735)	(787)	0	0	
4222	Janitorial	40,264	43,255	36,000	33,720	- 6.33 %
4316	Protective Clothing/Uniforms	0	0	332	340	+ 2.41 %
Total Expe	enditures/Transfers to Reserve	396,646	308,226	262,554	264,791	
Net Total		(396,646)	(308,226)	(262,554)	(264,791)	

Business Unit: 5435 - CP - Building Services

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
4016	Salaries - Inside	148,563	151,535	154,565	157,657	160,810
4080	Auxiliaries/RPT/Seasonal	45,005	45,905	46,823	47,759	48,715
4102	Benefits	36,398	37,126	37,869	38,626	39,398
4120	Training and Development	765	780	796	812	828
4222	Janitorial	33,720	34,394	35,082	35,784	36,500
4316	Protective Clothing/Uniforms	340	347	354	361	368
Total Ex	p/Transfers to Reserve	264,791	270,087	275,489	280,999	286,618
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(264,791)	(270,087)	(275,489)	(280,999)	(286,618)

Business Unit: 5435 - CP - Building Services





Business Unit: 5450 - CP - Wellness Programs

Department:

Parks, Recreation and Facilities

Budget Year: 2018

Overview:

Wellness Programs are offered at Crystal Pool and Fitness Centre to address diverse abilities and interests through a broad range of program offerings.

Programs include:

- · Wellness Programs including dance, yoga, Pilates and Zumba
- · Fitness Programs including indoor cycling, karate, boot camp and weight loss
- · Life long learning programs including communication and parenting courses
- Individual and small group personal training
- 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

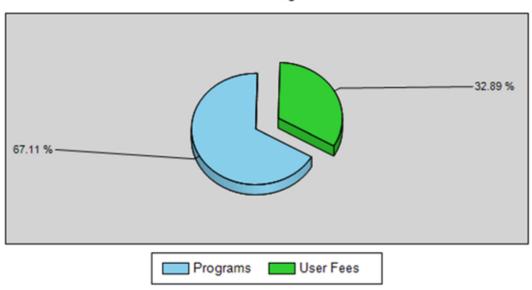
Business Unit: 5450 - CP - Wellness Programs

Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
3275	Registration Fees	54,983	40,663	60,000	61,200	+ 2.00 %
3626	Corporate Fitness Passes	34,392	30,617	30,000	30,000	0.00 %
Total Re	venues/Funding Sources	89,375	71,280	90,000	91,200	
Expend	itures/Transfers to Reserve					
4216	Contracted Services	31,697	23,012	41,000	41,820	+ 2.00 %
4308	General Supplies	4,738	3,666	5,000	5,100	+ 2.00 %
4418	Equipment	9,298	8,448	10,000	10,200	+ 2.00 %
Total Ex	penditures/Transfers to Reserve	45,733	35,126	56,000	57,120	
Net Tota	I	43,642	36,154	34,000	34,080	

Business Unit: 5450 - CP - Wellness Programs

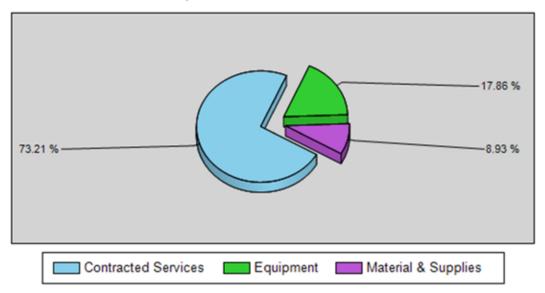
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3275	Registration Fees	61,200	62,424	63,672	64,946	66,245
3626	Corporate Fitness Passes	30,000	30,600	31,212	31,836	32,473
3760	Grants	0	0	0	0	0
Total Rev	v/Funding Sources	91,200	93,024	94,884	96,782	98,718
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve					
4216	Contracted Services	41,820	42,656	43,510	44,380	45,267
4308	General Supplies	5,100	5,202	5,306	5,412	5,520
4418	Equipment	10,200	10,404	10,612	10,824	11,041
Total Exp	p/Transfers to Reserve	57,120	58,262	59,428	60,616	61,829
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		34,080	34,762	35,457	36,166	36,889

Business Unit: 5450 - CP - Wellness Programs



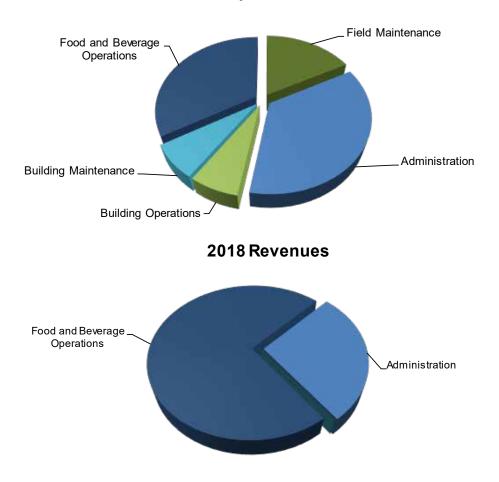
Revenues/Funding Sources

Expenditures/Transfers to Reserve



ROYAL ATHLETIC PARK Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Administration	92,000	93,840	1,840	2.00%
Food and Beverage Operations	242,700	247,554	4,854	2.00%
Total	334,700	341,394	6,694	2.00%
Expenditures/Transfers to Reserve				
Administration	235,211	239,574	4,363	1.85%
Building Operations	44,382	44,713	331	0.75%
Building Maintenance	45,589	48,110	2,521	5.53%
Food and Beverage Operations	222,171	226,014	3,843	1.73%
Field Maintenance	113,298	115,089	1,791	1.58%
Total	660,651	673,500	12,849	1.94%
Net	325,951	332,106	6,155	1.89%



2018 Expenditures

Business Unit: 5500 - RAP Administration

Department:	Parks, Recreation and Facilities	Budget Year:	2018
	Facilities		

Overview:

A multi-purpose, fully-lit, natural grass stadium, Royal Athletic Park (RAP) provides practice and playing space for local and visiting teams, and also hosts major sports and special events.

RAP Administration provides facility and event coordination, administrative support to events including door staff, ticket staff, and support to major tenants, such as the HarbourCats, as a premium sports and events venue.

Deliverables:

- 60 sporting events
- Special events
- 75 days booked (HarbourCats 36 days)
- 75,000 total attendance (HarbourCats 30,500 attendance)

Business Unit: 5500 - RAP Administration

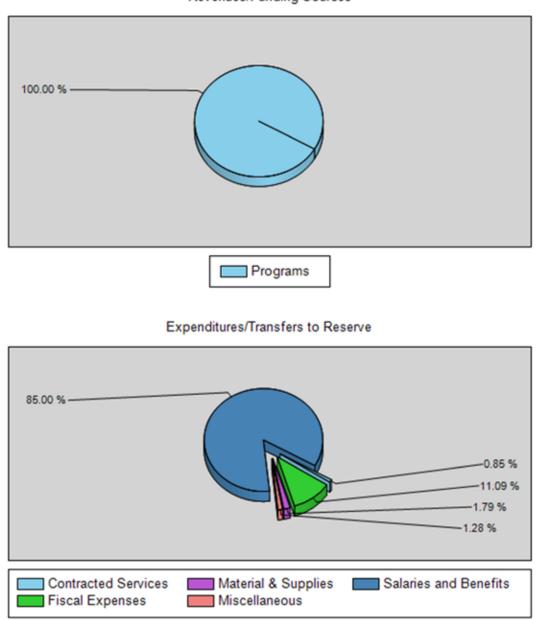
Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3274	Miscellaneous Fees	8,021	2,786	10,000	10,200	+ 2.00 %
3360	Miscellaneous Commission	1,642	1,807	0	0	
3380	Field Rentals	127,967	104,781	82,000	83,640	+ 2.00 %
3624	User Fees	0	100	0	0	
Total Reve	enues/Funding Sources	137,631	109,475	92,000	93,840	
Expendit	ures/Transfers to Reserve					
4016	Salaries - Inside	105,017	100,359	115,599	117,863	+ 1.96 %
4070	Overtime	13,132	15,888	5,000	5,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	33,121	38,024	51,556	52,426	+ 1.69 %
4102	Benefits	33,074	32,844	27,786	28,341	+ 2.00 %
4112	Mileage/Parking	96	5	0	0	
4206	Armoured Car Service	1,200	1,425	2,000	2,040	+ 2.00 %
4216	Contracted Services	12,086	4,881	0	0	
4232	Security	6,943	0	0	0	
4308	General Supplies	1,819	4,329	1,000	1,020	+ 2.00 %
4312	Office Supplies	709	435	1,500	1,530	+ 2.00 %
4364	Telecommunications	1,891	1,891	1,700	1,734	+ 2.00 %
4508	Credit Card Discount Fees	12	6	1,000	1,020	+ 2.00 %
4512	Insurance	24,873	25,037	25,070	25,540	+ 1.87 %
4814	Miscellaneous	555	2,476	3,000	3,060	+ 2.00 %
4822	Repairs and Maintenance	1,850	819	0	0	
Total Expe	enditures/Transfers to Reserve	236,377	228,417	235,211	239,574	
Net Total		(98,746)	(118,942)	(143,211)	(145,734)	

Business Unit: 5500 - RAP Administration

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3274	Miscellaneous Fees	10,200	10,404	10,612	10,824	11,041
3380	Field Rentals	83,640	85,313	87,019	88,759	90,535
Total Rev	v/Funding Sources	93,840	95,717	97,631	99,584	101,575
% Increa	se		2.00%	2.00%	2.00%	2.00%
Expend	itures/Transfers to Reserve					
4016	Salaries - Inside	117,863	120,220	122,625	125,077	127,579
4070	Overtime	5,000	5,100	5,202	5,306	5,412
4080	Auxiliaries/RPT/Seasonal	52,426	53,474	54,544	55,635	56,747
4102	Benefits	28,341	28,908	29,486	30,076	30,677
4206	Armoured Car Service	2,040	2,081	2,122	2,165	2,208
4308	General Supplies	1,020	1,040	1,061	1,082	1,104
4312	Office Supplies	1,530	1,561	1,592	1,624	1,656
4364	Telecommunications	1,734	1,769	1,804	1,840	1,877
4508	Credit Card Discount Fees	1,020	1,040	1,061	1,082	1,104
4512	Insurance	25,540	26,051	26,572	27,103	27,645
4814	Miscellaneous	3,060	3,121	3,184	3,247	3,312
Total Exp	p/Transfers to Reserve	239,574	244,365	249,252	254,237	259,322
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total	I	(145,734)	(148,648)	(151,621)	(154,654)	(157,747)

Business Unit: 5500 - RAP Administration



Revenues/Funding Sources

Business Unit: 5520 - RAP-Building Operations

Department:	Parks, Recreation and Facilities	Budget Year:	2018
	Facilities		

Overview:

Building Operations includes facility maintenance and repair of Royal Athletic Park's daily operations such as garbage, janitorial, alarm and mechanicals. These services ensure the clean and safe operation for staff, patrons and facility users.

Deliverables:

- Provision of high calibre sports facility in Victoria to support events, major tenants and user groups
- Ready for use for all events
- · Critical eye inspection performed prior to each event

Business Unit: 5520 - RAP-Building Operations

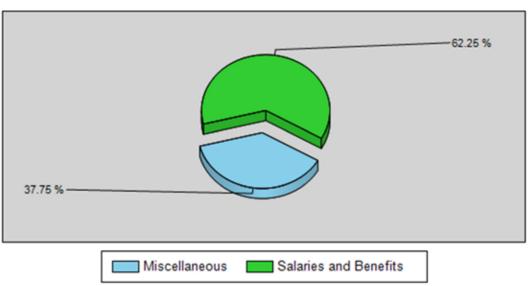
Changes to Service Area:

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	36,542	36,443	27,833	27,833	0.00 %
4822	Repairs and Maintenance	22,893	16,896	16,549	16,880	+ 2.00 %
9111	WO Inside Equipment Rentals	234	90	0	0	
9211	WO Regular Time	2,877	421	0	0	
9311	WO Inventory Purchases	244	0	0	0	
9321	WO Outside Purchases	907	146	0	0	
9411	WO Contracted Services	1,860	0	0	0	
Total Exp	enditures/Transfers to Reserve	65,556	53,996	44,382	44,713	
Net Total		(65,556)	(53,996)	(44,382)	(44,713)	

Business Unit: 5520 - RAP-Building Operations

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	27,833	28,390	28,957	29,537	30,127
4822	Repairs and Maintenance	16,880	17,218	17,562	17,913	18,271
Total Ex	p/Transfers to Reserve	44,713	45,607	46,519	47,450	48,399
% Increa	ISE		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(44,713)	(45,607)	(46,519)	(47,450)	(48,399)

Business Unit: 5520 - RAP-Building Operations



Expenditures/Transfers to Reserve

Business Unit: 5525 - RAP-Building Maintenance

Department:

Parks, Recreation and Facilities

Budget Year: 2018

Overview:

Building Maintenance supports the facility maintenance and repair of Royal Athletic Park to ensure the clean and safe operation for staff, patrons and facility users.

Deliverables:

- Provision of high caliber sports facility in Victoria to support events, major tenants and user groups
- · Weekly lighting, heating, ventilation and building system inspections
- Monthly life safety equipment checks including emergency lighting, exit signage and fire alarm systems
- Ready for use for all events
- Critical eye inspection performed prior to each event

Business Unit: 5525 - RAP-Building Maintenance

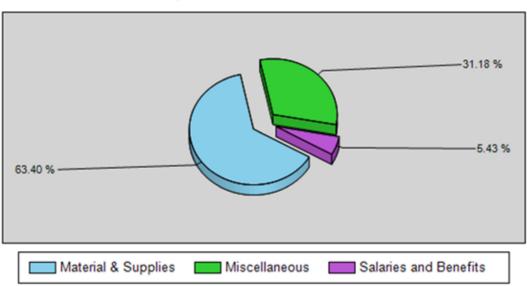
Changes to Service Area:

Accourt	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	740	0	1,465	1,465	0.00 %
4358	Gas	2,285	2,098	3,000	3,000	0.00 %
4360	Hydro	25,433	30,102	26,000	27,500	+ 5.77 %
4822	Repairs and Maintenance	0	5,710	14,001	15,000	+ 7.14 %
9211	WO Regular Time	0	264	1,123	1,145	+ 1.96 %
9321	WO Outside Purchases	0	741	0	0	
Total Ex	penditures/Transfers to Reserve	28,458	38,914	45,589	48,110	
Net Tota	ı	(28,458)	(38,914)	(45,589)	(48,110)	

Business Unit: 5525 - RAP-Building Maintenance

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	1,465	1,494	1,524	1,555	1,586
4358	Gas	3,000	3,060	3,121	3,184	3,247
4360	Hydro	27,500	28,463	29,459	30,490	31,557
4822	Repairs and Maintenance	15,000	15,300	15,606	15,918	16,236
9211	WO Regular Time	1,145	1,168	1,191	1,215	1,239
Total Exp	p/Transfers to Reserve	48,110	49,485	50,901	52,361	53,866
% Increa	se		2.86%	2.86%	2.87%	2.87%
Net Tota	I	(48,110)	(49,485)	(50,901)	(52,361)	(53,866)

Business Unit: 5525 - RAP-Building Maintenance



Expenditures/Transfers to Reserve

Business Unit: 5530 - RAP-Food and Beverage Operations

Department:Parks, Recreation andBudget YFacilities	ear: 2018
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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: 5530 - RAP-Food and Beverage Operations

Changes to Service Area:

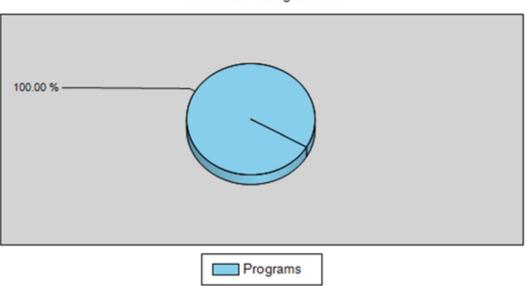
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3366	Vending Machines	6,238	4,025	2,700	2,754	+ 2.00 %
3446	Food and Beverage	109,110	111,532	90,000	91,800	+ 2.00 %
3452	Lounge	218,033	197,916	150,000	153,000	+ 2.00 %
3472	Over/Under	(348)	(84)	0	0	
Total Reve	enues/Funding Sources	333,032	313,389	242,700	247,554	
Expendit	ures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	62,666	64,200	57,471	58,564	+ 1.90 %
4304	Food and Beverage	117,008	100,538	100,000	102,000	+ 2.00 %
4308	General Supplies	5,397	11,813	500	510	+ 2.00 %
4508	Credit Card Discount Fees	10,055	8,364	6,500	6,630	+ 2.00 %
4814	Miscellaneous	4,711	0	500	510	+ 2.00 %
4822	Repairs and Maintenance	1,867	524	0	0	
4852	Licence Fees ¹	2,790	2,440	2,200	2,800	+ 27.27 %
4865	Commissions Paid	85,262	84,782	55,000	55,000	0.00 %
Total Expe	enditures/Transfers to Reserve	289,755	272,662	222,171	226,014	
Net Total		43,277	40,727	20,529	21,540	

¹ 2018 increase to reflect updated Liquor Control Licensing Branch (LCLB) fees

Business Unit: 5530 - RAP-Food and Beverage Operations

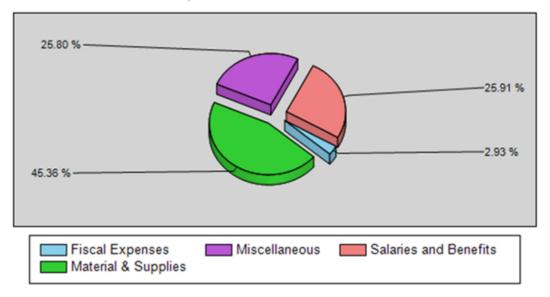
		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3366	Vending Machines	2,754	2,809	2,865	2,923	2,981
3446	Food and Beverage	91,800	93,636	95,509	97,419	99,367
3452	Lounge	153,000	156,060	159,181	162,365	165,612
Total Rev	/Funding Sources	247,554	252,505	257,555	262,706	267,960
% Increas	Se		2.00%	2.00%	2.00%	2.00%
Expendi	tures/Transfers to Reserve					
4080	Auxiliaries/RPT/Seasonal	58,564	59,745	60,939	62,160	63,402
4304	Food and Beverage	102,000	104,040	106,121	108,243	110,408
4308	General Supplies	510	520	531	541	552
4508	Credit Card Discount Fees	6,630	6,763	6,898	7,036	7,177
4814	Miscellaneous	510	520	531	541	552
4852	Licence Fees	2,800	2,856	2,913	2,971	3,031
4865	Commissions Paid	55,000	56,100	57,222	58,366	59,534
Total Exp	/Transfers to Reserve	226,014	230,544	235,154	239,859	244,655
% Increas	se		2.00%	2.00%	2.00%	2.00%
Net Total		21,540	21,961	22,401	22,848	23,305

Business Unit: 5530 - RAP-Food and Beverage Operations



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 5550 - RAP-Field Maintenance

Department: Parks, Recreation and Budget Year: 2018 Facilities	8
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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: 5550 - RAP-Field Maintenance

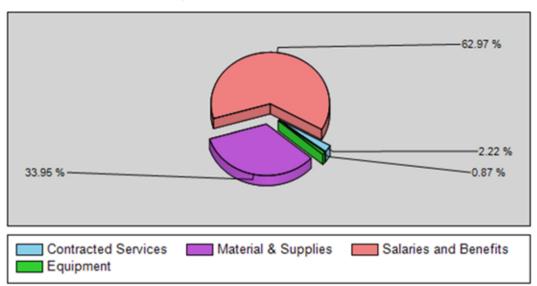
Changes to Service Area:

Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	itures/Transfers to Reserve					
4366	Water	20,097	21,302	22,748	22,748	0.00 %
9111	WO Inside Equipment Rentals	121	334	1,000	1,000	0.00 %
9121	WO Outside Equipment Rentals	2,648	399	0	0	
9211	WO Regular Time	57,504	71,020	71,050	72,471	+ 2.00 %
9221	WO Overtime	0	5,627	0	0	
9311	WO Inventory Purchases	3,572	0	0	0	
9321	WO Outside Purchases	25,075	22,576	16,000	16,320	+ 2.00 %
9411	WO Contracted Services	2,400	1,000	2,500	2,550	+ 2.00 %
Total Ex	penditures/Transfers to Reserve	111,418	122,257	113,298	115,089	
Net Tota	I	(111,418)	(122,257)	(113,298)	(115,089)	

Business Unit: 5550 - RAP-Field Maintenance

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve					
4366	Water	22,748	23,885	25,080	26,334	27,650
9111	WO Inside Equipment Rentals	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	72,471	73,920	75,399	76,907	78,445
9321	WO Outside Purchases	16,320	16,646	16,979	17,319	17,665
9411	WO Contracted Services	2,550	2,601	2,653	2,706	2,760
Total Ex	p/Transfers to Reserve	115,089	118,073	121,151	124,327	127,603
% Increa	se		2.59%	2.61%	2.62%	2.64%
Net Tota	I	(115,089)	(118,073)	(121,151)	(124,327)	(127,603)

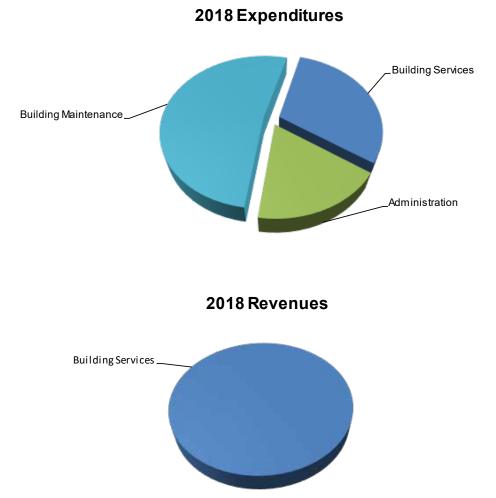
Business Unit: 5550 - RAP-Field Maintenance



Expenditures/Transfers to Reserve

FACILITIES Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Building Services	5,300	5,300	0	0.00%
Building Maintenance	15,000	0	(15,000)	-100.00%
Total	20,300	5,300	(15,000)	-73.89%
Expenditures/Transfers to Reserve				
Building Services	1,741,175	1,793,266	52,091	2.99%
Administration	915,676	1,040,070	124,394	13.58%
Building Maintenance	2,977,699	3,061,868	84,169	2.83%
Total	5,634,550	5,895,204	260,654	4.63%
Net	5,614,250	5,889,904	275,654	4.91%



Service Area: Building Services

Department:

Parks, Recreation and Facilities

Budget Year: 2018

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 Fire Halls, 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 of 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

Service Area: Building Services

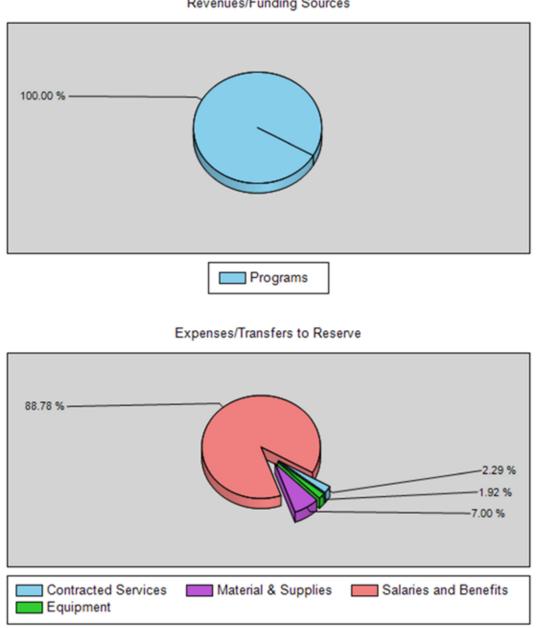
Changes to Service Area:

		December 31, 2016	December 31, 2017	2017	2018	Percent
Account	Description	Actual	Actual	Budget	Budget	Change
Revenue	s/Funding Sources					
9011	Work Order Revenue	5,414	5,310	5,300	5,300	0.00 %
Total Rev	v/Funding Sources	5,414	5,310	5,300	5,300	
Expendit	ures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	18,999	14,627	32,500	33,500	+ 3.08 %
9121	WO Outside Equipment Rentals	0	0	1,000	1,000	0.00 %
9211	WO Regular Time	1,560,883	1,502,878	1,556,247	1,587,372	+ 2.00 %
9221	WO Overtime	13,757	33,452	3,178	4,692	+ 47.64 %
9311	WO Inventory Purchases	2,550	1,962	4,250	4,250	0.00 %
9321	WO Outside Purchases	105,531	124,243	112,000	121,328	+ 8.33 %
9411	WO Contracted Services	19,744	15,764	32,000	41,124	+ 28.51 %
9421	WO Consulting Services	2,800	0	0	0	
Total Ex	o/Transfers to Reserve	1,724,263	1,692,926	1,741,175	1,793,266	
Net Tota	I	(1,718,849)	(1,687,616)	(1,735,875)	(1,787,966)	

Service Area: Building Services

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
9011	Work Order Revenue	5,300	5,300	5,300	5,300	5,300
Total Rev	//Funding Sources	5,300	5,300	5,300	5,300	5,300
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
9111	WO Inside Equipment Rentals	33,500	34,170	34,853	35,550	36,261
9121	WO Outside Equipment Rentals	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	1,587,372	1,619,119	1,651,502	1,684,532	1,718,222
9221	WO Overtime	4,692	4,786	4,882	4,979	5,079
9311	WO Inventory Purchases	4,250	4,325	4,412	4,500	4,590
9321	WO Outside Purchases	121,328	123,755	126,230	128,754	131,329
9411	WO Contracted Services	41,124	41,946	42,785	43,641	44,514
Total Exp	o/Transfer to Reserve	1,793,266	1,829,121	1,865,704	1,903,018	1,941,078
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,787,966)	(1,823,821)	(1,860,404)	(1,897,718)	(1,935,778)

Service Area: Building Services



Revenues/Funding Sources

Service Area: Facilities Administration

Department:

Parks, Recreation and Facilities Budget Year: 2018

Overview:

Facilities Administration's role 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 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
- Specialized cleaning of 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 Fire Halls, 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 Daily 38,590 sq ft cleaned per person

Service Area: Facilities Administration

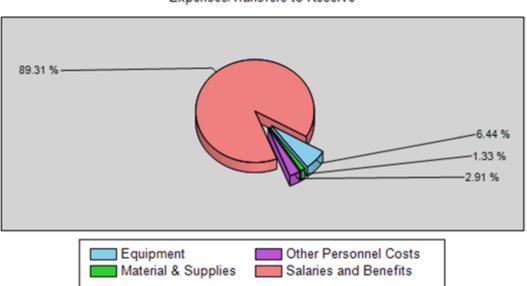
Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	110,491	108,303	109,082	109,082	+ 0.00 %
4016	Salaries - Inside	495,950	484,233	497,707	589,742	+ 18.49 %
4070	Overtime	4,282	4,079	3,000	3,060	+ 2.00 %
4080	Auxiliaries/RPT/Seasonal	730	2,002	0	0	
4102	Benefits	144,749	138,995	148,139	167,637	+ 13.16 %
4112	Mileage/Parking	9,801	13,201	7,537	14,500	+ 92.38 %
4116	Conferences/Travel	0	3,308	2,000	2,000	0.00 %
4118	Membership Fees	335	0	1,000	1,020	+ 2.00 %
4120	Training and Development	6,078	1,285	12,580	12,750	+ 1.35 %
4308	General Supplies	452	272	1,000	510	- 49.00 %
4312	Office Supplies	6,476	2,619	1,500	2,040	+ 36.00 %
4316	Protective Clothing/Uniforms	0	0	500	500	0.00 %
4318	Lumber and Tools	7,679	2,316	3,000	3,060	+ 2.00 %
4364	Telecommunications	4,998	10,664	3,700	3,774	+ 2.00 %
4412	Equipment Rentals	58,500	50,613	62,700	67,000	+ 6.86 %
4822	Repairs and Maintenance	181	0	0	0	
9111	WO Inside Equipment Rentals	9	4	0	0	
9211	WO Regular Time	18,015	37,855	57,215	58,359	+ 2.00 %
9221	WO Overtime	372	954	1,015	1,035	+ 1.97 %
9311	WO Inventory Purchases	128	0	1,000	1,000	0.00 %
9321	WO Outside Purchases	2,815	5,899	3,000	3,000	0.00 %
Total Exp	o/Transfers to Reserve	872,041	866,604	915,676	1,040,070	
Net Total		(872,041)	(866,604)	(915,676)	(1,040,070)	

Service Area: Facilities Administration

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	589,742	601,537	613,627	625,839	638,356
4070	Overtime	3,060	3,121	3,184	3,247	3,312
4102	Benefits	167,637	170,990	174,409	177,897	181,455
4112	Mileage/Parking	14,500	14,790	15,086	15,388	15,695
4116	Conferences/Travel	2,000	2,040	2,081	2,122	2,165
4118	Membership Fees	1,020	1,040	1,061	1,082	1,104
4120	Training and Development	12,750	13,005	13,265	13,530	13,801
4308	General Supplies	510	520	531	541	552
4312	Office Supplies	2,040	2,081	2,122	2,165	2,208
4316	Protective Clothing/Uniforms	500	510	520	531	541
4318	Lumber and Tools	3,060	3,121	3,184	3,247	3,312
4364	Telecommunications	3,774	3,849	3,926	4,005	4,085
4412	Equipment Rentals	67,000	68,340	69,707	71,101	72,523
9211	WO Regular Time	58,359	59,527	60,717	61,931	63,170
9221	WO Overtime	1,035	1,056	1,077	1,098	1,120
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
Total Exp/Transfer to Reserve		1,040,070	1,060,871	1,082,148	1,103,730	1,125,805
% Increa	se		2.00%	2.01%	1.99%	2.00%
Net Total		(1,040,070)	(1,060,871)	(1,082,148)	(1,103,730)	(1,125,805)

Service Area: Facilities Administration



Expenses/Transfers to Reserve

Service Area: Building Maintenance

Department:

Parks, Recreation and Facilities

Budget Year: 2018

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

2018 Minor Maintenance Projects:

- Miscellaneous Adds, Moves & Changes (office moves and changes) \$170,000
- Corporate Signage \$10,000
- Ergonomic Improvements (as requested by Health and Safety) \$10,000
- Accessibility Assessments \$15,000
- Roof Management Program (roof inspections and replacement program) (Phase 3) \$30,000
- Fall Protection Program (annual inspections and upgrades) \$25,000
- Energy Audits \$10,000
- Miscellaneous Energy Retrofits \$25,000
- Miscellaneous Repairs and Projects \$185,000
 - o Emergency maintenance repairs and system failures
 - o Minor safety related projects
 - o Minor new, code or legislation, mandated projects

Service Area: Building Maintenance

Changes to Service Area:

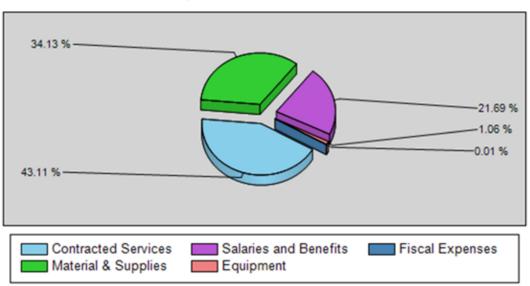
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	Revenues/Funding Sources					
5075	Financial Stability Reserve ¹	0	0	15,000	0	
9011	Work Order Revenue	139	857	0	0	
Total Rev	- v/Funding Sources	139	857	15,000	0	
Expendit	ures/Transfers to Reserve					
6035	Transfer to Financial Stability Reserve	15,000	0	0	0	
9111	WO Inside Equipment Rentals	25,401	16,808	23,000	23,000	0.00 %
9121	WO Outside Equipment Rentals	6,368	4,715	8,000	9,500	+ 18.75 %
9211	WO Regular Time	719,722	616,646	648,035	660,997	+ 2.00 %
9221	WO Overtime	969	2,557	3,045	3,105	+ 1.97 %
9311	WO Inventory Purchases	6,580	5,259	6,000	6,000	0.00 %
9321	WO Outside Purchases	450,587	334,378	315,567	306,124	- 2.99 %
9358	WO Utility-Gas-Fortis	110,581	130,245	124,370	139,000	+ 11.76 %
9360	WO Utility-BC Hydro	545,421	578,624	543,979	594,000	+ 9.20 %
9411	WO Contracted Services	1,047,511	1,019,410	1,300,704	1,299,943	- 0.06 %
9421	WO Consulting Services	41,120	57,106	5,000	20,000	+ 300.00 %
9441	WO Insurance-Vehicle	0	193	0	200	
Total Exp	- p/Transfers to Reserve	2,969,259	2,765,940	2,977,699	3,061,868	
Net Tota	-	(2,969,120)	(2,765,083)	(2,962,699)	(3,061,868)	

¹ 2016 Council Motion – Quadra Village Community Centre repairs

Service Area: Building Maintenance

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
9111	WO Inside Equipment Rentals	23,000	23,460	23,929	24,408	24,896
9121	WO Outside Equipment Rentals	9,500	9,690	9,884	10,081	10,283
9211	WO Regular Time	660,997	674,101	687,467	701,100	715,006
9221	WO Overtime	3,105	3,167	3,230	3,295	3,361
9311	WO Inventory Purchases	6,000	6,120	6,242	6,367	6,495
9321	WO Outside Purchases	306,124	312,246	318,491	324,861	331,358
9358	WO Utility-Gas-Fortis	139,000	141,780	144,616	147,508	150,458
9360	WO Utility-BC Hydro	594,000	614,790	636,308	658,578	681,629
9411	WO Contracted Services	1,299,943	1,325,941	1,352,460	1,379,509	1,407,100
9421	WO Consulting Services	20,000	20,400	20,808	21,224	21,649
9441	WO Insurance-Vehicle	200	204	208	212	216
Total Exp/Transfer to Reserve		3,061,868	3,131,900	3,203,643	3,277,145	3,352,450
% Increa	se		2.29%	2.29%	2.29%	2.30%
Net Total	—	(3,061,868)	(3,131,900)	(3,203,643)	(3,277,145)	(3,352,450)

Service Area: Building Maintenance



Expenses/Transfers to Reserve



Sustainable Planning and Community Development

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

Community Planning:

- City-wide and Local Area Planning
- Current Policy and Regulatory Initiatives
- Heritage Policy, Programs and Applications
- Housing Policy and Administration of the Housing Reserve Fund
- Urban Design and Public Realm Planning

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
- Heritage Alteration Permits, Heritage Designations and Tax Incentive Program Applications

Permits and Inspections:

- Regulation and inspection of new development to ensure compliance with the BC Building Code
- Processing, administration and related inspections for building, plumbing, electrical, sign, and liquor license permit applications

Key Initiatives for 2018

- Local Area Planning
- Downtown Core Area Plan
- Housing Strategy
- Ship Point Master Plan
- Visual Victoria
- Ongoing Development/Permit Application Process
 Improvements
- Heritage Program
- Centennial Square Action Plan

Sustainable Planning and Community Development

Budget Summary	
2018 Base Expenditures	4,980,685
2018 One Time Expenditures	1,472,587
2018 Approved Expenditures	6,453,272
2017 Base Expenditures	4,899,480
2017 One Time Expenditures	1,131,552
2017 Approved Expenditures	6,031,032
Base Budget Change	81,205
Change by %	1.66%
2018 Base Revenues	2,928,750
2018 One Time Revenues	1,089,990
2018 Approved Revenues	4,018,740
2017 Base Revenues	2,915,000
2017 One Time Revenues	604,552
2017 Approved Revenues	3,519,552
Base Budget Change	13,750
Change by %	0.47%
2018 FTE	43.43
2017 FTE	43.43
Change	0
Change by %	0.00%

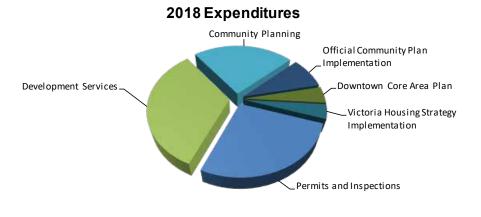


Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast			
How much did we do?							
New housing units		733	837	Approximately 450 Required to Meet OCP goal of 20% of regional population growth			
How well did we do it?		1	1	1			
 Annual share (%) of new housing units directed to growth areas: a. 50% urban core b. 40% in and near town centres and large urban villages c 10% in small urban villages and 		a. 67% urban core b. 22% in an near town centres and large urban	a. 78% urban core b. 14% in and near town centres and large urban	Percentages will fluctuate yearly reflecting development cycles			
remainder of residential areas	c. 11% in smal urban village and remaind residential a		c. 8% in small urban villages and remainder of residential areas	Target for 2041 is to achieve growth in the 50% – 40% – 10% proportions			
Story behind the data	range policies and init and administering the and placemaking. Con implementation of the the City for accommod 50% of the growth and to accommodate 40% villages and other resi	e services provided by the Community Planning division include preparation of long ge policies and initiatives, providing advice on planning challenges and opportunities, d administering the heritage program, all which contribute to Victoria's growth, prosperity d placemaking. Community Planning is the key division overseeing the development and oblementation of the Official Community Plan (OCP). The OCP designates certain areas of City for accommodating new population with the urban core targeted to accommodate % of the growth and areas in and near town centres and large urban villages targeted accommodate 40% of the growth. Remaining growth (10%) is targeted for small urban ages and other residential areas. Community Planning's key metric of quality of service lue for money) is represented by the effectiveness in the policy program to deliver upon					
Is anyone better off?	· ·						
Story behind the data	population mass to su infrastructure and bett on other residential pa Victoria's housing grow	g and population growth apport better transit, locater use of cycling and potents arts of the Victoria where wth will be concentrated t retains its predominant	al businesses, more effi edestrian facilities. It als e change is less desirab I downtown to support t	cient use of so reduces pressure ble. A large share of he development of a			
Where do we want to go?	initiatives with more ur	flects an effort to bring forward policy considerations and progress on nore urgency to assist with the achievement of the community's goals and ives and priorities within shorter timeframes.					

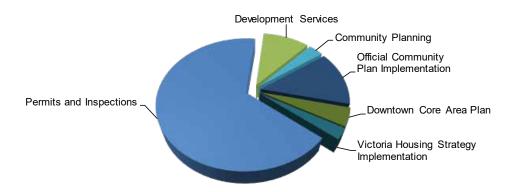
Performance Measurements	2016 Actuals	2017 Actuals	2018 Forecast			
How much did we do?	I					
Number of applications processed		350	370	310		
How well did we do it?						
Development applications will be:	Target					
1) Reviewed by an interdepartmental staff team (TRG) and coordinated comments will be sent to the applicant	75% within 4 wks of submission	81%	85%	75% or higher		
2) Presented to Committee of Council, after Resubmission	75% within 8–16 wks after Step 1	75%	90%	75% or higher		
 Board of Variance Applications will be presented to the Board of Variance for a decision 	75% within 4–6 wks of submission	80%	87%	80% or higher		
Story behind the data	The services provided b development application developers, Community City departments coordi application processes. within City staff's control to better collaborate with	ns. A key component of Association Land Use inating and managing The metrics provided r . Staff are working to fu	of the role of this Division Committee (CALUC), the the many "moving parts epresent aspects of the urther improve and strea	is working with the public and other " of the development process that are largel mline the process, and		
Is anyone better off?						
Story behind the data	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, is 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.					
Where do we want to go?	Staff aim to continue me development activity wh expectations. Additional to facilitate easier report	nile also responding to Ily, we look forward to r	enquiries and meeting c refining data collection a	customer service		

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast			
How much did we do?		1					
# of permits issued		3,994	3,759	4,000			
How well did we do it?		I	1	I			
Percent of building permits that met target turnaround of 6 days	81%	62%	85%				
Story behind the data	The services provided by the Permits & Inspections division support anticipated population and economic growth in the city, represented by the total number of permits processed pe year. These permits had a total construction value of \$438,160,000 in 2017. This service supports Strategic Plan Objective 5: Create Prosperity Through Economic Development.						
Is anyone better off?							
Story behind the data	Since 2016, metrics have been collected as part of larger effort to manage permit reviews comprehensively. Consistency, efficiency and purpose are key objectives that drive process change and the metrics provide a valuable feedback mechanism to highlight the impact of changes in relation to variables outside of the City's control such as investment in development and permit volumes. Since 2016, construction activity has been at historic, record-high, levels and the long term impact of this is reduced ability to meet timing targets. The impact to permit review times is expected and will persist through peak development cycles.						
Where do we want to go?	reviews representing a data was gathered bu information to staff to s When this information	t review process is a comprehensive review involving up to 10 separate g a variety of City departments. 2016 was the first year in which real but further improvements are underway which will provide better to supporting greater success meeting targeted timeframes for review. on is available it is possible to commit to high standards for permit and meet these targets 85% – 90% of the time.					

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Permits and Inspections	2,640,000	2,650,000	10,000	0.38%
Development Services	368,750	407,500	38,750	10.51%
Community Planning	100,000	127,875	27,875	27.88%
Official Community Plan Implementation	222,002	545,000	322,998	145.49%
Downtown Core Area Plan	128,800	180,300	51,500	39.98%
Victoria Housing Strategy Implementation	60,000	108,065	48,065	80.11%
Total	3,519,552	4,018,740	499,188	14.18%
Expenditures/Transfers to Reserve				
Permits and Inspections	1,594,586	1,715,425	120,839	7.58%
Development Services	2,042,702	2,133,852	91,150	4.46%
Community Planning	1,482,941	1,525,033	42,092	2.84%
Official Community Plan Implementation	537,002	545,000	7,998	1.49%
Downtown Core Area Plan	213,800	285,300	71,500	33.44%
Victoria Housing Strategy Implementation	160,000	248,662	88,662	55.41%
Total	6,031,032	6,453,272	422,240	7.00%
Net	2,511,480	2,434,532	(76,948)	-3.06%



2018 Revenues



Business Unit: 3500 - Development Services

Department:

Sustainable Planning and Budget Year: Community Development

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.

2018

Development Services provides planning and land use regulations and information services as they related 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 and heritage 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 2018 exceeds the average or if more priority applications (affordable non-profit housing or public health facilities) than usual are received:
- Review and compile comments from the Technical Review Group (TRG) and provide to applicant within four 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.
- 8 to 12 weeks after TRG comments are provided to the applicant, a report will be presented to a Committee of Council (Planning and Land Use Committee) or Council Advisory Committee if no application revisions were required as a result of the TRG comments.
- 12 to 16 weeks after receiving a revised proposal, if application revisions were required as a result of the TRG comments that did not result in the need for another Technical Review, a report will be presented to a Committee of Council (COTW) 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)
- Agenda preparation and administration for every Heritage Advisor Panel meeting (approx. 12 per year)

Business Unit: 3500 - Development Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Actual	Actual	Buuget	Duugei	Change
3216	Rezoning Applications ¹	396,485	984,657	367,500	371,250	+ 1.02 %
3252	Plan Search Fees	1,610	1,750	1,200	1,200	0.00 %
3470	Zoning By-Law Sales	80	0	50	50	0.00 %
5075	Financial Stability Reserve	0	0	0	35,000	
9011	Work Order Revenue	525	(75)	0	0	
Total Reve	enues/Funding Sources	398,700	986,332	368,750	407,500	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	326,553	331,558	322,719	322,719	+ 0.00 %
4016	Salaries - Inside	1,069,859	987,865	1,096,056	1,117,803	+ 1.98 %
4070	Overtime	25,774	38,653	0	0	
4080	Auxiliaries/RPT/Seasonal ¹	82,281	216,975	152,058	212,382	+ 39.67 %
4102	Benefits	313,875	306,733	346,050	351,378	+ 1.54 %
4112	Mileage/Parking	1,485	1,415	1,200	2,000	+ 66.67 %
4116	Conferences/Travel	11,613	23,723	22,500	22,500	0.00 %
4118	Membership Fees	6,317	5,342	6,550	6,550	0.00 %
4120	Training and Development	5,484	3,117	6,470	6,470	0.00 %
4204	Advertising	0	0	1,000	1,000	0.00 %
4210	Catering	1,556	502	550	550	0.00 %
4216	Contracted Services	11,625	3,659	25,000	38,500	+ 54.00 %
4228	Printing	20,836	28,366	30,500	19,200	- 37.05 %
4310	Books/Publications	544	1,373	1,000	1,000	0.00 %
4312	Office Supplies	9,252	11,456	9,300	9,300	0.00 %
4364	Telecommunications	1,533	2,016	2,500	2,500	0.00 %
4512	Insurance	4,050	5,469	9,500	9,500	0.00 %
4638	Miscellaneous Grants	0	3,500	3,750	7,500	+ 100.00 %
4814	Miscellaneous	1,797	1,340	6,000	3,000	- 50.00 %
6035	Transfer to Financial Stability Reserve	0	35,000	0	0	
6099	Transfer To Reserve	0	327,846	0	0	
9111	WO Inside Equipment Rentals	105	13	0	0	
9211	WO Regular Time	926	133	0	0	
9321	WO Outside Purchases	1,380	0	0	0	
Total Expe	enditures/Transfers to Reserve	1,896,844	2,336,053	2,042,702	2,133,852	
Net Total		(1,498,144)	(1,349,721)	(1,673,952)	(1,726,352)	

¹ Cannabis Planner – funded from rezoning applications

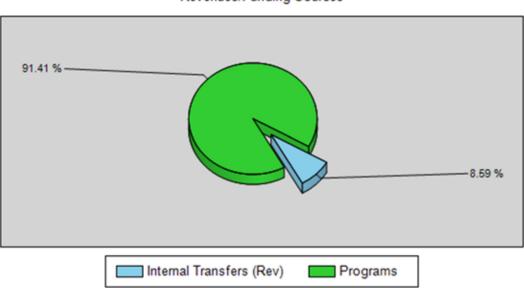
Business Unit: 3500 - Development Services

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3216	Rezoning Applications ¹	371,250	277,500	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
5075	Financial Stability Reserve	35,000	0	0	0	0
Total Rev	/Funding Sources	407,500	278,750	278,750	278,750	278,750
% Increas	5e		(31.60%)	0.00%	0.00%	0.00%
Expendi	tures/Transfers to Reserve					
4010	Salaries - Exempt	322,719	329,173	335,757	342,472	349,321
4016	Salaries - Inside	1,117,803	1,140,160	1,163,000	1,186,222	1,209,947
4080	Auxiliaries/RPT/Seasonal ¹	212,382	16,964	17,307	17,650	18,003
4102	Benefits	351,378	358,406	365,583	372,885	380,343
4112	Mileage/Parking	2,000	2,040	2,081	2,122	2,165
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	38,500	39,270	40,055	40,857	41,674
4228	Printing	19,200	19,584	19,976	20,375	20,783
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	7,500	7,500	7,500	7,500	7,500
4814	Miscellaneous	3,000	3,060	3,121	3,184	3,247
Total Exp	/Transfers to Reserve	2,133,852	1,976,715	2,016,148	2,056,271	2,097,246
% Increas	5e		(7.36%)	1.99%	1.99%	1.99%
Net Total		(1,726,352)	(1,697,965)	(1,737,398)	(1,777,521)	(1,818,496)

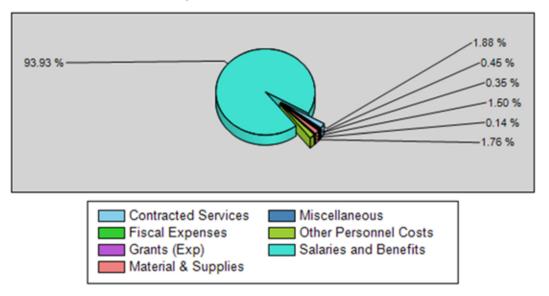
¹ Cannabis Planner – funded from rezoning applications

Business Unit: 3500 - Development Services



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 3550 - Community Planning

Department:

Sustainable Planning and Community Development

Budget Year: 2018

Overview:

Community Planning 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 (OCP), 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, supports the City's Heritage Program including the Heritage Tax Incentive Program.

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
- Updated Neighbourhood Plans
- Rental Retention and Revitalization Strategy
- Streetscape update for Government Street and design for Government Street mall extension

Business Unit: 3550 - Community Planning

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3760	Grants ¹	0	25,000	50,000	77,875	+ 55.75 %
5075	Financial Stability Reserve	36,614	0	0	0	
5063	Trf from Climate Action Reserve ¹	0	35,891	50,000	50,000	0.00 %
Total Reve	enues/Funding Sources	36,614	60,891	100,000	127,875	
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	235,056	246,618	246,501	246,501	+ 0.00 %
4016	Salaries – Inside¹	472,134	740,730	859,358	800,988	- 6.79 %
4070	Overtime	45,371	89,588	0	0	
4080	Auxiliaries/RPT/Seasonal ²	231,820	44,527	61,228	122,459	+ 100.01 %
4102	Benefits ¹	186,789	235,402	269,396	255,451	- 5.18 %
4112	Mileage/Parking	1,577	1,924	1,700	2,000	+ 17.65 %
4116	Conferences/Travel	19,943	11,760	18,000	18,000	0.00 %
4118	Membership Fees	6,474	3,253	6,640	6,640	0.00 %
4120	Training and Development	3,850	4,402	5,000	5,000	0.00 %
4204	Advertising	271	0	1,500	1,500	0.00 %
4210	Catering	649	1,493	500	500	0.00 %
4214	Consulting ¹	0	0	0	27,875	
4216	Contracted Services ^{1,3}	0	7,945	3,658	28,658	+ 683.43 %
4226	Photocopy	0	0	500	500	0.00 %
4228	Printing	0	553	1,000	350	- 65.00 %
4310	Books/Publications	0	374	500	500	0.00 %
4312	Office Supplies	6,039	11,410	6,000	6,000	0.00 %
4364	Telecommunications	1,408	1,783	1,460	2,110	+ 44.52 %
4824	Recovery	(2,727)	(5,536)	0	0	
Total Expe	enditures/Transfers to Reserve	1,208,654	1,396,227	1,482,941	1,525,033	
Net Total		(1,172,040)	(1,335,336)	(1,382,941)	(1,397,158)	

¹ 2017 Council Motion – Community Energy Specialist (2017 and 2018)
 ² 2018 Council Motion – Heritage Planner (2018 and 2019)

³ Reallocation from Downtown Core Area Plan

Business Unit: 3550 - Community Planning

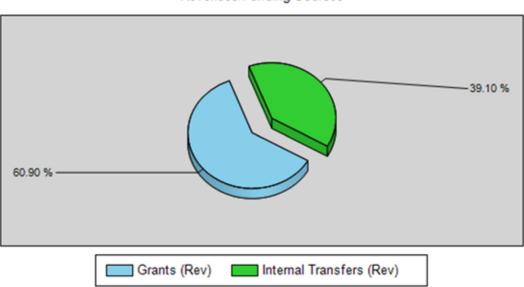
5 Year Forecast:

Revenue 3760 5063	s/Funding Sources Grants ¹ Trf from Climate Action Reserve ¹	77,875	0			
	Trf from Climate Action	,	0			
5063		50,000	-	0	0	0
		50,000	0	0	0	0
5075	Financial Stability Reserve ²	0	60,000	0	0	0
Total Rev/	Funding Sources	127,875	60,000	0	0	0
% Increas	e		(53.08%)	(100.00%)	0.00%	0.00%
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	246,501	251,431	256,459	261,589	266,820
4016	Salaries – Inside ¹	800,988	735,081	749,782	764,778	780,074
4080	Auxiliaries/RPT/Seasonal ²	122,459	123,708	64,983	66,282	67,608
4102	Benefits ¹	255,451	240,487	245,297	250,203	255,207
4112	Mileage/Parking	2,000	2,040	2,081	2,122	2,165
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
4214	Consulting ¹	27,875	0	0	0	0
4216	Contracted Services ¹	28,658	19,031	19,412	19,800	20,196
4226	Photocopy	500	510	520	531	541
4228	Printing	350	357	364	371	379
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	6,000	6,120	6,242	6,367	6,495
4364	Telecommunications	2,110	2,152	2,195	2,239	2,284
Total Exp/	Transfers to Reserve	1,525,033	1,413,701	1,380,775	1,408,390	1,436,558
% Increas	e		(7.30%)	(2.33%)	2.00%	2.00%
Net Total		(1,397,158)	(1,353,701)	(1,380,775)	(1,408,390)	(1,436,558)

¹ 2017 Council Motion – Community Energy Specialist (2017 and 2018)

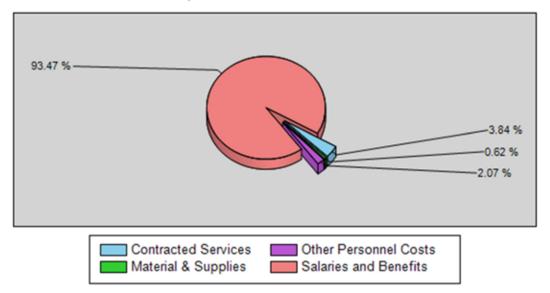
² 2018 Council Motion – Heritage Planner (2018 and 2019)

Business Unit: 3550 - Community Planning



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Business Unit: 3555 - Official Community Plan Implementation

Department:

Sustainable Planning and Budget Year: Community Development

t Year: 2018

Overview:

Costs to assist with the implementation of various initiatives directed by 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.

Four additional neighbourhood plans will commence in 2018 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:

- · Neighbourhood plans for Fernwood, North Park, Rockland, Jubilee
- Implementation of Phase I of the Ship Point Master Plan

Business Unit: 3555 - Official Community Plan Implementation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
5075	Financial Stability Reserve ¹	317,111	213,418	222,002	545,000	+ 145.49 %
Total Reve	enues/Funding Sources	317,111	213,418	222,002	545,000	
Expendit	ures/Transfers to Reserve					
4216	Contracted Services ¹	310,852	210,569	537,002	545,000	+ 1.49 %
6035	Transfer to Financial Stability Reserve ¹	0	300,000	0	0	
9111	WO Inside Equipment Rentals	115	66	0	0	
9211	WO Regular Time	618	643	0	0	
9311	WO Inventory Purchases	125	0	0	0	
9321	WO Outside Purchases	5,401	2,140	0	0	
Total Expe	enditures/Transfers to Reserve	317,111	513,418	537,002	545,000	
Net Total		0	(300,000)	(315,000)	0	

¹ 2017 Council Motion – Accelerated Local Area Planning

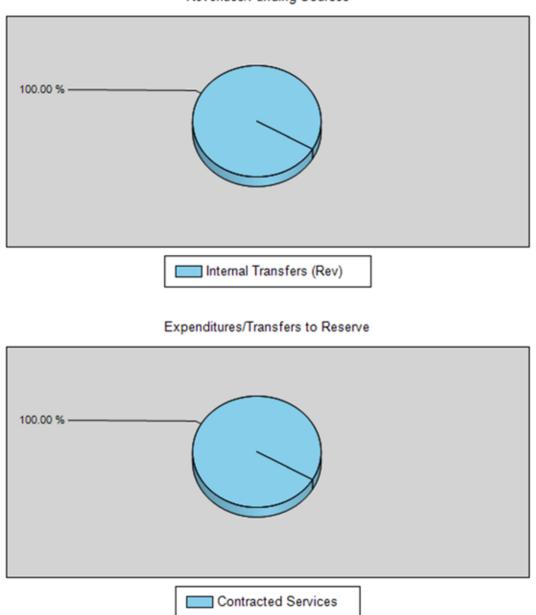
Business Unit: 3555 - Official Community Plan Implementation

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5075	Financial Stability Reserve ¹	545,000	0	0	0	0
Total Rev/Funding Sources		545,000	0	0	0	0
% Increa	ise		(100.00%)	0.00%	0.00%	0.00%
Expend	litures/Transfers to Reserve	•				
4216	Contracted Services ¹	545,000	0	0	0	0
Total Ex	p/Transfers to Reserve	545,000	0	0	0	0
% Increa	1Se		(100.00%)	0.00%	0.00%	0.00%
Net Tota		0	0	0	0	0

¹ 2017 Council Motion – Accelerated Local Area Planning

Business Unit: 3555 - Official Community Plan Implementation



Business Unit: 3560 - Downtown Core Area Plan

Department:

Sustainable Planning and **Budget Year:** Community Development

2018

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 two major DCAP implementation projects envisioned for 2018:

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 DCAP has been in place for 5 years and will need a review as part of the adaptive management framework. This will include a commercial study including examining commercial feasibility for Ship Point, and revisiting design guidelines for any improvements.

Deliverables:

• Downtown Core Area Plan update (5-year review as part of adaptive management)

• Updated zoning for Rock Bay district

Business Unit: 3560 - Downtown Core Area Plan

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues	s/Funding Sources					
5075	Financial Stability Reserve ¹	136,021	33,332	128,800	180,300	+ 39.98 %
5078	Downtown Core Area Public Realm Improve	45,482	0	0	0	
Total Reve	enues/Funding Sources	181,503	33,332	128,800	180,300	
Expendit	ures/Transfers to Reserve					
4216	Contracted Services ^{1,2}	136,021	39,332	213,800	285,300	+ 33.44 %
6035	Transfer to Financial Stability Reserve	0	85,000	0	0	
9111	WO Inside Equipment Rentals	288	0	0	0	
9211	WO Regular Time	3,236	0	0	0	
9311	WO Inventory Purchases	43	0	0	0	
9321	WO Outside Purchases	5,846	0	0	0	
9411	WO Contracted Services	36,071	0	0	0	
Total Expe	enditures/Transfers to Reserve	181,503	124,332	213,800	285,300	
Net Total		0	(91,000)	(85,000)	(105,000)	

 $^{\rm 1}$ 2017 Council Motion – Adaptive Management Framework and Zoning Updates

² Reallocation to Community Planning

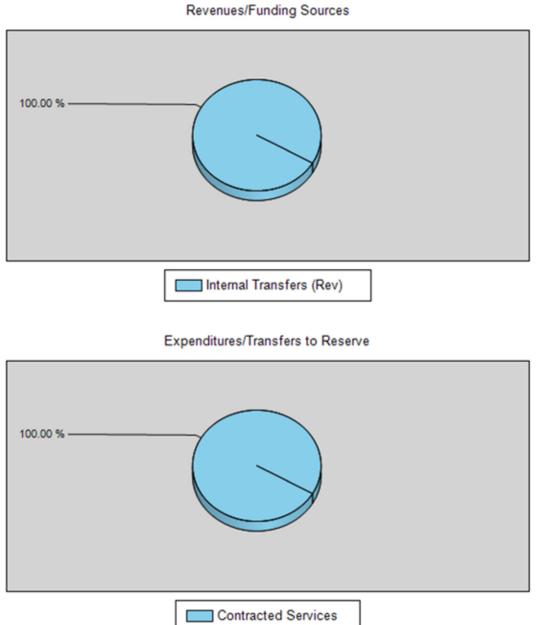
Business Unit: 3560 - Downtown Core Area Plan

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
5075	Financial Stability Reserve ¹	180,300	0	0	0	0
Total Re	v/Funding Sources	180,300	0	0	0	0
% Increa	ise		(100.00%)	0.00%	0.00%	0.00%
Expend	litures/Transfers to Reserve	9				
4216	Contracted Services ¹	285,300	0	0	0	0
Total Ex	p/Transfers to Reserve	285,300	0	0	0	0
% Increa	1Se		(100.00%)	0.00%	0.00%	0.00%
Net Tota	I	(105,000)	0	0	0	0

¹ 2017 Council Motion – Adaptive Management Framework and Zoning Updates

Business Unit: 3560 - Downtown Core Area Plan



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Business Unit: 3561 - Victoria Housing Strategy Implementation

Department:

Sustainable Planning and Budget Year: Community Development

Overview:

The purpose of the Victoria Housing Strategy is to define the City's role in the provision of affordable housing, to assess and forecast Victoria's affordable housing need and to establish targets and tools to meet those needs over the next 10 years. The Strategy aims to be action-oriented, focusing on concrete measures implemented over a three-year period, with annual monitoring and updates to guide continual improvement.

2018

Deliverables:

- A Market Rental Revitalization Study examining potential policies, regulations, and incentives to preserve aging market apartment buildings in the City and improve tenant protections and stability
- Examining housing infill options through the Local Area Planning process
- Reducing parking requirements to improve housing affordability in affordable housing projects through parking bylaw revision
- Examining the implementation of an inclusionary housing policy to mandate on-site affordable housing units in new developments
- Affordable housing rezoning and development applications prioritized
- Improved development approval timelines
- Several active Housing Reserve Fund applications currently under consideration
- Providing municipal support for the Regional Housing First Strategy
- Regulation of short term rentals

Business Unit: 3561 - Victoria Housing Strategy Implementation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
3760	Grants ¹	0	0	60,000	60,000	0.00 %
5075	Financial Stability Reserve	0	0	0	48,065	
Total Rev	enues/Funding Sources	0	0	60,000	108,065	
Expendit	tures/Transfers to Reserve					
4016	Salaries - Inside	0	0	0	86,151	
4102	Benefits	0	0	0	21,107	
4214	Consulting	0	0	0	33,339	
4216	Contracted Services ¹	0	51,934	160,000	108,065	- 32.46 %
6035	Transfer to Financial Stability Reserve	0	48,066	0	0	
Total Exp	enditures/Transfers to Reserve	0	100,000	160,000	248,662	
Net Total		0	(100,000)	(100,000)	(140,597)	

¹ BC Hydro Grant – Multi-Unit Rental Building Retrofit Strategy

Business Unit: 3561 - Victoria Housing Strategy Implementation

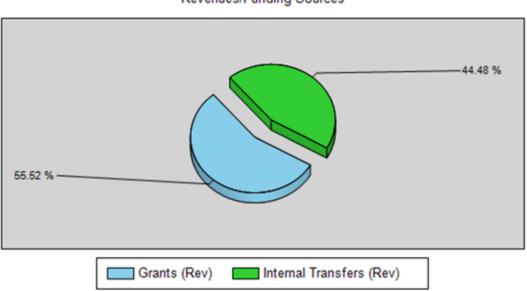
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3760	Grants ¹	60,000	0	0	0	0
5075	Financial Stability Reserve ²	48,065	109,403	0	0	0
Total Rev	//Funding Sources	108,065	109,403	0	0	0
% Increa	se		1.24%	(100.00%)	0.00%	0.00%
Expendi	itures/Transfers to Reserve					
4016	Salaries – Inside ²	86,151	87,874	0	0	0
4102	Benefits ²	21,107	21,529	0	0	0
4214	Consulting ²	33,339	0	0	0	0
4216	Contracted Services ^{1,2}	108,065	0	0	0	0
Total Exp	o/Transfers to Reserve	248,662	109,403	0	0	0
% Increa	se		(56.00%)	(100.00%)	0.00%	0.00%
Net Total		(140,597)	0	0	0	0

¹ BC Hydro Grant – Multi-Unit Rental Building Retrofit Strategy

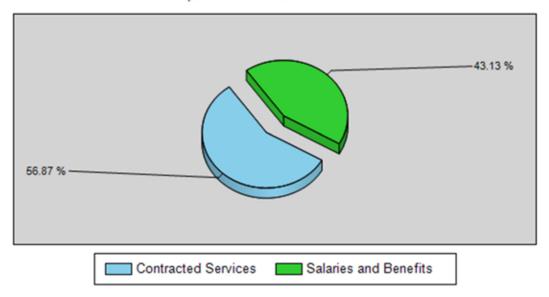
² 2017 and 2018 Council Motion – Victoria Housing Strategy Implementation

Business Unit: 3561 - Victoria Housing Strategy Implementation



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Service Area: Permits and Inspections

Department:Sustainable Planning andBudget Year:2018Community Development

Overview:

The Permits and Inspections Division includes building inspection, plumbing inspection, electrical inspection and administrative support.

Building Inspection:

This section applies and enforces related municipal bylaws and the BC Building Code. Plans are reviewed for compliance and upon issuance, onsite work is monitored for compliance through to completion. In addition, staff respond to a variety of needs related to work without permit, complaints and general technical inquiries from the public.

Plumbing Inspection:

This 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.

Electrical Inspection:

This section applies and enforces related municipal bylaws and the Electrical Code. Upon issuance of permits, onsite work is monitored for compliance through to completion. In addition, staff respond to a variety of needs related to work without permit, complaints and general technical inquiries from the public.

Administrative Support:

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, focus on their area of expertise and responsibilities.

Deliverables:

- Goal to meet review timelines is 85%
- 75% of all plumbing permits issued within 2 business days of receiving complete application
- · Auditing 50% of all plumbing inspection requests on site
- Electronic Permitting system
- Next day electrical inspection services
- · Permit record retrievals conducted within 2 business days, upon request
- Respond to inquiries within 2 business days
- Permit Service Representative available Monday to Friday, 8:00am to 4:30pm at the Development Centre
- 75% of all plumbing reviews for building permits within 2 business days of receiving the permit package during its circulation

Service Area: Permits and Inspections

Changes to Service Area:

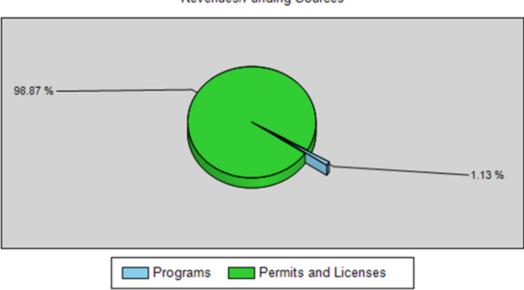
		December 31, 2016	December 31, 2017	2017	2018	Percent
	Description	Actual	Actual	Budget	Budget	Change
	es/Funding Sources					
3104	Building Permits	2,756,682	2,012,226	2,000,000	2,000,000	0.00 %
3106	Electrical Permits	569,344	582,305	400,000	400,000	0.00 %
3114	Plumbing Permits	279,944	282,480	210,000	220,000	+ 4.76 %
3252	Plan Search Fees	41,463	24,481	30,000	30,000	0.00 %
Total Re	v/Funding Sources	3,647,434	2,901,493	2,640,000	2,650,000	
Expendi	tures/Transfers to Reserve					
4010	Salaries - Exempt	109,122	109,902	111,108	111,108	+ 0.00 %
4016	Salaries - Inside	1,108,376	991,373	1,031,387	1,125,985	+ 9.17 %
4070	Overtime	3,240	14,927	0	0	
4080	Auxiliaries/RPT/Seasonal	49,919	69,378	58,805	59,974	+ 1.99 %
4102	Benefits	304,558	269,638	281,937	304,758	+ 8.09 %
4112	Mileage/Parking	11,681	2,846	1,500	2,000	+ 33.33 %
4116	Conferences/Travel	9,549	8,246	10,000	10,000	0.00 %
4118	Membership Fees	5,307	6,866	5,900	5,900	0.00 %
4120	Training and Development	1,305	6,037	15,200	15,200	0.00 %
4226	Photocopy	1,014	0	0	0	
4228	Printing	93	2,655	2,000	2,000	0.00 %
4310	Books/Publications	0	0	4,500	4,500	0.00 %
4312	Office Supplies	7,788	14,843	20,000	20,000	0.00 %
4314	Postage	0	256	0	0	
4316	Protective Clothing/Uniforms	877	461	3,000	3,000	0.00 %
4364	Telecommunications	7,033	6,912	9,000	9,000	0.00 %
4412	Equipment Rentals	22,753	47,432	40,249	42,000	+ 4.35 %
9321	WO Outside Purchases	165	0	0	0	
Total Ex	p/Transfers to Reserve	1,642,781	1,551,772	1,594,586	1,715,425	
Net Tota	I	2,004,653	1,349,721	1,045,414	934,575	

Service Area: Permits and Inspections

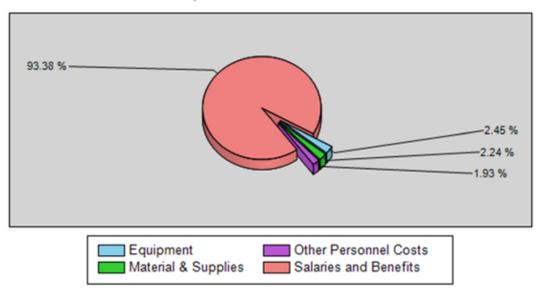
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
3104	Building Permits	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
3106	Electrical Permits	400,000	400,000	400,000	400,000	400,000
3114	Plumbing Permits	220,000	220,000	220,000	220,000	220,000
3252	Plan Search Fees	30,000	30,000	30,000	30,000	30,000
Total Rev	v/Funding Sources	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4010	Salaries - Exempt	111,108	113,330	115,597	117,909	120,267
4016	Salaries - Inside	1,125,985	1,148,504	1,171,486	1,194,904	1,218,802
4080	Auxiliaries/RPT/Seasonal	59,974	61,174	62,397	63,645	64,918
4102	Benefits	304,758	310,853	317,073	323,411	329,879
4112	Mileage/Parking	2,000	2,040	2,081	2,122	2,165
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	2,000	2,040	2,081	2,122	2,165
4310	Books/Publications	4,500	4,590	4,682	4,775	4,871
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	42,000	42,840	43,697	44,571	45,462
Total Exp	o/Transfer to Reserve	1,715,425	1,749,733	1,784,742	1,820,422	1,856,831
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Total		934,575	900,267	865,258	829,578	793,169

Service Area: Permits and Inspections



Expenses/Transfers to Reserve



Revenues/Funding Sources



Victoria Fire Department

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 Services

- 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 interdepartmental 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.

Key Initiatives for 2018

• Emergency Management Renewal

Victoria Fire Department

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Budget Summary	
2018 Base Expenditures	17,068,748
2018 One Time Expenditures	49,750
2018 Approved Expenditures	17,118,498
2017 Base Expenditures	16,584,951
2017 One Time Expenditures	81,700
2017 Approved Expenditures	16,666,651
Base Budget Change	483,797
Change by %	2.92%
2018 Base Revenues	79,000
2018 One Time Revenues	49,750
2018 Approved Revenues	128,750
2017 Base Revenues	78,000
2017 One Time Revenues	81,700
2017 Approved Revenues	159,700
Base Budget Change	1,000
Change by %	1.28%
2018 FTE	124.09
2017 FTE	123.09
Change	1
Change by %	0.81%



VICTORIA FIRE DEPARTMENT Performance Metrics

Measuring Success – Fire Responses		0017 4 -+	0010 5
Performance Measurements	2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?			
t of Requests for Service	7,602	8,064	8,000
t of Structure Fires	52	36	N/A
# Fires Contained to the Room of Origin	38	32	N/A
t of Rescues (including marine)	57	60	N/A
t of Overdose Calls	579	657	N/A
Emergency Incident Response Time NFPA 1710) four minutes or less	87.4%	86.3%	85%
# of ESS (Emergency Social Service) Responses	11	10	N/A
# of People Assisted by ESS	128	107	N/A
ŧ of Subscribers to VicAlert Emergency Notification Service – mplemented in 2017	0	6,604	65,000
f of VicAlert Activations	0	5	5
t of Fire Prevention and Suppression Company Fire Inspections	2,662	3,170	3,300
t of Fire Investigations (Fire Prevention and Suppression)	47	43	N/A
# Calls received – HEAT (Hoarding Education & Action Team) Hotline for all municipalities (calls are managed/ distributed by VFD)	146	292	300
# Hours Dedicated to Hoarding	118	208	208
f of hours for Staff Development and Training	16,384	19,831	19,000
# of EM Volunteer Training Sessions	102	112	112
# of Participants at Life Safety Education Sessions (Fire Prevention and Emergency Preparedness)	9,168	10,867	11,000
t of hours for Specialized Apparatus Maintenance and Certifications Internal and External)	2,550	2,600	2,700
How well did we do it?			
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 or the full first-alarm assignment for at least 90 percent of all fire calls. The rationale behind this is the fact hat a room fire will reach a critical stage in fire development (point of	98.6%	97%	97%

VICTORIA FIRE DEPARTMENT Performance Metrics

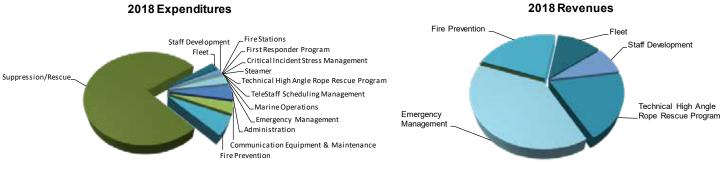
Measuring Success – Fire Responses	S				
Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast	
Story behind the data	A fire is directly impacted by early notification, response times, and the effectiveness of highly skilled first responders. Quick containment and extinguishment of a fire reduces the impact on occupants, structural damage, burden on insurance, environment, and the time for recovery.				
Effective allocation of current 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%	
Story behind the data	The Victoria Fire Deparemergency and non-er	rtment's first responders mergency response.	and apparatus are pre	pared for 24/7	
Number of fire responses to high-rise buildings.		182	229	N/A	
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.		128	132	137	
Story behind the data	coming years, resulting higher concentration o structures. NFPA 1710	cock of high-rise building g in greater densification n high-rise firefighting o outlines requirements for perations in response to	h. As a result, the Fire D perations and response or response times, appa	epartment will have a sto these specialized	
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.		Continued enhancement of life safety educations programs	Continued enhancement of life safety educations programs	Continued enhancement of life safety educations programs	
Story behind the data	related to fire prevention	brograms are to increase on, safety and emergence o reduce hazards, increa	cy preparedness. With th	hese programs we	

Measuring Success – Fire Resp	ponses
Performance Measurements	
Is anyone better off?	
Effective Emergency Response Management	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.
Story behind the data	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.
Where do we want to go?	Ensure accurate data, electronic mapping capabilities, emergency route identification, effective traffic pre-emption 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.
Training and Development; Pre-In	cident Planning, Hazard Identification
Story behind the data	Continued development 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 increased 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	\$30,458,000
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.

VICTORIA FIRE DEPARTMENT **Business Unit Summary**

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Communication Equipment & Maintenance	12,500	0	(12,500)	-100.00%
Fire Prevention	27,500	28,500	1,000	3.64%
Fleet	15,000	15,000	0	0.00%
Staff Development	10,500	10,500	0	0.00%
Technical High Angle Rope Rescue Program	25,000	25,000	0	0.00%
Emergency Management	69,200	49,750	(19,450)	-100.00%
Total	159,700	128,750	(30,950)	-19.38%
Expenditures/Transfers to Reserve				
Administration	855,134	862,729	7,595	0.89%
Communication Equipment & Maintenance	681,038	649,120	(31,918)	-4.69%
Fire Prevention	934,166	1,078,499	144,333	15.45%
3rd Party Billing ¹	0	0	0	0.00%
Suppression/Rescue	12,867,739	13,180,293	312,554	2.43%
Fleet	429,235	449,717	20,482	4.77%
Staff Development	274,230	279,485	5,255	1.92%
Fire Stations	15,250	15,250	0	0.00%
First Responder Program	13,750	12,750	(1,000)	-7.27%
Critical Incident Stress Management	6,000	6,000	0	0.00%
Steamer	8,600	8,600	0	0.00%
Technical High Angle Rope Rescue Program	25,000	25,000	0	0.00%
TeleStaff Scheduling Management	16,250	16,250	0	0.00%
Marine Operations	28,600	28,010	(590)	-2.06%
Emergency Management	511,659	506,797	(4,862)	-0.95%
Total	16,666,651	17,118,498	451,847	2.71%
Net	16,506,951	16,989,748	482,797	2.92%

¹ Full recovery, offsetting revenues



2018 Revenues

Business Unit: 2800 - Fire - Administration

Department:	Fire	Budget Year:	2018
Department.	1110	Duuyet Teat.	2010

Overview:

Fire Administration supports the leadership (Fire Chief and two Deputy Fire Chief positions), Emergency Management Division, Emergency Program Coordinator, Emergency Program Specialist and Emergency Program Community Liaison and office coordination functions of the Victoria Fire Department.

Fire Administration provides senior leadership, oversees strategic direction, attendance management, operational issues, payroll, personnel management, labour relations, and human resources.

The Victoria Fire Department is a 124 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 124 members at three fire stations
- Ensure efficient oversight of operations, budget and strategic review of industry best practice
- · Maintain efficient and effective labour management relationship

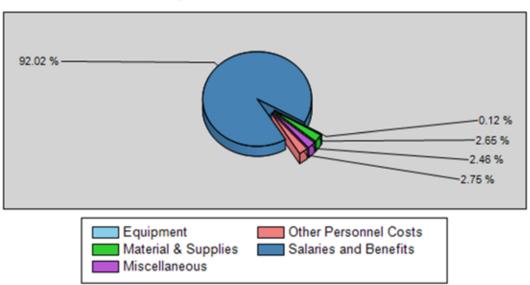
Business Unit: 2800 - Fire - Administration

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4010	Salaries - Exempt	466,745	490,123	459,530	459,530	+ 0.00 %
4016	Salaries - Inside	166,902	159,800	171,881	175,314	+ 2.00 %
4070	Overtime	1,024	1,870	0	0	
4080	Auxiliaries/RPT/Seasonal	5,735	33,496	5,593	5,705	+ 1.99 %
4102	Benefits	122,242	146,111	152,488	153,329	+ 0.55 %
4112	Mileage/Parking	330	456	345	500	+ 44.93 %
4114	Clothing/Boot/Cleaning Al	323	491	1,296	1,296	0.00 %
4116	Conferences/Travel	11,783	13,704	12,500	12,500	0.00 %
4118	Membership Fees	3,111	4,308	3,900	3,900	0.00 %
4120	Training and Development	6,031	4,331	5,000	5,500	+ 10.00 %
4226	Photocopy	3,177	2,907	3,500	3,500	0.00 %
4228	Printing	9,268	5,437	5,000	5,000	0.00 %
4312	Office Supplies	2,891	6,302	7,600	7,600	0.00 %
4316	Protective Clothing/Uniforms	4,234	3,750	3,000	3,604	+ 20.13 %
4364	Telecommunications	3,896	3,048	3,000	3,200	+ 6.67 %
4418	Equipment	717	633	1,000	1,000	0.00 %
4814	Miscellaneous	8,714	7,256	7,500	7,500	0.00 %
4842	Communications	57	117	1,000	750	- 25.00 %
4850	Recognition	3,284	4,665	5,000	5,000	0.00 %
4862	Succession Planning	8,470	3,757	6,000	8,000	+ 33.33 %
9111	WO Inside Equipment Rentals	75	0	0	0	
9211	WO Regular Time	627	51	0	0	
Total Expe	enditures/Transfers to Reserve	829,636	892,613	855,134	862,729	
Net Total		(829,636)	(892,613)	(855,134)	(862,729)	

Business Unit: 2800 - Fire - Administration

		2018	2019	2020	2021	2022
Expendit	tures/Transfers to Reserve					
4010	Salaries - Exempt	459,530	468,721	478,095	487,657	497,410
4016	Salaries - Inside	175,314	178,821	182,397	186,045	189,766
4080	Auxiliaries/RPT/Seasonal	5,705	5,819	5,935	6,054	6,175
4102	Benefits	153,329	156,396	159,524	162,714	165,969
4112	Mileage/Parking	500	510	520	531	541
4114	Clothing/Boot/Cleaning Al	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	5,500	5,610	5,722	5,837	5,953
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	3,604	3,676	3,750	3,825	3,901
4364	Telecommunications	3,200	3,264	3,329	3,396	3,464
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	750	765	780	796	812
4850	Recognition	5,000	5,100	5,202	5,306	5,412
4862	Succession Planning	8,000	8,160	8,323	8,490	8,659
Total Exp	/Transfers to Reserve	862,729	879,983	897,583	915,535	933,845
% Increas	e		2.00%	2.00%	2.00%	2.00%
Net Total		(862,729)	(879,983)	(897,583)	(915,535)	(933,845)

Business Unit: 2800 - Fire - Administration



Expenditures/Transfers to Reserve

Business Unit: 2810 - Communication Equipment & Maintenance

Department:	Fire	Budget Year:	2018
		J	

Overview:

Communication supports the fire department alarm dispatch operations.

The alarm dispatch unit answers 911 calls, monitors the 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:

• 8,064 requests for service (2017) an increase of 6% over 2016

• 29,000+ "point of contact" calls processed (2017); 24/7 call answering capacity

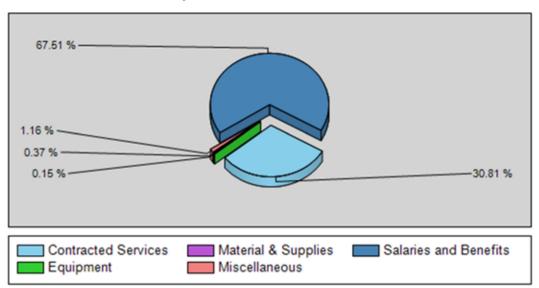
Business Unit: 2810 - Communication Equipment & Maintenance

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
5075	Financial Stability Reserve	0	0	12,500	0	
Total Rev	enues/Funding Sources	0	0	12,500	0	
Expendit	ures/Transfers to Reserve					
4008	Salaries - Fire	346,520	362,857	343,530	351,925	+ 2.44 %
4022	Salaries - Call Out	3,281	2,234	1,247	1,247	0.00 %
4102	Benefits	85,736	85,723	83,021	85,078	+ 2.48 %
4216	Contracted Services	138,864	205,704	242,500	200,000	- 17.53 %
4316	Protective Clothing/Uniforms	1,603	1,953	2,240	2,370	+ 5.80 %
4418	Equipment	471	106	1,000	1,000	0.00 %
4822	Repairs and Maintenance	10,098	570	7,500	7,500	0.00 %
4824	Recovery	0	(289)	0	0	
6035	Transfer to Financial Stability Reserve	12,466	0	0	0	
Total Exp	enditures/Transfers to Reserve	599,038	658,857	681,038	649,120	
Net Total		(599,038)	(658,857)	(668,538)	(649,120)	

Business Unit: 2810 - Communication Equipment & Maintenance

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve	9				
4008	Salaries - Fire	351,925	360,723	369,741	378,985	388,459
4022	Salaries - Call Out	1,247	1,278	1,310	1,343	1,376
4102	Benefits	85,078	87,205	89,385	91,619	93,910
4216	Contracted Services	200,000	206,000	212,180	218,545	225,102
4316	Protective Clothing/Uniforms	2,370	2,417	2,466	2,515	2,565
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
Total Exp	p/Transfers to Reserve	649,120	666,293	683,925	702,028	720,613
% Increa	se —		2.65%	2.65%	2.65%	2.65%
Net Tota	!	(649,120)	(666,293)	(683,925)	(702,028)	(720,613)

Business Unit: 2810 - Communication Equipment & Maintenance





Business Unit: 2820 - Fire Prevention

Department: Fire	Budget Year: 2018
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Overview:

The Victoria Fire Department Prevention Division provides education and awareness programs on the prevention and impacts of fire.

Prevention programs include: Community Fire Safety Education, introduction of new in-school education program for children at different grade levels, integrated fire safety and emergency preparedness, Free Smoke Alarm Program, Juvenile Firesetter Intervention Program, School Education Program, Car Seat Installation Clinic and Hoarding Education and Action Team (HEAT), a multi- jurisdictional support initiative to help prevent hoarding.

The division provides inspections as directed through legislation, fire investigation and fire cause determination reporting. It also liaises 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
- 2,612 Inspections and re-inspections performed (2017)
- Support to the Suppression commercial inspection program 558 company fire inspections completed (2017)
- 43 fire investigations (2017)
- 212 community education sessions 10,867+ attendees (2017)
- 248 oil tank permits issued (2017)
- 193 Fire alarm tests and drills (193 hours) (2017)
- Calls received HEAT Hotline for all municipalities 292 (2017) Increasing year after year.
- 113 Hoarding Responses distributed to Vancouver Island Fire Departments (2017)
- 69 Hoarding Calls for City of Victoria (2017)
- 30 Hoarding Responses in the City of Victoria (2017)
- · 208 Hours dedicated to response (2017) increasing dedication of hours to support response year after year
- 35 People assisted in the City of Victoria (2017)

Business Unit: 2820 - Fire Prevention

Changes to Service Area:

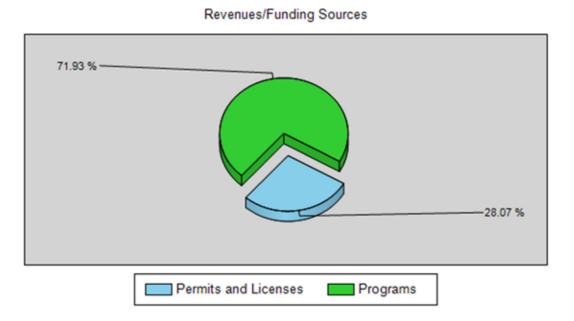
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3110	Oil Burner Permits	17,700	17,642	8,000	8,000	0.00 %
3236	Fire Safety Plan Review	35,250	29,700	6,000	7,000	+ 16.67 %
3237	Re-Inspection Fees	100	4,100	0	0	
3254	Records Fee	6,313	6,184	3,500	3,500	0.00 %
3274	Miscellaneous Fees	27,940	28,140	10,000	10,000	0.00 %
Total Reve	enues/Funding Sources	87,303	85,766	27,500	28,500	
Expendit	ures/Transfers to Reserve					
4008	Salaries - Fire ¹	727,236	799,301	729,651	844,311	+ 15.71 %
4022	Salaries - Call Out	16,479	14,967	2,490	2,490	0.00 %
4102	Benefits ¹	165,235	191,222	178,765	206,856	+ 15.71 %
4112	Mileage/Parking	330	410	660	500	- 24.24 %
4116	Conferences/Travel	3,228	2,394	4,000	4,000	0.00 %
4118	Membership Fees	2,647	1,614	3,400	3,400	0.00 %
4308	General Supplies	3,569	2,952	3,750	3,750	0.00 %
4316	Protective Clothing/Uniforms ¹	3,715	2,777	3,700	4,692	+ 26.81 %
4364	Telecommunications	4,256	4,225	4,850	5,200	+ 7.22 %
4418	Equipment	1,683	1,682	1,700	1,700	0.00 %
4508	Credit Card Discount Fees	756	1,588	1,200	1,600	+ 33.33 %
4824	Recovery	(6,825)	(3,273)	0	0	
9111	WO Inside Equipment Rentals	0	7	0	0	
9211	WO Regular Time	0	236	0	0	
9321	WO Outside Purchases	0	72	0	0	
Total Expe	enditures/Transfers to Reserve	922,308	1,020,173	934,166	1,078,499	
Net Total		(835,005)	(934,407)	(906,666)	(1,049,999)	

¹ 2018 Council Motion – Fire Prevention Officer

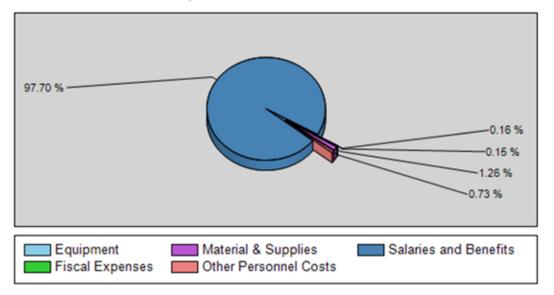
Business Unit: 2820 - Fire Prevention

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3110	Oil Burner Permits	8,000	8,000	8,000	8,000	8,000
3236	Fire Safety Plan Review	7,000	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
Total Re	v/Funding Sources	28,500	26,000	26,000	26,000	26,000
% Increa	ISE		(8.77%)	0.00%	0.00%	0.00%
Expend	litures/Transfers to Reserve					
4008	Salaries - Fire	844,311	865,419	887,054	909,231	931,961
4022	Salaries - Call Out	2,490	2,552	2,616	2,681	2,748
4102	Benefits	206,856	212,028	217,328	222,761	228,331
4112	Mileage/Parking	500	510	520	531	541
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	4,692	4,786	4,882	4,979	5,079
4364	Telecommunications	5,200	5,304	5,410	5,518	5,629
4418	Equipment	1,700	1,734	1,769	1,804	1,840
4508	Credit Card Discount Fees	1,600	1,632	1,665	1,698	1,732
Total Ex	p/Transfers to Reserve	1,078,499	1,105,337	1,132,844	1,161,036	1,189,930
% Increa	ise		2.49%	2.49%	2.49%	2.49%
Net Tota		(1,049,999)	(1,079,337)	(1,106,844)	(1,135,036)	(1,163,930)

Business Unit: 2820 - Fire Prevention



Expenditures/Transfers to Reserve



Business Unit: 2825 - Fire 3rd Party Billing

Department:	Fire	Budget Year:	2018
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Overview:

Fire 3rd party billing tracks recoveries related to services provided by the department 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 Public Works 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: 2825 - Fire 3rd Party Billing

		December 31, 2016	December 31, 2017	2017	2018	Percent
Account	Description	Actual	Actual	Budget	Budget	Change
Revenue	s/Funding Sources					
3231	Work Order Y/E Adj	11,182	(9,899)	0	0	
3232	Administration	0	50	0	0	
9011	Work Order Revenue	6,590	8,002	0	0	
Total Reve	enues/Funding Sources	17,772	(1,848)	0	0	
Expendit	ures/Transfers to Reserve					
9111	WO Inside Equipment Rentals	3,017	155	0	0	
9211	WO Regular Time	1,140	(614)	0	0	
9221	WO Overtime	0	581	0	0	
9311	WO Inventory Purchases	61	(61)	0	0	
9321	WO Outside Purchases	13,373	(1,779)	0	0	
9411	WO Contracted Services	180	(180)	0	0	
Total Expe	enditures/Transfers to Reserve	17,772	(1,898)	0	0	
Net Total		0	50	0	0	

Business Unit: 2830 - Suppression/Rescue

Department:	Fire	Budget Year:	2018
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Overview:

The fire suppression unit delivers fire and emergency services to the City of Victoria, responding to approximately 8,000+ requests for service each year.

This includes rescue, marine operations, auto extrication, hazmat response, confined space, high angle, commercial inspections, pre-incident and building emergency response planning, first responder, community education and self-contained breathing apparatus (SCBA) maintenance.

Deliverables:

- 8,064 requests for service (2017)
- 36 Structure Fires (2017)
- 32 fires contained to the room of origin reducing further damage to structure and lesson the duration of the displacement of residents (2017)
- The Department meets and exceeds all requirements of the National Fire Protection Association (NFPA) 1710 standard for response time = 6:30 or less; 90% of the time

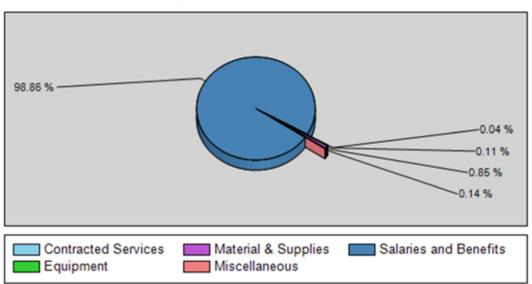
Business Unit: 2830 - Suppression/Rescue

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3506	Protective Fire Fighting	8,782	3,512	0	0	
9011	Work Order Revenue	0	305,289	0	0	
Total Reve	enues/Funding Sources	8,782	308,801	0	0	
Expendit	ures/Transfers to Reserve					
4008	Salaries - Fire	9,715,330	10,261,426	10,093,911	10,342,271	+ 2.46 %
4022	Salaries - Call Out	195,377	314,763	155,266	155,266	0.00 %
4102	Benefits	2,214,585	2,258,930	2,471,112	2,531,960	+ 2.46 %
4154	Recovery - WCB	(28,697)	(54,734)	0	0	
4224	Laundry	1,708	2,475	5,000	5,000	0.00 %
4308	General Supplies	10,077	7,243	11,500	11,500	0.00 %
4316	Protective Clothing/Uniforms	63,226	68,969	93,000	95,046	+ 2.20 %
4364	Telecommunications	4,393	4,674	4,700	6,000	+ 27.66 %
4418	Equipment	13,224	13,332	15,000	15,000	0.00 %
4814	Miscellaneous	2,177	862	2,000	2,000	0.00 %
4824	Recovery	(7,438)	(173,297)	0	0	
4854	SCBA	4,469	9,384	16,250	16,250	0.00 %
9111	WO Inside Equipment Rentals	19	736	0	0	
9211	WO Regular Time	712	927	0	0	
9311	WO Inventory Purchases	0	61	0	0	
9321	WO Outside Purchases	42	187,771	0	0	
Total Expe	enditures/Transfers to Reserve	12,189,203	12,903,522	12,867,739	13,180,293	
Net Total		(12,180,420)	(12,594,721)	(12,867,739)	(13,180,293)	

Business Unit: 2830 - Suppression/Rescue

		2018	2019	2020	2021	2022
Expendi	itures/Transfers to Reserv	/e				
4008	Salaries - Fire	10,342,271	10,600,827	10,865,848	11,137,494	11,415,931
4022	Salaries - Call Out	155,266	159,148	163,126	167,204	171,385
4102	Benefits	2,531,960	2,595,259	2,660,141	2,726,644	2,794,810
4224	Laundry	5,000	5,100	5,202	5,306	5,412
4308	General Supplies	11,500	11,730	11,965	12,204	12,448
4316	Protective Clothing/Uniforms	95,046	96,947	98,886	100,864	102,881
4364	Telecommunications	6,000	6,120	6,242	6,367	6,495
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
Total Exp)/Transfers to Reserve	13,180,293	13,509,046	13,846,003	14,191,368	14,545,352
% Increas	se –		2.49%	2.49%	2.49%	2.49%
Net Total	=	(13,180,293)	(13,509,046)	(13,846,003)	(14,191,368)	(14,545,352)

Business Unit: 2830 - Suppression/Rescue





Business Unit: 2840 - Fire - Fleet

Department:	Fire	Budget Year:	2018
		0	

Overview:

The fleet section provides mechanical maintenance and servicing of fire apparatus and equipment to the Victoria Fire Department (VFD) and Regional Fire Department customers on a "fee for service" basis.

Regular maintenance of department power tools and equipment is provided. Included is the oversight of fuel and lubricant use on all equipment and apparatus, as well as the maintenance to the fire boats required to support marine responses.

Deliverables:

- Provincial Commercial Vehicle Inspection Facility
- Specialized repair and maintenance to emergency apparatus, fire boats and equipment
- · Onsite maintenance and repair in addition to mobile maintenance requests
- VFD fleet of 46 apparatus and 2 fire boats
- External Regional Fleet Service with a 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
- · Installation of EM Radios systems into Parks and Public Works fleet and equipment

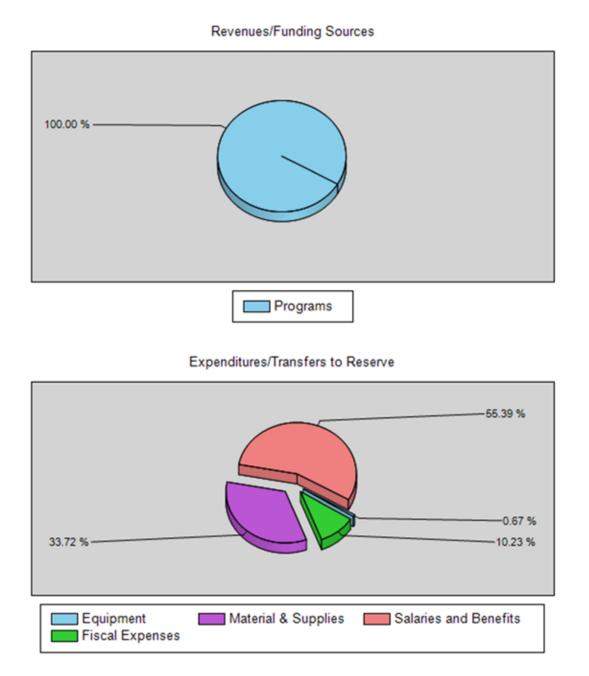
Business Unit: 2840 - Fire - Fleet

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3508	Mechanic Recovery	19,716	14,854	15,000	15,000	0.00 %
Total Revo	enues/Funding Sources	19,716	14,854	15,000	15,000	
Expendit	ures/Transfers to Reserve					
4008	Salaries - Fire	128,026	117,091	114,810	117,702	+ 2.52 %
4014	Salaries - Outside	63,975	72,870	79,306	80,892	+ 2.00 %
4022	Salaries - Call Out	1,763	3,215	1,845	1,845	0.00 %
4102	Benefits	46,857	41,732	47,558	48,656	+ 2.31 %
4306	Fuel	58,631	68,085	78,000	78,500	+ 0.64 %
4308	General Supplies	11,735	12,011	13,000	13,000	0.00 %
4316	Protective Clothing/Uniforms	1,160	1,926	1,000	1,022	+ 2.20 %
4364	Telecommunications	700	803	680	1,600	+ 135.29 %
4418	Equipment	2,223	2,694	3,000	3,000	0.00 %
4512	Insurance	32,717	41,589	32,535	46,000	+ 41.39 %
4824	Recovery	(375)	(2,467)	0	0	
9111	WO Inside Equipment Rentals	68	0	0	0	
9211	WO Regular Time	716	204	0	0	
9321	WO Outside Purchases	66,597	62,176	57,500	57,500	0.00 %
9411	WO Contracted Services	10,211	10,820	0	0	
Total Exp	enditures/Transfers to Reserve	425,002	432,749	429,235	449,717	
Net Total		(405,286)	(417,894)	(414,235)	(434,717)	

Business Unit: 2840 - Fire - Fleet

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3508	Mechanic Recovery	15,000	15,000	15,000	15,000	15,000
Total Rev	v/Funding Sources	15,000	15,000	15,000	15,000	15,000
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserve					
4008	Salaries - Fire	117,702	120,645	123,661	126,752	129,921
4014	Salaries - Outside	80,892	82,510	84,160	85,843	87,560
4022	Salaries - Call Out	1,845	1,891	1,938	1,987	2,037
4102	Benefits	48,656	49,773	50,916	52,086	53,283
4306	Fuel	78,500	80,070	81,671	83,305	84,971
4308	General Supplies	13,000	13,260	13,525	13,796	14,072
4316	Protective Clothing/Uniforms	1,022	1,042	1,063	1,085	1,106
4364	Telecommunications	1,600	1,632	1,665	1,698	1,732
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4512	Insurance	46,000	46,920	47,858	48,816	49,792
9321	WO Outside Purchases	57,500	58,650	59,823	61,019	62,240
Total Exp	o/Transfers to Reserve	449,717	459,453	469,402	479,570	489,960
% Increa	se		2.16%	2.17%	2.17%	2.17%
Net Total		(434,717)	(444,453)	(454,402)	(464,570)	(474,960)

Business Unit: 2840 - Fire - Fleet



Business Unit: 2850 - Fire - Staff Development

Department:	Fire	Budget Year:	2018
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Overview:

The City is required to ensure that Fire Department personnel are trained to industry standards and competent in the provision of their services to meet industry, WorksafeBC and National Fire Protection Association training standards.

Deliverables:

- 19,831 aggregate training hours
- Facilitated 715 specialized drill sessions including high rise operations, high angle and confined space rescue, hazardous materials, first responder medical and training specific to opioid responses, auto extrication, fire officer development and leadership training, and mental health and resilience training,
- 136 certifications for staff

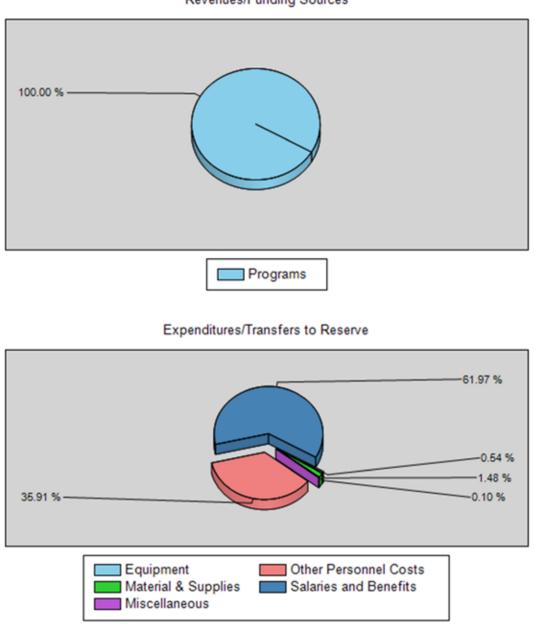
Business Unit: 2850 - Fire - Staff Development

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3276	Fire Extinguishing Train	1,295	735	2,000	2,000	0.00 %
3288	Confined Space Rescue	8,500	8,500	8,500	8,500	0.00 %
Total Reve	enues/Funding Sources	9,795	9,235	10,500	10,500	
Expendit	ures/Transfers to Reserve					
4008	Salaries - Fire	137,274	131,760	135,707	139,113	+ 2.51 %
4022	Salaries - Call Out	4,950	2,785	0	0	
4102	Benefits	28,195	27,111	33,248	34,083	+ 2.51 %
4118	Membership Fees	100	100	370	370	0.00 %
4120	Training and Development	103,037	98,456	100,000	100,000	0.00 %
4308	General Supplies	829	1,033	2,000	2,000	0.00 %
4310	Books/Publications	0	0	0	1,000	
4316	Protective Clothing/Uniforms	354	698	460	474	+ 3.04 %
4364	Telecommunications	668	668	670	670	0.00 %
4418	Equipment	1,092	0	1,500	1,500	0.00 %
4814	Miscellaneous	21	0	275	275	0.00 %
4824	Recovery	(675)	0	0	0	
Total Expe	enditures/Transfers to Reserve	275,846	262,611	274,230	279,485	
Net Total		(266,051)	(253,376)	(263,730)	(268,985)	

Business Unit: 2850 - Fire - Staff Development

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
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
Total Re	v/Funding Sources	10,500	10,500	10,500	10,500	10,500
% Increa	ISE		0.00%	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserve					
4008	Salaries - Fire	139,113	142,591	146,156	149,809	153,555
4102	Benefits	34,083	34,935	35,808	36,703	37,621
4118	Membership Fees	370	377	385	393	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
4310	Books/Publications	1,000	1,020	1,040	1,061	1,082
4316	Protective Clothing/Uniforms	474	483	493	503	513
4364	Telecommunications	670	683	697	711	725
4418	Equipment	1,500	1,530	1,561	1,592	1,624
4814	Miscellaneous	275	281	286	292	298
Total Ex	p/Transfers to Reserve	279,485	285,940	292,547	299,308	306,226
% Increa	se		2.31%	2.31%	2.31%	2.31%
Net Tota	I	(268,985)	(275,440)	(282,047)	(288,808)	(295,726)

Business Unit: 2850 - Fire - Staff Development



Revenues/Funding Sources

Business Unit: 2860 - Fire Stations

Department:	Fire	Budget Year:	2018

Overview:

Fire Stations provide 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.

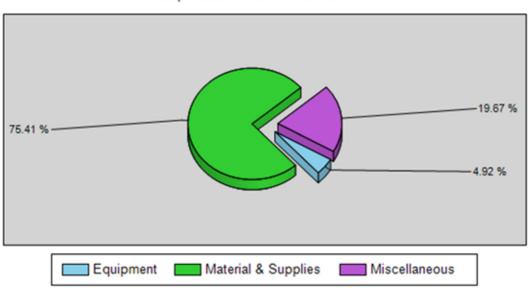
Business Unit: 2860 - Fire Stations

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendi	tures/Transfers to Reserve					
4308	General Supplies	10,217	9,073	11,500	11,500	0.00 %
4418	Equipment	210	1,802	750	750	0.00 %
4822	Repairs and Maintenance	0	0	3,000	3,000	0.00 %
9111	WO Inside Equipment Rentals	0	21	0	0	
9211	WO Regular Time	585	339	0	0	
9321	WO Outside Purchases	0	100	0	0	
Total Exp	enditures/Transfers to Reserve	11,012	11,335	15,250	15,250	
Net Total		(11,012)	(11,335)	(15,250)	(15,250)	

Business Unit: 2860 - Fire Stations

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserve	9				
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
Total Ex	p/Transfers to Reserve	15,250	15,555	15,866	16,183	16,507
% Increa	ise		2.00%	2.00%	2.00%	2.00%
Net Tota	I =	(15,250)	(15,555)	(15,866)	(16,183)	(16,507)

Business Unit: 2860 - Fire Stations



Expenditures/Transfers to Reserve

Business Unit: 2870 - Fire - First Responder Program

Department:	Fire	Budget Year:	2018
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Overview:

The Victoria Fire Department provides first responder services to provide immediate emergency response in homes and on scene at accidents or incidents. This includes introduction of Naloxone (Narcan) administration by Fire Department first responders and increased requests for medical response as a result of the opioid crisis.

Costs associated with delivery of first responder program and providing pre-hospital care.

Deliverables:

• 5,442 first responder calls in 2017, a 10% increase over 2016

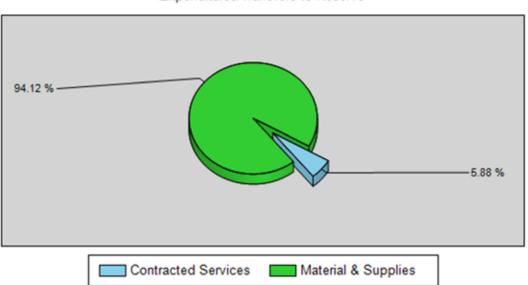
Business Unit: 2870 - Fire - First Responder Program

Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	itures/Transfers to Reserve					
4216	Contracted Services	500	500	750	750	0.00 %
4308	General Supplies	11,189	15,381	10,000	12,000	+ 20.00 %
4852	Licence Fees	0	0	3,000	0	
Total Expenditures/Transfers to Reserve		11,689	15,881	13,750	12,750	
Net Total	I	(11,689)	(15,881)	(13,750)	(12,750)	

Business Unit: 2870 - Fire - First Responder Program

		2018	2019	2020	2021	2022
Expend	litures/Transfers to Reserv	/e				
4216	Contracted Services	750	765	780	796	812
4308	General Supplies	12,000	12,240	12,485	12,734	12,989
Total Ex	p/Transfers to Reserve	12,750	13,005	13,265	13,530	13,801
% Increa	ise –		2.00%	2.00%	2.00%	2.00%
Net Tota	= I	(12,750)	(13,005)	(13,265)	(13,530)	(13,801)

Business Unit: 2870 - Fire - First Responder Program





Business Unit: 2875 - Fire - Critical Incident Stress Management

Department:	Fire	Budget Year:	2018
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Overview:

Research demonstrates that peer counselling immediately following a traumatic event will reduce the effects to attending personnel. Effective and immediate support has the potential to reduce absences due to stress and the impacts of high stress events.

Includes costs associated with providing Critical Incident Stress Management, a peer based intervention and stress management program for fire department members and City staff. It is provided through peer support and training.

The goal is to reduce critical incident stress for personnel attending traumatic events, potentially preventing long term impacts of Post-Traumatic Stress Disorder.

Deliverables:

• Based on number of traumatic events attended

Business Unit: 2875 - Fire - Critical Incident Stress Management

Changes to Service Area:

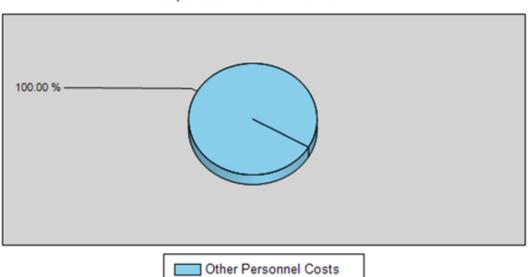
Account Description		December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	ditures/Transfers to Reserve					
4120	Training and Development	4,912	7,376	6,000	6,000	0.00 %
Total Ex	penditures/Transfers to Reserve	4,912	7,376	6,000	6,000	
Net Tota	al	(4,912)	(7,376)	(6,000)	(6,000)	

Business Unit: 2875 - Fire - Critical Incident Stress Management

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	ditures/Transfers to Rese	rve				
4120	Training and Development	6,000	6,120	6,242	6,367	6,495
Total Ex	p/Transfers to Reserve	6,000	6,120	6,242	6,367	6,495
% Increa	ase		2.00%	2.00%	2.00%	2.00%
Net Tota	al	(6,000)	(6,120)	(6,242)	(6,367)	(6,495)

Business Unit: 2875 - Fire - Critical Incident Stress Management



Business Unit: 2880 - Fire - Steamer

Department:	Fire	Budget Year:	2018
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Overview:

Maintenance and repair of the Victoria Fire Department's "Steamer", the 1898 Charles E. Redfern (Historic Steam Engine).

Included are costs for attendance at parades, community events and various functions. These events assist in demonstrating the Fire Department's long history in Victoria, assists retired members in maintaining contact with the department through the restoration of historical equipment and apparatus.

Preserves an irreplaceable historical asset.

Deliverables:

- Stewardship, education and awareness of Victoria Fire Department's history
- Number of major public relations events attended (~6)
- Continued attendance at community events such as the Victoria Day Parade, Christmas parade and other venues of community interest

Business Unit: 2880 - Fire - Steamer

Changes to Service Area:

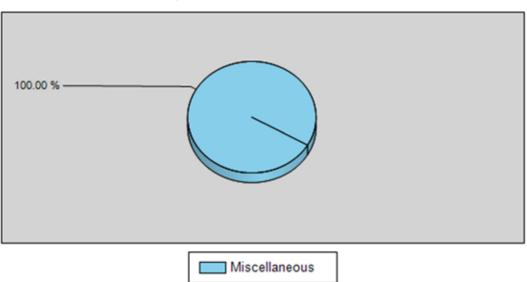
Account Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures/Transfers to Reserve					
4814 Miscellaneous	7,748	8,453	8,600	8,600	0.00 %
Total Expenditures/Transfers to Reserve	7,748	8,453	8,600	8,600	
Net Total	(7,748)	(8,453)	(8,600)	(8,600)	

Business Unit: 2880 - Fire - Steamer

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures/Transfers to Reserv	'e				
4814 Miscellaneous	8,600	8,772	8,947	9,126	9,309
Total Exp/Transfers to Reserve	8,600	8,772	8,947	9,126	9,309
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(8,600)	(8,772)	(8,947)	(9,126)	(9,309)

Business Unit: 2880 - Fire - Steamer





Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program

Department:	Fire	Budget Year:	2018

Overview:

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 (VFD) 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 the Construction Safety Association of BC.

Deliverables:

- Deliver 24/7 rapid response Tower Crane and Technical High Angle Rope Rescue service
- 7 Tower Crane Inspections and 4 Working at Heights Preplans (2017)
- Requirement of WorkSafeBC

Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program

Changes to Service Area:

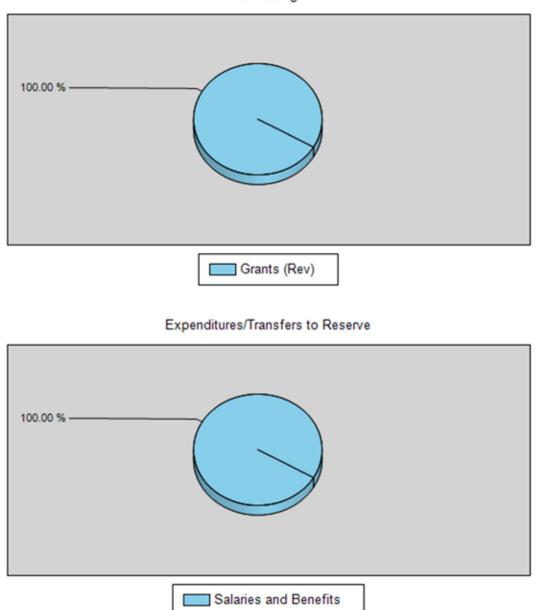
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
3758	Cost-sharing	27,634	15,669	25,000	25,000	0.00 %
Total Re	venues/Funding Sources	27,634	15,669	25,000	25,000	
Expend	itures/Transfers to Reserve					
4022	Salaries - Call Out	26,502	14,903	25,000	25,000	0.00 %
4102	Benefits	860	578	0	0	
4418	Equipment	271	188	0	0	
Total Ex	penditures/Transfers to Reserve	27,634	15,669	25,000	25,000	
Net Tota	I	0	0	0	0	

Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3758	Cost-sharing	25,000	25,000	25,000	25,000	25,000
Total Rev	v/Funding Sources	25,000	25,000	25,000	25,000	25,000
% Increa	se —		0.00%	0.00%	0.00%	0.00%
Expendi	itures/Transfers to Reserve	9				
4022	Salaries - Call Out	25,000	25,000	25,000	25,000	25,000
Total Exp	o/Transfers to Reserve	25,000	25,000	25,000	25,000	25,000
% Increa	se		0.00%	0.00%	0.00%	0.00%
Net Total	=	0	0	0	0	0

Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program



Business Unit: 2890 - Telestaff Scheduling Management

Department:	Fire	Budget Year:	2018
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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.

Information technology equipment and services provide consistent records management of all incidents involving the fire department, TeleStaff scheduling software and Fire Department Manager (FDM) software.

Deliverables:

- Records management of over 8,064 incidents per year
- · Master records manager of properties within the City of Victoria
- 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 Fire Department personnel
- Efficient in scheduling of 24/7/365 hours of operations

Business Unit: 2890 - Telestaff Scheduling Management

Changes to Service Area:

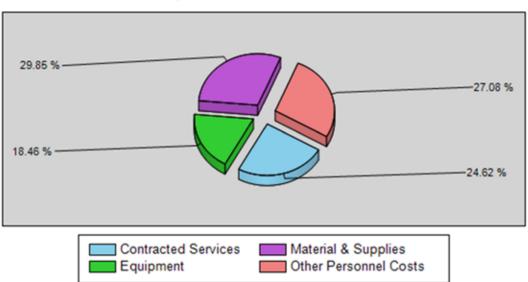
Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4116	Conferences/Travel	0	3,703	4,400	4,400	0.00 %
4216	Contracted Services	0	3,125	4,000	4,000	0.00 %
4308	General Supplies	0	43	1,000	1,000	0.00 %
4364	Telecommunications	3,267	2,944	3,850	3,850	0.00 %
4418	Equipment	1,129	4,857	3,000	3,000	0.00 %
Total Ex	penditures/Transfers to Reserve	4,396	14,672	16,250	16,250	
Net Tota	l	(4,396)	(14,672)	(16,250)	(16,250)	

Business Unit: 2890 - Telestaff Scheduling Management

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve)				
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
Total Exp	p/Transfers to Reserve	16,250	16,575	16,907	17,245	17,590
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota		(16,250)	(16,575)	(16,907)	(17,245)	(17,590)

Business Unit: 2890 - Telestaff Scheduling Management



Expenditures/Transfers to Reserve

Business Unit: 2895 - FIRE - Marine Operations

Department:	Fire	Budget Year:	2018
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Overview:

Fire Marine Operations provides services to the working harbour and waterfront locations and includes the operation of Fire Boat 1 "Protector" and Fire Boat 2 "Quicksilver". Fire boats provide fire protection to float homes, aerodromes, commercial and industrial properties, City of Victoria waterfront, and transportation for the Victoria Police and City 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
- 32,000+ aircraft movements, 1,000 vessel daily movements: 247 + scheduled cruise ship arrivals, 8 departures daily for Coho and Clipper, 91 take off and landings at aerodrome, 16 takeoffs and landings per day at heliport, 1 departure and arrival daily of "V2V" Passenger Ferry Service and partnership with all harbour stakeholders including Canadian Coast Guard

Business Unit: 2895 - FIRE - Marine Operations

Changes to Service Area:

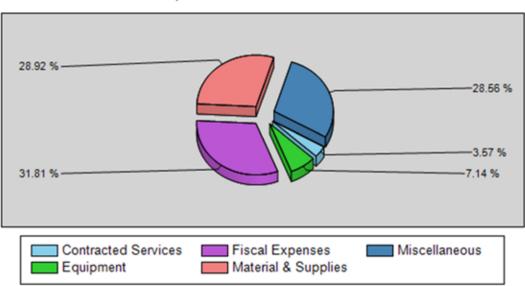
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4216	Contracted Services	0	0	1,000	1,000	0.00 %
4306	Fuel	5,331	3,653	5,500	5,600	+ 1.82 %
4308	General Supplies	672	0	2,500	2,500	0.00 %
4364	Telecommunications	0	0	750	0	
4418	Equipment	257	535	2,000	2,000	0.00 %
4512	Insurance	8,906	8,850	8,850	8,910	+ 0.68 %
4822	Repairs and Maintenance	0	0	8,000	8,000	0.00 %
9321	WO Outside Purchases	12,956	8,937	0	0	
9411	WO Contracted Services	0	8,055	0	0	
Total Expe	enditures/Transfers to Reserve	28,122	30,030	28,600	28,010	
Net Total		(28,122)	(30,030)	(28,600)	(28,010)	

Business Unit: 2895 - FIRE - Marine Operations

5 Year Forecast:

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve	9				
4216	Contracted Services	1,000	1,020	1,040	1,061	1,082
4306	Fuel	5,600	5,712	5,826	5,943	6,062
4308	General Supplies	2,500	2,550	2,601	2,653	2,706
4418	Equipment	2,000	2,040	2,081	2,122	2,165
4512	Insurance	8,910	9,088	9,270	9,455	9,644
4822	Repairs and Maintenance	8,000	8,160	8,323	8,490	8,659
Total Ex	p/Transfers to Reserve	28,010	28,570	29,142	29,724	30,319
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota		(28,010)	(28,570)	(29,142)	(29,724)	(30,319)

Business Unit: 2895 - FIRE - Marine Operations



Expenditures/Transfers to Reserve

Service Area: Emergency Management

Fire

Department:

Budget Year: 2018

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:

- · Support emergency preparedness for City of Victoria staff and citizens
- Updated City of Victoria Emergency Plan, Emergency Program Bylaw, Hazard Risk Vulnerability Analysis (HRVA), and Business Continuity Planning
- Emergency management planning, Tsunami Plan (hazard planning) and emergency preparedness
- Unmanned Aerial Vehicle (UAV) Program
- Expansion of subscriptions to Vic-Alert City of Victoria's Emergency Notification System
- Emergency Social Services, auxiliary communications including Emergency Management Radio System
- Urban Search and Rescue
- Neighbourhood "Connect and Prepare" Program
- Staff readiness across the organization through Emergency On Call education and exercises
- Management, recruitment and training of volunteer teams comprised of approximately 130 volunteers
- Manage Emergency Operations Centre and exercises and training
- Maintain emergency contact lists and resources
- · Community education through emergency preparedness workshops and in school education programs
- Regional partnerships with Capital Regional District, local governments and First Nations

Service Area: Emergency Management

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues/	Funding Sources					
3760	Grants ^{1,2}	200	0	0	49,750	
5075	Financial Stability Reserve	0	0	69,200	0	
Total Rev/F	Funding Sources	200	0	69,200	49,750	
Expenditu	res/Transfers to Reserve					
4010	Salaries - Exempt	116,563	190,834	210,195	210,195	+ 0.00 %
4016	Salaries - Inside	16,450	26,388	52,078	58,140	+ 11.64 %
4070	Overtime	2,574	5,636	0	0	
4080	Auxiliaries/RPT/Seasonal	35,192	34,501	0	0	
4102	Benefits	38,347	53,024	63,247	64,732	+ 2.35 %
4112	Mileage/Parking	12	31	350	330	- 5.71 %
4116	Conferences/Travel	3,799	5,240	5,300	4,300	- 18.87 %
4118	Membership Fees	758	736	1,200	1,200	0.00 %
4120	Training and Development	30,089	30,972	41,300	43,000	+ 4.12 %
4204	Advertising	155	0	2,500	1,000	- 60.00 %
4214	Consulting	7,222	69,210	69,200	0	
4216	Contracted Services ^{1,2}	5,733	6,618	4,480	58,150	+ 1197.99 %
4218	Courier Service	0	51	60	100	+ 66.67 %
4228	Printing	3,186	8,027	7,500	9,000	+ 20.00 %
4232	Security	0	293	0	0	
4304	Food and Beverage	1,424	3,857	4,300	5,000	+ 16.28 %
4306	Fuel	194	35	500	0	
4308	General Supplies	18,777	17,290	17,900	16,900	- 5.59 %
4310	Books/Publications	120	0	150	0	
4364	Telecommunications	6,329	11,510	7,900	5,100	- 35.44 %
4418	Equipment	1,593	7,764	6,500	9,000	+ 38.46 %
4512	Insurance	0	1,861	0	2,300	
4810	Facility Rental	456	488	1,850	1,000	- 45.95 %
4814	Miscellaneous	122	1,440	2,450	1,750	- 28.57 %
4822	Repairs and Maintenance	1,895	3,933	4,000	6,900	+ 72.50 %
4824	Recovery	0	(18,116)	0	0	
4850	Recognition	2,503	3,646	4,500	4,500	0.00 %
4852	Licence Fees	1,599	1,653	4,200	4,200	0.00 %
6035	Transfer to Financial Stability Reserve	69,210	0	0	0	
9111	WO Inside Equipment Rentals	272	0	0	0	
9211	WO Regular Time	1,395	164	0	0	
9321	WO Outside Purchases	2,680	22,092	0	0	
9411	WO Contracted Services	327	0	0	0	
9824	Work Order Recoveries	0	(22,327)	0	0	
Total Exp/1	Fransfers to Reserve	368,976	466,852	511,659	506,797	
Net Total		(368,776)	(466,852)	(442,459)	(457,047)	

¹ 2018 Grant – Emergency Social Services Training and Development
 ² 2018 Grant – Emergency Operations Centre Training and Exercise Development and Delivery

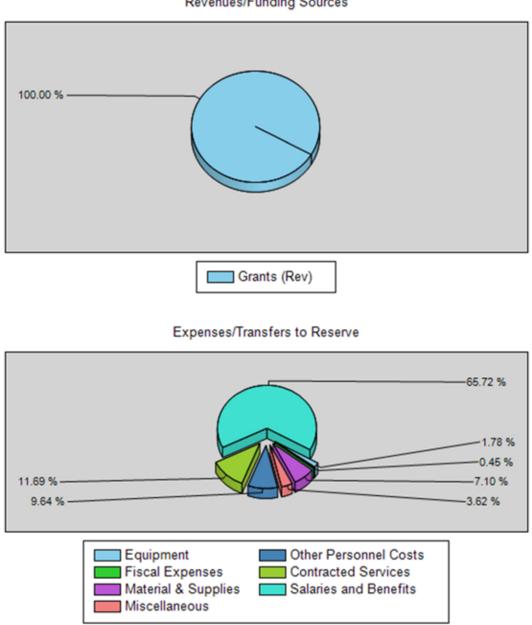
Service Area: Emergency Management

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenue	es/Funding Sources					
3760	Grants ¹ , ²	49,750	0	0	0	0
Total Rev	v/Funding Sources	49,750	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Expendit	tures/Transfer To Reserve					
4010	Salaries - Exempt	210,195	214,399	218,687	223,060	227,521
4016	Salaries - Inside	58,140	59,303	60,489	61,698	62,932
4102	Benefits	64,732	66,027	67,347	68,694	70,068
4112	Mileage/Parking	330	337	343	350	357
4116	Conferences/Travel	4,300	4,386	4,474	4,563	4,654
4118	Membership Fees	1,200	1,224	1,248	1,273	1,299
4120	Training and Development	43,000	43,860	44,737	45,632	46,545
4204	Advertising	1,000	1,020	1,040	1,061	1,082
4216	Contracted Services ^{1,2}	58,150	8,568	8,739	8,914	9,092
4218	Courier Service	100	102	104	106	108
4228	Printing	9,000	9,180	9,364	9,551	9,742
4304	Food and Beverage	5,000	5,100	5,202	5,306	5,412
4308	General Supplies	16,900	17,238	17,583	17,934	18,293
4364	Telecommunications	5,100	5,202	5,306	5,412	5,520
4418	Equipment	9,000	9,180	9,364	9,551	9,742
4512	Insurance	2,300	2,346	2,393	2,441	2,490
4810	Facility Rental	1,000	1,020	1,040	1,061	1,082
4814	Miscellaneous	1,750	1,785	1,821	1,857	1,894
4822	Repairs and Maintenance	6,900	7,038	7,179	7,322	7,469
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
Total Exp	p/Transfer to Reserve	506,797	466,188	475,511	485,022	494,722
% Increa	se		(8.01%)	2.00%	2.00%	2.00%
Net Total	I	(457,047)	(466,188)	(475,511)	(485,022)	(494,722)

¹ 2018 Grant – Emergency Social Services Training and Development
 ² 2018 Grant – Emergency Operations Centre Training and Exercise Development and Delivery

Service Area: Emergency Management







Corporate

The business units within the corporate category track costs and revenues that are not specific to an individual department including:

- Grants
- Taxation
- Insurance
- Debt
- Reserves

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 licenses.

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

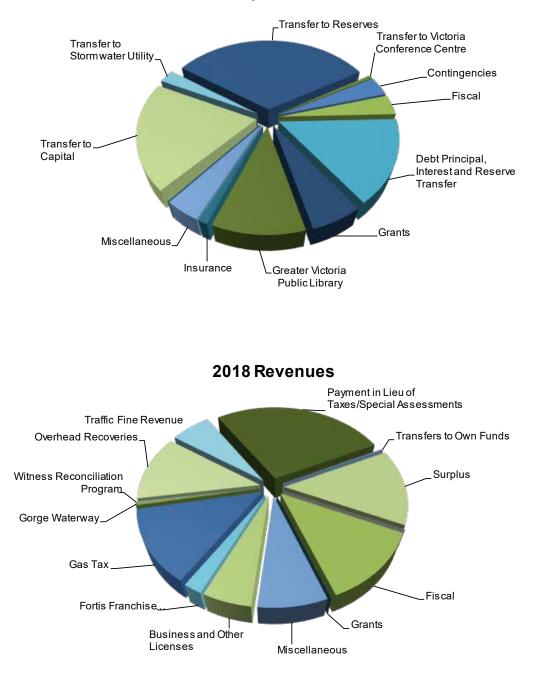
Budget Summary

2018 Base Expenditures	42,407,942
2018 One Time Expenditures	2,340,439
2018 Approved Expenditures	44,748,381
2017 Base Expenditures	40,478,147
2017 One Time Expenditures	2,270,809
2017 Approved Expenditures	42,748,956
Base Budget Change	1,929,795
Change by %	4.77%
2018 Base Revenues	23,805,327
2018 One Time Revenues	4,153,256
2018 Approved Revenues	27,958,583
2017 Base Revenues	23,583,092
2017 One Time Revenues	3,960,809
2017 Approved Revenues	27,543,901
Base Budget Change	222,235
Change by %	0.94%

CORPORATE Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Fiscal	3,490,000	3,490,000	0	0.00%
Grants	0	9,094	9,094	100.00%
Miscellaneous	1,933,500	2,117,720	184,220	9.53%
Business and Other Licenses	1,498,000	1,499,840	1,840	0.12%
Fortis Franchise Fees	500,000	574,000	74,000	14.80%
Gas Tax	3,428,000	3,591,000	163,000	4.75%
Gorge Waterway	121,000	117,290	(3,710)	-3.07%
Housing Action Plan	11,900	0	(11,900)	-100.00%
Witness Reconciliation Program	0	44,327	44,327	100.00%
Overhead Recoveries	3,310,160	3,319,109	8,949	0.27%
Traffic Fine Revenue	1,973,000	1,755,000	(218,000)	-11.05%
Payment in Lieu of Taxes/Special Assessments	7,416,140	7,596,400	180,260	2.43%
Transfers to Own Funds	34,292	34,978	686	2.00%
Surplus	3,827,909	3,809,825	(18,084)	-0.47%
Total	27,543,901	27,958,583	414,682	1.51%
Expenditures				
Contingencies	1,429,010	1,841,387	412,377	28.86%
Fiscal	1,910,000	1,910,000	0	0.00%
Debt Principal, Interest and Reserve Transfer	7,827,583	7,827,583	0	0.00%
Grants	2,834,294	3,026,081	191,787	6.77%
Greater Victoria Public Library	4,879,695	5,387,720	508,025	10.41%
Insurance	543,800	544,771	971	0.18%
Miscellaneous	1,901,000	2,083,000	182,000	9.57%
Canadian Capital Cities Conference	20,000	0	(20,000)	-100.00%
Truth & Reconciliation Task Force	50,000	94,327	44,327	88.65%
Gorge Waterway Removal	121,000	117,290	(3,710)	-3.07%
Housing Action Plan	211,900	200,000	(11,900)	-5.62%
Transfer to Capital	10,161,000	10,165,000	4,000	0.04%
Transfer to Stormwater Utility	1,250,000	1,275,000	25,000	2.00%
Transfer to Reserves	15,244,369	16,487,046	1,242,677	8.15%
Transfer to Victoria Conference Centre	300,000	300,000	0	0.00%
Vehicles Depreciation Recovery	(1,055,000)	(1,123,104)	(68,104)	6.46%
Total	47,628,651	50,136,101	2,507,450	5.26%
Net	20,084,750	22,177,518	2,092,768	10.42%

2018 Expenditures



Business Unit: 1450 - Payment in Lieu of Taxes

Department:	Corporate	Budget Year:	2018

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: 1450 - Payment in Lieu of Taxes

Changes to Service Area:

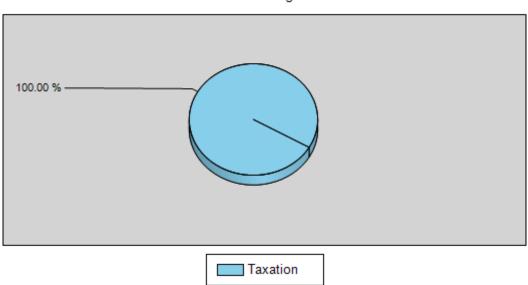
Accoun	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
3022	Federal Payments-in-lieu	1,298,242	1,380,388	1,297,000	1,381,000	+ 6.48 %
3024	Pacific Pilotage	5,887	5,456	5,300	5,500	+ 3.77 %
3032	Province of BC	3,643,815	3,998,373	3,755,840	3,976,500	+ 5.88 %
3040	BC Housing	261,667	289,295	300,000	265,400	- 11.53 %
3042	BC Hydro	540,363	531,984	510,000	435,000	- 14.71 %
3048	ICBC	103,066	111,160	104,000	111,000	+ 6.73 %
3052	CRD	11,500	11,878	12,000	12,000	0.00 %
Total Rev	venues/Funding Sources	5,864,539	6,328,534	5,984,140	6,186,400	
Net Tota	I	5,864,539	6,328,534	5,984,140	6,186,400	

Business Unit: 1450 - Payment in Lieu of Taxes

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3022	Federal Payments-in- lieu	1,381,000	1,381,000	1,381,000	1,381,000	1,381,000
3024	Pacific Pilotage	5,500	5,610	5,722	5,837	5,953
3032	Province of BC	3,976,500	3,979,540	3,992,841	4,006,408	4,020,246
3040	BC Housing	265,400	271,188	277,092	283,114	289,256
3042	BC Hydro	435,000	443,460	452,089	460,892	469,870
3048	ICBC	111,000	113,220	115,484	117,794	120,150
3052	CRD	12,000	12,000	12,000	12,000	12,000
Total Re	v/Funding Sources	6,186,400	6,206,018	6,236,228	6,267,044	6,298,475
% Increa	se		0.32%	0.49%	0.49%	0.50%
Net Tota	=	6,186,400	6,206,018	6,236,228	6,267,044	6,298,475

Business Unit: 1450 - Payment in Lieu of Taxes



Revenues/Funding Sources

Business Unit: 1500 - Special Assessments

Department:	Corporate	Budget Year:	2018
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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: 1500 - Special Assessments

Changes to Service Area:

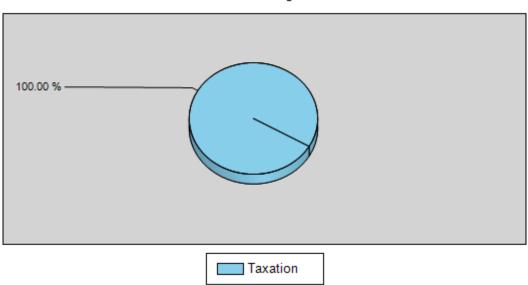
Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3016	Specified Area Improvement	88,282	80,912	81,000	81,000	0.00 %
3019	VCC Retail Stores-Tax Portion	70,565	69,458	0	0	
3062	2% Hotel Tax	2,542,861	0	0	0	
3072	BC Hydro	739,036	781,398	728,000	851,000	+ 16.90 %
3074	Cablevision	141,158	135,236	146,000	132,000	- 9.59 %
3076	FORTIS BC	293,026	215,640	300,000	181,000	- 39.67 %
3078	Telephone	172,381	168,557	177,000	165,000	- 6.78 %
Total Reve	enues/Funding Sources	4,047,308	1,451,200	1,432,000	1,410,000	
Expendit	ures/Transfers to Reserve					
4626	Tourism	2,542,861	0	0	0	
Total Expe	enditures/Transfers to Reserve	2,542,861	0	0	0	
Net Total		1,504,448	1,451,200	1,432,000	1,410,000	

Business Unit: 1500 - Special Assessments

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3016	Specified Area Improvement	81,000	81,000	81,000	81,000	81,000
3072	BC Hydro	851,000	851,000	851,000	851,000	851,000
3074	Cablevision	132,000	132,000	132,000	132,000	132,000
3076	FORTIS BC	181,000	181,000	181,000	181,000	181,000
3078	Telephone	165,000	165,000	165,000	165,000	165,000
Total Re	v/Funding Sources	1,410,000	1,410,000	1,410,000	1,410,000	1,410,000
% Increa	ise —		0.00%	0.00%	0.00%	0.00%
Net Tota		1,410,000	1,410,000	1,410,000	1,410,000	1,410,000

Business Unit: 1500 - Special Assessments



Revenues/Funding Sources

Business Unit: 2210 - Insurance

Department:	Corporate	Budget Year:	2018
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Overview:

Insurance is in place to ensure adequate liability and property insurance coverage for the City. Costs of insurance premiums and payments for claims against the City are recorded here.

Business Unit: 2210 - Insurance

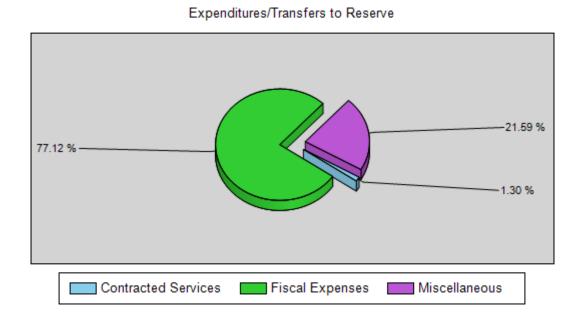
Changes to Service Area:

Account	t Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
3274	Miscellaneous Fees	5,405	7,665	0	0	
3760	Grants	0	850	0	0	
Total Rev	venues/Funding Sources	5,405	8,515	0	0	
Expendi	itures/Transfers to Reserve					
4216	Contracted Services	8,500	28,351	15,000	15,000	0.00 %
4512	Insurance	783,027	786,689	878,250	893,091	+ 1.69 %
4806	Claims	538,228	696,270	250,000	250,000	0.00 %
4824	Recovery	(598,207)	(601,229)	(599,450)	(613,320)	+ 2.31 %
Total Exp	penditures/Transfers to Reserve	731,549	910,082	543,800	544,771	
Net Total	I	(726,144)	(901,567)	(543,800)	(544,771)	

Business Unit: 2210 - Insurance

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserv	e				
4216	Contracted Services	15,000	15,300	15,606	15,918	16,236
4512	Insurance	893,091	910,953	929,172	947,755	966,711
4806	Claims	250,000	250,000	250,000	250,000	250,000
4824	Recovery	(613,320)	(625,586)	(638,098)	(650,860)	(663,877)
Total Exp	p/Transfers to Reserve	544,771	550,667	556,680	562,813	569,070
% Increa	se —		1.08%	1.09%	1.10%	1.11%
Net Tota	=	(544,771)	(550,667)	(556,680)	(562,813)	(569,070)

Business Unit: 2210 - Insurance



Business Unit: 2470 - Fiscal

Department:	Corporate	Budget Year:	2018
•	•	-	

Overview:

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 are tracked here.

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.

Additional costs include premiums paid to credit card companies for accepting credit cards as a method of payment. In addition, debt principal and interest payments for capital project debt are recorded here.

Business Unit: 2470 - Fiscal

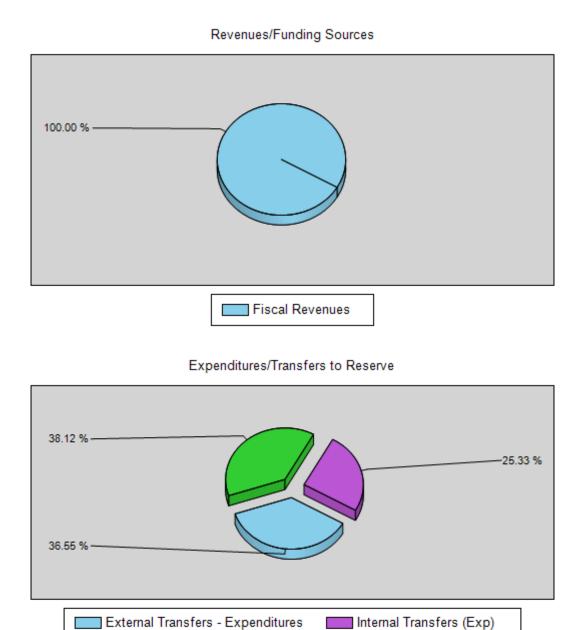
Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	s/Funding Sources					
3710	Discounts Available	27,204	25,963	30,000	30,000	0.00 %
3716	Investment Interest	2,713,679	3,433,624	2,700,000	2,700,000	0.00 %
3718	Property Tax Interest	115,921	106,684	125,000	125,000	0.00 %
3720	Property Tax Penalty	570,521	491,928	600,000	600,000	0.00 %
3721	Business Licence Penalty	21,275	29,875	30,000	30,000	0.00 %
3722	Service Charge - NSF Cheques	3,105	4,025	5,000	5,000	0.00 %
3724	Debt Sinking Fund Surplus	29,486	59,398	0	0	
Total Reve	enues/Funding Sources	3,481,191	4,151,498	3,490,000	3,490,000	
Expendit	ures/Transfers to Reserve					
4504	Brokerage and Exchange	37,083	23,935	40,000	40,000	0.00 %
4508	Credit Card Discount Fees	137,154	157,202	150,000	150,000	0.00 %
4510	Gains/losses on Foreign Exchange	(23,057)	(17,156)	0	0	
4514	Interest - Short-term	3,157	6,690	10,000	10,000	0.00 %
4516	Interest - Debenture	1,953,736	2,093,906	2,105,476	2,348,846	+ 11.56 %
4518	Interest - Prepaid Taxes	15,546	16,759	10,000	10,000	0.00 %
6020	Debt repayments	1,859,423	2,079,809	2,079,809	2,453,391	+ 17.96 %
6099	Transfer To Reserve	1,806,633	3,376,218	1,700,000	1,700,000	0.00 %
Total Expe	enditures/Transfers to Reserve	5,789,676	7,737,363	6,095,285	6,712,237	
Net Total		(2,308,484)	(3,585,866)	(2,605,285)	(3,222,237)	

Business Unit: 2470 - Fiscal

		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
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
Total Rev	v/Funding Sources	3,490,000	3,490,000	3,490,000	3,490,000	3,490,000
% Increa	se		0.00%	0.00%	0.00%	0.00%
Expend	itures/Transfers to Reserve	•				
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	2,348,846	2,343,241	2,325,636	2,307,347	2,288,347
4518	Interest - Prepaid Taxes	10,000	10,000	10,000	10,000	10,000
6020	Debt repayments	2,453,391	2,496,387	2,513,992	2,532,281	2,551,281
6099	Transfer To Reserve	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Total Exp	o/Transfers to Reserve	6,712,237	6,749,628	6,749,628	6,749,628	6,749,628
% Increa	se		0.56%	0.00%	0.00%	0.00%
Net Total		(3,222,237)	(3,259,628)	(3,259,628)	(3,259,628)	(3,259,628)

Business Unit: 2470 - Fiscal



Fiscal Expenses

Business Unit: 2475 - Contingencies

Department:	Corporate	Budget Year:	2018
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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: 2475 - Contingencies

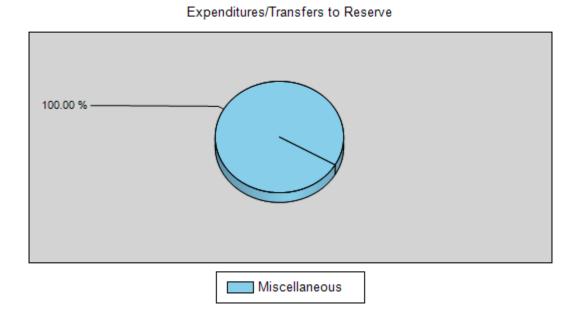
Changes to Service Area:

Account Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures/Transfers to Reserve					
4808 Contingencies	0	0	1,429,010	1,841,387	+ 28.86 %
Total Expenditures/Transfers to Reserve	0	0	1,429,010	1,841,387	
Net Total	0	0	(1,429,010)	(1,841,387)	

Business Unit: 2475 - Contingencies

		2018	2019	2020	2021	2022
Expenditures/Transfers to Reserve		ve				
4808	Contingencies	1,841,387	1,863,682	1,885,153	1,908,504	1,931,599
Total Ex	p/Transfers to Reserve	1,841,387	1,863,682	1,885,153	1,908,504	1,931,599
% Increa	se		1.21%	1.15%	1.24%	1.21%
Net Tota	1	(1,841,387)	(1,863,682)	(1,885,153)	(1,908,504)	(1,931,599)

Business Unit: 2475 - Contingencies



Business Unit: 2480 - Transfers to Own Funds

Department:	Corporate	Budget Year:	2018
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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: 2480 - Transfers to Own Funds

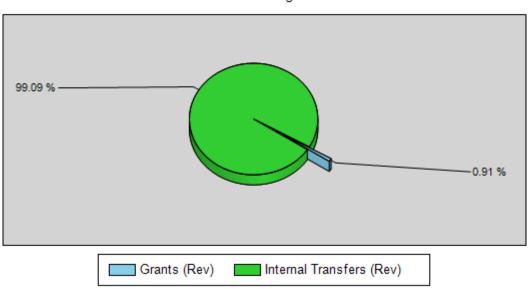
Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	Addu	Actual	Buugot	Budgot	enange
3758	Cost-sharing	31,650	32,252	34,292	34,978	+ 2.00 %
5044	Surplus	1,818,421	3,827,930	3,827,909	3,809,825	- 0.47 %
Total Reve	enues/Funding Sources	1,850,071	3,860,181	3,862,201	3,844,803	
Expendit	ures/Transfers to Reserve					
4814	Miscellaneous	84,900	112,225	0	0	
4821	Recoveries and Services	(1,000,000)	(1,055,000)	(1,055,000)	(1,123,104)	+ 6.46 %
6032	Transfer to Capital	10,298,706	10,161,000	10,161,000	10,165,000	+ 0.04 %
6035	Transfer to Financial Stability Reserve	0	255,000	255,000	219,403	- 13.96 %
6039	Transfer to VCC	300,000	300,000	300,000	300,000	0.00 %
6042	Buildings and Infrastruct	6,454,932	7,593,786	7,593,765	7,720,823	+ 1.67 %
6043	SOFMC Reserve	135,978	138,924	117,000	140,000	+ 19.66 %
6045	Trf to Climate Action Reserve	125,374	120,461	90,000	90,000	0.00 %
6046	Tax Sale Lands	50,000	50,000	50,000	50,000	0.00 %
6047	Trf to Debt Reduction Reserve	4,014,424	3,690,842	3,642,298	3,025,346	- 16.94 %
6048	Affordable Housing	360,074	257,508	250,000	250,000	0.00 %
6050	HR & Fringe Ben Stabiliza	100,000	100,000	100,000	100,000	0.00 %
6051	Gas Tax Reserve	3,427,988	3,474,900	3,428,000	3,591,000	+ 4.75 %
6052	City Archives	280	1,035	0	0	
6054	Transfer to Stormwater Utility	1,250,000	1,250,000	1,250,000	1,275,000	+ 2.00 %
6056	Public Art Reserve Fund	135,000	135,000	135,000	135,000	0.00 %
6057	Trf to Tree Conservation	36,015	192,713	0	0	
6060	Local (Communities) Amenities	0	50,000	0	0	
6061	Parks and Greenways Acquisition	0	340,553	0	482,608	
6062	Vehicle & Heavy Equipment	1,555,000	1,623,104	1,623,104	2,105,712	+ 29.73 %
6063	Specialty Equipment	1,602,500	1,602,500	1,602,500	1,602,500	0.00 %
6083	Downtown Core Area Public Real	96,313	0	0	0	
6084	Downtown Heritage Bldgs Seismic	65,438	0	0	0	
Total Expe	enditures/Transfers to Reserve	29,092,920	30,394,551	29,542,667	30,129,288	
Net Total		(27,242,849)	(26,534,370)	(25,680,466)	(26,284,485)	

Business Unit: 2480 - Transfers to Own Funds

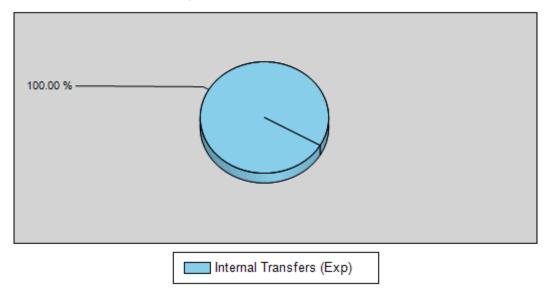
		2018	2019	2020	2021	2022
Revenu	es/Funding Sources					
3758	Cost-sharing	34,978	35,677	36,391	37,119	37,861
5044	Surplus	3,809,825	0	0	0	0
Total Rev	/Funding Sources	3,844,803	35,677	36,391	37,119	37,861
% Increa	se <u> </u>		(99.07%)	2.00%	2.00%	2.00%
Expendi	itures/Transfers to Reserve	9				
4821	Recoveries and Services	(1,123,104)	(1,123,104)	(1,123,104)	(1,123,104)	(1,123,104)
6032	Transfer to Capital	10,165,000	10,165,000	10,165,000	10,165,000	10,165,000
6035	Transfer to Financial Stability Reserve	219,403	0	0	0	0
6039	Transfer to VCC	300,000	300,000	300,000	300,000	300,000
6042	Buildings and Infrastruct	7,720,823	7,978,613	8,480,040	8,981,495	9,482,980
6043	SOFMC Reserve	140,000	141,400	142,814	144,243	145,684
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	3,025,346	2,987,955	2,987,955	2,987,955	2,987,955
6048	Affordable Housing	250,000	250,000	250,000	250,000	250,000
6050	HR & Fringe Ben Stabiliza	100,000	100,000	100,000	100,000	100,000
6051	Gas Tax Reserve	3,591,000	3,591,000	3,591,000	3,591,000	3,591,000
6054	Transfer to Stormwater Utility	1,275,000	1,300,500	1,326,510	1,353,040	1,380,101
6056	Public Art Reserve Fund	135,000	135,000	135,000	135,000	135,000
6061	Parks and Greenways Acquisition	482,608	0	0	0	0
6062	Vehicle & Heavy Equipment	2,105,712	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
Total Exp	o/Transfers to Reserve	30,129,288	29,191,968	29,720,819	30,250,233	30,780,221
% Increa	se		(3.11%)	1.81%	1.78%	1.75%
Net Total		(26,284,485)	(29,156,290)	(29,684,428)	(30,213,114)	(30,742,359)

Business Unit: 2480 - Transfers to Own Funds



Revenues/Funding Sources

Expenditures/Transfers to Reserve



Service Area: Miscellaneous

Department:CorporateBudget Year:2018

Overview:

Revenues and expenditures that are not department-specific are tracked here.

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 Capital Region Emergency Service Telecommunications (CREST) expenditures.

Service Area: Miscellaneous

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
	s/Funding Sources	, lottudi	, lotaal	Daagot	Dudget	enange
3152	Business Licences	1,457,533	1,483,007	1,450,000	1,451,840	+ 0.13 %
3156	Commercial Vehicle Licence	37,230	37,029	37,000	37,000	0.00 %
3160	Miscellaneous Licences	12,085	10,820	11,000	11,000	0.00 %
3162	Portable Signs	870	1,360	1,500	1,500	0.00 %
3212	Liquor Licence Application	4,755	10,110	15,000	15,000	0.00 %
3230	Fees	280	1,035	3,000	3,000	0.00 %
3231	Work Order Y/E Adj	88	572	0	0	
3232	Administration	150	1,050	0	0	
3274	Miscellaneous Fees	198,721	705,014	300,000	300,000	0.00 %
3277	Bus Shelter Advertising	132,283	188,264	150,000	150,000	0.00 %
3279	Canada Day	198,100	0	200,000	200,000	0.00 %
3284	Tax Certificate	154,185	145,585	125,000	125,000	0.00 %
3286	Banners	6,072	7,072	5,000	5,000	0.00 %
3295	Bonus Density	100,000	0	0	0	
3296	Downtown Core Area Public Real	96,313	0	0	0	
3297	Downtown Heritage Bldgs Seismic	65,438	1	0	0	
3298	Multipurpose Funding	543,958	504,133	622,500	634,000	+ 1.85 %
3354	Commission	1,986	2,091	0	0	
3355	Crest Levy	365,632	338,395	400,000	400,000	0.00 %
3448	Inventory and Equipment	35,648	33,299	65,000	65,000	0.00 %
3458	Print Sales	3,162	1,774	6,000	6,000	0.00 %
3465	Dog Litter Bags	0	42	0	0	
3472	Over/Under	(317)	(763)	0	0	
3486	Administration Fees	41,978	41,494	40,000	40,000	0.00 %
3496	Printing	217	478	500	500	0.00 %
3552	Capital Assets-Gain on Sale	73,940	112,225	0	0	
3754	Traffic Fine Revenue Sharing	1,972,324	1,755,724	1,973,000	1,755,000	- 11.05 %
3761	Gas Tax	3,427,988	3,474,900	3,428,000	3,591,000	+ 4.75 %
3763	Fortis	180,970	542,359	500,000	574,000	+ 14.80 %
5046	Water/Sewer Utility Recovery	2,001,589	2,037,000	2,093,600	2,135,468	+ 2.00 %
5047	Police Corp Overhead Recovery	800,000	802,500	800,000	819,950	+ 2.49 %
5049	VCC Recovery	60,000	60,000	60,000	0	
5051	Stormwater Utility Corporate Overhead	335,000	356,560	356,560	363,691	+ 2.00 %
5075	Financial Stability Reserve ^{2,4,5}	0	0	132,900	334,377	+ 151.57 %
9011	Work Order Revenue	56,896	38,346	0	0	
Total Rev	//Funding Sources	12,365,071	12,691,473	12,775,560	13,018,326	
Expendit	ures/Transfers to Reserve					
4206	Armoured Car Service	3,000	3,375	4,000	4,000	0.00 %
4214	Consulting	332,432	268,936	345,000	345,000	0.00 %
4216	Contracted Services ^{1,5}	9,000	21,635	20,000	50,000	+ 150.00 %

Net Tota	- -	9,255,470	11,442,792	10,471,660	10,523,709	
Total Ex	p/Transfers to Reserve	3,109,601	1,248,681	2,303,900	2,494,617	
9511	WO Gas	88	0	0	0	
9421	WO Consulting Services	8,830	2,260	0	0	
9411	WO Contracted Services ⁴	99,890	70,374	121,000	247,290	+104.37 %
9360	WO Utility-BC Hydro	13,233	6,900	0	0	
9321	WO Outside Purchases	61,019	45,687	0	0	
9311	WO Inventory Purchases	26,762	26,747	0	0	
9221	WO Overtime	1,147	31,570	0	0	
9211	WO Regular Time ³	261,583	203,105	211,900	200,000	- 5.62 %
9121	WO Outside Equipment Rentals	838	0	0	0	
9111	WO Inside Equipment Rentals	594	89	0	0	
6035	Transfer to Financial Stability Reserve	11,863	44,328	0	0	
4866	CREST Levy	365,632	338,395	400,000	400,000	0.00 %
4830	Rounding Errors	(597)	(38)	0	0	
4828	Tax Appeals	1,135,442	(315,285)	550,000	550,000	0.00 %
4826	Uncollectable A/R	237,881	189,010	32,000	32,000	0.00 %
4824	Recovery	(1,510)	(12,177)	0	0	
4818	Inventory Adjustments	(16,524)	(22,812)	0	0	
4815	Canada Day	198,100	0	200,000	200,000	0.00 %
4030 4814	Miscellaneous Grants	293,622	4,500 273,094	350.000	0 394,327	+ 12.66 %
4508	General Supplies Miscellaneous Grants	1,798 0	3,224 4,500	5,000	5,000 0	0.00 %
4232 4308	Security	0	4,975 3,224	0 5,000	0 5.000	0.00 %
4230	Professional	65,478	60,789	65,000	67,000	+ 3.08 %

¹ 2018 Council Motion – Community Benefit Hub (2018 and 2019)

² 2017 and 2018 Council Motion – Witness Reconciliation Program
 ³ 2017 and 2018 Council Motion – Parks Overnight Sheltering

⁴ 2017 Council Motion – Gorge Waterway
 ⁵ 2017 Council Motion – Canadian Capital Cities Conference

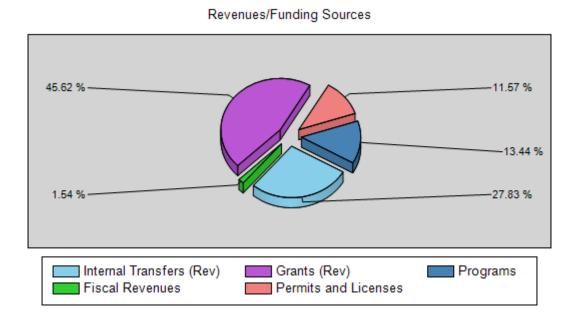
Service Area: Miscellaneous

		2018	2019	2020	2021	2022
Revenues	s/Funding Sources					
3152	Business Licences	1,451,840	1,453,577	1,455,348	1,457,155	1,458,998
3156	Commercial Vehicle Licence	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 Application	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	634,000	634,700	635,407	636,121	636,842
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 Sharing	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000
3761	Gas Tax	3,591,000	3,591,000	3,591,000	3,591,000	3,591,000
3763	Fortis	574,000	574,000	574,000	574,000	574,000
5046	Water/Sewer Utility Recovery	2,135,468	2,174,301	2,213,911	2,254,314	2,295,524
5047	Police Corp Overhead Recovery	819,950	819,950	819,950	819,950	819,950
5051	Stormwater Utility Corporate Overhead	363,691	370,965	378,384	385,952	393,671
5075	Financial Stability Reserve ²	334,377	50,000	0	0	0
Total Rev	/Funding Sources	13,018,326	12,782,493	12,782,001	12,832,492	12,883,986
% Increas	se		(1.49%)	0.00%	0.40%	0.40%
•	ures/Transfer To Reserve					
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 ¹	50,000	50,000	0	0	0
4230	Professional	67,000	68,340	69,707	71,101	72,523
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4814	Miscellaneous ²	394,327	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
4828	Tax Appeals	550,000	550,000	550,000	550,000	550,000

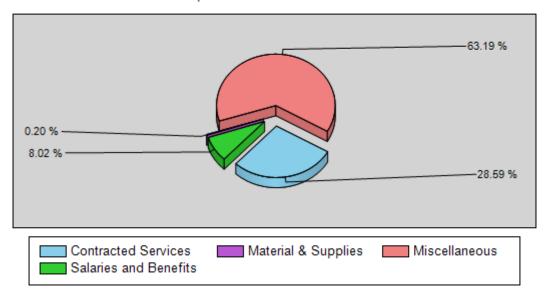
4866	CREST Levy	400,000	400,000	400,000	400,000	400,000
9211	WO Regular Time ³	200,000	0	0	0	0
9411	WO Contracted Services	117,290	0	0	0	0
Total Exp	/Transfer to Reserve	2,494,617	1,961,520	1,920,110	1,928,873	1,937,810
% Increas	e -		(21.37%)	(2.11%)	0.46%	0.46%
Net Total	=	10,523,709	10,820,973	10,861,891	10,903,619	10,946,176

¹ 2018 Council Motion – Community Benefit Hub (2018 and 2019)
 ² 2017 and 2018 Council Motion – Witness Reconciliation Program
 ³ 2017 and 2018 Council Motion – Parks Overnight Sheltering

Service Area: Miscellaneous



Expenses/Transfers to Reserve



Service Area: Direct Award Grants

Grants

Department:

Budget Year: 2018

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.

Direct-award grants include:

- · Community and senior centre operating grants
- Neighbourhood base grants and insurance
- · Heritage grants
- Recreation Integration Victoria
- · Volunteer coordinators for each neighbourhood with a community garden
- Youth Council
- · Seniors Outreach
- Victoria Community Association Network

These grants are awarded annually by Council without a competitive process and annual reporting back to the City is required.

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
- Complement or extend the reach of City service
- Provide a service the City would otherwise deliver given adequate resources
- · Meet evolving strategic and community priorities

Service Area: Direct Award Grants

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
4608	Building Incentive	420,000	420,000	420,000	420,000	0.00 %
4618	Per Capita Base ³	60,011	60,011	60,011	64,342	+ 7.22 %
4620	Operating ^{1,2}	926,019	944,429	944,327	1,001,509	+ 6.06 %
4622	Youth Programming	57,120	58,261	58,261	59,426	+ 2.00 %
4632	Youth Outreach	25,000	25,000	25,000	25,000	0.00 %
4638	Miscellaneous Grants	122,389	122,389	122,389	122,389	0.00 %
4644	Lease Grants	0	27,059	43,200	43,200	0.00 %
4822	Repairs and Maintenance	187,598	176,770	198,906	202,377	+ 1.75 %
Total Exp	/Transfers to Reserve	1,798,137	1,833,920	1,872,094	1,938,243	
Net Total		(1,798,137)	(1,833,920)	(1,872,094)	(1,938,243)	

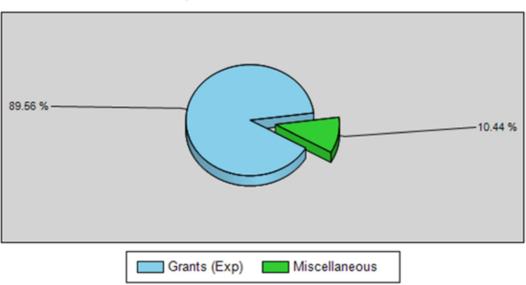
¹ 2018 Council Motion – Direct-award grant for seniors outreach funded by a reallocation from the Strategic Plan Grant program

² 2018 Council Motion – Direct award grant for the Victoria Community Association Network
 ³ Per Capita Base increase based on 2016 census numbers

Service Area: Direct Award Grants

		2018	2019	2020	2021	2022
Expendit	tures/Transfer To Reserve					
4608	Building Incentive	420,000	420,000	420,000	420,000	420,000
4618	Per Capita Base	64,342	64,342	64,342	64,342	64,342
4620	Operating	1,001,509	1,013,763	1,026,261	1,039,009	1,052,013
4622	Youth Programming	59,426	60,615	61,827	63,064	64,325
4632	Youth Outreach	25,000	25,000	25,000	25,000	25,000
4638	Miscellaneous Grants	122,389	122,389	122,389	122,389	122,389
4644	Lease Grants	43,200	43,200	43,200	43,200	43,200
4822	Repairs and Maintenance	202,377	206,324	210,351	214,458	218,647
Total Exp	p/Transfer to Reserve	1,938,243	1,955,633	1,973,370	1,991,462	2,009,916
% Increa	se		0.90%	0.91%	0.92%	0.93%
Net Total		(1,938,243)	(1,955,633)	(1,973,370)	(1,991,462)	(2,009,916)

Service Area: Direct Award Grants



Expenses/Transfers to Reserve

Service Area: Strategic Plan Grants

Department:GrantsBudget Year:2018

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

Service Area: Strategic Plan Grants

Changes to Service Area:

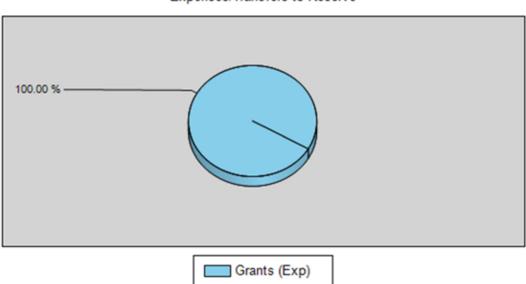
Account Description		December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4641	Strategic Plan Grants ¹	540,000	540,000	540,000	510,000	- 5.56 %
Total E	xp/Transfers to Reserve	540,000	540,000	540,000	510,000	
Net Tot	al	(540,000)	(540,000)	(540,000)	(510,000)	

¹ 2018 Council Motion – Direct-award grant for seniors outreach funded by a reallocation from the Strategic Plan Grant program

Service Area: Strategic Plan Grants

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
4641 Strategic Plan Grants	510,000	510,000	510,000	510,000	510,000
Total Exp/Transfer to Reserve	510,000	510,000	510,000	510,000	510,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	(510,000)	(510,000)	(510,000)	(510,000)	(510,000)

Service Area: Strategic Plan Grants



Expenses/Transfers to Reserve

Service Area: Grants

Department: Grants

Budget Year: 2018

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

Service Area: Grants

Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenue	es/Funding Sources					
5075	Financial Stability Reserve	900	0	0	0	
5066	City Housing Reserve	192,000	965,000	0	0	
5067	Secondary Suites	20,000	5,000	0	0	
Total Re	v/Funding Sources	212,900	970,000	0	0	
Expendi	tures/Transfers to Reserve					
4638	Miscellaneous Grants ¹	221,025	971,115	111,200	72,500	- 34.80 %
4639	Coalition To End Homeless	100,000	100,000	100,000	100,000	0.00 %
6035	Transfer to Financial Stability Reserve	0	110,000	0	0	
Total Ex	p/Transfers to Reserve	321,025	1,181,115	211,200	172,500	
Net Tota	-	(108,125)	(211,115)	(211,200)	(172,500)	

¹ 2018 Council Motion – Support of the 2019 World Junior Hockey Championship and Ending Violence Association of BC

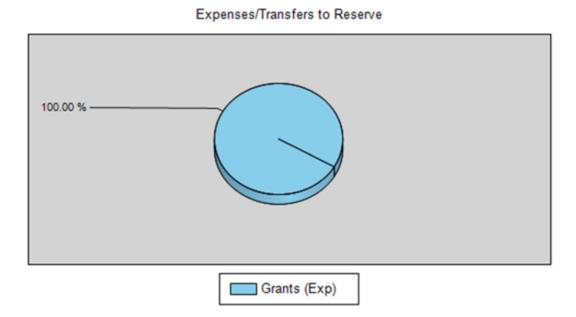
Service Area: Grants

5 Year Forecast:

		2018	2019	2020	2021	2022
Expendit	ures/Transfer To Reserve					
4638	Miscellaneous Grants ¹	72,500	0	0	0	0
4639	Coalition To End Homeless	100,000	100,000	100,000	100,000	100,000
Total Exp	o/Transfer to Reserve	172,500	100,000	100,000	100,000	100,000
% Increas	se		(42.03%)	0.00%	0.00%	0.00%
Net Total	=	(172,500)	(100,000)	(100,000)	(100,000)	(100,000)

¹ 2018 Council Motion – Support of the 2019 World Junior Hockey Championship and Ending Violence Association of BC

Service Area: Grants



Service Area: Festival Investment Grants

Department: Grants Budget Year: 2018

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:

Community Celebration Grants

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

This funding 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

This funding stream 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

This funding stream 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.

Service Area: Festival Investment Grants

Changes to Service Area:

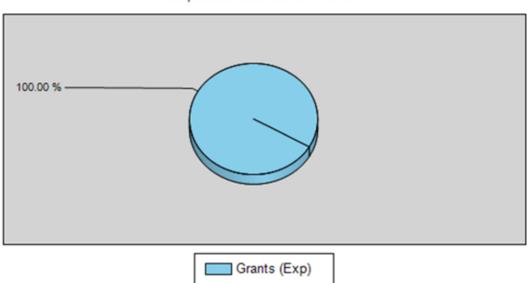
Account Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures/Transfers to Reserve					
4614 Festival Investment ¹	166,300	167,000	169,000	222,380	+ 31.59 %
Total Exp/Transfers to Reserve	166,300	167,000	169,000	222,380	
Net Total	(166,300)	(167,000)	(169,000)	(222,380)	

¹ 2018 Council Motion – Additional Festival Investment Grant funding

Service Area: Festival Investment Grants

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
4614 Festival Investment	222,380	226,828	231,364	235,991	240,711
Total Exp/Transfer to Reserve	222,380	226,828	231,364	235,991	240,711
% Increase		2.00%	2.00%	2.00%	2.00%
= Net Total	(222,380)	(226,828)	(231,364)	(235,991)	(240,711)

Service Area: Festival Investment Grants



Expenses/Transfers to Reserve

Service Area: Community Garden Volunteer Coordinator Grants

Department: Grants

Budget Year: 2018

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 neigbourhoods 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 (eg. water)

Service Area: Community Garden Volunteer Coordinator Grants

Changes to Service Area:

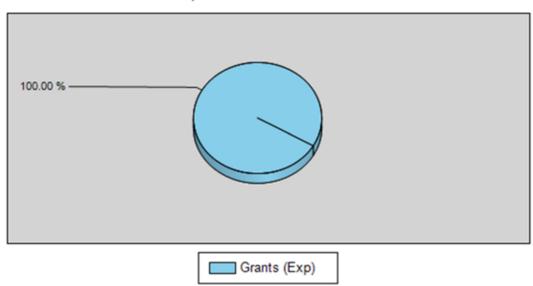
Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4619	Community Garden Volunteers ¹	36,000	36,000	42,000	48,864	+ 16.34 %
Total E	xp/Transfers to Reserve	36,000	36,000	42,000	48,864	
Net Tot	al	(36,000)	(36,000)	(42,000)	(48,864)	

¹ 2018 Council Motion – Addition of North Park Neighbourhood

Service Area: Community Garden Volunteer Coordinator Grants

		2018	2019	2020	2021	2022
Expendit	tures/Transfer To Reserve					
4619	Community Garden Volunteers	48,864	49,841	50,838	51,855	52,892
Total Exp	p/Transfer to Reserve	48,864	49,841	50,838	51,855	52,892
% Increa	se		2.00%	2.00%	2.00%	2.00%
Net Tota	I	(48,864)	(49,841)	(50,838)	(51,855)	(52,892)

Service Area: Community Garden Volunteer Coordinator Grants



Expenses/Transfers to Reserve

Service Area: Great Neighbourhoods

Department:GrantsBudget Year:2018

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.

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 placemaking and animation of public spaces.

Deliverables:

- My Great Neighbourhood Grant Program
- Placemaking opportunities

Service Area: Great Neighbourhoods

Changes to Service Area:

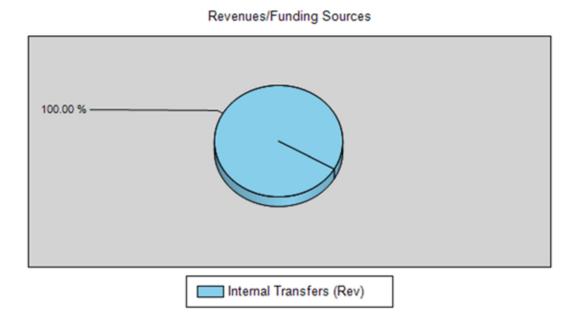
Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenu	es/Funding Sources					
5075	Financial Stability Reserve ¹	0	0	0	9,094	
Total R	ev/Funding Sources	0	0	0	9,094	
Expend	litures/Transfers to Reserve					
4638	Miscellaneous Grants ¹	0	0	0	125,243	
4814	Miscellaneous ¹	0	0	0	8,851	
Total E	xp/Transfers to Reserve	0	0	0	134,094	
Net Tot	al	0	0	0	(125,000)	

 $^{1}\ensuremath{\,\text{Great}}$ Neighbourhoods reallocated from capital to operating beginning in 2018

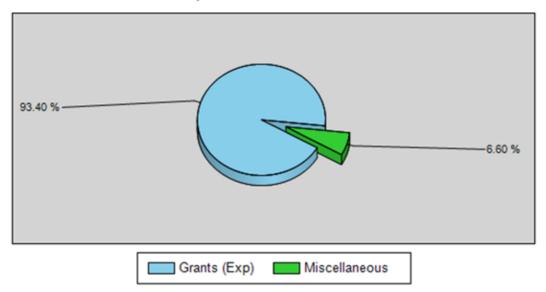
Service Area: Great Neighbourhoods

		2018	2019	2020	2021	2022
Revenue	s/Funding Sources					
5075	Financial Stability Reserve	9,094	0	0	0	0
Total Rev	//Funding Sources	9,094	0	0	0	0
% Increa	se		(100.00%)	0.00%	0.00%	0.00%
Expendit	ures/Transfer To Reserve					
4638	Miscellaneous Grants	125,243	120,000	120,000	120,000	120,000
4814	Miscellaneous	8,851	5,000	5,000	5,000	5,000
Total Exp	o/Transfer to Reserve	134,094	125,000	125,000	125,000	125,000
% Increa	se		(6.78%)	0.00%	0.00%	0.00%
Net Total		(125,000)	(125,000)	(125,000)	(125,000)	(125,000)

Service Area: Great Neighbourhoods



Expenses/Transfers to Reserve





Greater Victoria Public Library

The City of Victoria 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. The City will be paying for the lease, operating and one-time capital costs for the new library branch in James Bay. All other municipalities pay facility costs associated with any branch within their municipalities.

The two branches located in the City of Victoria are the Central downtown branch located at 753 Broughton Street and opening in 2018, the new library branch in James Bay located in the Capital Park development at the corner of Superior and Menzies Streets.

Greater Victoria Public Library

Budget Summary	
2018 Base Expenditures	5,345,000
2018 One Time Expenditures	42,720
2018 Approved Expenditures	5,387,720
2017 Base Expenditures	4,879,695
2017 One Time Expenditures	0
2017 Approved Expenditures	4,879,695
Base Budget Change	465.305
5 S	
Change by %	9.54%

Business Unit: 5800 - Greater Vic. Public Library

Department:	Greater Victoria Public Library	Budget Year:	2018
	,	Fund:	General Operating

Overview:

The City of Victoria 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. The City will be paying for the lease, operating and one-time capital costs for the new library branch in James Bay. All other municipalities pay facility costs associated with any branch within their municipalities.

The two branches located in the City of Victoria are the Central downtown branch located at 753 Broughton Street and opening in 2018, the new library branch in James Bay located in the Capital Park development at the corner of Superior and Menzies Streets.

Business Unit: 5800 - Greater Vic. Public Library

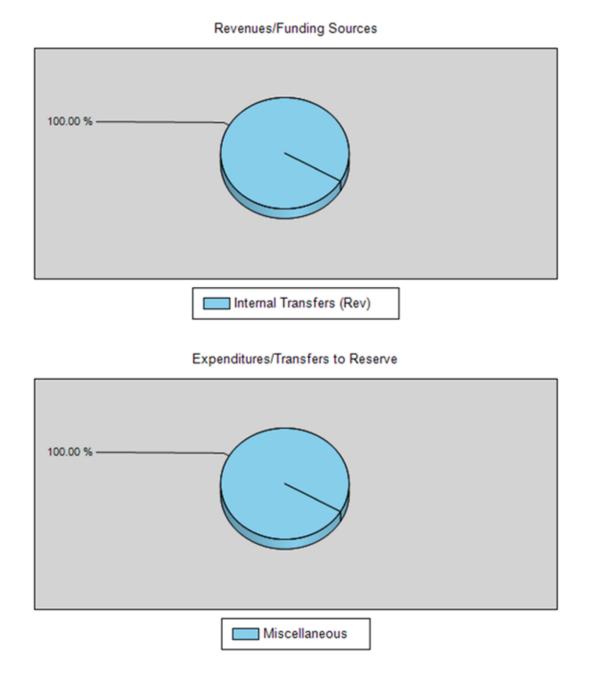
Changes to Service Area:

Accour	nt Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expend	litures/Transfers to Reserve					
4812	Greater Victoria Public L	4,718,574	4,879,695	4,879,695	5,152,720	+ 5.60 %
4816	Lease/Rental	0	0	0	235,000	
Total Ex	penditures/Transfers to Reserve	4,718,574	4,879,695	4,879,695	5,387,720	
Net Tota	al	(4,718,574)	(4,879,695)	(4,879,695)	(5,345,000)	

Business Unit: 5800 - Greater Vic. Public Library

		2018	2019	2020	2021	2022
Expend	itures/Transfers to Reserve)				
4812	Greater Victoria Public L	5,152,720	5,212,200	5,316,444	5,422,773	5,531,228
4816	Lease/Rental	235,000	239,700	244,494	249,384	254,372
Total Ex	p/Transfers to Reserve	5,387,720	5,451,900	5,560,938	5,672,157	5,785,600
% Increa	se		1.19%	2.00%	2.00%	2.00%
Net Tota	I	(5,345,000)	(5,451,900)	(5,560,938)	(5,672,157)	(5,785,600)

Business Unit: 5800 - Greater Vic. Public Library





Victoria Police Department

The Victoria Police Department is the oldest police department west of the Great Lakes, with 243 sworn members and over 100 civilian staff and volunteers proudly serving the City of Victoria and the Township of Esquimalt.

The City of Victoria's downtown is a vibrant, world-class destination and the centre of business, commerce and entertainment for the entire South Island. In policing the downtown, VicPD is a regional and provincial leader regarding social issues, drug addition, homelessness and mental illness, and have formed innovative partnerships with other stakeholders who seek creative solutions to these issues.

Core Responsibilities

Police officers have a number of common law and statutory responsibilities. Broadly, these include:

- Preserve the peace
- Protect life and property
- Prevent crime
- Enforce the law
- Apprehend offenders

The responsibility of modern policing has expanded drastically over the past many years. The traditional "law enforcement" ethos has been replaced with a much broader concept of policing. Today, policing includes a wide range of responsibilities that impact public safety and community health, and require the police to be community leaders and partners in addressing a wide range of community concerns beyond just crime.

Core Service Areas

- **Patrol Division:** responds to all calls for service from the public in the City of Victoria and the Township of Esquimalt.
- Community Services Division: provides proactive communitybased policing services to all citizens as it relates to traffic safety and education, street disorder, social issues, homelessness, mental illness and substance use.
- Information Management Division: manages switchboard operations, 911 and non-emergency call-taking, police dispatch services and day-to-day support in the Records Section.

- Community Engagement Division: engages our citizens through social media, media relations and direct engagement.
- Esquimalt Division: serves the Township of Esquimalt and Vic West.
- Human Resources Division: responsible for the ongoing development, welfare, benefits management, training and performance management of employees.
- Executive Services Division: responsible for investigating complaints against officers, policy, audit, Freedom of Information requests, PRIME training, plus infrastructure planning and asset management.
- Financial Services Division: responsible for overall financial management, processing of payroll, exhibit control, accounts payable and procurement of materials and services.

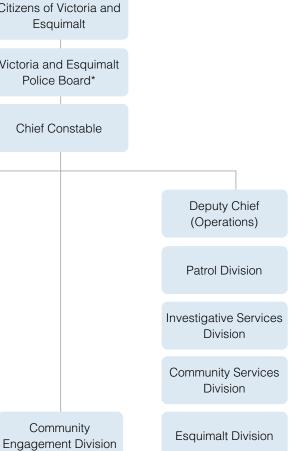
Victoria Police Department

Budget Summary				
2018 Base Expenditures	53,956,388			
2018 One Time Expenditures	353,898			
2018 Approved Expenditures	54,310,286			
2017 Base Expenditures	52,513,544			
2017 One Time Expenditures	740,200			
2017 Approved Expenditures	53,253,744			
Base Budget Change	1,442,844			
Change by %	2.75%			
2018 Base Revenues	8,208,814			
2018 One Time Revenues	353,898			
2018 Approved Revenues	8,562,712			
	7000 740			
2017 Base Revenues	7,996,716			
2017 One Time Revenues	740,200			
2017 Approved Revenues	8,736,916 212,098			
Base Budget Change Change by %	2.65%			
Change by 70	2.0076		Citizens of \	lictoria
2018 FTE	347.00		Esqu	
2017 FTE	345.00			
Change	2		Victoria and	d Esqui
Change by %	0.58%		Police I	
			Chief Co	onstabl
				, no taion
	Deputy (Chief		
	(Administr	ration)		
	Human Res			
	Divisio	UT		
	Financial S	envices		
*The Victoria and Esquimalt Police	Divisio			
Board is an independent governance				

Board is an independent governance and oversight body that is directly accountable to the citizens of Victoria and Esquimalt and, as such, does not report directly to municipal council.

Information Management Division

Executive Services Division



VICTORIA POLICE DEPARTMENT Performance Metrics

Performance Measurements		2016 Actuals	2017 Actuals	2018 Forecast
How much did we do?				
# of Calls for Service		58,095	56,321	60,000
# of Dispatched Calls for Service		40,090	42,649	40,500
# of Police Reports Processed		40,051	38,704	40,250
# of Online Reports Received		1,228	1,446	1,500
# of Hours of Service by VicPD Volunte	ers	7,400	6,800	8,500
# of Hours of Service by VicPD Reserve	es	9,000	8,250	10,000
# of Police Information Checks Process	ed	2,550	2,431	2,650
# of Summonses/Subpoenas Processe	d	934	725	970
# of News Releases Issued		187	234	225
Performance Measurements	2015 Actuals	2016 Actuals	2017 Actuals	2018 Forecast
How well did we do it?				
Crime (for VicPD's jurisdiction)*				
 Crime Rate (excluding traffic) 	112.7	103.4	N/A	N/A
 Crime Severity Index 	139.14	118.62		
 Violent crime incidents 	2,574	2,437		
Property crime incidents *Rates per 1000	6,993	6,676		
Story behind the data	Although rates and inc attributed to the uniqu Victoria, comprised of are often policed by o by the lower rates in th Severity Index (CSI) w Severity index of 63.8, As the police agency incident rates, compar	cidents tend to be eleval e policing model in Gre a downtown area surro ne police agency. Crime he suburban communitie here the 2016 Victoria C close to 50% lower tha responsible for the regio red with other areas, sho	ice agency, not by indivited for VicPD's jurisdicti ater Victoria. Areas the sunded by primarily sub- e incidents in a downtow es. This is demonstrated Census Metropolitan Are n the CSI for the Victoria on's only downtown core ould be expected. VicPI g VicPD's annual CSI rat	on, this can be size of Greater urban communities, yn area are then offset through the Crime a had a Crimes a Police Department. e, elevated crime and D's proactive policing
Community Safety/Disorder				
Top 5 dispatched calls for service	1. Unwanted person	1. Unwanted person	1. Unwanted person	1. Unwanted person
	2. Check wellbeing	2. Check wellbeing	2. Check wellbeing	2. Check wellbeing
	3. Assist emergency service	3. Assist emergency service	3. Assist emergency service	3. Assist emergency service
	4. Suspicious person	4. Suspicious person	4. Suspicious person	4. Suspicious persor

VICTORIA POLICE DEPARTMENT Performance Metrics

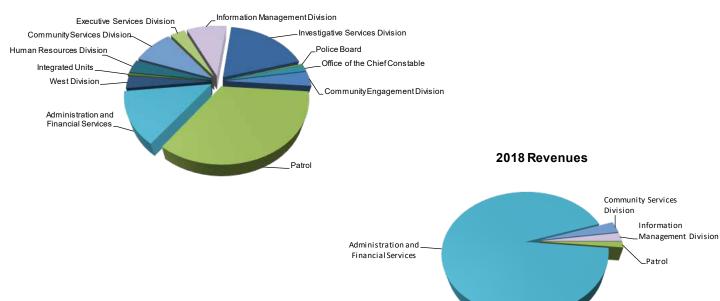
Performance Measurements	2015 Actuals	2016 Actuals	2017 Actuals	2018 Forecast	
Story behind the data	VicPD works diligently to use resources as effectively as possible, using crime and community intelligence to identify areas and persons of concern that contribute to crime community disorder, and calls for service to the police. Our goal is prevent problems be they start wherever possible, or to use focused, holistic approaches to solve problems.				
	community expectation security. "Wake-ups" o	ns and demand, and al of people sleeping in pu	ed to criminal offences b so the community's feelin blic spaces is one example to the maintenance of s	ng of safety and apple of the daily tasks	
Efficiency					
 Response Time (% of Victoria's Priority 1 and 2 calls responded to with an officer in 0-5 minutes) 	48%	51%	45%	60%	
 911 Total Calls Answered 	42,918	45,103	45,303	49,700	
Story behind the data	VicPD participated in a comprehensive efficiency and effectiveness review that was completed in 2017. This review made concrete recommendations about how VicPD could improve its efficiency and effectiveness in a financially sustainable way.				
Public Confidence/Legitimacy					
 Overall satisfaction level 	88% (2014)	N/A	88% (actual)	N/A	
 Community meetings/events 	632	672	508	750	
 Substantiated police complaints 	0	3	1	1	
Media requests police responded to	1,500 (est)	1,608	1,628	1,900	
 Social media followers (Twitter, Facebook, Instagram, and Reddit) 	43,442	60,429	83,027	90,000	
Story behind the data	VicPD conducts comprehensive surveys of both the community and businesses every 3 years to measure public satisfaction with its service. Surveys in both 2014 and 2017 indicated an overall public satisfaction rate of 88%, which compares favourably with other police services across Canada.				
Is anyone better off? *Were we effective	? Has the outcome impr	roved? Annual improver	nent measure.		
Crime and disorder are being prevented, reduced, and effectively investigated	As one of VicPD's main goals in our Strategic Plan, this objective guides all operations at the department.				
Story behind the data	VicPD holds a Strategic Operations Council every 28 days to identify operational objectives and assign resources while measuring progress against past priorities. This approach ensures a coordinated and accountable approach to the needs of our community.				
Where do we want to go?	Continue to target prolific offenders while remaining responsive to the needs of the community. The Strategic Operations Council is designed around these factors and is a proven model for effective community-based policing.				
The public values, trusts, and understands our role in a healthy community	This Strategic Plan goal is essential to VicPD remaining an effective partner in addressing our community issues and supporting partner agencies.				

the Greater Victoria Diversity Advisory Committee, our community and business our Mental Health Strategy and Action Plan, our goal is to always be trusted part other community-based organizations. Where do we want to go? VicPD continues to be committed to being a trusted partner and leader in the co we will continue to invest in relationships with community groups so that lasting a effective solutions can be reached for the challenges that affect our citizens. We are leaders in developing shared strategies to enhance community safety Police services cannot be the sole provider of solutions for the community. There vicePD works closely with community partners to develop shared strategies to encommunity safety. Story behind the data VicPD has adopted a number of initiatives to contribute to community-based solid for emerging issues including our Naloxone program, fentanyl enforcement, sup supervised consumption services, extensive social media efforts and our "Commengagement approach. Where do we want to go? Continue to be a community leader and partner in creative and effective communisolutions. We use resources efficiently VicPD is responsive to fiscal pressures and is committed to financial sustainabilities to support service excellence Story behind the data VicPD had adopted a wide range of initiatives to contribute to financial sustainabilities of VicPD Volunteers and Reserves into the community. Where do we want to go? Continue to use resources responsibly while delivering the policing service that citizens expect. We are committed to making the organization its best Employee well-being and d		
We will continue to invest in relationships with community groups so that lasting a effective solutions can be reached for the challenges that affect our citizens. We are leaders in developing shared strategies to enhance community safety Police services cannot be the sole provider of solutions for the community. There VicPD works closely with community partners to develop shared strategies to encommunity safety. Story behind the data VicPD has adopted a number of initiatives to contribute to community-based sole for emerging issues including our Naloxone program, fentanyl enforcement, sup supervised consumption services, extensive social media efforts and our "Commengagement approach. Where do we want to go? Continue to be a community leader and partner in creative and effective communisolutions. We use resources efficiently to support service excellence VicPD had adopted a wide range of initiatives to contribute to financial sustainabilities of VicPD had adopted a wide range of initiatives to contribute to financial sustainabilities of VicPD Volunteers and Reserves into the community. Where do we want to go? Continue to use resources responsibly while delivering the policing service that or citizens expect. We are committed to making the organization its best Employee well-being and development is vital to the future of VicPD. Story behind the data VicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Program is additionable of the organization its best	Story behind the data	VicPD invests heavily in maintaining the public trust. Whether it is through participation in the Greater Victoria Diversity Advisory Committee, our community and business surveys, or our Mental Health Strategy and Action Plan, our goal is to always be trusted partners with other community-based organizations.
shared strategies to enhance community safetyVicPD works closely with community partners to develop shared strategies to en- community safety.Story behind the dataVicPD has adopted a number of initiatives to contribute to community-based sold for emerging issues including our Naloxone program, fentanyl enforcement, sup supervised consumption services, extensive social media efforts and our "Commengagement approach.Where do we want to go?Continue to be a community leader and partner in creative and effective community solutions.We use resources efficiently to support service excellenceVicPD had adopted a wide range of initiatives to contribute to financial sustainability including an Attendance Management Program, a comprehensive Efficiency and Effectiveness Review, an Information Management Review, and the extensive de of VicPD Volunteers and Reserves into the community.Where do we want to go?Continue to use resources responsibly while delivering the policing service that or citizens expect.Where do we want to go?Continue to use resources responsibly while delivering the policing service that or citizens expect.Where do we want to go?Continue to use resources responsibly while delivering the policing service that or citizens expect.We are committed to making the organization its bestEmployee well-being and development is vital to the future of VicPD.Story behind the dataVicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Program Road to Mental Readiness training, and a Fair and Impartial Policing training program	Where do we want to go?	VicPD continues to be committed to being a trusted partner and leader in the community. We will continue to invest in relationships with community groups so that lasting and effective solutions can be reached for the challenges that affect our citizens.
for emerging issues including our Naloxone program, fentanyl enforcement, supply supervised consumption services, extensive social media efforts and our "Commengagement approach.Where do we want to go?Continue to be a community leader and partner in creative and effective communications.We use resources efficiently to support service excellenceVicPD is responsive to fiscal pressures and is committed to financial sustainability including an Attendance Management Program, a comprehensive Efficiency and Effectiveness Review, an Information Management Review, and the extensive de of VicPD Volunteers and Reserves into the community.Where do we want to go?Continue to use resources responsibly while delivering the policing service that of VicPD volunteers and Reserves into the community.Where do we want to go?Continue to use resources responsibly while delivering the policing service that of vicPD.We are committed to making the organization its bestEmployee well-being and development is vital to the future of VicPD.Story behind the dataVicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Program for a new Staff Sergeant Development Program for a fair and Impartial Policing training program for a fair	shared strategies to enhance	Police services cannot be the sole provider of solutions for the community. Therefore, VicPD works closely with community partners to develop shared strategies to enhance community safety.
solutions.We use resources efficiently to support service excellenceVicPD is responsive to fiscal pressures and is committed to financial sustainabilitStory behind the dataVicPD had adopted a wide range of initiatives to contribute to financial sustainabilit including an Attendance Management Program, a comprehensive Efficiency and Effectiveness Review, an Information Management Review, and the extensive de of VicPD Volunteers and Reserves into the community.Where do we want to go?Continue to use resources responsibly while delivering the policing service that of citizens expect.We are committed to making the organization its bestEmployee well-being and development is vital to the future of VicPD.Story behind the dataVicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Pro Road to Mental Readiness training, and a Fair and Impartial Policing training pro	Story behind the data	VicPD has adopted a number of initiatives to contribute to community-based solutions for emerging issues including our Naloxone program, fentanyl enforcement, support for supervised consumption services, extensive social media efforts and our "Community First" engagement approach.
to support service excellence VicPD had adopted a wide range of initiatives to contribute to financial sustainabincluding an Attendance Management Program, a comprehensive Efficiency and Effectiveness Review, an Information Management Review, and the extensive de of VicPD Volunteers and Reserves into the community. Where do we want to go? Continue to use resources responsibly while delivering the policing service that or citizens expect. We are committed to making the organization its best Employee well-being and development is vital to the future of VicPD. Story behind the data VicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Program to Mental Readiness training, and a Fair and Impartial Policing training programs	Where do we want to go?	Continue to be a community leader and partner in creative and effective community-based solutions.
including an Attendance Management Program, a comprehensive Efficiency and Effectiveness Review, an Information Management Review, and the extensive de of VicPD Volunteers and Reserves into the community.Where do we want to go?Continue to use resources responsibly while delivering the policing service that of citizens expect.We are committed to making the organization its bestEmployee well-being and development is vital to the future of VicPD.Story behind the dataVicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Programs to Mental Readiness training, and a Fair and Impartial Policing training programs	-	VicPD is responsive to fiscal pressures and is committed to financial sustainability.
citizens expect. We are committed to making the organization its best Employee well-being and development is vital to the future of VicPD. Story behind the data VicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Pro Road to Mental Readiness training, and a Fair and Impartial Policing training pro	Story behind the data	VicPD had adopted a wide range of initiatives to contribute to financial sustainability, including an Attendance Management Program, a comprehensive Efficiency and Effectiveness Review, an Information Management Review, and the extensive deployment of VicPD Volunteers and Reserves into the community.
the organization its best Story behind the data VicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training, and a Fair and Impartial Policing training programs to Mental Readiness training programs to Me	Where do we want to go?	Continue to use resources responsibly while delivering the policing service that our citizens expect.
development and performance, including a new Staff Sergeant Development Pro Road to Mental Readiness training, and a Fair and Impartial Policing training pro	-	Employee well-being and development is vital to the future of VicPD.
	Story behind the data	VicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Process, Road to Mental Readiness training, and a Fair and Impartial Policing training program.
	Where do we want to go?	Continue to be at the forefront of the policing community in terms of exploring and adopting innovative human resources practices to ensure the long-term well-being and development of our people.

VICTORIA POLICE DEPARTMENT Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues/Funding Sources				
Patrol	134,000	134,000	0	0.00%
Administration and Financial Services	8,171,716	7,983,814	(187,902)	-2.30%
Community Services Division	240,200	253,898	13,698	5.70%
Information Management Division	191,000	191,000	0	0.00%
Total	8,736,916	8,562,712	(174,204)	-1.99%
Expenditures/Transfers to Reserve				
Community Engagement Division	1,927,790	2,026,256	98,466	5.11%
Patrol	17,575,432	18,346,308	770,876	4.39%
Administration and Financial Services	7,292,392	7,197,482	(94,910)	-1.30%
West Division	1,689,200	1,750,404	61,204	3.62%
Integrated Units	307,760	318,008	10,248	3.33%
Human Resources Division	1,803,663	1,901,496	97,833	5.42%
Community Services Division	5,127,378	4,964,854	(162,524)	-3.17%
Executive Services Division	1,892,039	1,812,865	(79,174)	-4.18%
Information Management Division	4,870,314	4,896,505	26,191	0.54%
Investigative Services Division	9,723,887	10,001,094	277,207	2.85%
Police Board	202,114	208,670	6,556	3.24%
Office of the Chief Constable	841,774	886,342	44,568	5.29%
Total	53,253,744	54,310,286	1,056,542	1.98%
Net	44,516,828	45,747,574	1,230,746	2.76%





Service Area: Community Engagement Division

Department: Police

Budget Year: 2018

Overview:

The Community Engagement Division manages not only community engagement initiatives with our citizens but also manages and administers the reserves, volunteers and community programs of the Police Department. Also, Information Technology falls within this portfolio.

Deliverables:

Deliverables for the Community Engagement Division include:

- Fostering new, bold and innovative ways to connect with the citizens of Victoria and Esquimalt
- Building enduring partnerships with media agencies by offering sustained and transparent access to VicPD people and stories
- To work with all VicPD divisions to identify, plan and facilitate community engagement activities
- Employ leading-edge social media practices and explore emerging technologies to connect more of our citizens in a meaningful, helpful and sustained way

Deliverables for the Information Technology unit include:

- Realign the unit to address the challenges of the Information Strategy
- · Examine opportunities for integration with other agencies or services
- Update and improve our IT infrastructure and effectively manage the maintenance and replacement of existing infrastructure

Service Area: Community Engagement Division

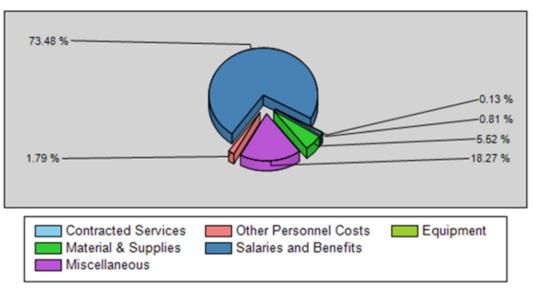
Changes to Service Area:

Account Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues/Funding Sources					
Grants (Rev)	28,150	28,000	0	0	
Total Rev/Funding Sources	28,150	28,000	0	0	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,332,098	1,370,478	1,383,490	1,500,956	+ 8.49 %
Other Personnel Costs	25,717	6,168	35,600	36,600	+ 2.81 %
Contracted Services	18,014	22,181	6,500	16,500	+ 153.85 %
Material & Supplies	100,967	93,046	148,800	112,800	- 24.19 %
Equipment	2,380	4,336	2,600	2,600	0.00 %
Miscellaneous	304,814	333,200	350,800	356,800	+ 1.71 %
Total Exp/Transfers to Reserve	1,783,991	1,829,409	1,927,790	2,026,256	
Net Total	(1,755,841)	(1,801,409)	(1,927,790)	(2,026,256)	

Service Area: Community Engagement Division

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
Salaries and Benefits	1,500,956	1,532,380	1,564,467	1,597,232	1,630,689
Other Personnel Costs	36,600	37,092	37,594	38,106	38,628
Contracted Services	16,500	16,830	17,167	17,510	17,860
Material & Supplies	112,800	114,436	116,105	117,807	119,543
Equipment	2,600	2,652	2,705	2,759	2,814
Miscellaneous	356,800	364,266	371,881	379,649	387,572
Total Exp/Transfer to Reserve	2,026,256	2,067,656	2,109,919	2,153,062	2,197,106
% Increase		2.04%	2.04%	2.04%	2.05%
Net Total	(2,026,256)	(2,067,656)	(2,109,919)	(2,153,062)	(2,197,106)

Service Area: Community Engagement Division



Expenses/Transfers to Reserve

Service Area: Patrol

Department:

Police

Budget Year: 2018

Overview:

The Patrol Division provides 24/7 frontline response to policing calls for service and responsibility over the operation of jail facilities in the City of Victoria and Township of Esquimalt. Our officers will manage a myriad of calls from very serious crime and public disorder, to personal crisis and social issues. When not managing calls for service, Patrol is engaged in Operations Council priorities, community interaction and general Patrol duties. The Patrol Division is also responsible for the VicPD Operational Planning Section and Emergency Management. This section plans, resources, and responds to the many events that take place in the community every year, as well as provides emergency preparedness for the department.

Deliverables:

- 2018 will see further integration of smart phone functionality and enhanced technology into business practices to increase efficiency
- Work with our community and corporate partners to ensure efficiencies; such as reduced wait times at Island Health facilities
- · Strive to increase the visibility and accessibility of our officers in the community
- Ensure we are diligent in providing appropriate training for our officers to better serve the community

Service Area: Patrol

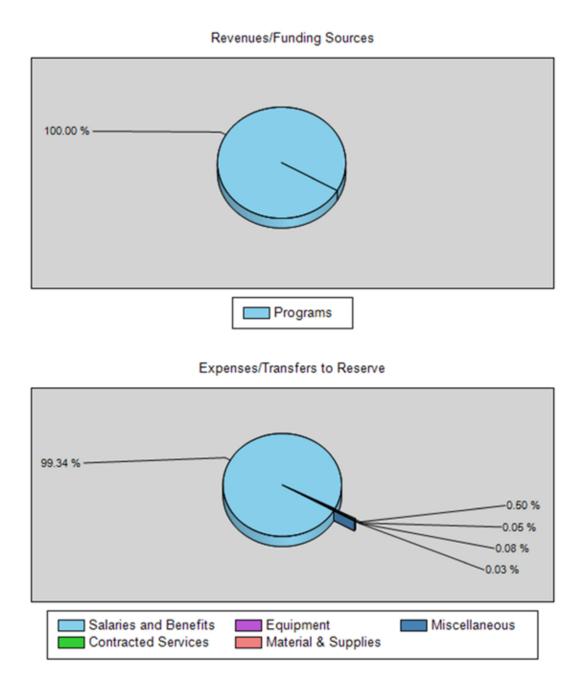
Changes to Service Area:

Account Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues/Funding Sources					
Programs	620,762	594,669	134,000	134,000	0.00 %
Total Rev/Funding Sources	620,762	594,669	134,000	134,000	
Expenditures/Transfers to Reserve					
Salaries and Benefits	17,959,957	18,914,108	17,459,432	18,224,308	+ 4.38 %
Other Personnel Costs	1,080	2,487	0	0	
Contracted Services	80,517	77,068	86,000	92,000	+ 6.98 %
Material & Supplies	10,505	19,849	15,000	15,000	0.00 %
Equipment	13,892	3,171	10,000	10,000	0.00 %
Miscellaneous	(201,689)	(272,745)	5,000	5,000	0.00 %
Total Exp/Transfers to Reserve	17,864,261	18,743,938	17,575,432	18,346,308	
Net Total	(17,243,500)	(18,149,269)	(17,441,432)	(18,212,308)	

Service Area: Patrol

	2018	2019	2020	2021	2022
Revenues/Funding Sources					
Programs	134,000	137,180	140,436	143,770	147,184
Total Rev/Funding Sources	134,000	137,180	140,436	143,770	147,184
% Increase		2.37%	2.37%	2.37%	2.37%
Expenditures/Transfer To Reserve					
Salaries and Benefits	18,224,308	18,678,763	19,144,557	19,621,973	20,111,298
Contracted Services	92,000	93,840	95,717	97,631	99,584
Material & Supplies	15,000	15,300	15,606	15,918	16,236
Equipment	10,000	10,200	10,404	10,612	10,824
Miscellaneous	5,000	5,100	5,202	5,306	5,412
Total Exp/Transfer to Reserve	18,346,308	18,803,203	19,271,486	19,751,440	20,243,355
% Increase		2.49%	2.49%	2.49%	2.49%
Net Total	(18,212,308)	(18,666,023)	(19,131,050)	(19,607,670)	(20,096,171)

Service Area: Patrol



Service Area: Administration and Financial Services

Department: Police

Budget Year: 2018

Overview:

This Division is responsible for the overall financial management, business processes and administrative functions of the Victoria Police Department. Additional responsibilities include exhibit control, purchasing as well as assisting in the daily operations of the fleet and coordinating office moves and leasehold improvement projects.

Deliverables:

- In 2018 VicPD will reassess the capital plan for building improvements based on organizational needs and planned reallocation of human resources within the department
- The implementation of a key management system in 2017 allowed VicPD to develop a more efficient vehicle pooling and capital replacement program to better use our vehicles and increase the efficiency of use
- The Division will also assist in implementing the Information Management Strategy for the department

Service Area: Administration and Financial Services

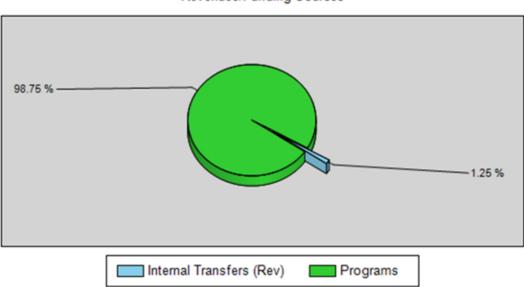
Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues	s/Funding Sources					
	Programs	7,520,089	7,671,708	7,671,716	7,883,814	+ 2.76 %
	Grants (Rev)	90,525	66,617	0	0	
	Internal Transfers (Rev)	0	0	500,000	100,000	- 80.00 %
Total Rev	/Funding Sources	7,610,614	7,738,325	8,171,716	7,983,814	
Expendit	ures/Transfers to Reserve					
	Salaries and Benefits	1,700,406	1,773,073	1,052,598	1,171,741	+ 11.32 %
	Other Personnel Costs	118,784	136,708	80,500	120,090	+ 49.18 %
	Contracted Services	1,054,597	909,333	1,122,143	1,174,950	+ 4.71 %
	Material & Supplies	1,528,554	1,636,832	1,872,000	1,900,400	+ 1.52 %
	Equipment	27,523	13,329	5,000	5,000	0.00 %
	Fiscal Expenses	178,785	191,732	180,950	192,000	+ 6.11 %
	Miscellaneous	603,800	615,913	1,949,201	1,577,302	- 19.08 %
	Internal Transfers (Exp)	1,229,725	1,376,284	1,030,000	1,056,000	+ 2.52 %
Total Exp	/Transfers to Reserve	6,442,175	6,653,203	7,292,392	7,197,482	
Net Total		1,168,439	1,085,121	879,324	786,332	

Service Area: Administration and Financial Services

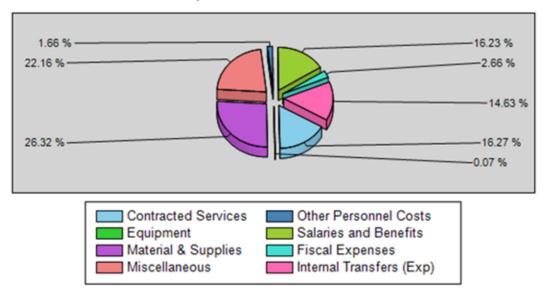
	2018	2019	2020	2021	2022
Revenues/Funding Sources					
Programs	7,883,814	8,080,811	8,282,730	8,489,695	8,701,832
Internal Transfers (Rev)	100,000	0	0	0	0
Total Rev/Funding Sources	7,983,814	8,080,811	8,282,730	8,489,695	8,701,832
% Increase		1.21%	2.50%	2.50%	2.50%
Expenditures/Transfer To Reserve					
Salaries and Benefits	1,171,741	1,197,737	1,228,084	1,259,271	1,287,219
Other Personnel Costs	120,090	122,470	124,898	127,374	129,899
Contracted Services	1,174,950	1,176,950	1,178,990	1,181,071	1,183,193
Material & Supplies	1,900,400	1,932,808	1,965,864	1,999,581	2,033,973
Equipment	5,000	5,100	5,202	5,306	5,412
Fiscal Expenses	192,000	195,840	199,757	203,752	207,827
Miscellaneous	1,577,302	1,624,161	1,760,836	1,901,673	2,063,245
Internal Transfers (Exp)	1,056,000	1,082,400	1,109,460	1,137,197	1,165,626
Total Exp/Transfer to Reserve	7,197,482	7,337,466	7,573,091	7,815,225	8,076,395
% Increase		1.94%	3.21%	3.20%	3.34%
Net Total	786,332	743,345	709,640	674,470	625,437

Service Area: Administration and Financial Services



Revenues/Funding Sources

Expenses/Transfers to Reserve



Service Area: West Division

Department: Police

Budget Year: 2018

Overview:

The Esquimalt Division provides citizens and businesses in Esquimalt and Vic West with a consistent resource that they can call upon when assistance is required. The Division is also responsible for the K-9 unit and School Resource Officers.

Deliverables:

- Continue development of the Esquimalt Reserve officer program
- Build on our existing service levels to the community through increased foot and bicycle patrols, continued support to community and business groups and schools
- The K-9 unit will continue to seek partnerships with other agencies as well as to develop the capabilities of the unit through further training
- · Continue to enhance and build safety programs to schools
- Whilst operational requirements have resulted in the redeployment of the School Resource Officers to Patrol, Patrol will continue to provide support to the schools

Service Area: West Division

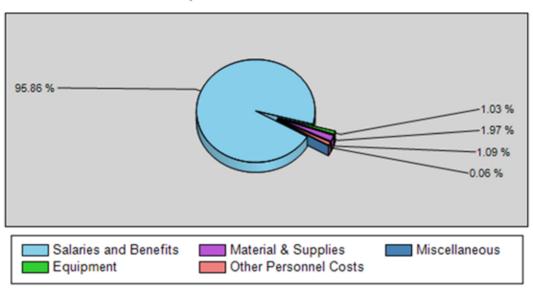
Changes to Service Area:

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
	Salaries and Benefits	1,567,228	1,674,421	1,616,700	1,677,904	+ 3.79 %
	Other Personnel Costs	8,089	13,229	19,000	19,000	0.00 %
	Material & Supplies	39,911	40,079	39,500	34,500	- 12.66 %
	Equipment	16,118	13,413	13,000	18,000	+ 38.46 %
	Miscellaneous	3,394	8,770	1,000	1,000	0.00 %
Total Exp	/Transfers to Reserve	1,634,741	1,749,912	1,689,200	1,750,404	
Net Total		(1,634,741)	(1,749,912)	(1,689,200)	(1,750,404)	

Service Area: West Division

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
Salaries and Benefits	1,677,904	1,719,053	1,761,215	1,804,415	1,848,678
Other Personnel Costs	19,000	19,380	19,768	20,163	20,566
Material & Supplies	34,500	35,190	35,894	36,612	37,344
Equipment	18,000	18,360	18,727	19,102	19,484
Miscellaneous	1,000	1,020	1,040	1,061	1,082
Total Exp/Transfer to Reserve	1,750,404	1,793,003	1,836,644	1,881,353	1,927,154
% Increase		2.43%	2.43%	2.43%	2.43%
= Net Total	(1,750,404)	(1,793,003)	(1,836,644)	(1,881,353)	(1,927,154)

Service Area: West Division



Service Area: Integrated Units

Department:

Budget Year:

Overview:

The Victoria Police Department has partnered with other municipal police departments and the RCMP in order to effectively manage police services within the region.

2018

The most significant integrated units are as follows:

Police

Municipal Police Departments Only:

- Crowd Management Unit
- Emergency Response Team
- Explosive Disposal Unit
- Crisis Negotiating Team
- Tactical Liaison Officers
- Critical Incident Scribes

Municipal and RCMP:

- Integrated Mobile Crisis Response Team
- Mobile Youth Services Team
- Regional Domestic Violence Unit
- Crime Stoppers
- Diversity Committee

Deliverables:

Efficient and effective policing for the community

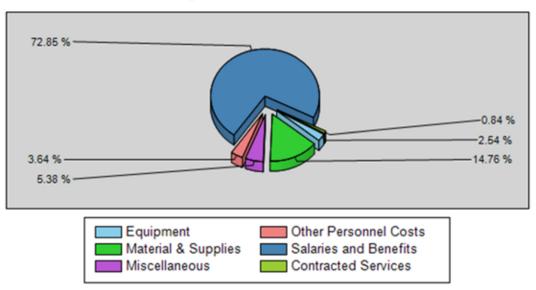
Service Area: Integrated Units

•		December 31, 2016	December 31, 2017	2017	2018	Percent
	Description	Actual	Actual	Budget	Budget	Change
Revenue	s/Funding Sources					
	Grants (Rev)	436,779	328,612	0	0	
Total Rev	v/Funding Sources	436,779	328,612	0	0	
Expendit	ures/Transfers to Reserve					
	Salaries and Benefits	351,821	401,692	282,507	304,508	+ 7.79 %
	Other Personnel Costs	47,702	34,883	10,000	15,200	+ 52.00 %
	Contracted Services	3,551	5,545	2,882	3,500	+ 21.44 %
	Material & Supplies	97,726	84,745	69,108	61,700	- 10.72 %
	Equipment	38,960	24,319	6,000	10,600	+ 76.67 %
	Miscellaneous	263,917	260,259	(62,737)	(77,500)	+ 23.53 %
	Internal Transfers (Exp)	23,266	92,629	0	0	
Total Exp	o/Transfers to Reserve	826,943	904,072	307,760	318,008	
Net Tota	l	(390,164)	(575,460)	(307,760)	(318,008)	

Service Area: Integrated Units

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
Salaries and Benefits	304,508	312,121	319,924	327,922	336,120
Other Personnel Costs	15,200	15,504	15,814	16,130	16,453
Contracted Services	3,500	3,570	3,641	3,714	3,789
Material & Supplies	61,700	62,934	64,193	65,477	66,786
Equipment	10,600	10,812	11,028	11,249	11,474
Miscellaneous	(77,500)	(78,090)	(78,692)	(79,306)	(79,932)
Total Exp/Transfer to Reserve	318,008	326,851	335,908	345,186	354,689
% Increase		2.78%	2.77%	2.76%	2.75%
Net Total	(318,008)	(326,851)	(335,908)	(345,186)	(354,689)

Service Area: Integrated Units



Service Area: Human Resources Division

Department: Police Budget Year: 2018

Overview:

The Human Resource Division is responsible for the following:

- Sworn and Civilian recruiting
- Sworn and Civilian training management, planning and delivery
- Critical Incident Stress Management
- Labour process management and oversight
- · Performance management and oversight
- Employee safety, welfare, disability and health management
- Sworn and Civilian career path processes and job competition management
- · Management of promotional processes, internal position competitions and succession planning
- Community diversity relations (Greater Victoria Police Diversity Advisory Committee)

Deliverables:

Based on ongoing human resource needs assessments and the Information Management Strategy implementation, the Human Resources Division will focus on:

- Resource allocation to improve human resource utilization
- Further develop and implement employee wellness and mental health strategies
- Create efficiencies in training delivery through partnerships with other agencies and utilizing more online training methods
- · Identify new and more efficient ways to deliver services through an alternate response unit

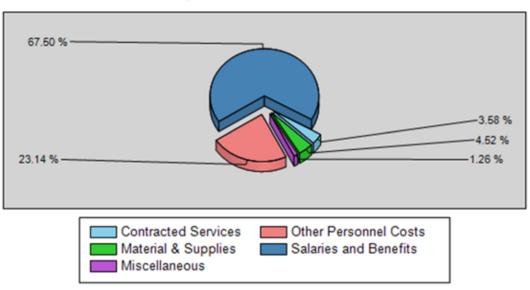
Service Area: Human Resources Division

Account Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,202,852	1,253,017	1,255,663	1,283,496	+ 2.22 %
Other Personnel Costs	339,548	428,056	390,000	440,000	+ 12.82 %
Contracted Services	47,820	56,667	58,000	68,000	+ 17.24 %
Material & Supplies	75,265	73,242	76,000	86,000	+ 13.16 %
Equipment	954	0	0	0	
Miscellaneous	(10,735)	(23,510)	24,000	24,000	0.00 %
Total Exp/Transfers to Reserve	1,655,705	1,787,472	1,803,663	1,901,496	
Net Total	(1,655,705)	(1,787,472)	(1,803,663)	(1,901,496)	

Service Area: Human Resources Division

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
Salaries and Benefits	1,283,496	1,314,161	1,347,996	1,382,742	1,415,757
Other Personnel Costs	440,000	448,800	457,776	466,932	476,270
Contracted Services	68,000	69,360	70,747	72,162	73,605
Material & Supplies	86,000	87,720	89,474	91,264	93,089
Miscellaneous	24,000	24,480	24,970	25,469	25,978
Total Exp/Transfer to Reserve	1,901,496	1,944,521	1,990,963	2,038,568	2,084,701
% Increase		2.26%	2.39%	2.39%	2.26%
Net Total	(1,901,496)	(1,944,521)	(1,990,963)	(2,038,568)	(2,084,701)

Service Area: Human Resources Division



Service Area: Community Services Division

Department:

Police

Budget Year: 2018

Overview:

This Community Services Division is a pro-active, community based unit, responsible for providing the following police services within the community:

- Beat & Bike Squad
- Integration with Assertive Community Treatment Teams (ACT)
- Community Resource Officers
- Traffic
- Motorcycle Escort Team

Deliverables:

Deliverables for the Traffic section include:

- The use of intelligence led strategies in the deployment of traffic section resources
- · Continue to develop partnerships with external stakeholders for focused enforcement
- · Engage with the public to increase road safety awareness

The Beat and Bike Squad will:

- Work with the Community Engagement Division to operationalize a Bait Bike Program
- Proactively engage with various service providers to address issues and concerns of homelessness, mental health and addiction in order to assist in connecting people to services in order to prevent entrenchment of the most marginalized persons in one geographical area
- Planning is underway to centralize VicPD's response to mental health and addiction and to implement to new VicPD Mental Health Strategy Action Plan
- Engage with academia to review the 2 year pilot for the expansion of our members in the ACT team to determine the most efficient way to utilize police resources

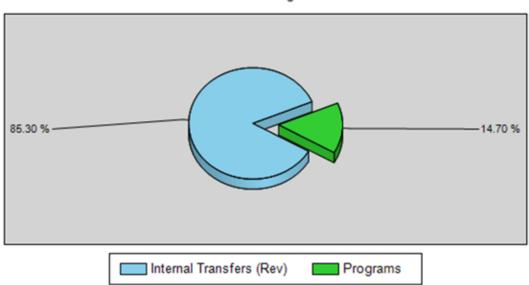
Service Area: Community Services Division

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues	s/Funding Sources					
	Programs	0	35,309	35,309	37,323	+ 5.70 %
	Grants (Rev)	0	5,000	0	0	
	Internal Transfers (Rev)	0	204,891	204,891	216,575	+ 5.70 %
Total Rev	/Funding Sources	0	245,200	240,200	253,898	
Expendit	ures/Transfers to Reserve					
	Salaries and Benefits	4,598,010	4,767,921	5,005,678	4,830,754	- 3.49 %
	Other Personnel Costs	10,136	16,359	13,000	14,500	+ 11.54 %
	Contracted Services	10,056	13,198	15,000	15,000	0.00 %
	Material & Supplies	21,754	59,141	44,500	50,150	+ 12.70 %
	Equipment	2,493	5,525	27,200	32,450	+ 19.30 %
	Miscellaneous	9,909	8,166	22,000	22,000	0.00 %
Total Exp	/Transfers to Reserve	4,652,358	4,870,310	5,127,378	4,964,854	
Net Total		(4,652,358)	(4,625,110)	(4,887,178)	(4,710,956)	

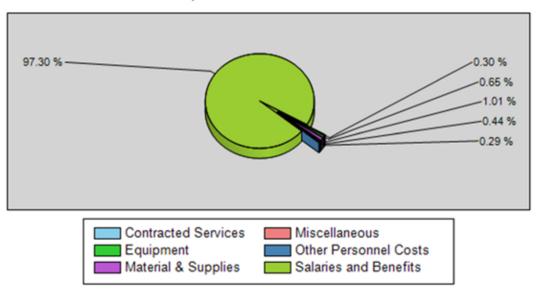
Service Area: Community Services Division

	2018	2019	2020	2021	2022
Revenues/Funding Sources					
Programs	37,323	0	0	0	0
Internal Transfers (Rev)	216,575	0	0	0	0
Total Rev/Funding Sources	253,898	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfer To Reserve					
Salaries and Benefits	4,830,754	4,690,911	4,807,810	4,927,624	5,050,425
Other Personnel Costs	14,500	14,790	15,086	15,388	15,695
Contracted Services	15,000	15,300	15,606	15,918	16,236
Material & Supplies	50,150	51,153	52,176	53,220	54,284
Equipment	32,450	33,099	33,761	34,436	35,125
Miscellaneous	22,000	22,440	22,889	23,347	23,814
Total Exp/Transfer to Reserve	4,964,854	4,827,693	4,947,328	5,069,932	5,195,579
% Increase		(2.76%)	2.48%	2.48%	2.48%
Net Total	(4,710,956)	(4,827,693)	(4,947,328)	(5,069,932)	(5,195,579)

Service Area: Community Services Division



Revenues/Funding Sources



Service Area: Executive Services Division

Department:

Police

Budget Year: 2018

Overview:

Executive Services includes:

- Ensuring the Department's compliance with the BC Freedom of Information and Protection of Privacy Act
- Management and administration of civil litigations and Human Rights complaints involving the department and its members
- System administration and training for Police Records Information Management Environment (PRIME) functions, including Computer Aided Dispatch (CAD), Records Management System (RMS), mobile data terminals and mobile report entry
- Management and administration of the Professional Standards Section
- Provision of support, advice and assistance to the department and Police Board with regards to policy
- Primary responsibility for fleet management, building maintenance, radio systems and departmental assets

Deliverables:

- Work with the Information Management Committee in implementing the Information Management Strategy and the findings of the Information Management Retention Project
- Implementation of the new CREST radio system and purchase of new portable radios will be the focus of 2018
- A review and refresh of internal professional standards guidelines, business rules and training

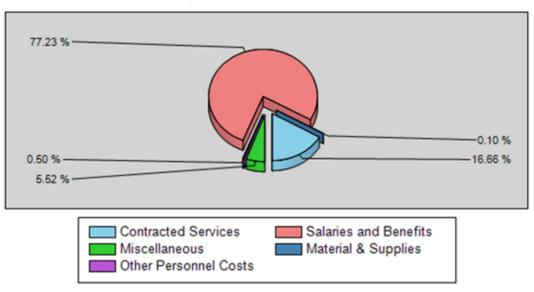
Service Area: Executive Services Division

Account	Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expendit	ures/Transfers to Reserve					
	Salaries and Benefits	1,377,199	1,340,457	1,479,739	1,400,065	- 5.38 %
	Other Personnel Costs	7,838	7,467	9,000	9,000	0.00 %
	Contracted Services	457,755	240,531	351,500	302,000	- 14.08 %
	Material & Supplies	281	731	1,800	1,800	0.00 %
	Miscellaneous	151,560	135,290	50,000	100,000	+ 100.00 %
Total Exp	/Transfers to Reserve	1,994,633	1,724,477	1,892,039	1,812,865	
Net Total		(1,994,633)	(1,724,477)	(1,892,039)	(1,812,865)	

Service Area: Executive Services Division

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
Salaries and Benefits	1,400,065	1,432,353	1,468,138	1,504,845	1,539,579
Other Personnel Costs	9,000	9,180	9,364	9,551	9,742
Contracted Services	302,000	302,040	302,081	302,122	302,165
Material & Supplies	1,800	1,836	1,873	1,910	1,948
Miscellaneous	100,000	100,000	100,000	100,000	100,000
Total Exp/Transfer to Reserve	1,812,865	1,845,409	1,881,456	1,918,428	1,953,435
% Increase		1.80%	1.95%	1.97%	1.82%
= Net Total	(1,812,865)	(1,845,409)	(1,881,456)	(1,918,428)	(1,953,435)

Service Area: Executive Services Division



Service Area: Information Management Division

Department: Police

Budget Year: 2018

Overview:

The Information Management Division provides services to the public through the 911 Communications Centre on a 24/7 basis as well as switchboard operations at the detachments. The Records section also oversees the processing, maintenance and retention of police reports and documents, which assist in overall policing objectives and fulfill our mandatory record keeping requirements.

Deliverables:

- Work with E-Comm, the Capital Regional District and the other emergency service agencies to implement the transition of 911 and Dispatch services to the South Island Police Dispatch Centre with a target date of January 2019
- The Records section will also implement the recommendations of the Records Review to create an integrated team approach to records management with front line officers, and participate in the successful implementation of the Information Management Strategy

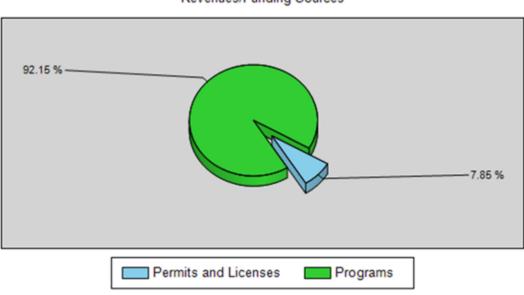
Service Area: Information Management Division

	December	December	0047	0040	Deveent
Account Description	31, 2016 Actual	31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues/Funding Sources					
Permits and Licenses	14,850	15,350	15,000	15,000	0.00 %
Programs	168,574	147,418	176,000	176,000	0.00 %
Total Rev/Funding Sources	183,424	162,768	191,000	191,000	
Expenditures/Transfers to Reserve					
Salaries and Benefits	4,567,818	4,486,694	4,757,014	4,746,897	- 0.21 %
Other Personnel Costs	19,224	21,029	29,400	33,608	+ 14.31 %
Contracted Services	0	15,436	15,000	50,000	+ 233.33 %
Material & Supplies	6,996	6,079	11,500	9,500	- 17.39 %
Equipment	3,966	195	8,900	8,500	- 4.49 %
Miscellaneous	20,577	31,680	48,500	48,000	- 1.03 %
Total Exp/Transfers to Reserve	4,618,581	4,561,113	4,870,314	4,896,505	
Net Total	(4,435,157)	(4,398,345)	(4,679,314)	(4,705,505)	

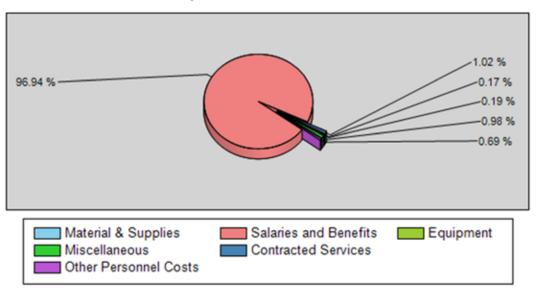
Service Area: Information Management Division

	2018	2019	2020	2021	2022
Revenues/Funding Sources					
Permits and Licenses	15,000	15,375	15,759	16,153	16,557
Programs	176,000	180,570	185,258	190,066	194,998
Total Rev/Funding Sources	191,000	195,945	201,017	206,219	211,555
% Increase		2.59%	2.59%	2.59%	2.59%
Expenditures/Transfer To Reserve					
Salaries and Benefits	4,746,897	4,841,836	4,942,442	5,045,227	5,146,136
Other Personnel Costs	33,608	34,280	34,966	35,665	36,378
Contracted Services	50,000	51,000	52,020	53,060	54,122
Material & Supplies	9,500	9,690	9,884	10,081	10,283
Equipment	8,500	8,670	8,843	9,020	9,201
Miscellaneous	48,000	48,960	49,939	50,938	51,957
Total Exp/Transfer to Reserve	4,896,505	4,994,436	5,098,094	5,203,992	5,308,077
% Increase		2.00%	2.08%	2.08%	2.00%
- Net Total	(4,705,505)	(4,798,491)	(4,897,076)	(4,997,773)	(5,096,521)

Service Area: Information Management Division



Revenues/Funding Sources



Service Area: Investigative Services Division

Police

Department:

E

Budget Year: 2018

Overview:

The Investigative Services Division provides the role of solving and reducing crime through the following operational functions:

- Analysis & Intelligence
- Crime Reduction
- Detectives
- Domestic Violence
- Financial Crimes
- Forensic Identification
- High Risk Offenders
- Historical Case Review
- Major Crimes
- Missing Persons
- Special Victims
- Strike Force
- Technological Crimes

Deliverables:

Investigative Services will continue to develop effective ways to gather and use intelligence to target crime and disorder. This includes:

- Continued training, development and investment in the required tools that will allow us to combat the increasing complexity of technological and financial crimes, as well as to maintain quality investigation of crimes
- Continued focus on the opioid crisis that is gripping the Province
- Preparation for provincially mandated Major Case Management standards, that are to be implemented by January 2019. These changes will require more resources and additional training, at an additional cost
- Continue collaboration with outside agencies
- Continued improvements to enhance threat assessment in relation to domestic violence and high risk offenders
- The recent Jordan decision has implemented fixed timelines and the need for greater disclosure before charge approval. This decision will require more work to be done upfront on a file. This additional work will affect not just the Investigative Services Division but all divisions conducting investigations and may incur overtime or require additional resources

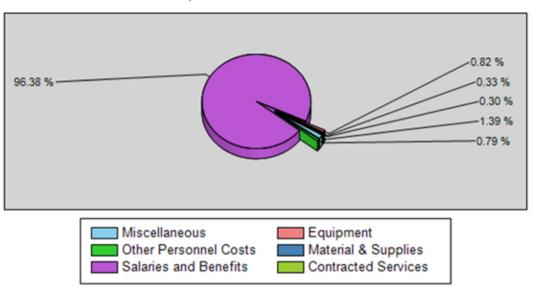
Service Area: Investigative Services Division

Account Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues/Funding Sources					
Grants (Rev)	28,919	28,183	0	0	
Total Rev/Funding Sources	28,919	28,183	0	0	
Expenditures/Transfers to Reserve					
Salaries and Benefits	9,121,185	9,392,750	9,408,337	9,666,534	+ 2.74 %
Other Personnel Costs	84,957	63,668	69,000	79,500	+ 15.22 %
Contracted Services	7,704	16,005	30,000	30,000	0.00 %
Material & Supplies	15,841	41,240	31,000	33,000	+ 6.45 %
Equipment	55,212	53,925	77,550	82,060	+ 5.82 %
Miscellaneous	(56,999)	(6,993)	108,000	110,000	+ 1.85 %
Total Exp/Transfers to Reserve	9,227,900	9,560,595	9,723,887	10,001,094	
Net Total	(9,198,981)	(9,532,412)	(9,723,887)	(10,001,094)	

Service Area: Investigative Services Division

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
Salaries and Benefits	9,666,534	9,904,190	10,150,137	10,402,246	10,658,005
Other Personnel Costs	79,500	81,090	82,712	84,366	86,053
Contracted Services	30,000	30,600	31,212	31,836	32,473
Material & Supplies	33,000	33,660	34,333	35,020	35,720
Equipment	82,060	83,701	85,375	87,083	88,824
Miscellaneous	110,000	112,780	115,616	118,508	121,458
Total Exp/Transfer to Reserve	10,001,094	10,246,021	10,499,385	10,759,059	11,022,534
% Increase		2.45%	2.47%	2.47%	2.45%
Net Total	(10,001,094)	(10,246,021)	(10,499,385)	(10,759,059)	(11,022,534)

Service Area: Investigative Services Division



Service Area: Police Board

Department:

Police

Budget Year: 2018

Overview:

The Victoria and Esquimalt Police Board is established under the authority of the Police Act. The Police Board employs the Chief Constable and all sworn and civilian staff of the Police Department. The main roles of the Police Board are to provide oversight and governance of the Department as well as preparing and submitting the budget to councils. The structure of the Police Board and its interrelation with local government ensures appropriate police independence while ensuring the interests of municipalities are represented.

Deliverables:

Efficient and effective policing for the community

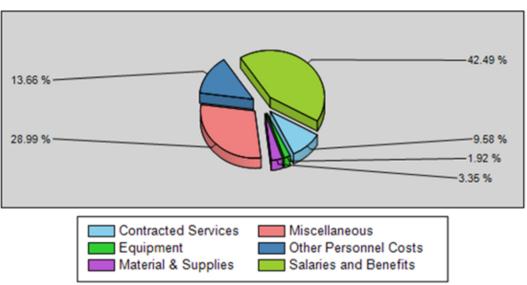
Service Area: Police Board

Account Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	89,696	112,738	83,614	88,670	+ 6.05 %
Other Personnel Costs	23,199	28,321	29,000	28,500	- 1.72 %
Contracted Services	29,459	154,537	20,000	20,000	0.00 %
Material & Supplies	6,728	3,614	9,000	7,000	- 22.22 %
Equipment	523	0	0	4,000	
Miscellaneous	56,347	49,072	60,500	60,500	0.00 %
Total Exp/Transfers to Reserve	205,952	348,282	202,114	208,670	
Net Total	(205,952)	(348,282)	(202,114)	(208,670)	

Service Area: Police Board

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
Salaries and Benefits	88,670	90,443	92,252	94,097	95,979
Other Personnel Costs	28,500	28,570	28,641	28,714	28,789
Contracted Services	20,000	20,000	20,000	20,000	20,000
Material & Supplies	7,000	7,000	7,000	7,000	7,000
Equipment	4,000	4,000	4,000	4,000	4,000
Miscellaneous	60,500	60,500	60,500	60,500	60,500
Total Exp/Transfer to Reserve	208,670	210,513	212,394	214,312	216,268
% Increase		0.88%	0.89%	0.90%	0.91%
Net Total	(208,670)	(210,513)	(212,394)	(214,312)	(216,268)

Service Area: Police Board



Service Area: Office of the Chief Constable

Department: Police Budget Year: 2018

Overview:

The Chief Constable implements programs and strategies to achieve the priorities, goals and objectives of the Police Board.

Deliverables:

• Efficient and effective implementation of the priorities, goals and objectives of the Police Board

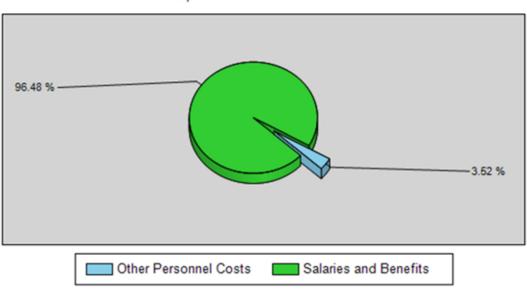
Service Area: Office of the Chief Constable

Account Description	December 31, 2016 Actual	December 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,014,900	888,961	818,774	855,142	+ 4.44 %
Other Personnel Costs	28,246	31,457	23,000	31,200	+ 35.65 %
Miscellaneous	0	75	0	0	
Total Exp/Transfers to Reserve	1,043,146	920,493	841,774	886,342	
Net Total	(1,043,146)	(920,493)	(841,774)	(886,342)	

Service Area: Office of the Chief Constable

	2018	2019	2020	2021	2022
Expenditures/Transfer To Reserve					
Salaries and Benefits	855,142	876,029	897,428	919,352	941,814
Other Personnel Costs	31,200	31,824	32,460	33,110	33,772
Total Exp/Transfer to Reserve	886,342	907,853	929,889	952,462	975,586
% Increase		2.43%	2.43%	2.43%	2.43%
= Net Total	(886,342)	(907,853)	(929,889)	(952,462)	(975,586)

Service Area: Office of the Chief Constable



CAPITAL BUDGET Summary

Project Name	2018	2019	2020	2021	2022	2023-2037	Total
Active Transportation							
Pedestrian Master Plan Implementation	869,000	371,000	378,000	386,000	394,000	6,951,000	9,349,000
Bicycle Master Plan Implementation	7,114,000	625,000	0	0	0	0	7,739,000
Bus Shelter Installation	29,000	30,000	31,000	32,000	33,000	615,000	770,000
Crosswalk Installations/Upgrades	115,000	200,000	117,000	119,000	121,000	2,146,000	2,818,000
Wharf Street Revitalization	2,000,000	0	0	0	0	0	2,000,000
Pathway Upgrades	710,000	285,000	291,000	297,000	303,000	5,341,000	7,227,000
David Foster Harbour Pathway	3,147,000	0	0	0	0	0	3,147,000
JSB Public Realm – Revised Design Concept	650,000	0	0	0	0	0	650,000
Ship Point Master Plan Implementation	216,000	TBD	TBD	0	0	0	216,000
Douglas Street Bus Lanes Phase 2B	3,597,000	0	0	0	0	0	3,597,000
	18,447,000	1,511,000	817,000	834,000	851,000	15,053,000	37,513,000
Complete Streets		, ,			,		, ,
Major Street Rehabilitation	2,130,000	1,479,000	1,509,000	1,539,000	1,570,000	28,591,000	36,818,000
Local Street Rehabilitation	1,174,000	1,183,000	1,207,000	1,231,000	1,256,000	22,143,000	28,194,000
Belleville Street	2,758,000	0	0	0	0	0	2,758,000
Pedestrian Trip & Fall Reduction Program	285,000	285,000	285,000	285,000	285,000	0	1,425,000
	6,347,000	2,947,000	3,001,000	3,055,000	3,111,000	50,734,000	69,195,000
Neighbourhoods							
Wayfinding	239,000	0	0	0	0	0	239,000
Seasonal Animation	27,000	28,000	29,000	30,000	31,000	585,000	730,000
	266,000	28,000	29,000	30,000	31,000	585,000	969,000
Parks							
Parks – Condition Assessment	400,000	TBD	0	0	0	0	400,000
Summit Park – Playground Upgrade	200,000	0	0	0	0	0	200,000
Tree Well Replacement Program	25,000	0	0	0	0	0	25,000
Burnside Gorge New Park	968,000	0	0	0	0	0	968,000
Park Furnishing Replacement Program	56,000	0	0	0	0	0	56,000
Outdoor Sport Court Improvement Program	175,000	0	0	0	0	0	175,000
Beacon Hill Park Street Light Poles	7,000	0	0	0	0	0	7,000
Centennial Sq Temporary Moveable Play Feature	6,000	0	0	0	0	0	6,000
Topaz Park Improvement Plan	195,000	0	0	0	0	0	195,000
	2,032,000	0	0	0	0	0	2,032,000
Street Infrastructure							
Electrical Kiosk Replacement	20,000	20,000	21,000	21,000	22,000	381,000	485,000
LED Signal Head/Ped Countdown Signal/Audible Ped Signal Installation	46,000	35,000	36,000	37,000	38,000	690,000	882,000
New Traffic Safety Upgrades and Installations	211,000	63,000	64,000	65,000	68,000	1,192,000	1,663,000

CAPITAL BUDGET Summary

Project Name	2018	2019	2020	2021	2022	2023-2037	Total
Gate of Harmonious Interest Chinatown –	110.000	TDD	0	0	0	0	110.000
Remediation	113,000	TBD	0	0	0	0	113,000
Traffic Signal Fibre Opic Upgrade	48,000	25,000	0	0	0	0	73,000
Surface Infrastructure	286,000	292,000	298,000	304,000	310,000	5,463,000	6,953,000
Street Light Poles and Arms	261,000	230,000	223,000	227,000	287,000	4,195,000	5,423,000
Electrical Bonding of Junction Box Castings	72,000	0	0	0	0	0	72,000
Traffic Controller Replacement Program	273,000	260,000	210,000	214,000	217,000	4,122,000	5,296,000
Beacon Hill Park Lighting Upgrades	217,000	0	0	0	0	0	217,000
Fire Pre-Emption Equipment	125,000	100,000	200,000	0	0	0	425,000
Electrical Wood Pole Inventory Assessment	30,000	0	0	0	0	0	30,000
Selkirk Development Streetlight Replacement	52,000	0	0	0	0	0	52,000
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
Audible/Accessible Pedestrian Signals	70,000	0	0	0	0	0	70,000
	1,884,000	1,025,000	1,052,000	868,000	942,000	16,043,000	21,814,000
Retaining Walls and Railings							
Ship Point Pier	208,000	0	0	0	0	0	208,000
Dallas Road Seawall Rehabilitation	738,000	0	0	0	0	0	738,000
Dallas Road Seawall Ballustrade	20,000	200,000	0	0	0	0	220,000
Ross Bay Seawall Replacement	50,000	TBD	0	0	0	0	50,000
Clover Point Shoreline Remediation	150,000	0	0	0	0	0	150,000
Wharf Street 1112 Retaining Wall	30,000	0	0	0	0	0	30,000
Dallas Road Bluff Study	100,000	0	0	0	0	0	100,000
	1,296,000	200,000	0	0	0	0	1,496,000
Bridges							
Point Ellice Bridge Rehabilitation	400,000	TBD	0	0	0	0	400,000
Johnson Street Bridge – Replace	8,928,000	0	0	0	0	0	8,928,000
Restoration of E&N – .2Mile Bridge	70,000	0	0	0	0	0	70,000
	9,398,000	0	0	0	0	0	9,398,000
Facilities							
Parkade Repair and Rehabilitation – View Street	210,000	0	0	0	0	0	210,000
Parkade Repair and Rehabilitation –	,		-	-	-	-	,
Bastion Square	16,000	0	0	0	0	0	16,000
Parking – Parkade Repair and Rehab – Centennial Square Parkade	40,000	0	0	0	0	0	40,000
Parkade Repair and Rehabilitation – Johnson Street	442,000	0	0	0	0	0	442,000
City Hall	634,000	0	0	0	0	0	634,000
Public Works Yard	214,000	0	0	0	0	0	214,000
Visitor's Centre (812 Wharf St.) Bathroom Improvements	60,000	0	0	0	0	0	60,000
Victoria Police Department – Cooling Tower Replacement and Envelope Repairs	165,000	0	0	0	0	0	165,000
Paint Program	200,000	0	0	0	0	0	200,000
Centennial Arcade – Store 16 Renovation	120,000	0	0	0	0	0	120,000
Crystal Gardens – 709/711 Douglas Tenant Renovation	65,000	0	0	0	0	0	65,000

CAPITAL BUDGET Summary

Project Name	2018	2019	2020	2021	2022	2023-2037	Total
Crystal Gardens – Replace Parking Lot Pavers	75,000	0	0	0	0	0	75,000
Royal Athletic Park – Water Pressure Booster	45,000	0	0	0	0	0	45,000
Save-On-Foods Memorial Centre Renovations	133,000	0	0	0	0	0	133,000
Victoria Conference Centre – Lifts	163,000	0	0	0	0	0	163,000
Victoria Conference Centre – Architectural Renovations	223,000	0	0	0	0	0	223,000
Victoria Conference Centre – Replace Cooler Compressors	16,000	0	0	0	0	0	16,000
Fire Hall 1 Replacement/Rehabilitation	3,900,000	1,700,000	0	30,300,000	0	0	35,900,000
Fire Station 3 New Mechanic Building, Emergency Access and Drafting Pit – Detailed Design	390,000	0	0	0	0	0	390,000
Spaghetti Factory – Window Repair	50,000	0	0	0	0	0	50,000
Public Works Facility Master Plan	250,000	0	0	0	0	0	250,000
VCC – Building Infrastructure	26,000	0	0	0	0	0	26,000
VCC – Safety Upgrades	94,000	0	0	0	0	0	94,000
VCC – Efficiency & Effectiveness	2,000	0	0	0	0	0	2,000
Fire Hall Assessment	25,000	0	0	0	0	0	25,000
Lifecycle – Victoria Police Dept Headquarters	7,000	0	0	0	0	0	7,000
VCC – Upgrades and Repairs	500,000	0	0	0	0	0	500,000
Visitor's Centre (812 Wharf St.)	201,000	0	0	0	0	0	201,000
Community Centres Repairs and Upgrades	85,000	0	0	0	0	0	85,000
Fire Station 2 Repairs and Replacements	5,000	0	0	0	0	0	5,000
Fire Station 3 Repairs and Replacements	114,000	0	0	0	0	0	114,000
Fountain Upgrades	40,000	0	0	0	0	0	40,000
Parks Public Washroom	297,000	0	0	0	0	0	297,000
Parkade Repair and Rehabilitation – Broughton Street	192,000	0	0	0	0	0	192,000
SOFMC Repairs & Water Tank Replacement	69,000	0	0	0	0	0	69,000
Crystal Pool Replacement	68,829,000	0	0	0	0	0	68,829,000
GVPL – James Bay Library Branch	172,000	0	0	0	0	0	172,000
City Hall – Detailed Mechanical Design and Build	120,000	TBD	0	0	0	0	120,000
Space Planning	136,000	0	0	0	0	0	136,000
	78,325,000	1,700,000	0	30,300,000	0	0	110,069,000
Environmental Remediation							
Remediation/Capital Work-City Owned Properties	730,000	0	0	0	0	0	730,000
	730,000	0	0	0	0	0	730,000

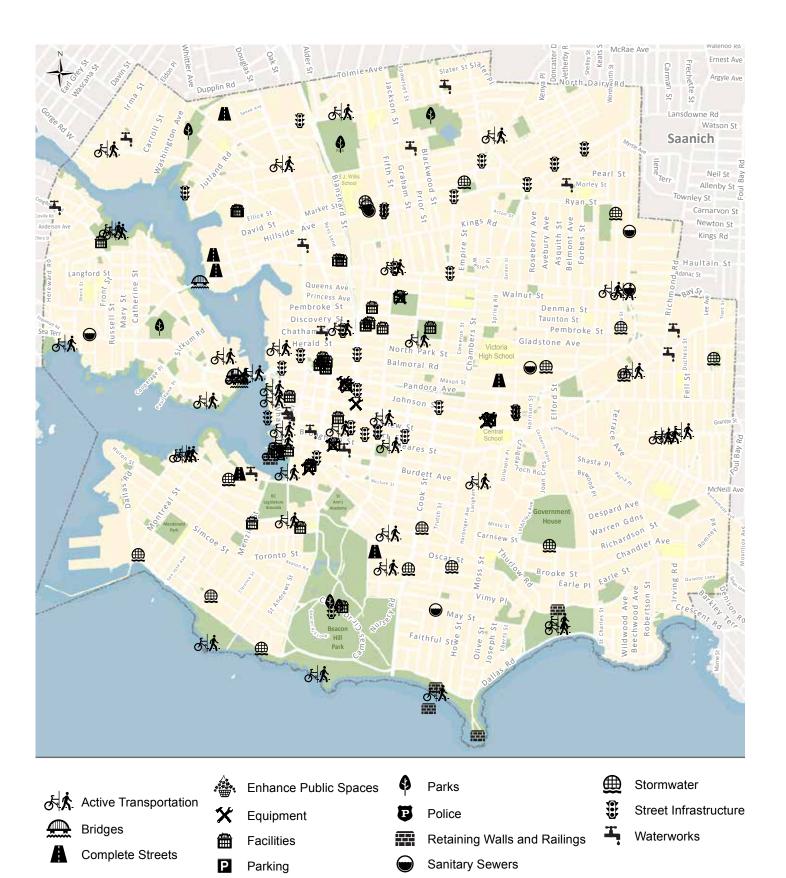
CAPITAL BUDGET Summary

Equipment Service Service Service Corporate Fundament Replacement 233,000 252,000 615,000 597,000 410,000 7,761,000 4,085,000 Corporate Fundament Replacement 203,000 0 <th>Project Name</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023-2037</th> <th>Total</th>	Project Name	2018	2019	2020	2021	2022	2023-2037	Total
Corporate Equipment Replacement 233,000 206,000 214,000 216,000 3,61,000 4,933,000 Corporate Acidento Support 1,005,000 TPB TPB TPB TPB 100 0.00 100 0.00 <td< th=""><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></td<>								
Corporate II Infrastructure 730,000 532,000 615,000 597,000 410,000 7,761,000 10,645,000 Asset MgmifGIS System Development 2,03000 738,000 825,000 811,000 628,000 11,612,000 69,0000 Ars, Culture and Events 2,183,000 28,000 22,000 28,000 22,000 555,000 690,0000 File Erel box 25,000 22,000 28,000 22,000 555,000 690,000 File Erel box 25,000 28,000 114,000 1,750,000 1,750,000 1,750,000 1,800,000 File Boxi 106,000 100,000 100,000 100,000 1,20,000 1,800,00	Corporate							
Corporate Application Support 1,005,000 THD THD THD THD THD 1,005,000 Assal Mu/GIS System Development 2,83,000 78,000 882,000 811,000 628,000 1,612,000 16,02,000 Arts. Culture and Events 25,000 26,000 27,000 28,000 29,000 555,000 660,000 File 55,000 600,000 110,000 114,000 2,07,000 2,750,000 File 660,000 100 0 0 1,750,000 1,750,000 File 660,000 80,000 80,000 80,000 80,000 180,000 19,000	Corporate Equipment Replacement	239,000	206,000	210,000	214,000	218,000	3,851,000	4,938,000
Asad MgmitGil System Development20,000 <td>Corporate IT Infrastructure</td> <td>730,000</td> <td>532,000</td> <td>615,000</td> <td>597,000</td> <td>410,000</td> <td>7,761,000</td> <td>10,645,000</td>	Corporate IT Infrastructure	730,000	532,000	615,000	597,000	410,000	7,761,000	10,645,000
2,183,000 738,000 825,000 811,000 628,000 11,612,000 16,797000 Arts, Culture and Events 25,000 26,000 27,000 26,000 29,000 555,000 6690,000 File 25,000 26,000 20,000 17,50,000 17,50,000 17,50,000 17,50,000 16,00,000 File Equipment 106,000 110,000 10 0 1,750,000 16,00,000 Firef Equipment 106,000 110,000 8,000 8,000 15,00,000 16,00,00 Firef Equipment 20,000 8,000 8,000 8,000 15,00,000 16,00,00 Firef Equipment 20,000 100,000 8,000 8,000 15,75,000 269,000 Emergency Management Equipment 115,000 108,000 310,000 299,000 289,000 1,575,000 5,149,000 Segmane Equipment and Tools 5,149,000 30,000 20 0 0 0 0 5,149,000 Segmane Equipment and Tools 5,149,000	Corporate Application Support	1,005,000	TBD	TBD	TBD	TBD	TBD	1,005,000
Arise, Culture and EventsVestoreVestoreVestoreVestoreFactore25,00022,00022,00022,00022,00055,000640,000Fire000,000,000,0055,000640,000Fire Event106,000108,000100,00110,000110,000110,00012,0002,077,000Fire Event106,000108,000100,0000.000.000,002,0002,000Prindrug/FixLars80,00082,00082,00088,0001,56,0001,98,000 <td>Asset Mgmt/GIS System Development</td> <td>209,000</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>209,000</td>	Asset Mgmt/GIS System Development	209,000	0	0	0	0	0	209,000
Pestival Equipment Asset Replacement 25,000 26,000 27,000 28,000 29,000 555,000 650,000 Fire Destination		2,183,000	738,000	825,000	811,000	628,000	11,612,000	16,797,000
Image: stand s	Arts, Culture and Events							
Fire	Festival Equipment Asset Replacement	25,000	26,000	27,000	28,000	29,000	555,000	690,000
Fire Boat 0 0 0 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 1,75,000 2,27,700 Furniture/Fixtures 8,000 82,000 8,000 8,000 8,000 8,000 1,000 1,000 8,000 1,0000		25,000	26,000	27,000	28,000	29,000	555,000	690,000
File Equipment 106,000 110,000 112,000 114,000 2,227,000 Furniture/Fistures 8,000 8,000 8,000 8,000 8,000 8,000 120,000 126,000 196,000 Protective Fire Clothing 80,000 82,000 84,000 86,000 186,000 196,000 Emergency Management Equipment 250,000 0 0 0 0 0 250,000 Emergency Management Equipment 559,000 360,000 110,000 87,000 89,000 7,032,000 89,000 7,032,000 89,000 7,032,000 89,000 7,032,000 89,000 7,032,000 89,000 7,032,000 89,000 7,032,000 89,000 7,032,000 89,000 7,032,000 89,000 7,032,000 89,000 5,149,000 5,149,000 5,149,000 5,010,000 1,055,000 2,085,000 248,000 4,265,000 5,05,000 3,000 248,000 4,265,000 1,41,000 1,41,000 1,41,000 1,41,000 1,41,000 1,41,000 1,41,0	Fire							
Fundation 8,000 8,000 8,000 8,000 8,000 8,000 8,000 12,000 140,000 Protective Fire Clothing 80,000 82,000 0 <td>Fire Boat</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>1,750,000</td> <td>1,750,000</td>	Fire Boat	0	0	0	0	0	1,750,000	1,750,000
Protective Fire Clothing80.00082.00084.00086.0001,500.001,980.000Emergency Management250.0000000250.000Emergency Management Equipment115.000108.000110.00087.00089.0001,575.0002.084.000Feplacement155.000306.000312.000233.000239.000299.0007.032.0008.801.000Public Works00000.055.000Garette Bult Collection Program30.0000000030.000Public Works Departmental Operations Control31.000000031.000Vehicle Based Telemated31.0000000031.000Vehicle Based Telemated550.000200000031.000Vehicle Based Telemated550.000200243.000248.0004.365.000144.000Underground Fuel Storage Tank Replacement550.000200.000248.0002.0005.57.0005.57.000Parking Equipment/Technology Upgrade414.000255.000265.000265.00020.0006.23.00020.000Parking Equipment000000020.000Parking Equipment0.000000020.000Parking Equipment0.000000020.000Parking Equipment0.0000 <t< td=""><td>Fire Equipment</td><td>106,000</td><td>108,000</td><td>110,000</td><td>112,000</td><td>114,000</td><td>2,027,000</td><td>2,577,000</td></t<>	Fire Equipment	106,000	108,000	110,000	112,000	114,000	2,027,000	2,577,000
Imageney Management 250,000 0 0 0 0 0 0 280,000 Emergency Management Equipment Replacement 115,000 108,000 312,000 89,000 1,575,000 2,084,000 Public Works 559,000 306,000 312,000 299,000 7032,000 8,01,000 Small Equipment Replacement 5,149,000 0 0 0 0 5,565,000 Gigarette Bult Collection Program 30,000 0 0 0 0 30,000 Operations Centre 31,000 0 0 0 0 30,000 Vehicle Based Telematics and Data 70,000 6,120,000 238,000 248,000 4,365,000 144,000 Vehicle Based Telematics and Data 704,000 0 0 0 0 144,000 Acquisition Improvements 144,000 250,000 280,000 280,000 280,000 890,000 890,000 890,000 890,000 890,000 890,000 890,000 890,000	Furniture/Fixtures	8,000	8,000	8,000	8,000	8,000	120,000	160,000
Emergency Management Equipment Replacement 115,000 108,000 110,000 87,000 89,000 1,575,000 2,084,000 Public Works	Protective Fire Clothing	80,000	82,000	84,000	86,000	88,000	1,560,000	1,980,000
Replacement 115.000 108.000 87.000 89.000 1.575.000 2.084.000 Mode 559.000 306.000 312.000 293.000 299.000 7032.000 8.801.000 Public Works 5.149.000 5.149.000 Small Equipment and Tools 228,000 233,000 248,000 248,000 4.865,000 30,000 Operations Centre 30,000 0 0 0 0 30,000 Operations Centre 31,000 0 0 0 0 30,000 Vehicle Based Telematics and Data Acquisition Improvements 144,000 0 0 0 0 550,000 Acquisition Improvements 144,000 233,000 243,000 248,000 4,365,000 144,900 Parking Equipment/Technology Upgrade 414,000 255,000 265,000 270,000 4,770,000 6,234,000 Parking Equipment/Equipment 20,000 0 0 0 </td <td>Emergency Management</td> <td>250,000</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>250,000</td>	Emergency Management	250,000	0	0	0	0	0	250,000
S559,000336,000312,000293,000299,0007032,0008,801,000Public Works<	Emergency Management Equipment							
Public Works Vehicle & Heavy Equipment Replacement 5,149,000 0 0 0 0 0 5,149,000 Small Equipment and Tools 228,000 233,000 243,000 248,000 4,365,000 5,555,000 Cigarette Butt Collection Program 30,000 0 0 0 0 30,000 Public Works Departmental Operations Centre 31,000 0 0 0 0 31,000 Vehicle Based Telematics and Data Acquisition Improvements 144,000 0 0 0 0 144,000 Underground Fuel Storage Tank Replacement 550,000 0 0 0 0 30,000 4,360,00 144,000 Parking Equipment/Technology Upgrade 414,000 255,000 260,000 265,000 270,000 4,770,000 6,234,000 Parkade Revenue Control System 0 0 0 0 0 0 20,000 VCC 20,000 0 0 0 0 20,000 20,000 20,000 26,000	Replacement	115,000	,	,	,	89,000		
Vehicle & Heavy Equipment Replacement 5,149,000 0 0 0 0 5,149,000 Small Equipment and Tools 228,000 233,000 243,000 243,000 243,000 4,365,000 5,555,000 Cigarette Butt Collection Program 30,000 0 0 0 0 0 30,000 Public Works Departmental Operations Centre 31,000 0 0 0 0 0 31,000 Vehicle Based Telematics and Data Acquisition Improvements 144,000 0 0 0 0 0 550,000 Leglacement 550,000 233,000 243,000 243,000 4,450,000 144,000 Parking Services		559,000	306,000	312,000	293,000	299,000	7,032,000	8,801,000
Small Equipment and Tools 228,000 233,000 243,000 248,000 4,365,000 5,555,000 Cigarette Butt Collection Program 30,000 0 0 0 0 0 30,000 Public Works Departmental Operations Centre 31,000 0 0 0 0 0 31,000 Vehicle Based Telematics and Data Acquisition Improvements 144,000 0 0 0 0 0 0 144,000 Underground Fuel Storage Tank Replacement 550,000 0 0 0 0 0 0 550,000 Parking Services								
Cigarette Butt Collection Program 30,000 0 0 0 0 30,000 Public Works Departmental Operations Centre 31,000 0 0 0 0 0 31,000 Vehicle Based Telematics and Data Acquisition Improvements 144,000 0 0 0 0 144,000 Underground Fuel Storage Tank Replacement 550,000 0 283,000 243,000 243,000 4,365,000 11,459,000 Parking Services 280,000 265,000 270,000 4,770,000 6,234,000 Parkade Revenue Control System 0 0 0 0 0 800,000 VCC 414,000 255,000 260,000 270,000 4,770,000 6,234,000 Parkade Revenue Control System 0 0 0 0 0 20,000 VCC Equipment 20,000 0 0 0 20,000 20,000 VCC Equipment 30,000 25,000 27,000 28,000 540,000 6	Vehicle & Heavy Equipment Replacement	5,149,000	0	0	0	0	0	5,149,000
Public Works Departmental Operations Centre 31,000 0 0 0 0 0 0 31,000 Vehicle Based Telematics and Data Acquisition Improvements 144,000 0 0 0 0 0 144,000 Underground Fuel Storage Tank Replacement 550,000 0 0 0 0 0 0 550,000 Parking Services Underground Fuel Storage Tank Replacement/Eechnology Upgrade 414,000 255,000 266,000 265,000 248,000 4,770,000 6,234,000 Parking Equipment/Eechnology Upgrade 414,000 255,000 260,000 265,000 270,000 5,570,000 7034,000 Parkade Revenue Cotrol System 0 0 0 0 0 20,000 20,000 265,000 265,000 260,000 260,000 260,000 20,000 20,000 20,000 20,000 20,000 20,000 20,000 20,000 20,000 20,000 20,000 20,000 26,000 27,000 28,000 540,000 676,000 28,000		228,000	233,000	238,000	243,000	248,000	4,365,000	5,555,000
Operations Centre31,00000000031,000Vehicle Based Telematics and Data Acquisition Improvements144,00000000144,000Nedgregoring Flank Replacement550,00000000550,000Parking Services550,000233,000248,000248,0004,365,00011,459,000Parking Equipment/Technology Upgrade414,000255,000266,000265,000270,0006,234,000Parkade Revenue Control System0000800,000800,000Parkade Revenue Control System000007034,000VCC210,000000020,00020,00020,00020,00020,000Recreation20,000000000020,00020,000Recreation Equipment30,00025,00026,00027,00028,000540,000676,000Recreation Equipment30,00025,00026,00027,00028,000540,000676,000Cr30,00025,00026,0001,667,0001,562,00028,000540,000676,000Retreation Equipment9,363,0001,583,0001,688,0001,667,0001,502,00029,674,000454,770,000Santary SewersInforw & Infiltration2,093,0001,227,0001,382,0001,352,0001,420,00039,156,000Mains Replacemen	5	30,000	0	0	0	0	0	30,000
Acquisition Improvements144,00000000144,000Underground Fuel Storage Tank Replacement550,000000000550,000Arking Services233,000243,000243,000243,000243,0004,70,0006,234,000Parking Equipment/Technology Upgrade414,000255,000260,000265,000270,0004,70,0006,234,000Parking Equipment/Technology Upgrade414,0000000800,0007034,000Parking Equipment/Technology Upgrade414,0000000800,0007034,000Parking Equipment/Technology Upgrade414,0000000800,0007034,000Parking Equipment/Technology Upgrade414,000000000800,0007034,000Order Equipment20,000000000020,00070,000 <t< td=""><td>•</td><td>31,000</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>31,000</td></t<>	•	31,000	0	0	0	0	0	31,000
Replacement 550,000 0 0 0 0 550,000 Replacement 6,132,000 233,000 243,000 243,000 4,465,000 4,1459,000 Parking Equipment/Technology Upgrade 414,000 255,000 260,000 265,000 270,000 4,770,000 6,234,000 Parkade Revenue Control System 0 0 0 0 0 800,000 800,000 VCC 414,000 255,000 260,000 265,000 270,000 5,570,000 7,034,000 VCC 414,000 255,000 0 0 0 0 0 20,000 7,034,000 VCC 20,000 0 0 0 0 0 20,000 20,000 0 0 0 20,000 20,000 20,000 20,000 20,000 20,000 20,000 20,000 26,000 27,000 28,000 540,000 67,60,000 67,60,000 28,000 540,000 67,60,000 67,60,000 28,000 540,000 <td></td> <td>144,000</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>144,000</td>		144,000	0	0	0	0	0	144,000
Animal Antione Animal Animal Antione Animal Animal Antione	0	550.000	0	0	0	2	0	550.000
Parking Services Parking Equipment/Technology Upgrade 414,000 255,000 260,000 265,000 270,000 4,770,000 6,234,000 Parkade Revenue Control System 0 0 0 0 0 800,000 800,000 Parkade Revenue Control System 0 0 0 0 0 800,000 VCC 414,000 255,000 0 0 0 0 20,000 20,000 0 0 0 20,000 20,000 0 0 0 20,000 20,000 0 0 0 0 20,000 20,000 0 0 0 20,000 20,000 0 0 0 20,000 20,000 0 0 0 20,000	Replacement	,						
Parking Equipment/Technology Upgrade 414,000 255,000 260,000 265,000 270,000 4,770,000 6,234,000 Parkade Revenue Control System 0 0 0 0 0 0 800,000 800,000 VCC 0 0 0 0 0 0 20,000 20,000 0 0 0 0 20,000 20,000 0 0 0 0 20,000 20,000 0 0 0 0 20,000 20,000 0 0 0 0 20,000 20,000 0 0 0 0 20,000	Perking Convince	6,132,000	233,000	238,000	243,000	248,000	4,365,000	11,459,000
Parkade Revenue Control System 0 0 0 0 800,000 800,000 414,000 255,000 265,000 270,000 5,570,000 7,034,000 VCC VCC 20,000 0 0 0 0 20,000 20,000 0 0 0 0 0 20,000 20,000 20,000 20,000 20,000 0 0 0 20,000		414.000	055 000	000.000	005 000	070.000	4 770 000	0.004.000
414,000 255,000 260,000 265,000 270,000 5,570,000 7,034,000 VCC VCC <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>								
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VCC - Equipment 20,000 0 0 0 0 20,000 20,000 0 0 0 0 0 20,000 Recreation 20,000 25,000 26,000 27,000 28,000 540,000 676,000 CP/Arena/Recreation Equipment 30,000 25,000 26,000 27,000 28,000 540,000 676,000 Total Equipment 9,363,000 1,583,000 1,688,000 1,667,000 29,674,000 45,477,000 Sanitary Sewers Inflow & Infiltration 2,093,000 1,227,000 1,288,000 1,352,000 1,420,000 32,176,000 39,556,000 Mains Replacement 2,943,000 2,100,000 2,205,000 2,315,000 2,431,000 55,081,000 67,075,000	1/22	414,000	255,000	260,000	265,000	270,000	5,570,000	7,034,000
20,000 0 0 0 0 0 20,000 Recreation CP/Arena/Recreation Equipment 30,000 25,000 26,000 27,000 28,000 540,000 676,000 30,000 25,000 26,000 27,000 28,000 540,000 676,000 7000 28,000 1,502,000 29,674,000 454,477,000 Sanitary Sewers Total Equipment 2,093,000 1,227,000 1,352,000 1,420,000 32,176,000 39,556,000 Mains Replacement 2,943,000 2,100,000 2,205,000 2,315,000 2,431,000 55,811,000 670,750,000		00.000	0	0	0	0	0	00.000
Recreation CP/Arena/Recreation Equipment 30,000 25,000 26,000 27,000 28,000 540,000 676,000 30,000 25,000 26,000 27,000 28,000 540,000 676,000 Total Equipment 9,363,000 1,583,000 1,688,000 1,667,000 1,502,000 29,674,000 45,477,000 Sanitary Sewers Inflow & Infiltration 2,093,000 1,227,000 1,288,000 1,352,000 1,420,000 32,176,000 39,556,000 Mains Replacement 2,943,000 2,100,000 2,205,000 2,315,000 2,431,000 55,081,000 67,075,000	VCC – Equipment							
CP/Arena/Recreation Equipment 30,000 25,000 26,000 27,000 28,000 540,000 676,000 30,000 25,000 26,000 27,000 28,000 540,000 676,000 Total Equipment 9,363,000 1,583,000 1,688,000 1,667,000 1,502,000 29,674,000 45,477,000 Sanitary Sewers Inflow & Infiltration 2,093,000 1,227,000 1,288,000 1,352,000 1,420,000 32,176,000 39,556,000 Mains Replacement 2,943,000 2,100,000 2,205,000 2,315,000 2,431,000 55,081,000 67,075,000		20,000	0	0	0	0	0	20,000
30,000 25,000 26,000 27,000 28,000 540,000 676,000 Total Equipment 9,363,000 1,583,000 1,688,000 1,667,000 1,502,000 29,674,000 45,477,000 Sanitary Sewers 1 1,227,000 1,288,000 1,352,000 1,420,000 32,176,000 39,556,000 Mains Replacement 2,943,000 2,100,000 2,205,000 2,315,000 2,431,000 55,081,000 67,075,000			25 222		07.000	~~ ~~~	5 40 000	
Total Equipment9,363,0001,583,0001,688,0001,667,0001,502,00029,674,00045,477,000Sanitary SewersInflow & Infiltration2,093,0001,227,0001,288,0001,352,0001,420,00032,176,00039,556,000Mains Replacement2,943,0002,100,0002,205,0002,315,0002,431,00055,081,00067,075,000	CP/Arena/Recreation Equipment							
Sanitary Sewers Inflow & Infiltration 2,093,000 1,227,000 1,288,000 1,352,000 1,420,000 32,176,000 39,556,000 Mains Replacement 2,943,000 2,100,000 2,205,000 2,315,000 2,431,000 55,081,000 67,075,000		30,000	25,000	26,000	27,000	28,000	540,000	676,000
Sanitary Sewers Inflow & Infiltration 2,093,000 1,227,000 1,288,000 1,352,000 1,420,000 32,176,000 39,556,000 Mains Replacement 2,943,000 2,100,000 2,205,000 2,315,000 2,431,000 55,081,000 67,075,000								
Inflow & Infiltration2,093,0001,227,0001,288,0001,352,0001,420,00032,176,00039,556,000Mains Replacement2,943,0002,100,0002,205,0002,315,0002,431,00055,081,00067,075,000	Iotal Equipment	9,363,000	1,583,000	1,688,000	1,667,000	1,502,000	29,674,000	45,477,000
Inflow & Infiltration2,093,0001,227,0001,288,0001,352,0001,420,00032,176,00039,556,000Mains Replacement2,943,0002,100,0002,205,0002,315,0002,431,00055,081,00067,075,000								
Mains Replacement 2,943,000 2,100,000 2,205,000 2,315,000 2,431,000 55,081,000 67,075,000								
New Services 300,000 300,000 350,000 350,000 5,250,000 6,900,000								
	New Services	300,000	300,000	350,000	350,000	350,000	5,250,000	6,900,000

CAPITAL BUDGET Summary

Project Name	2018	2019	2020	2021	2022	2023-2037	Total
System Planning	61,000	0	0	0	200,000	550,000	811,000
System Assessment	374,000	260,000	265,000	270,000	275,000	4,876,000	6,320,000
System Upgrades	2,040,000	2,081,000	2,123,000	2,165,000	2,208,000	38,960,000	49,577,000
Capital Equipment	14,000	14,000	14,000	14,000	14,000	210,000	280,000
	7,825,000	5,982,000	6,245,000	6,466,000	6,898,000	137,103,000	170,519,000
Stormwater							
Stormwater Quality	164,000	121,000	124,000	127,000	130,000	2,208,000	2,874,000
New Services	250,000	250,000	250,000	250,000	250,000	3,750,000	5,000,000
Mains Replacement	3,168,000	3,094,000	3,249,000	3,411,000	3,582,000	81,160,000	97,664,000
Brick Main Rehabilitation	2,616,000	564,000	1,055,000	1,076,000	1,097,000	19,347,000	25,755,000
System Planning & Assessment	350,000	250,000	250,000	250,000	250,000	3,950,000	5,300,000
Capital Equipment	10,000	10,000	10,000	10,000	10,000	150,000	200,000
	6,558,000	4,289,000	4,938,000	5,124,000	5,319,000	110,565,000	136,793,000
Waterworks							
New Services	550,000	550,000	550,000	600,000	600,000	9,000,000	11,850,000
System Planning & Assessment	300,000	0	0	0	0	750,000	1,050,000
Main Replacement	5,275,000	3,893,000	4,088,000	4,292,000	4,507,000	102,119,000	124,174,000
Capital Equipment	41,000	42,000	43,000	44,000	45,000	795,000	1,010,000
Water Meter Replacement	31,000	0	0	0	0	0	31,000
	6,197,000	4,485,000	4,681,000	4,936,000	5,152,000	112,664,000	138,115,000
Contingency							
Contingency Fund	364,000	371,000	378,000	386,000	394,000	6,951,000	8,844,000
	364,000	371,000	378,000	386,000	394,000	6,951,000	8,844,000
Police							
Communications Equipment	50,000	50,000	40,000	40,000	40,000	600,000	820,000
Computer Equipment	977,000	650,000	663,000	676,000	690,000	12,168,000	15,824,000
Furniture & Fixtures	77,000	40,000	41,000	42,000	43,000	765,000	1,008,000
Vehicles	899,000	800,000	800,000	650,000	663,000	11,704,000	15,516,000
Victoria Police Upgrades	115,000	100,000	100,000	50,000	51,000	885,000	1,301,000
K9 Unit	0	12,000	0	0	13,000	76,000	101,000
	2,118,000	1,652,000	1,644,000	1,458,000	1,500,000	26,198,000	34,570,000
Total Capital	\$151,150,000	\$25,773,000	\$24,473,000	\$55,124,000	\$25,700,000	\$505,570,000	\$787,534,000

Capital Projects



CAPITAL Active Transportation

Guiding Principles

- Encourage human-powered modes of transportation (walking, cycling, skateboarding, etc.)
- Provide a connected, safe, comfortable, and active transportation network for people walking, riding bikes, or using other nonmotorized forms of transportation

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan
- 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 2013–2017	What We Added 2013–2017
Walking (pathways, malls, squares and greenways)	 David Foster Harbour Pathway (5.8km) Park paths and trails 	• TBD	 Ross Bay Cemetery pathways (350m) Beacon Hill Park transportation improvements Rockland 900 block street closure (75m) Summit Park pathways (395m renewed; new staircase) Fern Street (35m) Doncaster (550m) Gonzales Beach access (55m) Banfield Park Dallas Road pathway Quadra Heights pathway 2 bike shelters 	 Oaklands greenway (315m) Hereward Park greenway (50m) Cecelia pathway

Active Transportation

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2017	What We Added 2013-2017
Cycling	68km of marked bike lanes	• 20%		 10.96km, including: Pandora Avenue between Wharf and Cook 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.
Crosswalks	231 marked crosswalks	• TBD	 13 upgrades including: Cook/Haultain Hillside/Graham Douglas/Avalon Finlayson/Blackwood Burnside/Washington Hillside/Higgins Hillside/Blackwood Finlayson/Yew Fairfield/Linden Richmond/Leighton 	 9 new crosswalks including: Erie/Dallas Bridge/Hillside Douglas/Michigan Menzies/Michigan 500 block Pandora Burnside/Napier Cedar Hill/Oswald
Sidewalks	• 465km	• TBD	 2.46km, including: Pembroke from Stanley to Fernwood May Street from Linden to Moss Cecelia Road from Jutland to Napier 	 2.4km, including: Niagara from Montreal to St. Lawrence Brighton from David to Chamberlain Pembroke from Forbes to Belmont Montreal Street from Simcoe to Dallas

CAPITAL Active Transportation

Investing In Our Community's Future (20		
Area	Today's City (Renewal): \$3.843 million	Tomorrow's City (New): \$16.932 million
Walking (pathways, malls, squares and greenways)	 Ross Bay Cemetery, \$79k Westsong Walkway, \$75k David Foster Harbour Pathway assessment and repairs, \$85k Songhees/Hillside Park Lighting, \$40k Emergency Repairs, TBD Craigflower Lighting/Banner Poles, TBD Wharf Street Revitalization, \$2.000m Ship Point Master Plan Implementation, \$216k Ross Bay Cemetery, \$150k Yacht Pond at Holland Point Walkway, \$127k Horseshoe Bay Stairs at Dallas Road Park Walkway, \$25k Dallas Cliffs Beach Pathway, \$55k Banfield Park Pathway, \$16k Pathway Upgrades, \$23k Pathway Upgrades in 2019 and 2020, \$576k 	 David Foster Harbour Pathway, \$3.147m JSB Public Realm, \$650k
Cycling	None	 Design and construct All Ages and Abilities corridors 5.40km, \$7.739m
Crosswalks	 Upgrade 2 crosswalks in 2020, \$117k 	 Install 2 new crosswalks in 2018, \$115k Install 1 new crosswalk in 2019, \$200k
Sidewalks	 Reconstruct 80m of sidewalk in 2018, \$224k 	 Install 140m of new sidewalks and complete a sidewalk condition assessment in 2018, \$645k Install 520m of new sidewalks in 2019, \$371k Install 530m of new sidewalk in 2020, \$378k
Bus Shelters	None	 12 new bus shelters in 2018 – 2020, \$90k
Bus Lanes	• None	 Extend dedicated southbound transit lane on Douglas St. from Tolmie Ave. to Hillside Ave., \$3.597m

Project Number:	ENG-022	Budget Year:	2018	
Project Title:	Pedestrian Master Plan Implementation	Business Unit:	50195	
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network			

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 465km of sidewalk and is working towards constructing approximately 90km 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.

2018 Projects:

1. 700 block Fort Street - northwest quadrant - (Downtown). Sidewalk reconstruction between Douglas Street and the mid-block crosswalk, in conjunction with planned bike network implementation work on the corridor. This section of sidewalk is in need of reconstruction - coordinating this work with planned bike facilities work will avoid closures/extended disruptions to businesses. \$224,000

2. Brighton Avenue - Richmond to Bank (Gonzales Neighbourhood). Construction of 77m of new sidewalk connecting to existing sidewalk on this greenways route. Continuation of work started on the corridor in 2017. Pedestrian Master Plan ranking – High. \$70,000

3. Brighton Avenue - Bank to Clare (Gonzales Neighbourhood). Construction of 64m of new sidewalk connecting to existing sidewalk on this greenways route. Continuation of work started on the corridor in 2017. Pedestrian Master Plan ranking – High. \$70,000

4. Sidewalk Condition Assessment Study - The City's Pedestrian Master Plan provides guidance on eliminating gaps in the pedestrian network - where best to construct new sidewalk. A condition assessment of the +450km of existing sidewalk will provide recommendations on how to prioritize sidewalk maintenance work, as well as capital re-investments in the City's pedestrian network. \$200,000

5. Higgins Street - Cook to Hillside - Project 135m to be completed in 2018. \$305,000

Based on current funding levels, the following outlines the future schedule (2019-2021):

2019 Projects:

1. Gonzales Avenue - Richmond to Richardson (Gonzales Neighbourhood). Construction of 210m of new sidewalk providing a pedestrian link on the greenways route. Provides pedestrian connections to Glenlyon-Norfolk School, Pemberton Park, and Margaret Jenkins School. Requests received from public. Pedestrian Master Plan ranking – High. \$150,000

2. Blackwood - Topaz to Summit (Hillside/Quadra Neighborhoods'). Construction of 148m of new sidewalk providing a pedestrian link to Summit Park and meeting pedestrian demand to Khalsa Diwan Society of Victoria. Coordinated with pavement rehabilitation as a complete streets project. Pedestrian Master Plan ranking – High. \$100,000

3. Gosworth Road - Westall to Oaklands (Oaklands Neighbourhood). Construction of 160m of new sidewalk in a high pedestrian activity area. Provides pedestrian connection to Hillside Mall and Hillside Avenue bus stops. Pedestrian Master Plan ranking – High. \$121,000

2020 Projects:

- 2. Kings Road Capital Heights to Cedar Hill (Oaklands Neighbourhood)
- 3. Kings Road Cedar Hill to Avesbury (Oaklands Neighbourhood)

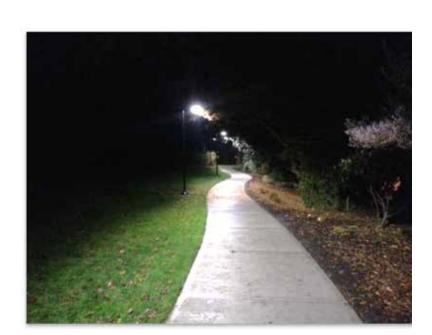
2021 Projects:

- 1. May Street Memorial to Joseph (Fairfield Neighbourhood)
- 2. Langford Street Skinner to Alston (Victoria West Neighbourhood)
- 3. Hamilton Hillside to Myrtle (Oaklands Neighbourhood)

^{1.} Kings Road - Empire to Capital Heights (Oaklands Neighbourhood)

Project Forecast

Year	Total Expense
2018	869,000
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
2037	530,000
	9 349 000



9,349,000

Project Number:	ENG-058	Budget Year:	2018
Project Title:	Bicycle Master Plan Implementation	Business Unit:	50071
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

The City has established ambitious goals to achieve a 60% mode share for all trips to be made by bus, bike, and foot by 2041. Active and multi-modal travel is identified in policies within the Official Community Plan, the City's Strategic Plan, the Capital Regional District (CRD) Pedestrian and Cycling Master Plan, and the City of Victoria Bicycle Master Plan.

Given the mild climate, compact size, moderate topography, and supportive land uses, Victoria is a highly suitable community to increase mode share of bicycle trips. Currently 11% of Victorians commute to work by bicycle (2016 National Household Survey data).

Infrastructure improvements have been identified as a key component to encouraging growth in cycling mode and target improving safety and attracting a broad range of users.

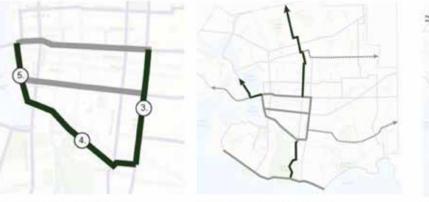
In May 2016 City Council approved an All Ages and Abilities (AAA) cycling network, which connect neighbourhoods with downtown, employment centres, schools and parks. The first phase of implementation is underway to develop 5.4 km of AAA cycling facilities and multimodal transportation improvements in the downtown core. Subsequent phases will connect the downtown to each neighbourhood and is scheduled for completion by 2022.

The AAA cycling network supports the City's transportation goals and contributes to managing population growth, mitigating GHG emissions, improving community health, enhancing urban living, and making Victoria a more attractive and vibrant community for residents, newcomers and tourists.

Each corridor will be implemented in consultation with stakeholders, businesses, landowners and residents along each route to help ensure the design of the bicycle facilities and associated active transportation amenities best suits the needs of the community.

BICYCLE NETWORK AND PHASING STRATEGY

In February 2017 Council directed staff to develop an implementation and resourcing strategy based to complete the priority cycling network by 2022. The three phases for implementation include the following:





Phase 2 corridors (2019-2020)



Phase 3 corridors (2021-2022)

Phase 1 implementation includes the following corridors:

- Pandora Avenue (Cook Street to Store Street): COMPLETE
- Fort Street (Cook Street to Wharf Street): COMPLETE
- Vancouver Street (Pandora Avenue to Southgate Street): EARLY DESIGN STAGE
- Humboldt / Pakington (Cook Street to Government Street): DESIGN STAGE
- Wharf Street (Government Street to Pandora Avenue): DESIGN STAGE

Phase 2 of the AAA cycling network includes the establishment of inter-municipal connections via the completion of north-south and east-west corridors across the length of the municipality to connect to the surrounding municipalities and the regional trail system. Phase 2 is scheduled for completion by the end of 2020. Phase 3 of the AAA cycling network includes the completion of the network and establishing connections to the city's urban villages and key destinations such as parks, schools and employment centres. Phase 3 is scheduled for completion by the end of 2022.

Detailed construction timelines to complete the full network (32km) will be dependent on the successful completion of previous phases, future resourcing and funding strategies, and design consensus reached through consultation with a diverse range of stakeholders and interest groups.

Additional analysis and consultation regarding design and alignment considerations for areas including, but not limited to, Cook Street Village, Oak Bay Avenue (east of Richmond), Gorge Road, and James Bay will inform the project costs and project timelines. Funding for the implementation of the AAA cycling network is primarily funded through the Federal Gas Tax Transfer program and other external grants.

Deliverables:

2018 projects:

- Complete Fort Street Construction
 Vancouver Street Construction

- Vancouver Street Construction
 Humboldt/Pakington Construction
 Wharf Street Construction Funded in part through Wharf Street Revitalization
 Vancouver/Caledonia Design and construct intersection improvements

Design 2019 projects:

- Vancouver/Graham Corridor Design
 Beacon Hill Connector Design
- 3. Haultain and Richardson Pilot Projects Design
- 4. Harbour Road Design

Project Forecast

Year	Total Expense
2018	7,114,000
2019	625,000
	7,739,000

Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
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
2037	84,699	0.0





Project Number: Project Title: ENG-059

Strategic Plan Link:

Bus Shelter Installation Complete a Multi-Modal and Active Transportation Network Budget Year: Business Unit: 2018 50076

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 current 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:

Four new transit shelters and benches, and associated accessibility improvements.

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)

Year	Total Expense
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
2037	48,000
	770,000



Project Number:	ENG-060	Budget Year:	2018
Project Title:	Crosswalk Installations/Upgrades	Business Unit:	50072
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

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."

There are 231 marked crosswalks at un-signalized intersections throughout the City, and more than 482 crosswalks at signalized intersections. Since 2005, 37 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 behavior 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 two new crosswalks in 2018:

1. Caledonia/700 mid-block - \$75,000 (Downtown). This mid-block crosswalk is being completed in conjunction with development-funded frontage work on the south side of the street. Work scope includes north side improvements/signage.

2. Richmond/Brighton - \$40,000 (Gonzales Neighbourhood). This new crosswalk is being installed in conjunction with planned sidewalk work on Brighton Avenue, a People-Priority Greenway corridor. The new crosswalk will provide clarity for drivers that pedestrians will be crossing at this location.

Existing crosswalks to be upgraded in 2018, funded through other budgets:

- 1. Wharf Street 1200 mid-block included as part of Wharf Street Complete Streets/Revitalization project (Downtown)
- 2. Wharf/Yates included as part of Wharf Street Complete Streets/Revitalization project (Downtown)
- 3. Wharf/Courtney included as part of Wharf Street Complete Streets/Revitalization project (Downtown)
- 4. Wharf/Broughton included as part of Wharf Street Complete Streets/Revitalization project (Downtown)

Future crosswalk upgrades:

Install one new crosswalk in 2019: 1. Blanshard/Kings - \$200,000 (Hillside/Quadra) – Full signalization required, as part of planned bicycle network implementation.

Top-10 ranked crosswalk upgrades/installations (listed in order of priority, as of May 2017):

- 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

Other Crosswalks:

800 Block Fort Street (Harris Green and Fairfield Neighbourhoods) – New mid-block crosswalk. This mid-block location is ranked as a medium-priority location (#16) for installation, but was identified during the Fort Street bike facility engagement process as a complete streets element. Proposed work includes improving wheelchair ramps, overhead signs and lighting.

900 Block Fort Street (Harris Green Neighbourhood) – New mid-block crosswalk. This mid-block location is ranked as a low-priority location (#24) for installation, but was identified during the Fort Street bike facility engagement process as a complete streets element. Proposed work includes improving wheelchair ramps, overhead signs and lighting.

1000 Block Fort Street (Harris Green Neighbourhood) – New mid-block crosswalk. This mid-block location is ranked as a low-priority location for installation, but was identified during the Fort Street bike facility engagement process as a complete streets element. Proposed work includes improving wheelchair ramps, overhead signs and lighting.

Project	Forecast
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Year	Total Expense
2018	115,000
2019	200,000
2020	117,000
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
2037	164,000
	2,818,000





Project Number: Project Title: Strategic Plan Link: ENG-097 Wharf Street Revitalization

Complete a Multi-Modal and Active Transportation Network Budget Year: Business Unit:

2018 50681

Overview:

Develop and implement a comprehensive streetscape for Wharf Street between Pandora Avenue and Government Street/Humboldt Street, working in partnership with property owners. The project would include enhanced pedestrian and cyclist amenities, and landscaping. The project is in Phase 1 of the Bike Network implementation plan.

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.

Year	Total Expense
2018	2,000,000
	2,000,000



Project Number: Project Title: Strategic Plan Link: ENG-050 Pathway Upgrades Complete a Multi-Modal and Active Transportation Network

Budget Year: Business Unit:

2018 50484

Overview:

Pathway improvements provide the community with safe walk ways and minimize the trip and fall hazards.

Deliverables:

Improvements to ensure safe pathways.

- Westsong: Repairs to existing railing. Railing to be supplied and installed as guard railing upgrade \$75,000 DFHP: Coast Hotel 15 Planks and allowance for substructure damage \$10,000
- DFHP: One time condition assessment, estimate, inspection reports \$ 75,000
- Parks: Pathway Improvements Program Budget (TBD) emergency repairs
- Parks: Ross Bay Cemetery Curbing and Roadwork \$79,000
- Parks: Songhees/Hillside Park Lighting Replacement \$40,000
- Parks: Craigflower Lighting/Banner Poles (TBD)
- Path repair at the North East corner of the Ross Bay Cemetery \$150,000

Repair of the pathway, rock seawall and asphalt walkway below the Yacht Pond at Holland Point \$127,000 Horseshoe Bay stairs at Dallas Rd Park \$25,000

- Dallas cliffs beach path \$55,000
- Banfield Park Pathway drainage under pathway \$35,000
- Holland Point Pathway \$16,000
- Other Pathway Upgrades \$23,000

Year	Total Expense
2018	710,000
2019	285,000
2020	291,000
2021	297,000
2022	303,000
2023	309,000
2024	315,000
2025	321,000
2026	327,000
2027	334,000
2028	341,000
2029	348,000
2030	355,000
2031	362,000
2032	369,000
2033	376,000
2034	384,000
2035	392,000
2036	400,000
2037	408,000
	7,227,000





Project Number:	PRC-085	Budget Year:	2018
Project Title:	David Foster Harbour Pathway	Business Unit:	50454
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

In 2008, Council approved the Harbour Pathway Plan, a long-term plan for a continuous pathway along Victoria's inner harbour for the enjoyment of the residents, business patrons and visitors to the City.

In 2012, the pathway was named David Foster Harbour Pathway and a series of Special Places concepts were developed. In 2014, the Trans Canada Trail was aligned to follow the David Foster Harbour Pathway and in 2016 the path was designated as a pedestrian-only route from the Johnson Street Bridge to Ogden Point.

The City has contributions for this project from the Federal Gas Tax Program, the David Foster Foundation (\$50,000), VanCity (\$100,000) and the Trans Canada Trail Foundation (\$225,000 – allocated to specific projects). In 2017 the Reeson Park pathway extension was constructed and new wayfinding signs were installed. In February 2017 staff were directed to proceed with JSB Underpass design and in February 2018 a project budget was approved with construction scheduled to be completed by the end of August 2018.

The Harbour Pathway Plan will be updated in 2018 to renew the vision, principles and goals and confirm updated alignments, widths and city streetscape standards. The City will also develop an associated 5 year implementation strategy that establishes capital project investment priorities using robust criteria and taking into account risks, opportunities and resourcing requirements.

Work scope and budget for Ship Point structural/geotechnical remediation is being considered separately.

Work scope and budget for Laurel Point Soil Contamination detailed assessment is being considered separately.

Deliverables:

JSB underpass construction - \$544,000

Harbour Pathway Plan Update & 5 year implementation strategy - TBD

Year	Total Expense
2018	3,147,000
	3,147,000











YOU ARE ON THE

David Foster Harbour Pathway





Project Number:	ENG-270	Budget Year:	2018
Project Title:	JSB Public Realm - Revised Design Concept	Business Unit:	50709
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

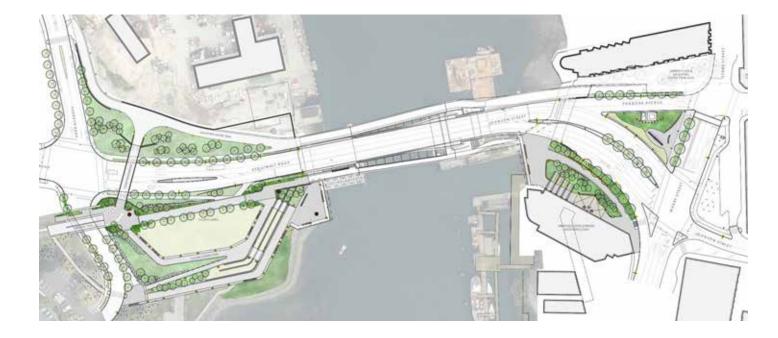
Completion of public realm areas adjacent to the Johnson Street Bridge on both the west and east sides of the bridge. These areas include the triangle island, the Janion Plaza, the Johnson Street traffic median, and the Esquimalt and Harbour Road intersection.

Deliverables:

Deliverables:

- Installation of a plaza, lighting, seating, bermed landscaping and plantings on the triangle island (to provide a setting for future public art)
- Installation of one strip of boulevard trees adjacent to Pandora Avenue as well as benches, garbage receptacles and bike racks to complete the Janion Plaza
- Installation of landscaping along the Johnson Street centre traffic median
- Installation of landscaping at the Esquimalt and Harbour Road intersection

Year	Total Expense
2018	650,000
	650,000



Project Number: Project Title: Strategic Plan Link: ENG-269 Ship Point Master Plan Enhance and Steward Public Spaces, Green Spaces and Food Systems Budget Year: Business Unit:

2018 50694

Overview:

Development of the Ship Point Master Plan is underway and will be used to guide the redevelopment of Ship Point as a high quality waterfront space, signature events and festival site and as an important component of the working harbour.

Following completion of the Ship Point Master Plan an implementation strategy will be developed, based on a schematic level of design for the site. This will include preliminary costing and is expected to be presented to Council in January 2018.

This funding will advance schematic design of Phase 1 to detailed design drawings including refined capital cost estimates. Use of this funding will be contingent on approval of the Ship Point Master Plan.

Deliverables:

Engineering design drawings and cost estimates for Phase 1 of the Ship Point Master Plan Implementation.

Year	Total Expense
2018	216,000
2019	TBD
2020	TBD
	216,000



Project Number:	ENG-254	Budget Year:
Project Title:	Douglas Street Bus Lanes Phase 2B	Business Unit:
Strategic Plan Link: Complete a Multi-Modal and Active Transportation Network		

Overview:

BC Transit has been working with the City of Victoria, District of Saanich, and the province to implement transit improvements along Douglas Street, consistent with the region's Transit Future Plan. The Transit Future Plan seeks to develop an overall rapid transit corridor between downtown and the Westshore. The latest phase of improvements consist of installing a dedicated southbound bus lane on Douglas Street between Tolmie Avenue and Hillside Avenue. This was originally approved-in-principle by Council in 2013, and most recently, in February 2016.

2018

50678

Dedicated bus lanes allow buses to avoid congestion, and provide improved services and convenience. Recent BC Transit studies show that dedicated bus lanes could initially save passengers approximately four minutes of one-way travel time (between Saanich Road and Belleville Street), with the potential for more savings in the future. Travel time savings will improve schedule reliability and transit programming, leading to improved, overall service.

The southbound bus lane will be the final phase for transit corridor improvements on Douglas Street within the City of Victoria. This change supports the long-term provision of rapid transit into the downtown core. The proposed one metre widening of the west side of Douglas Street is the least disruptive option to achieve the necessary transit improvements. The future addition of an Uptown bus terminus, is also intended to achieve enhanced regional transit performance, convenience, and promote increased ridership and mode-shift, planned for in the next 3-5 years.

Deliverables:

Tender and construction of a dedicated southbound transit lane on Douglas Street from Tolmie Avenue to Hillside Avenue.

Year	Total Expense	Cost Sharing BC Transit	Net City Funding
2018	3,597,000	3,597,000	0
	3,597,000	3,597,000	0



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
- Pavement Asset Management Program
- Annual Collision Statistics Report

Current Status of Our Community's Assets What We Renewed What We Added What We Have % In Poor Condition Area 2013-2017 2013-2017 • 100 km, including • 0 km Major Roads • 13% fair/poor About 3.8km, including: 4 road bridges Cook Street between Pandora and Caledonia Southgate Street between Quadra and Vancouver Douglas Street between Summit and Tolmie • 160 km • 20% fair/poor About 4.8km, including: Local Roads • 0 km Alpha Street between Beta and Gamma Meares Street Cook to East end • Brighton Avenue between Davie and Clare Hillside Avenue between Pleasant and Turner

CAPITAL Complete Streets

Investing In Our Community's Future (2018 – 2020)			
Area	Today's City (Renewal): \$9.043 million	Tomorrow's City (New): \$ million	
Major Roads	 2018 complete streets rehabilitation of 1.24km of arterial road, \$2.130m 2019 complete streets rehabilitation of 1.2km of arterial roads, \$1.479m 2020 complete streets rehabilitation of 1.3km of arterial roads, \$1.509m 	• Note 1	
Local Roads	 2018 complete streets rehabilitation of 0.92km of local roads, \$1.174m 2019 complete streets rehabilitation of 0.91km of local roads, \$1.183m 2020 complete streets rehabilitation of 1.0km of local roads, \$1.207m 	• Note 1	
Pedestrian Trip & Fall Reduction Program	 Replace 417 square metres of sidewalk, repair 19 tree wells, 4,800 lineal metres of joint patching, repair 300 sidewalk bricks, \$855k 	• Note 1	
Belleville Street	 2018 complete streets rehabilitation of Belleville St between Menzies St and Oswego St, \$2.758m 	Note 1	

Note 1: The City of Victoria's road network is completely built out. New road investment is not part of the Capital budget.

Project Number:	ENG-018	Budget Year:	2018
Project Title:	Major Street Rehabilitation	Business Unit:	50511
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

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 projects 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.

2018 projects:

1. Pavement Condition Assessment Study (5-year cycle) - the City of Victoria's street network plays a vital role serving local residents, businesses and the tourism industry. With over 250 kilometres of downtown, arterial, collector and residential roads, the street network forms the backbone of the urban transportation network.

The City of Victoria is challenged with maintaining its aging infrastructure at a time of competing needs. To assist with this challenge, the City engaged a consultant firm in 2008 to develop a Pavement Management Plan, a strategic planning document that provided an understanding of the existing performance of the street assets (surface and sub-surface structures), and made recommendations on how those assets should be funded and managed. The results of that 2008 study were used to guide where and how roads were maintained and repaired.

In 2013, EBA Engineering Consultants Ltd. (EBA) was retained by the City to provide an update to the City's 2008 Pavement Management Plan. The 2013 Pavement Management Plan revealed the condition of road surfaces are declining, but are still considered to be in good condition. Given current funding levels, the decline in road surface conditions will accelerate; however, this can be addressed by implementing more effective restoration strategies, combined with funding increases, which are currently contemplated in the City's 20-Year Capital Plan.

In comparison to other municipalities in British Columbia, City of Victoria roads are in reasonable condition. With appropriate funding and strategic planning, we are provided an opportunity to keep the overall street asset in good condition.

The City of Victoria continues to enhance the long term asset management plan that prioritizes pavement restoration improvements in relation to other City priority improvements. In addition to planned funding increases, Engineering will continue to use optimal pavement restoration strategies to extend the life cycle of existing road surfaces. \$300,000

2. 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

3. 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

4. Gorge Road - Balfour to Harriet - (Burnside Neighbourhood) - 310m 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: 729th out of 2100. \$375,000

5. Government - Superior Intersection (James Bay Neighbourhood) – Intersection pavement rehabilitation project identified from public works maintenance expenditures. This project will be completed prior to or in conjunction with the adjacent Capital Park development. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. \$100,000

6. Fort Street - Morrison to Belcher (Jubilee Neighbourhood) - 240m 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: 294th out of 2100. \$250,000

7. Fort Street bike lane resurfacing - (Downtown/Harris Green Neighbourhoods) - Rehabilitate asphalt surface in the proposed bike lanes on Fort Street between Store Street and Cook Street. Proposed new bike lanes will be adjacent to the existing north side curb lane, currently used for vehicle parking. Over the years, the asphalt has deteriorated in this portion of the roadway, primarily due to oil leaks from parked vehicles. This work would replenish the road surface in the two-way marked bike lanes, providing a safer, more consistent riding surface on the corridor. \$100,000

8. Road conditions are showing significant wear and in some cases the wear has become a failure that needs to be removed and replaced before the base lift becomes compromised too. By undertaking larger repair sections, and repairing the road base, the damage can be localized and the surface made safe. Approximately 27 locations for a total of 1100 m2 at a 60mm depth. \$250,000

9. Other minor projects to be completed in 2018. \$380,000

2019 Projects: Gorge Road - Carroll to Balfour Gorge Road - Carroll to Washington Vancouver Street - Pandora to Caledonia Government Street- Johnson to Fisgard Bay Street - Cook to Fifth

2020 Projects: Cook Street - Oxford to Hilda Finlayson Street - Blanshard to Yew Shelbourne Street - Pembroke to Bay Bay Street - Government to Douglas

2021 Projects: Finlayson Street - Douglas to Blanshard Douglas Street - Discovery to Pembroke Dallas Road - Lewis to Government



Year	Total Expense
2018	2,130,000
2019	1,479,000
2020	1,509,000
2021	1,539,000
2022	1,570,000
2023	1,901,000
2024	1,633,000
2025	1,666,000
2026	1,699,000
2027	1,733,000
2028	2,068,000
2029	1,803,000
2030	1,839,000
2031	1,876,000
2032	1,914,000
2033	2,252,000
2034	1,991,000
2035	2,031,000
2036	2,072,000
2037	2,113,000
	36,818,000







Project Number:	ENG-044	Budget Year:	2018
Project Title:	Local Street Rehabilitation	Business Unit:	50198
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

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 1km of 160km 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.

2018 Projects:

1. Beta Street from Alpha to Delta Rehabilitation (last paved prior to 1975) (Burnside Neighbourhood)

143m of road rehabilitation identified in the pavement management program. This project continues road rehabilitation work in the Burnside industrial-zoned area 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 will include portions of sidewalk renewal on Beta Street. Pavement Management Plan Rank: 19th out of 2100. \$290,000

 Pleasant Street from Bay Street to John Street (last paved prior to 1975) (Burnside Neighbourhood)
 93m 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: 25th out of 2100. \$120,000

3. Pleasant Street from John Street to Hillside Avenue (Burnside Neighbourhood)

95m of road rehabilitation and new sidewalk construction. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. New sidewalk construction will improve safety for pedestrians in the area. Pavement Management Plan Rank: 43rd out of 2100. \$200,000

4. Grant Street from Fernwood Road to Stanley Avenue (last paved prior to 1975) (Fernwood Neighbourhood) 223m of road rehabilitation, including replacing sidewalk, curb, and gutter. This complete streets project is in conjunction with underground utilities repairs/upgrades to address ongoing drainage issues in the area. Pavement Management Plan Rank: 318th out of 2100. \$420,000

5. Pendergast - Heywood to Vancouver (1/2 block) (Fairfield Neighbourhood). Construction of sidewalk on Pendergast Street, in conjunction with development-funded sidewalk work on the remainder of the block. \$30,000

6. Other minor projects to be completed in 2018. \$114,000

Based on current funding levels, the following outlines the future schedule (2019-2021):

2019 Projects: Gonzales Avenue - Richmond Road to Richardson Street Maud - St. Charles to Belmont Denman Avenue - Spring to Fernwood Denman Avenue - Fernwood to Oregon Frances Avenue - Burnside to Douglas Blackwood - Topaz to Summit

Future Years Projects: Kings Road - Capital Hts to Mt. Stephen Kings Road - Mt. Stephen to Cedar Hill Blackwood - Vista Heights to Topaz Belmont - Regents to Maud Ryan Street - Forbes to Victor Ryan Street - Victor to Shakespeare Ryan Street - Shakespeare to Scott Shakespeare - Myrtle to Hillside Leighton Road - Bank to Duchess Madison - Wilmer to Lawndale Amphion - Oak Bay to Leighton May Street - Joseph to Eberts May Street - Eberts to Memorial Moss Street - May to Bond Rebecca Street - Pandora to Mason Beacon Street - Douglas to St. Andrews Chambers Street - Balmoral to North Park Langford Street - Skinner to Alston

Year	Total Expense
2018	1,174,000
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
2037	1,689,000
-	28,194,000



Project Number:	50626	Budget Year:	2018
Project Title:	Belleville Street	Business Unit:	50626
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

"Complete Street" improvements to Belleville Street between Oswego Street and Menzies Street were identified as a capital project in the 2017 Financial Plan. This segment of Belleville Street is an important gateway to the City and a key section of the City's Harbour Pathway. This next phase of proposed work will complement the already-completed sidewalk west of Oswego Street, and recent improvements to the Belleville marine terminal works.

City of Victoria staff have worked closely with stakeholders, including the Province of BC, local hotels and restaurants, Tourism Victoria, Greater Victoria Harbour Authority, 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. In addition to stakeholder feedback, an Open House in December 2016 also generated input from the general public on the project.

This project intends to make improvements that include new retaining walls, widened sidewalks, new boulevard trees, a new mid-block crosswalk, paving, bike lanes, and redesigned plaza space (Belleville/Menzies intersection). Initial improvements to the plaza, at the easterly section of the Steamship Terminal building, are recommended at this time.

The proposed street and interim plaza improvements are partially funded from Tourism Victoria's donation in support of construction of the David Foster Harbour Pathway.

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

Year	Total Expense	Cost Sharing Tourism Victoria	Net City Funding
2018	2,758,000	1,000,000	1,758,000
	2,758,000	1,000,000	1,758,000



Project Number: Project Title: Strategic Plan Link: ENG-262 Pedestrian Trip & Fall Reduction Program Complete a Multi-Modal and Active Transportation Network Budget Year: Business Unit:

2018 50685

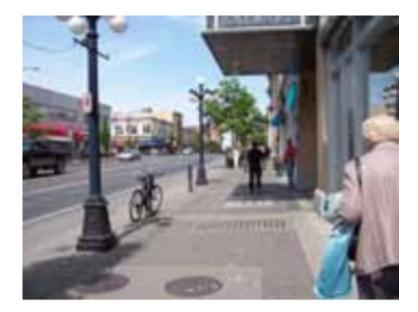
Overview:

The City of Victoria has both an aging population and a significant annual tourism surge each year. In the last two years 603 calls for service on damaged sidewalks were reported to Public Works. An additional 483 sidewalk locations have been identified by the water meter reader during inspections. A significant program needs to be introduced to ensure the downtown core area and locations near senior facilities have level and safe areas to walk and enjoy the outdoors.

Deliverables:

Approximately 417 square meters of sidewalk will be replaced, 19 tree wells will be repaired, 4,800 lineal meters of joint patching will be completed, 300 loose or missing sidewalk bricks will be repaired or replaced, repairs to existing tiles in the roadway or sidewalk will be fixed, grouting repairs to bricks and tiles will be prepared and laid to finish grade. Some curb and gutter work is also included in this program.

Year	Total Expense
2018	285,000
2019	285,000
2020	285,000
2021	285,000
2022	285,000
	1,425,000





Project Number: Project Title: Strategic Plan Link: ENG-197 Wayfinding Complete a Multi-Modal and Active Transportation Network Budget Year: Business Unit: 2018 50573

Overview:

The City-wide Wayfinding strategy includes a set of guidelines, standards and an implementation framework to design, fabricate and install a series of signs and maps to help pedestrians navigate through the City of Victoria.

Deliverables:

For 2018 the project will involve design, fabrication and installation of signs as indicated for year 2 by the strategy, and any required engagement and outreach with individual property owners and other stakeholders as necessary.

Design, fabrication and installation of 1 large pylon sign, 5 small pylon signs, 20 finger post signs, and 12 flush mounted parking lot/transit shelter signs.

Year	Total Expense
2018	239,000
	239.000





Project Number:	ENG-106	Budget Year:	2018
Project Title:	Seasonal Animation	Business Unit:	50113
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

This business unit funds projects related to downtown seasonal decorations and animation.

These have included:

Christmas decorations and lighting

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:

Improved seasonal lighting infrastructure and equipment including addition of projections to animate key downtown locations during the holiday season (Chinese New Year, Valentines, Halloween and Christmas) and marketing initiatives (aligned with Downtown Victoria Business Association and Tourism initiatives) to animate and illuminate the downtown core.

Year	Total Expense
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
2037	46,000
	730,000





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
- City of Victoria 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 2013–2017	What We Added 2013 – 2017
Parks	 207 hectares of parkland (137 parks) 12 dog leash- optional areas 1 skate park 1 bike park 5 outdoor fitness installations 2 spray parks 	• TBD	 Pioneer Square BHP Rose Garden Summit Park pathway improvements Vic West Park – Skate park Vic West Park – dog off-leash area BHP Pathway Lighting 	 Reeson Park Quadra Park 4 Community Gardens (MacDonald Park, William Stevenson Park, Yates St Garden, Pandora Ave) 2 Community Orchards (Banfield Park, William Porter Parks) Begbie Green
Sport Fields	 45 ball diamonds and soccer fields 	• TBD	 Hillside park drainage MacDonald Park (field renovation, backstops and posts) Topaz Park field renovation Hollywood Park 	• N/A
Sport Courts	40 sports courts	• TBD	 Barnard and BHP court upgrades Banfield Tennis Courts Vic West Basketball Court 	• N/A

Parks

Current Status of Ou	r Community's Assets			
Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013 – 2017
Playgrounds and Outdoor Fitness Equipment	 40 playgrounds 5 outdoor fitness equipment locations 	• TBD	 Wark Street Fern Street Hollywood Park Alexander Park Clawthorpe Park Quadra Heights Park Vic West Park Stevenson Park surface renewal Raynor Park Playground replacement 	 New outdoor fitness installations at Oaklands, Topaz and Cecelia Ravine Parks
Crystal Pool and Fitness Centre	50m PoolFitness centre	 Facility Mechanical Systems nearing end of life 	Mechanical Pool SystemsReplacement of Fitness Equipment	 Universal Change Room On-Line Registration Service
Royal Athletic Park	Elite outdoor stadium	• TBD	 Grandstand Seating Rock Wall Repairs 	 Field Protection Surfacing Portable Outfield Baseball Fence Water Bottle Fill stations
Save-On-Foods Memorial Centre	 7,000 seat arena facility 	• TBD	 New Arena Deck Ice Cover Exterior Paint Roofing Repairs 	 Accessibility Improvements Scoreboard Video Screens
Furnishings	 23 drinking fountains Approximately 600 benches (300 memorial benches) Remaining furnishings TBD 	• TBD	 In-ground garbage installations (24) Picnic table and bench refurbishment BHP lighting upgrades BHP picnic area tables and fountain Water filling stations (2) Park fence repairs and Replacements Install covered bike shelters (2) & bike loops (8) 	• N/A
Cemetery	1 cemetery	• TBD	 Storm Drain Upgrade War Grave Headstone refurbishment 	• N/A

Parks

Investing In Our Community's Future (2018 – 2020)		
Area	Today's City (Renewal): \$863,000	Tomorrow's City (New): \$1.169m
Parks	 Parks Condition Assessment, \$400k Tree Well Replacement Program, \$25k Beacon Hill Park Street Light Poles, \$7k 	 Cecelia Ravine New Park, \$968k Topaz Park Improvement Plan, \$195k Vic West Park – TBD Cecelia Ravine Park Improvements – TBD
Sport Courts	 Sport Court Improvements, \$175k 	• TBD
Playgrounds & Outdoor Fitness Equipment	 Summit Park Playground Upgrade, \$200k 	 Centennial Square Temporary Moveable Play Feature, \$6k
	 Park Furnishing Replacement Program, \$56k 	

PRF-279 Parks - Condition Assessment Enhance and Steward Public Spaces, Green

Spaces and Food Systems

Budget Year:	2018
Business Unit:	50705

Project Number: Project Title: Strategic Plan Link:

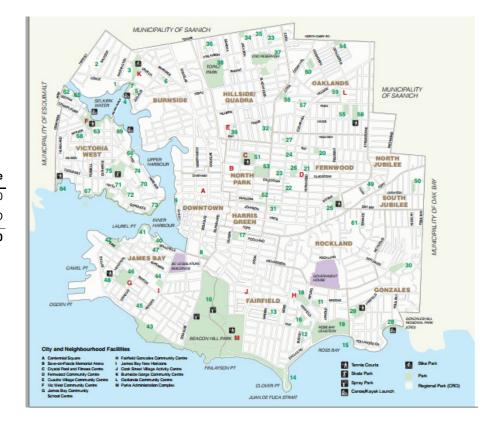
Overview:

A Parks condition assessment will inventory all City-owned parks and their condition to guide future capital investment, prioritization and a long-term strategy. Also, develop a field replacement strategy that will outline the replacement program for the next 15 years.

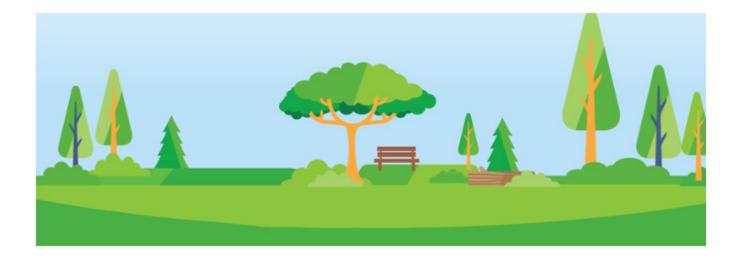
Deliverables:

2018 Projects: Condition Assessment Field Replacement Strategy

2019 Projects: Implementation of Plan TBD



Year	Total Expense
2018	400,000
2019	TBD
	400.000



Project Number:	PRF-306	Budget Year:	2018
Project Title:	Summit Park - Playground Upgrade	Business Unit:	50707
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

The existing play equipment consists of swings and a smaller climber. The Summit Park Management Plan, approved by Council in 2011, supported retaining the playground in its existing location and indicated that new play equipment should blend in to the natural park surroundings.

Deliverables:

Playground upgrades established through design development and construction drawings that include desired features determined through community engagement.

Year	Total Expense
2018	200,000
	200,000



Project Number:	PRF-298	Budget Year:	2018
Project Title:	Tree Well Replacement Program	Business Unit:	50708
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

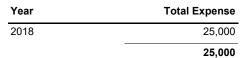
Overview:

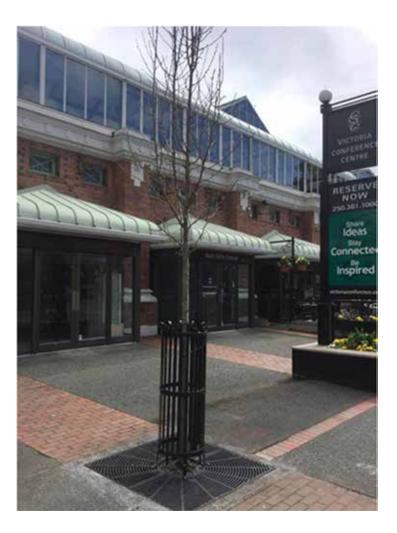
This funding will be used to improve existing tree wells in locations where the trees have outgrown the tree wells or roots have damaged the surrounding hardscape. In some cases the hardscape has been cut back to enlarge the tree well, while other locations still require the surrounding hardscape to be cut back.

This work will improve tree health, pedestrian safety, reduce tree well maintenance and create a more uniform streetscape.

Deliverables:

Improve the affected tree wells by installing tree grates or other surfacing such as resin bound porous surfacing identified in the new Downtown Public Realm and Street Standards.





Project Number:	PRC-001	Budget Year:	2018
Project Title:	Cecelia Ravine - New Park	Business Unit:	50530
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

In 2016, the City acquired lands adjacent to the western portion of Cecelia Ravine Park, expanding the park space by 0.5 acres. This work will be used to design and construct park improvements that benefit the community, offer engaging and inclusive experiences and complement the existing park features.

Deliverables:

An improvement plan and associated park upgrades.

Year	Total Expense
2018	968,000
	968,000



Project Number:	PRC-099	Budget Year:	2018
Project Title:	Park Furnishing Replacement Program	Business Unit:	50607
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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 2018 includes replacement of soccer goals at Topaz all weather field and bleachers at Topaz Park and MacDonald Park.

Year	Total Expense
2018	56,000
	56,000





Project Number:	PRC-237	Budget Year:	2018
Project Title:	Outdoor Sport Court Improvement Program	Business Unit:	50647
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

This capital program will be used to renew outdoor sport court assets including tennis, basketball, hockey and 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 2018 include resurfacing four tennis courts and failing basketball court surfaces at Vic West Park.

Year	Total Expense
2018	175,000
	175,000



Project Number:PRC-256Project Title:Beacon Hill Park Street Light PolesStrategic Plan Link:Facilitate Social Inclusion and Community
Wellness

Budget Year:20Business Unit:50

2018 50641

Overview:

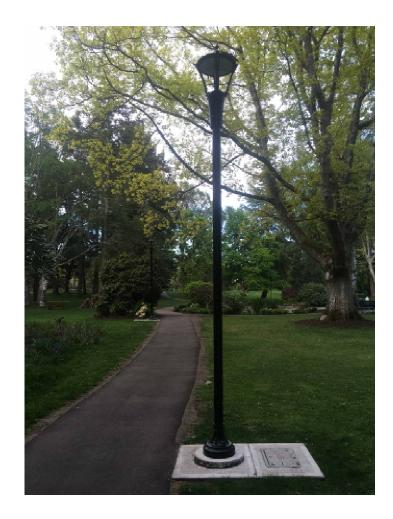
There are 15 poles that are to be replaced.

Deliverables:

Replace 15 poles with the following:

- 3 galvanized steel poles
- 7 painted poles
- 5 painted galvanized poles

Year	Total Expense
2018	7,000
	7,000



Project Number:	PRC-260	Budget Year:	2018
Project Title:	Centennial Sq Temporary Moveable Play Feature	Business Unit:	50663
Strategic Plan Link:	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

Year	Total Expense
2018	6,000
	6,000



Project Number:	PRC-229	Budget Year:	2018
Project Title:	Topaz Park - Park Improvement Plan	Business Unit:	50649
Strategic Plan Link:	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.

Year	Total Expense
2018	195,000
	195,000









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
- City of Victoria Strategic Plan

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013-2017
Traffic Signals	 147 signals: 112 traffic signals 15 pedestrian signals 10 crosswalks with flashing yellow lights 10 flashing red beacons 	• 20%	 8 signal re-builds (poles and wire replaced) 	 4 traffic signals: Hillside at Shakespeare North Dairy at Doncaster and Wordsworth, Esquimalt at Roberts
	112 traffic controller cabinets	• 15%	 24 traffic controller cabinets 	3 Ped signals:Douglas at PembrokeHillside at GrahamCook at Haultain
	 12 traffic controllers c/w conflict monitors 	• 5%	 40 traffic controllers and conflict monitors 	 4 rectangular rapidly flashing beacons
	 4 km of fibre optic cable connecting traffic signals to PW and City Hall 	• 0%	• N/A	 1.2km added for the downtown core
	 18 km of copper communication cable connecting traffic signals to Public Works and City Hall 	• 65–75%	 Copper comm. cable is being replaced by Fibre 	

Current Status of Our Community's Assets				
Area	What We Have	% In Poor Condition	What We Renewed 2013-2017	What We Added 2013 – 2017
Street Lighting	 Over 6,800 High Pressure Sodium (HPS) street lights 	• 0%	 95% of HPS street lights converted to LED 	 over 30 new luminaires in residential neighborhoods
	Approximately 4,200 davit arms (wood poles)	• 50%	• 392 davit arms	• over 30 davit arms
	 Over 600 decorative lights (over 30 different styles) 	• 25%	 18 Pagoda fixtures 	33 Heritage poles
	 3,100 metal poles (signal and street lights) 	• 20%	 85 metal poles 	 25 metal poles for signals
	900 cluster poles	• TBD	15 cluster poles	4 cluster poles
	Over 4,300 cluster globes	• 0%	100% converted to LEDs	20 cluster globes
	 ~500 pole mounted switches 	• 50%	 18 pole mounted switches 	 11 pole mounted switches
	 ~30 combo power panels 	• 10%	30 combo power panels	 30 combo power panels (replaced over 40 switches)
	 12 underground power kiosks – only 3 left 	• 20%		
-	 45 above ground power kiosks 	• 20%	 9 replaced by above ground power kiosk 2 above ground power kiosks 	 9 above ground power kiosks
	Underground conduit TBD	• 20%	• over 10km installed	over 2km installed
	Underground wiring TBD	• 30%	over 50km of street lighting	over 10km of street
	• Bonding ~ 5,000 junction boxes	• 70%	2,500 junction boxes	

Current Status of Our Community's Assets						
Area	What We Have	% In Poor Condition		at We Renewed 2013–2017	What We Added 2013-2017	
Street Furniture	 323 benches 177 inside bus shelter 146 not in bus shelter 	• 25%	 58 benches replaced (modernized) 		• 80 benches	
	 104 bus shelters 	• 5%	• 35 bu	is shelters	 19 bus shelters 	
	 350 bollards 	• 20%				
	 1.68km of chains for bollards 	• 5%				
	 18km railings 	• 25%				
	 3.20km protective fencing 	• 10%				
	• 1,525 fire hydrants	 5% for condition of paint only 				
Investing In Our Community's Future (2		(2018–2020)				
Area		Today's City (Renewal): \$2.9	729m Tomorrow's City (New): \$1.032m		s City (New): \$1.032m	
•		Upgrade GPS base pre-em equipment on emergency	 abinets and components, \$349k Jpgrade GPS base pre-emption equipment on emergency esponse vehicles and signalized ntersections, \$425k The Ward Components, \$349k Traffic Signation New Accession Countdown Bike Networ Accessible \$30k 		Un-interruptible power supplies and Bike advanced technology detection 394k al safety upgrades, \$338k ssible Pedestrian Signals and a Signals in conjunction with Fort St ork Implementation Project, \$117k e Pedestrian Signals Pilot Project, eccessible Pedestrian Signals, \$70k	
• F 		Replace approx. 90 street light services, \$61kInstall 24 new street lights, \$5Replace approx. 50 metal street light poles and 400 street light arms, \$661kInstall 24 new street lights, \$5Electrical bonding approx. 2,500 junction box castings and lids, \$72kEacon Hill Lighting Upgrade, \$217kBeacon Hill Lighting Upgrade, \$217kElectrical Wood Pole Inventory Assessment, \$30kSelkirk Development Streetlight Replacement, \$52kInstall 24 new street lights, \$5		eet lights, \$53k		

Investing In Our Community's Future (2018–2020)			
Area	Today's City (Renewal): \$2.929m	Tomorrow's City (New): \$1.032m	
Street Furniture			
Benches	Gate of Harmonious Interest	Truncated Dome Pilot Project, \$30k	
 Bus Shelters 	Chinatown, \$113k		
 Bollards 	 Street infrastructure upgrades, 		
 Bollard Chains 	\$876k		
 Railings 			
 Protective Fencing 			
 Hydrants 			

Project Number: Project Title:

ENG-046

Strategic Plan Link:

Electrical Kiosk Replacement & Service Panel Complete a Multi-Modal and Active Transportation Network

Overview:

This program funds the replacement of the electrical distribution kiosks, pole mounted switches and power panels for street and traffic signal lighting. From 2018 - 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.

Budget Year:

Business Unit:

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:

Replace 20 pole mounted switches and 10 power panels per year

Project Forecast

Year	Total Expense
2018	20,000
2019	20,000
2020	21,000
2021	21,000
2022	22,000
2023	22,000
2024	23,000
2025	23,000
2026	23,000
2027	24,000
2028	24,000
2029	25,000
2030	25,000
2031	26,000
2032	26,000
2033	27,000
2034	27,000
2035	28,000
2036	29,000
2037	29,000
	485,000



2018

50064



Project Number: Project Title:	ENG-064 LED Signal Head/Ped Countdown Signal and Audible Ped Signal Installation	Budget Year: Business Unit:	2018 50031
Strategic Plan Link:	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 accessible/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. Accessible/audible signals assist persons with limited vision with 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. 63 of the 127 signalized intersections have been upgraded with pedestrian countdown signals to date.

For accessible/audible pedestrian signal installation, staff consult with the Canadian National Institute for the Blind (CNIB), who have priority corridors identified by their clients, and evaluate individual requests. 74 of the 127 signalized intersections have been outfitted with audible pedestrian signals.

The City's Accessibility Working Group requested a review and recommendations for implementation of Accessible Pedestrian Signals (APS). The City has been installing audible crossing signals for over two decades - these devices have an audible tone to help visually impaired pedestrians determine when it is safe to cross. APS installations include a pushbutton locator tone and vibro-tactile surface, to provide additional information to pedestrians. Following an industry scan by staff in January 2017, Council approved trial installations of APS units in 2017, to help develop a City standard.

Deliverables:

Install a new accessible pedestrian signal at one intersection, and countdown signals at 3 intersections, in conjunction with the Fort Street Bike Network Implementation Project.

2018 Projects:

Fernwood at Johnson - APS, in conjunction with planned maintenance work Fort/Quadra - Countdown signals. Coordinate with Bike network implementation Fort/Vancouver - Countdown signals. Coordinate with Bike network implementation Cook/Johnson - Countdown signals. Coordinate with Bike network implementation Pandora - Countdown signals. To be completed in 2018

2019 Projects: Fisgard/Quadra - APS Burnside/Harriet - APS Quadra/Yates - APS and countdown

2020 Projects: Cook/Hillside - Countdown signals. Long pedestrian crossing.

2021 Projects: Gorge/Washington - APS Johnson/Vancouver - Countdown signals Vancouver/Yates - Countdown signals. Gap in Yates Street corridor.

Year	Total Expense
2018	46,000
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
2033	49,000
2034	50,000
2035	51,000
2036	52,000
2037	53,000
	882,000



Project Number: Project Title:	ENG-070 New Traffic Safety Upgrades and Installations	Budget Year: Business Unit:	2018 50073
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		
Division:	Transportation		

Overview:

All new traffic signal work, with the exception of pedestrian countdown signals and accessible/audible pedestrian signals, are funded under this program. This includes new traffic signal installations, the addition of signal heads 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:

2018 Projects:

Traffic Signal design/upgrades:

1. Fernwood at Johnson - #2 by 5 year collision rate \$27,000

2. Cook at Kiwanis - New Traffic Signal \$35,000 Partial Funding - Remainder of funding to come from ICBC

3. Fort St - Fire Pre-Emption Signal - To be completed in 2018 \$8,000

Year	Total Expense	Cost Sharing ICBC	Net City Funding
2018	211,000	141,000	70,000
2019	63,000	-	63,000
2020	64,000	-	64,000
2021	65,000	-	65,000
2022	68,000	-	68,000
2023	69,000	-	69,000
2024	70,000	-	70,000
2025	72,000	-	72,000
2026	73,000	-	73,000
2027	75,000	-	75,000
2028	76,000	-	76,000
2029	78,000	-	78,000
2030	79,000	-	79,000
2031	81,000	-	81,000
2032	82,000	-	82,000
2033	84,000	-	84,000
2034	86,000	-	86,000
2035	87,000	-	87,000
2036	89,000	-	89,000
2037	91,000	-	91,000
	1,663,000	141,000	1,522,000



Project Number: Project Title:	ENG-176 Gate Of Harmonious Interest Chinatown - Remediation	Budget Year: Business Unit:	2018 50579
Strategic Plan Link:	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.

Deliverables:

2018 Project: To plan and design a new, more resilient roof system that will look similar to the old Gate roof based on the Class C estimate and consultant report. Preventative maintenance.

2019 Project: Replace tile roof, replace wood substructure, inspection and maintenance plan.

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 the wood substructure and refurbish the surrounding wood panels including the detailed painting work.

Year	Total Expense
2018	113,000
2019	TBD
	113,000



Project Number:	ENG-201	Budget Year:	2018	
Project Title:	Traffic Signal Fibre Optic Upgrade	Business Unit:	50630	
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network			

Overview:

To install a fiber optic link between strategic traffic signals and our Traffic Operations Centre 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 the 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 cannot 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:

2018 – Quadra Corridor, Vancouver and Cook corridors 2019 – Esquimalt and Vic West



Year	Total Expense
2018	48,000
2019	25,000
	73,000



Project Number:	ENG-216	Budget Year:	2018
Project Title:	Surface Infrastructure Program	Business Unit:	50631
Strategic Plan Link:	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. This includes 1,525 fire hydrants, 900 cluster lamps, 1,750 signal and street light poles, 350 bollards, 323 benches, 18km of railings, and other miscellaneous items that adorn our sidewalks, squares, boulevards, walkways and other civic spaces.

This program establishes a 5 year cycle for refinishing the infrastructure, and keeps the City of Victoria sparkling and clean looking for our citizens and tourists.

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.

Year	Total Expense
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
2037	417,000
	6,953,000





Project Number:	ENG-226	Budget Year:	2018
Project Title:	Street Light Pole and Arms	Business Unit:	50464
Strategic Plan Link:	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 down lighting and regular assessments for damage and structural integrity.

The main purpose of lighting roadways and other transportation-related facilities is to provide 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 City has approx. 3100 metal poles (approx. 2000 Street Light, 600 traffic signal, 500 others) and approx. 4600 street lights complete with arms on wood poles. Existing poles were typically painted metal poles with a life expectancy of 20 to 25 years. We are now using galvanized and aluminum poles that have a life expectancy of 50 to 60 years, with only a minor cost difference.

The inspection program helps to reduce liability and maintain the structural integrity of these assets. - The structural integrity of each metal pole (approx. 3100) will be ultrasonically tested every 6 years (2022, 2028 and 2034). A visual in-house inspection of these poles will be done three years after the ultrasonic testing (2019, 2025, 2031 and 2037). This also help find unreported damage (e.g. Motor Vehicle Incident) that can cause poles to be unsafe. A rating system has been developed to help staff determine pole replacement priority.

BC Hydro's pole replacement program in the Victoria area has been extended. 95% of all wood poles have been converted to LED street lights. We have changed approx. 45% of the arm on these poles to aluminum, which will last over 50 years. They are replacing around 120 wood poles a year with City street lights on them, requiring the street lights and some arms to be changed

Deliverables:

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

Year	Total Expense
2018	261,000
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
2037	305,000
	5,423,000



Project Number:	ENG-245	Budget Year:	2018
Project Title:	Electrical Bonding of Junction Box Castings	Business Unit:	50669
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

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 cannot occur.

Year	Total Expense
2018	72,000
	72,000



Project Number:	ENG-115	Budget Year:	2018
Project Title:	Traffic Controller Replacement Program	Business Unit:	50557
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

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 un-interruptible power program signals 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 loop 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:

2018 Replacement Schedule:

Installation of 6 Traffic Control Cabinets and Controllers: \$129,000

- 1. Wharf at Government
- 2. Douglas at Humboldt
- 3. Johnson at Fernwood
- 4. Blanshard at Fisgard
- 5. Blanshard at Johnson
- 6. Fort at Wharf

Installation of additional 7 Un-interruptible Power Program Signal Units: \$50,000

- 1. Blanshard at Caledonia
- 2. Hillside at Cedar Hill
- 3. Hillside at Cook
- 4. Hillside at Doncaster
- 5. Hillside at Gosworth
- 6. Hillside at Quadra
- 7. Bay at Quadra

Installation of Traffic Signal Detection Systems: \$75,000

- 1. Blanshard and Finlayson
- 2. Hillside and Quadra

Completion of Fort Street Bikeway in 2018: \$19,000



Project Forecast

018 019 020 021 022 023 024 025 026 027 028 029 030 031 032 033 034 035 036	Total Expense
D20 D21 D22 D23 D24 D25 D26 D27 D28 D29 D30 D31 D32 D33 D34 D35	273,000
D21 D22 D23 D24 D25 D26 D27 D28 D29 D30 D31 D32 D33 D34 D35	260,000
D22 D23 D24 D25 D26 D27 D28 D29 D30 D31 D32 D33 D34 D35	210,000
D23 D24 D25 D26 D27 D28 D29 D30 D31 D32 D33 D34 D35	214,000
024 025 026 027 028 029 030 031 032 033 034 035	217,000
D25 D26 D27 D28 D29 D30 D31 D32 D33 D34 D35	221,000
226 027 028 029 030 031 032 033 034 035	225,000
027 028 029 030 031 032 033 034 035	290,000
D28 D29 D30 D31 D32 D33 D34 D35	234,000
029 030 031 032 033 034 035	238,000
030 031 032 033 034 035	305,000
031 032 033 034 035	311,000
032 033 034 035	317,000
033 034 035	322,000
034 035	264,000
035	269,000
	274,000
036	279,000
	284,000
037	289,000
	5,296,000



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
2037	5,100	0.0

Project Number:	PRC-106	Budget Year:	2018
Project Title:	Beacon Hill Park - Lighting Upgrades	Business Unit:	50575
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Continuation of critical electrical upgrades 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 Park which will be replaced.

Deliverables:

Electrical wiring and lighting upgrades within "B-Section" of Beacon Hill Park (area between bandstand and Douglas Street) which is characteristically quite dark. Beacon Hill Park Lighting Phase 4 - scope to be provided.

Project Forecast

Year	Total Expense
2018	217,000
	217,000

Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
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
2037	1,165	0.0





Project Number:	ENG-268	Budget Year:	2018
Project Title:	Fire Pre-Emption Equipment	Business Unit:	50704
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Upgraded GPS based pre-emption equipment on emergency response vehicles and at signalized intersections along emergency response routes. The total system installation will be phased over 3 years.

Deliverables:

Total system installation that includes GPS equipment and software/licensing installed at 48 priority intersections and in Fire Department vehicles as required.

Bay Street corridors (7 intersections west of Cook Street), and the Yates and Pandora corridors (11 corridor intersections and the Cook/Johnson intersection) are considered priorities.

Year	Total Expense
2018	125,000
2019	100,000
2020	200,000
	425,000

Project Number:	ENG-244	Budget Year:	2018
Project Title:	Electrical Wood Pole Inventory Assessment	Business Unit:	50670
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems	Busilless Unit.	50670

Overview:

In the City, there are many wood poles. Some are owned by Telus, BC Hydro, and some by the City for street lighting. 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).

Deliverables:

A complete inventory of the City of Victoria wooden poles that are used by the Electrical Section.

Year	Total Expense
2018	30,000
	30,000



Project Number:	ENG-242	Budget Year:	2018	
Project Title:	Selkirk Development Street Light Replacement	Business Unit:	50675	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems			

Overview:

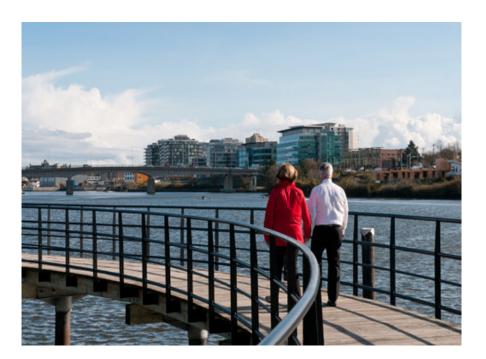
The Selkirk Development was started in the mid-1990's as a redevelopment of an old industrial sawmill site. It has a unique character compared to the rest of the City, in that the streets are done in pavers, sidewalks have a unique exposed finish, street lighting fixtures are unique and street furniture 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:

Completion of the Selkirk Development Street Light Project.

Year	Total Expense
2018	52,000
	52.000



Project Number:	ENG-255	Budget Year:	2018
Project Title:	Truncated Dome Pilot Project	Business Unit:	50680
Strategic Plan Link:	rategic Plan Link: Facilitate Social Inclusion and Community Wellness		

Overview:

Through the Official Community Plan and Strategic Plan, the City of Victoria is committed to becoming an increasingly more accessible community for people with disabilities. The Official Community Plan establishes accessibility goals for services, amenities, buildings, facilities and public spaces, transportation options, and dictates full accessibility standards in the design, construction and improvement of City facilities, public rights-of-way and parks. The 2015-2018 Strategic Plan identifies the overall goal for City infrastructure, facilities and public transit to be more accessible for everyone, and for pedestrian travel to be safe, comfortable and enjoyable for all ages and abilities.

All municipal construction is designed and built in accordance with the B.C. Building Code's accessibility standards. Accessibility features have also been retrofitted to City facilities through past projects (e.g. Council Chambers hearing impaired upgrades, and wheelchair access). Similarly, the City's technology is regularly updated with accessibility features (e.g. website, Connect Victoria app).

In the public right-of-way development must meet the British Columbia Master Municipal Construction Documents Association drawings and standards, supplemented by City of Victoria special drawings, as set out in the Victoria Subdivision and Development Servicing By-law. The City is currently assessing improvements to these standards, including use of Accessible Pedestrian Signals (APS) and truncated domes.

Deliverables:

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 further 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 2018 to help develop a City standard. 2018 approved 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 after one year (or sooner) of monitoring on the results of the pilot.

Year	Total Expense
2018	30,000
	30,000



Project Number:	ENG-256	Budget Year:	2018
Project Title:	Accessible Pedestrian Signals Pilot Project	Business Unit:	50682
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

Overview:

Through the Official Community Plan and Strategic Plan, the City of Victoria is committed to becoming an increasingly more accessible community for people with disabilities. The Official Community Plan establishes accessibility goals for services, amenities, buildings, facilities and public spaces, transportation options, and dictates full accessibility standards in the design, construction and improvement of City facilities, public rights-of-way and parks. The 2015-2018 Strategic Plan identifies the overall goal for City infrastructure, facilities and public transit to be more accessible for everyone, and for pedestrian travel to be safe, comfortable and enjoyable for all ages and abilities.

All municipal construction is designed and built in accordance with the B.C. Building Code's accessibility standards. Accessibility features have also been retrofitted to City facilities through past projects (e.g. Council Chambers hearing impaired upgrades, and wheelchair access). Similarly, the City's technology is regularly updated with accessibility features (e.g. website, Connect Victoria app).

In the public right-of-way development must meet the British Columbia Master Municipal Construction Documents Association drawings and standards, supplemented by City of Victoria special drawings, as set out in the Victoria Subdivision and Development Servicing By-law. The City is currently assessing improvements to these standards, including use of Accessible Pedestrian Signals (APS) and truncated domes.

Deliverables:

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 vibro-tactile surfaces. Staff have completed an industry scan and recommend that suitable APS units be installed at trial locations in 2018 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 after one year of monitoring (or sconer) on the results of the pilot project.

Year	Total Expense
2018	30,000
	30,000



Project Number:	ENG-273	Budget Year:	2018
Project Title:	Audible/Accessible Pedestrian Signals	Business Unit:	50710
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Install APS at six priority intersections identified by the Accessibility Working Group

Year	Total Expense	
2018	70,000	
	70,000	



Project Number: Project Title:

Strategic Plan Link:

ENG-246

Ship Point Pier Complete a Multi-Modal and Active Transportation Network Budget Year: Business Unit:

2018 50683

Overview:

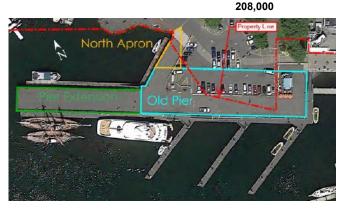
The Ship Point Pier structure is located on parcels of land owned by the Greater Victoria Harbour Authority (GVHA) and the City. Recent inspections have identified the need to rehabilitate portions of the structure. Repairs to the structure will ensure ongoing use of the City property as a parking lot and event space.

Multiple piles are in poor condition between high and low water levels due to marine attack and fungal decay.

Deliverables:

Replacement of multiple piles

Year	Total Expense
2018	208,000





Project Number:	ENG-005	Budget Year:	2018
Project Title:	Dallas Road Seawall Rehabilitation	Business Unit:	50529
Strategic Plan Link:	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 75m2 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 the Dallas Road Seawall Ballustrade project, which will begin 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.

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.

Year	Total Expense
2018	738,000
	738,000



Project Number:	ENG-186	Budget Year:	2018
Project Title:	Dallas Road Seawall Ballustrade	Business Unit:	50633
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

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 and 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. Construction of a new railing will have to be coordinated with planned CRD work on Dallas Road for sewage treatment conveyance piping.

Deliverables:

Construction - to be deferred to 2019, to align with planned CRD pipe installation work.

Year	Total Expense
2018	20,000
2019	200,000
	220.000





Project Number:	ENG-239	Budget Year:	2018	
Project Title:	Ross Bay Seawall Replacement	Business Unit:	50686	
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network			

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.

2018: Planning of the replacement

2019: Construction of the replacement

Year	Total Expense
2018	50,000
2019	TBD
	50,000



Project Number: Project Title: Strategic Plan Link: ENG-248 Clover Point Shoreline Remediation

Complete a Multi-Modal and Active Transportation Network Budget Year: Business Unit: 2018 50667

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.

Year	Total Expense
2018	150,000
	150,000



Project Number:	ENG-225	Budget Year:	2018
Project Title:	Wharf Street 1112 Retaining Wall	Business Unit:	50634
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

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 is being completed in 2018. Timing for needed repairs will be determined following completion of the assessment.

Year	Total Expense
2018	30,000
	30,000



Project Number:	ENG-247	Budget Year:	2018
Project Title:	Dallas Road Bluff Study	Business Unit:	50673
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

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.

Year	Total Expense
2018	100,000
	100.000





Project Number: Project Title: Strategic Plan Link: ENG-081 Point Ellice Bridge Rehabilitation/Painting Complete a Multi-Modal and Active Transportation Network Budget Year: Business Unit: 2018 50550

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.

The City received a BC Small Communities Grant for the rehabilitation of the Point Ellice (Bay Street) Bridge. The work is scheduled to begin in 2018, to maintain the bridge's structural components, and renew its deck surface, paint, lighting and handrails.

Deliverables:

Design and tender for construction:

- Replacing the main expansion joints
- Rehabilitating concrete at the abutments
- Adding anodes to the bridge structure to reduce future steel corrosion
- Removing the asphalt deck to add a waterproof membrane
- Resurfacing the bridge deck (asphalt)
- Rehabilitating pedestrian handrails and light standards
- Rehabilitating the existing steel structure

Project Forecast

Year	Total Expense
2018	400,000
2019	TBD
	400.000



Timelines:

The City has been awarded a \$2.4M grant which will form part of the funding. The remaining City funding balance will come from the Buildings & Infrastructure Reserve.

Project Number:	ENG-082
Project Title:	Johnson Street Bridge - Replace
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network

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.

Budget Year:

Business Unit:

2018

50546

Deliverables:

Build a replacement for the Johnson Street Bridge with a lifeline seismic standard, improving safety and accessibility while providing service to the community for the next 100 years.

Year	Total Expense
2018	8,928,000
	8,928,000





Project Number: Project Title:

ENG-237

Restoration of E&N - 0.2 Mile Bridge

Budget Year: Business Unit: 2018 50666

Strategic Plan Link:

Complete a Multi-Modal and Active Transportation Network

Overview:

This bridge is part of the Galloping Goose Trail and old E&N railway line, also known as the 0.2 Mile Bridge. It is located by the Ocean Point Resort and the Songhees Walkway.

There are concerns regarding the condition of the railway portion of the bridge.

The work on restoring this bridge is to be coordinated with the Johnson Street Bridge (JSB) Replacement Project, as it will tie into the pedestrian and cycle network. The bridge will be connected to the JSB overpass pedestrian bridge and will provide access to pedestrians and cyclists traveling from Victoria west to the downtown area.

Deliverables:

- Restoration of the pedestrian part of the bridge for traffic use (structural repairs, painting, etc. to bring the pedestrian and cycling portions • up to code).
- Restoration of rail bridge for public art display only with no traffic use (painting, installation safety components)

Year	Total Expense
2018	70,000
	70,000



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 2013-2017	What We Added 2013 – 2017
Public Safety Buildings	 1 police building 3 fire stations 	• 0% • 33%	 Police Substructure repair Water infiltration Roof deck and ramp repairs DDC component replacement Parkade patio repairs Crack injections, and HVAC upgrades Fire Access controls Fire Hall #1 condition assessment Fire Hall #2 generator replacement, and exterior paint Fire Station #3 replace heating system 	

Area	What We Have	% In Poor Condition	What We Renewed 2013-2017	What We Added 2013-2017
Community Centre Buildings	 7 community centres 2 seniors centres 	• 14% • 22%	Oaklands Community Centre HVAC design Vic West Community Centre Upgrade windows, exterior doors, and skylights Roof repairs Quadra Village HVAC replacement James Bay New Horizon Community Centre Roof repairs Cook Street Village Activity Centre Accessible entry door replacement	
Recreation Buildings	 Crystal Pool and Fitness Centre Royal Athletic Park (stadium) 7 recreation clubs 2 sports field change rooms 1 activity building (BHP) 	 100% 15% 14% 0% 0% 	Crystal Pool and Fitness Centre • Feasibility study • Universal washroom addition Royal Athletic Park • Tile replacement • Painting and rock wall repair Sports Hut • Full interior renovation	

What Ma Depayled Mat Ma Add				
Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013-2017
Entertainment and Exhibition Buildings	 Save-On-Foods Memorial Centre Cameron Bandshell McPherson Theatre Visitor Centre 	• TBD	Save-On-Foods Memorial Centre Maintenance audit Glulam beam repairs Water tank replacement Roof repair Visitor Centre Plumbing fixture upgrades Accessible lift repairs Replace fire alarm panel Repair motor controllers James Bay Library Tenant improvement	Visitor Centre
Parkades	5 parkades: • Centennial Square • Johnson Street • Bastion Square • View Street • Broughton Street	• TBD	 View Street Electrical upgrade design Elevator renewal and cab improvements Structural maintenance Annual interior improvement program Centennial Square Elevator modernization Annual interior improvement program Johnson Street Roof repair Annual interior improvement program Broughton Street Wet wall repairs Stair treads replacements Bastion Square Annual interior improvement program 	

			What Wa Danawad	Mbat Ma Addad
Area	What We Have	% In Poor Condition	What We Renewed 2013-2017	What We Added 2013 – 2017
Victoria Conference Centre	 Victoria Conference Centre main building Crystal Gardens 	• 0%	 Victoria Conference Centre Elevator modernization Building envelope upgrades DDC upgrades HVAC cooler loop replacements Boiler replacement Sanitary pump renewal 	 Crystal Garden building
City Administration Buildings	 City Hall Pandora administration building Centennial Arcade Public Works and Parks Yard Beacon Hill administration building 	• TBD	City Hall 3rd Floor window restoration East broiler replacement West atrium and entrance door roof repair Centennial Square washroom renovation Hearing Loop for Council Chambers Parks Yard Access controls and security fencing Window replacement Administration area office renovation Structural CMU brick repairs and painting Roof repairs Yard Cameras A/C unit install Parks Yard Greenhouse roof repairs Remove old oil tank Public Beacon Hill administration building 	 Public Works Storage Facility (Island Saw building)

Investing In Our Community's Future (2018–2020)			
Area	Today's City (Renewal): \$5.596m	Tomorrow's City (New)): \$74.429m	
Public Safety Buildings	 Ongoing facility renewal, rehab and renovations: \$706k 	Fire Hall #1 Replacement: \$5.6m	
Community Centre Buildings	 Ongoing facility renewal, rehab and renovations: \$85k 	TBD	
Recreation Buildings		Crystal Pool & Wellness Centre Replacement Project: \$68.8m	
Entertainment and Exhibition Buildings	 Ongoing facility renewal, rehab and renovations: \$870k 	TBD	
Parkades	 Ongoing facility maintenance and renovations: \$900k 	TBD	
Victoria Conference Centre	 Ongoing facility renewal, rehab and renovations: \$1.024m 	TBD	
City Administration Buildings	 Ongoing facility renewal, rehab and renovations: \$1.01m 	TBD	
Parks		TBD	
Public Works	 Ongoing facility renewal, rehab and renovations: \$1.001m 	TBD	

Project Number:	ENG-168	Budget Year:	2018
Project Title:	Parkade Rehabilitation - View Street Parkade	Business Unit:	50600
Strategic Plan Link:	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 work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Structural Repairs
- Expansion Joints-North and South Elevations

Year	Total Expense
2018	210,000
	210,000



Project Number: Project Title:	ENG-166 Parkade Repair and Rehab - Bastion Square Parkade	Budget Year: Business Unit:	2018 50601
Strategic Plan Link:	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 work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

Annual Interior Improvement Program

Year	Total Expense
2018	16,000
	16,000



Project Number:	
Project Title:	

Strategic Plan Link:

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

2018

50602

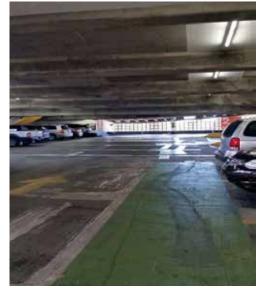
Deliverables:

Annual Interior Improvement Program



Year	Total Expense
2018	40,000
	40,000





Project Number:	ENG-169	Budget Year:	2018
Project Title:	Parkade Repair and Rehab - Johnson Street Parkade	Business Unit:	50603
Strategic Plan Link:	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 work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

Annual Interior Improvement Program

Year	Total Expense	
2018	442,000	
	442,000	



Project Number: Project Title:

Strategic Plan Link:

ENG-170 City Hall

Enhance and Steward Public Spaces, Green Spaces and Food Systems

Budget Year: Business Unit: 2018 50593

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

Window Restorations

Project Forecast

Year	Total Expense
2018	634,000
	634.000









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Project Number:	PRC-254	Budget Year:	2018
Project Title:	Public Works Yard	Business Unit:	50657
Strategic Plan Link:	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 work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

• Yard Cameras (Phase 2)

Year	Total Expense
2018	214,000
	214,000



Project Number:	PRF-261	Budget Year:	2018
Project Title:	Visitor's Centre (812 Wharf St.) Bathroom	Business Unit:	50701
Strategic Plan Link:	Improvements Facilitate Social Inclusion and Community Wellness		

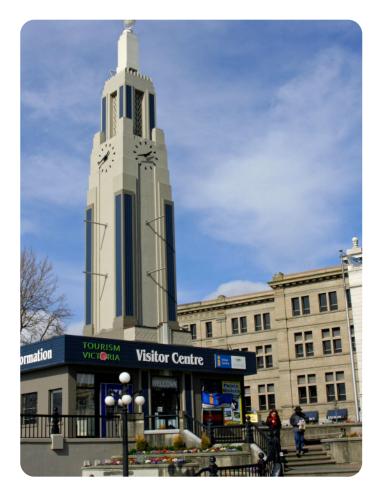
Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

Bathroom Partition Replacement

Year	Total Expense
2018	60,000
	60,000



Project Number: Project Title:	PRF-262 Victoria Police Department - Cooling Tower	Budget Year: Business Unit:	2018 50698
,	Replacement and Envelope Repairs		30030
Strategic Plan Link:	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 work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Replace cooling tower structure
- Repair cooling tower envelope

Year	Total Expense
2018	165,000
	165,000



Project Number:	PRF-265	Budget Year:	2018
Project Title:	Paint Program	Business Unit:	50700
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

In October 2015, the Facility Condition Assessment (FCA) was completed. The assessment looked at all City buildings and provided a recommended annual work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

The FCA identified numerous facilities throughout the City that require painting to restore functionality and restore service life. This program consolidates multiple projects into one strategic paint program.

Deliverables:

· Painting of buildings

Year	Total Expense	
2018	200,000	
	200,000	



Project Number:	PRF-269	Budget Year:	2018
Project Title:	Centennial Arcade - Store 16 Renovation	Business Unit:	50695
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

The following is recommended to be completed to increase operational efficiency and provide more work stations.

Deliverables:

Centennial Square Arcade Store 16 office space creation and renovations

Year	Total Expense
2018	120,000
	120,000



Project Number: Project Title:	PRF-270 Crystal Gardens – 709/711 Douglas Tenant Renovation	Budget Year: Business Unit:	2018 50688
Strategic Plan Link:	Create Prosperity Through Economic Development		

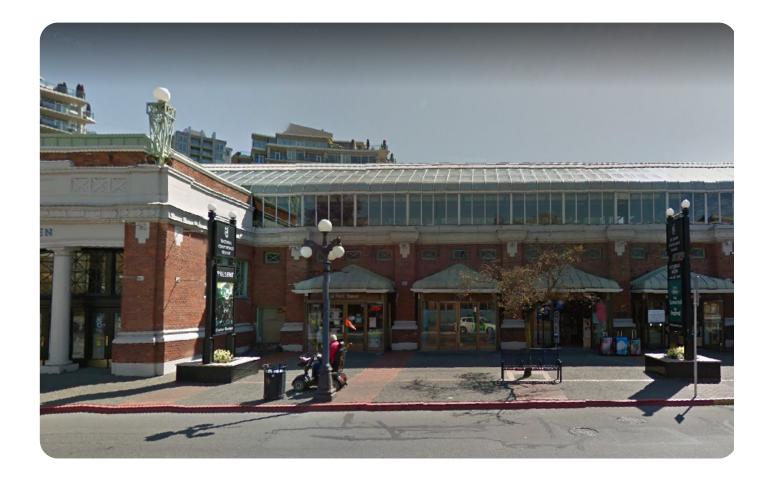
Overview:

Tenant space is currently vacant and in order to make the site safe and provide a viable real estate opportunity, improvements are required.

Deliverables:

Renovate Tenant Space

Year	Total Expense
2018	65,000
	65.000



Project Number:	PRF-271	Budget Year:	2018
Project Title:	Crystal Gardens – Replace Parking Lot Pavers	Business Unit:	50689
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

Ongoing issues with the parking lot pavers are causing safety concerns and have the potential to damage the Aria Strata Complex which borders the City of Victoria property. In order to mitigate the risk of this potential damage, replacement of the pavers is required.

Deliverables:

• Replace parking lot pavers

Year	Total Expense
2018	75,000
	75.000



Project Number:
Project Title:
Strategic Plan Link:

PRF-284 Royal Athletic Park - Water Pressure Booster Enhance and Steward Public Spaces, Green Spaces and Food Systems

Budget Year: 2018 **Business Unit:**

50697

Overview:

To increase operational efficiency and improve field quality and turf maintenance.

Deliverables:

• Water Pressure Booster



Year	Total Expense
2018	45,000
	45.000



Project Number:PRF-285Project Title:Save-On-

Strategic Plan Link:

Save-On-Foods Memorial Centre Renovations Facilitate Social Inclusion and Community Wellness

Budget Year: Business Unit:

2018 50699

Overview:

In 2015 the City hired a consultant to evaluate all City owned buildings. The assessment provided a recommended annual work plan for all building systems to address safety and function improvements.

Deliverables:

- Millwork Repairs Throughout Building
- Boards
 Media Box / Offices / Suites / Restaurant / Commercial Spaces
- Repaint
- Floors Various Locations

Year	Total Expense	
2018	133,000	
	133,000	



Project Number: Project Title:

Strategic Plan Link:

Victoria Conference Centre - Lifts Create Prosperity Through Economic Development

PRF-286

Budget Year: Business Unit: 2018 50692

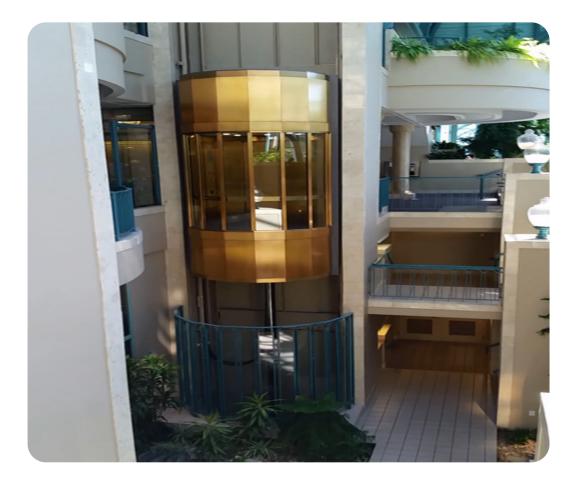
Overview:

The City embarked on an elevator condition report in 2017. Complete recommendations as per Gunn's Consultant's 2017 elevator condition assessment.

Deliverables:

- Freight Elevator Hydraulic Cylinder Replacement
 Theatre Accessible Lift Lift Refurbishment

Year	Total Expense
2018	163,000
	163,000



Project Number: Project Title:	PRF-287 Victoria Conference Centre - Architectural Renovations	Budget Year: Business Unit:	2018 50691
Strategic Plan Link: Create Prosperity Through Economic Development			

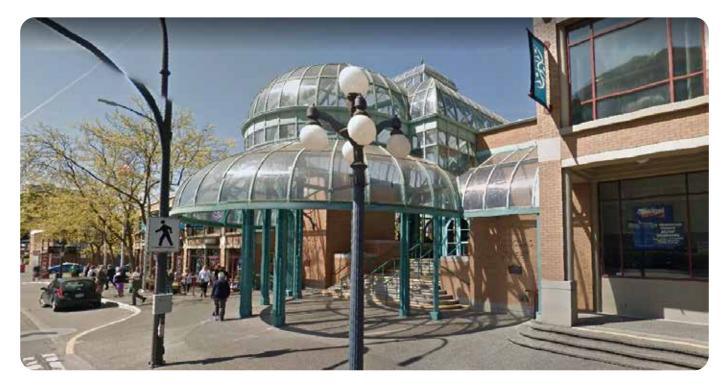
Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Acoustic Tiles
- Carpet Replacement Carson Hall

Year	Total Expense
2018	223,000
	223,000



Project Number: Project Title:	PRF-288 Victoria Conference Centre - Replace Cooler Compressors	Budget Year: Business Unit:	2018 50693
Strategic Plan Link:	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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

Replace Cooler Compressors

Year	Total Expense
2018	16,000
	16,000



Project Number:	FIR-008	Budget Year:	2018
Project Title:	Fire Hall #1 Replacement	Business Unit:	50711
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Through an extensive process that began with a market sounding followed by a Request for Qualifications, the City has successfully negotiated a contract with Dalmatian Developments LP for the purchase and construction of a new post-seismic rated Fire Department Headquarters, colocated with a BC Emergency Health Services (BCEHS) facility for paramedics as part of an overall mixed use development at 1050 Yates Street.

The next step in the process is for the developer bringing forward a rezoning application. It is anticipated that if the land use process results in appropriate zoning on the property, the construction of the new fire hall will take approximately 28 months after issuance of the necessary building permits.

Deliverables:

The new public safety building, part of the first phase of the development, will replace the current fire headquarters that has served the citizens of Victoria since 1959. The new turn-key facility will house fire and rescue services and Victoria's first purpose-built Emergency Operation Centre. In addition, the space to be leased to BCEHS is designed as future expansion space for the Fire Department. The Developer is planning on constructing additional storeys above the fire hall. Although at this point, the use has not been finalized, it will be compatible with an urban fire hall.

The new building, to be built to meet the upcoming changes to the BC Building Code standards for buildings designed to remain operable post disaster, will be approximately 41,700 square feet, including the BCEHS space of approximately 3,200 square feet.

Year	Total Expense
2018	3,900,000
2019	1,700,000
2021	30,300,000
	35,900,000

Project Number: Project Title:	PRF-300 Fire Station #3 - New Mechanic Building,	Budget Year: Business Unit:	2018 50703
	Emergency Access and Drafting Pit - Detailed Design		
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

To ensure that our fire safety service facilities stay current with equipment and operational requirements, detailed design and construction of these improvements is required.

Deliverables:

- Detailed Design of the following:
- New Mechanic Building
 Emergency Access
 Drafting Pit



Year	Total Expense
2018	390,000
	390,000



 Project Number:
 PRF-302

 Project Title:
 Spaghetti

 Strategic Plan Link:
 Create Prodevelopm

PRF-302 Spaghetti Factory - Window Repair Create Prosperity Through Economic Development Budget Year: Business Unit:

2018 50690

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

Window repair



Year	Total Expense
2018	50,000
	50,000



Project Number:	ENG-260	Budget Year:	2018
Project Title:	Public Works Facility Master Plan	Business Unit:	50702
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

This is the phase-II of the project which was launched in year 2017.

The Public Works facility located in 417 Garbally Rd. & 2920 Bridge St. is an important asset to the City. Considering the age of the buildings and critical role PW teams play in case of emergency, it is important to develop an expansion/reconstruction master plan for the facility. Most of the current buildings are rated as poor and beyond their life expectancy, and would not withstand a significant earthquake.

To develop a long term master plan for PW facilities, first service requirements and space requirements will be studied for the activities that take and will take place there. Once this is accomplished, the Master Plan can be developed.

Deliverables:

To complete in 2018, the design portion identified in the 2017 Public Works master plan.

Year	Total Expense
2018	250,000
	250.000



Project Number:	VCC-001	Budget Year:	2018
Project Title:	VCC - Building Infrastructure	Business Unit:	50089
Strategic Plan Link:	Create Prosperity Through Economic Development		

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)
- VCC Operable air walls Saanich room 2nd phase
- VCC Sheet metal roofing/skylight sealant & caulking
- VCC Membrane roofing life cycle assessment

Year	Total Expense
2018	26,000
	26,000

Project Number:

Project Title: Strategic Plan Link: VCC - Safety Upgrades Create Prosperity Through Economic Development Budget Year: Business Unit: 2018 50090

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)
- CG Elevator modernization (Priority 1)
- VCC Elevator wheelchair lift replacement Atrium

VCC-003

Year	Total Expense
2018	94,000
	94,000

Project Number:	VCC-006	Budget Year:	2018
Project Title:	VCC - Efficiency & Effectiveness	Business Unit:	50088
Strategic Plan Link:	Create Prosperity Through Economic Development		

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 Building Owners Management Association (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)

Year	Total Expense
2018	2,000
	2,000

Project Number:	ENG-116	Budget Year:	2018
Project Title:	Fire Hall Assessment	Business Unit:	50556
Strategic Plan Link:	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.

Year	Total Expense
2018	25,000
	25,000

Project Number:	ENG-149	Budget Year:	2018
Project Title:	Lifecycle - Victoria Police Dept Headquarters	Business Unit:	50587
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

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). 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.

Year	Total Expense
2018	7,000
	7,000

Project Number:

Project Title:

Strategic Plan Link:

PRC-243 VCC Upgrades and Repairs Create Prosperity Through Economic Development Budget Year:20Business Unit:50

2018 50645

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:

- 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

Year	Total Expense
2018	500,000
	500,000







Project Number: Project Title:

Strategic Plan Link:

ENG-211 Visitor's Centre (812 Wharf St.) Facilitate Social Inclusion and Community Wellness Budget Year: Business Unit: 2018 50625

Overview:

The Visitor Centre located on the causeway across from the Empress Hotel is a showpiece facility for the City of Victoria that services thousands of visitors and tourists every year.

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 2018:

Replace Motors controllers

- Replace Fire Alarm Panel
- Upgrade Elevator

Year	Total Expense	
2018	201,000	
	201.000	





Project Number:	PRC-247	Budget Year:	2018
Project Title:	Community Centres Repairs and Upgrades	Business Unit:	50651
Strategic Plan Link:	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 2018:

- Vic West Community Centre Roof Repair
- James Bay New Horizon Roof Repair
- Cook St Village Activity Centre Accessible door retrofit (Stretchers cannot fit)

Year	Total Expense
2018	85,000
	85,000



Project Number:	PRC-249	Budget Year:	2018
Project Title:	Fire Station 2 Repairs and Replacements	Business Unit:	50652
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan 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 2018:

• Fire Station 2 Interior and Exterior Paint

Fire Station 2 Generator Replacement

Year	Total Expense
2018	5,000
	5.000



Project Number:	PRC-248	Budget Year:	2018
Project Title:	Fire Station 3 Repairs and Replacements	Business Unit:	50653
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan 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 2b 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

Year	Total Expense
2018	114,000
	114,000



Project Number:	PRC-244	Budget Year:	2018
Project Title:	Fountain Upgrades	Business Unit:	50654
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Centennial Square fountain upgrades.

Deliverables:

• Centennial Fountain 50th Anniversary Upgrades \$40,000

Year	Total Expense
2018	40,000
	40,000



Project Number:	PRC-253	Budget Year:	2018
Project Title:	Parks Public Washroom	Business Unit:	50656
Strategic Plan Link:	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 work plan 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 2b 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

Year	Total Expense
2018	297,000
	297,000



Project Number:	PRC-246	Budget Year:	2018
Project Title:	Parkade Repair and Rehabilitation - Broughton Street	Business Unit:	50655
Strategic Plan Link:	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 2b 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 to be completed in 2018:

Concrete Wall Repair - Water Ingress

- Replace Stair Treads
- Structural Repairs Cracks & Steel Repairs
- Annual Interior Improvement Program

Year	Total Expense	
2018	192,000	
	192,000	







Project Number:	PRC-241	Budget Year:	2018
Project Title:	SOFMC Repairs & Water Tank Replacement	Business Unit:	50660
Strategic Plan Link:	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 2b 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 to be completed in 2018:

- SOFMC Water Tank Replacement
- SOFMC Glulam Beam Investigation & Repair
- SOFMC Roof Repair

Year	Total Expense
2018	69,000
	69,000





Project Number: Project Title:	PRC-055 Crystal Pool & Wellness Centre Replacement Project	Budget Year: Business Unit:	2018 50679
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

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.

Year	Total Expense
2018	68,829,000
	68,829,000



Project Number:	RED-001	Budget Year:	2018
Project Title: Strategic Plan Link:	GVPL - James Bay Library Branch Nurture Our Arts, Culture and Learning Capital	Business Unit:	50662
Strategic Flatt Link.	Nulture Our Arts, Culture and Learning Capital		

Overview:

Tenant improvements and furniture and fixtures for the new James Bay Library Branch.

Year	Total Expense
2018	172,000
	172,000



Project Number:	PRF-292	Budget Year:	2018
Project Title:	City Hall - Detailed Mechanical Design and Build	Business Unit:	50696
Strategic Plan Link:	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 work plan 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 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

2018 Project:

Detailed Design of Sustainable HVAC System

2019 Project:

Construction of HVAC System

Year	Total Expense
2018 2019	120,000 TBD
	120,000

Project Number:

PRC-245

Project Title:

Strategic Plan Link:

Space Planning Enhance and Steward Public Spaces, Green Spaces and Food Systems Budget Year: Business Unit: 2018 50659

Overview:

For 2018, 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 2018:

- Public Works Administration Area Upgrade
- Public Works Streets Lunch Room Upgrade
- Public Works Mechanics Shop Offices
- Information Technology Layout Change to Accommodate Staff

Year	Total Expense
2018	136,000
	136,000

Project Number:	LRS-005	Budget Year:	2018
Project Title:	Remediation/Capital Work-City Owned Properties	Business Unit:	50115
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

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.

Year	Total Expense
2018	730,000
	730,000

Project Number:	COR-001	Budget Year:	2018
Project Title:	Corporate Equipment Replacement	Business Unit:	50061
Strategic Plan Link:	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

Year	Total Expense
2018	239,000
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
2037	294,000
	4,938,000



Project Number: Project Title: Strategic Plan Link: FIN-003 Corporate IT Infrastructure All Strategic Plan Objectives Budget Year: Business Unit:

2018 50025

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

Year	Total Expense
2018	730,000
2019	532,000
2020	615,000
2021	597,000
2022	410,000
2023	480,000
2024	437,000
2025	481,000
2026	641,000
2027	569,000
2028	460,000
2029	508,000
2030	579,000
2031	767,000
2032	457,000



	10,645,000
2037	245,000
2036	631,000
2035	478,000
2034	555,000
2033	473,000



Project Number:	FIN-006	Budget Year:	2018
Project Title:	Corporate Application Support	Business Unit:	50010
Strategic Plan Link:	All Strategic Plan Objectives		

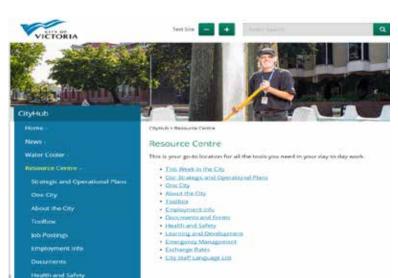
Overview:

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:

- Online Business Licensing Applications
- Online Dog License Applications
- New Performance Planning Solution Business Portal
- Land Inventory Management Solution
- Electronic Records Management Solution Online Forms
- Asset Management Solution Rollout
- Development Monitoring Solution
- Electronic Requisition Form
- Business Intelligence Tools
- Strategic Real Estate Website
- Intranet Upgrade
- Internet Upgrade
- Crisis Communications Solutions
- Digital Plan Submissions and Management
- Digital Transformation (Rollout of Office 365 Tools)
- Project Online Deployment



Year	Total Expense
2018	1,005,000
	1,005,000

Project Number:	ENG-006	Budget Year:	2018
Project Title:	Asset Mgmt/GIS System Development	Business Unit:	50486
Strategic Plan Link:	All Strategic Plan Objectives		

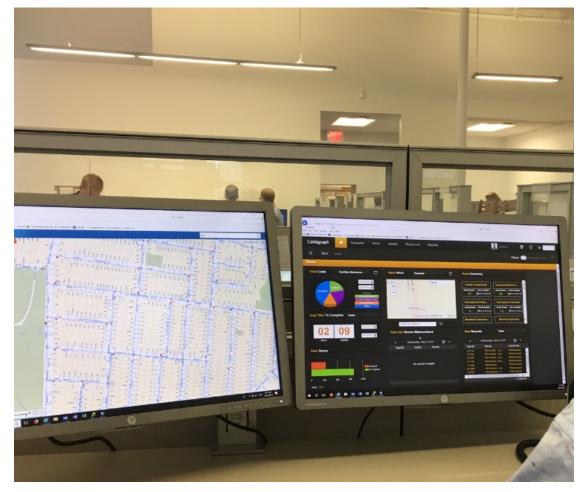
Overview:

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:

- Real time integration with JDE
- Real time integration with GIS
- Business process review for each asset group
- Computerized Maintenance Management System (CMMS) system for work order management and time entry
- Operations Management System (OMS) decision making tool for risk analysis, long term planning, cross asset analysis and maintenance
- System customization
- Staff training and manuals

Year	Total Expense
2018	209,000
	209,000



Project Number:	ACE-107	Budget Year:	2018
Project Title:	Festival Equipment Asset Replacement	Business Unit:	50125
Strategic Plan Link:	Nurture Our Arts, Culture and Learning Capital		

Overview:

To replace and preserve the City's existing performance and festival infrastructure including festival equipment (bleachers, staging, tents, barriers, etc.).

Deliverables:

Tent frames and skins replacement, cable & transition matting for accessibility, marquis tent replacement and other minor equipment (storage and transport tools) required to deliver the program.

Year	Total Expense
2018	25,000
2019	26,000
2020	27,000
2021	28,000
2022	29,000
2023	30,000
2024	31,000
2025	32,000
2026	33,000
2027	34,000
2028	35,000
2029	36,000
2030	37,000
2031	38,000
2032	39,000
2033	40,000
2034	41,000
2035	42,000
2036	43,000
2037	44,000
	690,000





Project Number:

Project Title:

Strategic Plan Link:

FIR-001 Fire - Fire Boat

Link: Taka Cli

Take Climate Action and Prepare for Emergencies

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.

Budget Year:

Business Unit:

2018

50453

Deliverables:

New Fire Boats

Project Forecast

Year	Total Expense
2028	1,200,000
2030	550,000
	4 750 000

1,750,000

Project Number: Project Title:

Strategic Plan Link:

FIR-002 FIRE - Fire Equipment Take Climate Action and Prepare for Emergencies Budget Year: Business Unit:

2018 50121

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

Year	Total Expense
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
2037	155,000
=	2,577,000



Project Number: Project Title: Strategic Plan Link: FIR-003 FIRE - Furniture/Fixtures Take Climate Action and Prepare for Emergencies

Budget Year: 2018 **Business Unit:**

50129

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.

Year	Total Expense
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
2037	8,000
	160,000





Project Number:	FIR-005	Budget Year:	2018	
Project Title:	Fire-Protective Fire Clothing	Business Unit:	50487	
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies			

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. Implementation of inspection and maintenance program for turnout gear to meet requirements of industry standards and fire fighter occupational health and safety.

Deliverables:

Assurance that members are equipped with proper personal protection for safe fire and rescue operations.

Year	Total Expense
2018	80,000
2019	82,000
2020	84,000
2021	86,000
2022	88,000
2023	90,000
2024	92,000
2025	94,000
2026	96,000
2027	98,000
2028	100,000
2029	102,000
2030	104,000
2031	106,000
2032	108,000
2033	110,000
2034	112,000
2035	114,000
2036	116,000
2037	118,000
	1,980,000



Project Number:	FIR-010	Budget Year:	2018
Project Title:	Emergency Management	Business Unit:	50639
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Focus on strategic initiatives and updates to the Emergency Program to create a more holistic and unified response.

Deliverables:

Improvements to City of Victoria Emergency Program, staff preparedness and community resilience.

Year	Total Expense
2018	250,000
	250,000

Project Number: Project Title:	FIR-009 Fire - Emergency Management Equipment	Budget Year: Business Unit:	2018
Floject fille.	Replacement	Busiliess offic.	50023
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Capital spending for equipment acquisitions for Emergency management.

Types of equipment include: tents, radios, water filtration systems, Urban Search and Rescue (USAR) tools, Polaris All Terrain Vehicle, cots (for emergency shelters or staff or volunteers to use during event), and City of Victoria Emergency Management Radio System.

Equipment is purchased in support of the emergency social services (ESS) function (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), Emergency Operations Centre (EOC) (communications, equipment, alternate location supplies, muster container supplies), and other emergency management functions as required.

Deliverables:

Equipment acquisitions to support Emergency management teams and Emergency management. This includes the purchasing of 60 Public Works and Parks Emergency Management 2-way radio systems. The funding for the radios are phased in over a 4 year period (2017-2020):

2018 – (15) Portable/mobile radios = \$25,000 2019 – (15) Portable/mobile radios = \$25,000 2020 – (15) Portable/mobile radios = \$25,000

Year	Total Expense
2018	115,000
2019	108,000
2020	110,000
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
2037	119,000
	2,084,000







Project Number: Project Title: Strategic Plan Link: ENG-072 Vehicle & Heavy Equipment Replacement All Strategic Plan Objectives Budget Year: Business Unit: 2018 50028

Overview:

Replacement of Vehicle and Heavy equipment. The estimated total replacement cost of the entire fleet is approximately \$22 Million (excluding Fire and Police)

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:

City of Victoria Operations Fleet

2018 Projects:

- Four (4) high utilization pickup trucks/chassis cabs (~\$45,000 each)
- Two (2) tandem axle vactor/gully sucker class 3 trucks (~\$ 450,000 each)
- Seven (7) 1996 and older class 2 service trucks with various tipper/crane bodies (between \$95,000 and \$145,000 each)
- One garbage trailer to support the weekend green collection
- One John Deere loader to support Parks



Year	Total Expense
2018	5,149,000
	5,149,000

Project Number:	ENG-110	Budget Year:	2018
Project Title:	Small Equipment and Tools	Business Unit:	50029
Strategic Plan Link:	All Strategic Plan Objectives		

Overview:

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 2018 replacement includes a combination of

- · Replacement scooters for the parking ambassadors
- Digitization for the oil dispensing system for the fleet shop
- Compact tractors and mowers for the Parks Department
- Resist graph for Parks Department
- · Miscellaneous trimmers, blowers and small equipment to support all sections within the City

The total estimated cost for 2018 is \$228,000 including a 10% exchange rate/project contingency budget.

Year	Total Expense
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
2037	332,000
	5,555,000









Project Number:	ENG-250	Budget Year:	2018
Project Title:	Cigarette Butt Collection Program	Business Unit:	50668
Strategic Plan Link:	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 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 per week.

Businesses located adjacent to the butt receptacles have seen positive benefits, believing that this program has 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). As well Public Works crews have found that there are improvements where smokers congregate, but that not all smokers use the canisters.

Deliverables:

Manufacturing and installation of an estimated 50 canisters.

Year	Total Expense
2018	30,000
	30.000



Project Number:	ENG-243	Budget Year:	2018
Project Title:	Public Works Departmental Operations Centre	Business Unit:	50676
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

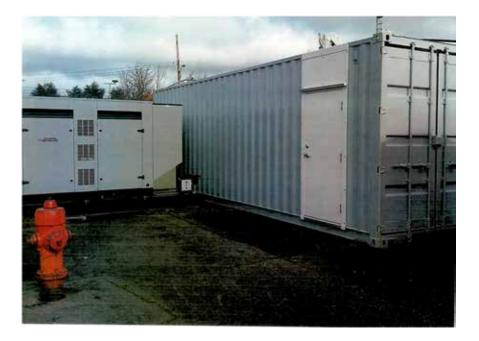
Overview:

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 set up 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:

A fully functional emergency DOC with materials to operate and set up other ancillary shelters in the PW Yard. In addition to the requirements within the DOC, outside equipment and sheltering is required to set up additional work areas - portable tents, awnings, portable generator(s), and first aid supplies for triage.

Year	Total Expense
2018	31,000
	31,000



Project Number:	ENG-222	Budget Year:	2018
Project Title:	Vehicle based telematics and data acquisition improvements	Business Unit:	50635
Strategic Plan Link:	All Strategic Plan Objectives		

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 Radio Frequency Identification (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

Year	Total Expense
2018	144,000
	144,000

Project Number:	ENG-220	Budget Year:	2018
Project Title:	Underground Fuel Storage Tank Replacement	Business Unit:	50637
Strategic Plan Link:	All Strategic Plan Objectives		

Overview:

To perform a feasibility study and preliminary design for a replacement fuel storage solution for the Public Works Yard that will involve a consultant led feasibility study and review of future fuel capacity and site layout options. It will also 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 in 2018

Year	Total Expense
2018	550,000
	550,000



Project Number:	ENG-020	Budget Year:	2018
Project Title:	Parking Equipment/Technology Upgrade	Business Unit:	50060
Strategic Plan Link:	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:

- Parkade Gates \$25,000 Parkade gates have served well beyond their time purchased in 2000. This will replace gates at Broughton (4) and Centennial (2) and completes the parkade gate replacement project.
- Pay Stations \$65,000 To replace heavily used machines in the downtown core which will allow the older machines to be shifted to streets that are suggested to be converted to pay by space from limited time zones.
- Parkade entry system \$90,000 Initial pilot program for Centennial to determine the ability for a newer smart phone application to
 provide users with a seamless entry and exit experience utilizing Blue Tooth technology to open entry and exit gates while charging the
 user through the application. Would improve customer service as parkade users would enter and exit in a smoother and quicker manner.
 Should the pilot be effective over the early part of 2018, would look to expand quickly through all the parkades. This will replace the
 previous 2017 License Plate Recognition pilot that was held back.
- Security cameras (Yates St. Parkade) \$70,000
- Security cameras (Johnson St. Parkade) \$50,000
- Other projects to be completed in 2018 \$114,000

Year	Total Expense
2018	414,000
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
2032	329,000
2033	336,000
2034	343,000
2035	350,000
2036	357,000
2037	364,000
	6,234,000



Project Number:	ENG-086	Budget Year:	2018
Project Title:	Parkade Revenue Control System	Business Unit:	50687
Strategic Plan Link:	Create Prosperity Through Economic Development		

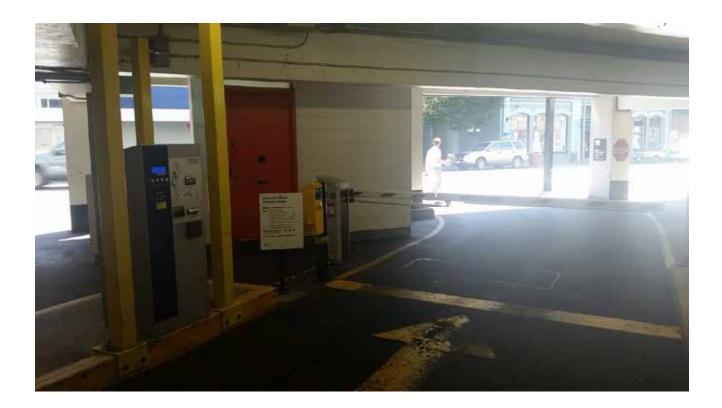
Overview:

For the upgrade and replacement of the Parkade revenue control system containing ticket spitters, card readers, gates and fee computers.

Deliverables:

Replacement of the Parkade revenue control system.

Year	Total Expense
2025	800,000
	800.000



Project Number:	VCC-002	Budget Year:	2018
Project Title:	VCC - Equipment	Business Unit:	50087
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

-

Equipment that supports the Victoria Conference Centre programming and functions: furniture, computer work stations, stages, risers, podiums, chairs, tables, dance floors, stanchions and partitions. Ongoing replacement is determined by age, condition and new technology.

Deliverables:

Podiums (4) Stanchions

Year	Total Expense
2018	20,000
	20,000



Project Number:	PRC-006	Budget Year:	2018
Project Title:	CP/Arena/Recreation Equipment	Business Unit:	50103
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

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 minimizes service disruptions.

Deliverables:

Replace fitness equipment

Year	Total Expense
2018	30,000
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
2037	43,000
	676,000



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
- Water System Master Plan
- Master Drainage Plan
- Condition Assessment Reports

Current Status of Out	r Community's Assets			
Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013 – 2017
Waterworks	 331 km of water mains¹ 1 pump station 1,828 fire hydrants 11 PRV stations 	• 19% ²	• 11.0km	
Sanitary Sewers	 236 km 11 pump stations	• 10% ³	• 8.2km	
Stormwater	 259 km 4 pump stations 6,900 catch basins 	• 10% ³	• 10.4km	
Water Connections	• 17,753 ²	• 19%	• 300	
Sewer Lateral Connections	• 14,300	• 10%	• 225	
Storm Lateral Connections	• 10,939	• 10%	• 225	

¹ Includes Esquimalt

² Includes Esquimalt. Based on water meter numbers.

³ Based on Draft City of Victoria Sanitary and Stormwater Piping Condition Assessment Report

Investing In Our Community's Future (2018–2020)			
Area	Today's City (Renewal): \$51.2million	Tomorrow's City (New): New Infrastructure: \$TBD	
Waterworks	 Replace 2 to 5km of watermains, \$15.363m 		
Sanitary Sewers	Replace 4 to 7km of sewers, \$15.363m	Pending master plan	
Stormwater	 Replace 2 to 5km of storm sewers, \$15.785m 		

Project Number:	ENG-035	Budget Year:	2018
Project Title:	Inflow & Infiltration	Business Unit:	30015
Strategic Plan Link:	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 effectively reduce inflow and infiltration.

Deliverables:

- Flow Monitoring Program \$23,000
- Overflow Monitoring & Elimination \$150,000
- Smoke Testing follow-up investigations \$25,000
- Lateral Service Connection Sealing & Lining Program \$350,000
- Combined Manhole Replacement Program (to be completed in 2018) \$310,000
- Catchment I&I Reduction Program (Install 235m of storm drain on Belton) \$525,000
- 2018 Mainline Lining Program \$536,000
- James Bay Project inspecting CCTV laterals in the James Bay sub-catchment area \$174,000

Year	Total Expense
2018	2,093,000
2019	1,227,000
2020	1,288,000
2021	1,352,000
2022	1,420,000
2023	1,491,000
2024	1,566,000
2025	1,644,000
2026	1,726,000
2027	1,812,000
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	2,550,000
2035	2,678,000
2036	2,812,000
2037	2,953,000
	39,556,000

Project Number:	ENG-037	Budget Year:	2018
Project Title:	Mains Replacement	Business Unit:	30011
Strategic Plan Link:	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:

- Earle St, St Charles to east of 1656 Earle. Replace 239m of 200mm vitrified clay sanitary sewer pipe with 250mm PVC \$452,000
- Wark Street, Hillside to Market. Replace 173m of 200mm vitrified clay sanitary sewer pipe with 200mm PVC \$275,000
- Linden Ave, May to Chapman. Replace 100m of 250mm vitrified clay sanitary sewer pipe with 250mm PVC \$190,000
- Grant, Fernwood to Stanley. Replace 225m of 200mm vitrified clay sanitary sewer pipe with 200mm PVC \$360,000
- System Component Funding (Emergency Mains Replacement, Manhole Replacement Program, Lift Station Replacement Program, Lateral Replacement, Lateral Lining, Co-ordinated Streets/Prior-to-Paving) \$543,000
- SCADA system review \$100,000
- Esquimalt Road, Robert Street to Maitland Street. Replace 117m of 200mm sanitary sewer main \$284,000
- Shelbourne Street, SSMH #2632 to SSMH #2650. Replace 62m of 200mm sanitary sewer main \$111,000
- Shelbourne Street, SSMH #2650 to Kings Rd. Replace 60m of 200mm sanitary sewer main \$108,000
- Wark Street, Quadra to Market replacement \$196,000
- Mains Replacement (Emergency Repairs) \$39,000
- Manhole Replacement Program \$2,000
- Lateral Lining Excavated Pit \$14,000
- Lateral Lining from Cleanout \$15,000
- Lift Station Replacement Program \$129,000
- Co-ordinated Streets/Prior-to-Paving \$35,000
- Pump Station \$10,000
- 2019 Projects Design \$80,000

Project Forecast

	2,943,000
2018	2,943,000
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
2037	5,053,000





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Project Number:	ENG-038	Budget Year:	2018
Project Title:	New Services	Business Unit:	30010
Strategic Plan Link:	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)

Year	Total Expense
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
2037	350,000
	6,900,000



Project Number:	ENG-039	Budget Year:	2018
Project Title:	System Planning	Business Unit:	30016
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

The development of a Sanitary Sewer Master Plan. The Master Plan allows 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, and evaluation of upgrade scenarios. It also allows staff to make informed, economical decisions about the system for future construction activities.

The Master Plan provides a prioritized, multi-year plan for system wide improvements including a list of priorities and cost estimates. It incorporates Closed Circuit Television (CCTV) condition assessment data and coordinates 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, as well as planning and development information. Detailed design criteria and land use information for generation of flows will be developed and incorporated into the Master Plan. Generally the Master Plan is updated every five years.

Deliverables:

Sanitary Sewer System Master Plan

Year	Total Expense
2018	61,000
2022	200,000
2027	250,000
2032	300,000
	811,000



Project Number:	ENG-040	Budget Year:	2018
Project Title:	System Assessment	Business Unit:	30019
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To complete Closed Circuit Television (CCTV) pipe video investigations to gather current condition information to prioritize system rehabilitation.

To investigate sanitary sewer service connections by CCTV lamping program to help with reduction of inflow and infiltration caused by aging infrastructure, offset joints, root intrusion, debris sediment, sagging laterals, and cross-connections.

Deliverables:

Viewing infrastructure by CCTV:

- Lamping \$135,000
- Engineering Investigations and Spill Response \$44,000
- System Condition Assessment \$36,000
- System Assessment (Prior-to-Pave CCTV) \$40,000
- Prior-to-Pave CCTV / Lamping \$52,000
- Engineering Investigations \$67,000

Year	Total Expense
2018	374,000
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	351,000
2035	359,000
2036	367,000
2037	375,000
	6,320,000



Project Number:	ENG-125	Budget Year:	2018
Project Title:	System Upgrades	Business Unit:	30021
Strategic Plan Link:	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:

Humboldt Forcemain.

- Estimated cost of construction: \$1,950,000.
- Estimated cost of contract administration: \$90,000.

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
2037	2,973,000
	49,577,000



Project Number: Project Title: Strategic Plan Link: ENG-188 Capital Equipment Steward Water Systems and Waste Streams Responsibly Budget Year: Business Unit: 2018 30022

Overview:

Purchase of equipment, tools and supplies used for construction of Sanitary Sewer capital works projects.

Deliverables:

Miscellaneous equipment, tools and supplies

Year	Total Expense
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
2037	14,000
	280,000





Project Number: Project Title: Strategic Plan Link: ENG-024 SD - Stormwater Quality Steward Water Systems and Waste Streams Responsibly

Budget Year: Business Unit: 2018 50092

Overview:

To fund stormwater quality infrastructure and continue stormwater utility development and the catch basin replacement program.

Deliverables:

- Ongoing Development of Standards, Communication Material and Consulting \$32,000
- Investigations/Lab Testing \$10,000
- Catch Basin Replacement Program \$87,000
- Green Infrastructure Program (Rain gardens maintenance) \$15,000
- Ongoing Development of Stormwater Management Study \$20,000

Year	Total Expense
2018	164,000
2019	121,000
2020	124,000
2021	127,000
2022	130,000
2023	132,000
2024	134,000
2025	136,000
2026	138,000
2027	140,000
2028	142,000
2029	144,000
2030	146,000
2031	148,000
2032	150,000
2033	153,000
2034	156,000
2035	160,000
2036	163,000
2037	166,000
	2,874,000



Project Number: Project Title: Strategic Plan Link: ENG-026 SD - New Services Steward Water Systems and Waste Streams Responsibly Budget Year: Business Unit: 2018 50005

Overview:

Install storm service connections as requested by residents, businesses, and commercial/institutional properties.

Deliverables:

Storm service connections for applicants (residents, businesses, institutions)

Year	Total Expense
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
2037	250,000
	5,000,000



Project Number:	ENG-027	Budget Year:	2018
Project Title:	SD - Mains Replacement	Business Unit:	50096
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

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:

- Dallas, Olympia to Paddon. Identified in Stormwater Master Plan (SMP). Replace 102m of 200mm VTC storm drain pipe with 250mm PVC - \$163,000
- Howard, Denman to Bay. Identified in SMP. Replace 160m of 200mm VTC storm drain pipe with 300mm PVC \$261,000
- Redfern Park storm drain (Parks) Green infrastructure design. Mitigation of flooding of surrounding properties. \$20,000
- Quebec St, Oswego to east end (D1490 to D5419). Flooding issues. Replace 130m of 150mm VTC storm drain pipe with 200mm PVC -\$208,000
- Brotchy/Menzies to Rithet east end. Identified in SMP. Replace 115m of 200mm VTC storm drain pipe with 300mm PVC \$180,000
- Shelbourne, Haultain to Kings. Pipe failing. Replace 165m of 250mm VTC storm drain pipe with 250mm PVC \$264,000
- Dallas, Montreal to Dock. Identified in Condition Assessment Report for replacement. Coordinate with CRD works on Dallas Road force main. Replace 95m of 300mm VTC storm drain with 300mm PVC \$158,000
- Grant, Stanley to DMH1695. Identified in SMP. Flooding issues. Coordinate with street paving. Replace 180m of 200 VTC storm drain with 200/ 250/ 300mm PVC - \$288,000
- Fort, Oak Bay to Belcher. Identified in SMP. Capacity issues. Coordinate with streets paving. Replace 261m of 200 VTC storm drain with 250mm PVC \$419,000
- Wark, Hillside to Market. Identified in SMP. Capacity issues. Coordinate with SS replacement. Replace 46m of 200 VTC storm drain with 375mm PVC - \$75,000
- 2018 Lining Projects \$340,000
- System Component Funding (Laterals, main spot repairs, manhole rehabilitation) \$217,000
- Prior-to-paving \$150,000
- Basil, mid-block to Cook, replace approx. 112m of 200mm VTC \$175,000
- Richardson, Arnold to Kipling, install bio-swale along north side frontage \$47,000
- Prior to paving and Johnson Street \$13,000
- Consultant Service and on-going consulting design 2018 UG Projects \$100,000
- Consultant Service and on-going consulting design Denman & Stroud/Delatre \$20,000
- 2019 Projects Design \$70,000

•	
Year	Total Expense
2018	3,168,000
2019	3,094,000
2020	3,249,000
2021	3,411,000
2022	3,582,000
2023	3,761,000
2024	3,949,000
2025	4,146,000
2026	4,353,000
2027	4,571,000
2028	4,800,000
2029	5,040,000
2030	5,292,000
2031	5,557,000
2032	5,835,000



2034	6,433,000
2035	6,755,000
2036	7,093,000
2037	7,448,000
	97,664,000

Project Number:	ENG-030	Budget Year:	2018
Project Title:	SD-Brick Main Rehabilitation	Business Unit:	50494
Strategic Plan Link:	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 Television (CCTV) shows that portions of the mains are in poor shape – open cracks laterally and at the crown.

Deliverables:

- Cook St, Southgate to McKenzie. Reline 184m of brick main with GRP liner \$1,900,000
- Cook St, McKenzie to Oxford. Reline 95m of brick main with CIPP liner \$400,000
- Contract Administration \$150,000
- Linden Ave, Oxford to Chapman to May, rehabilitate approximately 210m of brick storm drain main \$166,000

2018 2019 2020 2021 2022 2023 2024	
2020 2021 2022 2023	2,616,000
2021 2022 2023	564,000
2022 2023	1,055,000
2023	1,076,000
	1,097,000
2024	1,119,000
	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
2037	1,476,000
	25,755,000





Project Number:	ENG-105	Budget Year:	2018
Project Title:	SD - System Planning & Assessment	Business Unit:	50522
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To complete Closed Circuit Television (CCTV) pipe video investigations to gather current condition information to prioritize system rehabilitation.

To investigate storm drain service connections by CCTV lamping program to help with reduction of inflow and infiltration caused by aging infrastructure, offset joints, root intrusion, debris sediment, sagging laterals, and cross-connections.

Deliverables:

Viewing infrastructure by CCTV:

- Lamping \$50,000
- Engineering Investigations and Spill Response \$50,000
- System Condition Assessment \$50,000
- System Assessment (Prior-to-Pave CCTV) \$100,000
- CCTV condition assessment and coordination with paving projects lateral investigation \$74,000
- Prior to Paving investigating storm CCTV laterals \$26,000

•		
	Year	Total Expense
	2018	350,000
	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	350,000
	2037	350,000
		5,300,000



Project Number: Project Title: Strategic Plan Link: ENG-189

Steward Water Systems and Waste Streams Responsibly

Stormwater - Capital Equipment

Budget Year: **Business Unit:** 2018 50617

Overview:

Purchase of equipment, tools and supplies used for construction of Stormwater capital works projects.

Deliverables:

- Flush nozzles
- 2 cleaning mains
- Reciprocating saw
- 1 cleanout repair
- Construction fencing 12 4' panels

Year	Total Expense
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
2037	10,000
	200,000





Project Number: Project Title: Strategic Plan Link: ENG-076 New Services Steward Water Systems and Waste Streams Budget Year: Business Unit: 2018 10010

Overview:

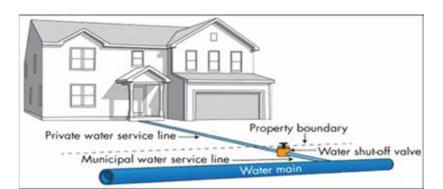
To install water service connections as requested by the customer.

Responsibly

Deliverables:

Water service connections for applicants (residents, businesses, institutions)

Year	Total Expense
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
2037	600,000
	11,850,000



Project Number:	ENG-077	Budget Year:	2018
Project Title:	System Planning & Assessment	Business Unit:	10031
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

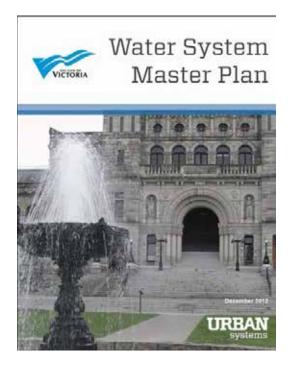
Ongoing water distribution infrastructure planning work including periodic updates to the water system hydraulic model and master plan. Generally the master plan gets updated every five years, but may be updated in 2019.

This year, the unidirectional flushing plan is included. Unidirectional Flushing (UDF) is an excellent, water-efficient method of cleaning water distribution pipes to improve water quality and restore capacity. UDF is a more effective way of cleaning than conventional flushing. It uses on average about 40% less water than conventional flushing. Also, the sediment, corrosion products and biofilm are flushed out and not just moved to another pipe run that's often the case in conventional flushing.

Deliverables:

Hydraulic model updates and Water Distribution System Master Plan update - \$150,000 Unidirectional Flushing Plan, including UDF software - \$150,000

Year	Total Expense
2018	300,000
2023	200,000
2028	250,000
2033	300,000
	1,050,000



Project Number:	ENG-078	Budget Year:	2018	
Project Title:	Main Replacement	Business Unit:	10030	
Strategic Plan Link:	: 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:

- Wharf St, View to Courtney. Lining prior to AAA bike lane construction. Identified in Water System Master Plan as a high-risk watermain. Reline 250m of 300mm cast iron pipe. \$308,000
- Courtney, Wharf to Douglas. Identified in Water System Master Plan, Year 1-5. Reline 300m of 150mm cast iron pipe. \$289,000
- Government St, Bay to Hillside high pressure WM upgrade. Identified in Downtown Emergency Fire Fighting Water Supply System Report for replacement as the last part of Phase One upgrades. Install 320m of 400mm of PVC C909 \$608,000
- Herald, Douglas to Government. Deferred from 2016. Identified in Water System Master Plan. Replace 193m of 200mm cast iron watermain pipe with 200mm PVC - \$309,000
- Richmond Rd, Fort to Coronation. Identified in Water System Master Plan. Strengthening water supply to Royal Jubilee Hospital. Replace 230m of 300mm cast iron watermain pipe with 300mm PVC C909 \$437,000
- Richmond, Leighton PRV to Fort. Identified in Water System Master Plan. Strengthening water supply to Royal Jubilee Hospital. Replace 135m of 300mm cast iron watermain pipe with 300mm PVC C909 \$256,000
- Holly St, Hamilton to Belmont. Issues with low pressure. Replace 95m of 100mm CI watermain pipe with 200mm PVC \$109,000
- Dallas, Douglas to Camas. Rehabilitation of 570m of 150 CI watermain pipe. Coordinate with CRD works on Dallas Road forcemain -\$556.000
- 2019 WM Projects Design \$80,000
- System Component Funding (Emergency Mains Replacement, Fire hydrants, Large Meters, Valves and Coordinated Streets) \$437,000
- Balfour PI, Balfour Ave to west end. Replace 67m of 100mm AC watermain pipe with 100mm PVC \$110,000
- Highrock, Rockheights to Highrock PI. Replace 80m of 100mm AC watermain pipe with 100mm PVC \$172,000
- Tillicum, Craigflower to Gosper (ESQ). Replace 150mm CI watermain pipe with 200mm PVC. \$140,000
- Bryden Crt WW, Head to end (ESQ. Deferred from 2016. Replace 170mm of 100mm CI with 150mm PV. \$102,000
- Prior, Summit to Vista Heights. Replace 100mm CI watermain pipe with 150mm PVC. \$425,000
- Broughton WW, Blanshard to Douglas. Deferred from 2016. Replace 202m of 150mm CI with 200mm DI. \$408,000
- Downtown Fire System Upgrades Consultant (design drawings). \$90,000
- Fort, Wharf to Government. Biketoria. Replace 150m of 100mm CI with 200mm PVC. \$197,000
- Belleville WW, Menzies to Oswego. Deferred from 2016. Replace 240m of 150mm CI with 200mm PVC. \$116,000
- System Component Funding Fire hydrants, Large Meters, Valves and Coordinated Streets. \$126,000

Project F	orecast
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Year	Total Expense
2018	5,275,000
2019	3,893,000
2020	4,088,000
2021	4,292,000
2022	4,507,000
2023	4,732,000
2024	4,969,000
2025	5,217,000
2026	5,478,000
2027	5,752,000
2028	6,040,000



	124,174,000
2037	9,370,000
2036	8,924,000
2035	8,499,000
2034	8,094,000
2033	7,709,000
2032	7,342,000
2031	6,992,000
2030	6,659,000
2029	6,342,000

Project Number:	FIN-011	Budget Year:	2018
Project Title:	Contingency Fund	Business Unit:	50638
Strategic Plan Link:	All Strategic Plan Objectives		

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.

Year	Total Expense
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
2037	530,000
	8,844,000

CAPITAL

Police

Guiding Principles

- To use resources efficiently to support service excellence
- Enhance and evolve our continued use of intelligence-led policing
- Future investment will be based on the Information Management Strategy, Fleet Management Plan and an action plan to support growing community needs

Guiding Plans

- Strategic Plan
- Framework Agreement
- Police Act
- Information Management Strategy (commencing September 2017)
- Information System Strategy
- Policing Requirements To Support Growing Communities Action Plan (in development)
- Fleet Management Plan (in development)

Current Status of Our Community's Assets				
Area	What We Have	% In Poor Condition	What We Renewed 2013-2017	What We Added 2013–2017
Fleet	 15 Administration Vehicles 24 Operational Vehicles (marked) 3 Chief & Deputies 36 Specialized Unit Vehicles 7 West Division 	• 10%	 Replacement of approximately 10% of fleet per year Increased standardization of equipment packages to improve interoperability of units 	 Began an initiative to factory install lighting packages to reduce costs and improve performance Key management system to pool vehicles and improve efficient use of assets
Information Technology	 Hardware and Software support for approximately 347 employees Network servers for VicPD and integrated units housed within VicPD CCTV Camera system Mobile Data Terminals for police vehicles 	• 35%	 Computer & printer replacement Improvements to computer forensics equipment 	 Archiver system to meet increasing demand for evidence storage and processing Disk Backup System to improve backup capacity
Furniture & Equipment	Workstations	• 5%	 Replacement based on annual condition assessment 	 Ergonomic Assessments and upgrades to improve worker health and safety

CAPITAL Police

Area	What We Have	% In Poor Condition	What V 2013-2	/e Renewed 2017	What We Added 2013 – 2017
Building Upgrades	 Leasehold improvements Paint and Flooring 	• 20%	Divis Briet Polic Jail Inter	ing Room ay unit	 Upgrades to front lobby to improve customer experience Server room upgrade Expansion to Exhibit Control storage
Communications Equipment	911Dispatch	• 25%		munication soles	 Surveillance push to talk
K9 Unit	 7 dogs 4 general 3 specialized 	• N/A	avai dog:	acement based on ability of trained s and physical dition of current s	• N/A
Investing In Our Com	munity's Future (2018 –	2020) Foday's City (Renewal): \$5.04		Tomorrow's City (Ne) #070.000
Fleet		 Replacement Motorcycle F \$326,000 Completion Emergency Re Team vehicle replacement Replacement K9 \$179,000 Replacement Patrol \$870, Replacement Patrol \$870, Replacement West Division Replacement Traffic \$162, Replacement Specialized \$408,500 	Fleet esponse \$358,000) 000 n \$195,000 500	Increase interope	erability of fleet, reduce tet and improve use of
Information Technology• Replacement program for existing hardware \$1,270,000• CCTV system replacement \$200,0• Software licensing renewal \$310,0• Upgrades to email system and sp filter \$70,000• Replace backup systems \$70,000		t \$200,000 I \$310,000 and spam	Strategy \$100,000200,000Upgrade to Voice Over IP \$200,000310,000Implement dictation software \$20,000d spamSecurity Upgrades \$50,000		
Furniture & Equipment	Equipment • Ergonomic Assessments \$50,0 • Furniture replacement \$108,00			• TBD	

CAPITAL

Police

Investing In Our Community's Future (2018 – 2020)				
Area	Today's City (Renewal): \$5.044 million	Tomorrow's City (New): \$370,000		
Building Upgrades	 Flooring replacement \$45,000 Painting \$15,000 Fume Hoods (Forensic Identification) \$45,000 Repurpose decommissioned EOC \$50,000 Repurpose decommissioned Communications Centre \$110,000 Repurpose atrium to office space \$50,000 	 Reallocation of building resources once Regional Communications Centre has opened Plan for increased integration of police services 		
Communications Equipment	 Switchboard replacement for radio system \$50,000 Upgrades to reconfigure communications equipment post E-Comm \$90,000 	• TBD		
K9 Unit	 Plan for retirement of 1 K9 in 2019 \$12,000 	 Replacement based on existing needs Consultations ongoing with the RCMP over integrating K9 services 		

Project Number: Project Title: Strategic Plan Link: POL-001 Police - Communications Equipment Take Climate Action and Prepare for Emergencies Budget Year: Business Unit: 2018 50086

Overview:

Ongoing costs to replace and upgrade communications equipment.

Deliverables:

Upgrades to the switchboard required for changeover of 9-1-1 and dispatch operations to E-Comm

Year	Total Expense
2018	50,000
2019	50,000
2020	40,000
2021	40,000
2022	40,000
2023	40,000
2024	40,000
2025	40,000
2026	40,000
2027	40,000
2028	40,000
2029	40,000
2030	40,000
2031	40,000
2032	40,000
2033	40,000
2034	40,000
2035	40,000
2036	40,000
2037	40,000
	820,000





Project Number:	POL-002
Project Title:	Police - Computer Equipment
Strategic Plan Link:	All Strategic Plan Objectives

Budget Year: Business Unit: 2018 50070

Overview:

Replacement of computer equipment such as terminals, servers, monitors, printers, CCTV cameras, online training resources and multi-year software licenses.

Deliverables:

Reassess software licensing and maintenance needs to determine efficient allocation of resources Replace obsolete CCTV systems with newer technology Replace IT infrastructure based on lifecycle requirements

Implement online training initiatives

Implement upgrades to network security



Year	Total Expense
2018	977,000
2019	650,000
2020	663,000
2021	676,000
2022	690,000
2023	704,000
2024	718,000
2025	732,000
2026	747,000
2027	762,000
2028	777,000
2029	792,000
2030	808,000
2031	824,000
2032	841,000
2033	858,000
2034	875,000
2035	892,000
2036	910,000
2037	928,000
	15,824,000



Project Number:	F
Project Title:	F
Strategic Plan Link:	A

POL-003 Police - Furniture & Fixtures All Strategic Plan Objectives Budget Year: Business Unit: 2018 50084

Overview:

Replacement of furniture and equipment that is beyond repair or to meet ergonomic assessment requirements.

Deliverables:

Replacement of existing furniture and equipment based on annual condition ratings, prioritized allocation of resources and ergonomic requirements

Year	Total Expense
2018	77,000
2019	40,000
2020	41,000
2021	42,000
2022	43,000
2023	44,000
2024	45,000
2025	46,000
2026	47,000
2027	48,000
2028	49,000
2029	50,000
2030	51,000
2031	52,000
2032	53,000
2033	54,000
2034	55,000
2035	56,000
2036	57,000
2037	58,000
	1,008,000





Project Number:	POL-004	Budget Year:	2018
Project Title:	Police - Vehicles	Business Unit:	50182
Strategic Plan Link:	All Strategic Plan Objectives		

Overview:

Replacement of all City of Victoria Police vehicle assets.

Deliverables:

Establish new standard for Motorcycle fleet and implement staged replacement cycle Replace marked and unmarked police vehicles based on replacement schedule and condition rating Implement key management system to improve the efficiency of use for the fleet, establish usage data and plan future replacements based on the best use of assets and interoperability

Year	Total Expense
2018	899,000
2019	800,000
2020	800,000
2021	650,000
2022	663,000
2023	676,000
2024	690,000
2025	704,000
2026	718,000
2027	732,000
2028	747,000
2029	762,000
2030	777,000
2031	793,000
2032	809,000
2033	825,000
2034	842,000
2035	859,000
2036	876,000
2037	894,000
	15,516,000



Project Number: Project Title: Strategic Plan Link: POL-005 Police - Department Upgrades Facilitate Social Inclusion and Community Wellness Budget Year: Business Unit: 2018 50459

Overview:

Annual building upgrades.

Deliverables:

Replace flooring and paint based on condition rating assessments Replace Fume Hoods in Forensic Identification Unit to improve workplace safety Renovations to repurpose the former Emergency Operations Centre room

Year	Total Expense
2018	115,000
2019	100,000
2020	100,000
2021	50,000
2022	51,000
2023	52,000
2024	53,000
2025	54,000
2026	55,000
2027	56,000
2028	57,000
2029	58,000
2030	59,000
2031	60,000
2032	61,000
2033	62,000
2034	63,000
2035	64,000
2036	65,000
2037	66,000
_	1,301,000



Project Number: Project Title: Strategic Plan Link: POL-007 Police - K9 Unit Take Climate Action and Prepare for Emergencies

Overview:

Acquisition and training of City of Victoria Police dogs.

Deliverables:

To plan for and train replacement dogs for the K9 unit

Project Forecast

Year	Total Expense
2019	12,000
2022	13,000
2025	14,000
2028	14,000
2031	15,000
2034	16,000
2037	17,000
	101,000





2018 50564

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.)

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

APPENDIX A 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

APPENDIX A 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 onetime 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.

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.

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).

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 Reserves 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.

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.

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.

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.

- 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.

- 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.

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.

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.

APPENDIX C 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.