



AMENDED AGENDA
SPECIAL GOVERNANCE & PRIORITIES COMMITTEE
MEETING OF OCTOBER 29, 2015, AT 11:00 A.M.
COUNCIL CHAMBERS
CITY HALL, 1 CENTENNIAL SQUARE

Page

CALL TO ORDER

APPROVAL OF THE AGENDA

BUDGET PRESENTATIONS

- | | | |
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| 1. | Draft 2016-2020 Financial Plan
--S. Thompson, Director of Finance
<u>Late Item: Presentation</u> | 3 - 1039 |
|----|---------------------------------------------------------------------------------------------------------------|----------|

Departmental presentations on the Draft 2016-2020 Financial Plan for consideration on November 26, 2015.

ADJOURNMENT



Governance and Priorities Committee Report

For the meeting of October 22, 2015

To: Governance and Priorities Committee **Date:** October 9, 2015
From: Susanne Thompson, Director, Finance
Subject: Draft 2016-2020 Financial Plan

RECOMMENDATIONS

That Council:

1. Receive this report for information and consideration on November 26, 2015
2. Direct staff to bring forward bylaws outlining solid waste and water utility user fee increases to the November 26 Council meeting for consideration of first, second and third readings.

On November 26, 2015 staff will recommend that Council:

1. Direct staff to bring forward the Five-year Financial Plan Bylaw, 2016 for first reading prior to commencing public consultation.
2. Approve transferring \$500,000 of assessment growth (non-market change) revenue to the Buildings and Infrastructure Reserve and direct staff to bring forward options for the use of the remainder once public consultation has been completed.
3. Direct staff to bring forward options for the use of 2015 surplus once public consultation has been completed.
4. Direct staff to bring forward options for funding supplementary budget requests once public consultation has been completed.
5. Approve an additional tax increase for capital, if any, and outline for which projects in Appendix A
6. Allocate \$2,818,000 of the annual gas tax funding to the Storm Drain Brick Main project and direct staff to bring forward options for the allocation of the remainder once public consultation has been completed.
7. Approve the direct-award grants as outlined in this report.

EXECUTIVE SUMMARY

The draft 2016 Financial Plan was developed based on Council's direction for a maximum tax increase of inflation plus 1% as well as the City's Financial Sustainability Policy as the guiding document for budget development. Inflation for Victoria is currently 1.2% (August). Budgets were developed to maintain existing services and service levels; staff's recommendations to Council on service level changes are presented as supplementary budget requests for Council's

consideration.

Council sets objectives for the City through the Strategic Plan and aligns service levels and allocates funding through the annual financial planning process to achieve those objectives. The purpose of this report is to introduce the draft 2016 Financial Plan for Council's review and fulsome discussion.

The second year of the implementation of the new financial planning process focussed on improving metrics, shifting the timeline to have a substantially completed financial plan before the beginning of the year, and further aligning with the 2015-2018 Strategic Plan. Furthermore, added to the financial plan are metric summary sheets for each department showing "how much we do", "how well we do it" and "is anyone better off". In addition, there are new summary sheets for each capital project area outlining guiding principles and documents, current status of assets, and proposed investments. The intent of these summaries is to provide a snap-shot overview of the number of assets in each area, what investments have already taken place, as well as the condition of the assets. These will continue to be improved upon as more information is gathered and metrics are refined.

The draft Financial Plan outlines the budgets for approximately 200 services and over 200 capital projects as well as key initiatives for each department. From the provision of clean water, garbage collection and emergency services to parks and recreation programs, community planning and land use development, first rate City services are the foundation for building a safe, healthy and sustainable community. Among the key initiatives is a review of the City's development cost charges (DCCs), which have not been updated since 2005. DCCs provide a funding source for capital projects relating to development. The capital plan proposes:

- Active Transportation projects such as Pandora Avenue and Johnson Street corridor bike lanes, and Heron Cove and Raymur Point Bridges along the David Foster Harbour Pathway;
- Complete Streets projects including rehabilitation of four residential streets;
- A number of park and playground upgrades including Vic West Park and Stevenson Park;
- facility upgrades for City facilities such as Victoria Conference Centre, parkades and VicPD headquarters; and
- Underground infrastructure upgrades for the City's water, sewer and stormwater systems.

The capital plan also proposed a neighbourhoods budget of \$185,000 for placemaking projects, with a potential for a participatory budgeting opportunity for a portion of this budget.

Council's review and discussion of all the proposed budgets is still required. As presented to Council, the draft operating budget totals \$221 million and the draft capital budget totals \$51 million for 2016. The proposed budgets would result in the following increases:

- A property tax increase of \$2.8 million or 2.31% (1.03% for operating, 0.14% for Greater Victoria Public Library, and 1.14% for Victoria Police based on what was submitted in the 2015 financial plan for 2016)
- A water utility user fee increase of \$333,000 or 2.16%; the majority of this increase (1.10%) is due to the Capital Regional District's bulk water rate.
- A solid waste user fee increase of \$47,700 or 1.67%; this increase is due to an increase in the CRD's tipping fee as well as inflationary cost increases.

The proposed public consultation will build on the tools used during the 2015 financial planning process. The new financial plan format will continue to be the foundation for meaningful engagement and community feedback. Improved budget information, using visuals and plain

language, will be provided to the community through a variety of tools aimed to increase reach and understanding of the financial planning process. Through the Financial Plan, Council will be able to articulate the value the community receives for their tax dollars.

The draft Financial Plan is being introduced to Council at today's meeting and will provide an overview of the overall budget. The Financial Plan is scheduled to be presented in detail to Council for review and consideration throughout November. Following the completion of the detailed presentations, Council direction is sought on assessment growth (non-market change) revenue, 2015 surplus, supplementary requests, allocation of gas tax funding, and direct-award grants. To enable rate increases for the water and solid waste utilities to be in place for January 1, 2016, it is recommended that those rate bylaws be brought to Council on November 26, 2015 for first three readings.

Once Council's initial review is complete, and before commencing public consultation, it is recommended that first reading of the financial plan bylaw be given, signalling to the public that Council has reviewed the plan and given preliminary approval. A separate report will be brought to Council in November outlining participatory budgeting opportunities for the 2016 budget.

Upon completion of the public consultation, Council will have an opportunity to consider the feedback and make changes to the financial plan before giving final approval prior to May 15 as required by legislation. A summary of the public input will be included in the final financial plan itself. Tax notices will be sent out once the financial plan and tax rate bylaws have been adopted by Council.

PURPOSE

The purpose of this report is to introduce the draft 2016 Financial Plan for Council's consideration and recommend first reading of the 2016 Five Year Financial Plan Bylaw prior to commencing public consultation.

BACKGROUND

Section 165 of the *Community Charter* requires that a financial plan be approved annually following public consultation as required by section 166. The financial plan must be approved before the tax rate bylaw is approved, and before May 15 as required by section 197.

Three policies guide the financial planning process: Financial Sustainability Policy; Reserve Fund Policy; and Revenue and Tax Policy.

This is the second year of the implementation of a new financial planning process moving from an expense based budget that focused primarily on the dollars allocated to each department toward one with an emphasis on priorities, outlining services and capital projects including costs, revenues and benefits 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.

At the June 18, 2015 Governance and Priorities Committee meeting, staff outlined the lessons learned developing and implementing the new financial planning process for 2015 and sought Council direction on the 2016 financial planning process. Building upon the foundational information developed for the 2015 financial plan, the approved focus for the 2016 financial planning process is to improve the metrics, further align the Financial Plan with the Strategic Plan, and change the timeline with a goal to have a substantially complete financial plan before the end of 2015 to enable staff to start implementing Council's direction at the beginning of 2016.

The public consultation for the 2016 financial plan will use a similar approach to 2015 involving a survey and a Town Hall/e-Town Hall meeting. The process will build upon the tools and information now in place.

In November, a separate report to the Governance and Priorities will outline participatory budgeting opportunities.



Approximately 70 staff from across the organization continued to be involved in compiling the information for the financial plan and detailed reviews of all departmental budget submissions have been completed by staff.

Work continued on implementing the “Great Ideas” identified by staff during the 2015 financial planning process. Some examples include: providing all employees with email accounts, implementing the Development Tracker, improving public hearing notices, and implementing online payments for dog licencing. This is an ongoing dialogue and staff will be encouraged to provide continuous feedback where “Better is Possible” and how we can provide better value and service to the community.

The budget process is one of continuous improvement and will be enhanced each year. Through the financial planning process, Council will set service levels and allocate funding based on input from staff across the organization as well as input from the community. Staff will seek Council's feedback to ensure the financial plan and process meet Council's expectations.

Council passing 1st reading to the financial plan bylaw indicates preliminary approval of the financial plan and signals to the public that Council has had an opportunity to review the draft. Once the public feedback has been considered, Council can make adjustments to the financial plan before final approval and adoption of the bylaw in April 2016.

ISSUES & ANALYSIS

Operating Budget

Overview

The draft 2016 operating budget totals \$221 million, which is a net increase of \$2.8 million over the 2015 budget resulting in a proposed overall tax increase of 2.31%: 1.02% for City operating, 0.14% for Greater Victoria Public Library, and 1.14% for Police.

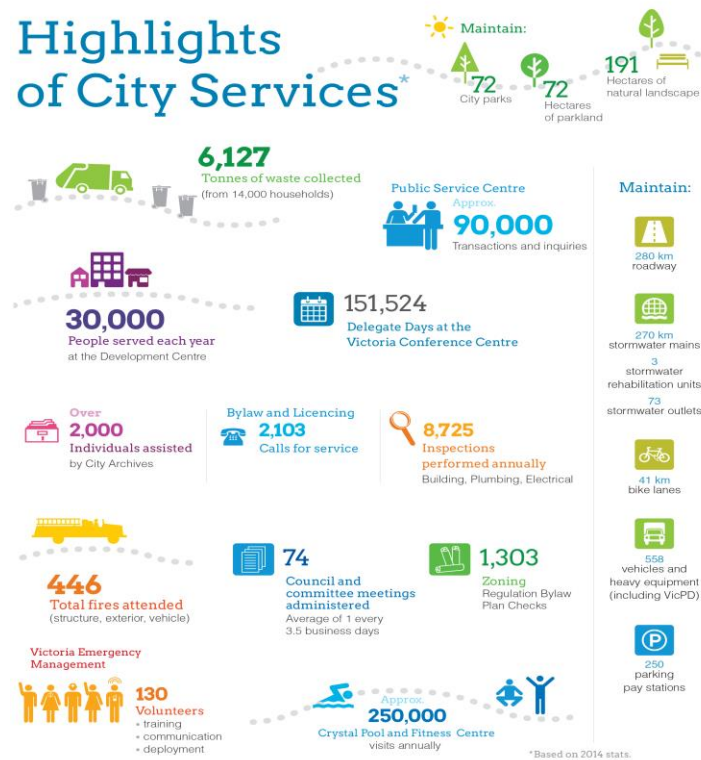
As part of the 2015-2018 Strategic Plan, Council set a target maximum tax increase of inflation plus one percent. Inflation is currently (August) 1.2% for Victoria, which means that the draft increase is slightly higher (0.11% or \$129,000) than this target. Should Council wish to reduce this increase to the target 2.1%, it is recommended that assessment growth property tax revenue be used.

This draft assumes that the budget request from VicPD is at the same level as submitted for the 2016 year in the 2015-2019 Financial Plan. The Police Board is scheduled to approve the police budget on October 20, 2015 and a joint meeting for the Board, Township of Esquimalt and City of Victoria is scheduled for November 4, 2015.

The draft financial plan maintains services at current services levels. The main cost drivers are salary increases, hydro rate increases, water costs (assuming the CRD bulk water rate increase is 2%), and software maintenance agreements. These increases have been offset in part by increased development and construction permit revenues, recreation revenues, a new revenue for operating fees from Fortis BC, and increased Provincial Government payments-in-lieu of taxes.

No tax increase for the capital budget has been factored in at this point. As per the Financial Sustainability Policy, staff will outline potential projects for Council's consideration should Council

wish to levy an additional tax increase for capital budget funding. These potential projects are outlined in Appendix A.



The following table outlines the full-time equivalent (FTE) position count for 2014 to 2016:

	Restated 2014 FTE	Restated 2015 FTE	Approved Changes	Final 2015 FTE	Draft 2016 FTE	2015 to 2016 Change
Citizen Engagement and Strategic Planning	39.65	39.65	20.00	59.65	59.65	0.00
City Manager's Office	1.00	1.00		1.00	1.00	0.00
Deputy City Manager	-	2.00		2.00	2.00	0.00
Arts, Culture & Events	7.00	7.00		7.00	7.00	0.00
Human Resources	11.00	10.00		10.00	10.00	0.00
Legislative and Regulatory Services	24.28	21.28		21.28	21.28	0.00
Real Estate	1.00	1.00	1.00	2.00	2.00	0.00
Engineering	294.97	294.97	1.75	296.72	296.72	0.00
Finance	63.21	63.21		63.21	63.21	0.00
Legal Services	4.00	4.00		4.00	4.00	0.00
Parks, Recreation and Facilities	149.48	149.48		149.48	149.48	0.00
Sustainable Planning and Community Development	42.43	42.43		42.43	42.43	0.00
Victoria Conference Centre	16.62	14.62		14.62	14.62	0.00
Victoria Fire Department	123.09	123.09		123.09	123.09	0.00
Total	777.73	773.73	22.75	796.48	796.48	-

Note: 2014 and 2015 FTEs have been restated to reflect departmental reorganizations where employees shifted between departments

The 2015 financial planning process resulted in a reduction of four FTEs.

During 2015, Council approved the following new positions resulting in the addition of 22.75 FTEs:

- An inter-disciplinary team of 3 FTEs to assist in delivering the City's Strategic Plan;
- An additional 1.75 FTEs to increase sidewalk maintenance
- A new parking ambassador model of 17 FTEs; and
- A real estate function of 1 FTE

A Business Hub will also require an additional FTE funded from the \$250,000 allocation for Economic Development.

With the addition of these positions, the full-time employee equivalent count, excluding VicPD, is 796.48. The City has numerous part-time and casual employees in addition to those who are full-time, resulting in a headcount of approximately 1,000.

It is anticipated that future years will require additional resources as a result of additional inventory related to capital projects, developer amenity contributions, as well as expected growth. Proposed 2016 capital projects are estimated to result in a need for approximately one additional FTE in 2017. As longer-term planning is improved upon, staff will be able to provide better future estimates to inform Council's decision-making and are including these considerations in reports to Council.

The following table summarizes the property tax increase for 2016:

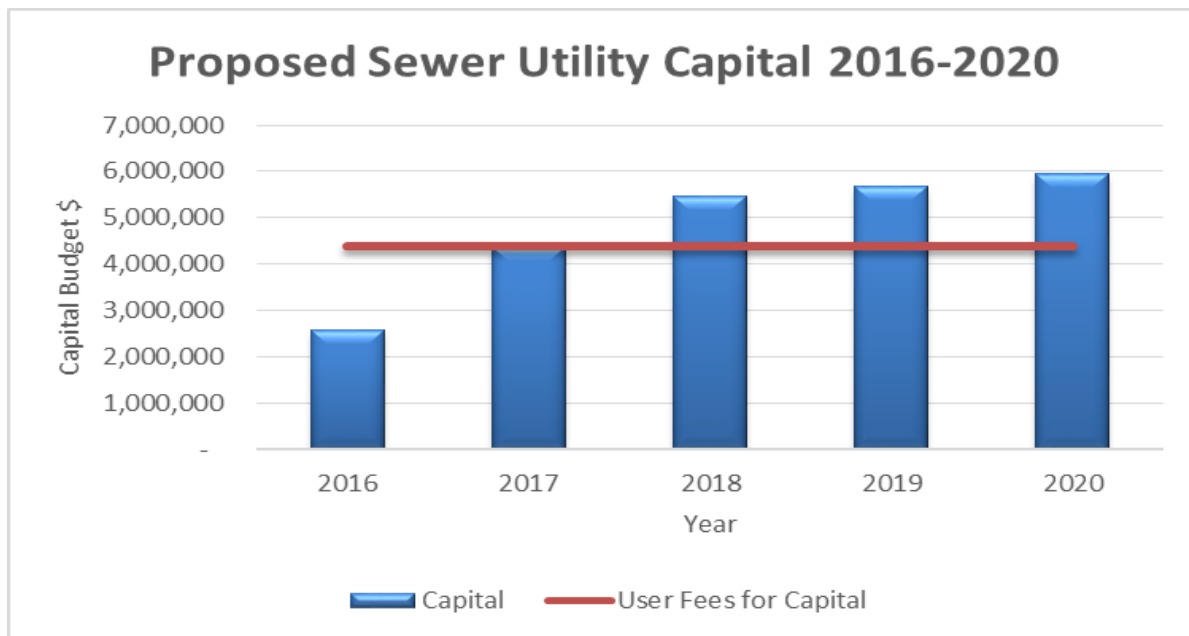
City Operations	Tax Increase	
	\$	%
Salaries and benefits	\$ 1,900,000	
Water and hydro	148,900	
Software licences and maintenance	133,300	
Reduced traffic fine revenue	121,000	
New revenue - Fortis operating fees	(192,000)	
Increased payments in lieu of taxes	(431,600)	
Increased property lease revenue	(60,000)	
Increased building, electrical and plumbing permit revenue	(240,000)	
Increased development permit revenue	(120,000)	
Increase recreation revenues	(151,000)	
Other changes	135,566	
	\$ 1,244,166	1.02%
Library (2016 estimate in 2015 Financial Plan)	168,519	0.14%
Police (2016 estimate in 2015 Financial Plan)	1,392,214	1.14%
Total draft property tax increase	<u>\$ 2,804,899</u>	<u>2.31%</u>

Utilities

The proposed Water Utility budget results in a user fee revenue increase of 333,000 or 2.16% as outlined in the following table:

Cost Driver	Amount	% Increase
CRD Bulk Water	\$ 170,000	1.10%
Salaries, materials and equipment	123,000	0.80%
Capital investment	40,000	0.26%
	<u>\$ 333,000</u>	<u>2.16%</u>

The proposed Sewer Utility budget focuses on investment in areas that are not impacted by the Capital Regional District's sewage treatment project. Some of the sewer infrastructure investment is dependent on the location of a treatment facility; these projects total approximately \$34.6 million and are anticipated to be implemented over a 15-year period starting in 2017. This work will be delayed until a decision has been made on that facility. As a result, no revenue increase is proposed. The budget proposes putting aside funding (approximately \$1.4 million for 2016) in the sewer utility reserve for the projects that are being delayed. Should Council not wish to do so, the revenue budget could be reduced by approximately 20%. However, the recommendation is to transfer that revenue into reserve to smooth out the impact of these projects in later years. The following graph shows the capital spending amounts as bars and the funding line, if funding is transferred to reserves, as the straight line:



The Solid Waste program proposes a user fee revenue increase of \$47,700 or 1.67% as outlined in the following table:

Cost Driver	Amount	% Increase
Salaries, materials and equipment	45,000	1.57%
CRD Tipping Fees	9,700	0.34%
Other revenues	(7,000)	-0.24%
	<u>47,700</u>	<u>1.67%</u>

2016 is the first year for the City's Stormwater Utility. The funding for majority of the Utility's costs are covered by a stormwater user fee. However, \$1.25 million, representing the cost of City rights-of-way, continues to be funded by property taxes. The user fee funding is approximately \$4.7 million and is simply a shift from property taxes to a user fee; there is no overall increase in revenue as a result of this shift. A separate report on rate adjustments will be brought to Council for consideration. These adjustments do not result in increased revenue for the Stormwater Utility as they simply reallocate the local frontage component within the overall fee.

	2015	2016	Change
Stormwater Fees	10,333	4,735,878	4,725,545
Property taxes	121,635,023	116,909,478	(4,725,545)
	<u>121,645,356</u>	<u>121,645,356</u>	<u>-</u>

Greater Victoria Public Library (GVPL)

The City's share of the GVPL's operating and facility maintenance budget request, as submitted as part of their five-year plan in 2015, is \$4.7 million, which is an increase of approximately \$168,000 over 2015. The 2016 budget request is anticipated to be slightly less than what was submitted in the five-year plan and the new numbers will be incorporated into the City's financial plan once the Library Board has given approval. The Library Board will consider the 2016 provisional budget request on October 20, 2015 and the budget will be submitted to each municipality by October 31, 2015. The final budget will be submitted in March 2016.

On June 18, 2015 Council requested that the Library Board notify the City of their preferred option for a library branch in James Bay upon completion of their strategic planning process scheduled for September. This process has concluded and the Library Board will receive the results at their October 20, 2015 meeting. It is anticipated that the City will be notified subsequent to that meeting. Once, the preferred option is known, the intention is to include this information as part of the public consultation on the City's draft financial plan.

The City has the option to lease space in the Capital Park development and this potential new branch could be opened in 2017. The City would be responsible for all capital costs associated with a new branch as well as ongoing lease payments. The operating costs would be shared among all member municipalities based on the operating agreement formula; the City's share is approximately 30%.

A new branch could be between 3,500 and 7,500 square feet. The following table outlines the range of budget impact to the City:

Type of Cost	Range of Cost
Capital Cost - one-time	\$850,000 - \$1,600,000
Lease costs - ongoing	\$120,000 - \$300,000
Operating costs - ongoing	Approximately \$110,000

The capital improvements are equivalent to a 0.7%-1.3% tax increase and the ongoing operating costs are equivalent to a tax increase of 0.2%-0.35%. In addition to the forthcoming request from the Library Board, the City is facing a number of significant capital funding needs including Fire Station No. 1, Crystal Pool and Fitness Centre, and Point Ellice Bridge.

Assessment Growth (Non-Market Change)

As per the Financial Sustainability Policy, the first \$500,000 of new property tax revenue resulting from new construction is transferred to reserve. The draft financial plan includes this amount plus \$60,000 previously approved by Council for the real estate function. However, any assessment growth revenue above \$560,000 has not been factored in. A conservative early estimate, based on information provided by BC Assessment, is \$650,000. However, this is based on incomplete information this early in the year and this amount will likely change before it is finalized in March 2016. In 2015, Council approved transferring \$500,000 into the Buildings and Infrastructure Reserve, funded a number of items related to the strategic plan and public feedback, and used the remaining \$1 million to lower the overall property tax increase. For 2016, Council could consider using this revenue to fund supplementary requests, fund additional capital projects or other strategic plan items, address feedback from public consultation, transfer additional funds to reserve, or reduce taxes. The current reserve contribution to the Buildings and Infrastructure Reserve is \$5.3M plus the proposed addition of \$500,000 for a total of \$5.8 million in 2016; the estimated balance at the end of 2015 is \$28 million. The preliminary non-market change amount is equivalent to an approximate 0.53% tax reduction.

The following table outlines the uses of assessment growth revenue for the last four years:

2012		2013		2014		2015	
Reduce Property Tax Increase	\$250,000	Buildings and Infrastructure Reserve	\$108,000	Reduce Property Tax Increase	\$868,845	Reduce Property Tax Increase	\$1,000,000
Buildings and Infrastructure Reserve	\$75,000			Buildings and Infrastructure Reserve	\$500,000	Buildings and Infrastructure Reserve	\$500,000
Total	\$325,000	Total	\$108,000	Total	\$1,368,845	Community Garden Volunteer Grants	\$36,000
						Interdisciplinary Team	\$300,000
						Downtown Community Centre Funding	\$50,000
						Increase Community Centre Funding	\$100,000
						Solid Waste Garbage Collection and Waste Separation	\$55,000
						Village Centre Beautification (Banners)	\$10,000
						Traffic Calming	\$100,000
						Sidewalk Maintenance Upgrades	\$80,000
						Real Estate Function	\$101,000
						Total	\$2,332,000

2015 Surplus

Per the Financial Sustainability Policy, prior year surplus can be used for one-time expenditures and/or be transferred to infrastructure reserves. Since the 2015 year is not yet complete and the amount of the 2015 surplus is not finalized, no surplus has been included in the draft financial plan. It is proposed that a decision on the use of the 2015 surplus be made once the consultation on the draft Financial Plan is complete. The following table outlines the surplus allocation for the past four years:

2011		2012		2013		2014	
Victoria's 150th Celebration	\$150,000	Buildings and Infrastructure Reserve	\$1,228,387	Additional staffing to expedite planning applications	\$350,000	Expediate Local Area Plans	\$200,000
Customer Service Strategy	\$180,000			Active transportation projects	\$124,559	Victoria Housing Reserve	\$750,000
Buildings and Infrastructure Reserve	\$520,900			Buildings and infrastructure Reserve	\$2,800,000	Buildings and infrastructure Reserve	\$500,000
UBCM Conference	\$100,000					Centennial Square Washroom Upgrades	\$125,000
Twin City Delegates	\$65,000					Accessibility Capital Fund	\$250,000
Total	\$1,015,900	Total	\$1,228,387	Total	\$3,274,559	Emergency Management	\$250,000
						Storage-Homeless Persons' Belongings	\$45,000
						UBCM Conference Hosting	\$155,000
						VCAN Support	\$1,100
						VCAN Support 2016 - First 6 Months	\$900
						Island Transformations	
						Railway Crossing Study	\$4,000
						Western Canada Music Awards Grant	\$25,000
						Concrete and Brick Pavers Intersection Maintenance	\$37,000
						Parks Master Plan	\$250,000
						Dallas Road Split Rail Fencing	\$125,000
						Strategic Plan Grants (unspent 2014 Greenways)	\$25,000
						Strategic Plan Grants - additional funding	\$36,164
						Strategic Objectives Account (unallocated)	\$109,318
						Total	\$2,888,482

A conservative early estimate of the 2015 surplus is \$1 million. The final number is likely to be different than this estimate.

Five-Year Operating Budget

To develop the future years of the five-year operating budget a number of assumptions have been incorporated including: no changes to services or service levels; collective agreement increases; known cost increases, such as hydro, at already announced rates; and unknown cost increases (the majority) at an inflationary factor of 2%.

The following table outlines the estimated impact to tax and rate payers. These estimates do not include any tax increases for the capital budget; per the Financial Sustainability Policy, Council

will consider such increases each year based on proposed projects. These estimates were calculated based on 2015 assessed property values and 2015 estimated water usage.

	2016	2017	2018	2019	2020
<u>Estimated Average Residential</u>					
Property Taxes (\$518,000 assessed value)	\$53	\$62	\$54	\$62	\$59
Water Utility - 80 units	7	13	7	10	10
Sewer Utility - 80 units	-	-	-	-	-
Solid Waste - 120 litre bin	3	6	4	4	4
Stormwater Utility	-	9	12	12	9
	\$63	\$90	\$77	\$88	\$82
Estimated Increase	2.05%	2.76%	2.30%	2.57%	2.34%
	2016	2017	2018	2019	2020
<u>Estimated Typical Small Business</u>					
Property Taxes (\$500,000 assessed value)	\$160	\$188	\$163	\$188	\$179
Water Utility - 80 units	7	13	7	10	10
Sewer Utility - 80 units	-	-	-	-	-
Stormwater Utility	-	8	5	5	5
Business Licence	-	-	-	-	-
	\$167	\$209	\$175	\$203	\$194
Estimated Increase	2.19%	2.60%	2.12%	2.41%	2.25%

Supplementary Operating Budget Requests

The following table summarizes the supplementary budget requests; additional details on each are attached as Appendix B:

Description	2016 Ongoing	2016 One-time	2017 One-time
Cultural Plan		\$116,000	
Additional Sidewalk Power-washing	\$15,000		
Traffic Orders	\$8,000		
Broad Street Mall Repairs		\$15,000	\$20,000
Parks Overnight Sheltering Support and Clean-up	\$313,000		
Senior Parks Planner	\$103,000		
Arboriculture	\$128,500		
Real Estate – consulting studies		\$100,000	
Total	\$567,500	\$191,000	

The public consultation process may result in additional funding needs. Possible funding sources are 2015 surplus, non-market change revenue or an additional tax increase. It is recommended that Council consider these requests along with feedback from public consultation on the draft Financial Plan.

Capital Budget

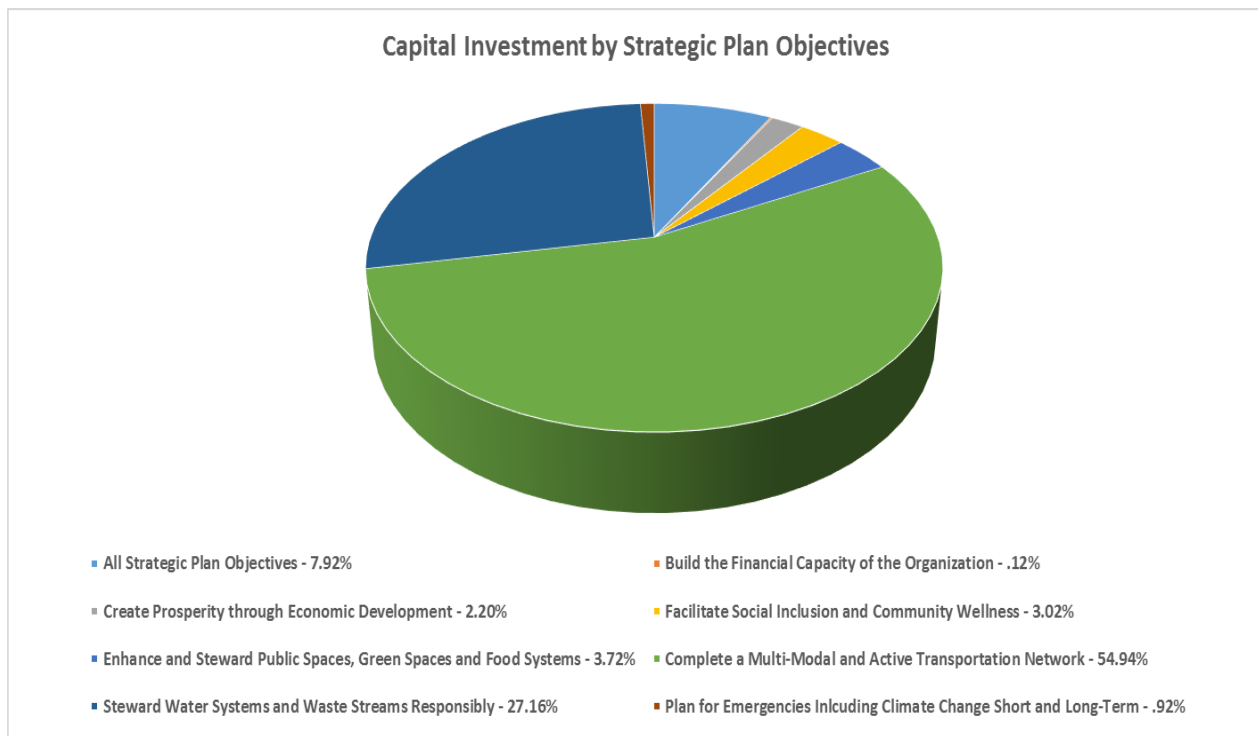
Overview

The draft capital budget for 2016 totals \$51 million, which is larger than the typical \$30-35 million primarily due to the Johnson Street Bridge replacement (\$16.3 million).

For 2016, each capital project has been aligned with the 2015-2018 Strategic Plan as follows:

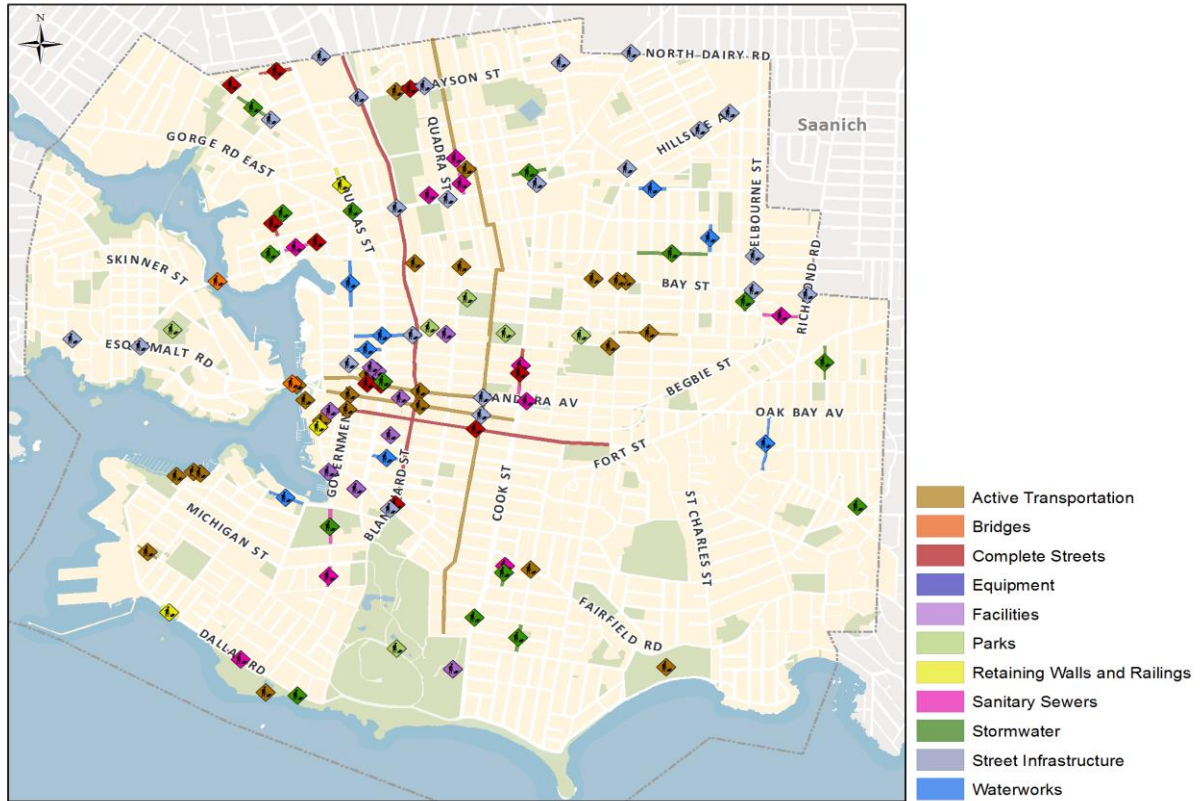
- **Complete a Multi-Modal and Active Transportation Network:** Infrastructure for all active modes of transportation including bike lanes, crosswalks, bus shelters, sidewalks, pathways, roads, bridges, retaining walls, street and traffic lights
- **Facilitate Social Inclusion and Community Wellness:** Recreation and community centre buildings and infrastructure and “Great Neighbourhoods” funding
- **Enhance and Steward Public Spaces, Green Spaces and Food Systems:** Park upgrades and infrastructure, playgrounds, upgrades to City facilities and street infrastructure such as benches, cluster lamps and railings
- **Steward Water Systems and Waste Streams Responsibly:** Water, Sewer and Stormwater Infrastructure projects
- **Plan for Emergencies Including Climate Change Short and Long-term:** Energy conservation projects, and emergency management equipment
- **Create Prosperity through Economic Development:** Parkade upgrades, Victoria Conference Centre upgrades, and seasonal animation
- **Build the Financial Capacity of the Organization:** Strategic review of City facility use and public program delivery
- **All Strategic Plan Objectives:** Equipment, which includes vehicles, information technology and various equipment replacements

The following chart outlines the capital spending by strategic plan objective:



Each project has also been mapped to provide a geographic picture of where the planned capital investment is proposed to take place.

2016 Draft Capital Projects:



Each budget request includes both the capital cost and the ongoing additional operating costs and FTE requirement. The ongoing operating costs have been incorporated into the appropriate future years in the operating budget.

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 for infrastructure investment.

The capital budget funding levels have reached sustainable levels for some assets (water), some are close to sustainable levels (storm drains), some projects are shaped through consultation with the community (park upgrades), some have funding levels that fall short of industry-recommended replacement schedules (playgrounds) and some require additional analysis to determine the required funding levels (facilities, sewer, and street infrastructure such as street and traffic lights).

Identified as a priority in the 2015-2018 Strategic Plan, a Parks Master Plan will be developed in 2016. This plan will identify priority areas for parks investment and will inform future capital plans.

A facilities condition assessment was completed in 2015 and a report will be brought to Council in October that outlines the full scope of City-owned facilities, as well as estimated future

investment costs. This assessment will be used to inform priorities for facility upgrades, which will be incorporated into future financial plans. The 2016 capital plan only includes the “must-do” projects as identified through the facilities assessment process.

The sewer master plan was put on hold by staff until a decision is made regarding sewage treatment, however it is scheduled to take place in 2016. The City continues to upgrade its aging sewer infrastructure that is not impacted by a future sewage treatment facility; however, it is anticipated that additional annual funding will be required.

The pavement management plan indicates that additional funding is needed to maintain existing service levels. Over the last number of years, funding has increased for this asset group and Appendix A outlines a number of projects for Council’s consideration should Council wish to implement a tax increase for the capital budget. Staff continue to investigate alternative rehabilitation strategies, such as thin asphalt overlays, and mill and fill replacements, to achieve more upgrades within available funding.

Capital plan funding levels are determined through policy decisions, taking into account the City’s risk tolerance. Historically, Council has increased property taxes for capital projects that address deferred maintenance for roads, facilities and storm drains. Since 1999, Council has increased 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. For 2016, potential deferred maintenance projects are outlined in Appendix A. Each year from 2013 to 2015 a 1.25% property tax increases was levied for the capital budget. This level of increase takes a conservative approach in reaching sustainable funding levels; an alternate option for Council’s consideration would be to spread the increases over a longer time-period to balance taxpayer affordability while being aware of the risk.

Historically, the City’s capital plan has been funded by a combination of property taxes, utility user fees, grants, debt and reserves. Approximately one third of the City’s typical \$30-\$35 million capital budget is funded from reserves for investments such as vehicle and equipment replacements, remediation of City properties, and some building upgrades. Larger projects, such as a bridge replacement or construction of an arena, have primarily been funded through debt and grants.

The proposed capital budget includes projects that are underway but will not be completed before year-end. The funding for these projects must be carried forward from 2015. The budgets for these projects will be updated to reflect remaining amounts once year-end has been completed.

Reserves and Debt

The City's Reserve Fund Policy was updated in 2015, including a methodology for determining target balances. Work is currently underway to determine funding needs for facilities, fleet and street infrastructure. Upon completion of this work, target balances for each reserve will be calculated according to the approved methodology and will inform future capital budgets. The following table outlines the estimated year-end reserve fund balances.

Capital Reserves

Description	Balance Dec 31, 2014	2015 Budget Contribution	2015 Projected Expenditure	Projected Balance Dec 31, 2015	Draft 2016 Budget Contribution	Draft 2016 Budget Expenditure	Draft Projected Balance Dec 31, 2016
Equipment & Infrastructure							
Police							
Police Vehicles, Equipment & Infrastructure	2,200,182	1,000,000	1,566,000	1,634,182	1,000,000	1,188,664	1,445,518
Police Emergency Response Team	238,616			238,616			238,616
City							
VCC Equipment and Infrastructure	673,182		250,000	423,182		423,182	-
City Equipment	7,016,893	1,602,500	1,654,820	6,964,573	1,602,500	632,534	7,934,539
City Vehicles & Heavy Equipment	5,830,881	1,500,000	2,965,000	4,365,881	1,555,000	1,694,500	4,226,381
City Buildings & Infrastructure	38,623,986	6,263,393	16,570,349	28,317,030	5,887,211	1,076,118	33,128,123
Parking Services Equipment and Infrastructure	5,523,579	807,540	1,737,000	4,594,119	320,975	544,000	4,371,094
Multipurpose Equipment and Infrastructure	675,018	112,500		787,518	114,750	35,000	867,268
Recreation Facilities Equipment and Infrastructure	945,022			945,022			945,022
Archives Equipment	49,728			49,728			49,728
Strategic Planning Initiatives	143,532		143,532	-			-
Artificial Turf Field	706,150		520,000	186,150			186,150
Gas Tax	8,439,766	3,200,000	1,260,000	10,379,766	3,428,000	7,288,000	6,519,766
Water Utility Equipment and Infrastructure	8,488,272	1,850,000		10,338,272	1,850,000	1,000,000	11,188,272
Sewer Utility Equipment and Infrastructure	20,614,264	1,680,536		22,294,800	1,825,623		24,120,423
	100,169,070	18,016,469	26,666,701	91,518,838	17,584,059	13,881,998	95,220,899
Economic Development	743,626			743,626			743,626
Tax Sale Lands Fund	7,201,808	50,000	2,015,400	5,236,408	50,000		5,286,408
Parks and Greenways Acquisition Fund	2,297,832		500,000	1,797,832			1,797,832
Debt Reduction	25,319,981	3,409,187		28,729,168	3,471,573		32,200,741
Local Amenities Reserve	522,121			522,121			522,121
Development Cost Charges	8,457,604		53,000	8,404,604		54,060	8,350,544
Downtown Core Area Public Realm Improvement	58,090			58,090			58,090
	144,770,133	21,475,656	29,235,101	137,010,688	21,105,632	13,936,058	144,180,262

Operating Reserves

Description	Balance Dec 31, 2014	2015 Budget Contribution	2015 Projected Expenditures/ Commitments	Projected Balance Dec 31, 2015	Draft 2016 Budget Contribution	Draft 2016 Budget Expenditure	Draft Projected Balance Dec 31, 2016
Financial Stability Reserves							
City	2,022,096	282,000	211,700	2,092,396	100,000	539,000	1,653,396
Police	1,065,188			1,065,188			1,065,188
Fiscal Reserve							
Insurance Claims	3,780,040			3,780,040			3,780,040
Working Capital Fund	3,885,046			3,885,046			3,885,046
Victoria Housing Reserve	1,901,083	1,000,000	1,975,725	925,358	250,000		1,175,358
Dockside Affordable Housing	239,614			239,614			239,614
Climate Action Reserve	505,768	90,000		595,768	90,000		685,768
Art in Public Places	436,960	135,000	95,000	476,960	135,000	375,000	236,960
Heritage Buildings Seismic Upgrades	19,363			19,363			19,363
	13,855,157	1,507,000	2,282,425	13,079,732	575,000	914,000	12,740,732

The City currently has \$65.3 million in outstanding debt, with additional authorized but yet to be issued debt of approximately \$15.8 million for the Johnson Street Bridge. 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 \$3.4 million of budget room for debt servicing, which is transferred to the Debt Reduction Reserve. There are some smaller debt

issuing falling off in 2023; however, the next significant debt issue to retire is in 2032. The following table outlines the current debt issues, year of retirement and the annual debt servicing costs.

Final Year	Issue	Description	Total
2022	102	Burnside Gorge Community Centre	221,701
	102	City Hall Accessibility	220,817
2023	103	Parkades	173,594
	105	Parkades	178,094
2024	105	Crystal Gardens	340,359
2025	110	Parkades	493,694
2031	115	Johnson Street Bridge Replacement (CMHC)	743,241
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

Allocation of Annual Gas Tax Funding

The City receives annual funding from the Federal Government through their gas tax program. The expected amount for 2016 is \$3.4 million. Each year, amounts received are transferred to the City's Gas Tax Reserve which Council approves allocations from through the annual capital plan. The majority of the projects funded through the gas tax reserve to-date have been storm drain infrastructure projects. In 2015, Council allocated \$7.75 million over five years to implement new bike lanes in five priority areas as well as \$1 million for the David Foster Harbour Pathway implementation and \$2.2 million for the LED streetlight replacement project. With the expected amount for 2016, the gas tax funding available is \$6.5 million.

The City is required to report annually through the Union of BC Municipalities on which projects have been funded using gas tax and the agreement outlines which types of projects are eligible.

There are a number of capital projects that would qualify for this funding including storm drain projects and David Foster Harbour Pathway. It is proposed that the Storm Drain Brick Main project continues to be funded through gas tax and that the remaining funding be allocated upon completion of the public consultation process.

20-Year Capital Plan

In the development of the capital plan and as a result of a detailed review of all capital budget submissions, it came to light that there was a lack of information about the future year deliverables for a number of projects; examples of those are discussed below. The focus for the 2017-2036 Capital Plan will be to incorporate new information gathered throughout 2016 to address this information gap.

For many capital investments, such as water, stormwater, sidewalks and complete streets projects, longer-term asset master plans identify the priority order of renewals for a number of years. Those plans also indicate the estimated funding for those renewals. For these investments, ongoing budgets have been included in the 20-year capital plan.

For facilities, the future years show as "TBD" (to-be-determined) because a long-term plan that accounts for the strategic opportunities and functional requirements relating to City-owned

buildings does not yet exist. Work on this plan is underway and upon completion will inform the 2017 capital plan.

The City is embarking on a Parks Master Plan which will inform future priority setting for parks projects. Therefore, budgets for future year park projects are labeled "TBD".

For others, such as Gate of Harmonious Interest and Ship Point retaining wall, condition assessments and design work taking place in 2015 will determine the extent of the work required and budgets for the renewal investments can be developed once the condition assessments have been completed and will be incorporated into the capital plan at that point.

It can be difficult to determine the exact funding needs far into the future; therefore all future year amounts are best estimates only. The goal for 2017 is to improve upon these estimates using information gathered during 2016.

Outstanding Council Motions

Earlier in 2015, Council requested information regarding the net proceeds for business licencing. The total revenue generated from business licences is approximately \$1.36 million. The costs, including overhead, are approximately \$400,000 leaving a net of approximately \$950,000. Policing costs have not been factored into the City's costs.

Council also passed the following motion in relation to Vic High School sports facility refurbishment:

Matching grant of up to \$250,000 subject to:

- a. Community consultation for the project by School District 61 or its designate
- b. Council approval of the final design of the project
- c. Entering into a joint use agreement between the City and School District 61

This grant has not yet been factored into the 2016-2020 Financial Plan. As per Council direction, the funding for this project will be considered once all terms of the Council motions have been addressed.

2015-2018 Strategic Plan Funding

The majority of action items within the Strategic Plan are fully funded. However, a number of items still require funding as follows:

Action Year	Action	Funding Need
2015	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 and land uses.	Council allocated \$45,000. Separate report coming to Council identifying additional funding needs.

Action Year	Action	Funding Need
2016	Working toward establishing supervised consumption services, in collaboration with Island Health, VicPD and YES2SCS.	City's funding needs unclear at this point.
2015	Complete and implement Municipal Property Acquisition and Management Strategy.	Council has approved and funded real estate arm. As identified in the report brought to Council approximately \$100,000 of funding for consulting support is needed and has been added as a supplementary request for 2016 for Council's consideration.
2015	Initiate Parks Master Planning process.	Funding has been allocated for the plan. Funding for capital improvements to be determined once plan is complete.
2015	Prioritize "special places" along the David Foster Harbour Pathway and identify funding opportunities	Possible funding source is annual gas tax.
2016	Complete two of the "special places" at Heron Cove and Ship Point, along the David Foster Harbour Pathway corridor.	Possible funding source is annual gas tax.
2015	Identify resources required to develop Arts and Culture Plan, including identifying objectives and purposes of the plan.	A supplementary request of \$76,000 for 2016 is being put forward for Council's consideration.
2016	Complete the Douglas/Blanshard Corridor Master Plan and allocate funds in Financial Plan for quality-of-life infrastructure.	This is part of the Burnside/Gorge local area plan. Funding for quality-of-life infrastructure will be identified once the plan is complete.

Action Year	Action	Funding Need
2016	Build upon input from Parks Master Plan process and hold a placemaking activity at Ship Point to advance a site plan in the Harbour Principles. Consult public on specific design, and allocate money in 2018 capital budget to complete	Funding for capital improvements to be determined once plan is complete.
2016	Identify scope and develop budget strategy for a new Central Library and for a library branch at Capital Park in James Bay.	GVPL Board has just concluded a strategic planning process and is expected to inform the City with the preferred option for a James Bay branch later this fall. Funding for both facilities is yet to be determined.
2016	Move forward with plans for a new fire station.	Cost estimates for the various options are being updated before a report is brought to Council for consideration.

The largest funding needs are expected to relate to facilities, and it is recommended that decisions on these be made once the facilities assessment report including estimated investment needs has been received by Council.

Grants

As directed by Council, grants have been grouped into four categories: direct-award grants, festival investment grants, community garden volunteer coordinator grants, and Strategic Plan grants which include micro-grants.

Council directed staff to include inflationary increases for community and seniors centres operating and youth programming grants. The Victoria Heritage Foundation has requested an 8.25% or \$15,632 increase in funding (letter attached as Appendix C) and the Victoria Civic Heritage Trust is requesting a 2% or \$2,111 increase. All other grant funding is proposed to remain at the 2015 budget level.

In addition to operating and youth programming grants, the City also provides support to community and seniors centres for facility-related costs such as janitorial, lease payments and strata fees. The proposed budgets are the same as the 2015 level. A separate report on support for neighbourhoods, including community and seniors centres, will be brought to Council this fall.

Council also directed staff to consult with impacted organizations regarding proposed changes to the Strategic Plan grants as outlined in a staff report dated September 17, 2015. Upon completion

of the consultation, Council is scheduled to make a decision on potential limits and the grant intake period for Strategic Plan grants will open.

The proposed funding for the direct-award grants is as follows:

Organization	Type of Grant	2015 Amount Paid	2016 Requests	Change
Victoria Civic Heritage Trust	Building Incentive	420,000	420,000	0
Victoria Civic Heritage Trust	Operating	105,550	107,661	2,111
Victoria Heritage Foundation	Operating	189,368	205,000	15,632
Recreation Integration Victoria	Operating	29,435	30,055	620
Victoria Youth Council	Operating	20,000	20,000	0
Quadra Village Community Centre	Operating	50,000	50,600	600
Quadra Village Community Centre	Youth Programming	8,063	8,160	97
Fernwood Community Centre	Operating	50,000	50,600	600
Fernwood Community Centre	Youth Programming	8,063	8,160	97
Vic West Community Association	Operating	50,000	50,600	600
Vic West Community Association	Youth Programming	8,063	8,160	97
Vic West Community Association	Facility (janitorial)	33,118	33,515	397
Fairfield Community Place	Operating	50,000	50,600	600
Fairfield Community Place	Youth Programming	8,063	8,160	97
Fairfield Community Place	Facility (janitorial, recycling, liability insurance)	48,982	49,510	528
Fairfield Community Place	Youth Outreach	15,000	15,000	0
Cook Street Village Activity Centre	Operating	50,000	50,600	600
Cook Street Village Activity Centre	Facility (strata fees)	16,721	16,922	201
Victoria Silver Threads	Operating	50,000	50,600	600
Victoria Silver Threads	Facility (lease)	122,389	122,389	0
Burnside Gorge Community Centre	Operating	50,000	50,600	600
Burnside Gorge Community Centre	Youth Programming	8,063	8,160	97
Burnside Gorge Community Centre	Youth Outreach	10,000	10,000	0
James Bay Community School Centre	Operating	50,000	50,600	600
James Bay Community School Centre	Youth Programming	8,063	8,160	97
James Bay Community School Centre	Facility (janitorial, recycling)	51,433	52,050	617
James Bay New Horizons	Operating	50,000	50,600	600
James Bay New Horizons	Facility (janitorial)	26,036	26,348	312
Oaklands Community Centre	Operating	50,000	50,600	600
Oaklands Community Centre	Youth Programming	8,063	8,160	97
Oaklands Community Centre	Facility (janitorial)	16,077	16,270	193
Cool Aid Downtown Community Centre	Operating	50,000	50,600	600
Blanshard (Hillside Quadra)	Per capita base (0.75 times population)	5,434	5,434	0
Burnside/Gorge	Per capita base (0.75 times population)	4,395	4,395	0
Downtown (incl Harris Green)	Per capita base (0.75 times population)	3,454	3,454	0
Fairfield Gonzales	Per capita base (0.75 times population)	11,869	11,869	0
Fernwood	Per capita base (0.75 times population)	7,069	7,069	0
James Bay	Per capita base (0.75 times population)	8,430	8,430	0
North Jubilee	Per capita base (0.75 times population)	2,288	2,288	0
South Jubilee	Per capita base (0.75 times population)	1,643	1,643	0
North Park	Per capita base (0.75 times population)	2,588	2,588	0
Oaklands	Per capita base (0.75 times population)	5,119	5,119	0
Rockland	Per capita base (0.75 times population)	2,618	2,618	0
Vic West	Per capita base (0.75 times population)	5,104	5,104	0
		1,770,561	1,798,451	27,890

* Note the City provides janitorial services to Quadra Village Community Centre and Fernwood Community Centre and Cook Street Village Activity Centre; no support is provided to Burnside Gorge Community Centre

It is recommended that Council approve the direct-award grants as outlined in the table above.

Public Information and Consultation

The 2015 budget was a big departure from previous years. Many lessons were learned and the City benefited from a lot of feedback and greater involvement from the community in the process. Quality information is the foundation for meaningful engagement and community feedback has identified that it has been the greatest weakness in previous budget consultation activities. To foster meaningful participation in the budget process in the future, clear, accessible information will continue to be generated and shared with the community through a variety of tools aimed to increase reach and understanding of the financial planning process.

Guided by the City's and the International Association of Public Participation's Core Values, the public will be engaged earlier on in the engagement process and will have more time to provide input. Information will be provided in advance of consultation to ensure the community has the information and notice required to provide informed input. Through recent neighbourhood meetings, a number of improved tools for understanding impacts and investment in neighbourhoods, will be introduced. The draft Financial Plan itself will be more accessible to the public through the use of visuals and plain language. Direct impacts of the budget and services provided will be highlighted to ensure the Plan resonates with community members and that the value the community receives for their tax dollars is evident.

Throughout October and November 2016, clear, accessible information on the budget will be shared to provide improved information about the budget, services and the budget process. Infographics will be used to help breakdown complex information into visuals that are more easily understandable and engaging. The current website information will be completely redeveloped to provide budget information in a way in which it resonates with the broad public.

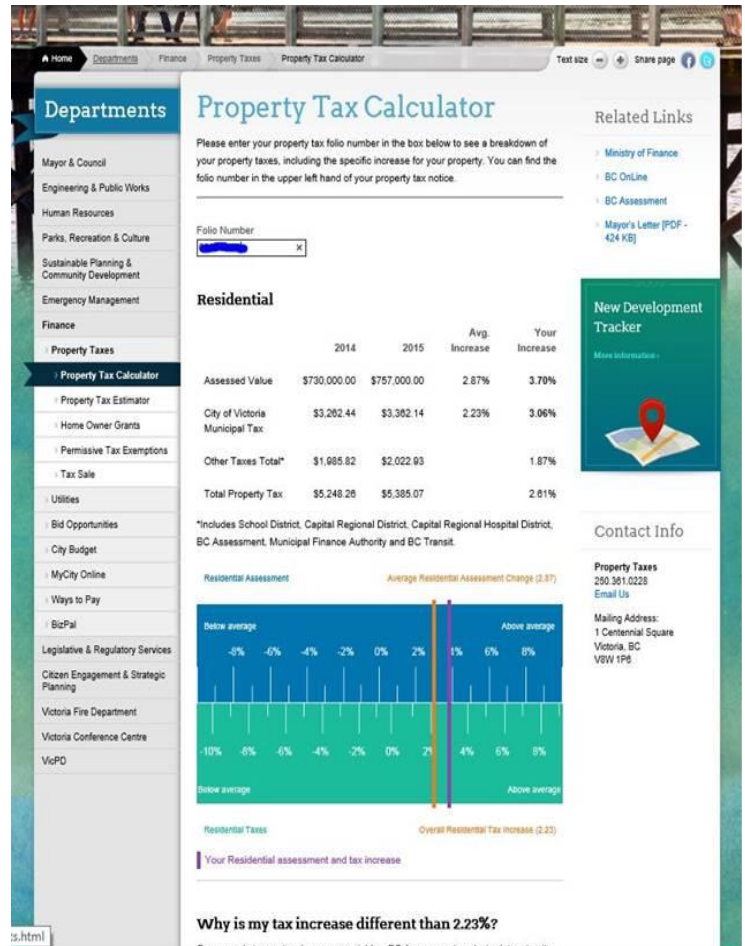
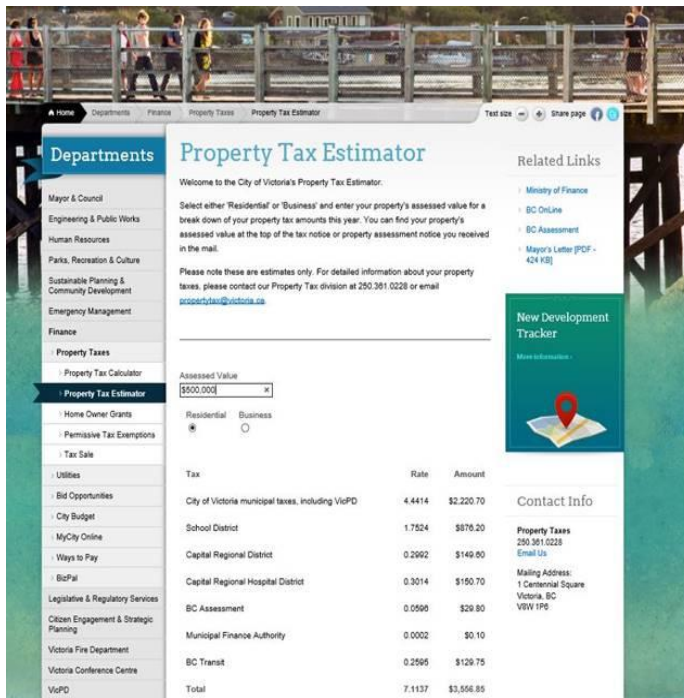
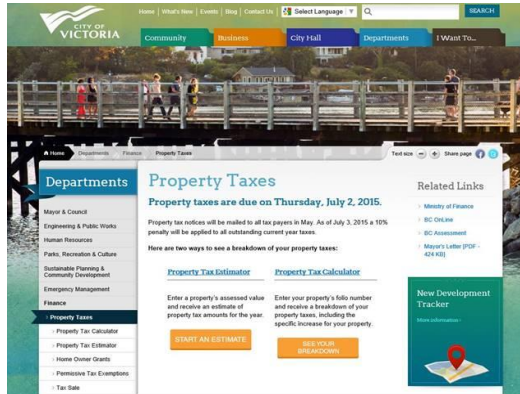
Continuing in 2016, the new tools introduced in 2015 will be used, including an online budget toolkit explaining operating and capital budgets, where funds come from, how they are allocated and what the community receives for their collective investment. The budget toolkit will be available on the City's website in November for community members to print off and use.

A video providing an overview the financial planning process, budget highlights and the services offered will also be created to broaden awareness and understanding around the budget.

An e-town hall will also be offered in January, providing multiple ways for the public to engage in the budget discussion, in both traditional and electronic mediums, and in real-time. Based on our own experience for the 2015 financial planning process, and building on experiences in other municipalities, the e-town hall can make the budget process more accessible by removing barriers to participation and creating opportunities to draw new people into the budget discussions.

Upon conclusion of the consultation period, the process, all feedback and any subsequent changes, will be summarized and included in the financial plan itself to demonstrate the opportunities for public input and the public input received.

The online tax estimator and calculator (example below), launched in the spring of 2015, will continue to enable taxpayers to input their assessed value and see an estimate of what their taxes will be. The calculator will be tailored to both residential and business properties to assist individuals purchasing property to estimate their taxes.



Building on improved information, community members will also be asked to comment on the draft Financial Plan. An online survey and a Town Hall will be used to collect community feedback. An E-Town Hall (example below) will be added to the Town Hall meeting enabling the public to remotely participate in a Town Hall meeting by submitting questions and feedback via email prior to the event as well as live through social media and the City's website. Comments and questions will be read out by a moderator as they come in and individually addressed by subject matter experts.

The screenshot shows a web page titled "e-Town Hall Meetings" for the "2015 Municipal Budget Meeting". The page is part of the City of Nanaimo's website, with a breadcrumb trail: Home > City Hall > City Council > e-Town Hall Meetings. The main heading is "e-Town Hall Meetings" and the sub-heading is "2015 Municipal Budget Meeting".

The text on the page reads: "The City of Nanaimo wants your input on the 2015 Municipal Budget. Join the discussion at 7 p.m. on September 29th. Participation is easy by using any of the following methods of engagement."

The methods of engagement listed are:

- In person** - Attend the meeting in the Shaw Auditorium at the Vancouver Island Conference Centre
- Facebook** - The event's wall will be open for your questions and suggestions during the meeting <http://www.nanaimo.ca/goto/fbTownHall>
- Twitter** - Once the meeting is underway, use the hashtag [#NanaimoTH](#)
- Website Submission** - Submit your questions or comments using the online webform <http://www.nanaimo.ca/goto/townhallquestion>
- By Phone** - Once the meeting is underway, dial 250-754-4251 and tell your question to the operator

There is a "Photo Album" section on the right side of the page, featuring a photo of a coastal scene with a lighthouse and a button that says "Send us your picture".

The "Discussion Topic" section states: "What to include in the City's operational and capital budgets is one of the biggest and most important decisions Council and staff make each year. Setting priorities and deciding where and where not to spend money is a challenging task. Provide your input by participating in the meeting using one of the five methods of engagement listed above."

The "Prepare and Participate" section states: "Improve your level of participation by being prepared. Familiarize yourself with the proposed topic using documents made available on the City of Nanaimo's website prior to the meeting beginning."

Links provided at the bottom include:

- [2014-2018 Financial Plan](#)
- [Annual Municipal Report](#)

To ensure community members have an opportunity to review the draft Financial Plan prior to the Town Hall and launch of the survey, electronic copies of the draft Financial Plan will be available online and hard copies will be available for the public to pick up at City Hall and other City facilities. All public feedback will be presented to Council for consideration in February 2016.

During 2015, options for a participatory budgeting process were developed and a separate report will be brought to Council in November for consideration. The approved engagement strategy for the 2015 and 2016 financial planning processes is attached as Appendix D.

Timeline

Council direction on the 2016 financial planning process was provided in June. The following table outlines the remaining timeline for this year's process.

Tentative Dates	Task
Four meetings in November, 2015	Detailed presentations of draft financial plan.
December 10, 2015 Council	First reading of financial plan bylaw.
December/January	Public consultation begins and continues until the third week of January.
Third week of January 2016	Town Hall and e-Town Hall meeting.
February 4, 2016 Governance and Priorities Committee	Present consultation results and seek direction on changes to financial plan.
April 7, 2016 Governance and Priorities Committee	Final report on financial plan including incorporated changes; report on 2015 tax rates. Second and third reading of financial plan bylaw; first, second and third reading of tax bylaw.
April 14, 2016 Council	Second and third reading of financial plan bylaw; first, second and third reading of tax bylaw.
April 28, 2016 Council	Adoption of financial plan bylaw and tax bylaw
May 2016	Seek Council direction on 2017 financial planning process.

2017 Financial Plan

Council direction will be sought in May 2016 on the 2017 financial planning process.

The focus for the 2017 plan will be to improve upon the information provided in the 2016 Financial Plan, specifically the metrics and the capital budget summary sheets. As the asset management software implementation continues, additional inventory and condition assessment information will become available and will be incorporated into future financial plans.

The capital plan will also be informed by the master planning activities for facilities, parks and sewer as well as ongoing condition assessment for assets across the organization.

In addition, further development of the City's budget simulator will take place to expand the use (example below).

Budget Simulator for 2016



CORE CITY SERVICES

Increase the Fire Department Budget expenses budget [Learn more](#)

Should the 2013 budget include an increase to the Fire Department's expense budget? Increases can start at \$1000 and expand to \$15,000. The Fire Department's Budget cannot be decreased.

Your choice

0 15
\$0 -\$15,000

Should the Town release their council meeting minutes and vote records as open data?

[Learn more](#)

The Town currently posts council records in PDF format to our website, www.townopennorth.ca. Releasing this information in a machine-readable format would allow citizens, developers and researchers increased access to the democratic processes of our local government. To set up this release the Town would have to spend \$9000 one time on preparing documents.

NO
\$0 -\$9,000

Would you accept a local tax of \$50 per unit to invest in a new project? If yes, which project?

- ☐ Planting of 5000 trees at \$10,000
- ☐ Development Project with greening a public place or redevelopment of a commercial artery at \$20,000
- ☐ Recycling Project of a church into a cultural center and leisure (rather than leaving an empty church sale for condos) at \$100,000
- ☐ Upgrade major streets and sidewalks of the Borough at \$50,000
- ☐ An innovative project home culture including a modernized library at \$25,000
- ☐ Set up a soccer field synthetic turf at \$50,000
- ☒ No, I do not want any new taxes for a project

REVENUE GENERATING PROJECTS

Should a new parking lot be implemented with a daily rate of \$10 a day?

Our town could accommodate a new parking lot space an abandoned lot which would create \$40,000 in new revenue. The lot would charge a daily rate of \$10 day. Would you like to see a new parking lot in our town?

Your choice

NO
\$0 \$40,000

2015 – 2018 Strategic Plan

The draft Financial Plan was developed in alignment with the 2015-2018 Strategic Plan. This report outlines a number of action items in the strategic plan that require further analysis before funding options can be developed and brought to Council for consideration and inclusion in the financial plan.

Impacts to 2015 – 2018 Financial Plan

The 2016-2020 Financial Plan will replace the current year's plan.

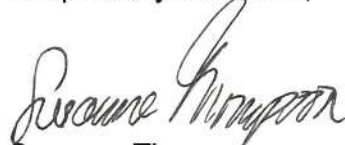
Official Community Plan Consistency Statement

Not applicable.

CONCLUSION

The draft Financial Plan aims to balance high quality service provision with taxpayer affordability. Council's review as well as feedback from the public will further shape the financial plan and will set the service levels for staff to implement.

Respectfully submitted,



Susanne Thompson
Director, Finance



Jason Johnson
City Manager

Report accepted and recommended by the City Manager: _____

Date: _____

October 15, 2015

Attachments:

- Appendix A: List of Deferred Maintenance Projects for Potential Capital Budget Tax Increase
- Appendix B: Supplementary Operating Budget Requests
- Appendix C: Grant Request from Victoria Heritage Foundation
- Appendix D: Engagement Strategy

Appendix A: List of Deferred Maintenance Projects for Potential Capital Budget Tax Increase

Historically, capital budget tax increases have funded deferred maintenance projects for storm drains, streets and facilities. For this year, the proposed list only includes streets projects since the pavement management plan indicates that additional funding for streets is necessary to maintain standards. No facilities or storm drain projects are proposed this year; additional information is being gathered to inform future financial plans.

Residential Streets

Description	Amount	Tax Impact
Alpha Street – Beta to Gamma (Burnside Neighbourhood)	\$450,000	0.37%
Ludgate Street – Bay to John (Burnside Neighbourhood)	\$300,000	0.25%
Meares Street – Cook to east end (Fairfield Neighbourhood)	\$390,000	0.32%
Total	\$1,140,000	0.94%

Major Streets

Description	Amount	Tax Impact
Vancouver Street – Pandora to Balmoral (North Park Neighbourhood)	\$200,000	0.16%
Blanshard/Hillside intersection (Burnside Neighbourhood)	\$200,000	0.16%
Vancouver Street – Southgate to Fairfield (Fairfield Neighbourhood)	\$250,000	0.21%
Southgate Street – Quadra to Vancouver (Fairfield Neighbourhood)	\$250,000	0.21%
Total	\$900,000	0.74%

Appendix B – Supplementary Operating Budget Requests

Cultural Plan

Overview:

This request will enable fulfillment of Council's strategic plan objective to deliver a Cultural Plan.

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
Contracted Services	116,000	0	0	0	0
Total Expenditures	116,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Request	116,000	0	0	0	0

Appendix B – Supplementary Operating Budget Requests

Additional Sidewalks Power-washing During Dry Season

Overview:

Long dry spells without significant rainfall is resulting in dirty sidewalks downtown with lots of bird droppings and resulting smell. It affects the cleanliness and appearance of city's sidewalks. This proactive response will provide extra power wash cleaning when it is needed (June to September).

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
Equipment Rentals	4,800	4,800	4,800	4,800	4,800
WO Regular Time	10,200	10,200	10,200	10,200	10,200
Total Expenditures	15,000	15,000	15,000	15,000	15,000
% Increase					
Net Request	15,000	15,000	15,000	15,000	15,000

Appendix B – Supplementary Operating Budget Requests

Traffic Orders

Overview:

This budget is used to fund costs of changes to on-street parking regulations (signs/painting) on an annual basis.

Changes in land use can impact traffic patterns, and demands for on-street parking. Having the ability to respond to public requests/inquiries ensures the ongoing safe operation of traffic for all road users (traffic control devices such as stop signs); helps contribute to successful commercial areas/urban villages (on-street parking turnover for customers); and respects/protects the residential integrity of neighbourhood residential areas (providing Residential Parking Only restrictions on low-density residential streets adjacent

Approximately 80 traffic orders were processed in 2015, as well as the reduced speed zones on arterial and downtown streets in Victoria. The five year average spending for traffic orders is \$34,500, however the annual budget for traffic orders is \$26,000. This request is to add \$8000 to the budget to align the budget with the cost requirements for the program.

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
9211 WO Regular Time	8,000	8,160	8,323	8,490	8,659
Total Expenditures	8,000	8,160	8,323	8,490	8,659
% Increase		2.00%	2.00%	2.00%	2.00%
Net Request	8,000	8,160	8,323	8,490	8,659

Appendix B – Supplementary Operating Budget Requests

Broad Street Mall Repairs

Overview:

The Broad Street Mall, from View Street to Pandora Avenue was constructed in 2000. Sections of the inset concrete and glass design have settled, and bricks are also settling, creating tripping hazards. These sections need to be removed and replaced to restore the original look.

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
9211 WO Regular Time	15,000	20,000	0	0	0
Total Expenditures	15,000	20,000	0	0	0
% Increase		33.33%	(100.00%)	0.00%	0.00%
Net Request	15,000	20,000	0	0	0

Appendix B – Supplementary Operating Budget Requests

Parks Overnight Sheltering Support and Clean-up

Overview:

Continue with the program that started in July, 2015 of extending the hours of Beacon Hill Park public washrooms and Stadacona Park public washrooms until 2.30 am every morning year round. Static security services will be at each location from 9.30pm to 2.30am to assist with smooth operations and any minor situations that may arise. Port-a-toilets are placed at Topaz Park for use by persons seeking overnight shelter in the park. This request would also fund site clean-up of locations where persons are seeking shelter in parks on a daily basis. Debris and discarded chattels will be cleaned up and disposed of. Two employees will be deployed daily.

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9121	WO Outside Equipment Ren	15,000	15,000	15,000	15,000	15,000
9211	WO Regular Time	164,000	164,000	164,000	164,000	164,000
9411	WO Contracted Services	134,000	134,000	134,000	134,000	134,000
Total Expenditures		313,000	313,000	313,000	313,000	313,000
% Increase			0.00%	0.00%	0.00%	0.00%
Net Request		313,000	313,000	313,000	313,000	313,000

Appendix B – Supplementary Operating Budget Requests

Senior Parks Planner

Overview:

The Parks Planning and Design service area delivers design, consultation and project management for an annual average of \$2.3 million in capital expenditures (based on capital budgets from 2010-2015); is responsible for developing plans, strategies and policies to guide investment into and the use of the park and open spaces in the City of Victoria; and, provides comment on all development and other permit applications that impact greenspace, urban forest and other areas of the public realm.

With the growing pressure to reduce the timeline for delivery of development reviews and the growing need to invest in our parks spaces, adding a second Senior Parks Planner will help deliver projects on time and on budget. Approximately 70% of the position's workload is anticipated to be related to permit application review, with the remaining 30% of the time available to undertake projects.

The addition of 1 FTE will allow us to better administer our service delivery to ensure that we assist in meeting the strategic objective of enhancing and stewarding our parks and greenspaces.

From 2012-2014, the average number of development related applications reviewed was approximately 320. This is broken out into several different types of permits.

Rezoning	46
DPs	48
HAP	12
Subdivision	12
BPs	<u>200</u>
TOTAL	318

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4016	Salaries - Inside	83,400	85,068	86,769	88,505	90,275
4102	Benefits	19,600	19,992	20,392	20,800	21,216
Total Expenditures		103,000	105,060	107,161	109,304	111,491
% Increase			2.00%	2.00%	2.00%	2.00%
Net Request		103,000	105,060	107,161	109,304	111,491

Appendix B – Supplementary Operating Budget Requests

Arboriculture

Overview:

The Urban Forest Management plan was approved in 2013. Key actions from the management plan included a full inventory of the urban forest. Priority tree removals and pruning will allow for achieving management plan direction, minimize risk of tree failures and maintain and/or increase canopy cover recommendations.

Deliverables include:

- Forest inventory update kept to standard or 17% per year
- Tree assessments on sensitive tree removals
- Emergency response to tree/limb failures
- Pro-active removal and pruning as per inventory recommendations

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9211	WO Regular Time	106,500	108,630	110,803	113,019	115,279
9221	WO Overtime	12,000	12,240	12,485	12,734	12,989
9411	WO Contracted Services	10,000	10,200	10,404	10,612	10,824
Total Expenditures		128,500	131,070	133,692	136,365	139,092
% Increase			2.00%	2.00%	2.00%	2.00%
Net Request		128,500	131,070	133,692	136,365	139,092

Appendix B – Supplementary Operating Budget Requests

Real Estate – Consulting Studies

Overview:

To fund consulting services to review the substantial catalogue of land and to establish near term strategic opportunities as outlined in the Urban Systems Report on the implementation of a real estate function within the City of Victoria.

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
4214 Consulting	100,000	0	0	0	0
Total Expenditures	100,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Request	100,000	0	0	0	0

Appendix C – Grant Request from Victoria Heritage Foundation



September 22, 2015

Susanne Thompson
Director of Finance
City of Victoria
#1 Centennial Square
Victoria, BC V8W 1P6

Re: 2016 Grant Funding Request

Dear Ms. Thompson,

The Victoria Heritage Foundation (VHF) was instituted by the City of Victoria in 1983 to manage the City's funding program for Heritage-Designated houses, and it continues to be an important component of the City's Heritage Program. In 36 years, the City of Victoria and VHF have helped to fund over 1,200 projects to stimulate and promote the conservation and maintenance of 364 Heritage-Designated houses.

VHF also undertakes education and outreach projects such as workshops, lectures, our website, walking tour brochures and the award-winning four-volume series *This Old House: Victoria's Heritage Neighbourhoods* in order to further knowledge and awareness of Victoria's built heritage. VHF is able to accomplish much of this work thanks to the contribution of over 1,000 annual volunteer hours. VHF's 2014 Annual Report documents in detail our yearly expenditures and budget allocations. The report was distributed to Mayor and Council and City staff in July. It can also be viewed on our website.

VHF's annual operating grant has remained unchanged at \$189,368 since 2010. As of 2016, demand for grants is expected to exceed our capacity. For 2016 the Victoria Heritage Foundation is requesting **\$205,000**. Factors contributing to the expected shortfall include:

- VHF average project costs have increased 16% (2010-14)
- VHF operating costs (insurance, auditor, office) have increased 11% (2010-14)
- Increased grants for seismic upgrades
- Five Capital Park heritage houses are expected to apply for grants

VHF's work makes a significant contribution to the goals and objectives set out in Victoria's *2015 Strategic Plan 2015-18*. Relevant goals and objectives relating to the Strategic Plan are appended for reference. The VHF Board is currently developing a Strategic Plan that further advances its work consistent with City's Strategic Plan.

We would be happy to answer any questions that you may have. Thank you for your consideration.

Respectfully,

Doug Koch,
Board President

Tara Kaehne, CPA, CA
Treasurer

Brigitte Clark,
Executive Director

cc: Jonathan Tinney, Director of Sustainable Planning & Community Development
Andrea Hudson, Assistant Director, Sustainable Planning & Community Development
Murray Miller, Senior Heritage Planner, non-voting member of VHF
Pamela Madoff, Council liaison to VHF

Victoria Heritage Foundation c/o Victoria City Hall #1 Centennial Square Victoria, BC V8W 1P6
☎ 250 383-4546 ✉ vhf@victoriaheritagefoundation.ca www.victoriaheritagefoundation.ca

Appendix

The work of the Victoria Heritage Foundation contributes to the priorities of Victoria's Strategic Plan 2015-2018 as follows:

Innovate & Lead

- Heritage honours the past, while allowing the future to evolve
- VHF enjoys a high profile and often serves as the first point of contact for heritage-related inquiries
- VHF's award-winning website and GIS map extend the reach of the City's heritage program
- VHF collaborates with neighbourhood groups and other heritage organizations

Engage and Empower the Community

- VHF grants encourage heritage homeowners to undertake appropriate rehabilitation and inspire neighbours to do the same

Strive for Excellence in Planning & Land Use

- Existing historic neighbourhoods make for compact and sustainable land use patterns
- Heritage houses contribute to placemaking in Victoria's distinctive neighbourhoods
- VHF assists City Planners in identifying and researching potential heritage houses

Create Prosperity through Economic Development

- VHF grants leverage significant private investment
- Rehabilitation creates twice as many local skilled jobs as new construction
- Heritage is a cornerstone of sustainable cultural tourism
- Heritage supports tourism - historic hotels and B&Bs, carriage and walking tours
- Heritage houses and streetscapes are desirable locations for film productions

Make Victoria More Affordable

- Heritage houses often include affordable rental units
- Heritage houses may lend themselves to the addition of garden and secondary suites, adding density without destroying the heritage value of the house and neighbourhood
- VHF grants add to the affordability of heritage houses

Facilitate Social Inclusion and Community Wellness

- Heritage contributes to social and cultural well-being
- Attractive pedestrian-friendly streets improve quality of life and promote socialization

Enhance and Steward Public Spaces, Green Spaces and Food Systems

- Heritage neighbourhoods include mature gardens and trees, reinforcing Victoria's reputation as the City of Gardens

Complete a Multi-Modal and Active Transportation Network

- Attractive, walkable neighbourhoods close to town and amenities minimize vehicle use

Nurture Our Arts, Culture and Learning Capital

- Heritage neighbourhoods preserve the valuable legacy of the past
- VHF walking tour brochures promote awareness and appreciation of Victoria's architecture and history

Plan for Emergencies Including Climate Change Short and Long-Term

- The greenest building is the one already built
- VHF promotes educational events on seismic upgrades for heritage houses
- VHF promotes seismic upgrades through increased grant percentage

Appendix D – Approved 2015-2016 Engagement Strategy

The community engagement planned for the 2015 and 2016 budget places significant focus on public awareness, education and involvement around the City's budget more so than in previous years.

Beginning in 2015, a two-phased engagement approach has been approved by Council. The first phase will focus on providing the community clear, accessible information to generate greater awareness and education on the budget. 2015 also includes community involvement in designing and exploring participatory budgeting options for the following year. A substantially improved Financial Plan document and new online tools will better equip community members with the information required to participate in a more collaborative budgeting process during the second phase in 2016.

Our Budget. Shaping the Future Together – Proposed Phase One: 2015

Throughout January and February 2015, clear, accessible information on the budget will be shared to provide improved information about the budget, services and the budget process. The new Financial Plan will outline service levels, actuals and value received for financial investment. Quality information is the foundation for meaningful engagement and has been the greatest weakness in previous consultation activities. To foster meaningful participation in the budget process in future, it is important that greater focus on the information is placed and improved access, through better tools, is provided for greater reach and understanding.

As budget decisions have a profound impact on the daily lives of tax and ratepayers, ranging from garbage collection to parks, to emergency services, engagement will be extensive to ensure all those affected by the conversations are aware of the various opportunities to provide input into the process. Staff will seek out opportunities to go to where the people are to ensure the greatest amount of individuals are engaged and informed.

Several new tools will be introduced in February 2015 including an online budget toolkit explaining operating and capital budgets, where funds come from, how they are allocated and what the community receives for their communal investment. An E-town hall opportunity is proposed for the first time enabling the public to submit questions and feedback through a variety of channels including in person, through the website and using social media. An online tax calculator (example below) will enable taxpayers to input their assessed value and see what their taxes will be is another useful new tool proposed for the coming year. The calculator will be tailored to both residential and business properties to assist individuals purchasing property to determine the difference in taxes.

These new tools will deliver information in a clear and accessible manner as well as encourage interaction through new, innovative channels with diverse audiences. The input solicited from the public about the draft financial plan will be used to inform the 2015 Financial Plan.

In 2015, it is also proposed that the City commence dialogue with the residents and business representatives to explore potential participatory models together and identify what additional information community members feel they require to provide greater input and involvement into the budget process. Based on best practice research being completed now, there are several options that can be explored in 2015 for 2016, including public participation in specific grant fund allocation, investment by neighbourhood or investment by topic areas, such as beautification or active transportation.

Improved budget information and greater exploration of options for participatory budgeting will build a strong foundation on which to introduce participatory elements and process for 2016.

Shape Your City Budget – Proposed Phase Two: 2016

In 2016, the City will be in a position move towards a more collaborative budget process through the introduction of participatory budgeting for a portion of the City's budget.

As a principle of the City's civic engagement strategy, the City's budget is a foundational topic for greater levels of public participation due to its breadth and impact. Involving the public in 2015, to explore and design a participatory process is consistent with the City's Core Values for Public Participation. This in combination with significantly improved budget information and tools has potential for building greater community capacity and understanding of participatory processes, together.

Opportunities for face-to-face workshops and online engagement will be facilitated in order to reach the wide-ranging stakeholders impacted by the decisions being made. The tools introduced in 2015 will be further developed and new tools will continue to be introduced in order to engage the largest amount of the diverse stakeholders impacted by the decisions being made. Best practices from other municipalities will be applied to Victoria such as the introduction of an online budget simulator which has been used in Coquitlam, Regina, Edmonton, Toronto and Montreal. This innovative tool will offer citizens a way to participate in the budget process from the convenience of their homes.

The two-phased engagement strategy will set a new precedent for involving the community in the budget process through clear, accessible information, innovative tools and greater collaboration in the budgeting process.



DRAFT Financial Plan 2016–2020

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Community Overview

Located on the southern tip of Vancouver Island, the City of Victoria is home to 80,000 people, and is the economic and entertainment centre for the 345,000 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.

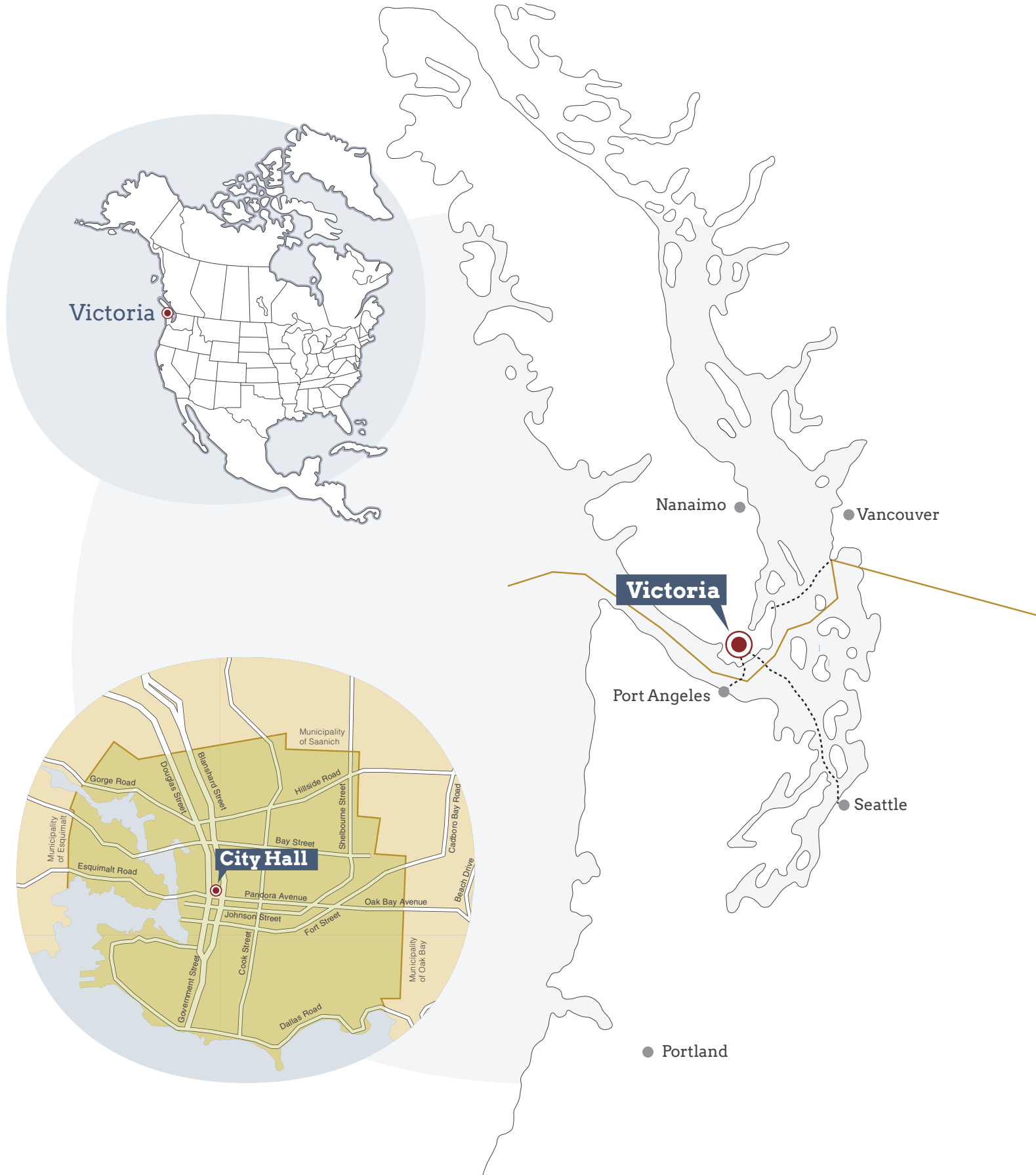
Located in a sub-Mediterranean zone, Victoria enjoys the mildest climate in Canada. This, combined with spectacular outdoor settings adorned with ocean views and mountain vistas, encourage year round recreational opportunities including hiking, golfing, cycling, gardening and kayaking.

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.

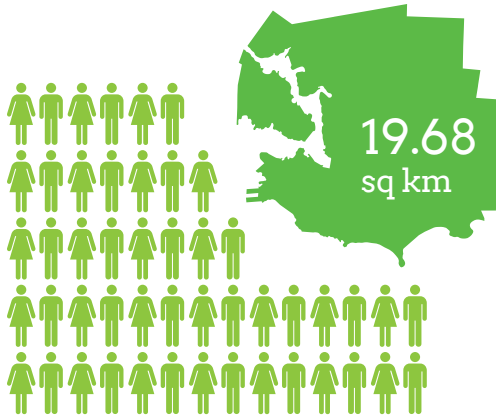
Victoria at a glance:

- Incorporated on August 2, 1862
- Population: 80,000
- Serves as the metropolitan core for a region of 345,000
- Capital City of British Columbia
- Over 3 million visitors annually
- Average of 2,183 hours of sunshine each year
- Average rainfall is 66.5 centimetres per year

Map of Victoria



City of Victoria at a Glance



Population **80,017**
(14th largest city in British Columbia)

Property taxpayers*

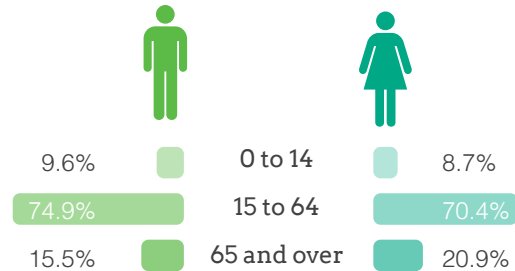


Rent vs Own

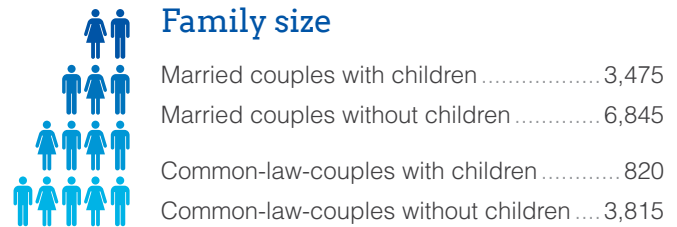


Average household income .. \$58,648
Median household income \$45,827

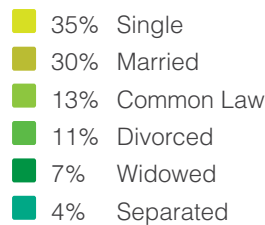
Demographics by age and gender



Family size



Marital Status



Source: Stats Canada, 2011 Census
*City of Victoria

Highlights of City Services*

 **Maintain:**

 **72**
City parks

 **72**
Hectares of parkland

 **191**
Hectares of natural landscape


 **6,127**
Tonnes of waste collected
(from 14,000 households)

 **Public Service Centre**
Approx. **90,000**
Transactions and inquiries


Maintain:

 **280 km**
roadway

 **270 km**
stormwater mains
3
stormwater
rehabilitation units
73
stormwater outlets

 **41 km**
bike lanes

 **558**
vehicles and
heavy equipment
(including VicPD)

 **250**
parking
pay stations


 **30,000**
People served each year
at the Development Centre

 **151,524**
Delegate Days at the
Victoria Conference Centre

 **Over 2,000**
Individuals assisted
by City Archives

Bylaw and Licencing
 **2,103**
Calls for service

 **8,725**
Inspections
performed annually
Building, Plumbing, Electrical

 **446**
Total fires attended
(structure, exterior, vehicle)

 **74**
Council and
committee meetings
administered
Average of 1 every
3.5 business days

 **1,303**
Zoning
Regulation Bylaw
Plan Checks

**Victoria Emergency
Management**

 **130**
Volunteers
• training
• communication
• deployment

 Approx. **250,000**
visits annually
Crystal Pool and Fitness Centre

*Based on 2014 stats.

CITY OF VICTORIA

Mayor and Council



Lisa Helps
Mayor

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

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



Marianne Alto
Neighbourhood: Oaklands



Chris Coleman
Neighbourhood: Fairfield



Ben Isitt
Neighbourhoods:
Hillside-Quadra



Jeremy Loveday
Neighbourhoods:
North Park, Victoria West



Margaret Lucas
Neighbourhoods: James Bay,
Downtown/Harris Green



Pamela Madoff
Neighbourhood: South Jubilee,
North Jubilee, Rockland



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



Geoff Young
Neighbourhood:
Burnside-Gorge

MESSAGE FROM

City Manager

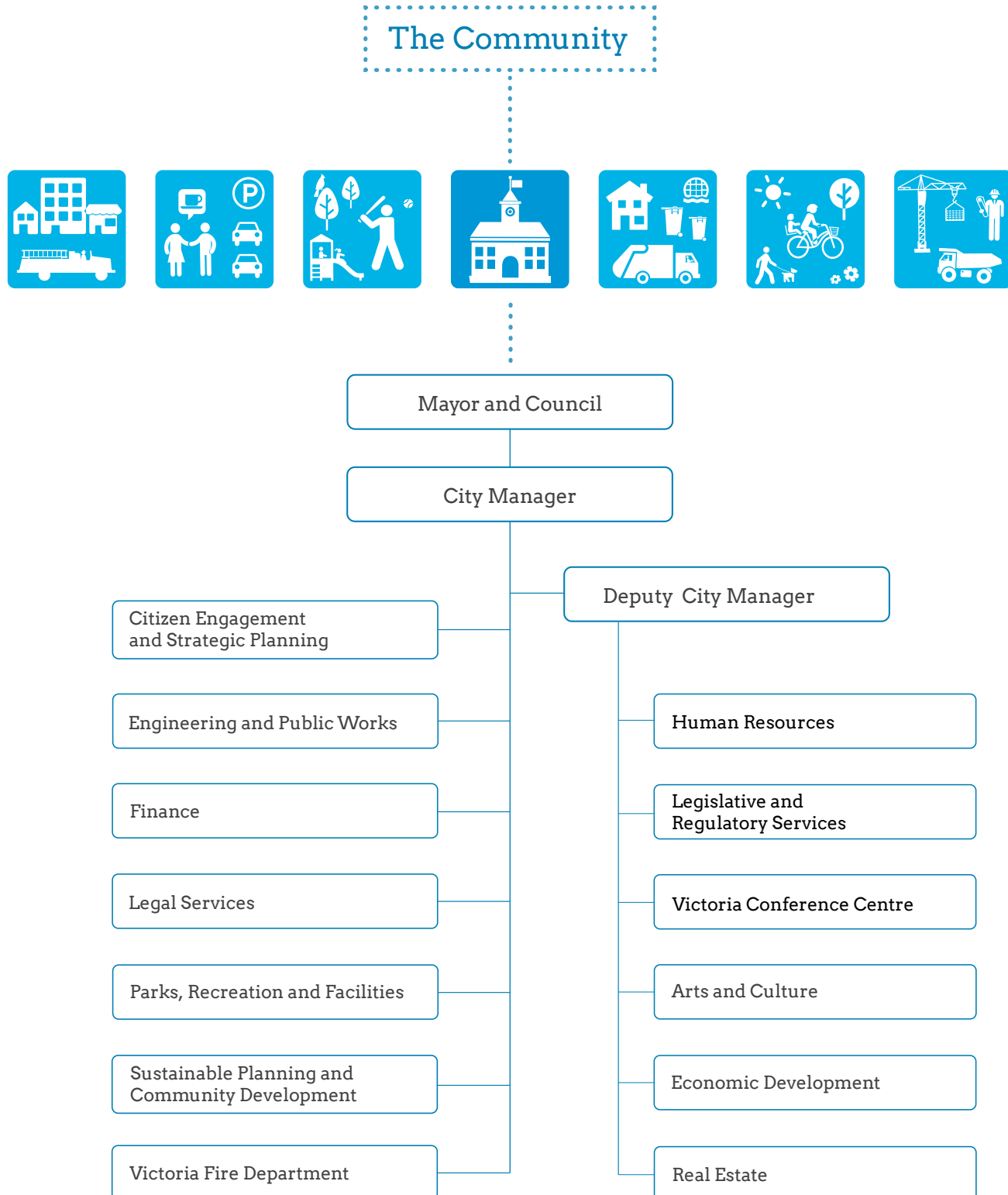
To be included in final document

MESSAGE FROM

Director of Finance

To be included in final document

City of Victoria 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. Plan for Emergencies Including Climate Change Short and Long-Term
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:

- Build capacity of neighbourhood/community associations. (Ongoing)
- Empower 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.
- Work with community to design participatory budgeting opportunities.
- Be engaged in a meaningful two-way conversation with the public.

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.
- Create a Development Permit/Heritage Conservation Area on Dallas Road between Cook Street and Clover Point.

2018 OUTCOMES:

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

2015 ACTIONS:

- Hire City planner to lead our Sustainable Planning and Community Development Department.
- Identify as staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors.
- Identify as a staff priority: Work through planning process to deliver acceptable form and density for proponent and community at Capital Park.
- Establish predictable flat fee per square metre for bonus density.
- 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.

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.

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 and implement Municipal Property Acquisition and Management Strategy.
- Complete a full long-term infrastructure and facilities assessment.

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.
- Increase 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.

2016 ACTIONS:

- Create and implement a plan to revitalize and brand Douglas Street as our “Main Street”.
- Develop a Municipal Incomes Strategy.
- Invite Twin City delegations for 2017 “Canada 150” events.
- Investigate a living wage policy for City of Victoria employees.

Objective 6: Make Victoria More Affordable

2016 OUTCOMES:

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

2017/2018 OUTCOME:

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

2018 OUTCOMES:

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

2015 ACTIONS:

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

2016 ACTIONS:

- Continue to push for a National Housing Strategy.
- Consider a CRD Housing Levy.

Objective 7: Facilitate Social Inclusion and Community Wellness

2017 OUTCOMES:

- Crystal Pool issues are resolved by replacing or renovating the facility. Victoria has a modern, inclusive public pool and fitness facility in a central location, with increased revenue.
- Accessible health services are available for Victoria's most marginalized people.
- Enhanced quality of life.
- Victoria is closer to ending chronic homelessness.
- Opportunities for accessible sports and fitness by children and adults.

2018 OUTCOMES:

- Public recreation and cultural facilities are first rate.
- Coalition to End Homelessness completes its mandate to end homelessness.
- City's seniors' facilities have grown their memberships by 50%.
- City infrastructure and facilities are more accessible for everyone.
- Seniors centres have increased programming options.

2015 ACTIONS:

- Commit to facilitating collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health services, including harm reduction.
- Develop plan for public engagement on Crystal Pool and Fitness Centre, to be implemented in late 2015 or early 2016.
- Initiate discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivering many programs.
- Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the Victoria Housing Reserve.
- Continue to keep subsidized housing units a focus and work with partners to create/identify new opportunities.
- Create an Accessibility Capital Fund and Accessibility Advisory Committee to ensure City infrastructure and facilities are accessible to everyone.
- Work with partner agencies and street-involved people to establish increased options for safe and secure storage of the belongings of street-involved people in an area that will not have negative impacts on surrounding neighbours or land uses.

2016 ACTIONS:

- Work toward establishing supervised consumption services, in collaboration with Island Health, VicPD, and YES2SCS,
- Work through Facilities Assessment and community engagement plan, and seek out possible funding partners.
- 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.

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

2016 OUTCOME:

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

2017 OUTCOMES:

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

2018 OUTCOME:

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

2015 ACTIONS:

- Initiate Parks Master Planning process, including:
 - City greenspace opportunities for “have not” park neighbourhoods.
 - Commitment to a high-quality park and festival site at Ship Point.
 - Include public dialogue on waterfront park at Ship Point and festival sites.
 - Discuss dogs in parks, with eye to identify locations, best practices, and plan for fenced dog parks in 2016.
 - Identify three high-profile projects to advance in 2016.
- 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.
- Monitor efforts in neighbouring municipalities regarding urban deer.
- Build upon input from Parks Master Plan process and hold a placemaking activity at Ship Point to advance a site plan in the Harbour Principles. Consult public on specific design, and allocate money in 2018 capital budget to complete.

2017 ACTION:

- Complete two of the “special sites” at Heron Cove and Ship Point, along the David Foster Harbour Pathway corridor.

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.
- Train is running between Victoria and Langford.

2017 OUTCOMES:

- Extend Government Street Mall, including periodic closures to vehicle traffic.
- David Foster Harbour Pathway almost completed.
- Johnson Street Bridge is complete.

2018 OUTCOMES:

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

2015 ACTIONS:

- Mandate and create a collaborative neighbourhood process and “complete streets” lens for all projects.
- Designate location for E&N station as close as possible to the new bridge.
- 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).
- 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.
- Explore opportunities for increased safe cycling training in schools.
- Keep the Johnson Street Bridge replacement project moving forward.

LATE 2015 ACTION:

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

2016 ACTIONS:

- Move to full-time bus lanes on Douglas and fewer stops (in accordance with Rapid Bus plans).
- Support replacement of bus terminal.
- Work in partnership with First Nations, Province, ferry operators and others to identify financial opportunities for the Belleville Terminal. Allocate money in 2017 Capital Budget for Belleville Street.
- Based on report funded through 2015 budget allocation to Island Transformations, repair rail crossings within the City of Victoria.

2017 ACTION:

- Prioritize “special places” along the David Foster Harbour Pathway and identify funding opportunities.

Objective 10: Nurture Our Arts, Culture and Learning Capital

2015 OUTCOME:

- Increased number of funding partners for the McPherson Theatre.

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.
- Successful Western Canada Music Awards/BreakOut West event with Rifflandia sees Region being asked to bid for the JUNOS.
- A new Central Library serves the community.

2015 ACTIONS:

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

2016 ACTIONS:

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

Objective 11: Steward Water Systems and Waste Streams Responsibly

2018 OUTCOMES:

- A sewage treatment plan is underway.
- The City handles waste in a more responsible way.

2015 ACTIONS:

- Continue discussion on sewage treatment options.
- Begin the discussion of sewage treatment sites for different treatment options.
- Communicate to CRD desire to see single stream collection of recyclables in closed wheeled totes. Make garbage disposal less convenient than recycling.

Objective 12: Plan for Emergencies Including Climate Change Short and Long-Term

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.

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 ACTION:

- Move forward with plans for a new fire station.

2017 ACTION:

- Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed.

Objective 13: Demonstrate Regional Leadership

2018 OUTCOME:

- Put a recommendation about amalgamation in front of the public in the 2018 Election.

2015 – 2018 ACTION:

- Support and work with the Provincial government in the study of the potential for amalgamation in the Region.

Public Input on Financial Planning Process

To be included in final document

Financial Plan Policies and Framework

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, and before May 15th of each year.

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

City Policies

Financial Sustainability Policy

Purpose

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

Primary Objective

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

Reserve Fund Policy

Purpose

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

Primary Objective

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

assets to respond quickly to alternative service delivery methods and safeguarding and maximizing existing assets are further primary objectives.

Revenue and Tax Policy

Purpose

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

Primary Objectives

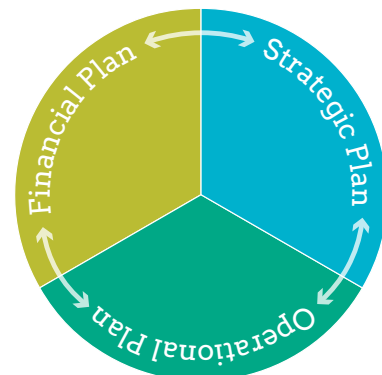
To provide tax payers with stable, equitable and affordable property taxation while at the same time providing high quality services.

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

Financial Planning Framework

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

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



The Strategic Plan

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

The Operational Plan

The Operational Plan identifies the strategies and tasks for each strategic objective to achieve the desired annual outcomes. Work plans are aligned within the 13 strategic objectives. This aims to shift quarterly reporting to objective-based performance reporting, from one based on departmental responsibility. Over the long term this will assist in guiding the re-organization of the City's financial plan to better articulate the funding allocations for each strategic objective, but is also key to establishing a more inter-disciplinary approach to measuring and communicating progress towards objectives.

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

The Financial Plan

The Financial Plan provides the resources, both financial and human, and connects the day to day work required to achieve the goals of the Operational Plan and the Strategic Plan. This plan is updated annually to ensure alignment and that objectives are achieved. The City's performance is reviewed monthly and is presented to Council quarterly.

For 2016, the City continued the new financial planning process 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 were used to develop participatory budgeting, focusing on improved financial information and public participation. The new practices, tools and techniques included a Town Hall and E-Town Hall meeting, online surveys and property tax calculator.

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).

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.

Fund Structure

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



General Fund

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



Water Utility

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



Sewer Utility

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



Stormwater Utility

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

Operating Budget – Revenue

COMPARISON TO PREVIOUS YEAR

	2015 Budget	Draft 2016 Budget	\$ Change
Citizen Engagement and Strategic Planning			
Citizen Engagement, Neighbourhoods and Interdisciplinary Team	\$3,000	\$39,614	\$36,614
Parking Services	15,821,800	15,119,800	(702,000)
Deputy City Manager			
Arts, Culture and Events	187,850	450,350	262,500
Legislative and Regulatory Services	210,850	212,350	1,500
Real Estate	1,506,093	1,814,181	308,088
Engineering and Public Works			
Engineering and Public Works	3,761,474	3,947,587	186,113
Water Utility	18,556,750	18,889,745	332,995
Sewer Utility	7,870,230	7,874,200	3,970
Stormwater Utility	10,333	4,735,878	4,725,545
Stormwater Utility property tax funding	–	1,250,000	1,250,000
Parks, Recreation and Facilities	2,304,273	2,803,344	499,071
Sustainable Planning and Community Development	2,853,646	3,434,250	580,604
Victoria Conference Centre	3,955,600	3,789,600	(166,000)
Victoria Conference Centre Event Flow Through	4,100,000	3,548,000	(552,000)
Victoria Fire Department	56,000	71,500	15,500
Corporate			
Payment in Lieu of Taxes/Special Assessments	7,076,685	7,508,300	431,615
Fees and Interest	3,090,000	3,090,000	–
Business and Other Licences	1,387,500	1,420,000	32,500
Overhead Recoveries	3,158,259	3,176,589	18,330
Miscellaneous	7,432,242	7,912,494	480,252
Hotel Tax	1,800,000	1,800,000	–
Prior Year's Surplus	2,888,482	–	(2,888,482)
Victoria Police Department (2016 estimate in 2015 Financial Plan)	7,693,627	7,786,626	92,999
Property Taxes			
Base	121,635,023	121,635,023	–
Reallocate to stormwater user fee	–	(4,725,545)	(4,725,545)
Assessment Growth Property Tax Revenue	560,000	560,000	560,000
2015 Property Tax Increase	–	2,804,899	2,804,899
Total	\$217,359,717	\$220,948,785	\$3,589,068

Operating Budget – Expenditure

COMPARISON TO PREVIOUS YEAR

	2015 Budget	Draft 2016 Budget	\$ Change
Citizen Engagement and Strategic Planning			
Citizen Engagement, Neighbourhoods and Interdisciplinary Team	\$2,239,403	\$2,509,204	\$269,801
Parking Services	7,363,917	6,661,916	(702,000)
City Manager's Office	284,709	284,709	–
Council	575,372	580,836	5,464
Deputy City Manager	371,904	371,904	–
Arts, Culture and Events	1,222,962	1,480,773	257,811
Economic Development	250,000	250,000	–
Human Resources	1,609,246	1,622,270	13,024
Legislative and Regulatory Services	2,839,652	2,882,779	43,127
Real Estate	1,183,618	1,528,845	345,227
Engineering and Public Works			
Engineering and Public Works	17,847,566	18,510,405	662,839
Water Utility	18,556,750	18,889,745	332,995
Sewer Utility	7,870,230	7,874,200	3,970
Stormwater Utility	3,238,105	3,307,342	69,237
Stormwater Utility transfer to capital budget	–	2,678,536	2,678,536
Finance	6,641,700	6,928,008	286,308
Legal Services	703,241	702,023	(1,218)
Parks, Recreation and Facilities	17,255,114	18,203,288	948,174
Sustainable Planning and Community Development	5,004,218	5,193,221	189,004
Victoria Conference Centre	3,955,600	3,812,162	(143,437)
Victoria Conference Centre Event Flow Through	4,100,000	3,548,000	(552,000)
Victoria Fire Department	15,523,423	15,978,258	454,835
Corporate			–
Contingencies	1,170,000	1,640,000	470,000
Debt principal, interest and transfer to reserve	7,827,583	7,827,583	–
Grants	2,692,935	2,630,062	(62,873)
Hotel Tax	1,800,000	1,800,000	–
Miscellaneous	3,895,100	3,030,110	(864,990)
Transfer to Stormwater Utility	–	1,250,000	1,250,000
Transfer to Victoria Conference Centre	469,530	300,000	(169,530)
Transfer to Reserve Funds	14,132,893	13,112,461	(1,020,432)
Transfer to Capital Budget			–
Base amount	12,777,242	12,777,242	–
One-time surplus	150,000	–	(150,000)
Reallocated to stormwater capital	–	(2,678,536)	(2,678,536)
Greater Victoria Public Library (2016 estimate in 2015 Financial Plan)	4,562,523	4,731,042	168,519
Victoria Police Department (2016 estimate in 2015 Financial Plan)	49,245,183	50,730,396	1,485,213
Total	\$217,359,717	\$220,948,785	\$3,589,068

Employee Summary

COMPARISON TO PREVIOUS YEAR

	Revised 2015 FTE*	Draft 2016 FTE	Change
Citizen Engagement and Strategic Planning	59.65	59.65	0.00
City Manager's Office	1.00	1.00	0.00
Deputy City Manager	1.00	1.00	0.00
Arts, Culture & Events	7.00	7.00	0.00
Economic Development	1.00	1.00	0.00
Human Resources	10.00	10.00	0.00
Legislative and Regulatory Services	21.28	21.28	0.00
Real Estate	2.00	2.00	0.00
Engineering	296.72	296.72	0.00
Finance	63.21	63.21	0.00
Legal Services	4.00	4.00	0.00
Parks, Recreation and Facilities	149.48	149.48	0.00
Sustainable Planning and Community Development	42.43	42.43	0.00
Victoria Conference Centre	14.62	14.62	0.00
Victoria Fire Department	123.09	123.09	0.00
Total	796.48	796.48	0.00

*Note: Council approved the addition of 18 FTEs during 2015, 17 for a Parking Ambassador model and one for a Real Estate function.



SUMMARY 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

2016 Proposed Expenditures	580,836
2015 Approved Expenditures	575,372
Budget Change	5,464
Change by %	0.95%

2016 FTE	9
2015 FTE	9
Change	0
Change by %	0.00%

Business Unit Summary with Service Areas

Business Unit: 2000 - Council

Department: Council **Budget Year:** 2016

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	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	85,118	0	0	0	
4018	Salaries - Council	418,804	309,663	425,221	430,425	+ 1.22 %
4102	Benefits	35,886	13,589	21,261	21,521	+ 1.22 %
4112	Mileage/Parking	14,938	7,253	13,000	13,000	0.00 %
4116	Conferences/Travel	24,610	15,804	20,000	20,000	0.00 %
4118	Membership Fees	37,469	40,564	39,000	39,000	0.00 %
4204	Advertising	5,122	0	0	0	
4210	Catering	3,527	0	0	0	
4226	Photocopy	55	0	0	0	
4308	General Supplies	2,902	0	0	0	
4364	Telecommunications	7,317	5,318	6,000	6,000	0.00 %
4814	Miscellaneous	8,721	6,611	10,000	10,000	0.00 %
4824	Recovery	(4,194)	0	0	0	
4867	Outreach, Supplies	0	5,754	12,890	12,890	0.00 %
9111	WO Inside Equipment Rent	15	0	0	0	
9211	WO Regular Time	345	0	0	0	
9321	WO Outside Purchases	43,139	21,208	28,000	28,000	0.00 %
9411	WO Contracted Services	290	0	0	0	
Total Expenditures		684,065	425,764	575,372	580,836	
Net Total		(684,065)	(425,764)	(575,372)	(580,836)	

Business Unit Summary with Service Areas

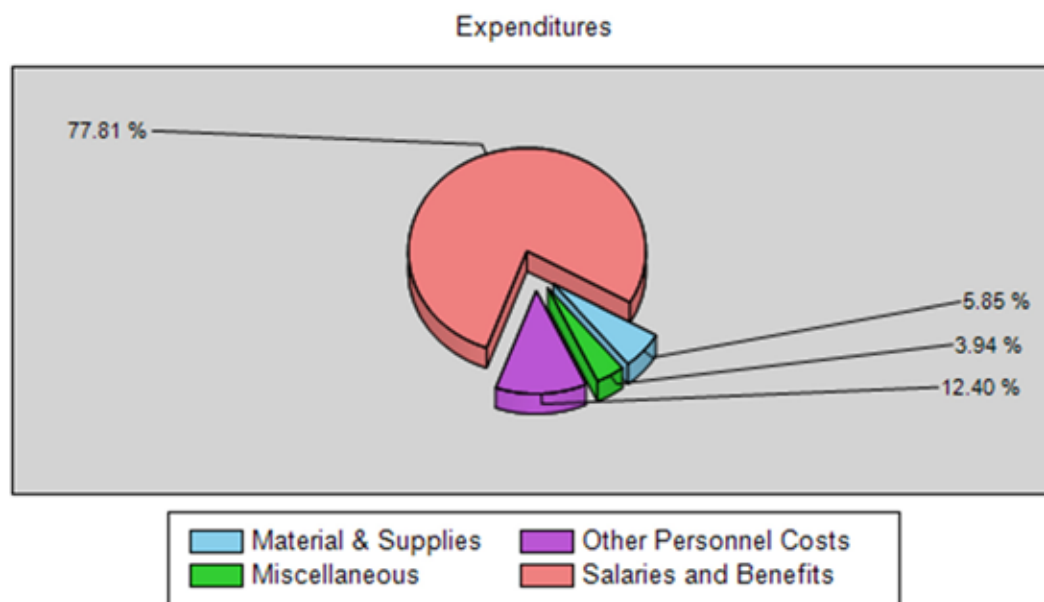
Business Unit: 2000 - Council

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4018	Salaries - Council	430,425	439,033	447,814	456,770	465,906
4102	Benefits	21,521	21,952	22,391	37,839	38,295
4112	Mileage/Parking	13,000	13,260	13,525	13,796	14,072
4116	Conferences/Travel	20,000	20,400	20,808	21,224	21,649
4118	Membership Fees	39,000	39,780	40,576	41,387	42,215
4364	Telecommunications	6,000	6,120	6,242	6,367	6,495
4814	Miscellaneous	10,000	10,200	10,404	10,612	10,824
4867	Outreach, Supplies	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 Expenditures		580,836	592,453	604,302	631,388	643,715
% Increase			2.00%	2.00%	4.48%	1.95%
Net Total		(580,836)	(592,453)	(604,302)	(631,388)	(643,715)

Business Unit Summary with Service Areas

Business Unit: 2000 - Council





SUMMARY

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.

Budget Summary

2016 Proposed Expenditures	284,709
2015 Approved Expenditures	284,709
Budget Change	0
Change by %	0.00%
2016 FTE	1
2015 FTE	1
Change	0
Change by %	0.00%

Business Unit Summary with Service Areas

Service Area: City Manager

Department: City Manager's Office **Budget Year:** 2016

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
- Attendance at every Council and committee meeting to provide strategic advice and staff liaison
- Employee outreach to engage and energize staff (e.g. employee forums)

Business Unit Summary with Service Areas

Service Area: City Manager

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	216,079	162,467	219,274	219,274	0.00 %
4102	Benefits	42,059	30,679	50,519	50,519	0.00 %
4116	Conferences/Travel	6,288	253	5,915	5,915	0.00 %
4118	Membership Fees	1,663	900	1,000	1,000	0.00 %
4210	Catering	8,853	0	0	0	
4216	Contracted Services	204	0	0	0	
4226	Photocopy	197	0	0	0	
4308	General Supplies	178	0	0	0	
4310	Books/Publications	253	0	0	0	
4312	Office Supplies	1,665	0	0	0	
4364	Telecommunications	596	5,401	8,000	8,000	0.00 %
4814	Miscellaneous	1,729	0	0	0	
Total Expenditures		279,764	199,701	284,709	284,709	
Net Total		(279,764)	(199,701)	(284,709)	(284,709)	

Business Unit Summary with Service Areas

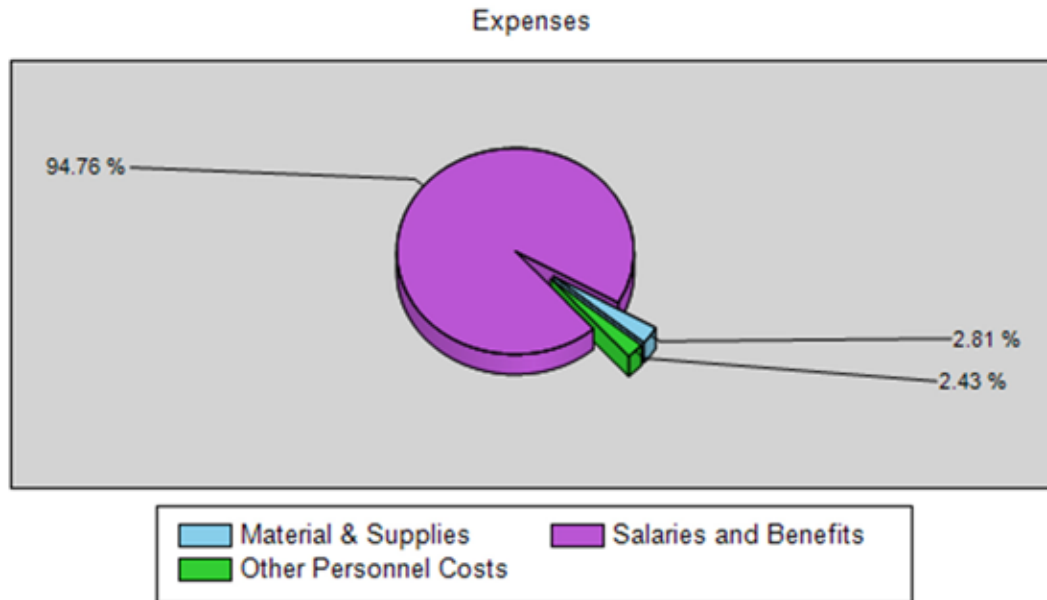
Service Area: City Manager

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	219,274	223,660	228,133	232,696	237,350
4102	Benefits	50,519	51,530	52,560	53,611	54,684
4116	Conferences/Travel	5,915	6,033	6,154	6,277	6,403
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4364	Telecommunications	8,000	8,160	8,323	8,490	8,659
Total Expenditures		284,709	290,403	296,211	302,135	308,178
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(284,709)	(290,403)	(296,211)	(302,135)	(308,178)

Business Unit Summary with Service Areas

Service Area: City Manager





SUMMARY

Deputy City Manager

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

- Arts and Culture
- Economic Development
- Human Resources
- Legislative and Regulatory Services
- Real Estate
- Victoria Conference Centre

Budget Summary

2016 Proposed Expenditures	371,904
2015 Approved Expenditures	371,904
Budget Change	0
Change by %	0.00%
2016 FTE	2.00
2015 FTE	2.00
Change	0
Change by %	0.00%

Business Unit Summary with Service Areas

Business Unit: 2062 - Deputy City Manager

Department: Deputy City Manager **Budget Year:** 2016

Overview:

The Deputy City Manager provides leadership to Human Resources, Legislative and Regulatory Services, Economic Development, Arts and Culture and the Victoria Conference Centre. In late 2015, a Real Estate function was approved and will be introduced for 2016. This new function will provide strategic oversight to the management of city land and facilities.

This business unit funds the Deputy City Manager and Manager of Strategic Relations and Business Development positions.

Business Unit Summary with Service Areas

Business Unit: 2062 - Deputy City Manager

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	0	242,102	297,770	297,770	0.00 %
4102	Benefits	0	41,996	70,134	70,134	0.00 %
4112	Mileage/Parking	0	235	2,600	2,600	0.00 %
4312	Office Supplies	0	26	0	0	
4364	Telecommunications	0	365	1,400	1,400	0.00 %
Total Expenditures		0	284,724	371,904	371,904	
Net Total		0	(284,724)	(371,904)	(371,904)	

Business Unit Summary with Service Areas

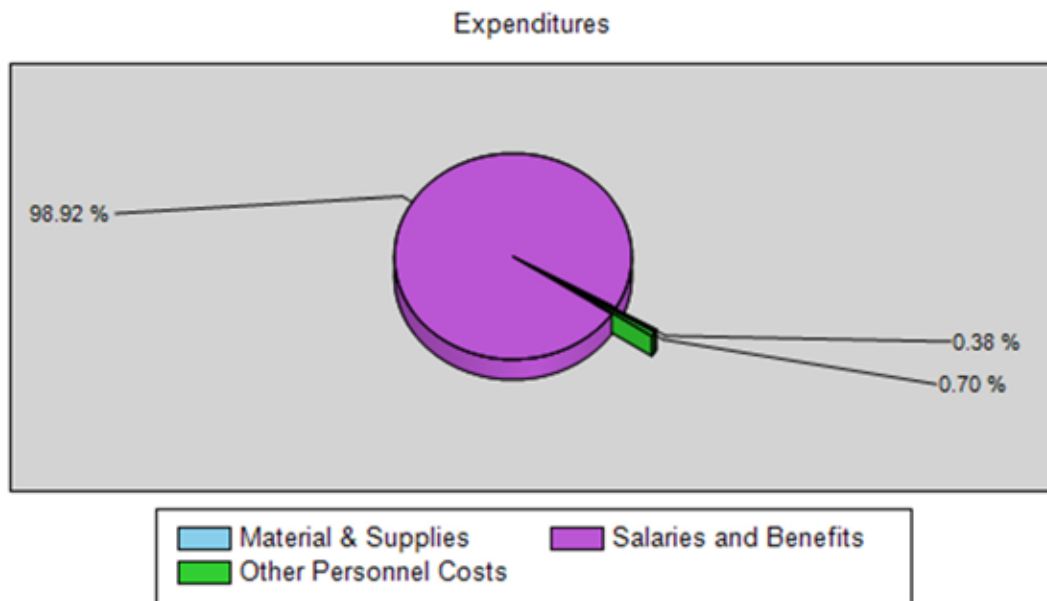
Business Unit: 2062 - Deputy City Manager

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	297,770	303,724	309,796	315,987	322,316
4102	Benefits	70,134	71,536	72,966	74,424	75,915
4112	Mileage/Parking	2,600	2,652	2,705	2,759	2,814
4364	Telecommunications	1,400	1,428	1,457	1,486	1,515
Total Expenditures		371,904	379,340	386,924	394,656	402,560
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(371,904)	(379,340)	(386,924)	(394,656)	(402,560)

Business Unit Summary with Service Areas

Business Unit: 2062 - Deputy City Manager





SUMMARY

Arts and Culture

This business unit funds arts and culture initiatives to support community vibrancy and economic impact through tourism/visitor attraction.

Core Services:

- Annual Butler Book Prize program
- Poet Laureate program
- First Nations Artist Forum
- Seasonal programming in Centennial Square and Cameron Bandshell
- Community development support to arts and culture organizations



Budget Summary

2016 Proposed Expenditures	1,480,773
2015 Approved Expenditures	1,222,962
Budget Change	257,811
Change by %	21.08%

2016 Proposed Revenues	450,350
2015 Approved Revenues	187,850
Budget Change	262,500
Change by %	139.74%

2016 FTE	7
2015 FTE	7
Change	0
Change by %	0.00%

SUMMARY

Arts and Culture

Proposed Initiatives for 2016

- Butler Book Prize
- Poet Laureate program
- City Vibe festivals program
- First Nations Art Forum
- Centennial Square programming and permits
- Remedial work to Glass Half Full art installation at Harrison Yacht Pond
- Cleaning Centennial Square Spirit Poles
- Three neighbourhood art projects
- Integration of art in capital projects

Performance Metrics – Arts, Culture and Events

Measuring Success – Community Led Specials Event and Film Permits			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
# of Community led special events and film permits	263	299	320
2. How well did we do it?			
Event investment per capital	\$7.59	\$7.63	\$8.38
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, garbage pick-up and festival equipment labour.		
3. 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 it's downtown and enhance the City's liveability.		
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 will embark on an Arts and Culture Master Plan to identify comprehensive objectives and direction that is complete and strategic.		

Performance Metrics – Arts, Culture and Events

Measuring Success – City-organized Arts and Culture programs and events			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Number of free city-organized arts and culture programs and events	138	152	160
2. How well did we do it?			
Number of participants and attendees at city produced events and programs	25,575	31,800	33,000
Story behind the data	The City of Victoria provides leadership and support to initiatives related to arts and culture including free events, concerts and programs in Centennial Square and Cameron Bandshell as well as literary events through the poet laureate positions provide a diversity of programs to participate in.		
3. Is anyone better off?			
Story behind the data	Victoria is the regional centre for arts and culture. We lead efforts to enhance our neighbourhoods, foster arts and culture and work to create a City that is vibrant and people centered.		
Where do we want to go?	The City’s Strategic Plan outcome states the support for arts and culture is increased, inclusive and strategic. The City will embark on an Arts and Culture Master Plan to identify comprehensive objectives and direction that is complete and strategic.		

Performance Metrics – Arts, Culture and Events

Measuring Success – Number of Public Art Objects Maintained by the City			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Number of public art objects	80	85	90
2. How well did we do it?			
Number of public art applicants applying to competitions	9	148	177
Dollar \$ value of public art	\$4.3 million	\$4.46 million	\$4.64 million
Story behind the data	Refreshed in 2010, the Art in Public Places Policy commits \$135,000 annually to public art which is placed in a reserve fund. Construction projects will include public art for up to one per cent of the construction costs. The City of Victoria’s Art in Public Places Policy reflects current best practices and creates a broad range of opportunities for citizen participation and opportunities for artists. Art in Public Places is a vital ingredient in the cultural fabric and streetscape of a creative city. Every five years the City has the public art professional appraised. The last appraisal was completed in December 2013.		
3. 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 liveability 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.		

Business Unit Summary with Service Areas

Business Unit: 5240 - Arts and Culture

Department: Arts, Culture & Events **Budget Year:** 2016

Overview:

This business unit funds arts and culture initiatives to support community vibrancy and economic impact through tourism/visitor attraction.

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

Deliverables:

- Annual Butler Book Prize program
- Poet Laureate program
- 35,000 City Vibes distributed
- First Nations Artist Forum (# of people who attend)
- Free lunchtime concerts plus Eventide Events, Dancing in the Square, Yoga, Zumba and Hip Hop Classes
- Program days in Centennial Square
- Permits issued for community use of Centennial Square
- 31,800 estimated attendance at free programs (14,800 in Centennial Square, 17,000 at Cameron Bandshell)
- # Visitors to www.artsvictoria.ca

Business Unit Summary with Service Areas

Business Unit: 5240 - Arts and Culture

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	19,744	12,440	5,100	25,100	+ 392.16 %
3282	Band Shell	1,174	996	750	750	0.00 %
3760	Grants	8,000	0	8,000	0	
3762	Sponsorship	239	1,000	0	0	
Total Revenues		29,158	14,436	13,850	25,850	
Expenditures						
4016	Salaries - Inside	71,848	50,790	73,551	75,396	+ 2.51 %
4070	Overtime	1,288	2,642	0	0	
4102	Benefits	18,068	14,928	17,285	17,718	+ 2.51 %
4112	Mileage/Parking	295	109	400	400	0.00 %
4116	Conferences/Travel	0	0	0	1,300	
4118	Membership Fees	0	0	0	446	
4216	Contracted Services	220,304	123,284	247,085	241,085	- 2.43 %
4364	Telecommunications	0	0	0	650	
4814	Miscellaneous	705	263	500	500	0.00 %
4852	Licence Fees	0	387	2,675	2,675	0.00 %
9111	WO Inside Equipment Rent	232	292	0	0	
9211	WO Regular Time	1,498	2,359	0	0	
9321	WO Outside Purchases	2,204	1,392	0	0	
Total Expenditures		316,444	196,446	341,496	340,169	
Net Total		(287,286)	(182,010)	(327,646)	(314,319)	

Business Unit Summary with Service Areas

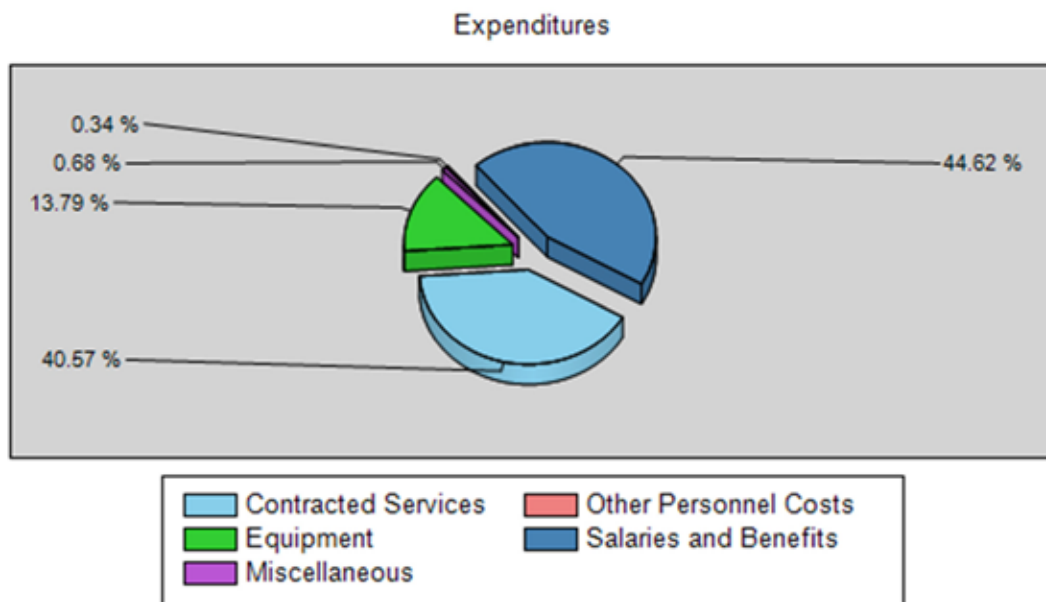
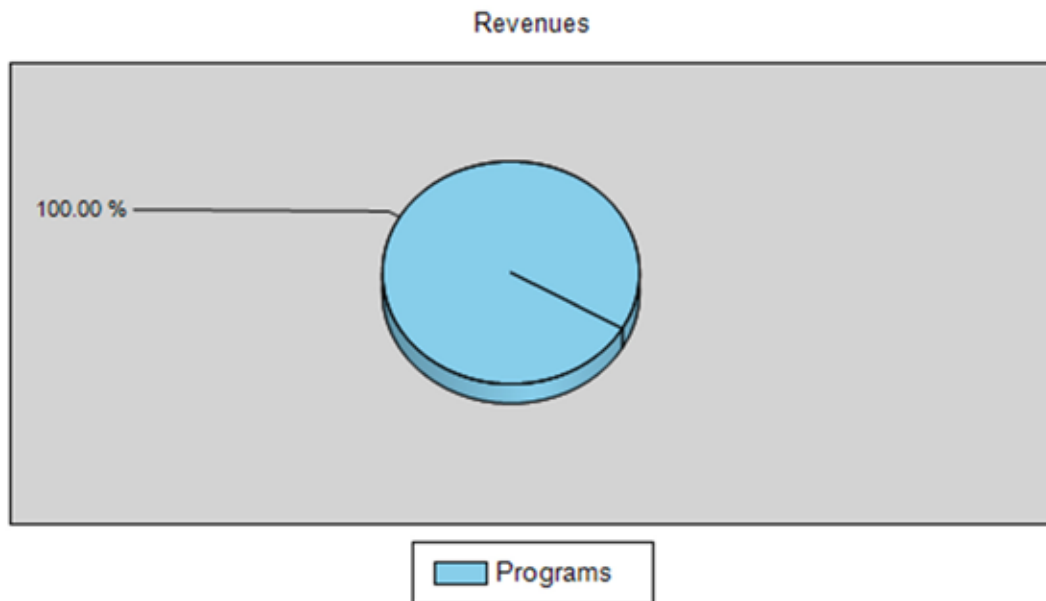
Business Unit: 5240 - Arts and Culture

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3274	Miscellaneous Fees	25,100	25,100	25,100	25,100	25,100
3282	Band Shell	750	765	780	796	812
3760	Grants	0	0	0	0	0
Total Revenues		25,850	25,865	25,880	25,896	25,912
% Increase			0.06%	0.06%	0.06%	0.06%
Expenditures						
4016	Salaries - Inside	75,396	76,903	78,441	80,010	81,610
4102	Benefits	17,718	18,072	18,434	18,802	19,178
4112	Mileage/Parking	400	408	416	424	433
4116	Conferences/Travel	1,300	1,326	1,353	1,380	1,407
4118	Membership Fees	446	455	464	473	483
4216	Contracted Services	241,085	245,907	250,825	255,841	260,958
4364	Telecommunications	650	663	676	690	704
4814	Miscellaneous	500	510	520	531	541
4852	Licence Fees	2,675	2,729	2,783	2,839	2,896
Total Expenditures		340,169	346,972	353,911	360,990	368,209
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(314,319)	(321,107)	(328,031)	(335,094)	(342,298)

Business Unit Summary with Service Areas

Business Unit: 5240 - Arts and Culture



Business Unit Summary with Service Areas

Business Unit: 5245 - Public Art - Maintenance

Department: Arts, Culture & Events **Budget Year:** 2016

Overview:

Funding to support the repair and maintenance of existing public art.

Deliverables:

- Responsible for maintaining 80 pieces of public art.
- priorities for 2015 to 2019 are based on a maintenance plan developed from the City's public art conservation report, including:

Remedial work to replace lettering on Glass Half Full at the Harrison Yacht Pond
 Fountain repair for reassembly on Douglas Street
 Cleaning the Spirit Poles in Centennial Square

Business Unit Summary with Service Areas

Business Unit: 5245 - Public Art - Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4216	Contracted Services	6,595	5,832	0	0	
4822	Repairs and Maintenance	0	58	15,000	15,000	0.00 %
9111	WO Inside Equipment Rent	32	272	0	0	
9211	WO Regular Time	1,132	2,575	0	0	
9221	WO Overtime	0	276	0	0	
9311	WO Inventory Purchases	0	11	0	0	
9321	WO Outside Purchases	300	417	0	0	
Total Expenditures		8,059	9,440	15,000	15,000	
Net Total		(8,059)	(9,440)	(15,000)	(15,000)	

Business Unit Summary with Service Areas

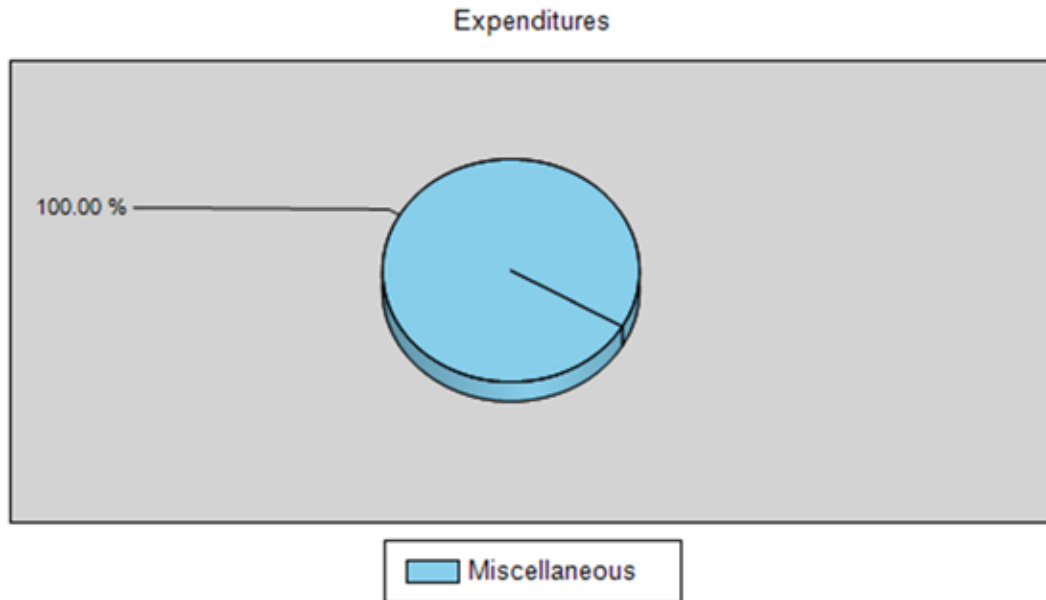
Business Unit: 5245 - Public Art - Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4822	Repairs and Maintenance	15,000	15,300	15,606	15,918	16,236
Total Expenditures		15,000	15,300	15,606	15,918	16,236
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(15,000)	(15,300)	(15,606)	(15,918)	(16,236)

Business Unit Summary with Service Areas

Business Unit: 5245 - Public Art - Maintenance



Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

Department: Arts, Culture & Events **Budget Year:** 2016

Overview:

This business unit is used to fund contracts for the design, production and installation of art in the public realm in accordance with the Art in Public Places Policy (2010). Funding can be used to incorporate public art into project design elements, to create stand-alone pieces on-site or for public art in other appropriate locations.

Deliverables:

Number of projects in any year is variable, depending upon needs identified by Art in Public Places Committee and staff. Planned projects for 2016 include:

- 3 Neighbourhood projects - \$175K
- 2 artists embedded in City parks & Public Works projects - \$150K

Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
5069	Trf from Public Art	3,375	0	145,000	375,000	+ 158.62 %
Total Revenues		3,375	0	145,000	375,000	
Expenditures						
4216	Contracted Services	3,375	17,454	145,000	375,000	+ 158.62 %
9111	WO Inside Equipment Rent	0	723	0	0	
9211	WO Regular Time	0	8,179	0	0	
9311	WO Inventory Purchases	0	408	0	0	
9321	WO Outside Purchases	0	2,489	0	0	
9411	WO Contracted Services	0	2,018	0	0	
Total Expenditures		3,375	31,270	145,000	375,000	
Net Total		0	(31,270)	0	0	

Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

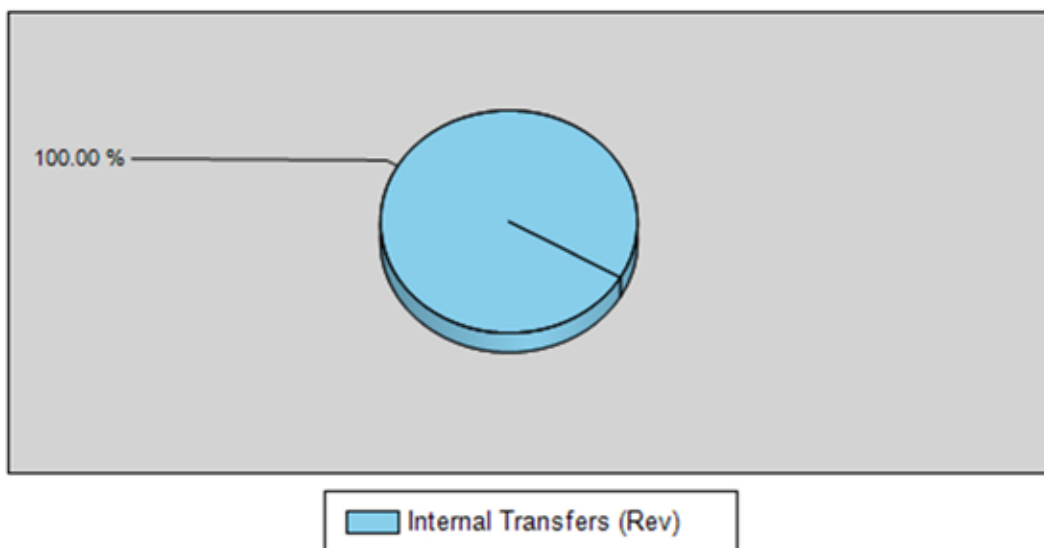
5 Year Forecast:

	2016	2017	2018	2019	2020
Revenues					
5069 Trf from Public Art	375,000	135,000	135,000	135,000	135,000
Total Revenues	375,000	135,000	135,000	135,000	135,000
% Increase		(64.00%)	0.00%	0.00%	0.00%
Expenditures					
4216 Contracted Services	375,000	135,000	135,000	135,000	135,000
Total Expenditures	375,000	135,000	135,000	135,000	135,000
% Increase		(64.00%)	0.00%	0.00%	0.00%
Net Total	0	0	0	0	0

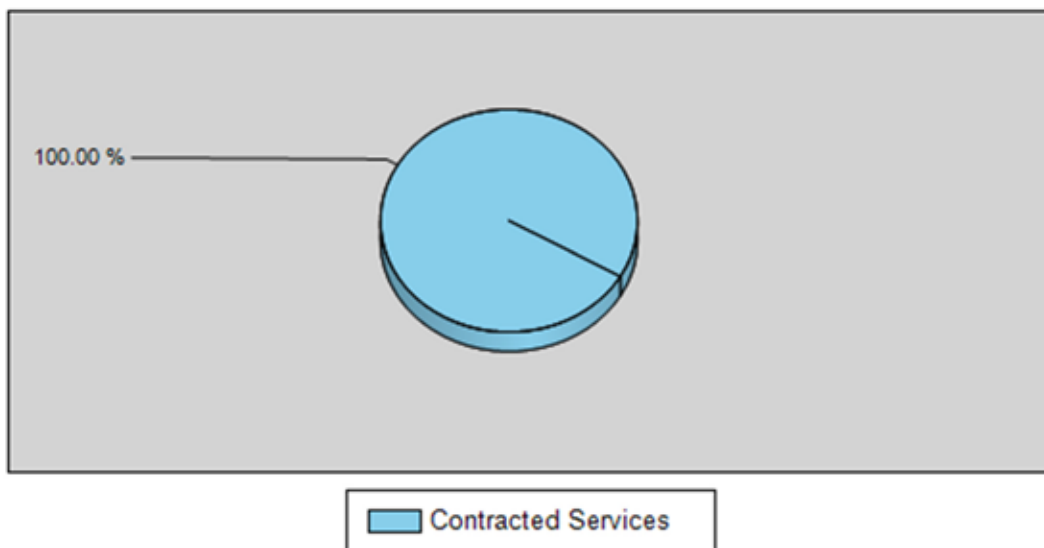
Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events

Department: Arts, Culture & Events **Budget Year:** 2016

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 and many others including large and small community events.

Deliverables:

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

- noise bylaw exemption permits
- block party permits
- special event permits
- filming permits
- wedding permits
- special occasion licenses

Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3129	Film Permit Fees	8,749	7,194	1,000	8,500	+ 750.00 %
3274	Miscellaneous Fees	8,619	2,212	3,000	6,000	+ 100.00 %
9011	Work Order Revenue	29,249	0	0	0	
Total Revenues		46,617	9,405	4,000	14,500	
Expenditures						
4010	Salaries - Exempt	78,380	91,166	103,612	0	
4016	Salaries - Inside	250,975	173,479	246,053	355,453	+ 44.46 %
4070	Overtime	11,603	10,667	0	0	
4080	Auxiliaries/RPT/Seasonal	0	7,512	0	0	
4102	Benefits	84,097	61,954	81,694	81,544	- 0.18 %
4116	Conferences/Travel	0	0	0	1,300	
4216	Contracted Services	26,876	25,000	26,270	25,000	- 4.83 %
4364	Telecommunications	0	0	0	1,850	
4814	Miscellaneous	0	425	3,000	0	
9111	WO Inside Equipment Rent	11,309	7,914	0	0	
9211	WO Regular Time	37,834	30,570	97,030	103,626	+ 6.80 %
9221	WO Overtime	2,225	7,300	0	0	
9311	WO Inventory Purchases	187	74	0	0	
9321	WO Outside Purchases	115,547	70,841	0	0	
9411	WO Contracted Services	828	0	83,446	93,946	+ 12.58 %
9824	Work Order Recoveries	(2,783)	0	0	0	
Total Expenditures		617,078	486,902	641,105	662,719	
Net Total		(570,462)	(477,497)	(637,105)	(648,219)	

Business Unit Summary with Service Areas

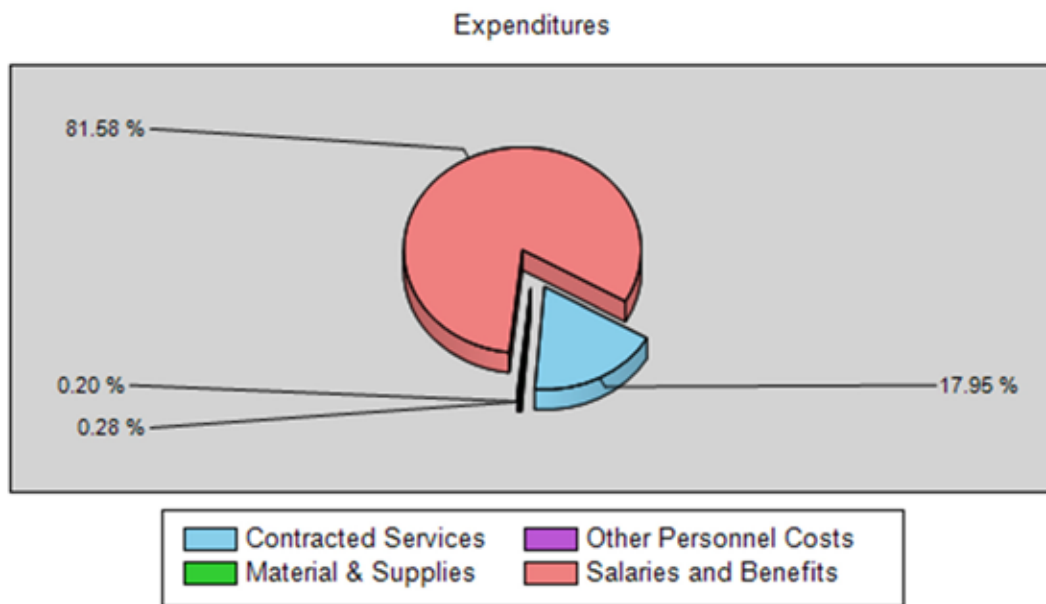
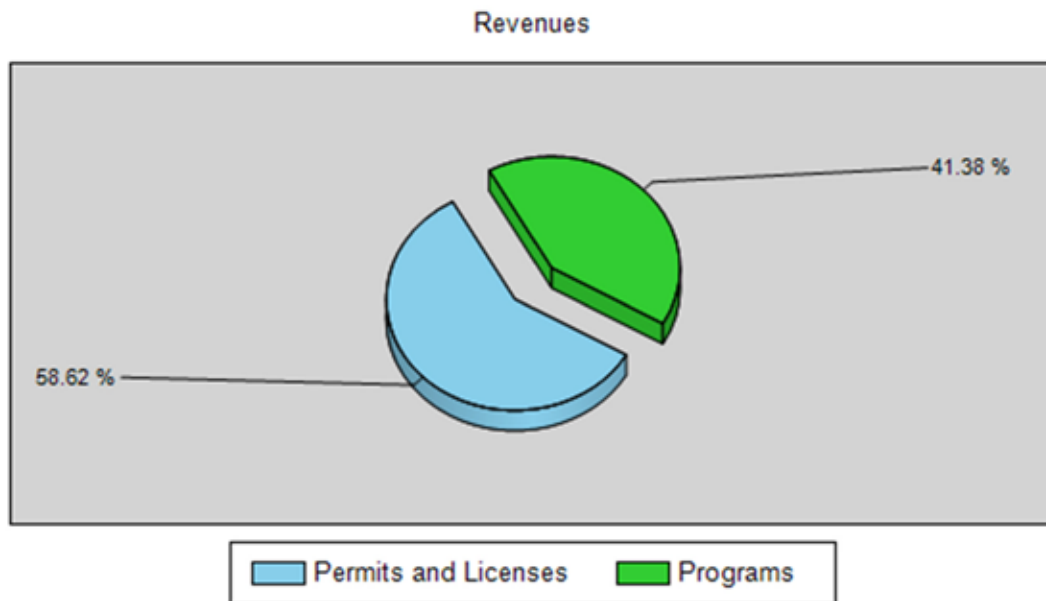
Business Unit: 5270 - Special Events

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3129	Film Permit Fees	8,500	8,500	8,500	8,500	8,500
3274	Miscellaneous Fees	6,000	6,000	6,000	6,000	6,000
Total Revenues		14,500	14,500	14,500	14,500	14,500
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4016	Salaries - Inside	355,453	362,541	369,789	377,193	384,736
4102	Benefits	81,544	83,172	84,835	86,534	88,264
4116	Conferences/Travel	1,300	1,300	1,300	1,300	1,300
4216	Contracted Services	25,000	25,500	26,010	26,530	27,061
4364	Telecommunications	1,850	1,887	1,925	1,963	2,002
9211	WO Regular Time	103,626	105,699	107,812	109,969	112,168
9411	WO Contracted Services	93,946	95,825	97,741	99,696	101,690
Total Expenditures		662,719	675,924	689,413	703,185	717,222
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		(648,219)	(661,424)	(674,913)	(688,685)	(702,722)

Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events



Business Unit Summary with Service Areas

Business Unit: 5555 - Festival Equipment Infrastructure

Department: Arts, Culture & Events **Budget Year:** 2016

Overview:

The purpose of this business unit is to provide special event equipment to event organizers to attract special events that bring vibrancy to the community and generate local economic activity.

Equipment including stages, portable bleachers, tables, tents, folding chairs, etc for loan/rent to organizations staging festivals and special events within and outside the City.

Includes maintenance and replacement of equipment. Includes delivery, set up, and teardown services.

Deliverables:

- # of rentals by equipment type
- # of events
- # of rentals to internal customers

Business Unit Summary with Service Areas

Business Unit: 5555 - Festival Equipment Infrastructure

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3408	Equipment Rental	34,978	22,033	25,000	35,000	+ 40.00 %
Total Revenues		34,978	22,033	25,000	35,000	
Expenditures						
4016	Salaries - Inside	21,473	32,671	52,114	53,429	+ 2.52 %
4070	Overtime	0	4,993	0	0	
4080	Auxiliaries/RPT/Seasonal	31,361	0	0	0	
4102	Benefits	5,014	10,743	12,247	12,556	+ 2.52 %
4120	Training and Development	0	0	0	500	
4216	Contracted Services	66,290	57,406	55,000	60,000	+ 9.09 %
4412	Equipment Rentals	0	5,600	0	17,400	
4418	Equipment	10,973	1,317	10,000	3,000	- 70.00 %
4822	Repairs and Maintenance	3,044	1,125	1,000	1,000	0.00 %
4824	Recovery	(63,893)	(29,178)	(50,000)	(60,000)	+ 20.00 %
9111	WO Inside Equipment Rent	0	5	0	0	
9211	WO Regular Time	218	22	0	0	
9321	WO Outside Purchases	0	273	0	0	
9411	WO Contracted Services	253	0	0	0	
Total Expenditures		74,735	84,976	80,361	87,885	
Net Total		(39,756)	(62,943)	(55,361)	(52,885)	

Business Unit Summary with Service Areas

Business Unit: 5555 - Festival Equipment Infrastructure

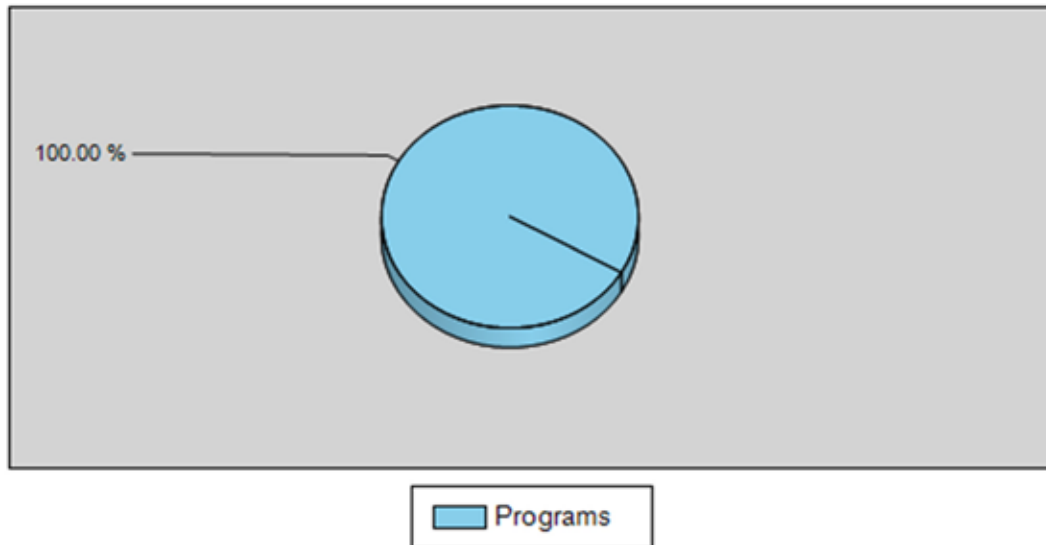
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3408	Equipment Rental	35,000	35,700	36,414	37,142	37,885
Total Revenues		35,000	35,700	36,414	37,142	37,885
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	53,429	54,485	55,575	56,687	57,820
4102	Benefits	12,556	12,804	13,060	13,321	13,588
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	17,400	17,400	17,400	17,400	17,400
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4822	Repairs and Maintenance	1,000	1,020	1,040	1,061	1,082
4824	Recovery	(60,000)	(61,200)	(62,424)	(63,672)	(64,946)
Total Expenditures		87,885	89,279	90,717	92,183	93,679
% Increase			1.59%	1.61%	1.62%	1.62%
Net Total		(52,885)	(53,579)	(54,303)	(55,041)	(55,794)

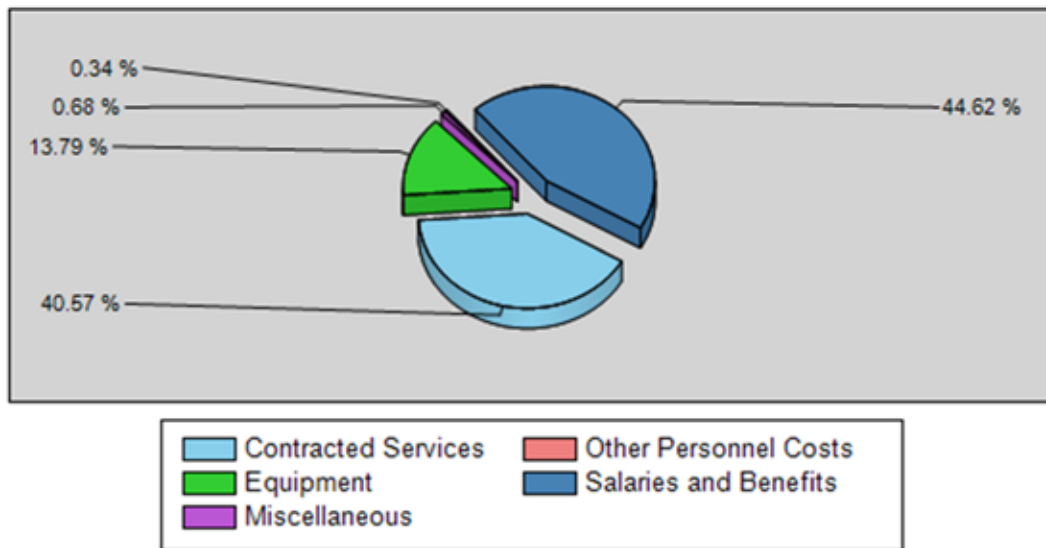
Business Unit Summary with Service Areas

Business Unit: 5555 - Festival Equipment Infrastructure

Revenues



Expenditures





SUMMARY

Economic Development

The economic development function will be developed and guided by Council in late 2015. Recommendations made by the Economic Development and Prosperity Task Force will be considered in late 2015, guiding future investment and priorities for the City of Victoria.

Budget Summary

2016 Proposed Expenditures	250,000
2015 Approved Expenditures	250,000
Budget Change	0
Change by %	0.00%

Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation

Department: Economic Development **Budget Year:** 2016

Overview:

The economic development function will be developed and guided by Council in late 2015. Recommendations made by the Economic Development and Prosperity Task Force will be considered in late 2015, guiding future investment and priorities for the City of Victoria.

Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4214	Consulting	179,173	26,718	250,000	250,000	0.00 %
Total Expenditures		179,173	26,718	250,000	250,000	
Net Total		(179,173)	(26,718)	(250,000)	(250,000)	

Business Unit Summary with Service Areas

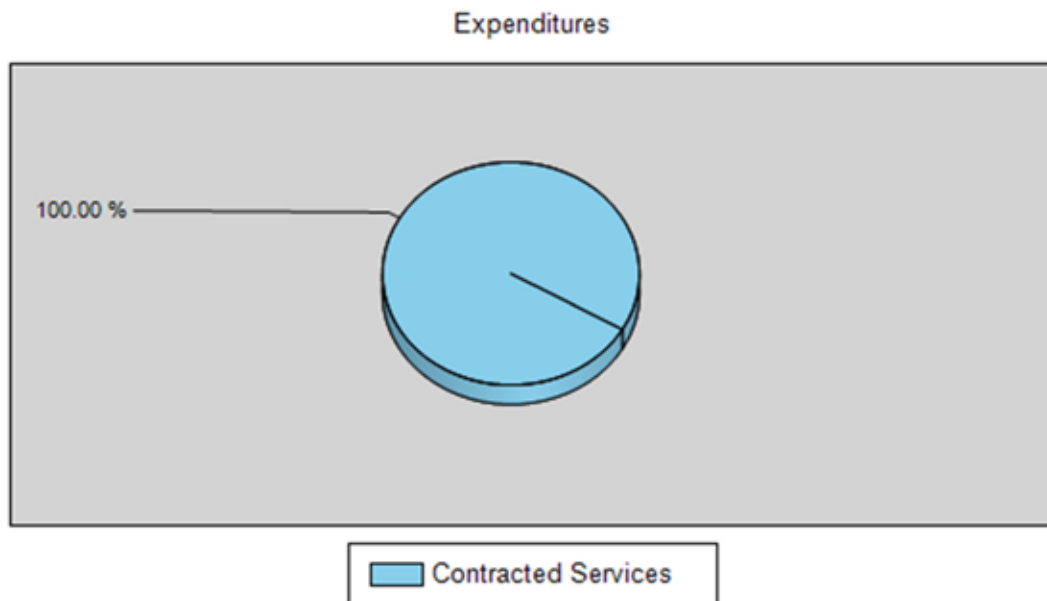
Business Unit: 2462 - Economic Development Implementation

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
4214 Consulting	250,000	250,000	250,000	250,000	250,000
Total Expenditures	250,000	250,000	250,000	250,000	250,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)

Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation





SUMMARY

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/Service Areas

- Talent management (attracting, retaining and developing)
- Strategic workforce planning
- Employee orientation and recognition
- Employee and labour relations
- Compensation and benefits
- Health, safety and wellness
- Learning and development



Budget Summary

2016 Proposed Expenditures	1,622,270
2015 Approved Expenditures	1,609,246
Budget Change	13,024
Change by %	0.81%

2016 FTE	10
2015 FTE	10
Change	0
Change by %	0.00%

Human Resources

Health and Safety

Learning and
Development

SUMMARY

Human Resources

Proposed Initiatives for 2016

- Develop comprehensive orientation program for new employees
- Review and improve employee recognition program
- Revise Employee and Family Assistance program



Performance Metrics – Human Resources

Measuring Success – Recruitment			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Number of vacancies	279	248	TBD
2. How well did we do it?			
Percentage of vacancies filled by internal staff	60%	63%	TBD
Story behind the data	Key corporate focus is growing from within and providing opportunities to qualified internal staff. HR is partnering with line departments to offer fruitful feedback and coaching to employees who are unsuccessful in job competitions. Employees gain an understanding of their own performance/development gaps and energy channeled to closing those gaps through internal and external learning and development opportunities.		
3. Is anyone better off? .			
Story behind the data	Effective in increasing internal promotion. This provides employees with new opportunities and experiences and provides the organization with less downtime due to corporate knowledge gap. Internal promotion also supports employee engagement and retention.		
Where do we want to go?	Continue to fill vacancies with qualified internal staff to support succession planning. Encourage timely and regular feedback, as a part of organizational culture and not limited to recruitment. Support all employees to have an active performance and development plan. Track – of those who have an active performance and development plan, how many have been promoted?		

Performance Metrics – Human Resources

Measuring Success – Grievance			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Number of grievances	37	8	TBD
2. How well did we do it?			
Percentage of grievances with regards to promotions	41%	10%	TBD
Story behind the data	Focus on transparency in the recruitment process both with employees and union representatives reduces promotion-related grievances. Increased learning and development focus on topics such as “what to expect in an interview”, or “completing an application form” supports staff in being successful in job competitions.		
3. Is anyone better off?			
Story behind the data	Effective in decreasing grievances, and therefore creating more positive labour and employee relations. Focus on anticipating issues before they arise and applying practical lens to workplace decisions. Open, timely and topical discussions with employees and their union representatives support of culture of open communication.		
Where do we want to go?	Continue to work on building a stronger relationship with Unions and focus on the issues that are generating the most grievances. All HR staff to grow their relationship with union representatives. Target 0 promotion-related grievances for 2016.		

Performance Metrics – Human Resources

Measuring Success – Sick Leave/WSBC			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Total number of Sick Leave / WorkSafeBC absence hours	39,354 / 13,610 hrs	39,000 / 9,000 hrs	35,000 / 8,100 hrs
2. How well did we do it?			
Reduction in total number of Sick Leave / WorkSafeBC absence hours	11% reduction / 22.5% reduction	Maintenance* / 33% reduction	10% reduction / 10% reduction
Story behind the data	With the addition of the Return to Work Coordinator position the City has seen a revitalization of the Attendance Improvement Program and has the capacity for a greater efficiency in return to work in both sick leave and WorkSafeBC absence hours. (*potential for significant reduction in Public Works usage will likely not be realized until 2016).		
3. Is anyone better off?			
Story behind the data	Increase # 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 prevent injuries and provide early and safe return to work options. Targeting a further 10% reduction for both sick leave / WorkSafeBC total hours for 2016.		

Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration

Department: Human Resources **Budget Year:** 2016

Overview:

The Human Resources Department applies innovative human resource practices to support the City as a high-performing organization. Human Resources staff provide strategic and tactical advice in the following areas: recruitment, organizational development, job evaluation, labour and employee relations and related programs.

The Human Resources Department supports the organization to achieve strategic business goals and build an environment that recognizes collective agreements, legislation and best practice in human resources.

Deliverables:

Recruitment

- 216 vacancies in 2013; 50% filled internally
- 279 vacancies in 2014; 60% filled internally
- 2015 focus will be on revamping City's recruitment program to align with best practice with a focus on internal development.

Learning

- 77% of learning delivered by internal staff in 2013; 85% in 2014 with focus being on customer service and bullying and harassment awareness sessions.
- 8.5/10 average participant feedback rating for learning courses in 2013; 8.6/10 in 2014
- Focus will be on more individual performance support to grow from within; innovative methods of learning delivery (for ex. online services); management development and building an internal community of practice

Job Evaluation Reviews

- 20 reviews conducted in 2013; 26 in 2014
- Corporate committee dissolved in 2014, leading more efficient process and turnaround time
- Discussions with CUPE continue on streamlining jointly-negotiated processes

Grievances

- 4 grievances moved forward to arbitration in 2013; 1 in 2014
- Reinstatement of City/CUPE labour management meetings
- Focus on pro-active and early resolution on issues to avoid formal grievances

Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	748,246	430,580	610,013	590,940	- 3.13 %
4080	Auxiliaries/RPT/Seasonal	0	15,713	0	0	
4102	Benefits	179,225	120,493	140,542	136,148	- 3.13 %
4112	Mileage/Parking	7,335	4,751	10,000	10,000	0.00 %
4116	Conferences/Travel	1,614	4,538	10,000	10,000	0.00 %
4118	Membership Fees	5,232	1,063	5,000	5,000	0.00 %
4120	Training and Development	52,717	145,158	120,000	120,000	0.00 %
4220	GVLRA	57,964	33,134	65,000	65,000	0.00 %
4228	Printing	0	0	2,000	0	
4230	Professional	18,791	63,607	85,000	85,000	0.00 %
4238	Arbitration/Litigation	21,747	0	0	0	
4240	Recruitment	67,616	137,664	35,000	35,000	0.00 %
4310	Books/Publications	0	157	1,000	500	- 50.00 %
4312	Office Supplies	5,370	5,359	6,000	5,000	- 16.67 %
4364	Telecommunications	2,298	425	1,210	1,210	0.00 %
4814	Miscellaneous	1,510	2,084	500	500	0.00 %
9211	WO Regular Time	154	0	0	0	
9321	WO Outside Purchases	12,393	3,246	9,000	9,000	0.00 %
Total Expenditures		1,182,212	967,973	1,100,265	1,073,298	
Net Total		(1,182,212)	(967,973)	(1,100,265)	(1,073,298)	

Business Unit Summary with Service Areas

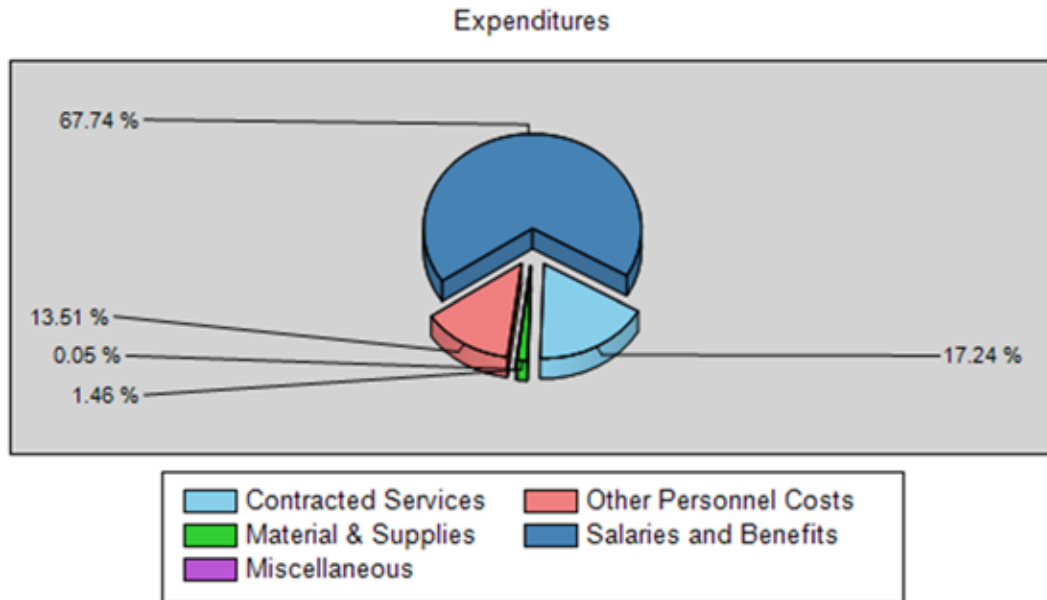
Business Unit: 2100 - Human Resources Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	590,940	602,759	614,814	627,111	639,653
4102	Benefits	136,148	138,871	141,648	144,481	147,371
4112	Mileage/Parking	10,000	10,200	10,404	10,612	10,824
4116	Conferences/Travel	10,000	10,200	10,404	10,612	10,824
4118	Membership Fees	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	120,000	122,400	124,848	127,345	129,892
4220	GVLRA	65,000	66,300	67,626	68,979	70,358
4230	Professional	85,000	86,700	88,434	90,203	92,007
4240	Recruitment	35,000	35,700	36,414	37,142	37,885
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	5,000	5,100	5,202	5,306	5,412
4364	Telecommunications	1,210	1,234	1,259	1,284	1,310
4814	Miscellaneous	500	510	520	531	541
9321	WO Outside Purchases	9,000	9,180	9,364	9,551	9,742
Total Expenditures		1,073,298	1,094,764	1,116,660	1,138,993	1,161,773
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,073,298)	(1,094,764)	(1,116,660)	(1,138,993)	(1,161,773)

Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration



Business Unit Summary with Service Areas

Business Unit: 2110 - Health, Safety and Rehab Admin

Department: Human Resources **Budget Year:** 2016

Overview:

The City of Victoria is committed to ensuring a safe and healthy work environment for all staff. As part of the Human Resources team, the occupational safety, rehabilitation and disability and related programs focus on developing and implementing safety management, returning staff to work as soon as medically possible and researching ideas for job modifications to allow employees to stay at work. Key program areas are safety inspections, employee wellness, WorkSafe BC claims management, return work/stay at work programs, accident investigations, and attendance management.

The overarching goal is to reduce accidents in the workplace. From this there is a reduction in worker injuries, improved staff pride and morale, improved workplace safety culture, reduced time away from work with improved productivity, increased service for taxpayer funding, healthier employees, reduced WorkSafe insurance premiums and potential rebate.

Deliverables:

Sick leave

- Based on 2015 projections, sick leave usage is likely to remain consistent with 2014 usage. Potential for significant reduction in Engineering / Public Works usage will likely be realized in 2016. Forecast for 2016 is a 10% reduction.

WorkSafe BC

- Continued reduction in usage over last three years, estimated insurance savings for 2016 to 2018 is more than \$400,000
- Based on 2015 projections, WorkSafeBC usage is likely to reduce an additional ##%. This reduction if realized will be equivalent to an estimated \$138,000 gain in productivity.

Combined usage (Sick leave and WorkSafe BC)

- Return-to-work Coordinator position continues to see a revitalization of the Attendance Improvement Program. Review and revamping of the return-to-work program conducted in 2015 has also contributed to reductions.
- Projected productivity increase for 2015 equates to an additional 2.2 staff working full time.

Wellness

- Implementation of the revised services offered under the City's Employee and Family Assistance program (EFAP). Improved services for employee mental health

Business Unit Summary with Service Areas

Business Unit: 2110 - Health, Safety and Rehab Admin

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
5074	HR & Fringe Benefit Stabilization	118,156	0	0	0	
Total Revenues		118,156	0	0	0	
Expenditures						
4010	Salaries - Exempt	198,662	140,901	199,644	199,644	0.00 %
4016	Salaries - Inside	76,839	52,110	77,240	79,175	+ 2.51 %
4102	Benefits	65,129	54,655	64,148	64,603	+ 0.71 %
4112	Mileage/Parking	3,494	2,657	3,000	4,100	+ 36.67 %
4116	Conferences/Travel	2,354	1,427	3,500	2,500	- 28.57 %
4118	Membership Fees	1,134	500	700	700	0.00 %
4120	Training and Development	2,830	6,878	15,000	15,000	0.00 %
4216	Contracted Services	64,600	35,600	65,000	65,000	0.00 %
4230	Professional	40,704	19,295	32,500	35,000	+ 7.69 %
4308	General Supplies	1,955	637	1,000	1,000	0.00 %
4364	Telecommunications	3,038	2,635	2,200	2,200	0.00 %
9111	WO Inside Equipment Rent	0	15	0	0	
9211	WO Regular Time	180	109	0	0	
9321	WO Outside Purchases	134	0	0	0	
Total Expenditures		461,054	317,420	463,931	468,921	
Net Total		(342,898)	(317,420)	(463,931)	(468,921)	

Business Unit Summary with Service Areas

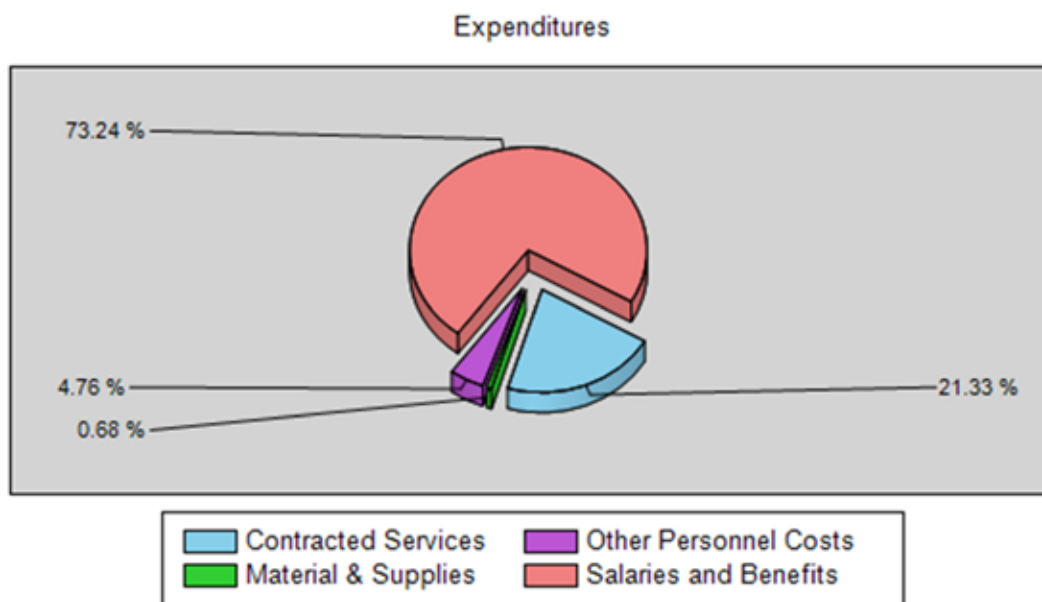
Business Unit: 2110 - Health, Safety and Rehab Admin

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	199,644	203,636	207,709	211,863	216,101
4016	Salaries - Inside	79,175	80,759	82,374	84,022	85,702
4102	Benefits	64,603	65,895	67,213	68,557	69,928
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	700	714	728	743	758
4120	Training and Development	15,000	15,300	15,606	15,918	16,236
4216	Contracted Services	65,000	66,300	67,626	68,979	70,358
4230	Professional	35,000	35,700	36,414	37,142	37,885
4308	General Supplies	1,000	1,020	1,040	1,061	1,082
4364	Telecommunications	2,200	2,244	2,289	2,335	2,381
Total Expenditures		468,921	478,300	487,866	497,624	507,576
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(468,921)	(478,300)	(487,866)	(497,624)	(507,576)

Business Unit Summary with Service Areas

Business Unit: 2110 - Health, Safety and Rehab Admin



Business Unit Summary with Service Areas

Business Unit: 2116 - Rehabilitation

Department: Human Resources **Budget Year:** 2016

Overview:

This business unit aims to return employees back to meaningful and productive work safely and quickly.

This is accomplished through rehabilitation programs and effective communication with employees and their physicians to understand workplace modifications that may be needed to return employees to work.

Deliverables:

Successful transitions of employees back in the workplace through accommodation or modified duties

Business Unit Summary with Service Areas

Business Unit: 2116 - Rehabilitation

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4308	General Supplies	300	0	0	0	
9111	WO Inside Equipment Rent	0	280	0	0	
9211	WO Regular Time	6,842	21,519	20,000	40,000	+ 100.00 %
Total Expenditures		7,142	21,799	20,000	40,000	
Net Total		(7,142)	(21,799)	(20,000)	(40,000)	

Business Unit Summary with Service Areas

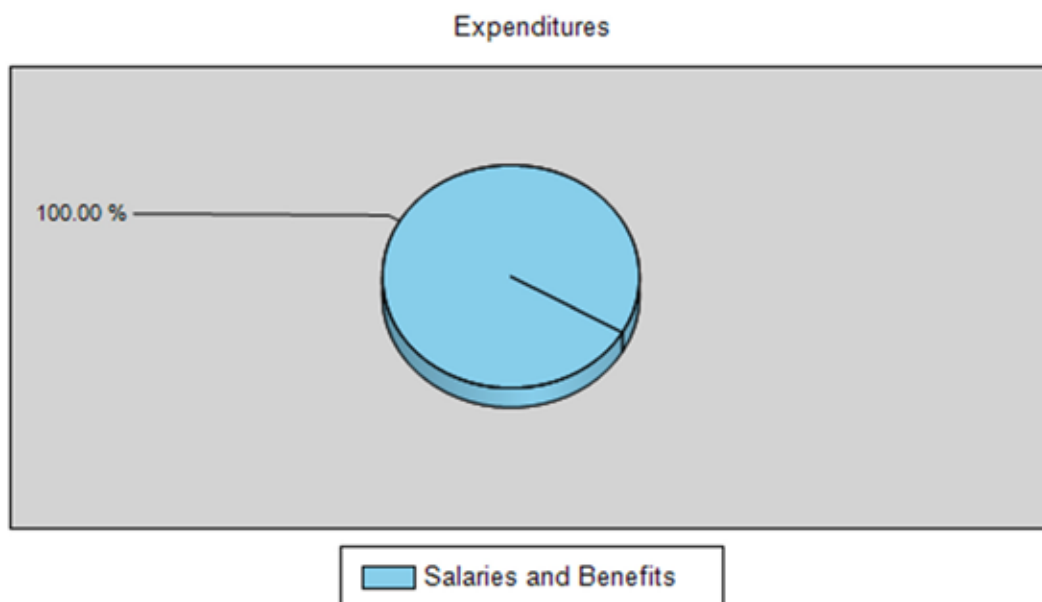
Business Unit: 2116 - Rehabilitation

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
9211 WO Regular Time	40,000	41,000	41,820	42,656	43,510
Total Expenditures	40,000	41,000	41,820	42,656	43,510
% Increase		2.50%	2.00%	2.00%	2.00%
Net Total	(40,000)	(41,000)	(41,820)	(42,656)	(43,510)

Business Unit Summary with Service Areas

Business Unit: 2116 - Rehabilitation



Business Unit Summary with Service Areas

Business Unit: 2120 - Union Leave

Department: Human Resources **Budget Year:** 2016

Overview:

This business unit administers City paid union leave, in accordance with collective agreements. This approach supports a solutions-oriented labour relations environment.

This includes paid union leave for union executives to attend meetings, and allows for discussion between the City and its partner unions. These meetings create opportunities for joint partnerships for enhancement of City programs, such as safety, return to work, avoiding grievances and employee relations. Further, discussion at such meetings assists the City in hearing messages directly from employees and their union stewards allowing for early intervention and simple solutions. Union leave is required under collective agreement provisions and legislation.

Deliverables:

- Collective bargaining – successful negotiation of new CUPE and IAFF collective agreements
- Joint Health & Safety committee meetings

Business Unit Summary with Service Areas

Business Unit: 2120 - Union Leave

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4092	Union Leave - City Paid	45,525	51,500	25,000	40,000	+ 60.00 %
4094	Union Leave - Union Paid	94,415	51,295	110,000	110,000	0.00 %
4112	Mileage/Parking	0	0	50	50	0.00 %
4819	Recovery - Union Leave	(94,507)	(57,395)	(110,000)	(110,000)	0.00 %
9111	WO Inside Equipment Rent	5	0	0	0	
9211	WO Regular Time	95	0	0	0	
Total Expenditures		45,532	45,400	25,050	40,050	
Net Total		(45,532)	(45,400)	(25,050)	(40,050)	

Business Unit Summary with Service Areas

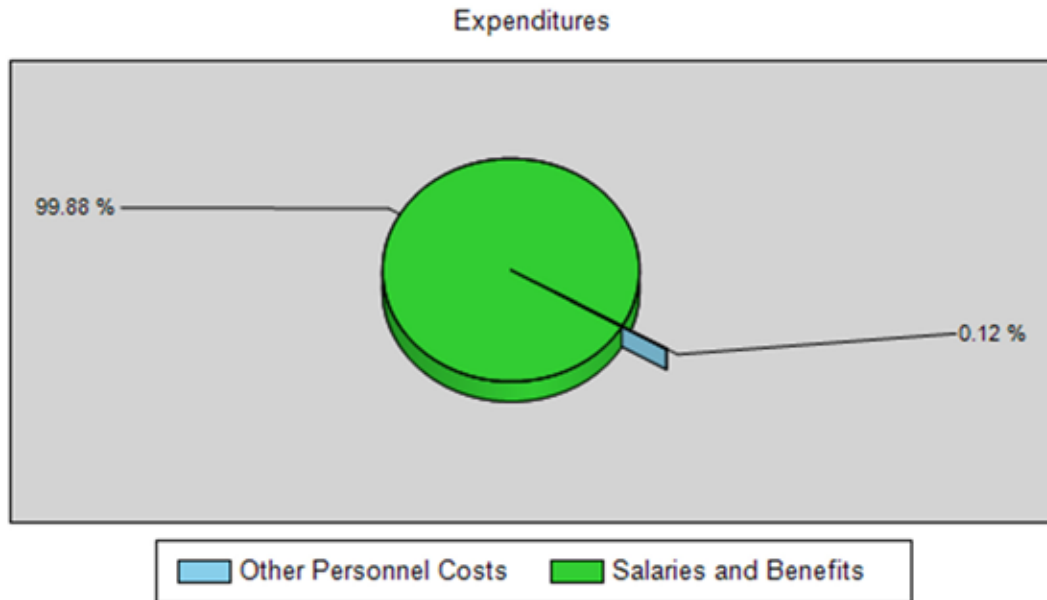
Business Unit: 2120 - Union Leave

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
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 Expenditures		40,050	40,851	41,668	42,501	43,351
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(40,050)	(40,851)	(41,668)	(42,501)	(43,351)

Business Unit Summary with Service Areas

Business Unit: 2120 - Union Leave





SUMMARY

Legislative and Regulatory Services

The Legislative and Regulatory Services Department provides legislative, policy, administrative and regulatory expertise and services to 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 response to bylaw complaints to the community 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.



Core Services/Service Areas

- **Archives and Records Management:** Records management; Coordinate and assist with FOI 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
- **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
- **Property Management:** Market, manage and lease City property; Negotiate leases of third party property

Budget Summary

2016 Proposed Expenditures	2,882,779
2015 Approved Expenditures	2,839,652
Budget Change	43,127
Change by %	1.52%
2016 Proposed Revenues	212,350
2015 Approved Revenues	210,850
Budget Change	1,500
Change by %	0.71%
2016 FTE	21.28
2015 FTE	21.28
Change	0
Change by %	0.00%

City Clerk

Bylaw and Licensing
ServicesLegislative
Services

SUMMARY

Legislative and Regulatory Services



Proposed Initiatives for 2016

- Conduct policy and bylaw reviews
- Implement recommendations of bylaw audit
- Implement Gorge Waterway Plan
- Implement Governance improvements, as directed by Council

Performance Metrics – Legislative and Regulatory Services

Measuring Success – Publication of Electronic Meeting Agendas			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Meeting Agendas Published	74	94	TBD
2. How well did we do it?			
Agendas published by 3 p.m. Friday	Not tracked	85%	90%
Story behind the data	It is the City’s goal to publish electronic meeting agendas by 3:00 p.m. each Friday afternoon, in order to give the public and members of Council adequate time to review the agenda materials prior to the meeting.		
3. Is anyone better off?			
Story behind the data	The introduction of electronic agenda technology to Council in Feb 2015 provided the opportunity to discontinue producing paper copies of all agendas and minutes. This innovation reduced the amount of paper, supplies and staff time to produce the meeting agendas. As a result, electronic agendas can be produced and distributed in a shorter timeframe.		
Where do we want to go?	The objective is to produce 100% of electronic agendas by the Friday deadline.		

Performance Metrics – Legislative and Regulatory Services

Measuring Success – Virtual Access to Public City Meetings			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Number of Council and Committee meetings	74	94	TBD
2. How well did we do it?			
Public meetings webcast	94%	98%	95%
Story behind the data	Public and accessible Council and Committee meetings are hallmarks of Open Government. Live webcasting of these meetings and publishing video records on the City’s website enhances public access to the Council’s decision-making process.		
3. Is anyone better off?			
Story behind the data	When the City began webcasting, it was focused exclusively on Council and Council Committee meetings. Now that the technology is in place, the City has the capability to webcast any meeting or event that takes place in the Council Chambers. Council is also utilizing new meeting formats that are less formal and more accessible for the public, such as Open Houses, Idea Forums and Town Hall meetings. Ensuring these new types of meetings are webcast increases their reach into the community.		
Where do we want to go?	Utilize webcasting for all types of Council, Council Committee and other public City meetings to improve accessibility and the reach of public engagement. We would like to see an increase in viewers each year.		

Performance Metrics – Legislative and Regulatory Services

Measuring Success – Complaint Response - Bylaw & Licensing Services			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Public complaints received	2,103	2,200	2,300
2. How well did we do it?			
Bylaw complaints investigated and concluded within 30 days	75%	80%	85%
Story behind the data	When a bylaw complaint is received the person filing the complaint has an expectation for service response. The timeliness of service response is important because most complaints reflect a person’s dissatisfaction with an activity in their neighbourhood. Verifying a bylaw complaint, investigating the complaint and resolving the complaint in a timely manner are important factors that drive service effectiveness and customer satisfaction.		
3. Is anyone better off?			
Story behind the data	The City’s first goal is to ensure that valid complaints are investigated and responded to in an effective and timely manner to satisfy the complainant’s expectations for service. The second goal is to ensure that the investigation and compliance action undertaken against a person or business that commits a bylaw offence is reasonable and proportionate to the circumstance.		
Where do we want to go?	Reaching a fair and reasonable outcome to a bylaw complaint investigation within thirty days is the City’s objective.		

Performance Metrics – Legislative and Regulatory Services

Measuring Success – Liquor Licence Application Review			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Liquor licence applications reviewed	12	12	12
2. How well did we do it?			
Average processing time for liquor licence applications	60 days	60 days	60 days
Story behind the data	Under the Provincial <i>Liquor Control & Licensing Act</i> certain liquor licence applications are referred to the City for public consultation and Council input. The Province sets a ninety-day timeframe to complete this process. Since the City's review is only one part of the Provincial licensing process all efforts should be made to process these applications in a timely manner.		
3. Is anyone better off?			
Story behind the data	An efficient application review process helps new food & beverage businesses get established quicker and enables existing businesses to adjust their service model to remain competitive.		
Where do we want to go?	The objective is to consistently process a liquor licensing application in 60 days or less.		

Performance Metrics – Legislative and Regulatory Services

Measuring Success – Production Volume of Print Shop			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Pages printed (internal clients)	220,000	225,000	225,000
Outbound mail processed (pieces)	285,000	285,000	300,000
2. How well did we do it?			
Turnaround – outbound mail			
• Routine mail – same day	100%	100%	100%
• Notices (CALUC, Public Hearings, Parking) – same day	95%	95%	100%
• Larger mailouts (Tax Bills, Utility Bills – 3 to 5 days	95%	100%	100%
Turnaround – printing			
• Routine size/low complexity – same day	95%	100%	100%
• Large/complex jobs – 3 to 5 days	95%	100%	100%
Story behind the data	The City's Print Shop provides customized printing and document production services, and processes and distributes City mail. The printing and document production services include colour production, and document binding in custom sizes and formats. Mail services include folding/inserting, postage metering and customized mail packages.		
3. Is anyone better off?			
Story behind the data	The City invests in printing and mail processing equipment in an effort to minimize the production cost for these services.		
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 of turnaround time for printing and mail processing jobs. Monitor mail and printing volumes and periodically evaluate the most cost effective methods to perform these services.		

Performance Metrics – Legislative and Regulatory Services

Measuring Success – Privacy Impact Assessments			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Privacy Impact Assessments completed • existing programs	3	10	10
Privacy Impact Assessments completed • new programs	5	8	12
2. How well did we do it?			
Privacy Impact Assessments completed • existing programs	100%	80%	80%
Privacy Impact Assessments completed • new programs	83%	80%	80%
Story behind the data	<p>A Privacy Impact Assessment is a statutory requirement of the <i>Freedom of Information and Protection of Privacy Act</i> (the Act) for all City programs, activities, systems, bylaws or projects. A PIA is intended to ensure that personal information collected by the City complies with the Act before a system, program, bylaw etc. is implemented.</p> <p>PIAs assist the City to meet its obligations under the Act by:</p> <ul style="list-style-type: none">• assessing the need to collect personal information; and• securing the personal information collected.		
3. Is anyone better off?			
Story behind the data	<p>PIAs provide transparency and accountability to the public as to why personal information is collected and how it is protected. Timely completion of PIAs provide a number of benefits:</p> <ul style="list-style-type: none">• Privacy breaches are minimized• Public has confidence that City is effectively managing personal information• City staff learn privacy awareness and privacy management skills <p>The Office of the Information & Privacy Commissioner provides third party oversight to this process.</p>		
Where do we want to go?	<p>The objective is to complete a PIA for every new City service prior to its implementation. As well, the goal is to conduct 10 PIAs each year for existing programs and services, starting with those programs and services that collect the most sensitive types of personal information.</p>		

Measuring Success – Record Access Requests			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Record access requests • completed under FIPPA	86	125	125
2. How well did we do it?			
Record access requests • completed within 30 days	91%	95%	95%
Story behind the data	Members of the public make requests to access City records in writing, and the City must respond to the access request within thirty (30) business days. If this deadline is not possible to achieve, the City can extend the request for an additional thirty days.		
3. Is anyone better off?			
Story behind the data	<p>Access to City records is a right conveyed to the public under the <i>Freedom of Information & Protection of Privacy Act</i> (the Act). The City is authorized by the Act to withhold all or parts of records where the release of such information may harm City interests or other specified third party interests.</p> <p>The City is obligated to respond to all access requests within thirty (30) days. Where there are City records responsive to an access request, the City must provide access to the records, or explain the reasons why access is not being given.</p> <p>The Office of the Information & Privacy Commissioner provides third party oversight to this process.</p>		
Where do we want to go?	<p>Under the City’s <i>Open Government</i> initiative Victoria City Council routinely considers the release of confidential meeting business. Through administrative reviews, the City may designate classes of records for routine disclosure to the public.</p> <p>The City will continue to proactively provide public access to City records. The City will also work to respond to record access requests within 30 days. As data and records are more routinely made available, we hope to see less need to FOI requests for routine information.</p>		

Performance Metrics – Legislative and Regulatory Services

Measuring Success – Archives' Customer Activities			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. <i>How much did we do?</i>			
Archives Customers • in person visits	1,587	1,920	1,900
Archives Customers • virtual visits	28,174	30,296	32,300
2. <i>How well did we do it?</i>			
Variance from previous year • in person visits	+118	+333	-20
Variance from previous year • virtual visits	Data not available in current format	2,122	2,004
<i>Story behind the data</i>	Customers seek access to City services through the most convenient and useful ways to the customer. 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.		
3. <i>Is anyone better off?</i>			
<i>Story behind the data</i>	Increasing the scope of the Archives' records collection accessible to the public online should increase the number virtual visits. An increase in the number virtual visits overall, and a decrease in the number of in person visits would be a success indicator.		
<i>Where do we want to go?</i>	Increasing virtual access to City Archives record holdings is a primary operational objective. Improving online access to a catalogue of City Archives record holdings is another objective.		

Business Unit Summary with Service Areas

Business Unit: 2085 - Elections

Department: Legislative & Regulatory Serv. **Budget Year:** 2016

Overview:

This business unit oversees the local general election on a four-year cycle, as well as by-elections and referenda as required by statute. This is an off- year for general elections, so expenditures in 2016 will be limited to maintenance of contracts with service providers.

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

Deliverables:

- maintain service agreements and licences with election service providers

Business Unit Summary with Service Areas

Business Unit: 2085 - Elections

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4016	Salaries - Inside	10,580	0	0	0	
4080	Auxiliaries/RPT/Seasonal	18,452	178	1,000	0	
4102	Benefits	2,336	0	0	0	
4112	Mileage/Parking	435	0	0	0	
4120	Training and Development	750	0	0	0	
4204	Advertising	28,197	0	0	0	
4210	Catering	1,129	0	0	0	
4216	Contracted Services	70,810	0	10,000	10,000	0.00 %
4228	Printing	427	0	0	0	
4312	Office Supplies	1,997	0	0	0	
4814	Miscellaneous	55,534	293	0	0	
4816	Lease/Rental	1,454	0	0	0	
4824	Recovery	(55,721)	0	0	0	
4864	Election Staffing	100,714	0	0	0	
9111	WO Inside Equipment Rent	35	0	0	0	
9211	WO Regular Time	3,431	0	0	0	
9321	WO Outside Purchases	1,588	0	0	0	
9411	WO Contracted Services	4,638	0	0	0	
Total Expenditures		246,784	471)	11,000	10,000	
Net Total		(246,784)	471	(11,000)	(10,000)	

Business Unit Summary with Service Areas

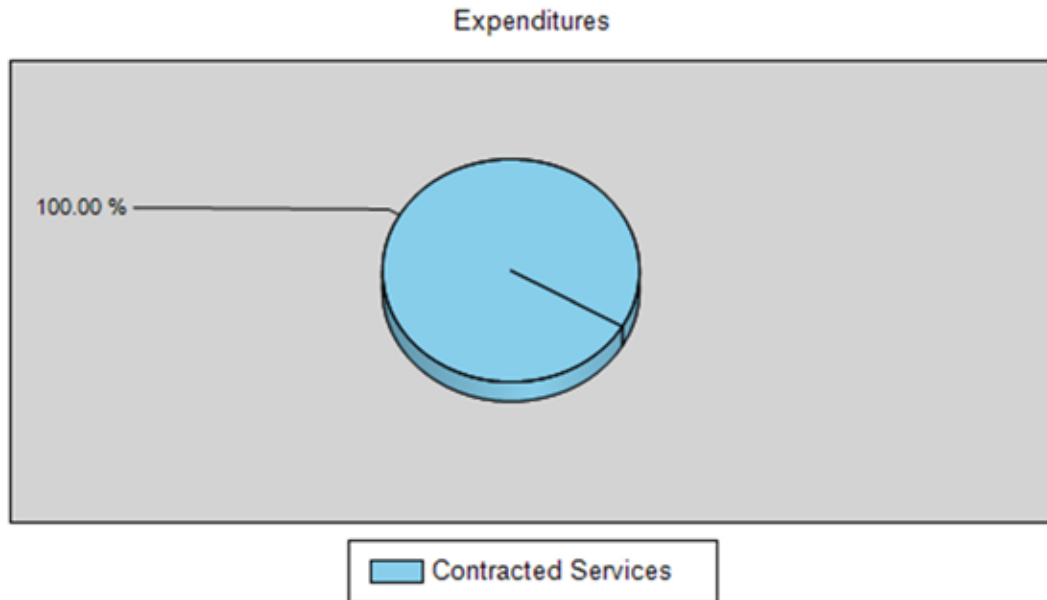
Business Unit: 2085 - Elections

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4080	Auxiliaries/RPT/Seasonal	0	0	0	20,000	0
4112	Mileage/Parking	0	0	0	500	0
4120	Training and Development	0	0	0	1,000	0
4204	Advertising	0	0	0	40,000	0
4210	Catering	0	0	0	1,000	0
4216	Contracted Services	10,000	10,000	10,000	30,000	10,000
4228	Printing	0	0	0	10,000	0
4312	Office Supplies	0	0	0	5,000	0
4364	Telecommunications	0	0	0	0	0
4814	Miscellaneous	0	0	0	55,000	0
4816	Lease/Rental	0	0	0	1,500	0
4824	Recovery	0	0	0	(75,000)	0
4864	Election Staffing	0	0	0	200,000	0
Total Expenditures		10,000	10,000	10,000	289,000	10,000
% Increase			0.00%	0.00%	2,790.00%	(96.54%)
Net Total		(10,000)	(10,000)	(10,000)	(289,000)	(10,000)

Business Unit Summary with Service Areas

Business Unit: 2085 - Elections



Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw Enforcement

Department: Legislative & Regulatory Serv. **Budget Year:** 2016

Overview:

City bylaws are enacted to establish community standards and to regulate activities on public and private lands.

The Bylaw & Licensing Services Division oversees the enforcement of most City bylaws and manages the contract for animal control services.

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).
- Response 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 (2014 = 1124)
- 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 (2014 = 3065)
- Annual number of illegal shelters found in City Parks and removed by City staff (2014 = 555)
- Annual number of new business licence applications reviewed
- Annual number of liquor licence applications reviewed
- Annual number of dog licences sold and value
- Annual number of animals impounded for bylaw contraventions
- Annual number of Animal Control Bylaw calls for service
- Annual number of Animal Control Bylaw investigations

Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw Enforcement

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3158	Dog Licences	192,843	173,353	185,000	185,000	0.00 %
3264	Street Vending Fees	2,350	2,350	2,350	2,350	0.00 %
3428	Animal Control	30,609	22,043	18,500	20,000	+ 8.11 %
3430	Bylaw Enforcement Fines	4,975	2,419	5,000	5,000	0.00 %
Total Revenues		230,776	200,165	210,850	212,350	
Expenditures						
4010	Salaries - Exempt	102,295	69,670	103,612	103,612	0.00 %
4016	Salaries - Inside	430,385	279,052	459,020	470,560	+ 2.51 %
4070	Overtime	4,993	3,252	5,000	5,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	49,215	104,928	0	0	
4082	WCB Leave - CUPE 388	192	0	0	0	
4102	Benefits	129,359	92,930	131,741	134,453	+ 2.06 %
4112	Mileage/Parking	170	0	0	0	
4114	Clothing/Boot/Cleaning Al	4,553	2,391	3,500	3,500	0.00 %
4116	Conferences/Travel	324	1,267	1,500	1,500	0.00 %
4118	Membership Fees	215	945	1,000	1,000	0.00 %
4120	Training and Development	14,115	802	16,000	16,000	0.00 %
4154	Recovery - WCB	(8,771)	0	0	0	
4216	Contracted Services	458,079	313,500	486,000	486,000	0.00 %
4226	Photocopy	668	1,129	2,000	2,000	0.00 %
4228	Printing	968	194	0	1,000	
4312	Office Supplies	3,448	2,023	3,500	3,500	0.00 %
4316	Protective Clothing/Unifo	7,485	817	7,000	7,000	0.00 %
4364	Telecommunications	6,917	5,224	10,800	10,800	0.00 %
4412	Equipment Rentals	30,000	20,000	36,500	30,000	- 17.81 %
4418	Equipment	1,354	276	3,500	1,000	- 71.43 %
4508	Credit Card Discount Fees	919	643	0	950	
4814	Miscellaneous	741	6	0	0	
4824	Recovery	0	(50)	0	0	
9311	WO Inventory Purchases	80	49	0	0	
Total Expenditures		1,237,703	899,049	1,270,673	1,277,875	
Net Total		(1,006,926)	(698,884)	(1,059,823)	(1,065,525)	

Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw Enforcement

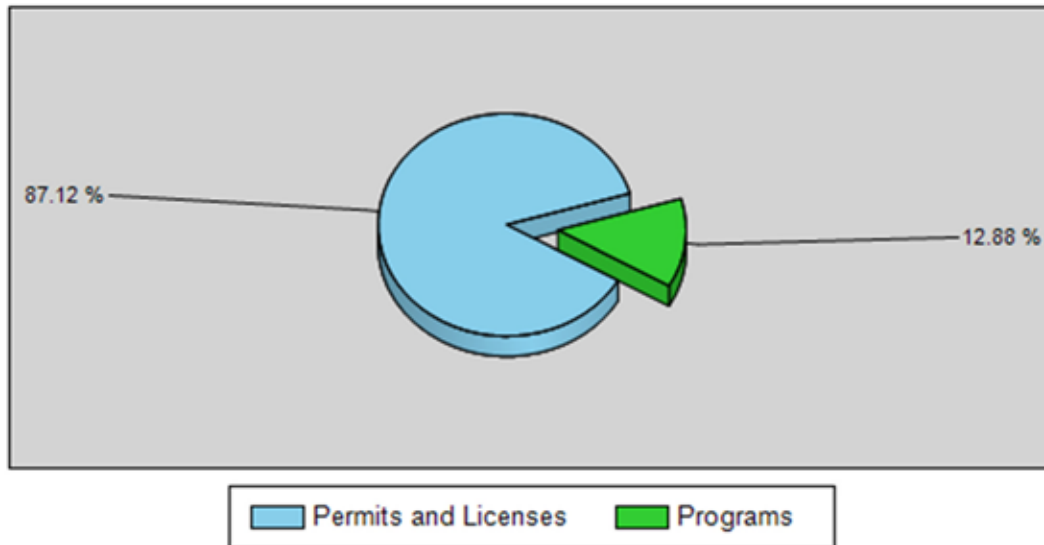
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
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 Revenues		212,350	212,350	212,350	212,350	212,350
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	103,612	105,684	107,798	109,954	112,153
4016	Salaries - Inside	470,560	479,920	489,518	499,309	509,295
4070	Overtime	5,000	5,100	5,202	5,306	5,412
4102	Benefits	134,453	137,130	139,873	142,670	145,523
4114	Clothing/Boot/Cleaning AI	3,500	3,570	3,641	3,714	3,789
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/Unifo	7,000	7,140	7,283	7,428	7,577
4364	Telecommunications	10,800	11,016	11,236	11,461	11,690
4412	Equipment Rentals	30,000	30,600	31,212	31,836	32,473
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 Expenditures		1,277,875	1,303,369	1,329,437	1,356,025	1,383,146
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,065,525)	(1,091,019)	(1,117,087)	(1,143,675)	(1,170,796)

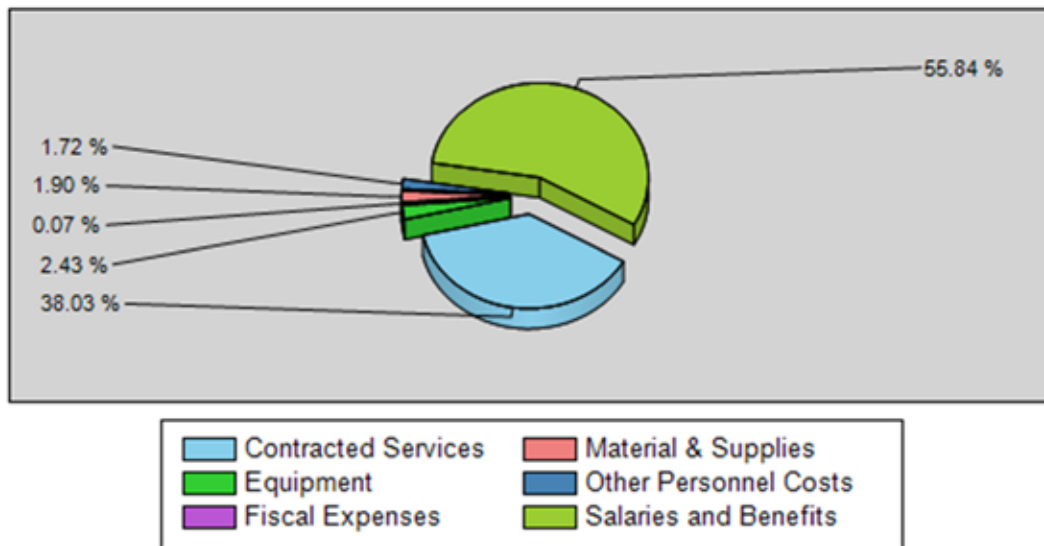
Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw Enforcement

Revenues



Expenditures



Business Unit Summary with Service Areas

Service Area: Legislative Services

Department: Legislative & Regulatory Serv. **Budget Year:** 2016

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 (approx. 24 per year for each of Council, GPC and PLUC)
- support Task Forces and other committees established by the Mayor or Council
- administer recruitment process for Council appointees to internal and external boards and committees
- conduct policy and bylaw reviews / development, based on approved priorities
- provide policy advice to Council and staff on a range of matters

Business Unit Summary with Service Areas

Service Area: Legislative Services

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	489,464	202,784	279,602	279,602	0.00 %
4016	Salaries - Inside	661,697	437,747	616,987	632,453	+ 2.51 %
4070	Overtime	8,694	5,151	0	8,200	
4080	Auxiliaries/RPT/Seasonal	74,932	51,693	84,765	89,404	+ 5.47 %
4102	Benefits	263,717	168,651	209,410	213,045	+ 1.74 %
4112	Mileage/Parking	3,800	2,261	3,450	3,450	0.00 %
4116	Conferences/Travel	2,540	1,947	10,120	6,800	- 32.81 %
4118	Membership Fees	1,967	1,066	1,815	1,565	- 13.77 %
4120	Training and Development	1,032	500	6,000	5,000	- 16.67 %
4204	Advertising	60,725	37,723	36,000	60,000	+ 66.67 %
4210	Catering	68	325	500	500	0.00 %
4216	Contracted Services	79,497	70,736	113,900	107,400	- 5.71 %
4226	Photocopy	33,786	10,657	23,600	14,250	- 39.62 %
4228	Printing	1,797	214	1,000	1,800	+ 80.00 %
4308	General Supplies	997	1,153	1,200	1,200	0.00 %
4310	Books/Publications	614	388	1,010	760	- 24.75 %
4312	Office Supplies	24,672	15,367	23,440	21,520	- 8.19 %
4314	Postage	236,344	174,067	258,825	270,000	+ 4.32 %
4364	Telecommunications	3,006	1,647	1,535	1,535	0.00 %
4814	Miscellaneous	2,029	518	2,020	2,020	0.00 %
4824	Recovery	(142,638)	(54,857)	(117,200)	(600)	- 99.49 %
Total Expenditures		1,808,742	1,129,739	1,557,979	1,719,904	
Net Total		(1,808,742)	(1,129,739)	(1,557,979)	(1,719,904)	

Business Unit Summary with Service Areas

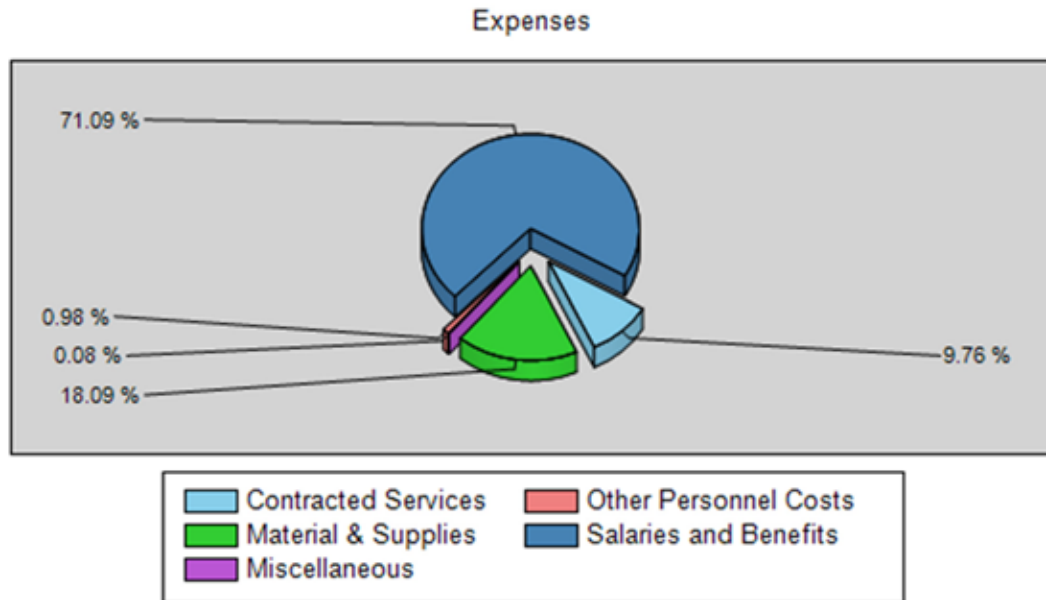
Service Area: Legislative Services

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	279,602	285,194	290,897	296,715	302,650
4016	Salaries - Inside	632,453	645,105	658,007	671,167	684,591
4070	Overtime	8,200	8,364	8,531	8,702	8,876
4080	Auxiliaries/RPT/Seasonal	89,404	91,187	93,011	94,871	96,768
4102	Benefits	213,045	217,306	221,652	226,085	230,607
4112	Mileage/Parking	3,450	3,519	3,589	3,661	3,734
4116	Conferences/Travel	6,800	6,936	7,075	7,216	7,361
4118	Membership Fees	1,565	1,596	1,628	1,661	1,694
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
4204	Advertising	60,000	61,200	62,424	63,672	64,946
4210	Catering	500	510	520	531	541
4216	Contracted Services	107,400	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	1,200	1,224	1,248	1,273	1,299
4310	Books/Publications	760	775	791	807	823
4312	Office Supplies	21,520	21,950	22,389	22,837	23,294
4314	Postage	270,000	275,400	280,908	286,526	292,257
4364	Telecommunications	1,535	1,566	1,597	1,629	1,662
4814	Miscellaneous	2,020	2,060	2,102	2,144	2,187
4824	Recovery	(600)	(612)	(624)	(637)	(649)
Total Expenditures		1,719,904	1,754,300	1,789,386	1,825,173	1,861,677
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,719,904)	(1,754,300)	(1,789,386)	(1,825,173)	(1,861,677)

Business Unit Summary with Service Areas

Service Area: Legislative Services





SUMMARY

Real Estate

The Property Management business unit funds administering the City's portfolio of commercial properties; in particular, negotiate leases and lease renewals with tenants (lease-outs) and landlords (lease-ins).

Core Services:

- Enter into and manage licences of use, easements, statutory rights of way and other property related agreements, as directed by Council.
- Conduct investigations and obtain appraisals on proposed acquisitions and sales, and implement those transactions approved by Council.
- Respond to enquiries from applicants, their agents and City departments about City property.
- The City obtains revenue from leasing City properties, this provides a financial benefit to the taxpayer as it provides revenue from sources other than taxation.

Budget Summary

2016 Proposed Expenditures	1,528,845
2015 Approved Expenditures	1,183,618
Budget Change	345,227
Change by %	29.17%
2016 Proposed Revenues	1,814,181
2015 Approved Revenues	1,506,093
Budget Change	308,088
Change by %	20.46%
2016 FTE	2.00
2015 FTE	2.00
Change	0
Change by %	0.00%

SUMMARY

Real Estate

Proposed Initiatives for 2016

- Develop a land inventory and strategies for acquisition and disposal
- Identify upcoming capital projects and work with other departments to review real estate implications and opportunities
- Develop tools and resources to liaise on real estate and land development needs
- Lead all acquisitions, disposals, lease agreements, and land tenure initiatives

Business Unit Summary with Service Areas

Business Unit: 2360 - Property Management

Department: Real Estate Department **Budget Year:** 2016

Overview:

The Property Management business unit funds administering the City's portfolio of commercial properties; in particular, negotiate leases and lease renewals with tenants (lease-outs) and landlords (lease-ins).

This business unit:

Enters into and manage licences of use, easements, statutory rights of way and other property related agreements, as directed by Council motion

Conduct investigations and obtain appraisals on proposed acquisitions and sales, and implement those transactions approved by Council.

Prepare reports to Council and compose correspondence regarding land matters.

Respond to enquiries from applicants, their agents and City departments about City property.

The City obtains revenue from leasing City properties, this provides a financial benefit to the taxpayer as it provides revenue from sources other than taxation.

Business Unit Summary with Service Areas

Business Unit: 2360 - Property Management

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3386	Lease/Rental Properties	915,519	551,158	710,000	770,000	+ 8.45 %
Total Revenues		915,519	551,158	710,000	770,000	
Expenditures						
4010	Salaries - Exempt	0	0	0	115,290	
4016	Salaries - Inside	80,589	57,822	81,175	83,211	+ 2.51 %
4070	Overtime	(110)	0	0	0	
4102	Benefits	17,225	14,398	19,076	46,264	+ 142.53 %
4116	Conferences/Travel	0	390	1,000	500	- 50.00 %
4118	Membership Fees	2,327	0	1,600	1,500	- 6.25 %
4120	Training and Development	670	540	2,000	1,000	- 50.00 %
4204	Advertising	4,784	4,637	4,000	5,000	+ 25.00 %
4216	Contracted Services	26,075	13,405	40,000	50,000	+ 25.00 %
4308	General Supplies	0	0	0	18,000	
4358	Gas	508	0	250	250	0.00 %
4360	Hydro	1,373	2,307	2,000	2,000	0.00 %
4364	Telecommunications	312	490	605	605	0.00 %
4366	Water	206	140	500	300	- 40.00 %
4814	Miscellaneous	414	84	1,000	500	- 50.00 %
4816	Lease/Rental	149,054	94,154	225,000	200,000	- 11.11 %
4822	Repairs and Maintenance	11,513	11,800	50,000	40,000	- 20.00 %
4824	Recovery	(14,853)	(14,414)	(15,000)	(15,000)	0.00 %
9111	WO Inside Equipment Rent	30	158	250	250	0.00 %
9211	WO Regular Time	224	4,435	4,000	4,100	+ 2.50 %
9311	WO Inventory Purchases	0	111	0	0	
9321	WO Outside Purchases	2,389	46	0	0	
9421	WO Consulting Services	2,086	0	0	0	
Total Expenditures		284,818	190,503	417,456	553,770	
Net Total		630,701	360,655	292,544	216,230	

Business Unit Summary with Service Areas

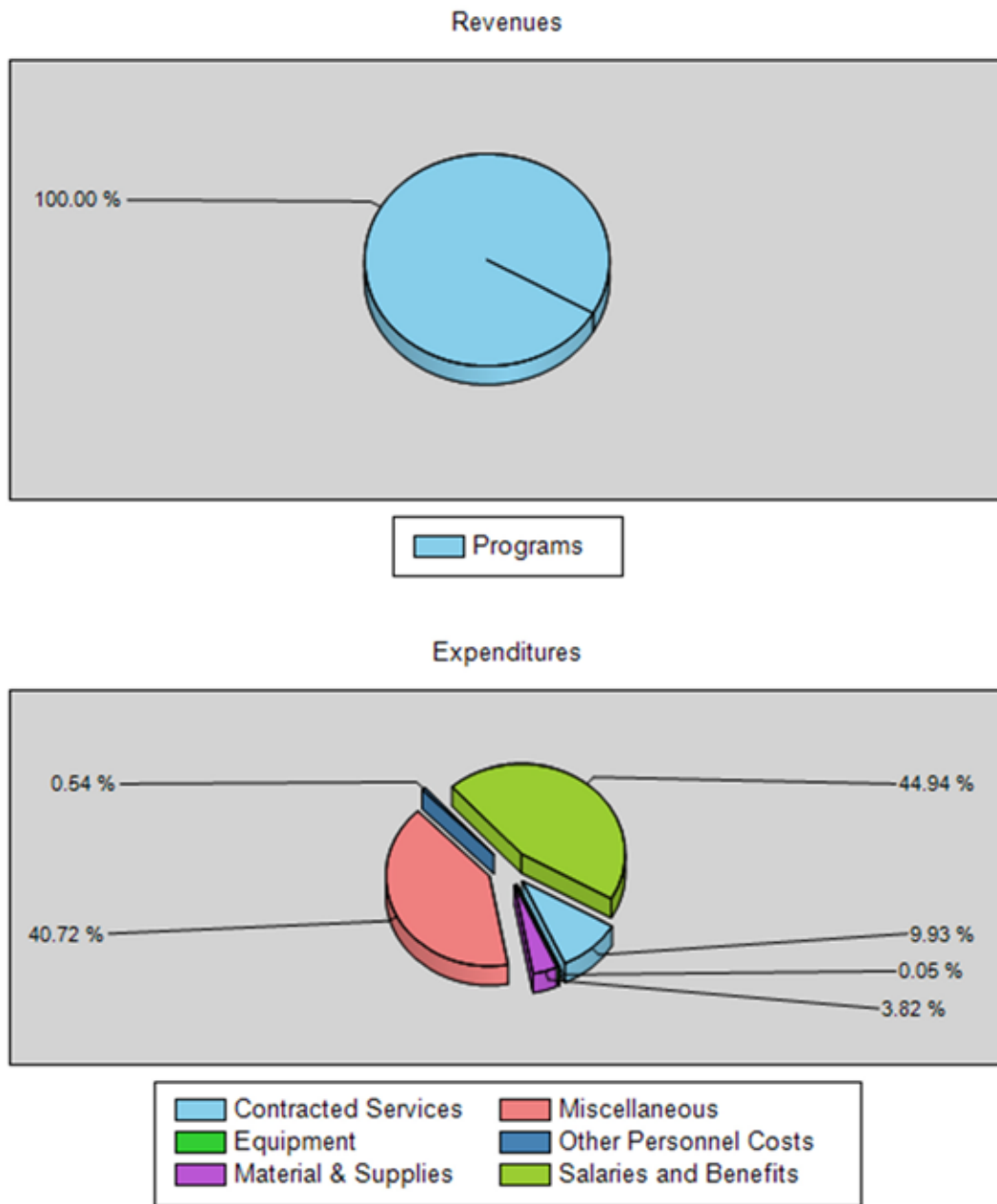
Business Unit: 2360 - Property Management

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3386	Lease/Rental Properties	770,000	770,000	770,000	770,000	770,000
Total Revenues		770,000	770,000	770,000	770,000	770,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	115,290	117,596	119,948	122,347	124,794
4016	Salaries - Inside	83,211	84,882	86,579	88,311	90,077
4102	Benefits	46,264	47,040	47,981	48,941	49,920
4116	Conferences/Travel	500	510	520	531	541
4118	Membership Fees	1,500	1,530	1,561	1,592	1,624
4120	Training and Development	1,000	1,020	1,040	1,061	1,082
4204	Advertising	5,000	5,100	5,202	5,306	5,412
4216	Contracted Services	50,000	51,000	52,020	53,060	54,122
4308	General Supplies	18,000	18,360	18,727	19,102	19,484
4358	Gas	250	250	250	250	250
4360	Hydro	2,000	2,100	2,205	2,315	2,431
4364	Telecommunications	605	617	629	642	655
4366	Water	300	306	312	318	325
4814	Miscellaneous	500	510	520	531	541
4816	Lease/Rental	200,000	204,000	208,080	212,242	216,486
4822	Repairs and Maintenance	40,000	40,800	41,616	42,448	43,297
4824	Recovery	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)
9111	WO Inside Equipment Rent	250	255	260	265	271
9211	WO Regular Time	4,100	4,182	4,266	4,351	4,438
Total Expenditures		553,770	564,758	576,111	587,695	599,513
% Increase			1.98%	2.01%	2.01%	2.01%
Net Total		216,230	205,242	193,889	182,305	170,487

Business Unit Summary with Service Areas

Business Unit: 2360 - Property Management



Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Mgmt

Department: Real Estate Department **Budget Year:** 2016

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.

Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Mgmt

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3386	Lease/Rental Properties	0	166,601	585,342	837,430	+ 43.07 %
9011	Work Order Revenue	0	3,500	0	0	
Total Revenues		0	170,101	585,342	837,430	
Expenditures						
4216	Contracted Services	0	6,248	0	50,725	
4222	Janitorial	0	1,694	0	14,000	
4232	Security	0	2,061	0	6,000	
4360	Hydro	0	2,504	0	12,500	
4366	Water	0	0	0	17,100	
4512	Insurance	0	8,687	20,625	13,890	- 32.65 %
4814	Miscellaneous	0	65	0	0	
4822	Repairs and Maintenance	0	6,998	150,000	232,920	+ 55.28 %
6042	Buildings and Infrastruct	0	0	396,717	439,295	+ 10.73 %
9111	WO Inside Equipment Rent	0	73	0	0	
9211	WO Regular Time	0	37,346	14,400	46,000	+ 219.44 %
9221	WO Overtime	0	77	0	0	
9311	WO Inventory Purchases	0	27	3,600	0	
9321	WO Outside Purchases	0	6,279	0	5,000	
Total Expenditures		0	72,057	585,342	837,430	
Net Total		0	98,044	0	0	

Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Mgmt

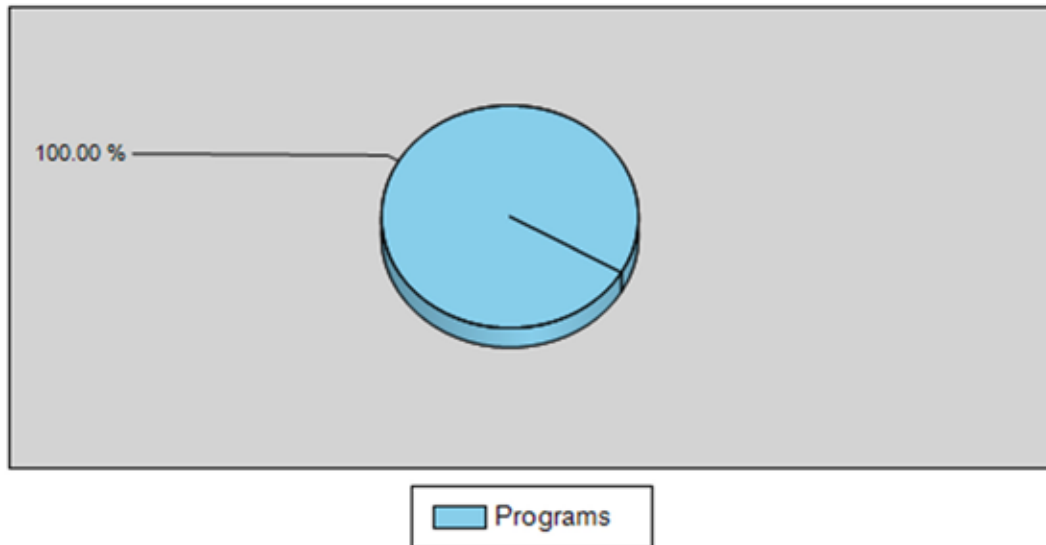
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3386	Lease/Rental Properties	837,430	837,430	837,430	837,430	837,430
Total Revenues		837,430	837,430	837,430	837,430	837,430
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4216	Contracted Services	50,725	51,740	52,774	53,830	54,906
4222	Janitorial	14,000	14,280	14,566	14,857	15,154
4232	Security	6,000	6,120	6,242	6,367	6,495
4360	Hydro	12,500	12,750	13,005	13,265	13,530
4366	Water	17,100	17,442	17,791	18,147	18,510
4512	Insurance	13,890	14,168	14,451	14,740	15,035
4822	Repairs and Maintenance	232,920	237,578	242,330	247,177	252,120
6042	Buildings and Infrastructure	439,295	431,332	423,210	414,926	406,476
9211	WO Regular Time	46,000	46,920	47,858	48,816	49,792
9321	WO Outside Purchases	5,000	5,100	5,202	5,306	5,412
Total Expenditures		837,430	837,430	837,430	837,430	837,430
% Increase			0.00%	0.00%	0.00%	0.00%
Net Total		0	0	0	0	0

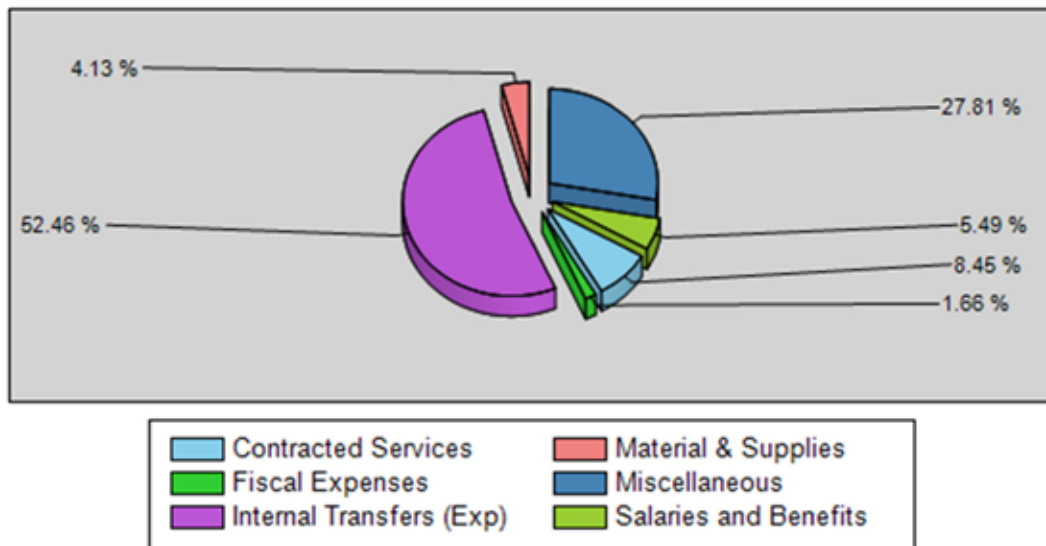
Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Mgmt

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores

Department: Real Estate Department **Budget Year:** 2016

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. Revenues associated with these rentals will add to the revenues generated by the Crystal Garden facility.

Deliverables:

- Maximize tenant occupancy rate

Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3386	Lease/Rental Properties	163,083	113,466	210,751	206,751	- 1.90 %
Total Revenues		163,083	113,466	210,751	206,751	
Expenditures						
4216	Contracted Services	22,934	6,316	20,000	15,000	- 25.00 %
4222	Janitorial	1,720	1,688	7,500	8,500	+ 13.33 %
4232	Security	1,080	3,500	1,450	7,200	+ 396.55 %
4358	Gas	6,435	4,290	43,500	25,500	- 41.38 %
4360	Hydro	2,310	1,812	725	3,100	+ 327.59 %
4366	Water	7,434	4,956	37,000	24,300	- 34.32 %
4512	Insurance	4,950	3,850	7,000	7,300	+ 4.29 %
4814	Miscellaneous	73	79	145	145	0.00 %
4822	Repairs and Maintenance	26,933	25,814	63,500	46,600	- 26.61 %
Total Expenditures		73,869	52,305	180,820	137,645	
Net Total		89,215	61,161	29,931	69,106	

Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores

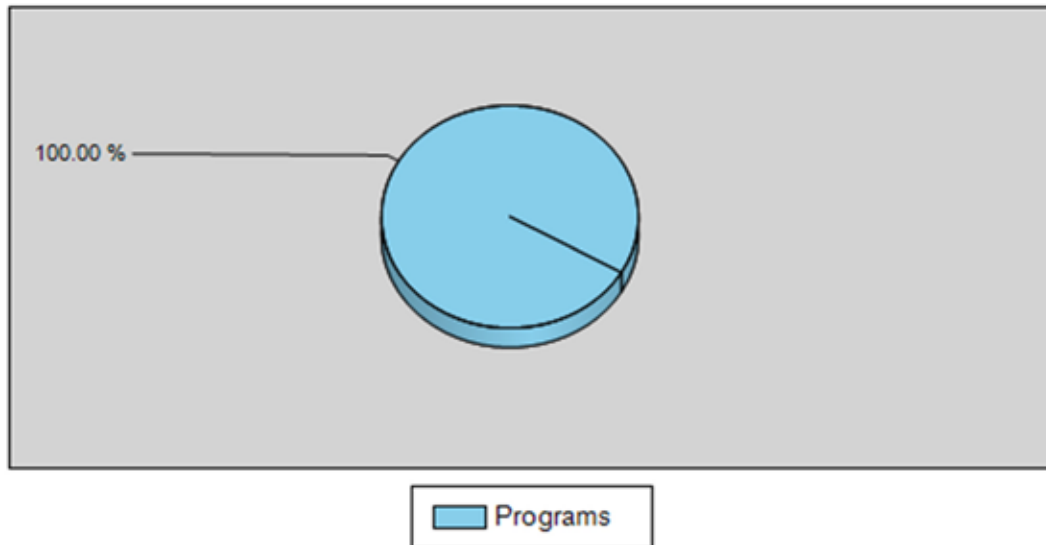
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3386	Lease/Rental Properties	206,751	268,592	268,592	268,592	271,792
Total Revenues		206,751	268,592	268,592	268,592	271,792
% Increase			29.91%	0.00%	0.00%	1.19%
Expenditures						
4216	Contracted Services	15,000	15,300	15,606	15,918	16,236
4222	Janitorial	8,500	8,670	8,843	9,020	9,201
4232	Security	7,200	7,344	7,491	7,641	7,794
4358	Gas	25,500	25,500	25,500	25,500	25,500
4360	Hydro	3,100	3,255	3,418	3,589	3,768
4366	Water	24,300	24,786	25,282	25,787	26,303
4512	Insurance	7,300	7,446	7,595	7,747	7,902
4814	Miscellaneous	145	148	151	154	157
4822	Repairs and Maintenance	46,600	47,532	48,483	49,452	50,441
Total Expenditures		137,645	139,981	142,368	144,808	147,302
% Increase			1.70%	1.71%	1.71%	1.72%
Net Total		69,106	128,611	126,224	123,784	124,490

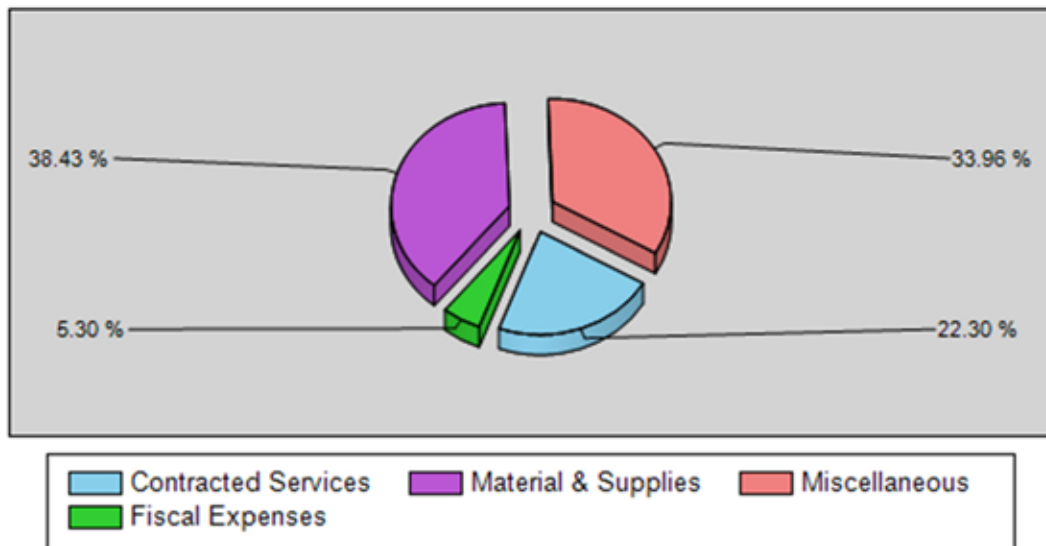
Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores

Revenues



Expenditures





SUMMARY

Victoria Conference Centre

The Victoria Conference Centre is responsible for strengthening the City's economy through the implementation of a vision and action plan for economic sustainability and growth in Victoria. Economic development in Victoria focuses on the prospects for the future as a city with a high quality of life which supports the building of a vibrant, prosperous, fiscally sound and economically robust community.

Core Services/Service Areas

- **Victoria Conference Centre:** sells, manages and services 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 (VCON).



Budget Summary

Victoria Conference Centre (VCC)

2016 Proposed Expenditures	3,812,162
2015 Approved Expenditures	3,955,600
Budget Change	(143,437)
Change by %	-3.63%

2016 Proposed Revenues	3,789,600
2015 Approved Revenues	3,955,600
Budget Change	(166,000)
Change by %	-4.20%

VCC Event Costs Paid by Clients

2016 Proposed Expenditures	3,548,000
2015 Approved Expenditures	4,100,000
Budget Change	(552,000)
Change by %	-13.46%

2016 Proposed Revenues	3,548,000
2015 Approved Revenues	4,100,000
Budget Change	(552,000)
Change by %	-13.46%

2016 FTE	14.62
2015 FTE	14.62
Change	0
Change by %	0.00%

SUMMARY

Victoria Conference Centre



Proposed Initiatives for 2016

- Implement Event Business Management System (EBMS)
- Facility improvements

Performance Metrics – Victoria Conference Centre

Measuring Success – City-Wide Conferences			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
# of City-Wide Conferences	23	27	23
2. How well did we do it?			
Delegate Days	97,827	96,047	98,578
Story behind the data	The mandate of convention and conference centres is to generate economic impact to their destination. That economic impact is created by conference delegates staying in the city overnight at hotels, eating in local restaurants and shopping downtown while they are in the city. The measure of this activity is the delegate day. Delegate day numbers are the numbers of delegates multiplied by the number of nights that they stay in the city.		
Where do we want to go	We will continue to emphasize the attributes of the destination which will result in increased delegate attendance.		
3. Is anyone better off?			
Economic Impact – increase economic impact for the City of Victoria from \$44 million in 2014 with more conferences and delegates.			
Story behind the data	The average conference size is 552 and each non-resident delegate spends an average of \$450 per day. This economic impact captures the spend related to hotel stays, restaurants, and retail as well as the “production spend” which is the money spent by the event planner through the event on behalf of the delegate (food and beverage, décor and AV). A study was conducted in 2005 by Synovate which sampled spending over a one year period for delegates at the VCC. The spend identified through that work was \$450 per delegate per day. This number is used as the multiplier (with the number of delegate days) to determine the overall economic impact of the centre on an annual basis.		
Where do we want to go	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: <ul style="list-style-type: none">Continue to collaborate and leverage synergies within sales and marketing activities between the hotels, TVIC and VCC to increase hotel room nights to the destination through increased conference and meeting business.A focus on performance measures and return on investment are key elements of the VCON initiative moving forward.		

Performance Metrics – Victoria Conference Centre

Measuring Success – Events including conferences, tradeshow and meetings.														
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast											
1. How much did we do?														
Number of Events	181	202	210											
2. How well did we do it?														
% of Repeat Business	51%	51%	56%											
% of Space Utilization	31.7%	33%	35%											
	<p>As a member of Convention Centres of Canada, the VCC is benchmarked against convention centres across the country by HLT Advisory on an annual basis. Part of this benchmarking includes the utilization of the facility to identify levels of occupancy. This information is helpful for future determinants of the most desirable space and when a facility expansion may be required.</p> <p>Over 50% of events at the VCC are repeat events and are a solid base of business for the facility.</p> <table><tr><td></td><td>Exhibit Hall Space</td><td>Meeting Room Space</td><td>Ballroom Space</td><td>Theatre Space</td></tr><tr><td>Occupancy Rate (2014)</td><td>46%</td><td>34%</td><td>14%</td><td>34%</td></tr></table>					Exhibit Hall Space	Meeting Room Space	Ballroom Space	Theatre Space	Occupancy Rate (2014)	46%	34%	14%	34%
	Exhibit Hall Space	Meeting Room Space	Ballroom Space	Theatre Space										
Occupancy Rate (2014)	46%	34%	14%	34%										
3. Is anyone better off?														
Focus on planning and successful execution of all events. Work closely with the clients and suppliers to increase ancillary revenues, and maximize the utilization of the space.														
Story behind the data	<p>Proactive sales efforts are the focus of the sales department and involve relationship based selling on a multiyear basis. Once the contract has been executed, the events department works with the clients on the details of the events and to rebook the event for future years.</p> <p>Increase events by working closely with clients for repeat business. There is always room for improvement of service levels.</p>													
Where do we want to go	Offering the best service to the clients by planning and executing their events to ensure that the client’s events are successful and they return to the VCC.													

Performance Metrics – Victoria Conference Center

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

Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Level of BOMA Accreditation (Level 4 is the highest)	Level 4	Level 4	Level 4
2. How well did we do it?			
Story behind the data	Building Owners & Managers Association of Canada (BOMA CANADA) building environmental standards is Canadian industry standard for commercial building sustainability certification. VCC has highest Level of BOMA Canada Accreditation 7 out of 1790 buildings in BC have this level 4. Only one on Vancouver Island.		
	As part of the BOMA BEST program, it is a requirement to facilitate an annual Sustainability Report which the emissions factors are reviewed and approved by Offsetters.		
	Since 2009 the VCC has completed an annual sustainability report with a total reduced baseline from 2009 to 2014 148.8 tCO2e (tonnes of carbon dioxide equivalent. A standard measure of greenhouse gases relative to the warming potential of one unit of CO2.)		
	Two charts show the reduction of Emissions, energy, water, paper, landfill for the VCC.		

Reduction in tCO2e

Annual Emissions (tCO2e)

Year	Total Emissions tCO2e	Total Emissions % reduction
2009	--	--
2010	3%	
2011	2%	
2012	18%	
2013	7%	
2014	-11%	
Total Reduced since baseline	20%	

tCO2e = tonnes of carbon dioxide equivalent.
A standard measure of greenhouse gases relative to the warming potential of one unit of CO2.

VCC Reduction Summary

Year	Total Emissions tCO2e	Total Emissions % reduction	Electricity % reduction	Water % reduction	Paper % reduction	Landfill % reduction
2009	193	--	--	--	--	--
2010	187	3%	2%	-13%	1%	4%
2011	183.5	2%	-5%	-24%	1%	36%
2012	151	18%	4%	22%	16%	-7%
2013	139.9	7%	-21%	13%	0%	6%
2014	154.8	-11%	11%	48%	18%	1%
Total Reduced since baseline	-38.2	20%	30%	51%	32%	39%

3 Is anyone better off?			
Continue to manage a safe, clean, cost efficient facility which maintains the level of the event industry standard.			

<p><i>Story behind the data</i></p>	<p>The VCC has identified energy, water and waste as a focus area for monitoring and reducing use. The VCC has installed real-time energy monitoring systems and has installed sub meters for water. Lighting upgrades and demand monitoring have helped significantly reduce energy use. Significant reductions have been realized and VCC received a BC Hydro rebate of \$31,000 for reducing energy cost.</p>
<p><i>Where do we want to go?</i></p>	<p>Continue to manage the building based on best practices with BOMA BEST and having the Annual Sustainability Performance Measure completed showing the results at the national highest level 4.</p>

Business Unit Summary with Service Areas

Business Unit: 5900 - VCC - Administration

Department:	Victoria Conference Centre	Budget Year:	2016
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Overview:

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

This business unit supports the financial management, business processes, administrative functions and IT support services 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 Freeman AV) with regard to the centralized VCC accounting and IT systems to ensure business continuity at all times.
- Continue to implement resources in EBMS (Event Business Management System) to streamline and improve business processes.

Business Unit Summary with Service Areas

Business Unit: 5900 - VCC - Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
5042	Transfer from Property Taxes	401,000	0	169,530	0	
Total Revenues		401,000	0	169,530	0	
Expenditures						
4010	Salaries - Exempt	173,980	0	0	0	
4016	Salaries - Inside	77,751	18,685	100,026	102,530	+ 2.50 %
4080	Auxiliaries/RPT/Seasonal	51,342	41,832	73,481	77,472	+ 5.43 %
4102	Benefits	49,724	5,816	23,506	24,095	+ 2.50 %
4112	Mileage/Parking	4	0	100	0	
4116	Conferences/Travel	49	0	2,500	0	
4206	Armoured Car Service	900	400	1,020	600	- 41.18 %
4218	Courier Service	437	430	500	500	0.00 %
4226	Photocopy	6,368	13,113	3,000	3,000	0.00 %
4228	Printing	266	0	250	250	0.00 %
4230	Professional	69,215	47,750	63,500	63,500	0.00 %
4310	Books/Publications	648	504	800	800	0.00 %
4312	Office Supplies	7,825	1,484	3,500	3,500	0.00 %
4314	Postage	184	0	200	200	0.00 %
4364	Telecommunications	34,644	33,634	35,000	35,000	0.00 %
4412	Equipment Rentals	9,694	4,954	10,200	10,200	0.00 %
4418	Equipment	18,188	20,726	7,500	7,500	0.00 %
4508	Credit Card Discount Fees	17,666	13,460	25,000	25,000	0.00 %
4808	Contingencies	0	0	30,655	0	
4814	Miscellaneous	3,011	2,300	3,000	3,000	0.00 %
4821	Recoveries and Services	60,000	40,000	60,000	60,000	0.00 %
4826	Uncollectable A/R	(2,739)	0	0	0	
4838	Business Promotion	535	0	2,500	1,000	- 60.00 %
Total Expenditures		579,693	245,088	446,238	418,146	
Net Total		(178,693)	(245,088)	(276,708)	(418,146)	

Business Unit Summary with Service Areas

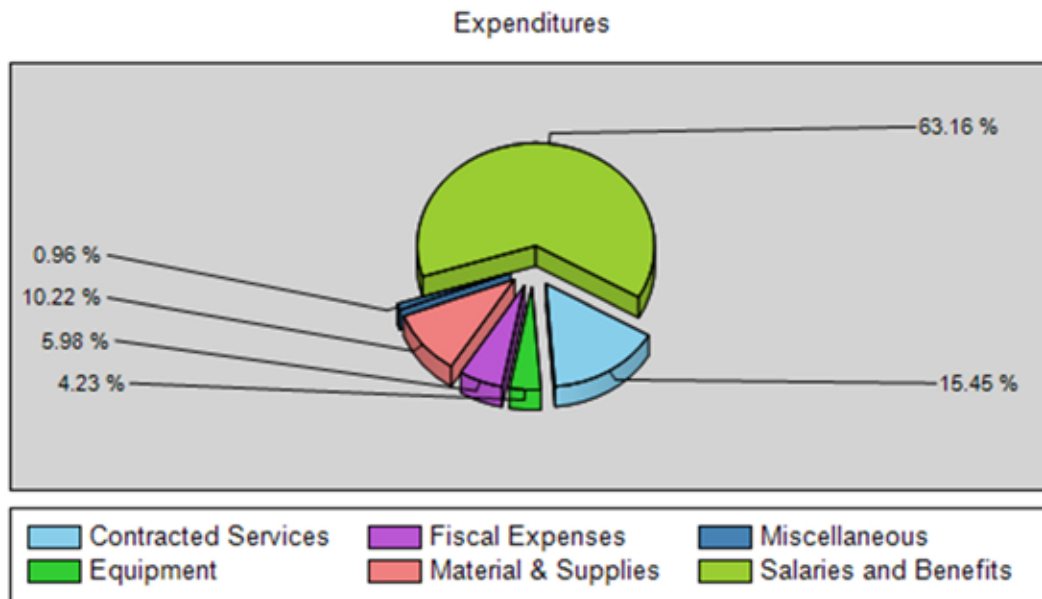
Business Unit: 5900 - VCC - Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4016	Salaries - Inside	102,530	104,582	106,674	108,807	110,984
4080	Auxiliaries/RPT/Seasonal	77,472	79,004	80,584	82,196	83,840
4102	Benefits	24,095	24,577	25,068	25,570	26,081
4206	Armoured Car Service	600	612	624	637	649
4218	Courier Service	500	510	520	531	541
4226	Photocopy	3,000	3,060	3,121	3,184	3,247
4228	Printing	250	255	260	265	271
4230	Professional	63,500	64,770	66,065	67,387	68,734
4310	Books/Publications	800	816	832	849	866
4312	Office Supplies	3,500	3,570	3,641	3,714	3,789
4314	Postage	200	204	208	212	216
4364	Telecommunications	35,000	35,700	36,414	37,142	37,885
4412	Equipment Rentals	10,200	10,404	10,612	10,824	11,041
4418	Equipment	7,500	7,650	7,803	7,959	8,118
4508	Credit Card Discount Fees	25,000	25,500	26,010	26,530	27,061
4814	Miscellaneous	3,000	3,060	3,121	3,184	3,247
4821	Recoveries and Services	60,000	60,000	60,000	60,000	60,000
4838	Business Promotion	1,000	1,020	1,040	1,061	1,082
Total Expenditures		418,146	425,294	432,600	440,052	447,653
% Increase			1.71%	1.72%	1.72%	1.73%
Net Total		(418,146)	(425,294)	(432,600)	(440,052)	(447,653)

Business Unit Summary with Service Areas

Business Unit: 5900 - VCC - Administration



Business Unit Summary with Service Areas

Business Unit: 5910 - VCC - Marketing

Department:	Victoria Conference Centre	Budget Year:	2016
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Overview:

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

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

It also includes association memberships, research and development.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5910 - VCC - Marketing

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4118	Membership Fees	17,522	14,963	20,000	20,000	0.00 %
4314	Postage	1,829	120	2,500	2,000	- 20.00 %
4838	Business Promotion	26	0	0	0	
4842	Communications	98,920	50,233	106,755	106,755	0.00 %
Total Expenditures		118,296	65,316	129,255	128,755	
Net Total		(118,296)	(65,316)	(129,255)	(128,755)	

Business Unit Summary with Service Areas

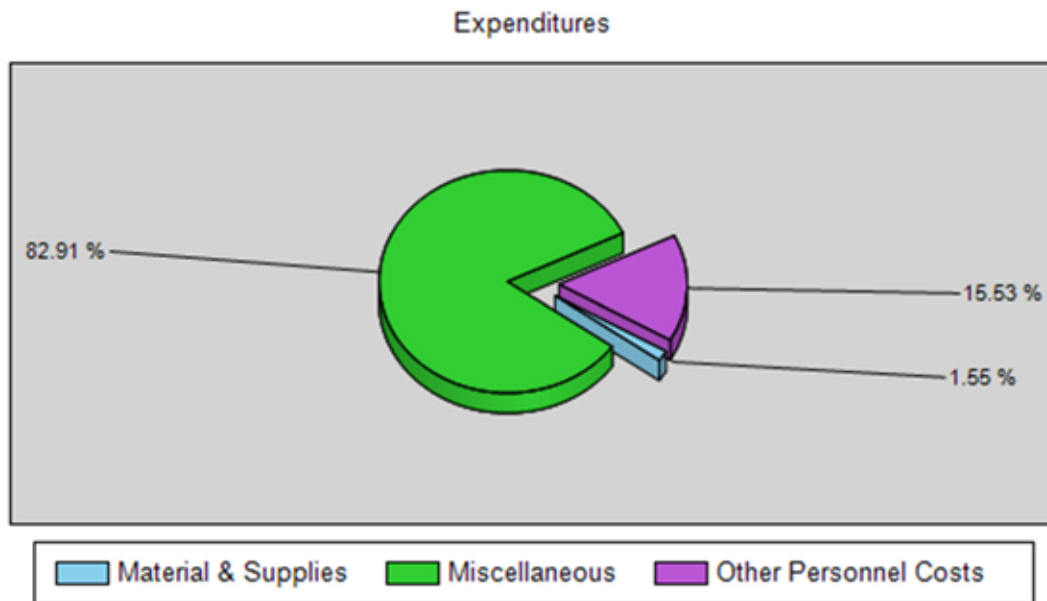
Business Unit: 5910 - VCC - Marketing

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
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 Expenditures		128,755	131,330	133,957	136,636	139,369
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(128,755)	(131,330)	(133,957)	(136,636)	(139,369)

Business Unit Summary with Service Areas

Business Unit: 5910 - VCC - Marketing



Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

Department:	Victoria Conference Centre	Budget Year:	2016
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Overview:

The VCC is the second largest facility of its kind in BC and is capable of hosting meetings, conventions, conference, exhibits 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 business model is to create economic impact by showcasing Victoria as an exciting and viable destination for corporate and association meetings, which directly affects economic impact through the revenues generated by the delegate spending (hotels, shopping, restaurants, attractions)

The primary objective of the sales department of the VCC is to proactively identify and contract City Wide Conferences (350+ delegates) to Victoria which creates economic impact for the Conference Centre and the City.

The Sales Department sells Victoria in market in Canada and the US through participation in industry trade shows and meeting planner conferences and by in market sales calls and events

Deliverables:

- # of city wide conferences per year (23 in 2014)
- # of delegate (in 2014 there were 91,314 non-resident delegate days resulting in \$43.7 million in estimated economic impact)
- % of repeat business vs. new business (in 2014 48% was repeat business and 52% was new business).
- Number of programmed sales trips per Account Executive (5-8 per year)
- Space rental revenue generated by booked business (in 2014, \$847,990.00 was generated from space rental revenue; Main Bldg = \$720,931.00 Crystal = \$127,059.00)

Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3062	2% Hotel Tax	581,200	415,795	593,470	600,000	+ 1.10 %
3394	Room Rental	720,931	444,795	812,000	820,000	+ 0.99 %
Total Revenues		1,302,131	860,590	1,405,470	1,420,000	
Expenditures						
4010	Salaries - Exempt	370,079	290,332	374,832	259,542	- 30.76 %
4016	Salaries - Inside	20,880	16,625	19,987	20,488	+ 2.50 %
4102	Benefits	94,860	64,065	91,056	64,611	- 29.04 %
4112	Mileage/Parking	4,627	3,750	5,100	5,100	0.00 %
4116	Conferences/Travel	0	(378)	0	0	
4120	Training and Development	8,294	1,059	15,000	15,000	0.00 %
4216	Contracted Services	0	0	0	90,000	
4814	Miscellaneous	57	0	0	0	
4838	Business Promotion	14,873	12,631	10,000	10,000	0.00 %
4844	Sales Activities	192,960	128,231	196,977	196,977	0.00 %
Total Expenditures		706,631	516,315	712,952	661,718	
Net Total		595,501	344,274	692,518	758,282	

Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

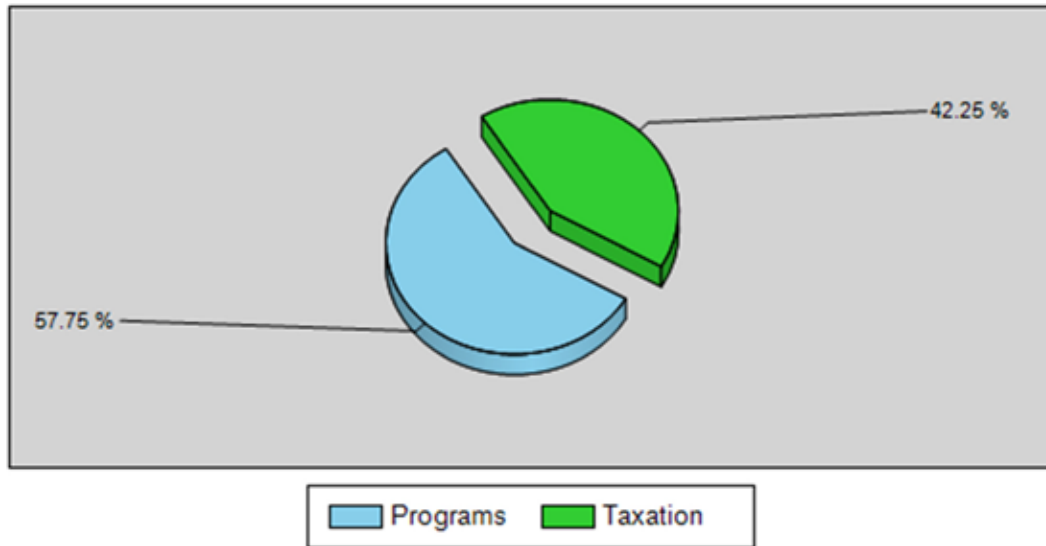
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3062	2% Hotel Tax	600,000	612,000	624,240	636,725	649,459
3394	Room Rental	820,000	776,000	830,000	813,000	809,000
Total Revenues		1,420,000	1,388,000	1,454,240	1,449,725	1,458,459
% Increase			(2.25%)	4.77%	(0.31%)	0.60%
Expenditures						
4010	Salaries - Exempt	259,542	264,733	270,028	275,428	280,937
4016	Salaries - Inside	20,488	20,897	21,315	21,742	22,177
4102	Benefits	64,611	65,903	67,221	68,566	69,937
4112	Mileage/Parking	5,100	5,202	5,306	5,412	5,520
4120	Training and Development	15,000	15,300	15,606	15,918	16,236
4216	Contracted Services	90,000	91,800	93,636	95,509	97,419
4838	Business Promotion	10,000	10,200	10,404	10,612	10,824
4844	Sales Activities	196,977	200,917	204,935	209,034	213,214
Total Expenditures		661,718	674,952	688,451	702,220	716,265
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		758,282	713,048	765,789	747,504	742,194

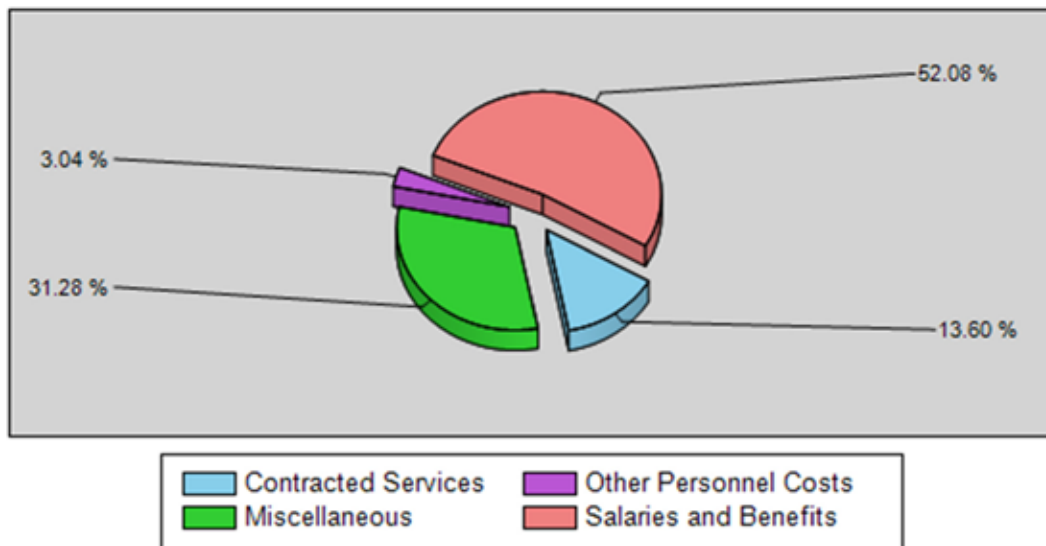
Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5930 - VCC - Event Planning

Department:	Victoria Conference Centre	Budget Year:	2016
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Overview:

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

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

Deliverables:

Number of events (181 in 2014 – 55 conferences, 14 consumer and tradeshow and 112 single day meetings and special events)

Business Unit Summary with Service Areas

Business Unit: 5930 - VCC - Event Planning

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	298,919	186,670	262,876	262,876	0.00 %
4080	Auxiliaries/RPT/Seasonal	0	16,894	0	0	
4102	Benefits	69,458	47,392	60,565	60,565	0.00 %
4112	Mileage/Parking	2,247	1,799	5,100	2,500	- 50.98 %
4230	Professional	0	241	0	0	
4814	Miscellaneous	285	943	1,020	1,020	0.00 %
4838	Business Promotion	724	474	3,060	2,500	- 18.30 %
Total Expenditures		371,634	254,413	332,621	329,461	
Net Total		(371,634)	(254,413)	(332,621)	(329,461)	

Business Unit Summary with Service Areas

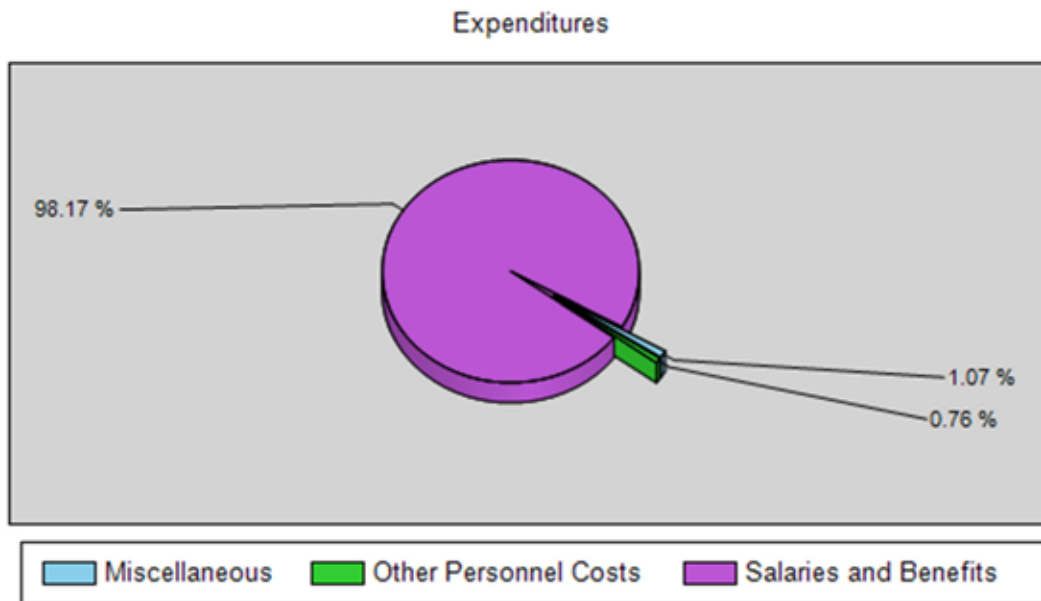
Business Unit: 5930 - VCC - Event Planning

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	262,876	268,134	273,496	278,966	284,546
4102	Benefits	60,565	61,776	63,011	64,272	65,557
4112	Mileage/Parking	2,500	2,550	2,601	2,653	2,706
4814	Miscellaneous	1,020	1,040	1,061	1,082	1,104
4838	Business Promotion	2,500	2,550	2,601	2,653	2,706
Total Expenditures		329,461	336,050	342,771	349,626	356,619
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(329,461)	(336,050)	(342,771)	(349,626)	(356,619)

Business Unit Summary with Service Areas

Business Unit: 5930 - VCC - Event Planning



Business Unit Summary with Service Areas

Business Unit: 5940 - VCC - Building Services

Department: Victoria Conference Centre **Budget Year:** 2016

Overview:

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

The VCC is a national green building certified by BOMA Canada which is based on the internationally recognized and accepted Green Globes 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 the Building Owners and Managers Association of Canada (BOMA Canada). The facility has been active with BOMA since 2008. The VCC has achieved Level 4 – the highest accreditation and is 1 of 7 buildings out of 261 certified buildings in BC.

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

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

The VCC has received the highest accreditation – Building Owners and Managers Association – BOMA BEST Level 4 certification which is based on the internationally recognized and accepted Green Globes environmental assessment platform. VCC still remains the only Level 4 facility on Vancouver Island and 1 of 7 buildings in BC.

Deliverables:

Continue to participate in annual Sustainability Audit to maintain BOMA level 4 rating:

2014 data -

- 10.5% reduction in electricity 2014 which is equivalent to 21 average home's annual use
- 48% water reduction equivalent to nearly 6 Olympic-sized swimming pools
- 68% reduction equivalent to saving 41 trees
- Landfill diversion rate up to 5% to a total of 68%

Business Unit Summary with Service Areas

Business Unit: 5940 - VCC - Building Services

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	(10,569)	0	0	0	
4016	Salaries - Inside	101,992	73,893	102,083	104,648	+ 2.51 %
4070	Overtime	5	0	0	0	
4080	Auxiliaries/RPT/Seasonal	42,531	33,338	46,344	48,850	+ 5.41 %
4102	Benefits	27,199	20,964	23,989	24,592	+ 2.51 %
4112	Mileage/Parking	1,285	0	0	0	
4120	Training and Development	1,658	0	2,000	2,000	0.00 %
4216	Contracted Services	2,485	0	28,000	28,000	0.00 %
4222	Janitorial	170,743	102,929	182,300	180,000	- 1.26 %
4228	Printing	0	91	0	0	
4232	Security	106,949	76,908	115,120	115,120	0.00 %
4308	General Supplies	1,245	698	1,500	1,000	- 33.33 %
4320	Building Supplies	424	0	2,500	1,500	- 40.00 %
4354	Cable	883	672	860	950	+ 10.47 %
4358	Gas	113	197	150	150	0.00 %
4360	Hydro	158,576	80,411	189,160	170,000	- 10.13 %
4364	Telecommunications	2,377	1,122	3,500	3,000	- 14.29 %
4366	Water	11,280	5,679	21,280	17,000	- 20.11 %
4418	Equipment	1,903	37	3,000	3,000	0.00 %
4512	Insurance	80,198	65,518	118,920	103,000	- 13.39 %
4808	Contingencies	0	0	2,000	0	
4822	Repairs and Maintenance	168,795	112,499	202,914	200,000	- 1.44 %
4824	Recovery	(8,946)	(4,344)	(7,221)	(7,500)	+ 3.86 %
6040	Equipment Replacement Res	349,065	0	0	0	
9211	WO Regular Time	2,063	682	0	0	
Total Expenditures		1,212,255	571,293	1,038,399	995,310	
Net Total		(1,212,255)	(571,293)	(1,038,399)	(995,310)	

Business Unit Summary with Service Areas

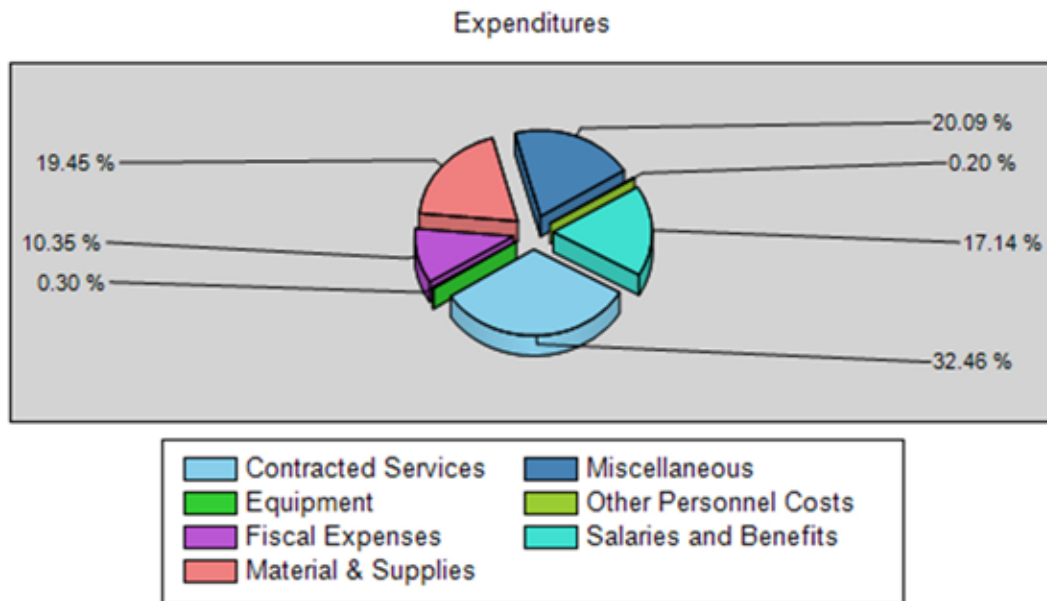
Business Unit: 5940 - VCC - Building Services

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4016	Salaries - Inside	104,648	106,729	108,864	111,041	113,262
4080	Auxiliaries/RPT/Seasonal	48,850	49,832	50,829	51,845	52,882
4102	Benefits	24,592	25,081	25,583	26,095	26,617
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	180,000	183,600	187,272	191,017	194,838
4232	Security	115,120	117,422	119,771	122,166	124,610
4308	General Supplies	1,000	1,020	1,040	1,061	1,082
4320	Building Supplies	1,500	1,530	1,561	1,592	1,624
4354	Cable	950	969	988	1,008	1,028
4358	Gas	150	150	150	150	150
4360	Hydro	170,000	178,500	187,425	196,796	206,636
4364	Telecommunications	3,000	3,060	3,121	3,184	3,247
4366	Water	17,000	17,340	17,687	18,041	18,401
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4512	Insurance	103,000	105,060	107,161	109,304	111,491
4822	Repairs and Maintenance	200,000	204,000	208,080	212,242	216,486
4824	Recovery	(7,500)	(7,650)	(7,803)	(7,959)	(8,118)
Total Expenditures		995,310	1,020,304	1,046,062	1,072,603	1,099,956
% Increase			2.51%	2.52%	2.54%	2.55%
Net Total		(995,310)	(1,020,304)	(1,046,062)	(1,072,603)	(1,099,956)

Business Unit Summary with Service Areas

Business Unit: 5940 - VCC - Building Services



Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

Department:	Victoria Conference Centre	Budget Year:	2016
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Overview:

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

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

Deliverables:

- Customer Satisfaction Survey results (in 2014 Client Services received a 96% average customer satisfaction rating)

Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	31,091	4,304	8,000	14,000	+ 75.00 %
3352	Audio Visual	143,382	72,703	138,000	143,000	+ 3.62 %
3358	Food	151,251	47,393	155,000	143,000	- 7.74 %
3360	Miscellaneous Commission	20	6,807	0	0	
3362	Security	15,781	7,632	6,000	13,000	+ 116.67 %
3366	Vending Machines	181	0	0	0	
3400	Telephone Rental	7,621	6,651	9,000	9,000	0.00 %
3408	Equipment Rental	41,879	23,300	35,000	36,000	+ 2.86 %
3474	Electrical Service	79,565	60,249	83,000	75,000	- 9.64 %
3476	Display Revenue	44,454	50,533	93,000	75,000	- 19.35 %
3494	Photocopy	0	13	0	0	
Total Revenues		515,225	279,585	527,000	508,000	
Expenditures						
4010	Salaries - Exempt	72,495	51,131	72,750	72,750	0.00 %
4080	Auxiliaries/RPT/Seasonal	139,803	107,613	137,074	144,797	+ 5.63 %
4102	Benefits	21,117	17,122	16,761	16,761	0.00 %
4112	Mileage/Parking	964	0	1,700	0	
4216	Contracted Services	68,982	37,783	60,550	60,550	0.00 %
4232	Security	0	244	0	0	
4308	General Supplies	329	2,532	5,100	5,100	0.00 %
4814	Miscellaneous	5,936	2,576	8,010	0	
4838	Business Promotion	160	479	2,550	0	
9111	WO Inside Equipment Rent	0	0	1,224	0	
9121	WO Outside Equipment Ren	11,444	7,075	6,630	6,630	0.00 %
9311	WO Inventory Purchases	4,804	2,762	5,100	5,100	0.00 %
9321	WO Outside Purchases	0	0	510	0	
9411	WO Contracted Services	37,660	31,586	52,000	50,000	- 3.85 %
Total Expenditures		363,694	260,901	369,959	361,688	
Net Total		151,531	18,684	157,041	146,312	

Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

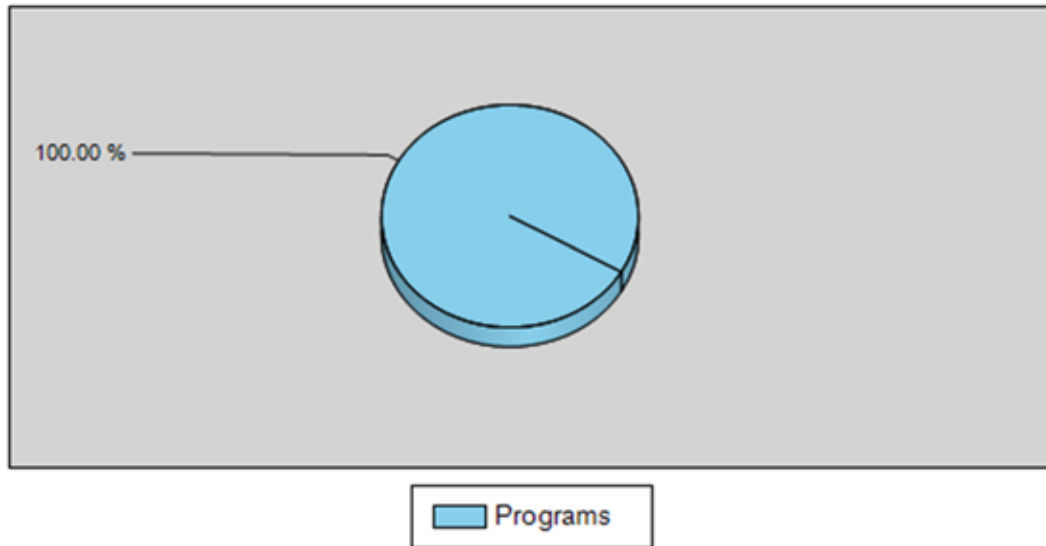
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3274	Miscellaneous Fees	14,000	14,280	14,566	14,857	15,154
3352	Audio Visual	143,000	139,000	145,000	143,000	143,000
3358	Food	143,000	140,000	146,000	144,000	143,000
3362	Security	13,000	12,000	13,000	13,000	13,000
3400	Telephone Rental	9,000	8,000	9,000	9,000	8,000
3408	Equipment Rental	36,000	36,000	37,000	37,000	36,000
3474	Electrical Service	75,000	73,000	76,000	75,000	75,000
3476	Display Revenue	75,000	73,000	76,000	75,000	75,000
Total Revenues		508,000	495,280	516,566	510,857	508,154
% Increase			(2.50%)	4.30%	(1.11%)	(0.53%)
Expenditures						
4010	Salaries - Exempt	72,750	74,205	75,689	77,203	78,747
4080	Auxiliaries/RPT/Seasonal	144,797	147,693	150,647	153,660	156,733
4102	Benefits	16,761	17,096	17,438	17,787	18,143
4216	Contracted Services	60,550	61,761	62,996	64,256	65,541
4308	General Supplies	5,100	5,202	5,306	5,412	5,520
9121	WO Outside Equipment Ren	6,630	6,763	6,898	7,036	7,177
9311	WO Inventory Purchases	5,100	5,202	5,306	5,412	5,520
9411	WO Contracted Services	50,000	51,000	52,020	53,060	54,122
Total Expenditures		361,688	368,922	376,300	383,826	391,503
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		146,312	126,358	140,265	127,031	116,651

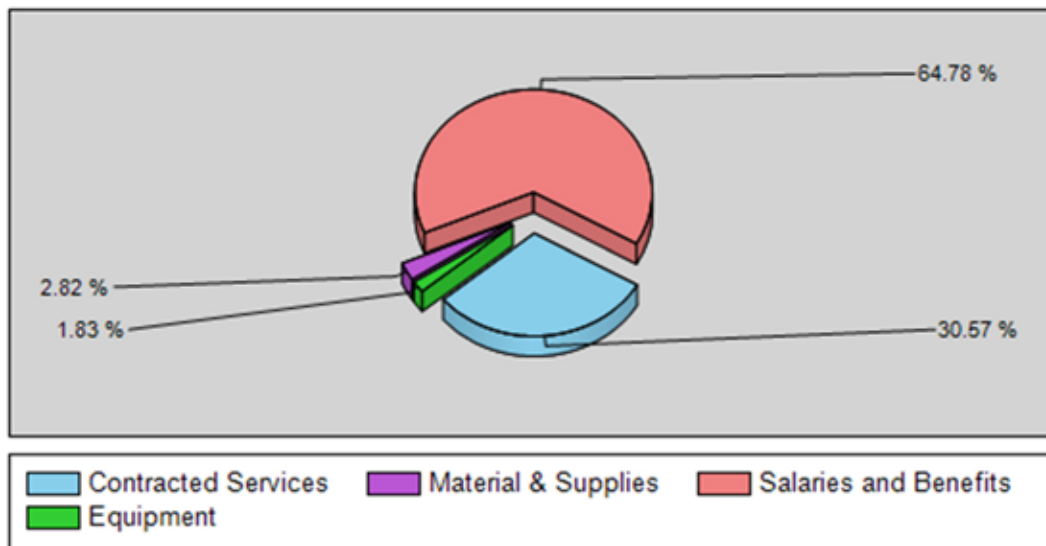
Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

Department: Victoria Conference Centre **Budget Year:** 2016

Overview:

The historic Crystal Garden provides additional function space as part of the Victoria Conference Centre offering to provide for event facility rentals.

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

Additional space provided by the facility contributes to the estimated economic impact for the City of Victoria

Deliverables:

- Economic Impact
 - 2014: Delegate days 97,827 X \$450*
 - 2013 - \$46.9 Million and 2014 - \$44,022,150
 - *This is the average delegates spend per day during their conference
- Space Rental
 - 2013 - \$163,588 and 2014 - \$104,021

Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	2,331	347	2,000	2,000	0.00 %
3352	Audio Visual	14,066	5,525	12,000	13,000	+ 8.33 %
3358	Food	21,310	2,533	20,000	17,000	- 15.00 %
3362	Security	2,152	7,906	3,500	4,000	+ 14.29 %
3394	Room Rental	127,059	70,681	100,000	106,000	+ 6.00 %
3400	Telephone Rental	150	0	300	300	0.00 %
3408	Equipment Rental	5,755	5,360	6,000	6,000	0.00 %
3474	Electrical Service	28,486	13,369	25,000	26,000	+ 4.00 %
3476	Display Revenue	34,113	16,442	31,000	32,000	+ 3.23 %
	Transfer from Business Licence Revenue	300,000	0	300,000	300,000	0.00 %
Total Revenues		535,422	122,162	499,800	506,300	
Expenditures						
4222	Janitorial	26,892	19,475	40,200	11,000	- 72.64 %
4232	Security	16,580	6,814	16,575	15,000	- 9.50 %
4308	General Supplies	74	0	0	0	
4354	Cable	644	592	1,000	1,000	0.00 %
4358	Gas	10,587	20,935	14,500	14,500	0.00 %
4360	Hydro	19,208	17,206	17,288	17,288	0.00 %
4364	Telecommunications	1,296	1,103	2,000	2,000	0.00 %
4366	Water	5,738	11,329	4,500	4,500	0.00 %
4512	Insurance	27,977	22,676	21,845	34,730	+ 58.98 %
4516	Interest - Debenture	168,561	84,280	168,561	168,561	0.00 %
4816	Lease/Rental	(31,863)	0	0	0	
4822	Repairs and Maintenance	62,704	65,266	114,687	114,687	0.00 %
4824	Recovery	(3,882)	(4,667)	(1,898)	(8,000)	+ 321.50 %
6020	Debt repayments	171,798	171,798	171,798	171,798	0.00 %
9211	WO Regular Time	782	1,796	0	0	
Total Expenditures		477,096	418,605	571,056	547,064	
Net Total		58,326	(296,443)	(71,256)	(40,764)	

Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

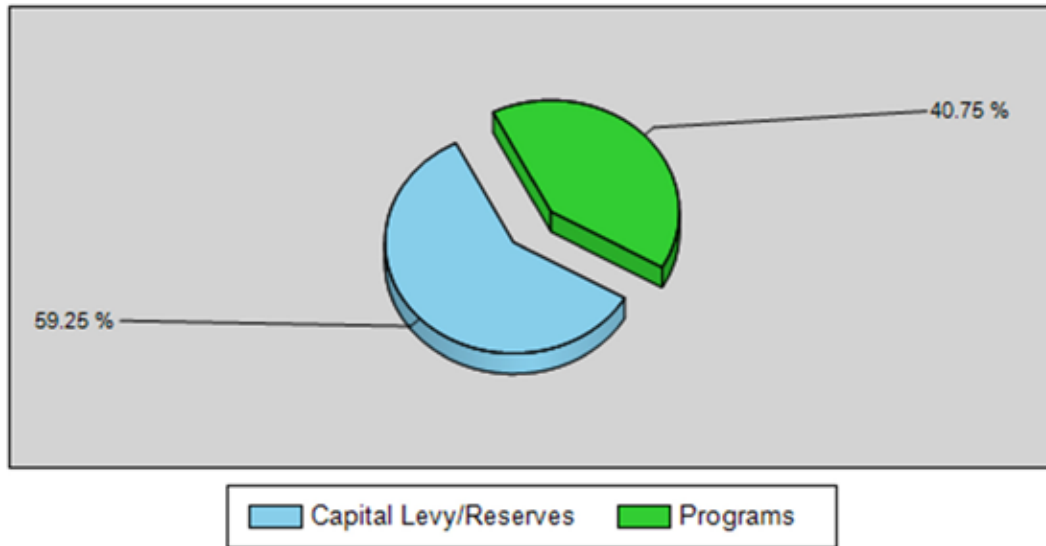
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3274	Miscellaneous Fees	2,000	2,040	2,081	2,122	2,165
3352	Audio Visual	13,000	12,000	13,000	13,000	13,000
3358	Food	17,000	16,000	17,000	17,000	17,000
3362	Security	4,000	3,000	4,000	4,000	4,000
3394	Room Rental	106,000	127,000	112,000	117,000	116,000
3400	Telephone Rental	300	300	300	300	300
3408	Equipment Rental	6,000	6,000	6,000	6,000	6,000
3474	Electrical Service	26,000	25,000	26,000	26,000	26,000
3476	Display Revenue	32,000	32,000	33,000	33,000	32,000
	Transfer from Business Licence Revenue	300,000	300,000	300,000	300,000	300,000
Total Revenues		506,300	523,340	513,381	518,422	516,465
% Increase			3.37%	(1.90%)	0.98%	(0.38%)
Expenditures						
4222	Janitorial	11,000	11,220	11,444	11,673	11,907
4232	Security	15,000	15,300	15,606	15,918	16,236
4354	Cable	1,000	1,020	1,040	1,061	1,082
4358	Gas	14,500	14,500	14,500	14,500	14,500
4360	Hydro	17,288	18,152	19,060	20,013	21,014
4364	Telecommunications	2,000	2,040	2,081	2,122	2,165
4366	Water	4,500	4,590	4,682	4,775	4,871
4512	Insurance	34,730	35,425	36,133	36,856	37,593
4516	Interest - Debenture	168,561	168,561	168,561	168,561	168,561
4822	Repairs and Maintenance	114,687	116,981	119,320	121,707	124,141
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 Expenditures		547,064	551,427	555,903	560,495	565,208
% Increase			0.80%	0.81%	0.83%	0.84%
Net Total		(40,764)	(28,087)	(42,522)	(42,073)	(48,744)

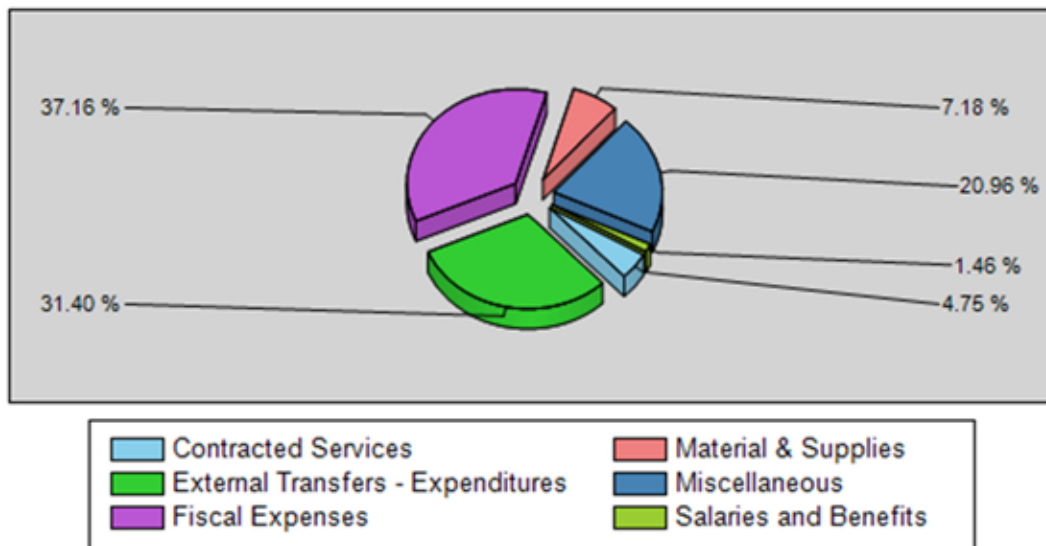
Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

Department:	Victoria Conference Centre	Budget Year:	2016
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Overview:

The underground parkade of the VCC offers 377 parking stalls and provides a convenient service to clients of the facility as well as to the Empress Hotel.

Parkade revenues are an integral part of the business revenues of the VCC.

The parkade is managed by Robbins Parking on behalf of the VCC.

Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3310	Parking - VCC	1,077,187	346,540	1,068,000	1,065,000	- 0.28 %
Total Revenues		1,077,187	346,540	1,068,000	1,065,000	
Expenditures						
4216	Contracted Services	247,247	139,823	243,500	250,500	+ 2.87 %
4308	General Supplies	13,070	5,277	11,500	12,500	+ 8.70 %
4316	Protective Clothing/Unifo	448	738	800	800	0.00 %
4806	Claims	0	0	800	800	0.00 %
4822	Repairs and Maintenance	26,413	9,094	17,500	20,900	+ 19.43 %
4824	Recovery	(9,131)	(5,269)	(11,700)	(8,400)	- 28.21 %
Total Expenditures		278,046	149,662	262,400	277,100	
Net Total		799,141	196,878	805,600	787,900	

Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

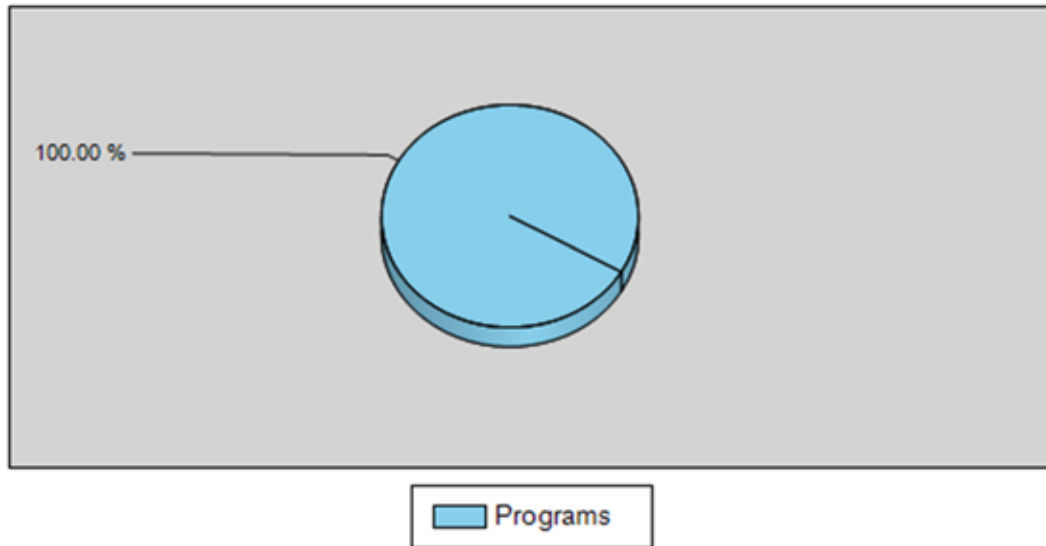
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3310	Parking - VCC	1,065,000	1,086,300	1,108,026	1,130,187	1,152,790
Total Revenues		1,065,000	1,086,300	1,108,026	1,130,187	1,152,790
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4216	Contracted Services	250,500	255,510	260,620	265,833	271,149
4308	General Supplies	12,500	12,750	13,005	13,265	13,530
4316	Protective Clothing/Unifo	800	816	832	849	866
4806	Claims	800	816	832	849	866
4822	Repairs and Maintenance	20,900	21,318	21,744	22,179	22,623
4824	Recovery	(8,400)	(8,568)	(8,739)	(8,914)	(9,092)
Total Expenditures		277,100	282,642	288,295	294,061	299,942
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		787,900	803,658	819,731	836,126	852,848

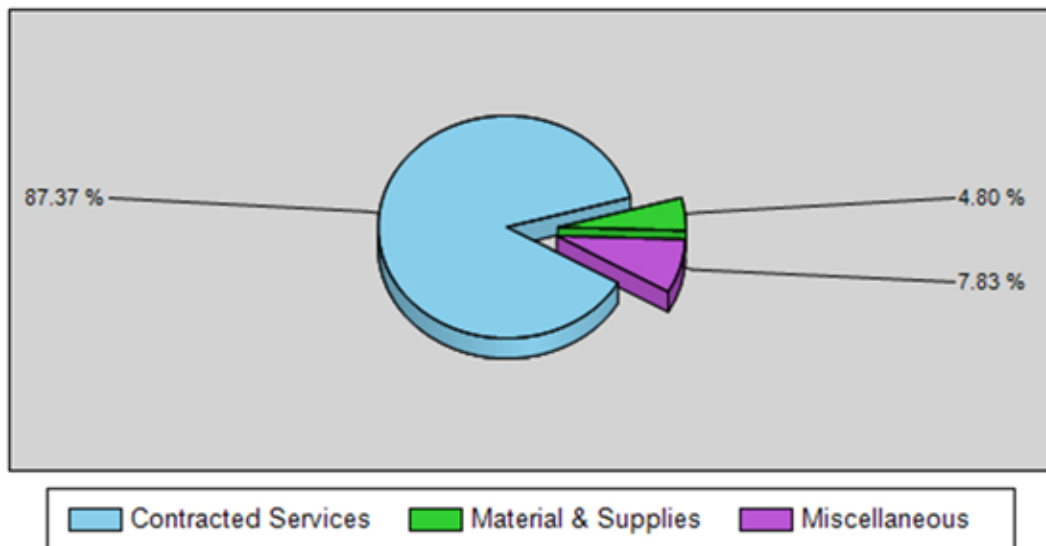
Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores

Department:	Victoria Conference Centre	Budget Year:	2016
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Overview:

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

Retail space revenues are an important revenue stream and part of the self-financing business model of the VCC.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3386	Lease/Rental Properties	299,478	167,353	285,800	290,300	+ 1.57 %
Total Revenues		299,478	167,353	285,800	290,300	
Expenditures						
4216	Contracted Services	26,631	8,331	27,000	27,000	0.00 %
4232	Security	6,000	3,500	6,000	7,200	+ 20.00 %
4360	Hydro	4,251	2,610	5,000	4,500	- 10.00 %
4366	Water	600	420	720	720	0.00 %
4512	Insurance	5,700	3,491	6,000	6,000	0.00 %
4814	Miscellaneous	178	172	1,000	500	- 50.00 %
4822	Repairs and Maintenance	45,220	23,298	47,000	47,000	0.00 %
Total Expenditures		88,579	41,823	92,720	92,920	
Net Total		210,899	125,530	193,080	197,380	

Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores

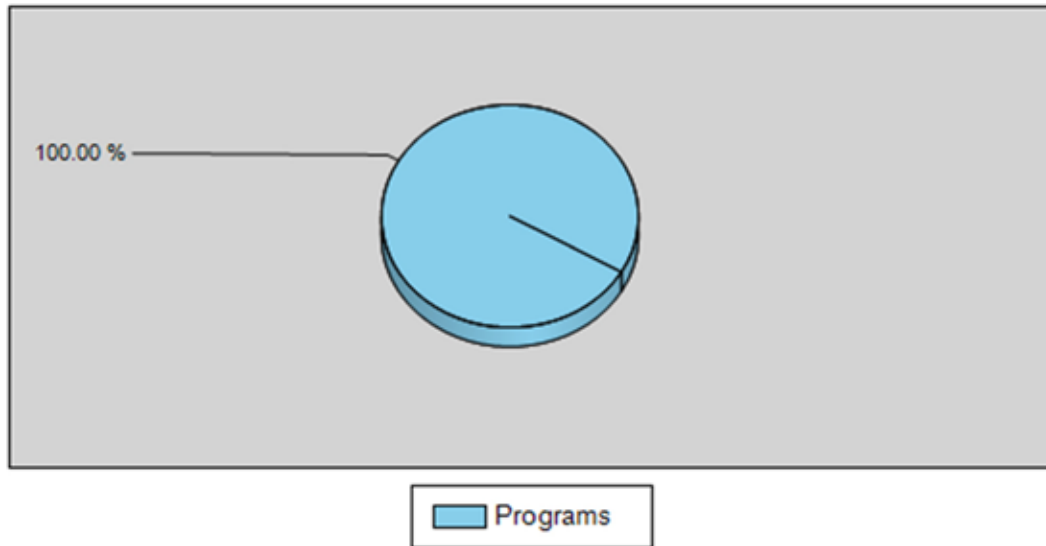
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3386	Lease/Rental Properties	290,300	249,000	249,000	249,000	249,000
Total Revenues		290,300	249,000	249,000	249,000	249,000
% Increase			(14.23%)	0.00%	0.00%	0.00%
Expenditures						
4216	Contracted Services	27,000	27,540	28,091	28,653	29,226
4232	Security	7,200	7,344	7,491	7,641	7,794
4360	Hydro	4,500	4,725	4,961	5,209	5,470
4366	Water	720	734	749	764	779
4512	Insurance	6,000	6,120	6,242	6,367	6,495
4814	Miscellaneous	500	510	520	531	541
4822	Repairs and Maintenance	47,000	47,940	48,899	49,877	50,874
Total Expenditures		92,920	94,913	96,953	99,041	101,178
% Increase			2.15%	2.15%	2.15%	2.16%
Net Total		197,380	154,087	152,047	149,959	147,822

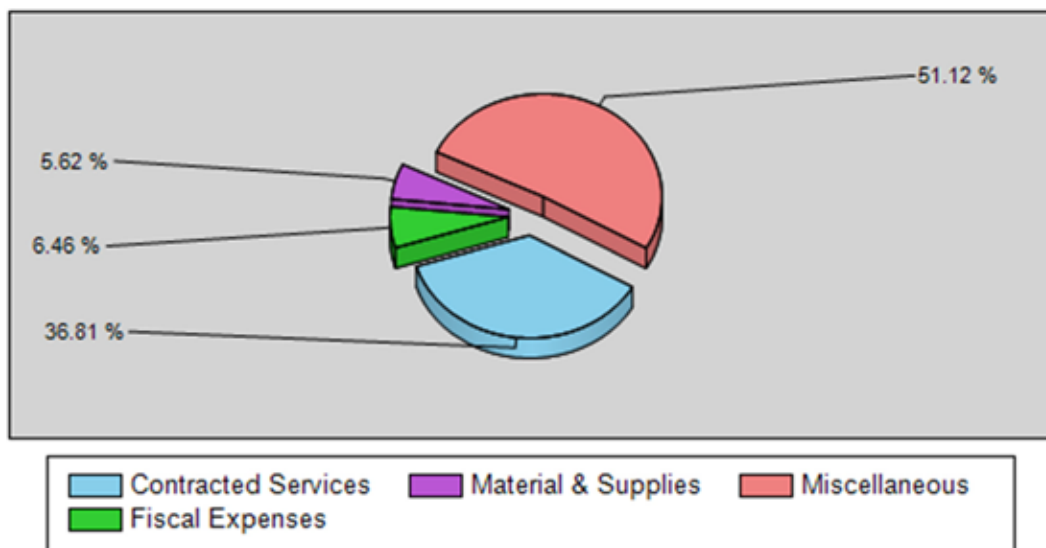
Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through

Department:	Victoria Conference Centre	Budget Year:	2016
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Overview:

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

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

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3510	VCC Event Recovery	3,687,362	1,783,498	4,100,000	3,548,000	- 13.46 %
Total Revenues		3,687,362	1,783,498	4,100,000	3,548,000	
Expenditures						
4232	Security	53,819	52,035	40,000	41,000	+ 2.50 %
4304	Food and Beverage	3,268,559	1,272,192	3,700,000	3,125,000	- 15.54 %
4814	Miscellaneous	18,459	7,751	30,000	30,000	0.00 %
4846	Audio Visual	346,525	208,755	330,000	352,000	+ 6.67 %
Total Expenditures		3,687,362	1,540,733	4,100,000	3,548,000	
Net Total		0	242,766	0	0	

Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through

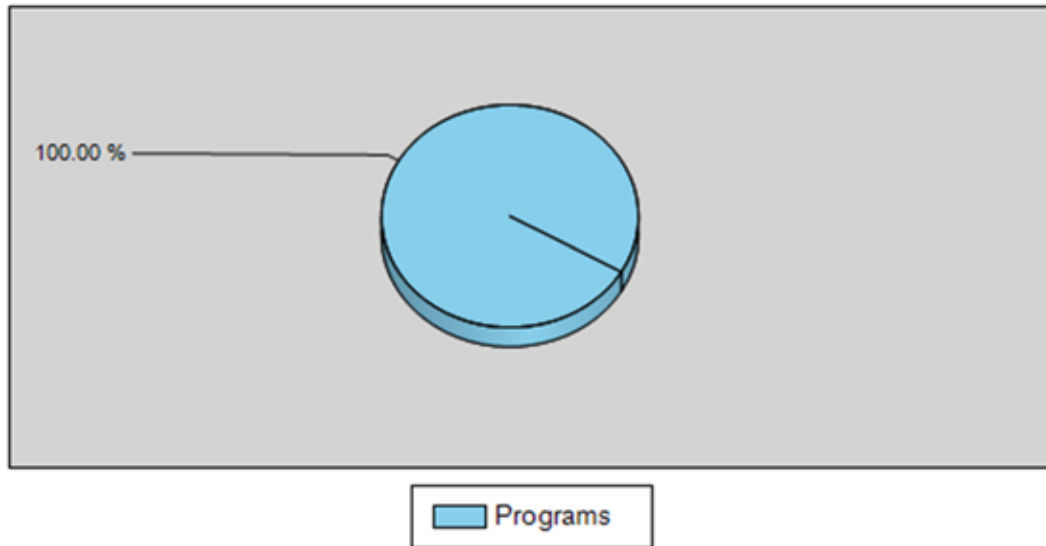
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3510	VCC Event Recovery	3,548,000	3,460,000	3,605,000	3,562,000	3,543,000
Total Revenues		3,548,000	3,460,000	3,605,000	3,562,000	3,543,000
% Increase			(2.48%)	4.19%	(1.19%)	(0.53%)
Expenditures						
4232	Security	41,000	40,000	41,000	41,000	41,000
4304	Food and Beverage	3,125,000	3,048,000	3,176,000	3,137,000	3,120,000
4814	Miscellaneous	30,000	29,000	30,000	30,000	30,000
4846	Audio Visual	352,000	343,000	358,000	354,000	352,000
Total Expenditures		3,548,000	3,460,000	3,605,000	3,562,000	3,543,000
% Increase			(2.48%)	4.19%	(1.19%)	(0.53%)
Net Total		0	0	0	0	0

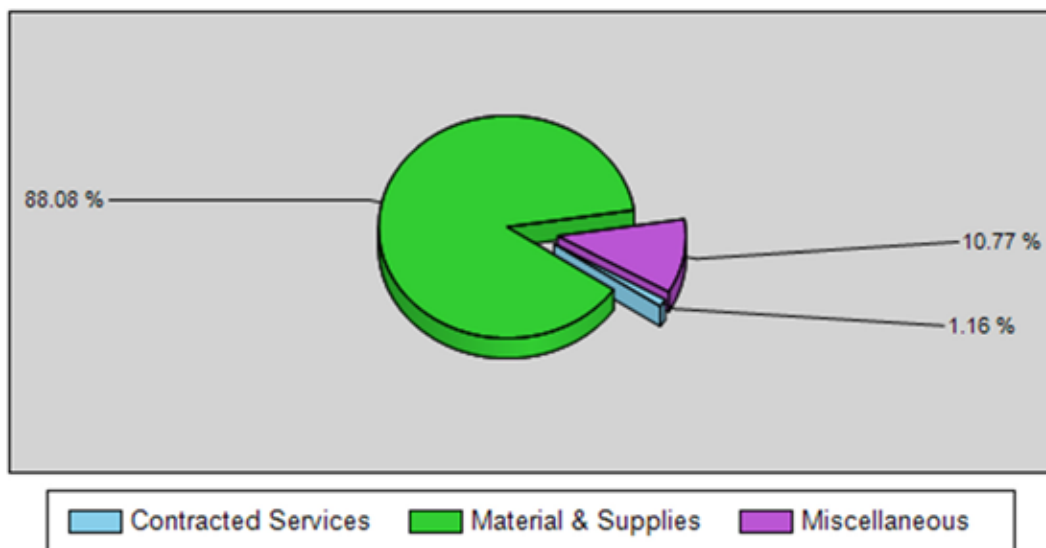
Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through

Revenues



Expenditures





SUMMARY

Citizen Engagement and Strategic Planning

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

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

In mid-2014, the department was created, aligning various service areas in one department for greater coordination. In late 2015, parking services was added to the department portfolio, aligning a key customer service, and new in-house parking ambassador model.



Core Services:

- **Strategic and operational planning:** support City Manager in development of new process and development of new plan, quarterly progress reporting and on-going monitoring. Interdisciplinary project team.
- **Executive Administration:** City correspondence, administrative support to City Manager and Mayor's Office
- **Customer Service:** front line customer service, victoria.ca, employee communications, and physical customer service areas. Includes all parking services and new parking ambassador program
- **Communications:** graphic design, communications planning and implementation to support City services and programs
- **Citizen Engagement:** leadership and implementation of engagement processes, citizen and business surveying, engagement tools and techniques. Great Neighbourhoods Initiative

Budget Summary

2016 Proposed Expenditures	9,171,120
2015 Approved Expenditures	9,603,320
Budget Change	(432,199)
Change by %	-4.50%

2016 Proposed Revenues	15,159,414
2015 Approved Revenues	15,824,800
Budget Change	(665,386)
Change by %	-4.20%

2016 FTE	59.65
2015 FTE	59.65
Change	0
Change by %	0.00%

Director

Executive
Administration

Citizen Engagement

Customer Service

Parking Services

Strategic and
Operational Planning

SUMMARY

Citizen Engagement and Strategic Planning



Proposed Initiatives for 2016

- Interdisciplinary leadership on David Foster Harbour Pathway, a new Bike network and Parks Master Planning process
- New project management templates and systems
- Introduce parking ambassador model
- Make capital investments in City parkades, including improve front entrance to View Street parkade and add new "parking counters"
- Improve parking ticketing software
- Introducing new Wayfinding program
- New Great Neighbourhoods model
- Participatory budgeting pilot
- Youth Engagement strategy
- Enhance strategic planning reporting process, including performance measures
- Measure annual progress towards achieving strategic plan objectives
- Introduce new Open data portal and improved organizational customer service systems
- Implement new public use policy, including weddings and increased public access and events in City Hall

Business Unit Summary with Service Areas

Business Unit: 2050 - Executive Administration

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

Overview:

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

The 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 important City partners and stakeholders.

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

Deliverables:

- manage meeting requests
- manage invitations to events and speaking engagements
- issue proclamations: 65/year
- manage letters and correspondence
- 30-50 emails/day (including meeting events and speaking requests)
- Letter writing (congratulatory, related to invites or awards, general): 200/year
- phone calls: 20/day
- complaints: 15/week
- greet and address drop- in citizens
- engagements/inquiries a year
- Mayor's Open Door events
- # of attendees at Mayor's Open Door
- schedule Acting Mayor commitments: (#/month)

Business Unit Summary with Service Areas

Business Unit: 2050 - Executive Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	195,788	131,179	195,006	195,006	0.00 %
4080	Auxiliaries/RPT/Seasonal	0	14,541	0	3,500	
4102	Benefits	59,317	49,603	44,928	44,928	0.00 %
4112	Mileage/Parking	2,804	2,784	4,000	4,000	0.00 %
4116	Conferences/Travel	1,856	0	3,100	3,100	0.00 %
4120	Training and Development	0	0	1,150	1,150	0.00 %
4226	Photocopy	0	148	400	400	0.00 %
4312	Office Supplies	2211	1,466	3,060	3,060	0.00 %
4364	Telecommunications	563	1,808	1,500	1,500	0.00 %
4814	Miscellaneous	1,204	1,202	5,661	5,660	- 0.02 %
Total Expenditures		263,744	202,731	258,805	262,304	
Net Total		(263,744)	(202,731)	(258,805)	(262,304)	

Business Unit Summary with Service Areas

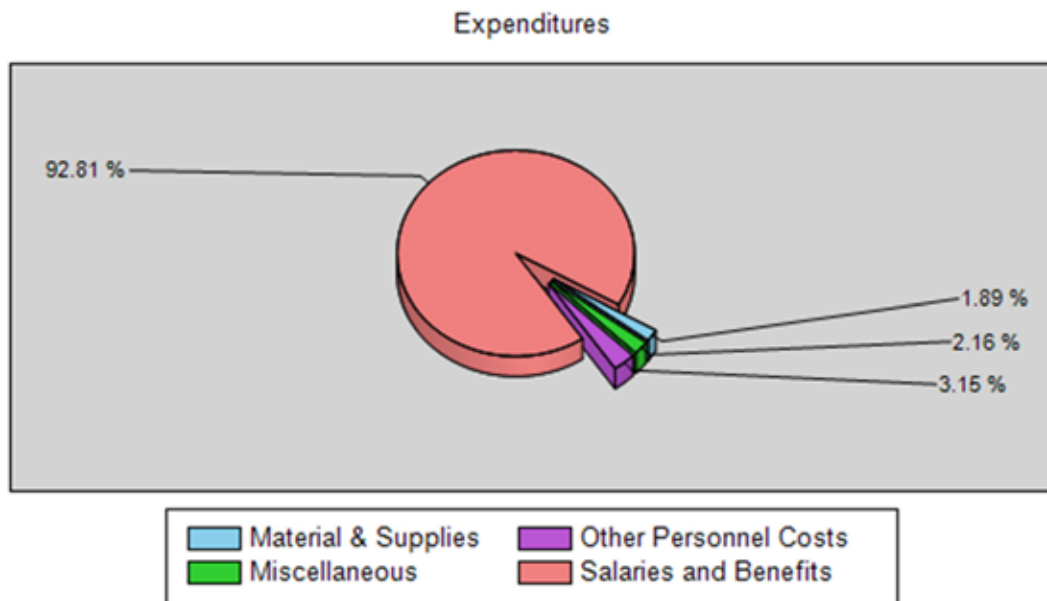
Business Unit: 2050 - Executive Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	195,006	198,906	202,884	206,942	211,081
4080	Auxiliaries/RPT/Seasonal	3,500	3,570	3,641	3,714	3,789
4102	Benefits	44,928	45,826	46,743	47,678	48,631
4112	Mileage/Parking	4,000	4,080	4,162	4,245	4,330
4116	Conferences/Travel	3,100	3,162	3,225	3,290	3,356
4120	Training and Development	1,150	1,173	1,196	1,220	1,245
4226	Photocopy	400	408	416	424	433
4312	Office Supplies	3,060	3,121	3,184	3,247	3,312
4364	Telecommunications	1,500	1,530	1,561	1,592	1,624
4814	Miscellaneous	5,660	5,773	5,889	6,006	6,127
Total Expenditures		262,304	267,550	272,901	278,359	283,926
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(262,304)	(267,550)	(272,901)	(278,359)	(283,926)

Business Unit Summary with Service Areas

Business Unit: 2050 - Executive Administration



Business Unit Summary with Service Areas

Business Unit: 2070 - Citizen Engagement and Strategic Planning

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

Overview:

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

- Customer service - front-line and online customer service, including website administration, customer service tools and social media
- Citizen Engagement - leadership and implementation of engagement processes, citizen and business surveying, engagement tools and techniques
- Open Data and Open Government initiatives, including the City's Open Data Catalogue
- Communications - graphic design, correspondence, communications planning and implementation to support City services and programs
- Strategic and operational planning

Deliverables:

- members of the public engaged
- consultation processes
- project specific engagement targets
- # of media inquiries (~10/day, 2500 /year)
- # of social media following (twitter, facebook, linked in, youtube)
- ongoing website maintenance (victoria.ca, johnsonstreetbridge.com, shapeyourfuturevictoria.ca)
- support 30-50 events and engagement opportunities each year
- publications produced and distributed
- Connect newsletters
- videos
- # of datasets available to the public
- visitation to open data catalog/portal
- # of visitors to the website each month (80,000)

Business Unit Summary with Service Areas

Business Unit: 2070 - Citizen Engagement and Strategic Planning

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	297,318	184,841	271,837	271,837	0.00 %
4016	Salaries - Inside	451,600	476,023	689,361	706,662	+ 2.51 %
4070	Overtime	15,544	26,691	0	20,000	
4080	Auxiliaries/RPT/Seasonal	44,831	39,698	56,431	62,994	+ 11.63 %
4102	Benefits	171,103	177,851	221,386	228,712	+ 3.31 %
4112	Mileage/Parking	4,018	2,252	3,524	3,524	0.00 %
4116	Conferences/Travel	2,970	627	3,000	3,000	0.00 %
4118	Membership Fees	1,400	1,283	1,000	1,000	0.00 %
4120	Training and Development	874	551	10,000	10,000	0.00 %
4210	Catering	452	1,095	500	500	0.00 %
4216	Contracted Services	31,293	18,297	25,975	25,975	0.00 %
4228	Printing	925	1,979	0	0	
4310	Books/Publications	243	402	1,000	1,000	0.00 %
4312	Office Supplies	10,931	9,783	4,000	4,000	0.00 %
4364	Telecommunications	7,904	11,030	6,050	6,050	0.00 %
4814	Miscellaneous	563	1,636	0	0	
4824	Recovery	(82,210)	0	(86,506)	(88,677)	+ 2.51 %
9111	WO Inside Equipment Rent	14	72	0	0	
9211	WO Regular Time	469	1,541	0	0	
9321	WO Outside Purchases	0	323	0	0	
Total Expenditures		960,244	955,974	1,207,557	1,256,577	
Net Total		(960,244)	(955,974)	(1,207,557)	(1,256,577)	

Business Unit Summary with Service Areas

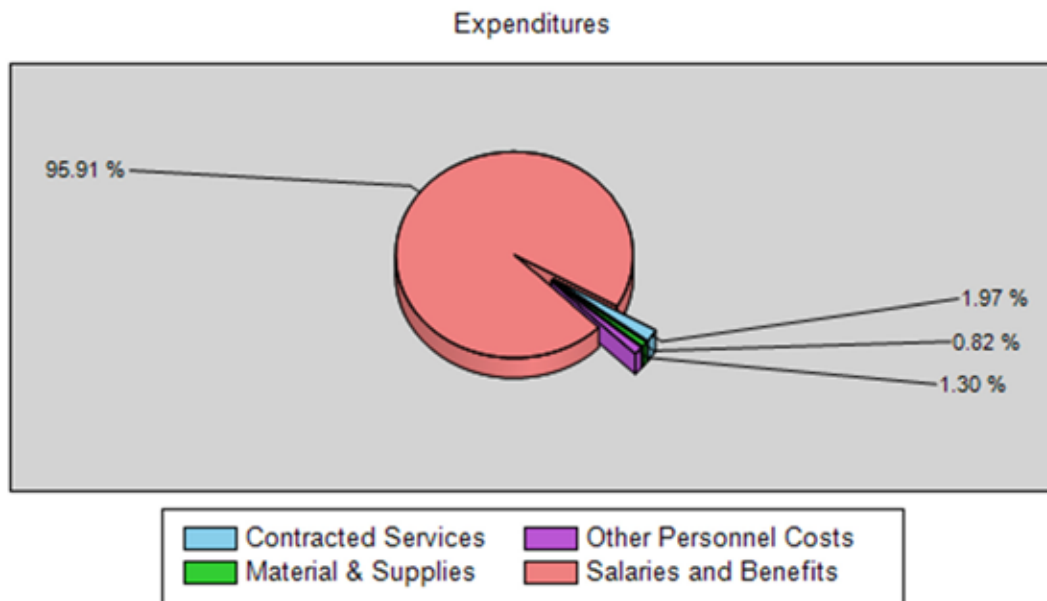
Business Unit: 2070 - Citizen Engagement and Strategic Planning

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	271,837	277,273	282,819	288,475	294,245
4016	Salaries - Inside	706,662	720,773	735,188	749,892	764,890
4070	Overtime	20,000	20,400	20,808	21,224	21,649
4080	Auxiliaries/RPT/Seasonal	62,994	64,244	65,529	66,840	68,177
4102	Benefits	228,712	233,281	237,947	242,706	247,560
4112	Mileage/Parking	3,524	3,594	3,666	3,740	3,814
4116	Conferences/Travel	3,000	3,060	3,121	3,184	3,247
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4120	Training and Development	10,000	10,200	10,404	10,612	10,824
4210	Catering	500	510	520	531	541
4216	Contracted Services	25,975	26,495	27,024	27,565	28,116
4310	Books/Publications	1,000	1,020	1,040	1,061	1,082
4312	Office Supplies	4,000	4,080	4,162	4,245	4,330
4364	Telecommunications	6,050	6,171	6,294	6,420	6,549
4824	Recovery	(88,677)	(90,451)	(92,260)	(94,105)	(95,987)
Total Expenditures		1,256,577	1,281,671	1,307,305	1,333,451	1,360,120
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,256,577)	(1,281,671)	(1,307,305)	(1,333,451)	(1,360,120)

Business Unit Summary with Service Areas

Business Unit: 2070 - Citizen Engagement and Strategic Planning



Business Unit Summary with Service Areas

Business Unit: 2078 - Interdisciplinary Team

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

Overview:

The Interdisciplinary team was created for a three year term to build in-house project management expertise and horsepower, and lead collaborative projects within the strategic and operational plans. It is also tasked with developing improved project management templates, systems and training across the organization. The three positions started in late August/early September 2015.

Specific projects include: implementation of priority cycling corridors, as well as the Pandora Avenue separated bike lane, David Foster Harbour Pathway, the Crystal Pool and Fitness Centre

Deliverables:

Deliverables in 2016:

- New templates and systems introduced
- Projects delivered
- Project delivered within budgets and timelines
- Improved consistency to project management approach across the organization
- Increase in interdisciplinary approaches and engagement, resulting in greater coordination and communications

Business Unit Summary with Service Areas

Business Unit: 2078 - Interdisciplinary Team

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
5055	Trf from Strat Obj Account	0	0	0	36,614	
Total Revenues		0	0	0	36,614	
Expenditures						
4010	Salaries - Exempt	0	8,276	35,000	103,612	+ 196.03 %
4016	Salaries - Inside	0	23,457	62,000	166,422	+ 168.42 %
4070	Overtime	0	357	0	0	
4102	Benefits	0	8,767	22,000	62,980	+ 186.27 %
4112	Mileage/Parking	0	118	0	1,500	
4364	Telecommunications	0	0	0	2,100	
Total Expenditures		0	40,975	119,000	336,614	
Net Total		0	(40,975)	(119,000)	(300,000)	

Business Unit Summary with Service Areas

Business Unit: 2078 - Interdisciplinary Team

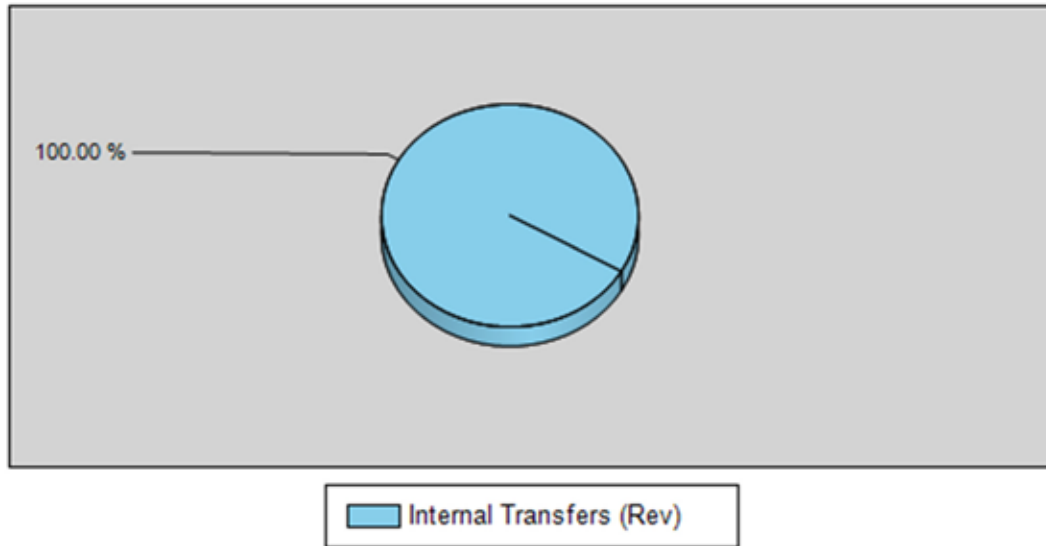
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
5055	Trf from Strat Obj Account	36,614	43,363	0	0	0
Total Revenues		36,614	43,363	0	0	0
% Increase			18.43%	(100.00%)	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	103,612	105,684	81,798	0	0
4016	Salaries - Inside	166,422	169,763	130,159	0	0
4102	Benefits	62,980	64,243	53,528	0	0
4112	Mileage/Parking	1,500	1,530	1,170	0	0
4364	Telecommunications	2,100	2,142	1,640	0	0
Total Expenditures		336,614	343,363	268,294	(1)	0
% Increase			2.00%	(21.86%)	(100.00%)	(141.75%)
Net Total		(300,000)	(300,000)	(268,294)	1	0

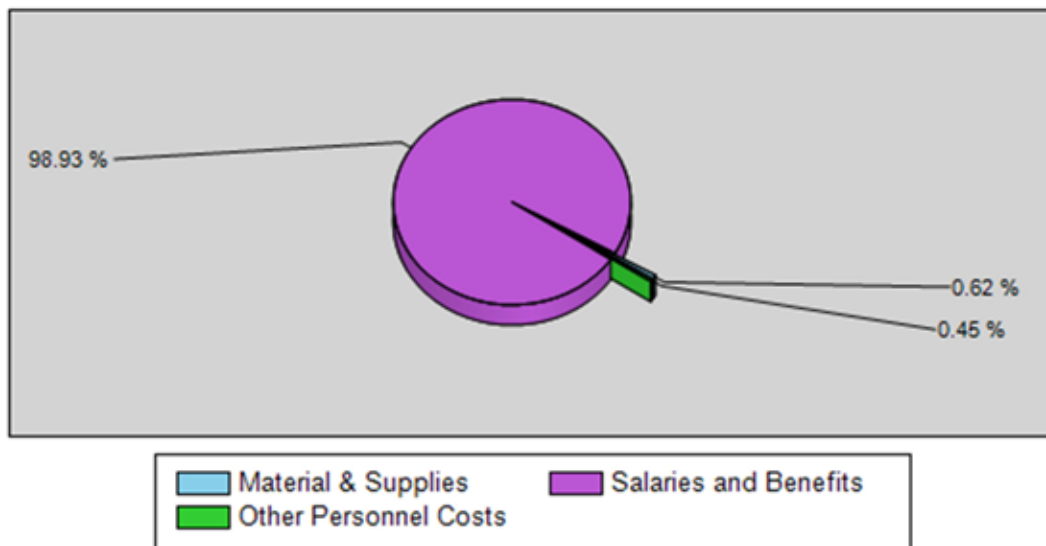
Business Unit Summary with Service Areas

Business Unit: 2078 - Interdisciplinary Team

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2095 - Protocol

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

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 Traditional territories.

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 when interacting with the Governor General of Canada, consulates, First Nations and other levels of government.

Deliverables:

- School Group Visits and number of students
- Consul General/Mayor/Other Visits to Mayor's Office
- First Nations involvement and awareness
- Proclamations
- Half mastings

Business Unit Summary with Service Areas

Business Unit: 2095 - Protocol

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	0	12,000	0	0	
Total Revenues		0	12,000	0	0	
Expenditures						
4112	Mileage/Parking	0	4	0	0	
4118	Membership Fees	80	0	0	0	
4308	General Supplies	0	481	0	0	
4814	Miscellaneous	15,882	17,423	35,000	30,000	- 14.29 %
9111	WO Inside Equipment Rent	67	549	0	0	
9211	WO Regular Time	195	8,198	0	0	
9221	WO Overtime	30	849	0	0	
9311	WO Inventory Purchases	0	125	0	0	
9411	WO Contracted Services	207	4,235	0	0	
Total Expenditures		16,461	31,862	35,000	30,000	
Net Total		(16,461)	(19,862)	(35,000)	(30,000)	

Business Unit Summary with Service Areas

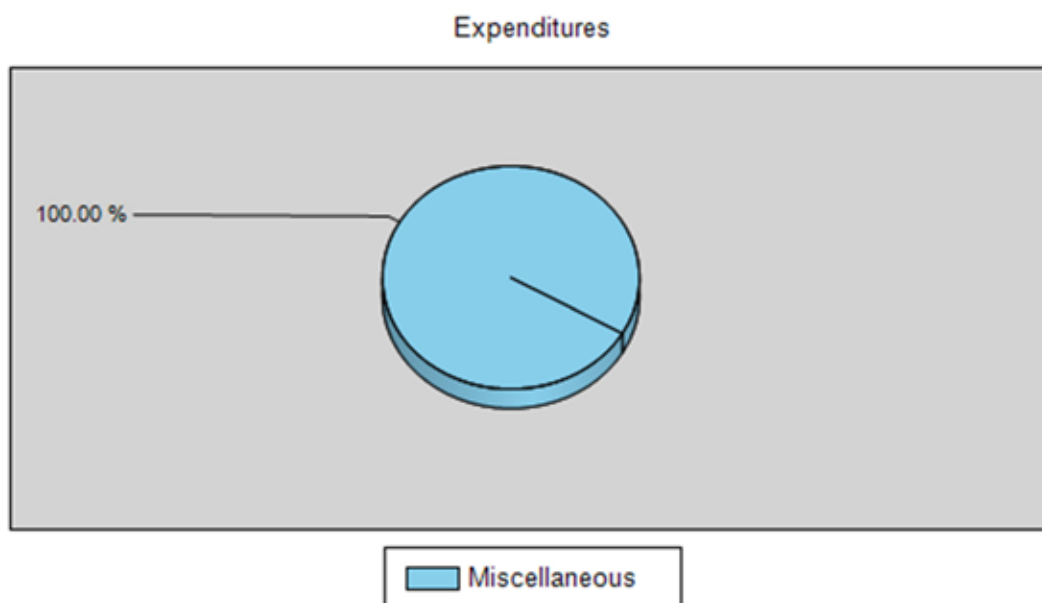
Business Unit: 2095 - Protocol

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
4814 Miscellaneous	30,000	30,600	31,212	31,836	32,473
Total Expenditures	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 Summary with Service Areas

Business Unit: 2095 - Protocol



Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

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 recently participated in customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays. The parkade has also undergone fresh paint and new signage.

Deliverables:

Manage parkade to ensure parking spaces are available for general use throughout the day and evening. Supplement with commuter monthly parking when space permits.

Priority for parkades is to always have spaces available for short-term parkers. Excess capacity to monthly parking customers. This is managed by adjusting monthly parking and pricing.

Target = 80% to 85% of usage for parkades.

Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3302	Daily Parking	229,563	183,324	210,000	230,000	+ 9.52 %
3304	Monthly Parking	113,330	89,802	112,000	110,000	- 1.79 %
3324	Uncollected Tickets	7	(43)	0	0	
3472	Over/Under	29	73	0	0	
Total Revenues		342,929	273,156	322,000	340,000	
Expenditures						
4016	Salaries - Inside	53,426	41,761	57,870	59,334	+ 2.53 %
4080	Auxiliaries/RPT/Seasonal	69,175	56,538	87,904	92,869	+ 5.65 %
4102	Benefits	14,067	11,481	13,599	13,944	+ 2.53 %
4228	Printing	2,375	2,120	3,000	3,000	0.00 %
4232	Security	122,199	99,189	130,000	130,000	0.00 %
4412	Equipment Rentals	1,490	1,135	1,600	1,600	0.00 %
4508	Credit Card Discount Fees	2,972	1,301	5,000	3,000	- 40.00 %
4512	Insurance	10,727	12,760	16,800	17,700	+ 5.36 %
4814	Miscellaneous	194	17	100	100	0.00 %
4822	Repairs and Maintenance	7,019	4,183	8,000	8,500	+ 6.25 %
4824	Recovery	(48,262)	(32,288)	(40,000)	(35,000)	- 12.50 %
9111	WO Inside Equipment Rent	177	173	0	0	
9211	WO Regular Time	5,570	2,883	0	0	
9311	WO Inventory Purchases	723	0	0	0	
9321	WO Outside Purchases	17,896	2,760	0	0	
9411	WO Contracted Services	0	6,802	0	0	
Total Expenditures		259,749	210,815	283,873	295,047	
Net Total		83,180	62,341	38,127	44,953	

Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

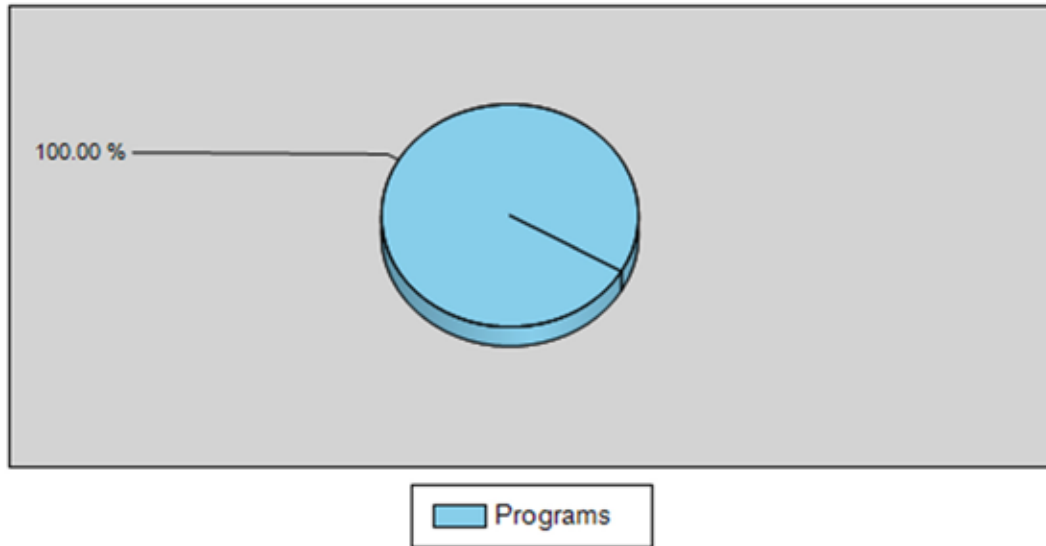
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3302	Daily Parking	230,000	234,600	239,292	244,078	248,959
3304	Monthly Parking	110,000	112,200	114,444	116,733	119,068
Total Revenues		340,000	346,800	353,736	360,811	368,027
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	59,334	60,508	61,718	62,952	64,211
4080	Auxiliaries/RPT/Seasonal	92,869	94,705	96,599	98,531	100,501
4102	Benefits	13,944	14,219	14,504	14,794	15,090
4228	Printing	3,000	3,060	3,121	3,184	3,247
4232	Security	130,000	132,600	135,252	137,957	140,716
4412	Equipment Rentals	1,600	1,632	1,665	1,698	1,732
4508	Credit Card Discount Fees	3,000	3,060	3,121	3,184	3,247
4512	Insurance	17,700	18,054	18,415	18,783	19,159
4814	Miscellaneous	100	102	104	106	108
4822	Repairs and Maintenance	8,500	8,670	8,843	9,020	9,201
4824	Recovery	(35,000)	(35,700)	(36,414)	(37,142)	(37,885)
Total Expenditures		295,047	300,910	306,928	313,067	319,328
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		44,953	45,890	46,808	47,744	48,699

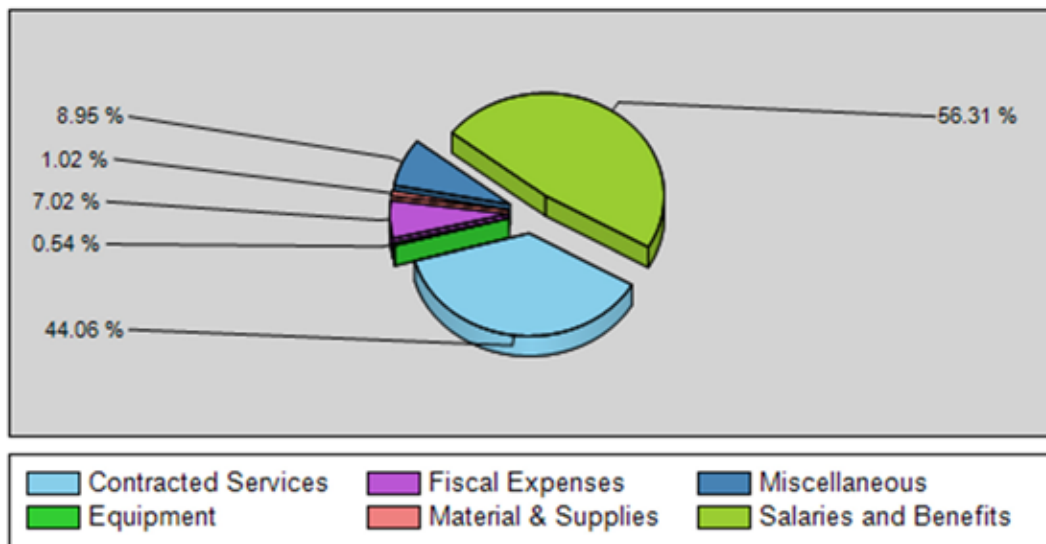
Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

Overview:

Johnson Street Parkade is one of the City's five parkades. Located at 750 Johnson Street between Blanshard and Douglas Streets, it has 232 parking spaces and is open 24 hours. Lower floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered. There are more than 40 reserved parking spaces, with gated parking on the rooftop for City Bylaw Vehicles and a nearby hotel's valet service. The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Johnson Street Parkade is the City's only automated parkade. Customers have the option of paying at a pay station located near the entrance before returning to their vehicle or upon exiting. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays. The parkade has also undergone fresh paint and new signage.

Deliverables:

Manage parkade to ensure parking spaces are available for general use throughout the day and evening. Supplement with commuter monthly parking when space permits.

Priority for parkades is to always have spaces available for short-term parkers. Excess capacity to monthly parking customers. This is managed by adjusting monthly parking and pricing.

Target = 80% to 85% of usage for parkades.

Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3302	Daily Parking	269,447	238,746	200,000	295,000	+ 47.50 %
3304	Monthly Parking	346,103	260,365	350,000	310,000	- 11.43 %
3378	Facility Rental	2,891	2,891	0	0	
3472	Over/Under	18	99	0	0	
Total Revenues		618,459	502,100	550,000	605,000	
Expenditures						
4016	Salaries - Inside	9,887	7,227	12,083	12,388	+ 2.52 %
4080	Auxiliaries/RPT/Seasonal	281	64	12,912	13,614	+ 5.44 %
4102	Benefits	2,631	2,128	2,839	2,911	+ 2.52 %
4228	Printing	2,001	8,480	3,400	3,400	0.00 %
4232	Security	122,580	97,890	130,000	130,000	0.00 %
4412	Equipment Rentals	2,284	967	1,900	1,900	0.00 %
4508	Credit Card Discount Fees	10,676	5,896	8,000	11,000	+ 37.50 %
4512	Insurance	14,664	17,036	22,410	23,700	+ 5.76 %
4814	Miscellaneous	371	0	200	200	0.00 %
4822	Repairs and Maintenance	9,406	4,183	8,000	8,500	+ 6.25 %
4824	Recovery	(17,816)	(15,758)	(18,000)	(18,000)	0.00 %
9111	WO Inside Equipment Rent	593	71	0	0	
9211	WO Regular Time	3,475	8,251	0	0	
9321	WO Outside Purchases	3,402	84	0	0	
9411	WO Contracted Services	13,070	4,336	0	0	
Total Expenditures		177,505	140,854	183,744	189,613	
Net Total		440,954	361,246	366,256	415,387	

Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

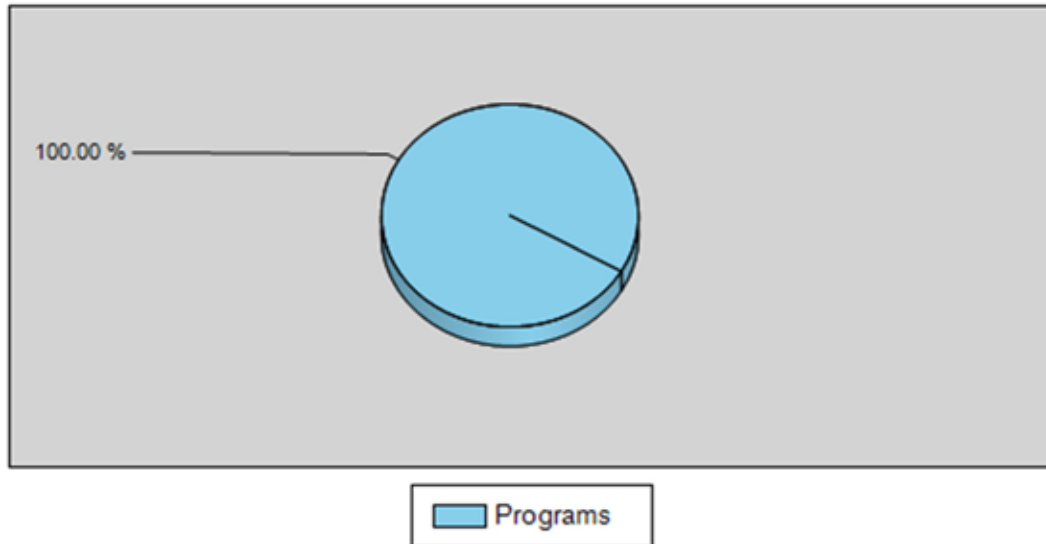
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3302	Daily Parking	295,000	300,900	306,918	313,056	319,317
3304	Monthly Parking	310,000	316,200	322,524	328,974	335,554
Total Revenues		605,000	617,100	629,442	642,031	654,871
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	12,388	12,633	12,886	13,144	13,407
4080	Auxiliaries/RPT/Seasonal	13,614	13,884	14,161	14,444	14,733
4102	Benefits	2,911	2,969	3,028	3,089	3,151
4228	Printing	3,400	3,468	3,537	3,608	3,680
4232	Security	130,000	132,600	135,252	137,957	140,716
4412	Equipment Rentals	1,900	1,938	1,977	2,016	2,057
4508	Credit Card Discount Fees	11,000	11,220	11,444	11,673	11,907
4512	Insurance	23,700	24,174	24,657	25,151	25,654
4814	Miscellaneous	200	204	208	212	216
4822	Repairs and Maintenance	8,500	8,670	8,843	9,020	9,201
4824	Recovery	(18,000)	(18,360)	(18,727)	(19,102)	(19,484)
Total Expenditures		189,613	193,400	197,268	201,213	205,237
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		415,387	423,700	432,174	440,818	449,634

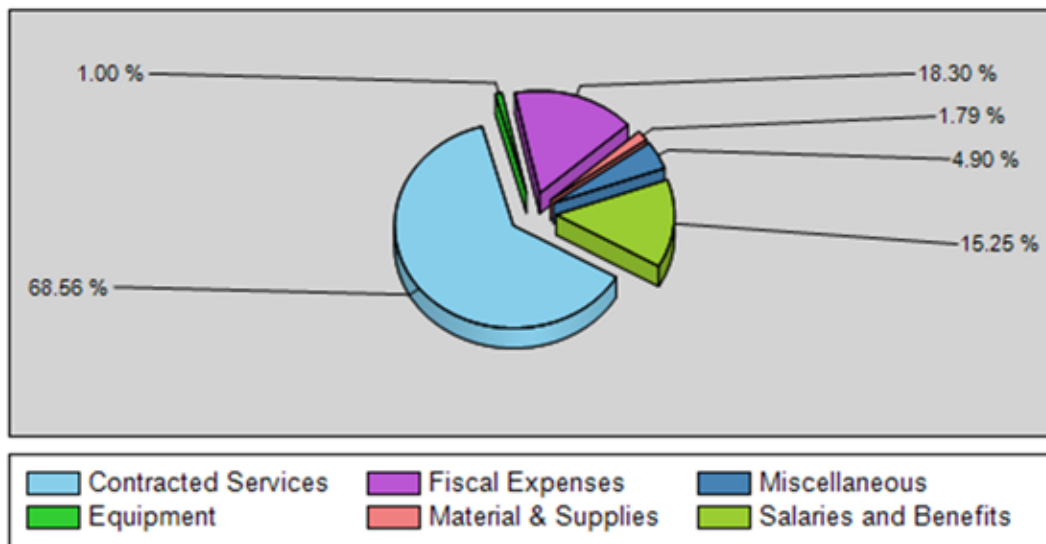
Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

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 recently participated in customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays. The parkade has also undergone fresh paint and new signage.

Deliverables:

Manage parkade to ensure parking spaces are available for general use throughout the day and evening. Supplement with commuter monthly parking when space permits.

Priority for parkades is to always have spaces available for short-term parkers. Excess capacity to monthly parking customers. This is managed by adjusting monthly parking and pricing.

Target = 80% to 85% of usage for parkades.

Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3302	Daily Parking	831,566	558,568	850,000	725,000	- 14.71 %
3304	Monthly Parking	132,928	93,692	140,000	110,000	- 21.43 %
3324	Uncollected Tickets	(213)	(320)	0	0	
3472	Over/Under	(237)	66	0	0	
Total Revenues		964,044	652,006	990,000	835,000	
Expenditures						
4016	Salaries - Inside	54,918	41,762	57,870	59,334	+ 2.53 %
4080	Auxiliaries/RPT/Seasonal	108,326	86,081	146,653	154,815	+ 5.57 %
4102	Benefits	14,131	11,634	13,599	13,944	+ 2.53 %
4228	Printing	6,379	6,360	6,000	7,000	+ 16.67 %
4232	Security	151,882	127,014	150,000	150,000	0.00 %
4312	Office Supplies	0	0	200	200	0.00 %
4412	Equipment Rentals	1,490	1,042	1,400	1,400	0.00 %
4508	Credit Card Discount Fees	8,872	4,107	5,000	9,000	+ 80.00 %
4512	Insurance	14,355	17,754	23,350	24,720	+ 5.87 %
4814	Miscellaneous	52	0	200	200	0.00 %
4822	Repairs and Maintenance	11,747	5,450	8,000	8,500	+ 6.25 %
4824	Recovery	(500)	0	0	0	
9111	WO Inside Equipment Rent	692	7	0	0	
9211	WO Regular Time	12,534	817	0	0	
9321	WO Outside Purchases	3,293	84	0	0	
9411	WO Contracted Services	17,332	1,287	0	0	
Total Expenditures		405,502	303,399	412,272	429,113	
Net Total		558,543	348,607	577,728	405,887	

Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

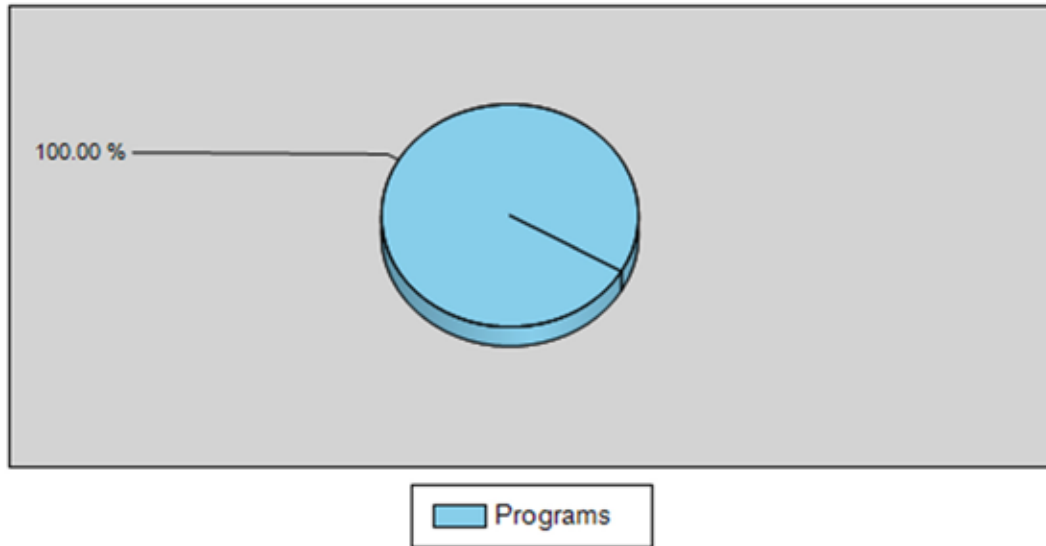
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3302	Daily Parking	725,000	739,500	754,290	769,376	784,763
3304	Monthly Parking	110,000	112,200	114,444	116,733	119,068
Total Revenues		835,000	851,700	868,734	886,109	903,831
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	59,334	60,508	61,718	62,952	64,211
4080	Auxiliaries/RPT/Seasonal	154,815	157,875	161,032	164,253	167,538
4102	Benefits	13,944	14,219	14,504	14,794	15,090
4228	Printing	7,000	7,140	7,283	7,428	7,577
4232	Security	150,000	153,000	156,060	159,181	162,365
4312	Office Supplies	200	204	208	212	216
4412	Equipment Rentals	1,400	1,428	1,457	1,486	1,515
4508	Credit Card Discount Fees	9,000	9,180	9,364	9,551	9,742
4512	Insurance	24,720	25,214	25,719	26,233	26,758
4814	Miscellaneous	200	204	208	212	216
4822	Repairs and Maintenance	8,500	8,670	8,843	9,020	9,201
Total Expenditures		429,113	437,642	446,395	455,323	464,429
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		405,887	414,058	422,339	430,786	439,401

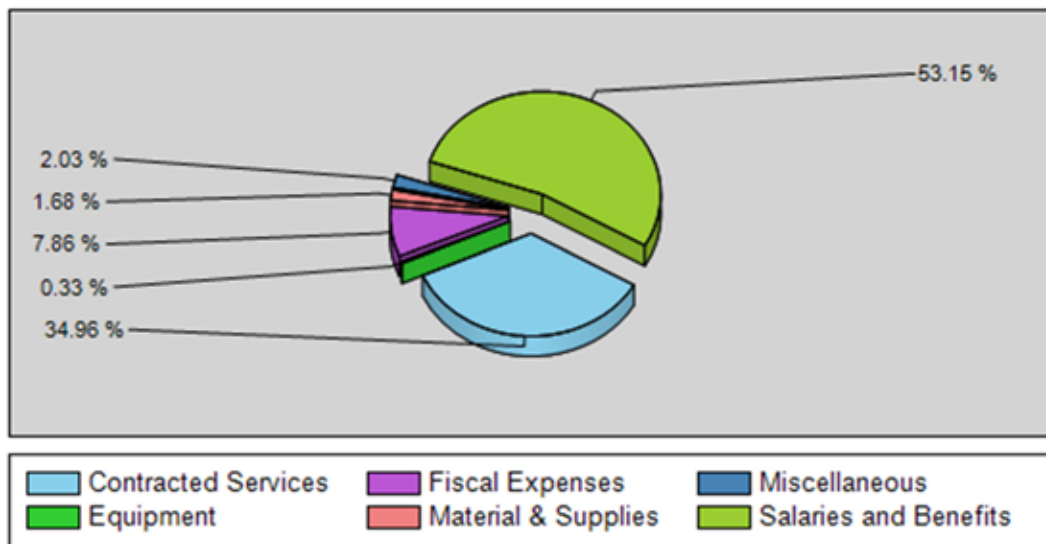
Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

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 recently participated in customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays. The parkade has also undergone fresh paint and new signage. It is also the location of the Parkade Coordinator's office.

Deliverables:

Manage parkade to ensure parking spaces are available for general use throughout the day and evening. Supplement with commuter monthly parking when space permits.

Priority for parkades is to always have spaces available for short-term parkers. Excess capacity to monthly parking customers. This is managed by adjusting monthly parking and pricing.

Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3302	Daily Parking	780,229	581,782	730,000	740,000	+ 1.37 %
3304	Monthly Parking	319,735	236,999	310,000	285,000	- 8.06 %
3306	Parking - 1st Hour Free	13,269	(121)	0	0	
3324	Uncollected Tickets	112	(906)	0	0	
3378	Facility Rental	7,840	6,533	7,800	7,800	0.00 %
3472	Over/Under	201	74	0	0	
Total Revenues		1,121,387	824,362	1,047,800	1,032,800	
Expenditures						
4016	Salaries - Inside	140,364	125,024	103,657	106,281	+ 2.53 %
4080	Auxiliaries/RPT/Seasonal	154,808	104,411	156,856	165,460	+ 5.49 %
4102	Benefits	36,388	36,837	24,359	24,976	+ 2.53 %
4204	Advertising	8,639	0	12,000	12,000	0.00 %
4206	Armoured Car Service	4,800	2,250	4,800	4,800	0.00 %
4228	Printing	8,965	3,351	12,240	12,240	0.00 %
4232	Security	122,567	97,892	130,000	130,000	0.00 %
4312	Office Supplies	5,524	358	200	200	0.00 %
4412	Equipment Rentals	1,490	2,432	1,800	2,100	+ 16.67 %
4508	Credit Card Discount Fees	9,091	4,519	5,000	10,000	+ 100.00 %
4512	Insurance	23,618	21,255	27,930	29,680	+ 6.27 %
4814	Miscellaneous	1,146	1,110	1,200	1,200	0.00 %
4822	Repairs and Maintenance	10,224	4,447	8,000	8,500	+ 6.25 %
9111	WO Inside Equipment Rent	102	87	0	0	
9211	WO Regular Time	8,270	2,797	0	0	
9311	WO Inventory Purchases	67	98	0	0	
9321	WO Outside Purchases	4,121	2,480	0	0	
9411	WO Contracted Services	1,226	1,917	0	0	
Total Expenditures		541,408	411,265	488,042	507,436	
Net Total		579,978	413,097	559,758	525,364	

Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

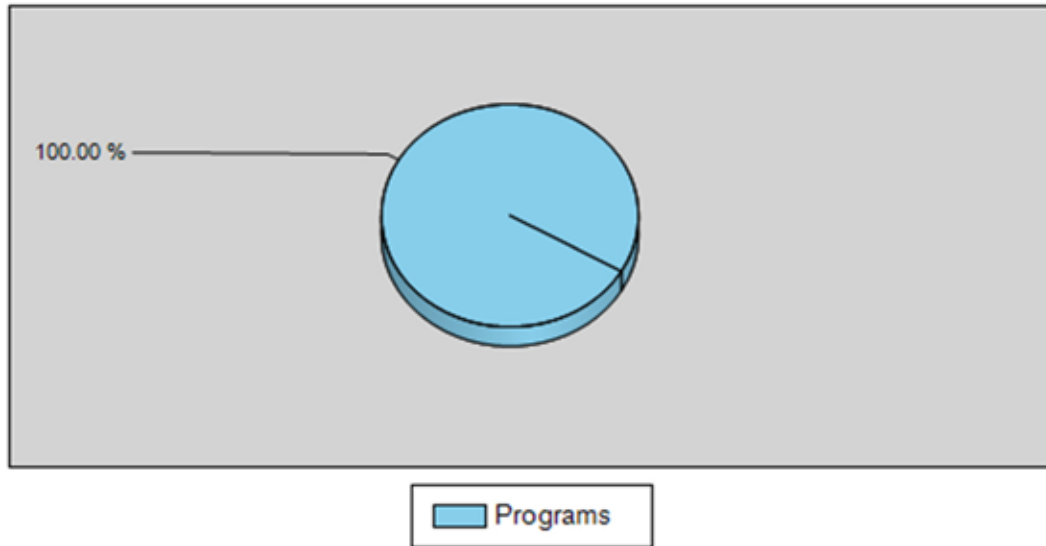
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3302	Daily Parking	740,000	754,800	769,896	785,294	801,000
3304	Monthly Parking	285,000	290,700	296,514	302,444	308,493
3378	Facility Rental	7,800	7,800	7,800	7,800	7,800
Total Revenues		1,032,800	1,053,300	1,074,210	1,095,538	1,117,293
% Increase			1.98%	1.99%	1.99%	1.99%
Expenditures						
4016	Salaries - Inside	106,281	108,382	110,550	112,761	115,016
4080	Auxiliaries/RPT/Seasonal	165,460	168,730	172,104	175,546	179,057
4102	Benefits	24,976	25,470	25,979	26,499	27,029
4204	Advertising	12,000	12,240	12,485	12,734	12,989
4206	Armoured Car Service	4,800	4,896	4,994	5,094	5,196
4228	Printing	12,240	12,485	12,734	12,989	13,249
4232	Security	130,000	132,600	135,252	137,957	140,716
4312	Office Supplies	200	204	208	212	216
4412	Equipment Rentals	2,100	2,142	2,185	2,229	2,273
4508	Credit Card Discount Fees	10,000	10,200	10,404	10,612	10,824
4512	Insurance	29,680	30,274	30,879	31,497	32,127
4814	Miscellaneous	1,200	1,224	1,248	1,273	1,299
4822	Repairs and Maintenance	8,500	8,670	8,843	9,020	9,201
Total Expenditures		507,436	517,516	527,866	538,423	549,192
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		525,364	535,784	546,344	557,115	568,101

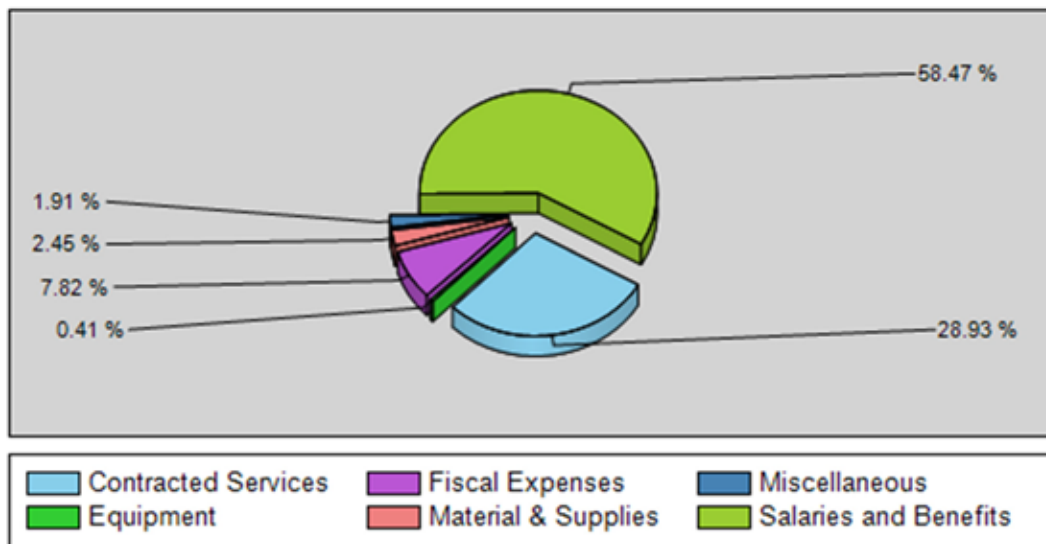
Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

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 recently participated in customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays. The parkade has also undergone fresh paint and new signage.

Deliverables:

Manage parkade to ensure parking spaces are available for general use throughout the day and evening. Supplement with commuter monthly parking when space permits.

Priority for parkades is to always have spaces available for short-term parkers. Excess capacity to monthly parking customers. This is managed by adjusting monthly parking and pricing.

Target = 80% to 85% of usage for parkades.

Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3302	Daily Parking	666,764	561,544	550,000	715,000	+ 30.00 %
3304	Monthly Parking	458,247	377,530	450,000	450,000	0.00 %
3324	Uncollected Tickets	(143)	(88)	0	0	
3472	Over/Under	94	335	0	0	
Total Revenues		1,124,961	939,321	1,000,000	1,165,000	
Expenditures						
4016	Salaries - Inside	43,882	31,221	57,870	59,334	+ 2.53 %
4080	Auxiliaries/RPT/Seasonal	97,007	72,800	133,741	141,201	+ 5.58 %
4102	Benefits	12,381	9,628	13,599	13,944	+ 2.53 %
4228	Printing	9,330	5,443	8,000	8,000	0.00 %
4232	Security	122,385	98,021	130,000	130,000	0.00 %
4312	Office Supplies	0	0	200	200	0.00 %
4412	Equipment Rentals	1,490	812	1,200	1,200	0.00 %
4508	Credit Card Discount Fees	14,362	7,947	15,000	18,000	+ 20.00 %
4512	Insurance	6,838	5,162	6,880	6,860	- 0.29 %
4804	Shared Services Share of Surplus	377,284	240,092	385,000	390,000	+ 1.30 %
4814	Miscellaneous	599	11	500	500	0.00 %
4822	Repairs and Maintenance	13,083	4,315	10,200	10,200	0.00 %
9111	WO Inside Equipment Rent	147	494	0	0	
9211	WO Regular Time	8,041	6,646	0	0	
9321	WO Outside Purchases	4,478	2,722	0	0	
9411	WO Contracted Services	1,889	3,742	0	0	
Total Expenditures		713,194	489,056	762,190	779,438	
Net Total		411,767	450,265	237,810	385,562	

Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

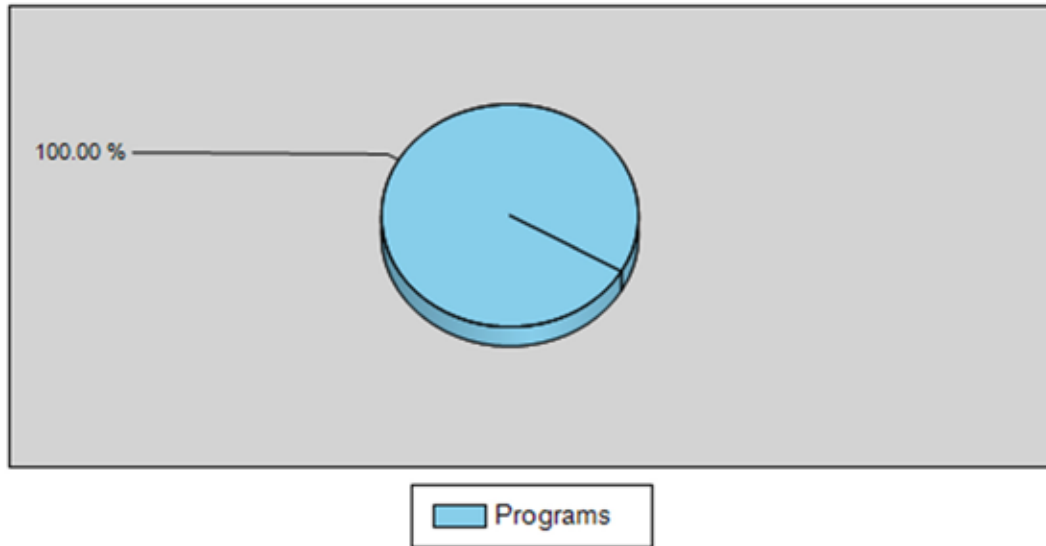
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3302	Daily Parking	715,000	729,300	743,886	758,764	773,939
3304	Monthly Parking	450,000	459,000	468,180	477,544	487,094
Total Revenues		1,165,000	1,188,300	1,212,066	1,236,307	1,261,033
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	59,334	60,508	61,718	62,952	64,211
4080	Auxiliaries/RPT/Seasonal	141,201	143,991	146,871	149,809	152,805
4102	Benefits	13,944	14,219	14,504	14,794	15,090
4228	Printing	8,000	8,160	8,323	8,490	8,659
4232	Security	130,000	132,600	135,252	137,957	140,716
4312	Office Supplies	200	204	208	212	216
4412	Equipment Rentals	1,200	1,224	1,248	1,273	1,299
4508	Credit Card Discount Fees	18,000	18,360	18,727	19,102	19,484
4512	Insurance	6,860	6,997	7,137	7,280	7,425
4804	Shared Services Share of Surplus	390,000	397,800	405,756	413,871	422,149
4814	Miscellaneous	500	510	520	531	541
4822	Repairs and Maintenance	10,200	10,404	10,612	10,824	11,041
Total Expenditures		779,438	794,977	810,877	827,095	843,636
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		385,562	393,323	401,189	409,213	417,397

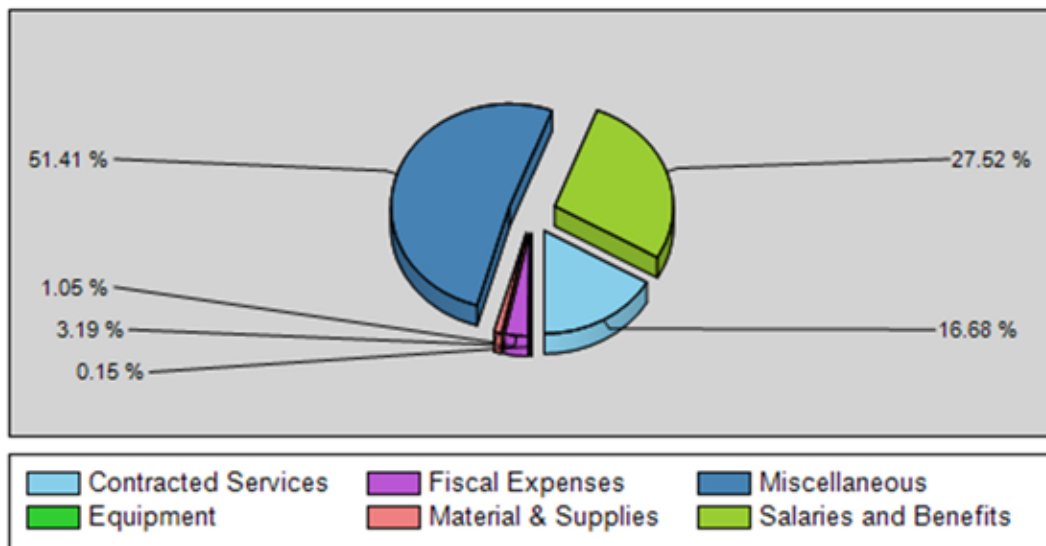
Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

Overview:

The Parking Services meter shop ensures that the City's computerized parking pay stations and single-head parking meters are regularly serviced and cleaned, and coins are collected and delivered for processing in a secure and safe manner.

Parking equipment used at the three City-owned surface parking lots is also regularly maintained. The meter shop operates six days a week to ensure pay stations and meters are maintained and are operating efficiently. Revenue from on-street occupancy permits and tour stand leases are included in this business unit.

Deliverables:

The 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. These referred issues are responded to in 2 business days.

260 pay stations are collected, maintained and cleaned in a 13 days rotation (approximately 20 pay stations daily).

200 Single meters and surface lots are collected, maintained and cleaned once a week.

Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3108	Handicapped Permits	28,344	24,245	28,000	28,000	0.00 %
3274	Miscellaneous Fees	1,699	610	0	0	
3312	Parking Lot - 900 Wharf	466,083	395,746	500,000	480,000	- 4.00 %
3315	Parking Lot - JS Bridge	29,337	24,837	0	0	
3316	Parking Lot - Rear of Ro	113,255	74,803	110,000	110,000	0.00 %
3318	Parking Lot - Royal Athl	132,361	108,313	144,000	144,000	0.00 %
3320	Parking Permits	484,401	378,234	550,000	550,000	0.00 %
3322	Parking Meters	5,975,334	4,933,019	6,200,000	6,450,000	+ 4.03 %
3406	Tour Stands	106,741	87,241	100,000	100,000	0.00 %
3472	Over/Under	1,878	908	0	0	
Total Revenues		7,339,432	6,027,955	7,632,000	7,862,000	
Expenditures						
4016	Salaries - Inside	111,679	86,175	109,560	112,299	+ 2.50 %
4070	Overtime	828	0	0	0	
4080	Auxiliaries/RPT/Seasonal	4,028	1,489	60,072	63,336	+ 5.43 %
4102	Benefits	27,027	22,682	25,747	26,390	+ 2.50 %
4216	Contracted Services	388,393	245,830	442,000	400,000	- 9.50 %
4228	Printing	27,273	899	21,250	25,000	+ 17.65 %
4312	Office Supplies	0	0	200	200	0.00 %
4360	Hydro	374	0	500	500	0.00 %
4364	Telecommunications	621	1,327	1,340	1,340	0.00 %
4412	Equipment Rentals	13,200	9,900	13,500	13,500	0.00 %
4508	Credit Card Discount Fees	117,808	57,488	85,000	85,000	0.00 %
4814	Miscellaneous	5,163	9,466	10,000	10,000	0.00 %
4822	Repairs and Maintenance	4,754	2,446	7,000	7,000	0.00 %
4824	Recovery	(71,032)	(53,855)	(48,000)	(48,000)	0.00 %
9111	WO Inside Equipment Rent	724	1,657	0	0	
9211	WO Regular Time	21,600	19,008	0	0	
9311	WO Inventory Purchases	32	212	0	0	
9321	WO Outside Purchases	8,135	1,608	0	0	
9411	WO Contracted Services	282	0	0	0	
Total Expenditures		660,888	406,331	728,169	696,565	
Net Total		6,678,543	5,621,623	6,903,831	7,165,435	

Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

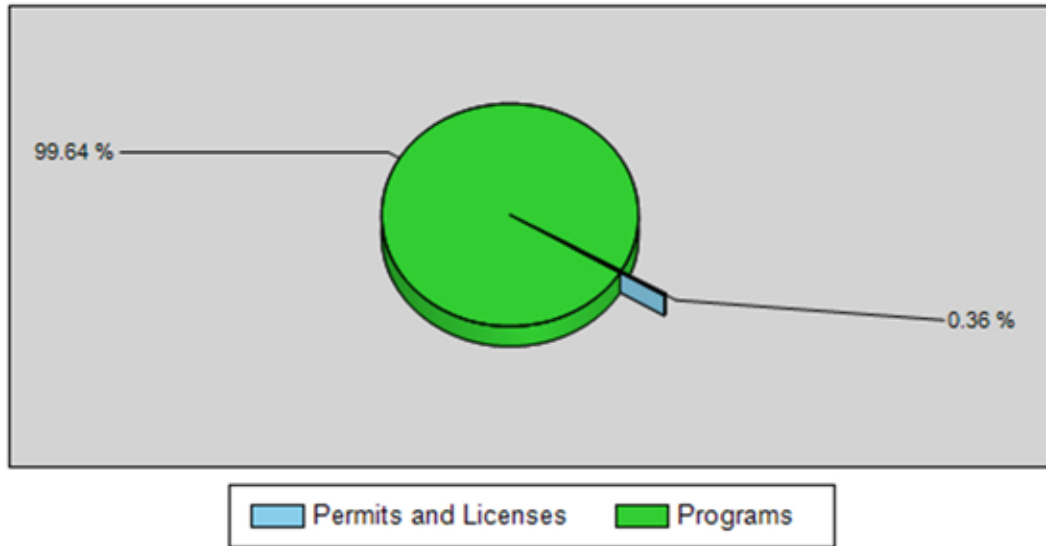
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3108	Handicapped Permits	28,000	28,000	28,000	28,000	28,000
3312	Parking Lot - 900 Wharf	480,000	489,600	499,392	509,380	519,567
3316	Parking Lot - Rear of Ro	110,000	112,200	114,444	116,733	119,068
3318	Parking Lot - Royal Athl	144,000	146,880	149,818	152,814	155,870
3320	Parking Permits	550,000	561,000	572,220	583,664	595,338
3322	Parking Meters	6,450,000	6,579,000	6,710,580	6,844,792	6,981,687
3406	Tour Stands	100,000	100,000	100,000	100,000	100,000
Total Revenues		7,862,000	8,016,680	8,174,454	8,335,383	8,499,530
% Increase			1.97%	1.97%	1.97%	1.97%
Expenditures						
4016	Salaries - Inside	112,299	114,556	116,847	119,184	121,568
4080	Auxiliaries/RPT/Seasonal	63,336	64,586	65,878	67,195	68,539
4102	Benefits	26,390	26,921	27,459	28,008	28,568
4216	Contracted Services	400,000	408,000	416,160	424,483	432,973
4228	Printing	25,000	25,500	26,010	26,530	27,061
4312	Office Supplies	200	204	208	212	216
4360	Hydro	500	525	551	579	608
4364	Telecommunications	1,340	1,367	1,394	1,422	1,450
4412	Equipment Rentals	13,500	13,770	14,045	14,326	14,613
4508	Credit Card Discount Fees	85,000	86,700	88,434	90,203	92,007
4814	Miscellaneous	10,000	10,200	10,404	10,612	10,824
4822	Repairs and Maintenance	7,000	7,140	7,283	7,428	7,577
4824	Recovery	(48,000)	(48,960)	(49,939)	(50,938)	(51,957)
Total Expenditures		696,565	710,509	724,734	739,246	754,048
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		7,165,435	7,306,171	7,449,719	7,596,137	7,745,482

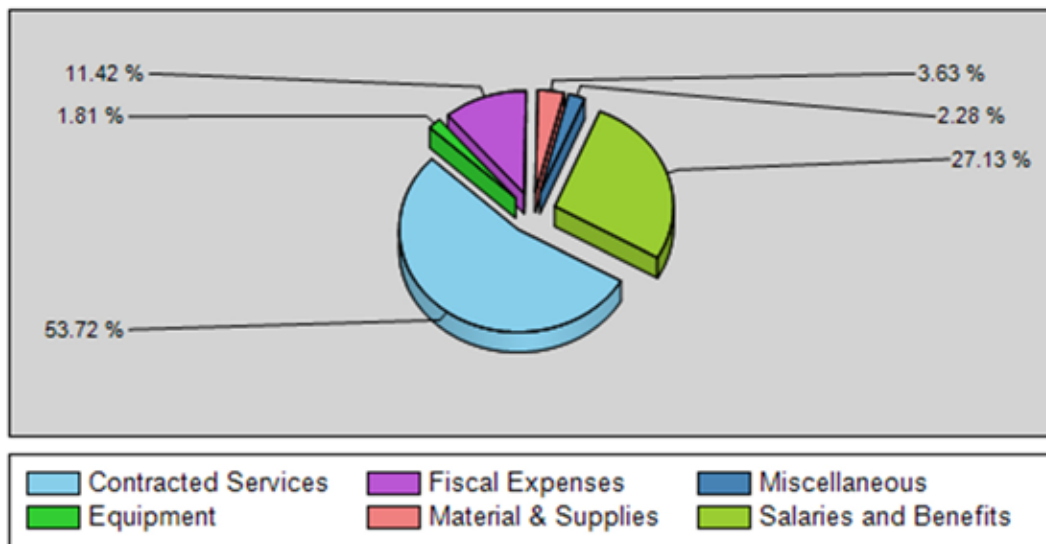
Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

Revenues



Expenditures



Business Unit Summary with Service Areas

Service Area: Parking Services Administration

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

Overview:

Parking Services operates the City's five parkades, three surface parking lots, and oversees nearly 2,000 on-street parking spaces downtown. It is committed to improving customer service, making parking easier, and supporting the vitality of downtown Victoria.

Parking Services admin staff assist the public with parking concerns, accept payments, manage monthly parking contracts and the City's ticket database, and reconcile daily parking revenues. It also oversees the Park Victoria app which enables customers to pay for on-street parking using their mobile device.

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

Deliverables:

Improve the customer service experience for people parking in the City.

Monitor and adjust parking regulations as needed to ensure parking is available, and that customers have multiple payment options available to them.

Ensure estimated budgets are realistic and achievable, through ongoing monitoring and adjustments.

Customer complaints response target time is same day. 95% of customer complaints are currently responded to immediately, and 5% of complex complaints are forwarded to manager. These are responded to in two business days. Metrics – number of negative calls

Target - improved positive experience of customers.

Business Unit Summary with Service Areas

Service Area: Parking Services Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	164,784	89,312	103,612	103,612	0.00 %
4016	Salaries - Inside	102,399	78,585	104,228	106,858	+ 2.52 %
4080	Auxiliaries/RPT/Seasonal	43,020	25,725	44,088	46,483	+ 5.43 %
4102	Benefits	63,740	47,497	48,365	48,983	+ 1.28 %
4112	Mileage/Parking	111	169	120	120	0.00 %
4116	Conferences/Travel	471	19	5,000	5,000	0.00 %
4118	Membership Fees	495	520	500	500	0.00 %
4120	Training and Development	0	0	4,390	4,390	0.00 %
4216	Contracted Services	0	20,754	0	0	
4218	Courier Service	1,457	1,021	1,200	1,200	0.00 %
4308	General Supplies	4,766	907	5,000	5,000	0.00 %
4312	Office Supplies	4,487	3,674	7,596	7,596	0.00 %
4364	Telecommunications	1,291	519	605	605	0.00 %
4508	Credit Card Discount Fees	0	12,661	20,000	0	
4516	Interest - Debenture	405,900	319,950	405,900	405,900	0.00 %
6020	Debt repayments	439,482	439,482	439,482	439,482	0.00 %
6036	Offstreet Parking Reserve	626,932	0	807,540	320,975	- 60.25 %
Total Expenditures		1,859,334	1,040,796	1,997,627	1,496,703	
Net Total		(1,859,334)	(1,040,796)	(1,997,627)	(1,496,703)	

Business Unit Summary with Service Areas

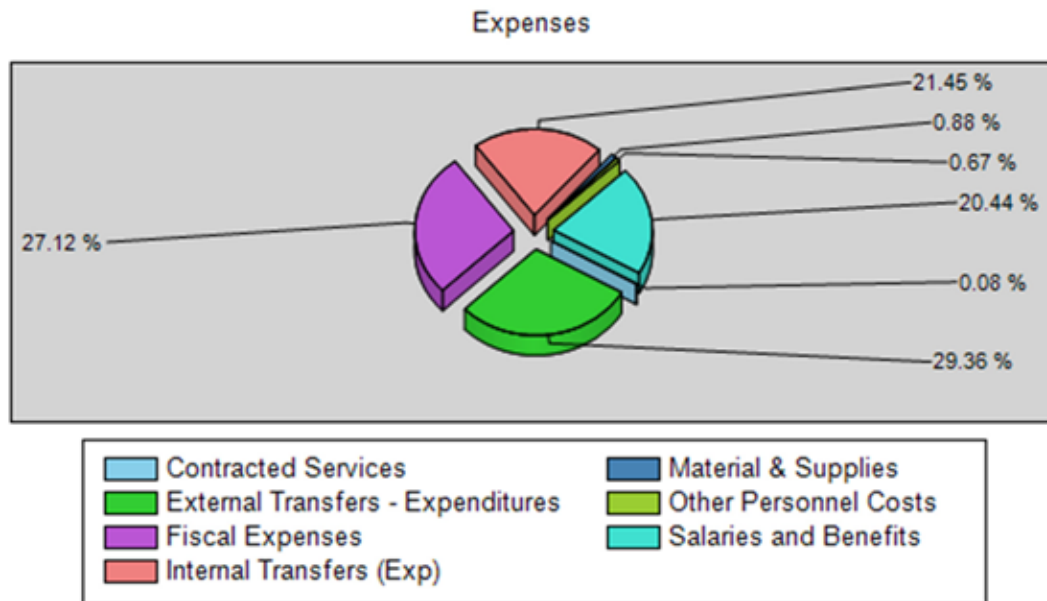
Service Area: Parking Services Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	103,612	105,684	107,798	109,954	112,153
4016	Salaries - Inside	106,858	108,971	111,150	113,373	115,641
4080	Auxiliaries/RPT/Seasonal	46,483	47,402	48,350	49,317	50,304
4102	Benefits	48,983	49,957	50,956	51,975	53,015
4112	Mileage/Parking	120	122	125	127	130
4116	Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4118	Membership Fees	500	510	520	531	541
4120	Training and Development	4,390	4,478	4,567	4,659	4,752
4218	Courier Service	1,200	1,224	1,248	1,273	1,299
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4312	Office Supplies	7,596	7,748	7,903	8,061	8,222
4364	Telecommunications	605	617	629	642	655
4516	Interest - Debenture	405,900	405,900	405,900	405,900	405,900
6020	Debt repayments	439,482	439,482	439,482	439,482	439,482
6036	Offstreet Parking Reserve	320,975	462,954	607,514	754,964	905,362
Total Expenditures		1,496,703	1,645,250	1,796,548	1,950,871	2,108,279
% Increase			9.92%	9.20%	8.59%	8.07%
Net Total		(1,496,703)	(1,645,250)	(1,796,548)	(1,950,871)	(2,108,279)

Business Unit Summary with Service Areas

Service Area: Parking Services Administration



Business Unit Summary with Service Areas

Service Area: Neighbourhoods

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

Overview:

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

Specific focus on youth engagement, place making and grant initiatives within public space. Support for grant programs, anti-graffiti, and late night issues.

Deliverables:

Deliverables in 2016:

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

Business Unit Summary with Service Areas

Service Area: Neighbourhoods

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	12,317	12,625	3,000	3,000	0.00 %
Total Revenues		12,317	12,625	3,000	3,000	
Expenditures						
4016	Salaries - Inside	148,124	164,767	222,005	225,785	+ 1.70 %
4070	Overtime	1,592	3,901	0	0	
4102	Benefits	30,364	41,555	52,171	53,059	+ 1.70 %
4112	Mileage/Parking	128	205	500	500	0.00 %
4116	Conferences/Travel	1,963	0	4,300	4,300	0.00 %
4118	Membership Fees	677	469	0	0	
4120	Training and Development	943	107	5,700	5,700	0.00 %
4364	Telecommunications	1,881	1,716	1,255	1,255	0.00 %
4814	Miscellaneous	70	0	1,000	1,000	0.00 %
9111	WO Inside Equipment Rent	14,854	9,165	0	0	
9121	WO Outside Equipment Ren	1,525	1,469	0	0	
9211	WO Regular Time	17,328	6,459	0	0	
9221	WO Overtime	217	57	0	0	
9311	WO Inventory Purchases	622	72	0	0	
9321	WO Outside Purchases	206,776	160,762	169,610	169,610	0.00 %
9411	WO Contracted Services	119,765	58,744	162,500	162,500	0.00 %
Total Expenditures		546,830	449,450	619,041	623,709	
Net Total		(534,513)	(436,825)	(616,041)	(620,709)	

Business Unit Summary with Service Areas

Service Area: Neighbourhoods

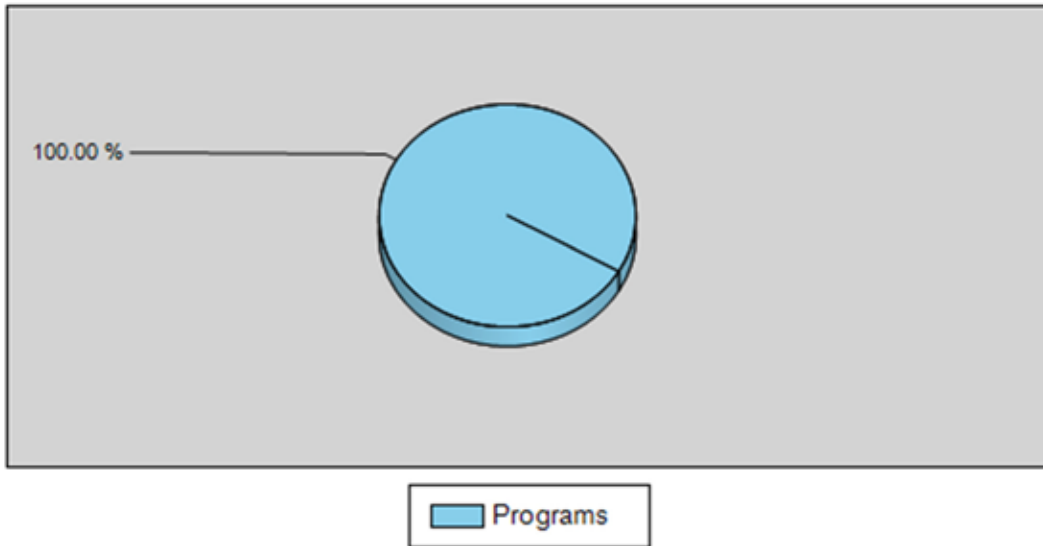
5 Year Forecast:

	2016	2017	2018	2019	2020
Revenues					
9011 Work Order Revenue	3,000	3,000	3,000	3,000	3,000
Total Revenues	3,000	3,000	3,000	3,000	3,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures					
4016 Salaries - Inside	225,785	230,300	234,914	239,610	244,402
4102 Benefits	53,059	54,121	55,205	56,308	57,434
4112 Mileage/Parking	500	510	520	531	541
4116 Conferences/Travel	4,300	4,386	4,474	4,563	4,654
4120 Training and Development	5,700	5,814	5,930	6,049	6,170
4364 Telecommunications	1,255	1,280	1,306	1,332	1,358
4814 Miscellaneous	1,000	1,020	1,040	1,061	1,082
9321 WO Outside Purchases	169,610	173,002	176,462	179,991	183,591
9411 WO Contracted Services	162,500	165,750	169,065	172,446	175,895
Total Expenditures	623,709	636,183	648,917	661,891	675,129
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(620,709)	(633,183)	(645,917)	(658,891)	(672,129)

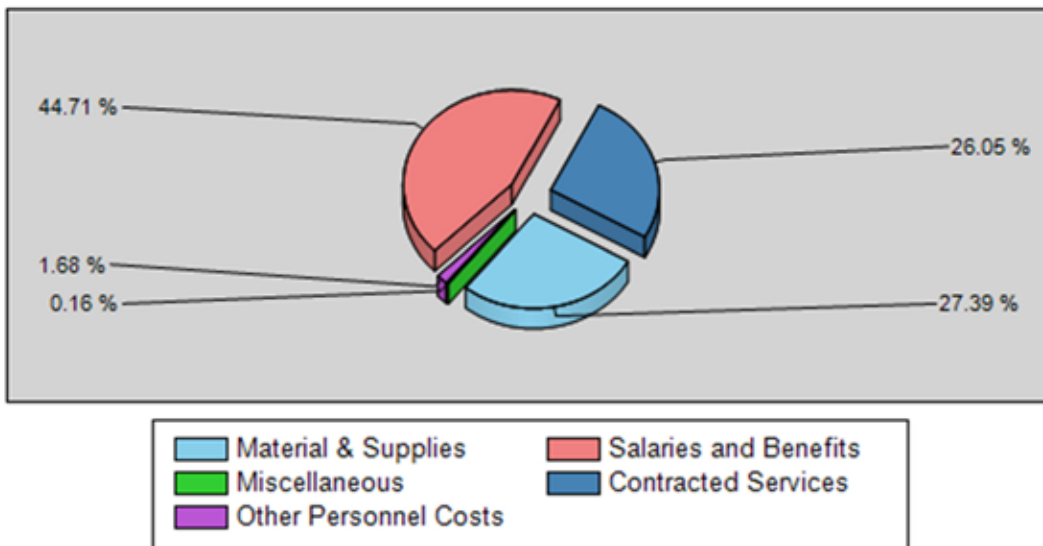
Business Unit Summary with Service Areas

Service Area: Neighbourhoods

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Parking Ambassadors

Department: Citizen Engagement and Strategic Planning **Budget Year:** 2016

Overview:

Parking Ambassadors are advocates for high turnover of parking downtown, and of balancing parking needs within residential areas. They contribute to a positive downtown experience as information ambassadors and customer service representatives for City services and operations.

The objective is to make Victoria's parking experience as easy as possible and to ensure information and regulations are understood and followed to encourage positive parking behavior and turnover to support businesses and encourage parking availability. They also contribute to the overall operations of the City, adding eyes and ears on the street to identify operational needs that can be addressed quickly, such as garbage cans needing attention, graffiti identification and sanitation issues.

Deliverables:

Measures of Process:

- # of parking transactions in parkades
- # of transactions on-street
- # of tickets
- # of tickets cancelled
- # of warnings
- # of calls for service for operational assistance
- # of customer calls, emails and online queries
- # of downloads of parking app
- # of Safe Walk escorts
- # parking ticket reviews

Measures of Success:

- Increased transactions on street
- Increased transactions in parkades
- Increased downloads of parking app
- Increased online transactions
- Decreased parking ticket reviews
- Fewer complaints

Business Unit Summary with Service Areas

Service Area: Parking Ambassadors

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3422	Moving Traffic Violation	(5,390)	16,582	50,000	50,000	0.00 %
3424	Parking Fines	3,951,187	2,494,291	4,200,000	3,200,000	- 23.81 %
3426	Towing Fees	30,275	16,261	30,000	30,000	0.00 %
Total Revenues		3,976,072	2,527,134	4,280,000	3,280,000	
Expenditures						
4016	Salaries - Inside	0	0	0	653,596	
4080	Auxiliaries/RPT/Seasonal	0	0	0	103,615	
4102	Benefits	0	0	0	133,620	
4212	Commissionaire Service	1,060,666	772,709	1,200,000	0	
4216	Contracted Services	142,102	118,928	150,000	150,000	0.00 %
4228	Printing	19,972	4,009	18,000	18,000	0.00 %
4508	Credit Card Discount Fees	34,081	22,092	40,000	40,000	0.00 %
4829	Uncollectable Parking Fin	1,183,694	689,337	1,100,000	900,000	- 18.18 %
	Equipment/Supplies	0	0	0	269,169	
Total Expenditures		2,440,515	1,607,075	2,508,000	2,268,000	
Net Total		1,535,557	920,059	1,772,000	1,012,000	

Business Unit Summary with Service Areas

Service Area: Parking Ambassadors

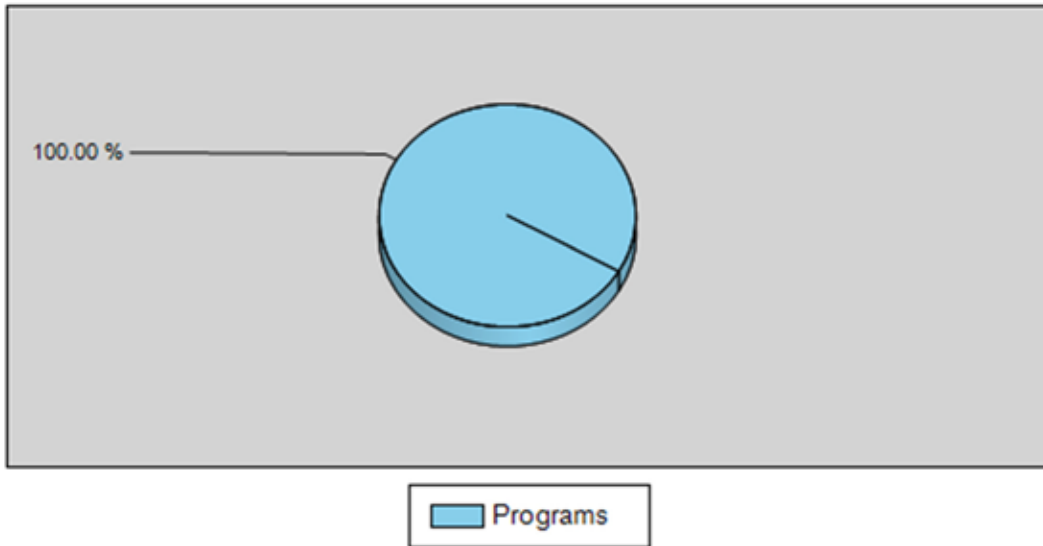
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3422	Moving Traffic Violation	50,000	50,000	50,000	50,000	50,000
3424	Parking Fines	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000
3426	Towing Fees	30,000	30,000	30,000	30,000	30,000
Total Revenues		3,280,000	3,280,000	3,280,000	3,280,000	3,280,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4016	Salaries - Inside	653,596	666,830	680,166	693,770	707,645
4080	Auxiliaries/RPT/Seasonal	103,615	105,723	107,838	109,995	112,195
4102	Benefits	133,620	136,331	139,057	141,838	144,675
4216	Contracted Services	150,000	153,000	156,060	159,181	162,365
4228	Printing	18,000	18,360	18,727	19,102	19,484
4508	Credit Card Discount Fees	40,000	40,800	41,616	42,448	43,297
4829	Uncollectable Parking Fin	900,000	900,000	900,000	900,000	900,000
	Equipment/Supplies	269,169	274,316	279,803	285,398	291,106
Total Expenditures		2,268,000	2,295,360	2,323,268	2,351,732	2,380,767
% Increase			1.21%	1.22%	1.23%	1.23%
Net Total		1,012,000	984,640	956,732	928,268	899,233

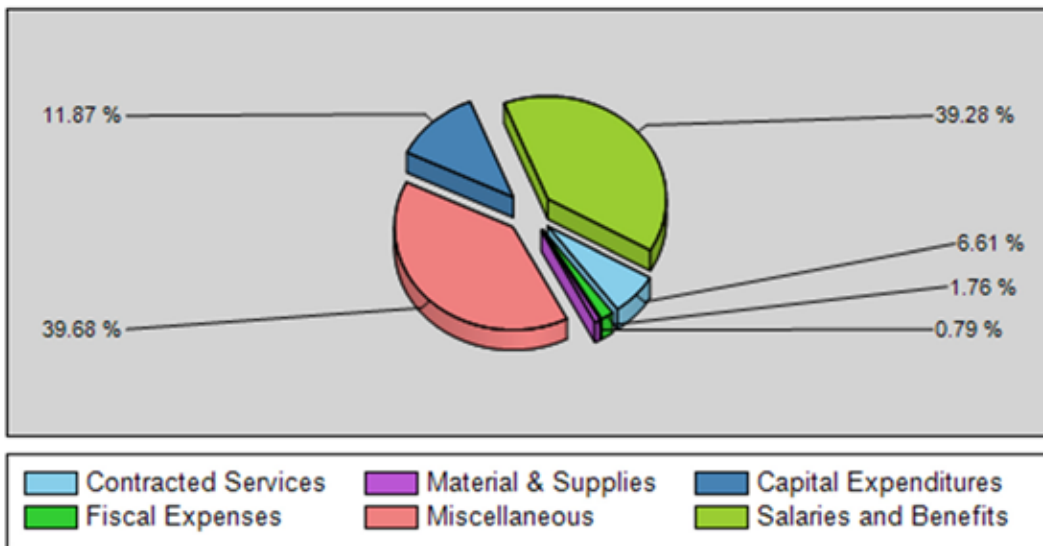
Business Unit Summary with Service Areas

Service Area: Parking Ambassadors

Revenues



Expenses





SUMMARY

Engineering and Public Works

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

Core Services/Service Areas

- Underground Utilities
- Public Works: Building services, Solid Waste and recycling, Street cleaning, Snow and ice response, Utility, Carpentry shop, Fabrication shop, Paint shop, Tool depot, Fleet operations, Construction coordination, Roads and bridges, Concrete and sidewalks, Signs and road markings, Electrical and signals
- Asset Management and Land Development
- Climate Action and Environmental Planning
- Transportation

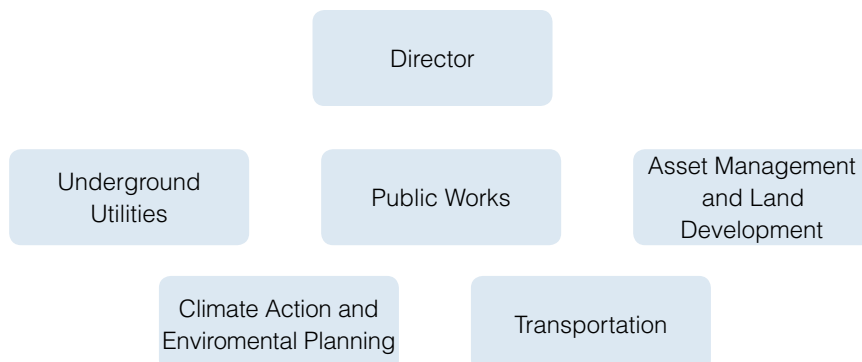


Budget Summary

2016 Proposed Expenditures	51,260,228
2015 Approved Expenditures	47,512,651
Budget Change	3,747,578
Change by %	7.89%

2016 Proposed Revenues	36,697,410
2015 Approved Revenues	30,198,787
Budget Change	6,498,623
Change by %	21.52%

2016 FTE	296.72
2015 FTE	296.72
Change	0
Change by %	0.00%



SUMMARY

Engineering and Public Works



Proposed Initiatives for 2016

- Pedestrian Master Plan implementation
- Bicycle Master Plan implementation
- Bus Shelter installation
- Crosswalk installations
- Pathway upgrades
- Major and local street rehabilitations
- Remediate roof of Gate of Harmonious Interest
- LED streetlight conversion
- Dallas Road Seawall Rehabilitation
- Ship Point retaining wall
- Johnson Street Bridge replacement project
- Sanitary sewer mains replacement and rehabilitation
- Sanitary sewer system master plan
- Sanitary sewer inflow and infiltration reduction
- Stormwater quality infrastructure
- Storm drain mains replacement and rehabilitation
- Brick storm drain main rehabilitation
- Water mains replacement
- Water meter replacement program

Performance Metrics – Transportation

Measuring Success – Reported Collisions			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Reported Collisions	419	410	400
2. How well did we do it?			
Number of reported collisions compared to previous year (%)	Increase 12.6 %	Decrease 2.1%	Decrease 2.5%
Story behind the data	Collision statistics vary year to year and are typically looked at over a 5-10 year period to account for fluctuations due to external factors such as weather. The 5 year average of collisions from 2010 to 2014 is 418.		
3. Is anyone better off?			
Story behind the data	Improvements to the street network are intended to facilitate the safe and efficient movement of people, services, and goods. A reduction in reported accidents indicate improvements have been effective in reducing collisions for all users. Collision history is based on many factors including road improvements, safety campaigns, police enforcement and age of population to name a few.		
Where do we want to go?	Continue to reduce reported collisions annually. Continue to partner with ICBC on capital improvements targeted at reducing conflicts/collisions. Support other safety improvement initiatives through other departments or organizations		

Performance Metrics – Public Works Mechanic Shop

Measuring Success – Planned Maintenance			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Annual Cost	\$360,000	\$316,000	\$286,000
2. How well did we do it?			
System Generated Work Orders	1,170	1,018	1,000
Story behind the data	By improving our preventative maintenance program trigger to fuel used (i.e. work done) system as opposed to time based servicing; scheduled maintenance only occurs when asset has completed required work.		
3. Is anyone better off?			
Story behind the data	Fuel based versus time (days) based preventative maintenance program has reduced the amount of down time for many assets, increasing productivity and asset utilisation for operational activity.		
Where do we want to go?	Transition all assets in the fleet to a form of fuel based/work complete preventative maintenance schedules. Developing a fluid analysis program to monitor and reduce the amount of fluid changes where possible, further reducing costs and increasing our efficiencies.		

Performance Metrics – Public Works Mechanic Shop

Measuring Success – Unplanned Maintenance			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Annual Cost	\$820,000	\$712,000	\$641,000
2. How well did we do it?			
Repair Work Orders	1,907	1,820	1,800
Story behind the data	Efficiencies in preventative maintenance program contributes to catching smaller issues earlier (prior to escalation of fault) due to more controlled servicing.		
3. Is anyone better off?			
Story behind the data	Continuous improvements in the corrective repair program to further reduce asset down time will further increase availability of the fleet assets.		
Where do we want to go?	Continue to improve customer service and further reduce downtime. Begin development of failure trend analysis and transition common component failures into the preventative maintenance program – transition ‘reactionary repairs’ to planned repairs. Develop a Customer Service Index (CSI) survey in 2016 to benchmark workshop performance and measure future improvements.		

Performance Metrics – Waste Management & Cleaning Services, Solid Waste & Recycling

Measuring Success – Residential Waste Collected and Transported to Hartland Landfill			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Waste Collected and Transported in tons	3,388	3,550	3,600
2. How well did we do it?			
180l Bins in Service	930	1,660	2,000
Number of Extra Garbage Tickets	4,357	4,357	4,500
Story behind the data	Thirteen staff use four split packer trucks on four routes daily to collect household waste and organic material and dumping twice a day at our transfer station located at Public Works' yard and the organic material at Emterra Industries. Another tractor-trailer is utilized to haul the materials from transfer station to Hartland Landfill twice a day. There is a 10 day rotation that translates into bi-weekly residential Waste collection services.		
3. Is anyone better off?			
Story behind the data	Targets are met without incurring overtime and pickups are within 30 min from rotation to rotation		
Where do we want to go?	Maintain the frequency of services and continue to improve the service quality.		

Performance Metrics – Waste Management & Cleaning Services, Solid Waste & Recycling

Measuring Success – Organic Materials Diverted from Landfill			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Materials Diverted from Landfill in tons	1,827	1,930	2,000
2. How well did we do it?			
Diversion Rate	35%	35.2%	35.4%
Number of Compostable Bags	30,204	37,206	42,000
Story behind the data	Thirteen staff use four split packer trucks on four routes daily to collect organic materials and dump at the compost facility located on Pleasant Street. There is a 10 day rotation that translates into bi-weekly residential Waste collection services.		
3. Is anyone better off?			
Story behind the data	Through education and participation we are experiencing more diversion and less contamination.		
Where do we want to go?	To provide more education in regards to contamination, bin cleanliness and overall participation to increase diversion percentage. Research options to allow garden waste into the organic bins.		

Performance Metrics – Waste Management & Cleaning Services, Solid Waste & Recycling

Measuring Success – Garden Waste Drop off (Saturdays only)			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Garden Waste Collected in tons	1,176.7	1,250	1,300
2. How well did we do it?			
Number of Vehicles served	21,719	23,512	26,000
Story behind the data	Five staff, with an additional seasonal flagger, collect yard & garden material at our transfer station from 7:00 am to 2:00pm every Saturday. A tractor-trailer is utilized to haul the materials from transfer station to the contractor located on John Street in two trips. This operation provides services to the 8,000 customers whom are registered to use this service.		
3. Is anyone better off?			
Story behind the data	Due to the increased registered users, higher frequency of use and volume, we are reaching our maximum capacity and incurring more overtime costs.		
Where do we want to go?	Research options to increase capacity and relieve the lineups that occur, as the demand continues to grow.		

Performance Metrics – Public Works Administration

Measuring Success - Students', teachers' and seniors' participation in Public Works Day			
Performance Measurements	2014 Actuals	2015 Actual	2016 Forecast
1. How much did we do?			
# of Participants	658	745	750
2. How well did we do it?			
% increase/decrease of participants (700 is the benchmark)		10% increase over 2014	Increased participation is expected
Story behind the data	<p>Each year the City of Victoria supports National Public Works Week. The event takes place every 3rd week in May. We have seen a steady increase and demand in participation since 1999.</p> <p>Students in grade 4 and 5, teachers, parents and seniors have attended Public Works Day. Through interactive displays and activities, participants learned about above ground (traffic signals, roads, sidewalks, etc.) and underground (storm water, sewers, wires, etc.) and leave feeling better informed.</p> <p>It is also a great opportunity for staff to show and explain the work they do on a daily basis. Staff are able to show what they do to ensure a good quality of life, to build safe and beautiful spaces, to support accessibility and mobility, and to build sustainable infrastructures and communities. It is hoped that through the learning at Public Works Day, adults see the value they get for their tax dollars and kids understand what it takes to run a city.</p> <p>This event also acts as an outreach to students who may consider a career in the Engineering and Public Works profession in the future.</p>		
3. Is anyone better off?			
Story behind the data	<p>Attendees have expressed their appreciation and learning through surveys and letters. They have praised the educational and fun components of the event. Students have expressed what they have learned through the Art Contest.</p> <p>Participants who attend would likely share their experience and information with others in their community.</p> <p>Students who attended Public Works Day may choose a profession in the Public Sector.</p>		
Where do we want to go?	Expand the program to educate the community and raise the awareness of the public works profession. Continue to maximize participation.		

Performance Metrics – Public Works Administration
Performance Metrics – Public Works Administration

Measuring Success –Calls for Service from the public

Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Number of Calls for Service	6,285	6,200	6,200
2. How well did we do it?			
# of Calls for Service Resolved	5,301	5,220	5,220
Story behind the data	<p>The Calls for Service Program was piloted in 2012. The objective of Calls for Service is to respond to customer needs and concerns efficiently and effectively.</p> <p>5,301 Calls for Service were resolved in 2014.</p> <p>Customers have called in to express their thanks and appreciation for the timely response and for making them feel valued and heard.</p> <p>The City reimburses citizens' valid claims (e.g. plumbing claims) in a timely fashion thereby minimizing customer frustration.</p>		
3. Is anyone better off?			
Story behind the data	<p>Staff attend to customer complaints 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.</p>		
Where do we want to go?	<p>Expand Calls for Service to include other areas in the City.</p> <p>Utilize online tools to engage and empower the community to raise their concerns directly into the City of Victoria website. The Calls for Service on the City's website will be linked to the internal database, which will eliminate the need for duplication or double entry.</p>		

Performance Metrics – Public Works Administration

Measuring Success - Students', teachers' and seniors' participation in Public Works Day			
Performance Measurements	2014 Actuals	2015 Actual	2016 Forecast
1. How much did we do?			
# of Participants	658	745	750
2. How well did we do it?			
% increase/decrease of participants (700 is the benchmark)		10% increase over 2014	Increased participation is expected
Story behind the data	Each year the City of Victoria supports National Public Works Week. The event takes place every 3 rd week in May. We have seen a steady increase and demand in participation since 1999. 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.		
3. Is anyone better off?			
Story behind the data	Attendees have expressed their appreciation and learning through surveys and letters. They have praised the educational and fun components of the event. Students have expressed what they have learned through the Art Contest. 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?	Expand the program to educate the community and raise the awareness of the public works profession. Continue to maximize participation.		

Performance Metrics – Public Works Administration

Performance Metrics – Underground Utilities Operations, Maintenance Section

Measuring Success – Storm Drain Lateral Maintenance			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Condition Assessed of Storm Drain Laterals (% of total system – 10,704 service connections)	100 (.9%)	110 (1%)	120 (1.1%)
2. How well did we do it?			
Storm Drain Laterals Maintained (% of laterals assessed)	28 (28%)	35 (32%)	42 (35%)
Storm Drain Laterals Repaired (% of laterals assessed)	18 (18%)	26 (23%)	34 (28%)
Story behind the data	City staff maintain and repair storm service laterals to reduce the number of backups onto private property causing flooding due to blockages in City pipes. This results in reduced claims against the City and a reliable service for property owners. Our goal is to identify problems and deal with them in the most efficient manner before they cause flooding onto private property.		
3. Is anyone better off?			
Story behind the data	Our goal is to reduce the number of flooding calls caused by blockages in the City pipes. This will also reduce flooding claims against the City and reduce hardship to homeowners and business. Complaints are driven by property owners that have flooding occur. We have a lateral maintenance program to inspect and clean known problem laterals as scheduled, and repair when necessary. Work is carried out by City staff on storm lateral services to all property owners in the City of Victoria.		
Where do we want to go?	Identified areas that require ongoing maintenance or repairs to mitigate future blockages.		

Performance Metrics – Underground Utilities Operations, Maintenance Section

Measuring Success – Flushing and Cleaning of Storm mains			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Cleaned Storm Drains in km (% of system – 259 km of pipe)	39km (15%)	52km (20%)	78km (30%)
2. How well did we do it?			
Repaired Storm Drains Locations	14	18	22
Percentage of Claims Reduction		22%	20%
Story behind the data	City staff flush and clean the storm mains to ensure the system is operating effectively. This will reduce the amount of blockages in the system that cause flooding of homes, business and City streets, and can result in claims.		
3. Is anyone better off?			
Story behind the data	We want to ensure the property owners in the City that the storm water collection system is operating efficiently by reducing flooding calls. This will be achieved by continuing regular scheduled maintenance and repairs as needed to the system. This will also result in a reduced number of flooding 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?	Identified areas that require ongoing maintenance or repairs to mitigate future blockages.		

Performance Metrics – Underground Utilities Operations, Maintenance Section

Measuring Success – Catch Basin Cleaning			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Percentage of Catch Basin Cleaned	70%	75%	80%
2. How well did we do it?			
% Increase of Catch Basin Cleaned		5% increase in total catch basins cleaned	5% increase in total catch basins cleaned
Story behind the data	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. Work is carried out by City staff on catch basins that service roadways, parks, boulevards.		
3. Is anyone better off?			
Story behind the data	Minimize or eliminate flooding of roadways and reduce impact on traffic and private property due to flooding. Prevent contaminants from entering waterways.		
Where do we want to go?	Identify areas that require ongoing maintenance or repairs to mitigate future flooding.		

Performance Metrics – Underground Utilities Operations Sanitary Sewer Maintenance Section

Measuring Success – Sanitary Sewer Lateral Maintenance			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Conditions Assessed of Sanitary Sewer Laterals (% to total)	345 (2.2%)	362 (2.4%)	375 (2.5%)
2. How well did we do it?			
Maintained Sanitary Sewer Laterals % of Lateral Assessed	46%	48%	50%
Repaired Sanitary Sewer Laterals % of Lateral Assessed	15%	25%	27%
Story behind the data	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.		
3. Is anyone better off?			
Story behind the data	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. 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?	Condition assessment of the sanitary system has been completed by Utilities Engineering which have identified areas that require ongoing maintenance or repairs to mitigate future blockages. Our goal is to reduce the number of blockages and claims.		

Performance Metrics – Underground Utilities Operations Sanitary Sewer Maintenance Section

Measuring Success – Flushing and Cleaning of Sewer Mains

Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Cleaning of Sewer Mains in km(% to total)	68km (28%)	85km (35%)	97km (40%)
2. How well did we do it?			
Repaired locations of Sewer Mains	32	36	40
Story behind the data	City staff flush and clean the sewer mains to ensure wastewater collection system is operating efficiently. This will reduce the amount of blockages in the system that causes sewer backups effecting multiple homes and businesses. City has a maintenance program to flush sewer mains and reduce the number of claims against the City		
3. Is anyone better off?			
Story behind the data	City wants to ensure the wastewater collection system is operating efficiently by performing scheduled maintenance on sewer mains and reducing the number of blockages or claims against the City. Blockages in sewer mains are usually complaint driven by the public or identified by City staff during regular maintenance. 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.		

Performance Metrics – Underground Utilities Operations Sanitary Sewer Maintenance Section

Measuring Success – Inspection of Sanitary Sewer and Storm Mains using CCTV			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Sewer Main Conditions assessed by CCTV (% to total)	60km (25%)	65km (26%)	70km (28%)
Storm Mains Conditions assessed by CCTV (% to total)	6.6km (2.5%)	8.6km (3.3%)	10.6 (4.1%)
2. How well did we do it?			
Total Number of Claims	32	25	20
Percentage of Claims Reduction		22%	20%
Story behind the data	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.		
3. 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.		

Business Unit Summary with Service Areas

Business Unit: 3870 - Weed Control

Department: Engineering

Budget Year: 2016

Overview:

Provide weed control on hard surfaces such as curbs, sidewalks, roads, walkways.

Deliverables:

Cleaning downtown core 3 times a year.
Cleaning all main streets 2 times a year.
Cleaning other areas as needed.

Business Unit Summary with Service Areas

Business Unit: 3870 - Weed Control

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9211	WO Regular Time	36,603	15,815	18,161	24,115	+ 32.78 %
9311	WO Inventory Purchases	0	0	6,880	2,000	- 70.93 %
9321	WO Outside Purchases	0	0	9,300	5,000	- 46.24 %
Total Expenditures		36,603	15,815	34,341	31,115	
Net Total		(36,603)	(15,815)	(34,341)	(31,115)	

Business Unit Summary with Service Areas

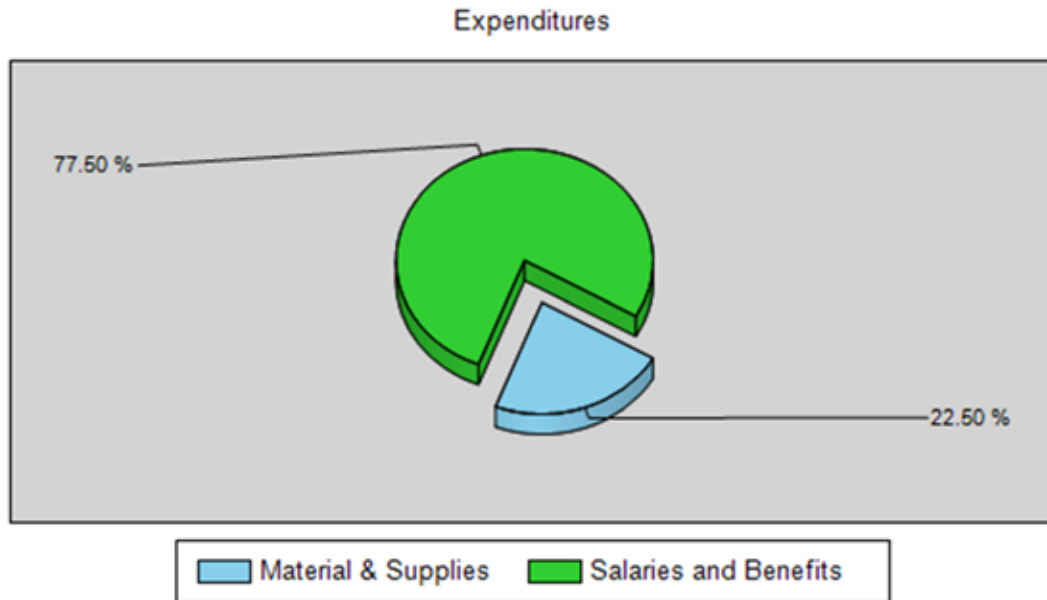
Business Unit: 3870 - Weed Control

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9211	WO Regular Time	24,115	24,597	25,089	25,591	26,103
9311	WO Inventory Purchases	2,000	2,040	2,081	2,122	2,165
9321	WO Outside Purchases	5,000	5,100	5,202	5,306	5,412
Total Expenditures		31,115	31,737	32,372	33,019	33,680
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(31,115)	(31,737)	(32,372)	(33,019)	(33,680)

Business Unit Summary with Service Areas

Business Unit: 3870 - Weed Control



Business Unit Summary with Service Areas

Business Unit: 4500 - Street Furniture

Department: Engineering **Budget Year:** 2016

Overview:

Build and maintain street furniture in the City, including benches, bollards, bike racks, garbage cans etc.

Maintenance and painting of street furniture.

Street furniture is made in-house or purchased, and is maintained by this area.

Deliverables:

- Street infrastructure, bike racks, railings, bollards, Gate of Harmonious Interest.

Business Unit Summary with Service Areas

Business Unit: 4500 - Street Furniture

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	10,271	12,496	7,050	7,050	0.00 %
9211	WO Regular Time	97,364	148,040	92,146	114,450	+ 24.21 %
9221	WO Overtime	730	1,191	0	0	
9311	WO Inventory Purchases	2,058	9,770	12,430	12,430	0.00 %
9321	WO Outside Purchases	9,181	13,416	32,930	32,930	0.00 %
9411	WO Contracted Services	6,149	7,673	2,000	7,040	+ 252.00 %
Total Expenditures		125,752	192,586	146,556	173,900	
Net Total		(125,752)	(192,586)	(146,556)	(173,900)	

Business Unit Summary with Service Areas

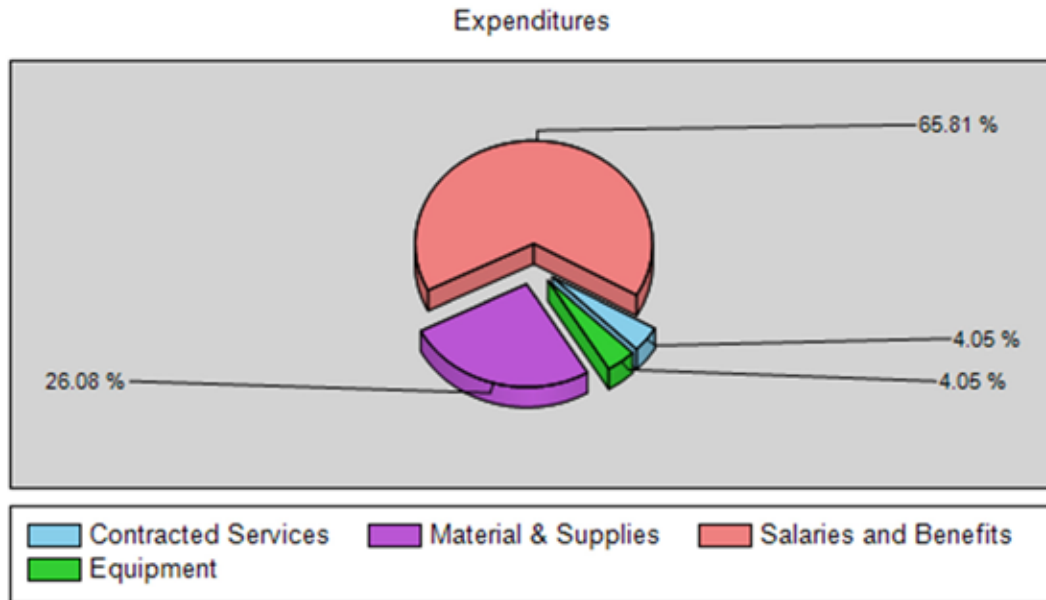
Business Unit: 4500 - Street Furniture

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	7,050	7,191	7,335	7,482	7,631
9211	WO Regular Time	114,450	116,739	119,074	121,455	123,884
9311	WO Inventory Purchases	12,430	12,679	12,932	13,191	13,455
9321	WO Outside Purchases	32,930	33,589	34,260	34,946	35,644
9411	WO Contracted Services	7,040	7,181	7,324	7,471	7,620
Total Expenditures		173,900	177,378	180,926	184,544	188,235
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(173,900)	(177,378)	(180,926)	(184,544)	(188,235)

Business Unit Summary with Service Areas

Business Unit: 4500 - Street Furniture



Business Unit Summary with Service Areas

Business Unit: 4510 - Sign and Post Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

Install, repair and maintain signs and signposts though out the City.

Maintenance and painting of lamp standards. Some of this painting is also done by the Paint Shop in Operations.

Deliverables:

- Street infrastructure, bike racks, railings, bollards, Gate of Harmonious Interest
- # of lamp posts repainted
- # of new signs made and installed, # of sign posts were repaired or installed

Business Unit Summary with Service Areas

Business Unit: 4510 - Sign and Post Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	24,839	18,168	34,200	34,200	0.00 %
9211	WO Regular Time	150,313	109,599	124,568	171,704	+ 37.84 %
9311	WO Inventory Purchases	23,641	17,673	30,000	27,000	- 10.00 %
9321	WO Outside Purchases	89,721	65,324	77,000	82,000	+ 6.49 %
9411	WO Contracted Services	449	540	0	0	
9824	Work Order Recoveries	(79,141)	(39,952)	(50,000)	(50,000)	0.00 %
Total Expenditures		209,821	171,351	215,768	264,904	
Net Total		(209,821)	(171,351)	(215,768)	(264,904)	

Business Unit Summary with Service Areas

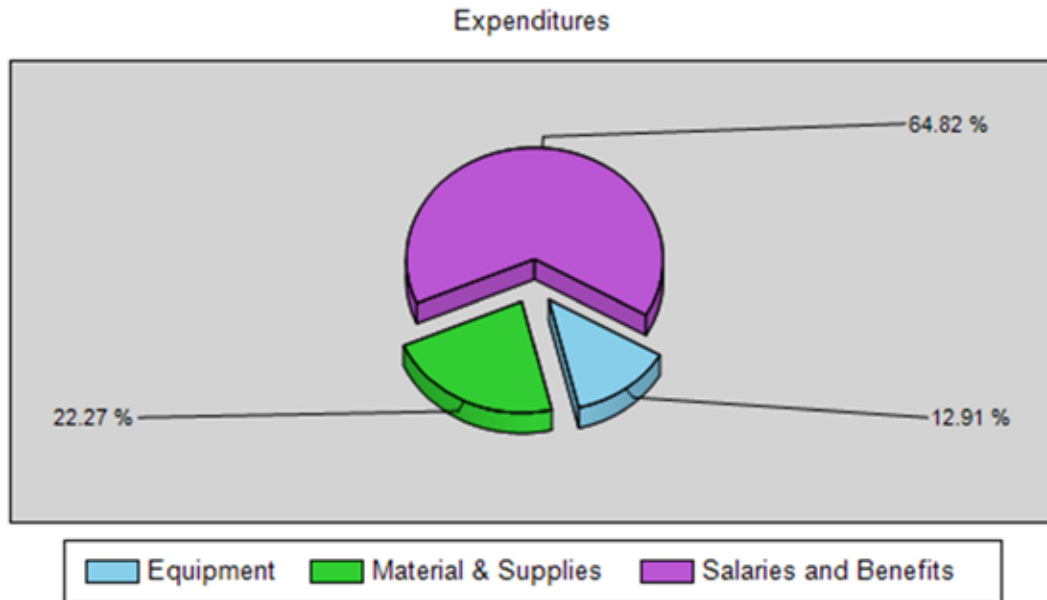
Business Unit: 4510 - Sign and Post Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	34,200	34,884	35,582	36,293	37,019
9211	WO Regular Time	171,704	175,138	178,641	182,214	185,858
9311	WO Inventory Purchases	27,000	27,540	28,091	28,653	29,226
9321	WO Outside Purchases	82,000	83,640	85,313	87,019	88,759
9824	Work Order Recoveries	(50,000)	(51,000)	(52,020)	(53,060)	(54,122)
Total Expenditures		264,904	270,202	275,606	281,118	286,741
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(264,904)	(270,202)	(275,606)	(281,118)	(286,741)

Business Unit Summary with Service Areas

Business Unit: 4510 - Sign and Post Maintenance



Business Unit Summary with Service Areas

Business Unit: 4520 - Lines - Street

Department: Engineering

Budget Year: 2016

Overview:

To maintain/renew road markings, crosswalks and bicycle lane lines to facilitate safe travel by all modes of transportation.

Deliverables:

- Annual program
 - Road markings
 - 70 kms of center lines
 - 75 km of lane lines
 - 45 km of bike lanes
 - 60 crosswalks
 - 120 stop bars
 - 60 arrows
 - 50 shark teeth
 - 2,500 meters of loading zones
 - 21,950 meters of no stopping zones.

Business Unit Summary with Service Areas

Business Unit: 4520 - Lines - Street

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	27,000	0	0	0	
Total Revenues		27,000	0	0	0	
Expenditures						
9111	WO Inside Equipment Rent	45,554	30,892	28,112	46,112	+ 64.03 %
9211	WO Regular Time	108,146	104,694	170,121	192,874	+ 13.37 %
9221	WO Overtime	176	0	0	0	
9311	WO Inventory Purchases	44,775	43,399	42,517	43,367	+ 2.00 %
9321	WO Outside Purchases	31,131	20,179	9,250	29,250	+ 216.22 %
9411	WO Contracted Services	118,815	107,725	127,347	129,894	+ 2.00 %
9511	WO Gas	171	102	0	200	
9541	WO Propane	3,508	2,421	0	3,000	
Total Expenditures		352,275	309,412	377,347	444,697	
Net Total		(325,275)	(309,412)	(377,347)	(444,697)	

Business Unit Summary with Service Areas

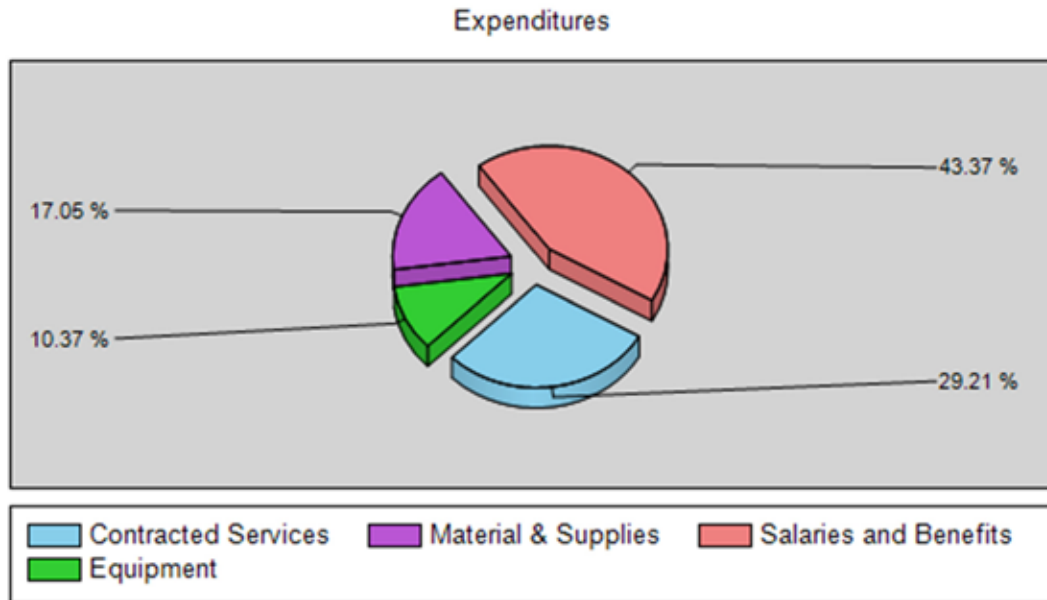
Business Unit: 4520 - Lines - Street

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	46,112	47,034	47,975	48,934	49,913
9211	WO Regular Time	192,874	207,731	211,886	216,124	220,446
9311	WO Inventory Purchases	43,367	44,234	45,119	46,021	46,942
9321	WO Outside Purchases	29,250	29,835	30,432	31,040	31,661
9411	WO Contracted Services	129,894	143,492	146,362	149,289	152,275
9511	WO Gas	200	204	208	212	216
9541	WO Propane	3,000	3,060	3,121	3,184	3,247
Total Expenditures		444,697	475,591	485,103	494,805	504,701
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(444,697)	(475,591)	(485,103)	(494,805)	(504,701)

Business Unit Summary with Service Areas

Business Unit: 4520 - Lines - Street



Business Unit Summary with Service Areas

Business Unit: 4530 - Graffiti Removal

Department: Engineering **Budget Year:** 2016

Overview:

This business unit funds the costs associated with removal or painting over of graffiti on City-owned properties and infrastructure.

Deliverables:

- Graffiti tags removed of various sizes (booklet size to entire wall of building)

Business Unit Summary with Service Areas

Business Unit: 4530 - Graffiti Removal

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	20,233	12,870	27,650	21,650	- 21.70 %
9211	WO Regular Time	112,304	76,616	187,695	95,887	- 48.91 %
9311	WO Inventory Purchases	4,405	3,284	6,743	6,743	0.00 %
9321	WO Outside Purchases	8,001	2,432	6,742	6,742	0.00 %
9411	WO Contracted Services	0	13	0	0	
Total Expenditures		144,944	95,215	228,830	131,022	
Net Total		(144,944)	(95,215)	(228,830)	(131,022)	

Business Unit Summary with Service Areas

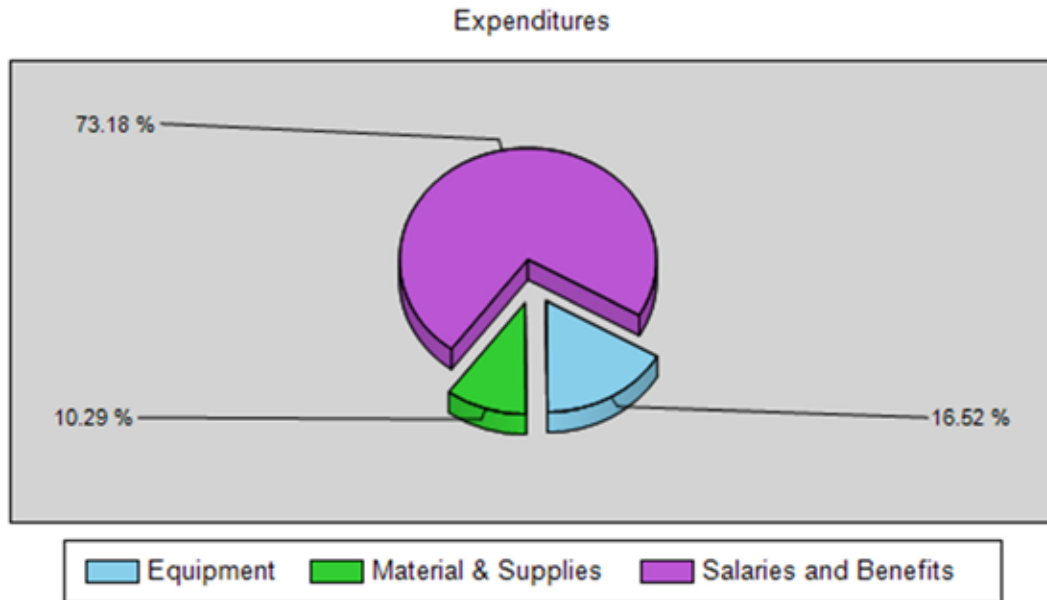
Business Unit: 4530 - Graffiti Removal

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	21,650	22,083	22,525	22,975	23,435
9211	WO Regular Time	95,887	97,805	99,761	101,756	103,791
9311	WO Inventory Purchases	6,743	6,878	7,015	7,156	7,299
9321	WO Outside Purchases	6,742	6,877	7,014	7,155	7,298
Total Expenditures		131,022	133,642	136,315	139,042	141,822
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(131,022)	(133,642)	(136,315)	(139,042)	(141,822)

Business Unit Summary with Service Areas

Business Unit: 4530 - Graffiti Removal



Business Unit Summary with Service Areas

Service Area: Solid Waste And Recycling

Department: Engineering

Budget Year: 2016

Overview:

Solid Waste and Recycling provides collection of garbage and organic kitchen scraps every two weeks from 13,742 households in the city of Victoria.

Over 4,000 metric tons of garbage are transported from the Public Works transfer station to Hartland Road Landfill. In addition, this unit collects and transports 1,625 metric tons of kitchen scraps yearly to composting facility.

Maintenance, repair and replace an inventory of approximately 30,000 wheeled bins.

Deliverables:

- Collection every 2 weeks
- Kitchen scraps diverted from landfill = 1,675 tonnes in 2014
- Tonnes of waste collected from 13,742 households not including kitchen scraps = 3,958 tonnes in 2014

Business Unit Summary with Service Areas

Service Area: Solid Waste And Recycling

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3604	Garbage Flat Rate	2,763,917	1,929,659	2,864,051	2,911,763	+ 1.67 %
3606	Residential Garbage Tick	17,430	12,728	12,000	14,000	+ 16.67 %
3609	Composting Bags	25,170	22,240	20,000	25,000	+ 25.00 %
Total Revenues		2,806,516	1,964,627	2,896,051	2,950,763	
Expenditures						
4010	Salaries - Exempt	69,901	41,774	59,621	59,621	0.00 %
4014	Salaries - Outside	83,233	85,145	84,064	86,172	+ 2.51 %
4070	Overtime	55	0	0	0	
4102	Benefits	33,786	28,896	33,491	33,987	+ 1.48 %
4112	Mileage/Parking	111	83	150	0	
4116	Conferences/Travel	818	96	700	700	0.00 %
4118	Membership Fees	469	250	510	510	0.00 %
4120	Training and Development	1,175	49	500	500	0.00 %
4228	Printing	0	0	5,000	5,000	0.00 %
4308	General Supplies	3,348	831	5,000	2,000	- 60.00 %
4316	Protective Clothing/Unifo	12,217	11,946	10,000	14,000	+ 40.00 %
4364	Telecommunications	477	1,443	0	0	
4412	Equipment Rentals	67,850	43,935	96,480	81,200	- 15.84 %
4718	Corporate Overhead	183,855	125,022	187,533	191,284	+ 2.00 %
4814	Miscellaneous	164	0	0	0	
4822	Repairs and Maintenance	0	0	9,097	40,249	+ 342.44 %
4824	Recovery	(317,359)	(187,104)	(275,000)	(280,000)	+ 1.82 %
6042	Buildings and Infrastruct	100,000	0	102,500	100,000	- 2.44 %
9111	WO Inside Equipment Rent	291,980	192,974	264,540	277,880	+ 5.04 %
9211	WO Regular Time	1,364,057	983,907	1,395,698	1,429,000	+ 2.39 %
9221	WO Overtime	81,705	82,392	116,000	106,500	- 8.19 %
9311	WO Inventory Purchases	22,338	18,482	22,000	22,500	+ 2.27 %
9321	WO Outside Purchases	27,426	30,897	26,500	28,000	+ 5.66 %
9411	WO Contracted Services	752,084	470,803	751,666	751,660	0.00 %
Total Expenditures		2,779,689	1,931,821	2,896,051	2,950,763	
Net Total		26,827	32,806	0	0	

Business Unit Summary with Service Areas

Service Area: Solid Waste And Recycling

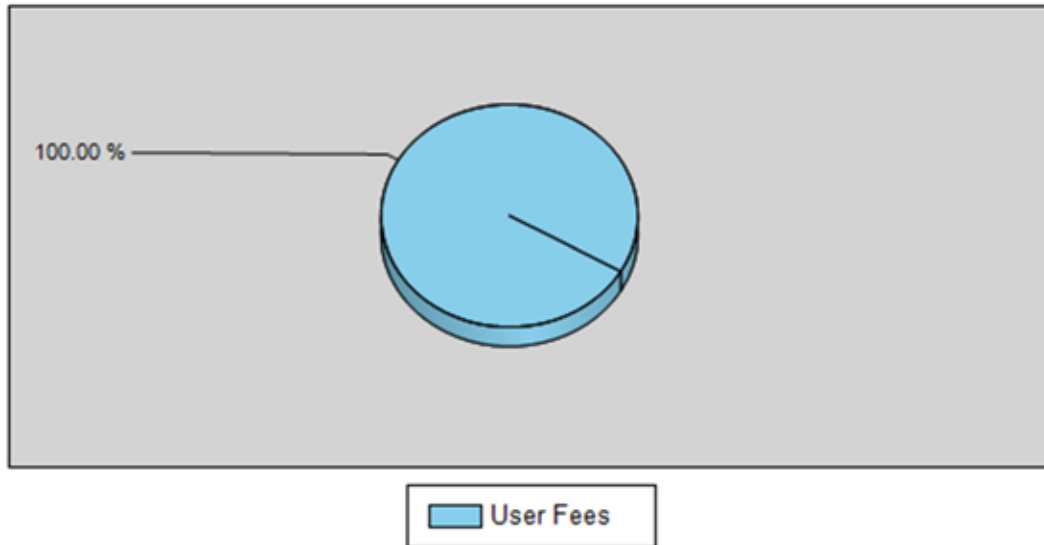
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3604	Garbage Flat Rate	2,911,763	2,999,635	3,058,408	3,118,356	3,179,494
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 Revenues		2,950,763	3,038,635	3,097,408	3,157,356	3,218,494
% Increase			2.98%	1.93%	1.94%	1.94%
Expenditures						
4010	Salaries - Exempt	59,621	60,814	62,030	63,271	64,536
4014	Salaries - Outside	86,172	87,897	89,654	91,448	93,277
4102	Benefits	33,987	34,667	35,360	36,067	36,789
4116	Conferences/Travel	700	714	728	743	758
4118	Membership Fees	510	520	531	541	552
4120	Training and Development	500	510	520	531	541
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/Unifo	14,000	14,280	14,566	14,857	15,154
4412	Equipment Rentals	81,200	82,824	84,480	86,170	87,893
4718	Corporate Overhead	191,284	195,110	199,012	202,992	207,052
4822	Repairs and Maintenance	40,249	41,054	41,875	42,713	43,567
4824	Recovery	(280,000)	(285,600)	(291,312)	(297,138)	(303,081)
6042	Buildings and Infrastruct	100,000	100,000	100,000	100,000	100,000
9111	WO Inside Equipment Rent	277,880	283,438	289,106	294,888	300,786
9211	WO Regular Time	1,429,000	1,488,435	1,518,204	1,548,568	1,579,530
9221	WO Overtime	106,500	108,630	110,803	113,019	115,279
9311	WO Inventory Purchases	22,500	22,950	23,409	23,877	24,355
9321	WO Outside Purchases	28,000	28,560	29,131	29,714	30,308
9411	WO Contracted Services	751,660	766,693	782,027	797,668	813,621
Total Expenditures		2,950,763	3,038,635	3,097,407	3,157,355	3,218,493
% Increase			2.98%	1.93%	1.94%	1.94%
Net Total		0	0	0	0	0

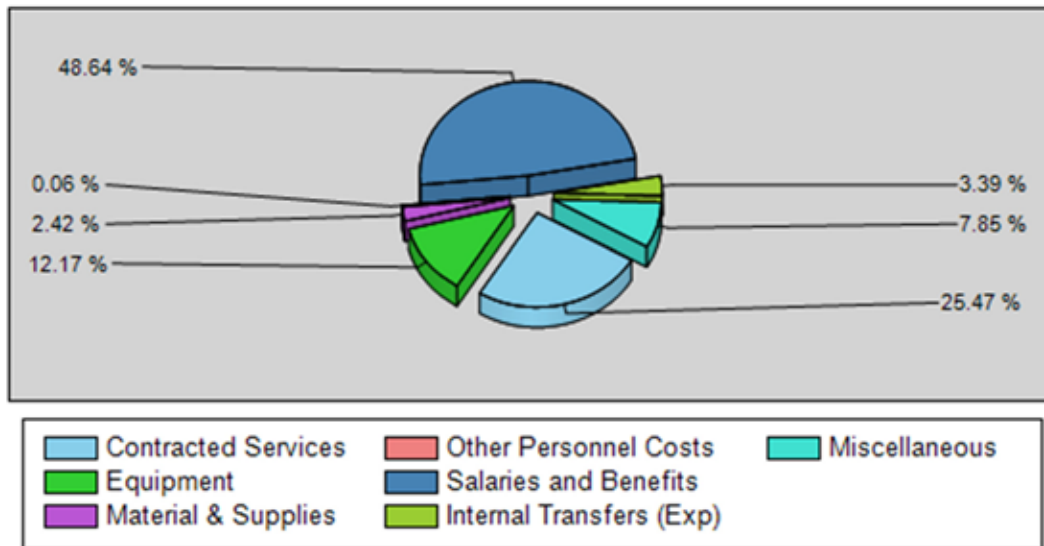
Business Unit Summary with Service Areas

Service Area: Solid Waste And Recycling

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Fleet

Department: Engineering

Budget Year: 2016

Overview:

Fleet Operations maintains 275 vehicles and 90 Police vehicles and provides for the 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).

Staff follow and ensure Aerial Device (truck cranes and aerial devices) Non-Destruct and Dielectric Maintenance, testing and certification regulations are current.

Complete all necessary maintenance to ensure safe and maximized performance. Complete all on-demand maintenance requests in order of importance daily. Complete all prep work on new vehicles for service including adding any necessary specialized equipment, fabrications needs, first aid equipment, lighting needs.

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

Business Unit Summary with Service Areas

Service Area: Fleet

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	16,779	6,084	0	0	
9041	Equipment Recovery	807,636	22,540	0	0	
Total Revenues		824,415	28,624	0	0	
Expenditures						
4010	Salaries - Exempt	83,522	72,642	103,612	103,612	0.00 %
4014	Salaries - Outside	76,124	44,572	84,064	86,172	+ 2.51 %
4102	Benefits	29,268	33,632	43,627	44,122	+ 1.14 %
4112	Mileage/Parking	212	0	0	0	
4116	Conferences/Travel	4,659	4,393	6,040	6,040	0.00 %
4120	Training and Development	19,840	13,282	21,343	21,343	0.00 %
4412	Equipment Rentals	49,845	42,269	64,960	64,960	0.00 %
4512	Insurance	0	1,830	0	0	
4824	Recovery	(2,834,339)	(554,676)	(770,340)	(770,340)	+ 23.85 %
9111	WO Inside Equipment Rent	1,839,128	1,224,064	5,700	1,900,000	
9121	WO Outside Equipment Ren	4,219	19	0	0	
9211	WO Regular Time	914,910	795,566	283,200	950,000	+ 65.96 %
9221	WO Overtime	39,156	3,669	0	5,000	
9311	WO Inventory Purchases	65,973	47,602	10,499	65,000	0.00 %
9321	WO Outside Purchases	537,170	384,429	102,000	550,000	0.00 %
9411	WO Contracted Services	165,006	144,010	45,295	165,000	0.00 %
9421	WO Consulting Services	1,895	0	0	0	
9441	WO Insurance-Vehicle	168,110	180,770	0	181,000	
9511	WO Gas	253,082	152,307	0	250,000	
9521	WO Natural Gas	57,003	30,984	0	57,000	
9541	WO Propane	4,910	2,613	0	5,000	
9551	WO Bio Diesel	269,283	188,993	0	270,000	
9561	WO Motor Oil	20,088	11,251	0	20,000	
9571	Marked Gas	(5,789)	1,148	0	3,000	
9824	Work Order Recoveries	(688)	(1,381,604)	0	(1,995,909)	
9826	WO Equipment Recoveries	(1,233,421)	(1,368,035)	0	(1,981,000)	
Total Expenditures		529,167	75,730	0	0	
Net Total		295,248	(47,106)	0	0	

Business Unit Summary with Service Areas

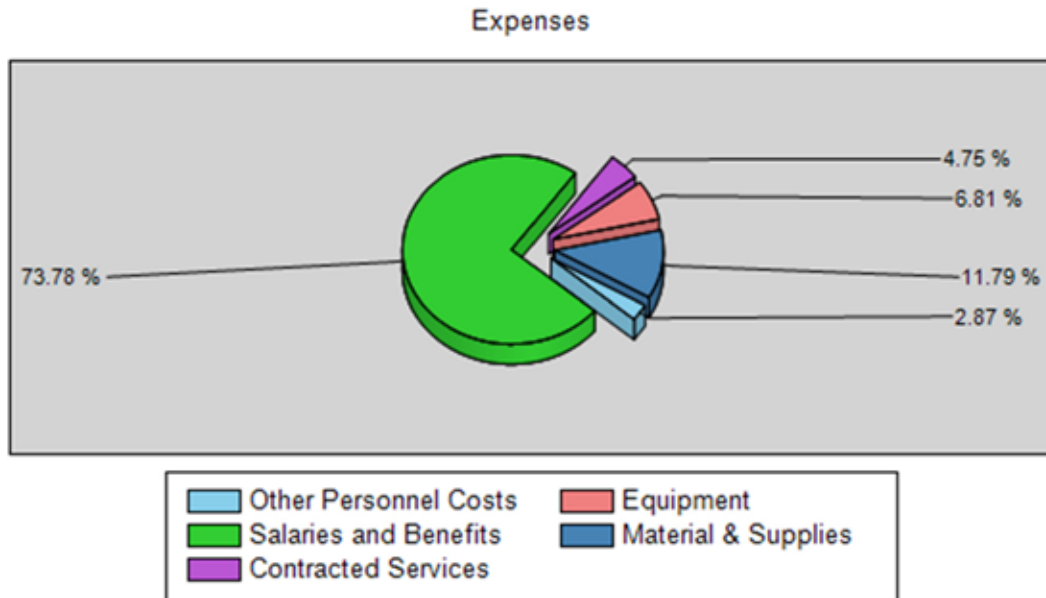
Service Area: Fleet

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	103,612	105,684	107,798	109,954	112,153
4014	Salaries - Outside	86,172	87,895	89,653	91,446	93,275
4102	Benefits	44,122	45,004	45,905	46,823	47,759
4116	Conferences/Travel	6,040	6,161	6,284	6,410	6,538
4120	Training and Development	21,343	21,770	22,205	22,649	23,102
4412	Equipment Rentals	64,960	66,259	67,584	68,936	70,315
4824	Recovery	(770,340)	(785,747)	(801,462)	(817,491)	(833,841)
9111	WO Inside Equipment Rent	1,900,000	1,938,000	1,976,760	2,016,295	2,056,621
9211	WO Regular Time	950,000	969,000	988,380	1,008,148	1,028,311
9221	WO Overtime	5,000	5,100	5,202	5,306	5,412
9311	WO Inventory Purchases	65,000	66,300	67,626	68,979	70,358
9321	WO Outside Purchases	550,000	561,000	572,220	583,664	595,338
9411	WO Contracted Services	165,000	168,300	171,666	175,099	178,601
9441	WO Insurance-Vehicle	181,000	184,620	188,312	192,079	195,920
9511	WO Gas	250,000	255,000	260,100	265,302	270,608
9521	WO Natural Gas	57,000	58,140	59,303	60,489	61,699
9541	WO Propane	5,000	5,100	5,202	5,306	5,412
9551	WO Bio Diesel	270,000	275,400	280,908	286,526	292,257
9561	WO Motor Oil	20,000	20,400	20,808	21,224	21,649
9571	Marked Gas	3,000	3,060	3,121	3,184	3,247
9824	Work Order Recoveries	(1,995,909)	(2,035,827)	(2,076,544)	(2,118,075)	(2,160,436)
9826	WO Equipment Recoveries	(1,981,000)	(2,020,620)	(2,061,032)	(2,102,253)	(2,144,298)
Total Expenditures		0	0	0	0	0
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		0	0	0	0	0

Business Unit Summary with Service Areas

Service Area: *Fleet*



Business Unit Summary with Service Areas

Service Area: Street Cleaning

Department: Engineering

Budget Year: 2016

Overview:

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

Sweep downtown core streets during the morning hours, 7 days per week

364 days per year service and residential areas are swept in a 40 days rotation

Sweep City Parkades

Collection and disposal of cardboard and recycling for City facilities

Prepare and cleanup after Special events and Block Parties

Collection and disposal of bio-medical waste (needles)

Clean up after motor vehicle accidents and oil spills

Additional cleaning for leaf season in the Fall

Extra garbage collection and cleaning for special events

Extra daily collection for downtown core during the summer months

Collect garbage from cans in downtown daily

Collect disposed street furniture and deceased animals, etc.

Clean and maintain City owned bus shelters and medians

Deliverables:

Tonnes of garbage collected from City operations - street cleaning and furniture pickup = 96 tonnes

Total litter tubs collected for the City = 1075, including 200 in the downtown core. Downtown litter containers collected daily,

Business Unit Summary with Service Areas

Service Area: Street Cleaning

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4014	Salaries - Outside	16,792	15,429	21,016	21,543	+ 2.51 %
4102	Benefits	3,861	4,049	4,939	5,063	+ 2.51 %
4116	Conferences/Travel	0	0	100	0	
4120	Training and Development	0	0	360	0	
4316	Protective Clothing/Unifo	654	0	850	1,000	+ 17.65 %
4412	Equipment Rentals	99,600	124,720	130,400	130,000	- 0.31 %
9111	WO Inside Equipment Rent	5,931	2,602	2,000	6,500	+ 225.00 %
9121	WO Outside Equipment Ren	121	0	110	1,000	+ 809.09 %
9211	WO Regular Time	432,807	418,004	582,482	571,894	- 1.82 %
9221	WO Overtime	43,330	33,236	1,515	14,750	+ 873.60 %
9311	WO Inventory Purchases	1,791	2,678	2,200	4,250	+ 93.18 %
9321	WO Outside Purchases	8,882	4,360	5,735	7,010	+ 22.23 %
9331	WO Materials Disposal	195,758	131,958	164,800	165,250	+ 0.27 %
9411	WO Contracted Services	6,037	4,951	8,250	9,250	+ 12.12 %
9551	WO Bio Diesel	0	0	625	1,000	+ 60.00 %
Total Expenditures		815,563	741,988	925,382	938,510	
Net Total		(815,563)	(741,988)	(925,382)	(938,510)	

Business Unit Summary with Service Areas

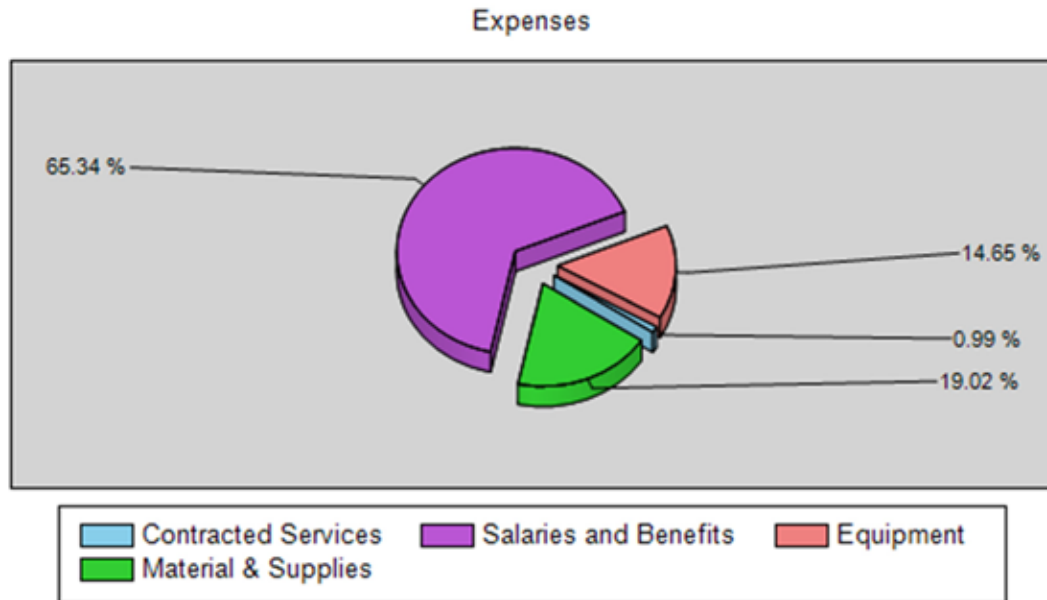
Service Area: Street Cleaning

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4014	Salaries - Outside	21,543	21,974	22,414	22,862	23,319
4102	Benefits	5,063	5,164	5,267	5,373	5,480
4316	Protective Clothing/Uniforms	1,000	1,020	1,040	1,061	1,082
4412	Equipment Rentals	130,000	132,600	135,252	137,957	140,716
9111	WO Inside Equipment Rent	6,500	6,630	6,763	6,898	7,036
9121	WO Outside Equipment Ren	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	571,894	615,832	628,148	640,711	653,526
9221	WO Overtime	14,750	15,580	15,892	16,209	16,534
9311	WO Inventory Purchases	4,250	4,335	4,422	4,510	4,600
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	9,250	9,435	9,624	9,816	10,012
9551	WO Bio Diesel	1,000	1,020	1,040	1,061	1,082
Total Expenditures		938,510	990,315	1,010,121	1,030,324	1,050,930
% Increase			2.06%	2.00%	2.00%	2.00%
Net Total		(938,510)	(990,315)	(1,010,121)	(1,030,324)	(1,050,930)

Business Unit Summary with Service Areas

Service Area: Street Cleaning



Business Unit Summary with Service Areas

Service Area: Building Services

Department: Engineering

Budget Year: 2016

Overview:

Building Services provides cleaning and janitorial support to all City buildings to provide exemplary customer service, maintain a health work environment and maintain civic facilities to provide effective operations on a daily basis. Services include:

- Cleaning and janitorial services for all city owned buildings, carpets & floors, dusting, washrooms, garbage/recycling stations, Ross Bay cemetery once per month
- Set up meetings for city hall and public works, and various meetings in other city buildings, including the VCC
- Window cleaning of all city buildings
- Maintain Centennial square, Bastion square, and all five parkades
- Move boxes and filing storage for depts., and between buildings
- Building maintenance requests to Facilities
- Specialized cleaning of police vehicles
- Specialized cleaning police jail cells, with deep cleaning 3 x per year

Provide building services support to the following the locations: City Hall, store 30 & 32, store 12 & 14, Archives, City Hall annex, Beacon Hill service, Beacon Hill admin office, Ross Bay Cemetery, Public Works yard, Quadra Village Community Centre, Fernwood Community Centre, Fairfield New Horizons Community Centre, James Bay New Horizons, Police Station, Fire Hall #1 admin area, five parkades

Deliverables:

Service Level = All Buildings cleaned daily, except Fire Hall #1 cleaned weekly

Cleaning rate = 1,004,600 sq ft / 477,000 hours = 2.11 sq ft per hour

Daily 38,590 sq ft Cleaned per person

Business Unit Summary with Service Areas

Service Area: Building Services

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	5,310	3,540	0	5,300	
Total Revenues		5,310	3,540	0	5,300	
Expenditures						
4016	Salaries - Inside	77,730	56,380	78,788	80,763	+ 2.51 %
4070	Overtime	240	238	0	0	
4102	Benefits	18,402	15,197	18,515	18,979	+ 2.51 %
4120	Training and Development	1,435	362	2,860	0	
4308	General Supplies	238	0	2,860	0	
4316	Protective Clothing/Unifo	0	0	0	500	
4318	Lumber and Tools	0	0	1,640	0	
4412	Equipment Rentals	22,800	15,200	26,100	26,000	- 0.38 %
9111	WO Inside Equipment Rent	23,705	15,205	35,610	32,500	- 8.73 %
9121	WO Outside Equipment Ren	0	0	340	1,000	+ 194.12 %
9211	WO Regular Time	1,496,336	1,098,596	1,527,250	1,574,220	+ 3.08 %
9221	WO Overtime	9,839	11,922	0	4,130	
9311	WO Inventory Purchases	2,764	1,644	3,325	5,250	+ 57.89 %
9321	WO Outside Purchases	98,607	59,522	138,170	115,000	- 16.77 %
9411	WO Contracted Services	27,234	20,053	28,200	32,000	+ 13.48 %
Total Expenditures		1,779,330	1,294,321	1,863,658	1,890,343	
Net Total		(1,774,020)	(1,290,781)	(1,863,658)	(1,885,043)	

Business Unit Summary with Service Areas

Service Area: Building Services

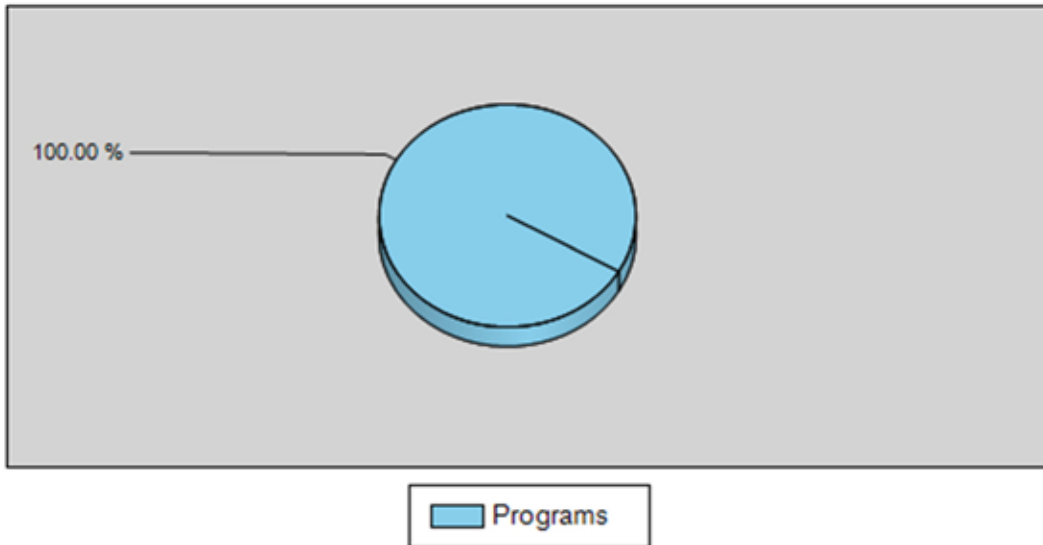
5 Year Forecast:

	2016	2017	2018	2019	2020
Revenues					
9011 Work Order Revenue	5,300	5,300	5,300	5,300	5,300
Total Revenues	5,300	5,300	5,300	5,300	5,300
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures					
4016 Salaries - Inside	80,763	82,378	84,025	85,706	87,420
4102 Benefits	18,979	19,359	19,746	20,141	20,544
4316 Protective Clothing/Uniforms	500	510	520	531	541
4412 Equipment Rentals	26,000	26,520	27,050	27,591	28,143
9111 WO Inside Equipment Rent	32,500	33,150	33,813	34,489	35,179
9121 WO Outside Equipment Ren	1,000	1,020	1,040	1,061	1,082
9211 WO Regular Time	1,574,220	1,605,705	1,637,819	1,670,575	1,703,987
9221 WO Overtime	4,130	4,213	4,297	4,383	4,470
9311 WO Inventory Purchases	5,250	5,345	5,452	5,561	5,672
9321 WO Outside Purchases	115,000	117,300	119,646	122,039	124,480
9411 WO Contracted Services	32,000	32,640	33,293	33,959	34,638
Total Expenditures	1,890,343	1,928,139	1,966,701	2,006,035	2,046,156
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(1,885,043)	(1,922,839)	(1,961,401)	(2,000,735)	(2,040,856)

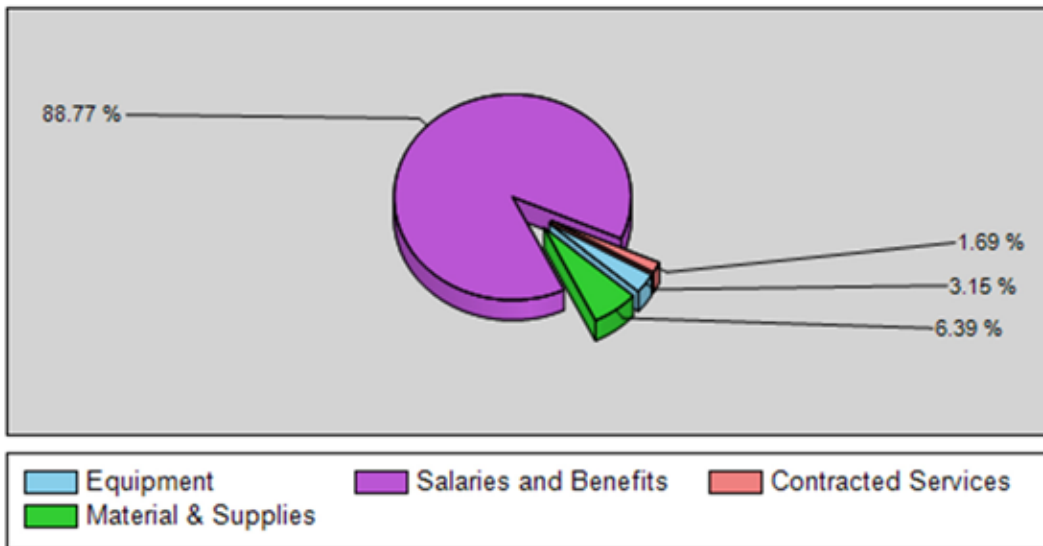
Business Unit Summary with Service Areas

Service Area: Building Services

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: *Sign Shop Administration*

Department: Engineering

Budget Year: 2016

Overview:

The Sign and Paint Shop manages design, manufacturing and installation of signage and road markings to improve safety for motorists, cyclists and pedestrians.

This unit also maintains and paints lamp standards, maintains street furniture and provides graffiti removal.

Special anti-graffiti signage is created for kiosks, and this unit oversees vehicle decaling. Also provide signage assistance for City buildings and public information events.

Business Unit Summary with Service Areas

Service Area: Sign Shop Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4014	Salaries - Outside	82,045	60,745	84,064	86,172	+ 2.51 %
4102	Benefits	17,507	13,854	19,755	20,250	+ 2.51 %
4116	Conferences/Travel	375	0	0	0	
4120	Training and Development	3,887	706	1,500	0	
4318	Lumber and Tools	6,503	3,891	6,725	6,725	0.00 %
4412	Equipment Rentals	6,000	4,000	6,000	6,000	0.00 %
9211	WO Regular Time	27,106	20,763	27,704	28,397	+ 2.50 %
9311	WO Inventory Purchases	2,980	2,919	2,260	2,260	0.00 %
9321	WO Outside Purchases	900	195	1,205	1,205	0.00 %
9411	WO Contracted Services	520	0	0	0	
Total Expenditures		147,822	107,073	149,213	151,009	
Net Total		(147,822)	(107,073)	(149,213)	(151,009)	

Business Unit Summary with Service Areas

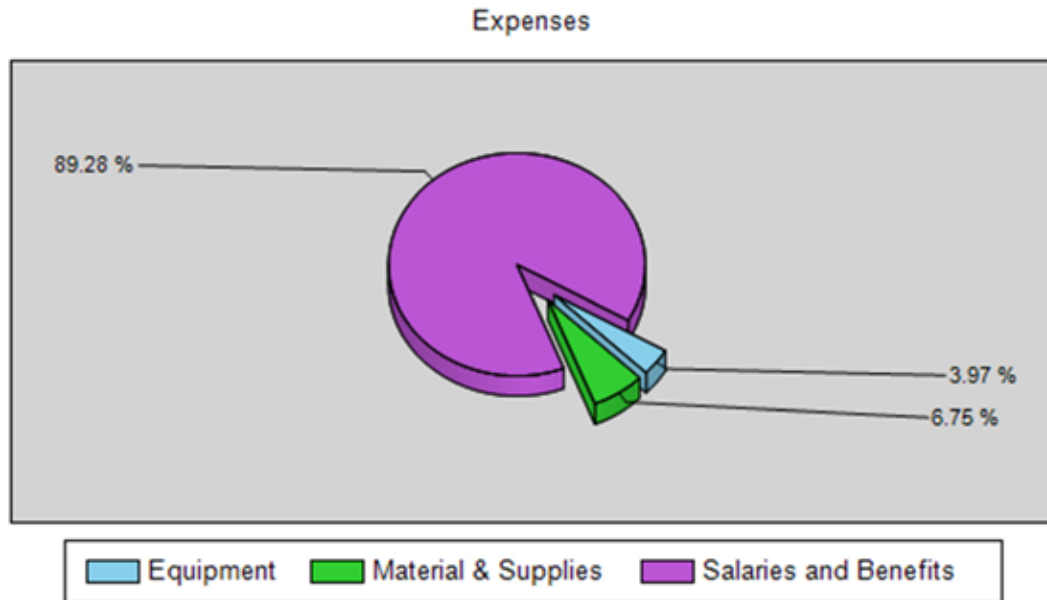
Service Area: Sign Shop Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4014	Salaries - Outside	86,172	87,897	89,654	91,448	93,277
4102	Benefits	20,250	20,656	21,069	21,490	21,920
4318	Lumber and Tools	6,725	6,860	6,997	7,137	7,279
4412	Equipment Rentals	6,000	6,120	6,242	6,367	6,495
9211	WO Regular Time	28,397	28,965	29,544	30,135	30,737
9311	WO Inventory Purchases	2,260	2,305	2,351	2,398	2,446
9321	WO Outside Purchases	1,205	1,229	1,254	1,279	1,304
Total Expenditures		151,009	154,031	157,111	160,253	163,458
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(151,009)	(154,031)	(157,111)	(160,253)	(163,458)

Business Unit Summary with Service Areas

Service Area: Sign Shop Administration



Business Unit Summary with Service Areas

Service Area: Electrical

Department: Engineering

Budget Year: 2016

Overview:

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

Work involves BC 1 locates for City construction, reviewing drawings, coordinating with other City crews and service areas, and developing job estimates. Staff review and generate maps and asset inventory of the City's electrical infrastructure as it pertains to all city outdoor electrical.

Deliverables:

- 6900 street lights
- 887 Lamp Clusters
- 62 Power kiosks
- underground vaults/manholes and sidewalk pits
- Specialty Street lighting (China Town Poles, Heritage Poles, Rail Yards Poles, Pathway Poles etc)
- Specialty lighting (Bollards, step, side of building, Art work)
- # of Calls for Service
- Rusty street light and Traffic Signal pole replacement (40/yr)
- BC Hydro Pole change-outs =185. On average 42 banner installations per year

Business Unit Summary with Service Areas

Service Area: Electrical

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	13,750	33,100	0	0	
Total Revenues		13,750	33,100	0	0	
Expenditures						
4012	Salaries - Electricians	80,776	60,042	84,575	86,266	+ 2.00 %
4102	Benefits	17,311	14,866	19,029	19,410	+ 2.00 %
4116	Conferences/Travel	274	2,232	2,000	2,000	0.00 %
4118	Membership Fees	0	0	780	0	
4120	Training and Development	7,301	1,496	6,000	0	
4236	Land Services	3,776	2,568	3,851	3,851	0.00 %
4312	Office Supplies	92	0	1,687	200	- 88.14 %
4412	Equipment Rentals	10,200	7,000	4,200	10,200	+ 142.86 %
9111	WO Inside Equipment Rent	71,385	44,373	60,822	73,917	+ 21.53 %
9121	WO Outside Equipment Ren	178	0	0	0	
9211	WO Regular Time	393,753	231,546	399,769	409,763	+ 2.50 %
9221	WO Overtime	8,891	2,700	8,000	5,000	- 37.50 %
9311	WO Inventory Purchases	112,406	150,910	147,296	155,546	+ 5.60 %
9321	WO Outside Purchases	539,390	443,870	590,106	623,706	+ 5.69 %
9411	WO Contracted Services	4,096	4,412	3,500	3,550	+ 1.43 %
Total Expenditures		1,249,829	966,015	1,331,615	1,393,409	
Net Total		(1,236,079)	(932,915)	(1,331,615)	(1,393,409)	

Business Unit Summary with Service Areas

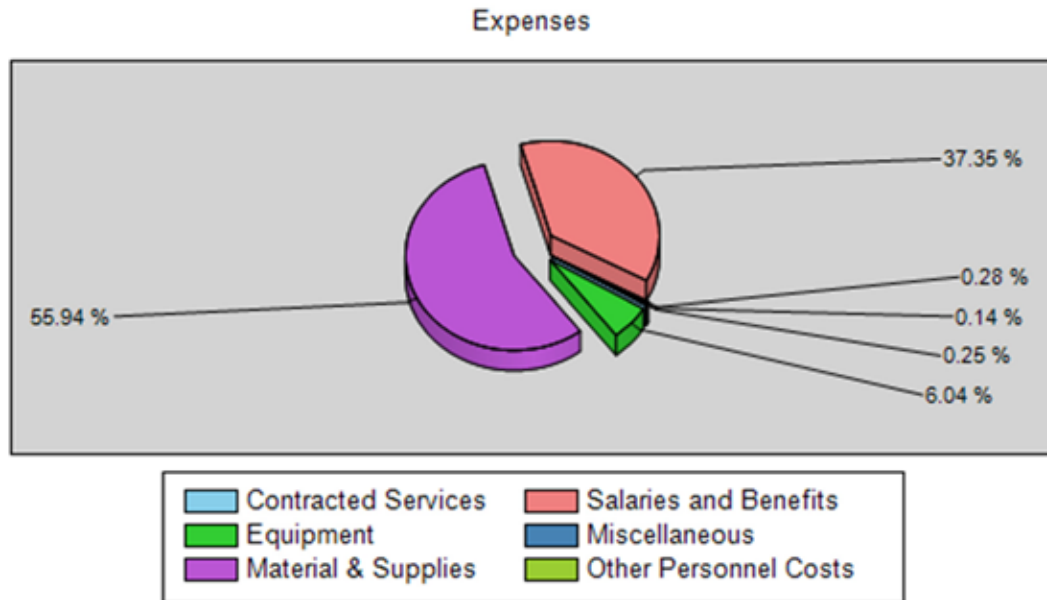
Service Area: Electrical

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4012	Salaries - Electricians	86,266	87,992	89,751	91,547	93,377
4102	Benefits	19,410	19,798	20,194	20,598	21,010
4116	Conferences/Travel	2,000	2,040	2,081	2,122	2,165
4236	Land Services	3,851	3,928	4,007	4,087	4,168
4312	Office Supplies	200	204	208	212	216
4412	Equipment Rentals	10,200	10,404	10,612	10,824	11,041
9111	WO Inside Equipment Rent	73,917	75,395	76,903	78,441	80,010
9211	WO Regular Time	409,763	417,958	426,318	434,844	443,541
9221	WO Overtime	5,000	5,100	5,202	5,306	5,412
9311	WO Inventory Purchases	155,546	158,657	161,830	165,067	168,368
9321	WO Outside Purchases	623,706	653,490	684,735	717,514	751,903
9411	WO Contracted Services	3,550	3,621	3,693	3,767	3,843
Total Expenditures		1,393,409	1,438,588	1,485,535	1,534,330	1,585,055
% Increase			3.24%	3.26%	3.28%	3.31%
Net Total		(1,393,409)	(1,438,588)	(1,485,535)	(1,534,330)	(1,585,055)

Business Unit Summary with Service Areas

Service Area: Electrical



Business Unit Summary with Service Areas

Service Area: Roads

Department: Engineering

Budget Year: 2016

Overview:

Roads provides services to ensure safe travel on roads, sidewalks, pathways, walkways, malls & squares, and bridges. Also provides snow and ice control when needed.

Asphalt for patching on City projects, and for sale to other municipalities, and contractors, is funded through this business unit.

Deliverables:

Three year averages

- Pothole filling – 482 m²
- Milling of roads – 6070 m²
- Crack sealing of roads – 29,990 lineal meters
- Skin patching of roads and some sidewalk areas – 3026 m²
- Bus stop repairs – 178 m²
- Concrete road base repairs – 155 m²
- Lane paving – 46 m²
- Asphalt curb and water control installation – 51 lineal meters
- Harbour pathways maintained – 339 m²
- Asphalt plant production – 2,103 tonnes
- Contract paving – 1,123 square meters
- Granular road base repairs – 137.3 meters

Business Unit Summary with Service Areas

Service Area: Roads

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3462	Reclaimed Asphalt	271	0	0	0	
3464	Mix Sales	16,270	7,530	80,000	40,000	- 50.00 %
Total Revenues		16,540	7,530	80,000	40,000	
Expenditures						
4014	Salaries - Outside	79,914	55,061	84,064	86,172	+ 2.51 %
4102	Benefits	17,338	14,484	19,755	20,250	+ 2.51 %
4112	Mileage/Parking	330	269	500	500	0.00 %
4116	Conferences/Travel	1,210	481	2,300	2,300	0.00 %
4120	Training and Development	3,404	844	6,000	0	
4236	Land Services	4,733	3,218	4,827	4,827	0.00 %
4318	Lumber and Tools	8,596	10,949	15,400	15,400	0.00 %
4412	Equipment Rentals	6,000	4,000	6,900	6,900	0.00 %
4824	Recovery	(98,236)	(104,708)	(80,000)	(80,000)	0.00 %
9111	WO Inside Equipment Rent	227,921	165,718	175,942	225,442	+ 28.13 %
9121	WO Outside Equipment Ren	5,228	4,181	11,499	12,499	+ 8.70 %
9211	WO Regular Time	537,760	444,776	639,184	646,664	+ 1.17 %
9221	WO Overtime	29,750	17,304	3,500	14,000	+ 300.00 %
9311	WO Inventory Purchases	18,243	15,735	13,900	17,400	+ 25.18 %
9321	WO Outside Purchases	287,204	147,007	252,457	233,268	- 7.60 %
9411	WO Contracted Services	51,918	54,477	65,575	68,165	+ 3.95 %
9421	WO Consulting Services	143	0	0	0	
9531	WO Diesel	0	0	500	500	0.00 %
9541	WO Propane	103	18	100	100	0.00 %
9551	WO Bio Diesel	3,746	2,464	2,500	2,500	0.00 %
9561	WO Motor Oil	17	17	0	0	
9824	Work Order Recoveries	(57,003)	(30,984)	(56,000)	(56,000)	0.00 %
Total Expenditures		1,128,319	805,310	1,168,903	1,220,887	
Net Total		(1,111,779)	(797,781)	(1,088,903)	(1,180,887)	

Business Unit Summary with Service Areas

Service Area: Roads

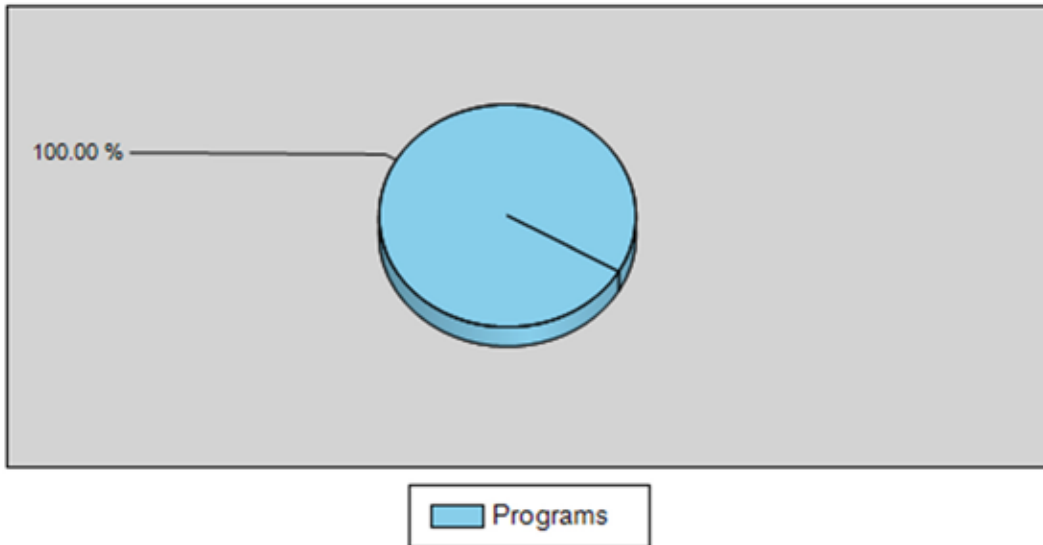
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3464	Mix Sales	40,000	40,000	40,000	40,000	40,000
Total Revenues		40,000	40,000	40,000	40,000	40,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4014	Salaries - Outside	86,172	87,897	89,654	91,448	93,277
4102	Benefits	20,250	20,656	21,069	21,490	21,920
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	2,300	2,346	2,393	2,441	2,490
4236	Land Services	4,827	4,924	5,022	5,122	5,225
4318	Lumber and Tools	15,400	15,708	16,022	16,343	16,669
4412	Equipment Rentals	6,900	7,038	7,179	7,322	7,469
4824	Recovery	(80,000)	(81,600)	(83,232)	(84,897)	(86,595)
9111	WO Inside Equipment Rent	225,442	229,951	234,550	239,241	244,026
9121	WO Outside Equipment Ren	12,499	12,749	13,004	13,264	13,529
9211	WO Regular Time	646,664	659,597	672,789	686,245	699,970
9221	WO Overtime	14,000	14,280	14,566	14,857	15,154
9311	WO Inventory Purchases	17,400	17,748	18,103	18,465	18,834
9321	WO Outside Purchases	233,268	237,933	242,692	247,546	252,497
9411	WO Contracted Services	68,165	69,528	70,919	72,337	73,784
9531	WO Diesel	500	510	520	531	541
9541	WO Propane	100	102	104	106	108
9551	WO Bio Diesel	2,500	2,550	2,601	2,653	2,706
9824	Work Order Recoveries	(56,000)	(57,120)	(58,262)	(59,428)	(60,616)
Total Expenditures		1,220,887	1,245,306	1,270,212	1,295,617	1,321,529
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,180,887)	(1,205,306)	(1,230,212)	(1,255,617)	(1,281,529)

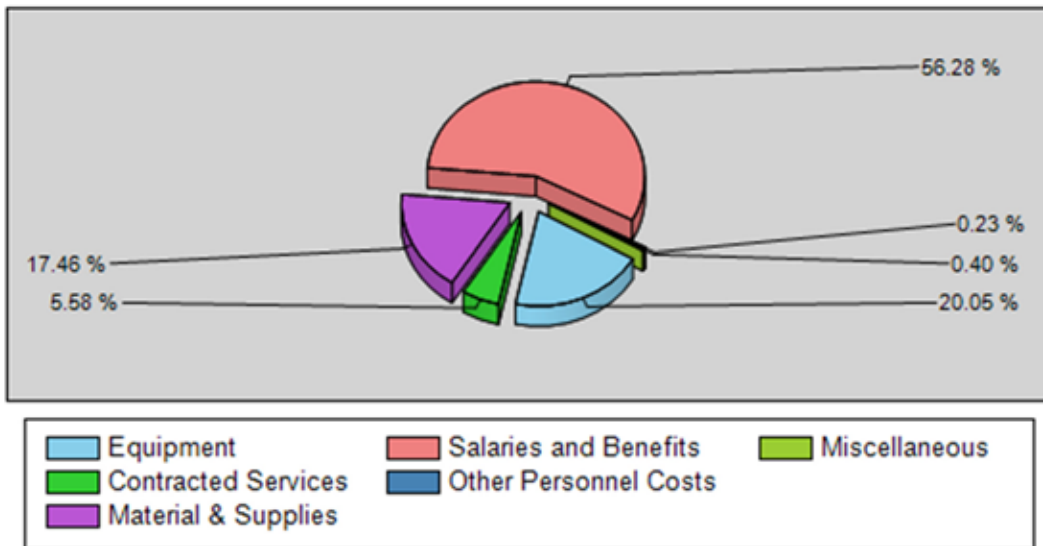
Business Unit Summary with Service Areas

Service Area: Roads

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Traffic Signals

Department: Engineering

Budget Year: 2016

Overview:

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

Deliverables:

- Traffic Controller Cabinet Replacement (about 8 a year, service life of about 20 years)
- 128 Traffic Signal Cabinets on annual maintenance program, including Conflict Monitor replacement as required
- Annual maintenance program for pedestrian flashing beacons and overhead flashing beacons
- Annual Un-interruptible Power Supply maintenance and testing
- 3 times per year - traffic signal display equipment maintenance
- 2 times per year - pre-emption test for all traffic signals (for fire trucks)
- Annually - 3 traffic signal rewires – replace old wires (30 year. old) to reduce 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 maintenance costs, and improved traffic safety)

Business Unit Summary with Service Areas

Service Area: Traffic Signals

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4012	Salaries - Electricians	78,700	60,272	82,382	84,030	+ 2.00 %
4070	Overtime	(790)	5	0	1,000	
4102	Benefits	18,372	15,767	18,536	18,907	+ 2.00 %
4112	Mileage/Parking	77	0	0	0	
4116	Conferences/Travel	362	0	0	0	
4120	Training and Development	611	586	0	0	
4360	Hydro	23,031	16,393	25,000	25,000	0.00 %
4412	Equipment Rentals	9,600	6,400	14,200	14,200	0.00 %
9111	WO Inside Equipment Rent	22,900	16,989	35,250	30,250	- 14.18 %
9121	WO Outside Equipment Ren	4,348	16,293	0	5,000	
9211	WO Regular Time	159,230	134,202	178,808	172,278	- 3.65 %
9221	WO Overtime	30,751	6,494	6,000	16,000	+ 166.67 %
9311	WO Inventory Purchases	62,683	53,949	32,300	66,950	+ 107.28 %
9321	WO Outside Purchases	111,911	69,422	153,417	129,489	- 15.60 %
9411	WO Contracted Services	29,153	27,654	30,000	30,450	+ 1.50 %
9511	WO Gas	11	27	0	0	
Total Expenditures		550,951	424,451	575,893	593,554	
Net Total		(550,951)	(424,451)	(575,893)	(593,554)	

Business Unit Summary with Service Areas

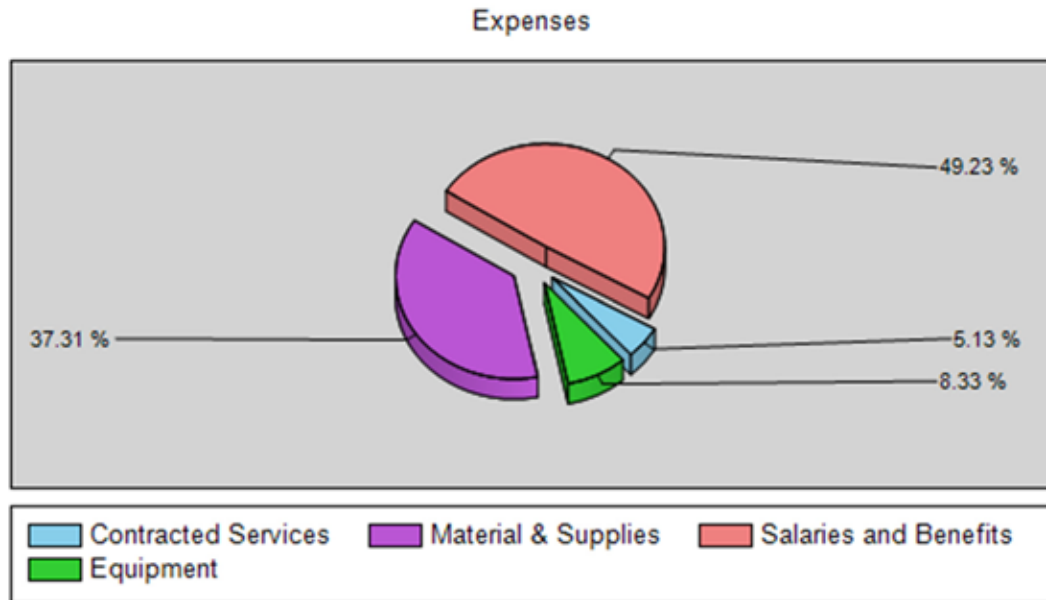
Service Area: Traffic Signals

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4012	Salaries - Electricians	84,030	85,710	87,425	89,173	90,957
4070	Overtime	1,000	1,020	1,040	1,061	1,082
4102	Benefits	18,907	19,285	19,671	20,064	20,465
4360	Hydro	25,000	26,250	27,563	28,941	30,388
4412	Equipment Rentals	14,200	14,484	14,774	15,069	15,371
9111	WO Inside Equipment Rent	30,250	30,855	31,472	32,102	32,744
9121	WO Outside Equipment Ren	5,000	5,100	5,202	5,306	5,412
9211	WO Regular Time	172,278	178,223	181,788	185,424	189,132
9221	WO Overtime	16,000	16,320	16,646	16,979	17,319
9311	WO Inventory Purchases	66,950	68,289	69,655	71,048	72,469
9321	WO Outside Purchases	129,489	132,079	134,720	137,415	140,163
9411	WO Contracted Services	30,450	31,059	31,680	32,314	32,960
Total Expenditures		593,554	608,675	621,636	634,895	648,461
% Increase			2.13%	2.13%	2.13%	2.14%
Net Total		(593,554)	(608,675)	(621,636)	(634,895)	(648,461)

Business Unit Summary with Service Areas

Service Area: Traffic Signals



Business Unit Summary with Service Areas

Service Area: Waste Mgmt Administration

Department: Engineering

Budget Year: 2016

Overview:

Administration of Waste Management & Cleaning Services.

Responsible for overseeing Building Services, Solid Waste and Recycling, Street Cleaning, Traffic Control, and Emergency services.

- Building services - Cleaning and janitorial services for all city owned buildings, carpets & floors, dusting, washrooms, garbage/recycling stations, Ross Bay Cemetery once per month.
- Traffic control and emergency response is provided 24 hours/day, 7 day a week service to respond to all City emergencies. sewers and water breaks, traffic barricades, VMI and events.
- Public works service persons are doing the traffic control and emergency response. • 24 hr., 7 day a week service to respond to all City emergencies. Sewers and water breaks, traffic barricades, VMI and events.
- Public works administrative office - manage all public and internal staff inquiries to public works, provide clerical and administrative support to Engineering and other City operations.
- Solid waste & recycling - administration and operations of the solid waste and recycling residential program, transfer station for the organics kitchen scraps, and Saturday yard and garden drop off.
- Street cleaning - sweep downtown core 24 hr., 7 days per week, 364 days per year service, and residential areas are swept in a 40 days rotation.

Business Unit Summary with Service Areas

Service Area: Waste Mgmt Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	92,585	21,890	69,420	69,420	0.00 %
4102	Benefits	20,599	14,382	15,994	15,994	0.00 %
4112	Mileage/Parking	330	139	1,240	450	- 63.71 %
4116	Conferences/Travel	0	2,096	1,800	5,000	+ 177.78 %
4120	Training and Development	240	24	1,900	10,000	+ 426.32 %
4312	Office Supplies	0	326	1,000	200	- 80.00 %
Total Expenditures		113,754	38,856	91,354	101,064	
Net Total		(113,754)	(38,856)	(91,354)	(101,064)	

Business Unit Summary with Service Areas

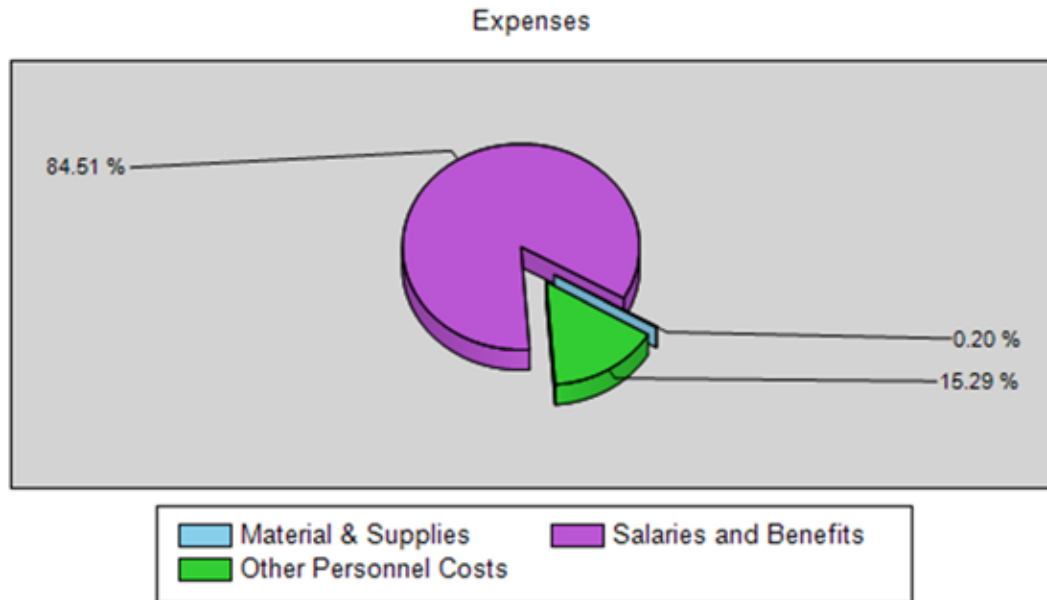
Service Area: Waste Mgmt Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	138,840	141,617	144,449	147,338	150,285
4102	Benefits	31,988	32,627	33,280	33,946	34,624
4112	Mileage/Parking	900	918	936	955	974
4116	Conferences/Travel	10,000	10,200	10,404	10,612	10,824
4120	Training and Development	20,000	20,400	20,808	21,224	21,649
4312	Office Supplies	400	408	416	424	433
Total Expenditures		202,128	206,170	210,294	214,500	218,790
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(202,128)	(206,170)	(210,294)	(214,500)	(218,790)

Business Unit Summary with Service Areas

Service Area: Waste Mgmt Administration



Business Unit Summary with Service Areas

Service Area: Carpentry Shop

Department: Engineering

Budget Year: 2016

Overview:

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

Deliverables:

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

Business Unit Summary with Service Areas

Service Area: Carpentry Shop

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4020	Salaries - Carpenters	79,394	72,013	81,403	90,492	+ 11.17 %
4102	Benefits	21,458	17,875	18,316	20,361	+ 11.17 %
4120	Training and Development	0	0	3,215	0	
4216	Contracted Services	0	0	1,500	0	
4316	Protective Clothing/Unifo	3,363	2,923	2,051	7,884	+ 284.40 %
4318	Lumber and Tools	59	70	0	0	
4412	Equipment Rentals	6,000	4,248	6,948	6,948	0.00 %
9111	WO Inside Equipment Rent	7,851	7,890	7,536	7,536	0.00 %
9121	WO Outside Equipment Ren	168	137	0	0	
9211	WO Regular Time	113,170	127,352	119,641	122,632	+ 2.50 %
9221	WO Overtime	234	678	0	0	
9311	WO Inventory Purchases	3,356	3,143	17,237	6,456	- 62.55 %
9321	WO Outside Purchases	22,871	27,787	9,194	17,724	+ 92.78 %
9411	WO Contracted Services	912	946	0	1,000	
9511	WO Gas	938	986	530	1,000	+ 88.68 %
Total Expenditures		259,772	266,046	267,571	282,033	
Net Total		(259,772)	(266,046)	(267,571)	(282,033)	

Business Unit Summary with Service Areas

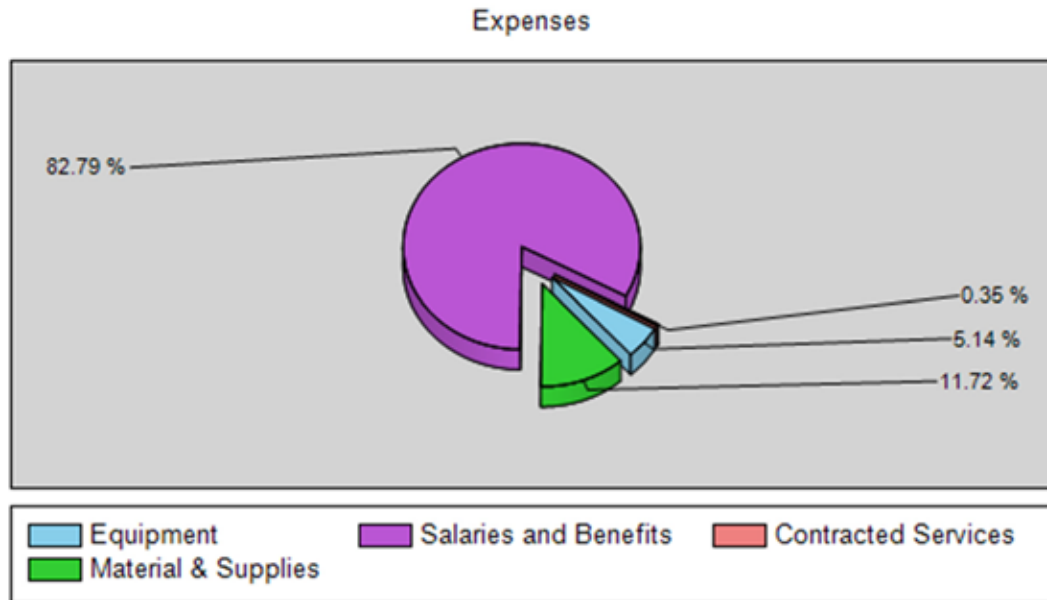
Service Area: Carpentry Shop

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4020	Salaries - Carpenters	90,492	92,302	94,148	96,031	97,952
4102	Benefits	20,361	20,768	21,183	21,607	22,039
4316	Protective Clothing/Uniforms	7,884	8,042	8,203	8,367	8,534
4412	Equipment Rentals	6,948	7,087	7,229	7,373	7,521
9111	WO Inside Equipment Rent	7,536	7,687	7,840	7,997	8,157
9211	WO Regular Time	122,632	125,085	127,586	130,138	132,741
9311	WO Inventory Purchases	6,456	6,585	6,717	6,851	6,988
9321	WO Outside Purchases	17,724	18,078	18,440	18,809	19,185
9411	WO Contracted Services	1,000	1,020	1,040	1,061	1,082
9511	WO Gas	1,000	1,020	1,040	1,061	1,082
Total Expenditures		282,033	287,674	293,427	299,296	305,282
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(282,033)	(287,674)	(293,427)	(299,296)	(305,282)

Business Unit Summary with Service Areas

Service Area: Carpentry Shop



Business Unit Summary with Service Areas

Service Area: Concrete

Department: Engineering

Budget Year: 2016

Overview:

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

Deliverables:

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

Business Unit Summary with Service Areas

Service Area: Concrete

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
5044	Surplus	0	0	10,000	0	
5075	Financial Stability Reserve	0	0	0	12,000	
9011	Work Order Revenue	0	500	0	0	
Total Revenues		0	500	10,000	12,000	
Expenditures						
4014	Salaries - Outside	76,769	79,460	84,064	86,172	+ 2.51 %
4102	Benefits	18,867	18,535	19,755	20,250	+ 2.51 %
4112	Mileage/Parking	0	0	1,000	200	- 80.00 %
4116	Conferences/Travel	2,394	695	1,930	1,930	0.00 %
4118	Membership Fees	4	0	0	0	
4120	Training and Development	3,821	1,132	3,530	0	
4236	Land Services	11,285	7,674	11,500	11,500	0.00 %
4316	Protective Clothing/Uniforms	12,689	8,043	9,458	9,458	0.00 %
4318	Lumber and Tools	66,345	35,462	59,875	60,775	+ 1.50 %
4412	Equipment Rentals	21,450	13,600	20,400	20,400	0.00 %
9111	WO Inside Equipment Rent	73,435	63,862	69,044	76,266	+ 10.46 %
9121	WO Outside Equipment Ren	29,506	37,250	86,218	73,718	- 14.50 %
9211	WO Regular Time	419,327	426,925	551,408	600,544	+ 8.91 %
9221	WO Overtime	65,312	7,752	25,000	19,200	- 23.20 %
9311	WO Inventory Purchases	13,691	14,868	14,500	17,750	+ 22.41 %
9321	WO Outside Purchases	77,864	93,102	94,054	97,538	+ 3.70 %
9411	WO Contracted Services	11,684	18,631	9,000	11,700	+ 30.00 %
9541	WO Propane	0	127	0	0	
Total Expenditures		904,443	827,116	1,060,736	1,107,402	
Net Total		(904,443)	(826,616)	(1,050,736)	(1,095,402)	

Business Unit Summary with Service Areas

Service Area: Concrete

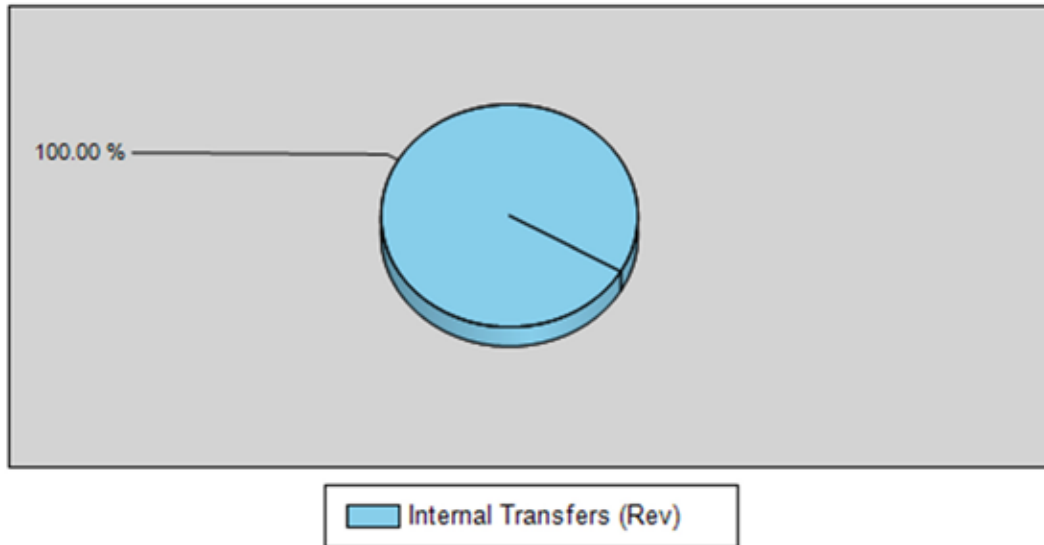
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
5075	Financial Stability Reserve	12,000	15,000	0	0	0
Total Revenues		12,000	15,000	0	0	0
% Increase			25.00%	(100.00%)	0.00%	0.00%
Expenditures						
4014	Salaries - Outside	86,172	87,897	89,654	91,448	93,277
4102	Benefits	20,250	20,656	21,069	21,490	21,920
4112	Mileage/Parking	200	204	208	212	216
4116	Conferences/Travel	1,930	1,969	2,008	2,048	2,089
4236	Land Services	11,500	11,730	11,965	12,204	12,448
4316	Protective Clothing/Unifo	9,458	9,647	9,840	10,037	10,238
4318	Lumber and Tools	60,775	61,991	63,230	64,495	65,785
4412	Equipment Rentals	20,400	20,808	21,224	21,649	22,082
9111	WO Inside Equipment Rent	76,266	77,791	79,347	80,934	82,553
9121	WO Outside Equipment Ren	73,718	75,192	76,696	78,230	79,795
9211	WO Regular Time	600,544	615,315	612,321	624,568	637,059
9221	WO Overtime	19,200	19,584	19,976	20,375	20,783
9311	WO Inventory Purchases	17,750	18,105	18,467	18,836	19,213
9321	WO Outside Purchases	97,538	99,489	101,479	103,508	105,578
9411	WO Contracted Services	11,700	11,934	12,173	12,416	12,664
Total Expenditures		1,107,402	1,132,311	1,139,657	1,162,450	1,185,699
% Increase			2.25%	0.65%	2.00%	2.00%
Net Total		(1,095,402)	(1,117,311)	(1,139,657)	(1,162,450)	(1,185,699)

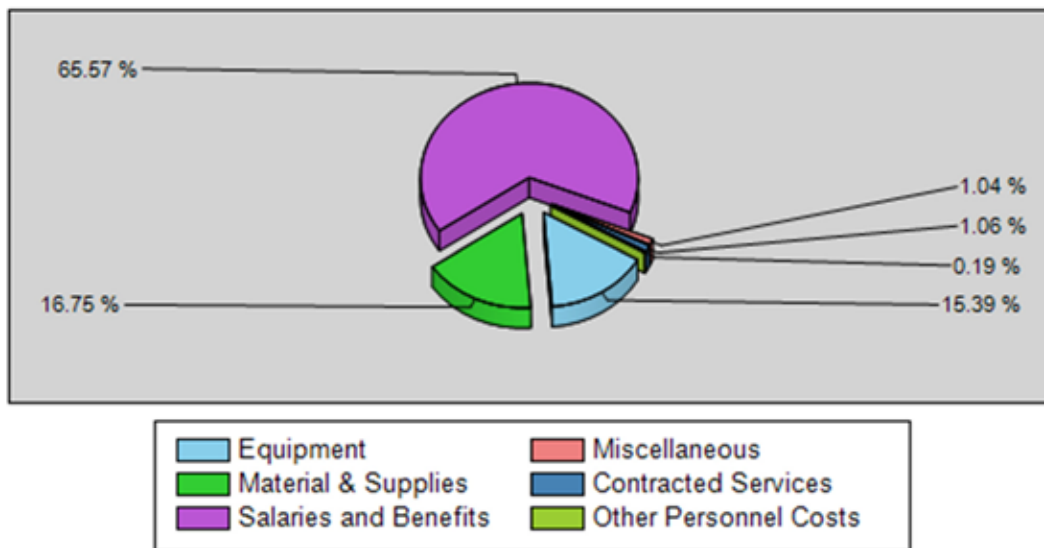
Business Unit Summary with Service Areas

Service Area: Concrete

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Fabrication Shop

Department: Engineering

Budget Year: 2016

Overview:

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

Deliverables:

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

Business Unit Summary with Service Areas

Service Area: Fabrication Shop

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4308	General Supplies	6	0	0	0	
9111	WO Inside Equipment Rent	11,986	8,239	11,800	12,220	+ 3.56 %
9121	WO Outside Equipment Ren	84	0	0	0	
9211	WO Regular Time	89,205	66,577	79,307	84,014	+ 5.94 %
9221	WO Overtime	170	0	0	0	
9311	WO Inventory Purchases	3,325	3,356	4,000	4,000	0.00 %
9321	WO Outside Purchases	26,769	19,296	33,200	33,200	0.00 %
9411	WO Contracted Services	1,640	2,494	6,000	6,000	0.00 %
9824	Work Order Recoveries	(13,809)	(9,600)	(18,000)	(18,000)	0.00 %
Total Expenditures		119,376	90,361	116,307	121,434	
Net Total		(119,376)	(90,361)	(116,307)	(121,434)	

Business Unit Summary with Service Areas

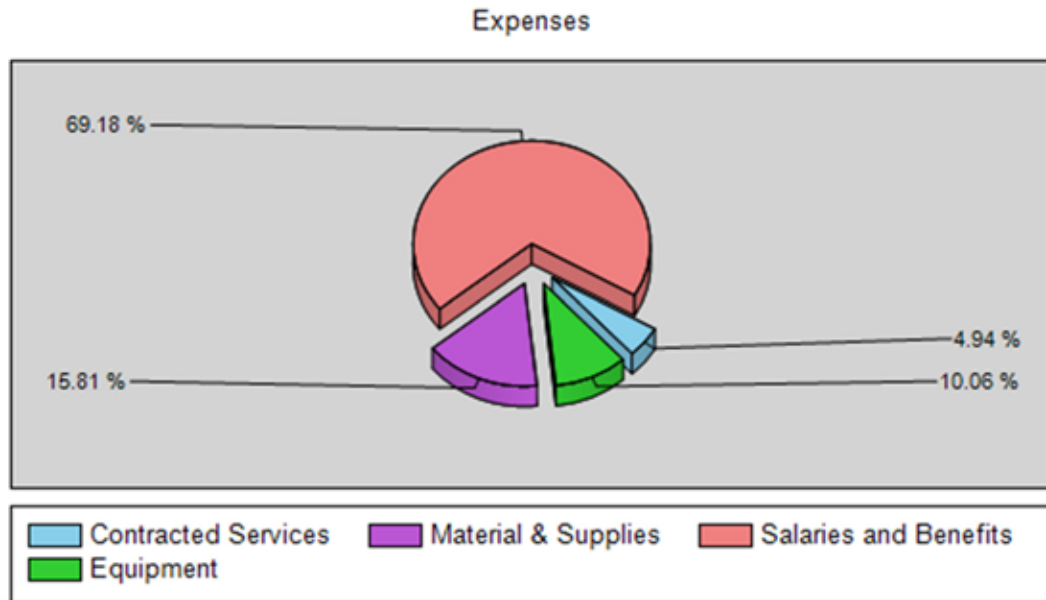
Service Area: Fabrication Shop

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	12,220	12,464	12,714	12,968	13,227
9211	WO Regular Time	84,014	85,694	87,408	89,156	90,939
9311	WO Inventory Purchases	4,000	4,080	4,162	4,245	4,330
9321	WO Outside Purchases	33,200	33,864	34,541	35,232	35,937
9411	WO Contracted Services	6,000	6,120	6,242	6,367	6,495
9824	Work Order Recoveries	(18,000)	(18,360)	(18,727)	(19,102)	(19,484)
Total Expenditures		121,434	123,863	126,340	128,867	131,444
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(121,434)	(123,863)	(126,340)	(128,867)	(131,444)

Business Unit Summary with Service Areas

Service Area: Fabrication Shop



Business Unit Summary with Service Areas

Service Area: Paint Shop

Department: Engineering

Budget Year: 2016

Overview:

The Paint Shop provides painting services within Civic facilities and to protect and enhance city infrastructure on streets, in squares, and in park.

They also maintain the surfaces of existing infrastructure and respond to the more complex graffiti removal issues.

Deliverables:

- Support demands & needs of City Infrastructure maintenance
- Attractive beautification for tourism and support downtown businesses.

Business Unit Summary with Service Areas

Service Area: Paint Shop

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4120	Training and Development	1,061	0	500	0	
9111	WO Inside Equipment Rent	697	395	1,259	2,800	+ 122.40 %
9211	WO Regular Time	71,035	56,369	48,360	78,782	+ 62.91 %
9311	WO Inventory Purchases	5,611	4,586	5,853	5,853	0.00 %
9321	WO Outside Purchases	18,574	10,602	5,207	10,000	+ 92.05 %
9411	WO Contracted Services	0	420	0	500	
Total Expenditures		96,978	72,371	61,179	97,935	
Net Total		(96,978)	(72,371)	(61,179)	(97,935)	

Business Unit Summary with Service Areas

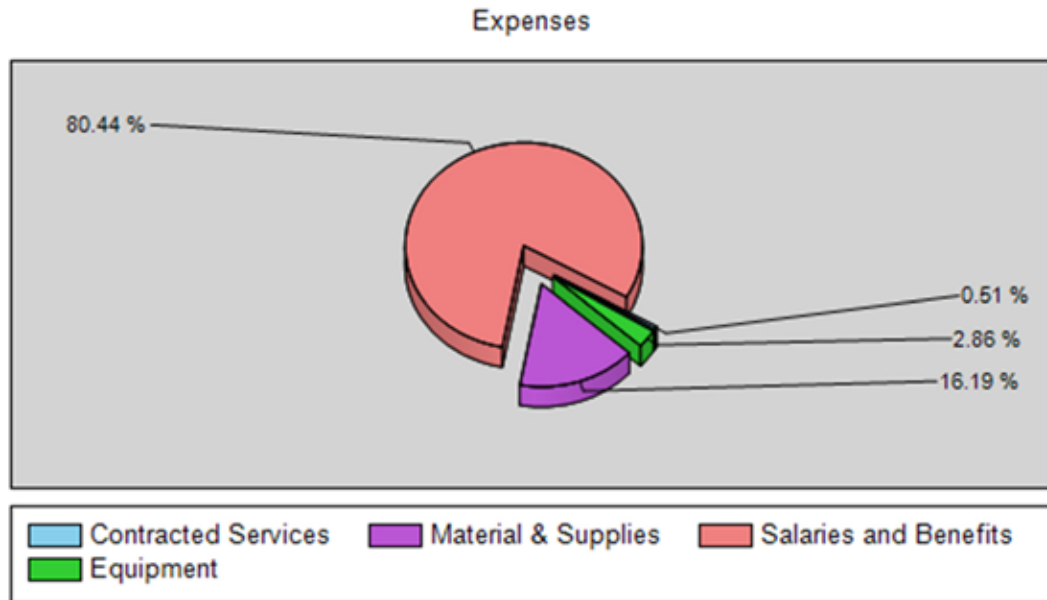
Service Area: Paint Shop

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	2,800	2,856	2,913	2,971	3,031
9211	WO Regular Time	78,782	80,752	82,367	84,014	85,694
9311	WO Inventory Purchases	5,853	5,970	6,089	6,211	6,335
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
9411	WO Contracted Services	500	510	520	531	541
Total Expenditures		97,935	100,288	102,293	104,339	106,426
% Increase			2.40%	2.00%	2.00%	2.00%
Net Total		(97,935)	(100,288)	(102,293)	(104,339)	(106,426)

Business Unit Summary with Service Areas

Service Area: Paint Shop



Business Unit Summary with Service Areas

Service Area: Public Works Administration

Department: Engineering

Budget Year: 2016

Overview:

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

Deliverables:

Customer service response time for calls coming into Public Works are answered immediately, no dropped calls.

Total # of calls received through main switch board

Total # of training courses organized and total number of Public Works staff trained

Total # of BC 1 locates calls (1,410 in 2014)

Total # of traffic control plans developed for special events (95 plus 3 film permits in 2014)

Total # of plumbing reimbursements prepared

Total # of Municipal Insurance Association claims prepared

Total number of banner confirmations prepared

Total number of calls for service (6,292 in 2014)

Business Unit Summary with Service Areas

Service Area: Public Works Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	3,150	4,150	0	3,000	
Total Revenues		3,150	4,150	0	3,000	
Expenditures						
4010	Salaries - Exempt	24,326	17,495	50,699	50,699	0.00 %
4016	Salaries - Inside	391,714	268,432	412,648	423,005	+ 2.51 %
4070	Overtime	2,866	2,621	3,000	3,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	21,798	62,279	48,271	51,292	+ 6.26 %
4102	Benefits	106,839	78,942	108,653	111,087	+ 2.24 %
4112	Mileage/Parking	396	703	1,000	1,000	0.00 %
4116	Conferences/Travel	155	610	1,800	1,800	0.00 %
4118	Membership Fees	215	245	0	0	
4120	Training and Development	592	418	2,000	2,000	0.00 %
4216	Contracted Services	512	871	7,480	5,480	- 26.74 %
4226	Photocopy	4,346	4,344	3,000	4,500	+ 50.00 %
4228	Printing	0	0	4,500	0	
4308	General Supplies	440	0	1,000	1,500	+ 50.00 %
4312	Office Supplies	16,529	12,792	13,883	16,883	+ 21.61 %
4364	Telecommunications	129,197	77,599	81,650	81,650	0.00 %
4814	Miscellaneous	270	1,927	0	0	
9111	WO Inside Equipment Rent	4,587	5,384	3,200	5,700	+ 78.13 %
9121	WO Outside Equipment Ren	0	0	1,000	0	
9211	WO Regular Time	101,015	78,308	96,312	108,718	+ 12.88 %
9221	WO Overtime	751	1,297	1,500	500	- 66.67 %
9311	WO Inventory Purchases	1,748	280	250	0	
9321	WO Outside Purchases	20,212	9,605	28,042	18,042	- 35.66 %
9411	WO Contracted Services	8,833	9,257	10,220	11,470	+ 12.23 %
Total Expenditures		837,340	633,409	880,107	898,325	
Net Total		(834,190)	(629,259)	(880,107)	(895,325)	

Business Unit Summary with Service Areas

Service Area: Public Works Administration

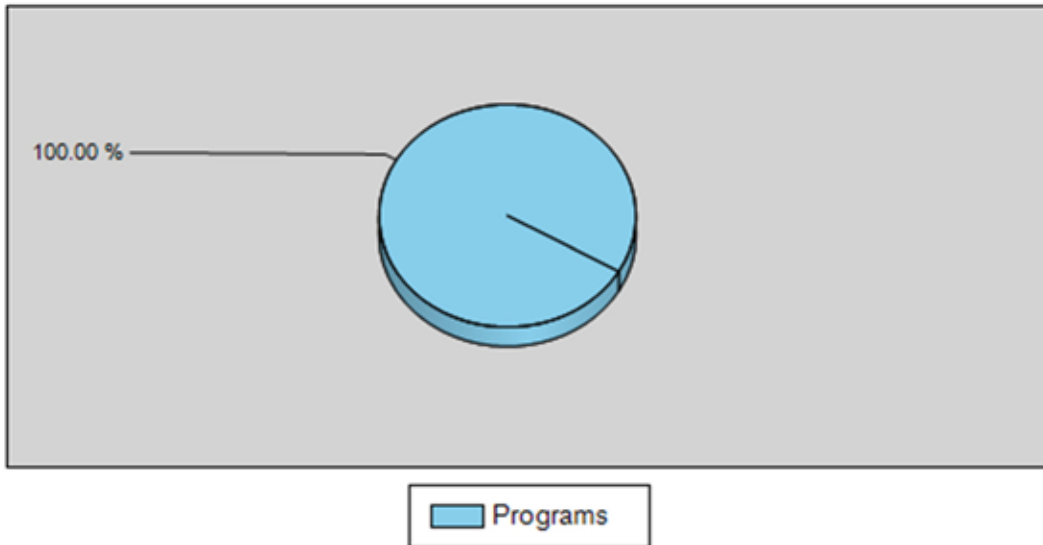
5 Year Forecast:

	2016	2017	2018	2019	2020
Revenues					
9011 Work Order Revenue	3,000	3,500	3,500	3,500	3,500
Total Revenues	3,000	3,500	3,500	3,500	3,500
% Increase		16.67%	0.00%	0.00%	0.00%
Expenditures					
4010 Salaries - Exempt	50,699	51,713	52,748	53,802	54,879
4016 Salaries - Inside	423,005	431,445	440,074	448,875	457,853
4070 Overtime	3,000	3,060	3,121	3,184	3,247
4080 Auxiliaries/RPT/Seasonal	51,292	52,306	53,352	54,419	55,508
4102 Benefits	111,087	113,304	115,570	117,881	120,239
4112 Mileage/Parking	1,000	1,020	1,040	1,061	1,082
4116 Conferences/Travel	1,800	1,836	1,873	1,910	1,948
4120 Training and Development	2,000	2,040	2,081	2,122	2,165
4216 Contracted Services	5,480	5,590	5,701	5,815	5,932
4226 Photocopy	4,500	4,590	4,682	4,775	4,871
4308 General Supplies	1,500	1,530	1,561	1,592	1,624
4312 Office Supplies	16,883	17,221	17,565	17,916	18,275
4364 Telecommunications	81,650	83,283	84,949	86,648	88,381
9111 WO Inside Equipment Rent	5,700	5,814	5,930	6,049	6,170
9211 WO Regular Time	108,718	110,892	113,110	115,372	117,680
9221 WO Overtime	500	510	520	531	541
9321 WO Outside Purchases	18,042	18,403	18,771	19,146	19,529
9411 WO Contracted Services	11,470	11,699	11,933	12,172	12,415
Total Expenditures	898,325	916,256	934,581	953,273	972,338
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(895,325)	(912,756)	(931,081)	(949,773)	(968,838)

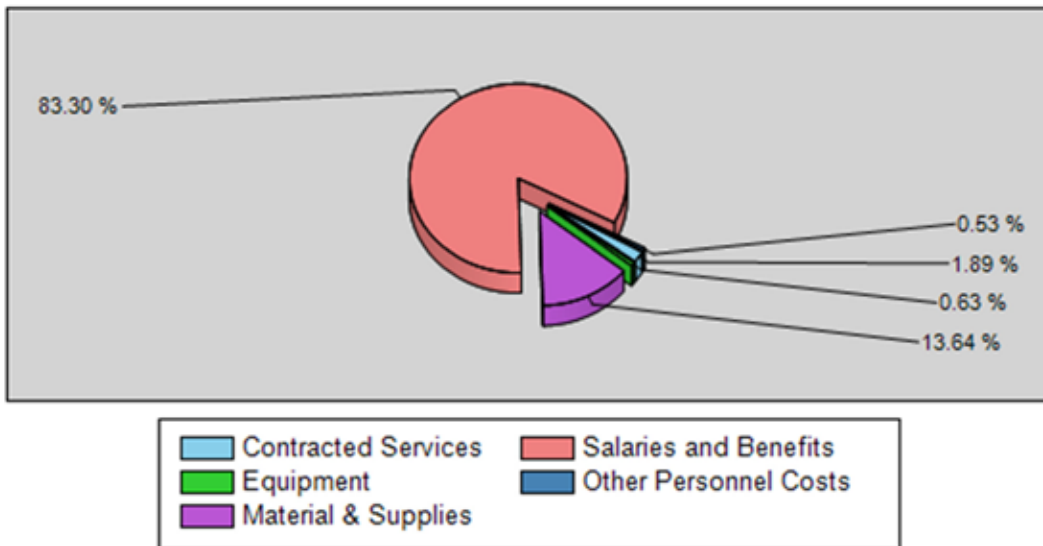
Business Unit Summary with Service Areas

Service Area: *Public Works Administration*

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Tool Depot

Department: Engineering

Budget Year: 2016

Overview:

This service area supports equipment needs of City sections undertaking infrastructure maintenance ensuring tools are available and operating efficiently on daily basis for maximized productivity.

The Tool Depot supplies tools and small equipment (non-licensed) for Public Works and Parks. This includes items such as: small hand tools, saws, jackhammers, small trimmers, weeders, mid-sized tractors.

Service and repair all tools and small equipment for Public Works and Parks. Itemize all asset listings in JDE for tracking of costs and maintenance scheduling.

Build and maintain approximately 100 traffic control barricades annually.

Deliverables:

- Barricades built per year
- Track hourly meters for all small equipment
- Track inventory for cost per unit to maintain

Business Unit Summary with Service Areas

Service Area: Tool Depot

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4014	Salaries - Outside	368,494	272,809	376,474	388,478	+ 3.19 %
4070	Overtime	3,187	716	0	0	
4102	Benefits	99,119	76,655	88,471	90,698	+ 2.52 %
4120	Training and Development	6	0	0	0	
4306	Fuel	3,909	2,477	3,530	3,530	0.00 %
4308	General Supplies	0	160	0	0	
4412	Equipment Rentals	6,000	4,000	7,521	7,521	0.00 %
9111	WO Inside Equipment Rent	7,151	4,088	12,000	12,000	0.00 %
9211	WO Regular Time	4,184	4,288	12,787	3,000	- 76.54 %
9311	WO Inventory Purchases	29,665	14,428	36,200	36,000	- 0.55 %
9321	WO Outside Purchases	95,442	65,512	88,200	96,978	+ 9.95 %
9411	WO Contracted Services	8,899	2,669	6,700	5,700	- 14.93 %
9511	WO Gas	66	0	0	0	
Total Expenditures		626,121	447,803	631,883	643,905	
Net Total		(626,121)	(447,803)	(631,883)	(643,905)	

Business Unit Summary with Service Areas

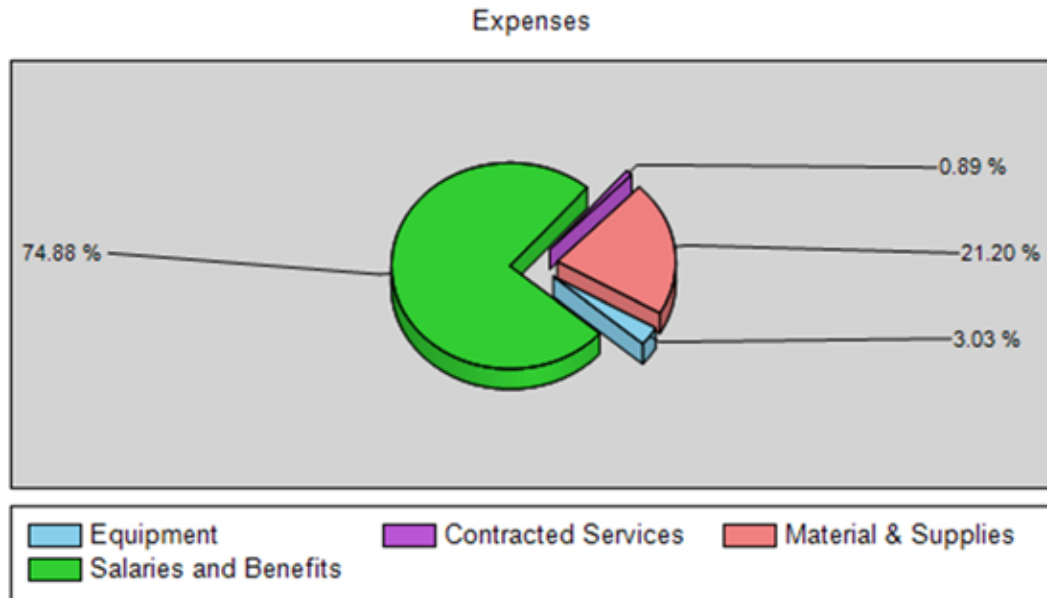
Service Area: Tool Depot

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4014	Salaries - Outside	388,478	396,195	404,119	412,201	420,445
4102	Benefits	90,698	92,500	94,350	96,237	98,161
4306	Fuel	3,530	3,601	3,673	3,746	3,821
4412	Equipment Rentals	7,521	7,671	7,825	7,981	8,141
9111	WO Inside Equipment Rent	12,000	12,240	12,485	12,734	12,989
9211	WO Regular Time	3,000	3,060	3,121	3,184	3,247
9311	WO Inventory Purchases	36,000	36,720	37,454	38,203	38,968
9321	WO Outside Purchases	96,978	98,918	100,896	102,914	104,972
9411	WO Contracted Services	5,700	5,814	5,930	6,049	6,170
Total Expenditures		643,905	656,718	669,853	683,250	696,915
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		(643,905)	(656,718)	(669,853)	(683,250)	(696,915)

Business Unit Summary with Service Areas

Service Area: Tool Depot



Business Unit Summary with Service Areas

Service Area: Streets Administration

Department: Engineering

Budget Year: 2016

Overview:

Administration of Streets Operations:

Responsible for concrete, electrical shop, roads & bridges, Sign Shop, and traffic signals.

- Provides safe roads, bridges, sidewalks, street lighting, traffic signals, traffic signage, road marking, snow removal, pathways, walkways, malls & squares.
- Provide asphalt to other municipalities, and contractors.

Business Unit Summary with Service Areas

Service Area: Streets Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	102,016	72,813	103,612	103,612	0.00 %
4102	Benefits	21,974	18,347	23,871	23,871	0.00 %
4116	Conferences/Travel	1,041	1,866	3,600	3,600	0.00 %
4120	Training and Development	0	1,770	0	17,030	
4308	General Supplies	0	0	800	800	0.00 %
9211	WO Regular Time	0	0	6,310	6,468	+ 2.50 %
Total Expenditures		125,032	94,796	138,193	155,381	
Net Total		(125,032)	(94,796)	(138,193)	(155,381)	

Business Unit Summary with Service Areas

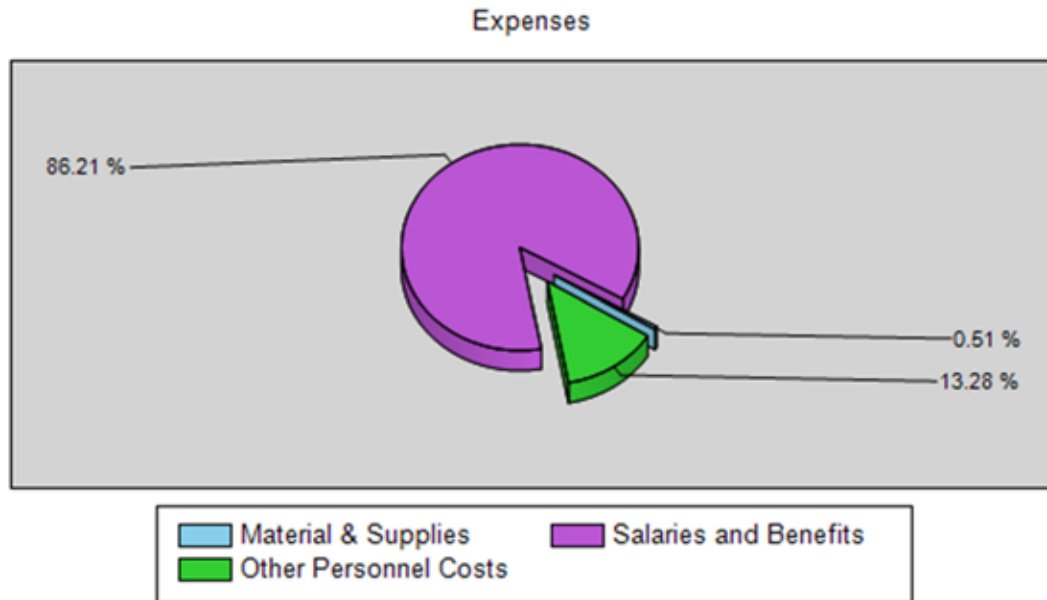
Service Area: Streets Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	103,612	105,684	107,798	109,954	112,153
4102	Benefits	23,871	24,349	24,836	25,333	25,839
4116	Conferences/Travel	3,600	3,672	3,745	3,820	3,897
4120	Training and Development	17,030	17,371	17,718	18,072	18,434
4308	General Supplies	800	816	832	849	866
9211	WO Regular Time	6,468	6,597	6,729	6,864	7,001
Total Expenditures		155,381	158,489	161,659	164,892	168,190
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(155,381)	(158,489)	(161,659)	(164,892)	(168,190)

Business Unit Summary with Service Areas

Service Area: Streets Administration



Business Unit Summary with Service Areas

Service Area: PW Response

Department: Engineering

Budget Year: 2016

Overview:

The City maintains a 24/7 emergency response for unexpected or unplanned events and incidents in the City.

A public works service person can provide traffic control and emergency response after regular business hours.

Unplanned incidents include sewers and water breaks, traffic barricades, and clean up at motor vehicle incidents

This unit coordinates all after hour calls for Public works, and determines who is needed to do the work.

Deliverables:

Estimated 45 calls per day for Emergency Response and Traffic control combined 16,425 calls annually

Call response = Priority and emergency calls are responded to within 2 hrs. and all calls are responded to within 24 hours

Business Unit Summary with Service Areas

Service Area: PW Response

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3128	Development Traffic Perm	31,675	22,578	27,000	33,000	+ 22.22 %
Total Revenues		31,675	22,578	27,000	33,000	
Expenditures						
4120	Training and Development	834	318	1,020	3,500	+ 243.14 %
4236	Land Services	3,776	2,568	3,850	3,850	0.00 %
4821	Recoveries and Services	0	0	(90,935)	(90,935)	0.00 %
9111	WO Inside Equipment Rent	36,732	23,104	46,110	35,000	- 24.09 %
9121	WO Outside Equipment Ren	0	0	590	0	
9211	WO Regular Time	330,487	230,088	391,899	401,697	+ 2.50 %
9221	WO Overtime	77,419	80,183	9,000	39,500	+ 338.89 %
9311	WO Inventory Purchases	29,376	17,540	21,830	22,500	+ 3.07 %
9321	WO Outside Purchases	6,114	821	4,500	4,500	0.00 %
9411	WO Contracted Services	5,980	6,046	5,900	8,500	+ 44.07 %
Total Expenditures		490,719	360,667	393,764	428,112	
Net Total		(459,044)	(338,089)	(366,764)	(395,112)	

Business Unit Summary with Service Areas

Service Area: PW Response

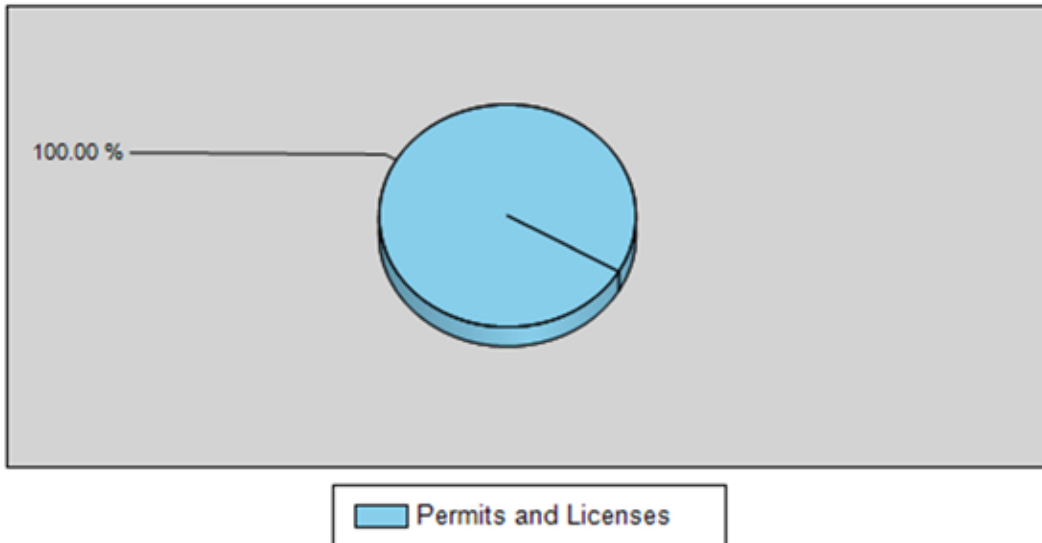
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3128	Development Traffic Perm	33,000	34,000	35,000	36,000	37,000
Total Revenues		33,000	34,000	35,000	36,000	37,000
% Increase			3.03%	2.94%	2.86%	2.78%
Expenditures						
4120	Training and Development	3,500	3,570	3,641	3,714	3,789
4236	Land Services	3,850	3,927	4,006	4,086	4,167
4821	Recoveries and Services	(90,935)	(92,754)	(94,609)	(96,501)	(98,431)
9111	WO Inside Equipment Rent	35,000	35,700	36,414	37,142	37,885
9211	WO Regular Time	401,697	409,731	417,925	426,284	434,809
9221	WO Overtime	39,500	40,290	41,096	41,918	42,756
9311	WO Inventory Purchases	22,500	22,950	23,409	23,877	24,355
9321	WO Outside Purchases	4,500	4,590	4,682	4,775	4,871
9411	WO Contracted Services	8,500	8,670	8,843	9,020	9,201
Total Expenditures		428,112	436,674	445,407	454,316	463,402
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(395,112)	(402,674)	(410,407)	(418,316)	(426,402)

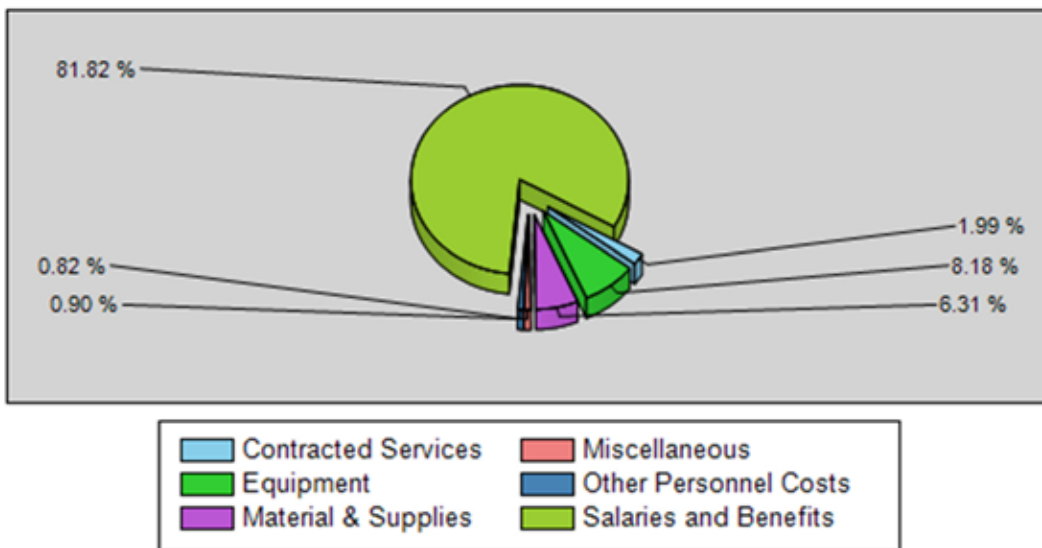
Business Unit Summary with Service Areas

Service Area: *PW Response*

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Bridges

Department: Engineering

Budget Year: 2016

Overview:

This Service area funds the on-going maintenance and operation of the City's five bridges, including the Johnson Street Bridge, Point Ellice Street Bridge and the Gorge, Burnside, and Hereward (rail) bridges to ensure safe travel by all users.

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

The Johnson Street Bridge facilitates 30,000 vehicles trips each day and as well as 3,000 cyclist and 4,000 pedestrian trips between the neighbourhoods of Victoria West and downtown.

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.

Business Unit Summary with Service Areas

Service Area: Bridges

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3488	Johnson St Bridge Opening	11,025	7,875	7,000	8,500	+ 21.43 %
Total Revenues		11,025	7,875	7,000	8,500	
Expenditures						
9111	WO Inside Equipment Rent	3,124	1,075	2,075	2,075	0.00 %
9121	WO Outside Equipment Ren	332	374	0	0	
9211	WO Regular Time	138,145	102,999	283,633	223,502	- 21.20 %
9221	WO Overtime	43,553	15,297	2,000	7,000	+ 250.00 %
9311	WO Inventory Purchases	1,168	1,227	0	1,200	
9321	WO Outside Purchases	19,253	11,399	63,123	63,423	+ 0.48 %
9411	WO Contracted Services	21,586	9,771	5,000	5,075	+ 1.50 %
9511	WO Gas	61	21	0	0	
Total Expenditures		227,220	142,162	355,831	302,275	
Net Total		(216,195)	(134,287)	(348,831)	(293,775)	

Business Unit Summary with Service Areas

Service Area: Bridges

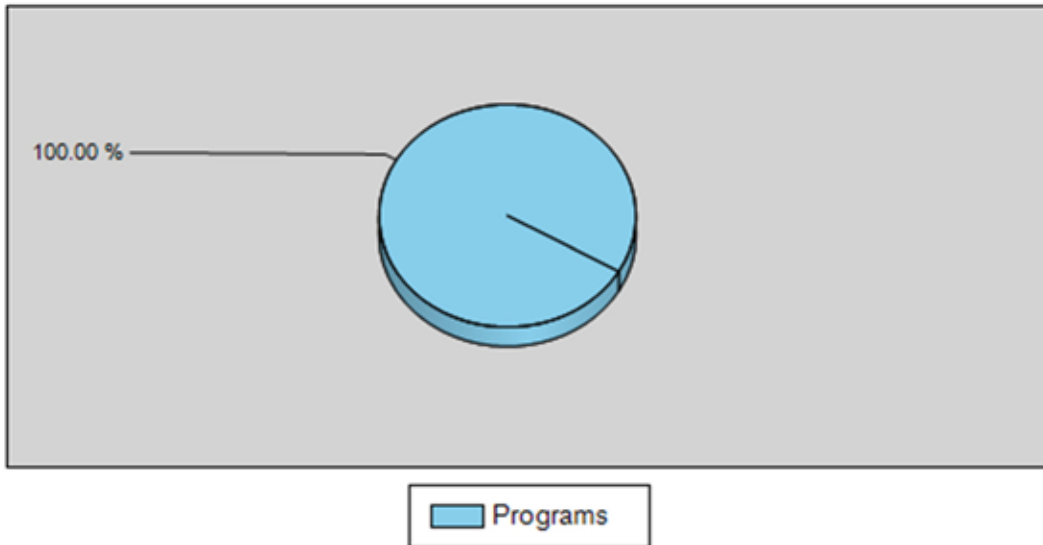
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3488	Johnson St Bridge Opening	8,500	8,500	8,500	8,500	8,500
Total Revenues		8,500	8,500	8,500	8,500	8,500
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
9111	WO Inside Equipment Rent	2,075	2,117	2,159	2,202	2,246
9211	WO Regular Time	223,502	227,972	232,532	237,182	241,926
9221	WO Overtime	7,000	7,140	7,283	7,428	7,577
9311	WO Inventory Purchases	1,200	1,224	1,248	1,273	1,299
9321	WO Outside Purchases	63,423	64,691	65,985	67,305	68,651
9411	WO Contracted Services	5,075	5,177	5,280	5,386	5,493
Total Expenditures		302,275	308,321	314,487	320,777	327,192
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(293,775)	(299,821)	(305,987)	(312,277)	(318,692)

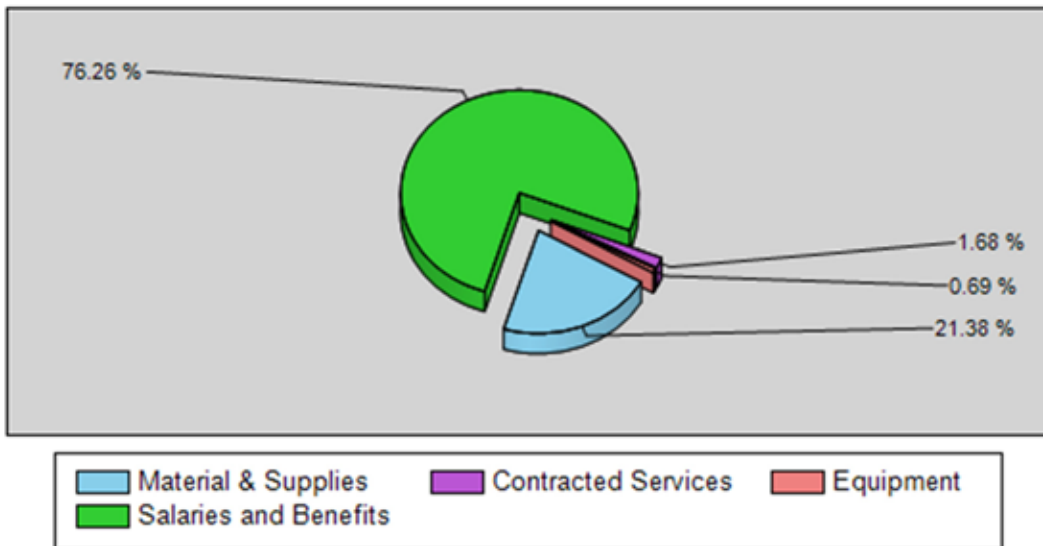
Business Unit Summary with Service Areas

Service Area: Bridges

Revenues



Expenses



Business Unit Summary with Service Areas

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

Department: Engineering **Budget Year:** 2016

Overview:

Changes in land use can impact traffic patterns, and demands for on-street parking. Having the ability to respond to public requests/inquiries ensures the ongoing safe operation of traffic for all road users (traffic control devices, such as stop signs), helps contribute to successful commercial areas/urban villages (onstreet parking turnover for customers), and respects/protects the residential integrity of neighbourhood residential areas.

This budget is used to fund costs of changes to on-street parking regulations (signs/painting) on an annual basis.

Deliverables:

Staff process approximately 80 traffic orders, and implemented reduced speed zone restrictions in the downtown core, and on several arterial corridors.

Business Unit Summary with Service Areas

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

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	2,685	4,252	2,000	2,000	0.00 %
9211	WO Regular Time	26,239	37,076	14,992	15,367	+ 2.50 %
9221	WO Overtime	0	104	0	0	
9311	WO Inventory Purchases	5,339	6,641	5,000	5,000	0.00 %
9321	WO Outside Purchases	4,666	6,162	4,000	4,000	0.00 %
9411	WO Contracted Services	558	375	0	0	
Total Expenditures		39,487	54,610	25,992	26,367	
Net Total		(39,487)	(54,610)	(25,992)	(26,367)	

Business Unit Summary with Service Areas

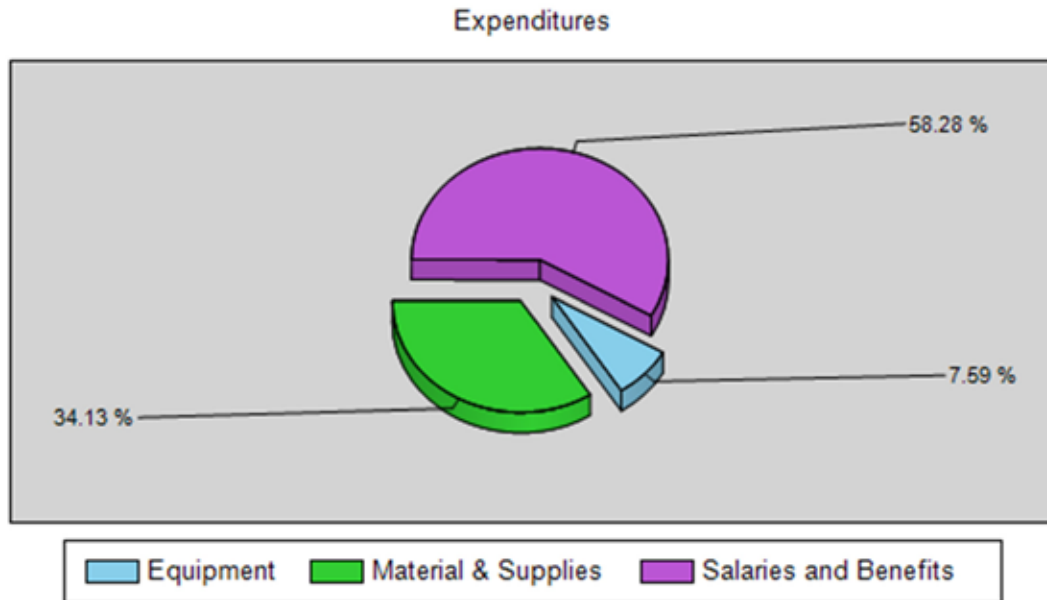
Business Unit: 4305 - T&D - Traffic Order Implementation

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	15,367	15,674	15,988	16,308	16,634
9311	WO Inventory Purchases	5,000	5,100	5,202	5,306	5,412
9321	WO Outside Purchases	4,000	4,080	4,162	4,245	4,330
Total Expenditures		26,367	26,894	27,432	27,981	28,540
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(26,367)	(26,894)	(27,432)	(27,981)	(28,540)

Business Unit Summary with Service Areas

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



Business Unit Summary with Service Areas

Business Unit: 4315 - T&D - NTMP Implementation

Department: Engineering **Budget Year:** 2016

Overview:

Neighbourhood Transportation Management Plan Implementation. This budget covers the installation of smaller-scale traffic calming measures in various neighbourhoods, projects identified in Council-approved Neighbourhood Transportation Management Plans.

Deliverables:

Number of projects completed
Slower speeds and improved safety measures in specific neighbourhoods

Business Unit Summary with Service Areas

Business Unit: 4315 - T&D - NTMP Implementation

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	3,096	3,115	0	0	
9121	WO Outside Equipment Ren	3,534	3,859	0	0	
9211	WO Regular Time	23,670	32,296	29,985	30,735	+ 2.50 %
9221	WO Overtime	173	454	0	0	
9311	WO Inventory Purchases	81	175	0	0	
9321	WO Outside Purchases	6,901	9,869	121,387	121,387	0.00 %
9411	WO Contracted Services	3,660	4,948	0	0	
Total Expenditures		41,115	54,717	151,372	152,122	
Net Total		(41,115)	(54,717)	(151,372)	(152,122)	

Business Unit Summary with Service Areas

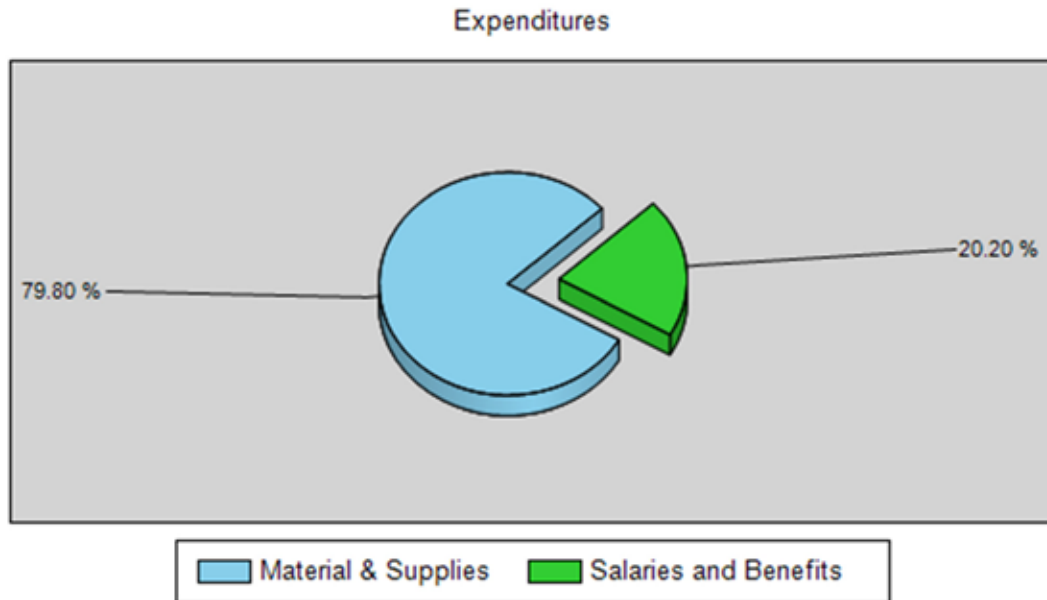
Business Unit: 4315 - T&D - NTMP Implementation

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9211	WO Regular Time	30,735	31,349	31,976	32,616	33,268
9321	WO Outside Purchases	121,387	123,815	126,291	128,817	131,393
Total Expenditures		152,122	155,164	158,267	161,433	164,661
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(152,122)	(155,164)	(158,267)	(161,433)	(164,661)

Business Unit Summary with Service Areas

Business Unit: 4315 - T&D - NTMP Implementation



Business Unit Summary with Service Areas

Business Unit: 4320 - Transportation, Surveys & NTMP

Department: Engineering **Budget Year:** 2016

Overview:

Transportation-related data is collected to assist staff in analyzing transportation planning, design, and operational issues, and determine the most appropriate course of action. Information collected includes traffic volumes and speeds, vehicle classification, intersection movements, bicycle and pedestrian-related data, and collision data.

This business unit funds the Transportation Section annual traffic data collection program and collision statistics report. This data is essential for planning, design, and daily operations work conducted by staff.

Deliverables:

35 manual intersection counts annually (including pedestrian and cyclist movements)
 65 volume/speed study data sites studied annually
 Annual collision reports compiled/produced

Business Unit Summary with Service Areas

Business Unit: 4320 - Transportation, Surveys & NTMP

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4080	Auxiliaries/RPT/Seasonal	26,404	22,543	35,992	38,243	+ 6.25 %
4120	Training and Development	20	0	0	0	
4312	Office Supplies	5,838	0	1,000	1,000	0.00 %
4418	Equipment	0	3,225	5,000	5,000	0.00 %
Total Expenditures		32,262	25,768	41,992	44,243	
Net Total		(32,262)	(25,768)	(41,992)	(44,243)	

Business Unit Summary with Service Areas

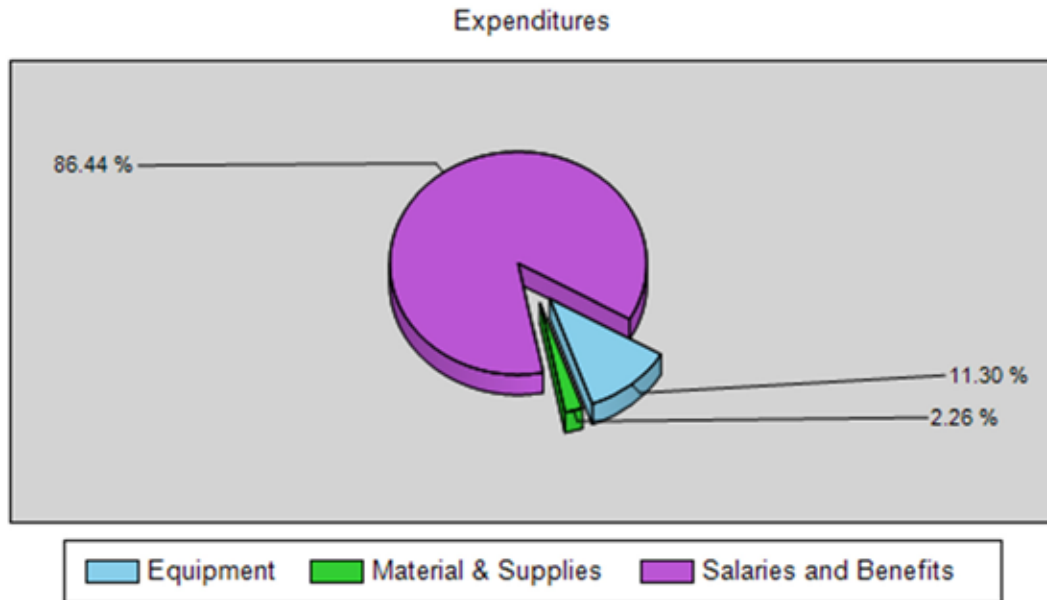
Business Unit: 4320 - Transportation, Surveys & NTMP

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4080	Auxiliaries/RPT/Seasonal	38,243	39,000	39,780	40,575	41,387
4312	Office Supplies	1,000	1,020	1,040	1,061	1,082
4418	Equipment	5,000	5,100	5,202	5,306	5,412
Total Expenditures		44,243	45,120	46,022	46,943	47,881
% Increase			1.98%	2.00%	2.00%	2.00%
Net Total		(44,243)	(45,120)	(46,022)	(46,943)	(47,881)

Business Unit Summary with Service Areas

Business Unit: 4320 - Transportation, Surveys & NTMP



Business Unit Summary with Service Areas

Business Unit: 4810 - Streets Develop. Cost Sharing

Department: Engineering

Budget Year: 2016

Overview:

This business unit funds ongoing rail signal maintenance costs for the 5 level road crossings with gates/flashing lights.

There are a total of 7 level road crossings, and two overhead rail trestles, in the City of Victoria.

Deliverables:

Rail signal maintenance for the 5 level road crossings with gates/flashing lights.

Business Unit Summary with Service Areas

Business Unit: 4810 - Streets Develop. Cost Sharing

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	0	0	7,900	7,900	0.00 %
9211	WO Regular Time	0	0	4,512	4,625	+ 2.50 %
9311	WO Inventory Purchases	0	0	2,140	2,140	0.00 %
9411	WO Contracted Services	25,275	16,223	30,090	30,090	0.00 %
Total Expenditures		25,275	16,223	44,642	44,755	
Net Total		(25,275)	(16,223)	(44,642)	(44,755)	

Business Unit Summary with Service Areas

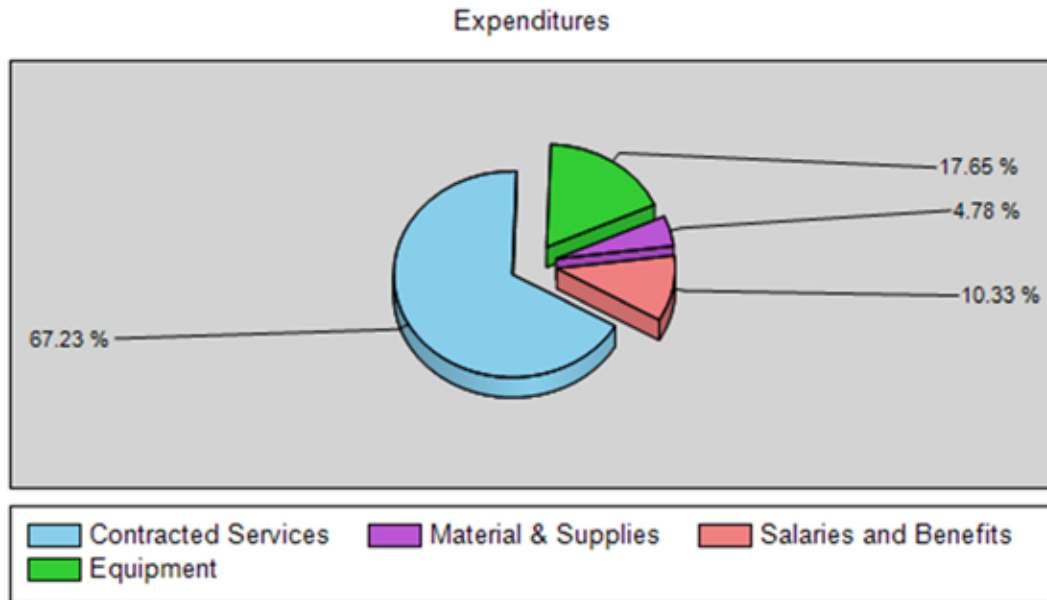
Business Unit: 4810 - Streets Develop. Cost Sharing

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	7,900	8,058	8,219	8,384	8,551
9211	WO Regular Time	4,625	4,717	4,812	4,908	5,006
9311	WO Inventory Purchases	2,140	2,183	2,226	2,271	2,316
9411	WO Contracted Services	30,090	30,692	31,306	31,932	32,570
Total Expenditures		44,755	45,650	46,563	47,494	48,444
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(44,755)	(45,650)	(46,563)	(47,494)	(48,444)

Business Unit Summary with Service Areas

Business Unit: 4810 - Streets Develop. Cost Sharing



Business Unit Summary with Service Areas

Service Area: Transportation Administration

Department: Engineering

Budget Year: 2016

Overview:

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

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

Staff in the Transportation Section:

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

Deliverables:

- 50+ capital projects - concept and design drawings produced
- >1,000 street occupancy permits issued
- Responses to general public letters/emails in a timely manner
- 80 traffic order approvals/installations of new/revised parking regulations
- 35 manual intersection counts reviewed/analyzed
- Data from 65 volume/speed study data sites reviewed/analyzed
- All submitted rezoning/development applications reviewed
- All building permit applications with impacts to the public realm reviewed

Business Unit Summary with Service Areas

Service Area: Transportation Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	21,026	9,840	20,000	20,000	0.00 %
Total Revenues		21,026	9,840	20,000	20,000	
Expenditures						
4010	Salaries - Exempt	228,092	136,573	234,119	234,119	0.00 %
4016	Salaries - Inside	812,351	614,172	842,233	869,267	+ 3.21 %
4070	Overtime	4,556	6,045	0	0	
4080	Auxiliaries/RPT/Seasonal	12,448	7,857	29,993	31,869	+ 6.25 %
4102	Benefits	246,221	204,584	251,864	258,217	+ 2.52 %
4112	Mileage/Parking	1,941	1,600	3,430	3,430	0.00 %
4116	Conferences/Travel	2,059	2,249	2,150	2,150	0.00 %
4118	Membership Fees	328	0	2,060	2,060	0.00 %
4120	Training and Development	4,691	2,160	8,050	8,050	0.00 %
4216	Contracted Services	150	31,131	12,300	12,300	0.00 %
4236	Land Services	4,622	3,143	4,700	4,700	0.00 %
4312	Office Supplies	3,574	2,313	6,100	6,100	0.00 %
4364	Telecommunications	7,346	4,743	2,000	2,000	0.00 %
4412	Equipment Rentals	35,000	23,400	69,180	69,180	0.00 %
4824	Recovery	(195)	0	0	0	
Total Expenditures		1,363,185	1,039,971	1,468,179	1,503,442	
Net Total		(1,342,159)	(1,030,131)	(1,448,179)	(1,483,442)	

Business Unit Summary with Service Areas

Service Area: Transportation Administration

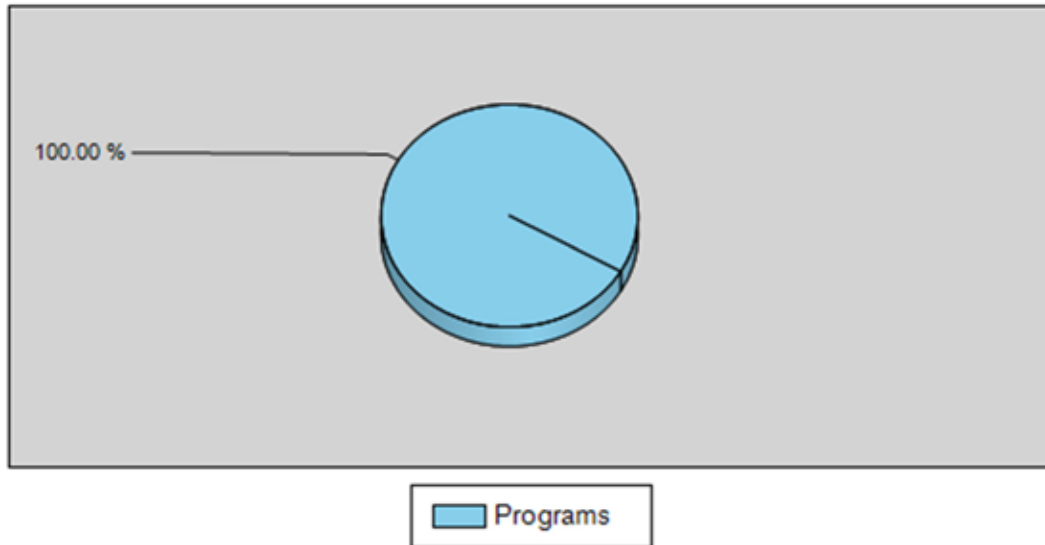
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3274	Miscellaneous Fees	20,000	20,000	20,000	20,000	20,000
Total Revenues		20,000	20,000	20,000	20,000	20,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	234,119	238,801	243,577	248,449	253,418
4016	Salaries - Inside	869,267	886,642	904,375	922,462	940,911
4080	Auxiliaries/RPT/Seasonal	31,869	32,500	33,150	33,813	34,489
4102	Benefits	258,217	263,379	268,646	274,019	279,500
4112	Mileage/Parking	3,430	3,499	3,569	3,640	3,713
4116	Conferences/Travel	2,150	2,193	2,237	2,282	2,327
4118	Membership Fees	2,060	2,101	2,143	2,186	2,230
4120	Training and Development	8,050	8,211	8,375	8,543	8,714
4216	Contracted Services	12,300	12,546	12,797	13,053	13,314
4236	Land Services	4,700	4,794	4,890	4,988	5,087
4312	Office Supplies	6,100	6,222	6,346	6,473	6,603
4364	Telecommunications	2,000	2,040	2,081	2,122	2,165
4412	Equipment Rentals	69,180	70,564	71,975	73,414	74,883
Total Expenditures		1,503,442	1,533,491	1,564,161	1,595,444	1,627,353
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,483,442)	(1,513,491)	(1,544,161)	(1,575,444)	(1,607,353)

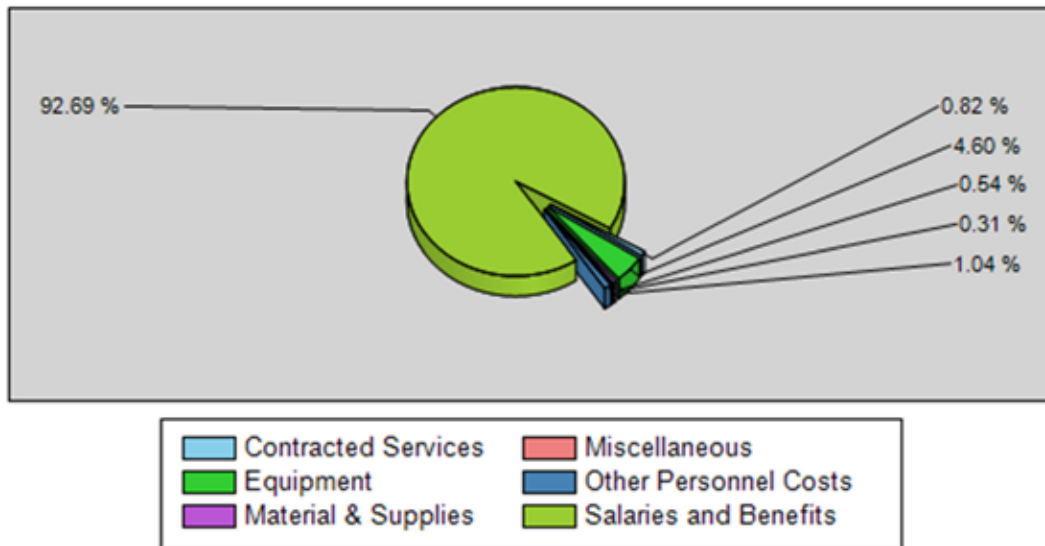
Business Unit Summary with Service Areas

Service Area: *Transportation Administration*

Revenues



Expenses



Business Unit Summary with Service Areas

Business Unit: 4330 - Land Development Admin

Department: Engineering **Budget Year:** 2016

Overview:

The Land Development section administers the approval and processing applications for Subdivisions and strata permits, sidewalks café permits, frontage and right of way construction permits, and encroachment and excavation permits. This ensures applications are consistent with the provincial regulations and OCP, civil standards, land use and City standards are met when constructions occur.

The permit process provides a consistent set of standards for civil works and for public safety.

- Develops bylaws and policies for subdivisions
- Represents the City at Urban Development Institute
- 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
- Development of regulations, such as: flood, stormwater

Deliverables:

Approximate number of applications processed annually:

100 sidewalk cafe permits

80 contractor permits

35 to 40 subdivision and strata permits

3 to 5 specialized encroachment permits

Turnaround time:

The target turnaround times are identified above. We have not yet implemented reporting out to determine measures of success on target turnaround times.

Business Unit Summary with Service Areas

Business Unit: 4330 - Land Development Admin

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3126	Contractors' Permits	2,215	1,595	24,000	24,000	0.00 %
3266	Subdivisions and Strata	3,400	2,000	7,500	7,500	0.00 %
3274	Miscellaneous Fees	30	325	0	0	
3395	Encroachment Fees - Evacuation	0	79,025	14,000	14,000	0.00 %
3396	Sidewalk Cafes	47,976	49,165	53,000	53,000	0.00 %
3397	Under Sidewalk Basement	3,641	3,341	3,500	3,500	0.00 %
Total Revenues		57,262	135,452	102,000	102,000	
Expenditures						
4016	Salaries - Inside	327,745	222,527	362,571	371,682	+ 2.51 %
4070	Overtime	5	0	0	0	
4080	Auxiliaries/RPT/Seasonal	0	31,631	0	0	
4102	Benefits	81,286	57,368	85,204	87,345	+ 2.51 %
4112	Mileage/Parking	169	0	0	0	
4116	Conferences/Travel	850	0	4,500	4,500	0.00 %
4118	Membership Fees	215	245	0	0	
4120	Training and Development	1,093	0	2,500	2,500	0.00 %
4312	Office Supplies	228	539	1,250	1,250	0.00 %
4412	Equipment Rentals	4,200	3,000	4,200	4,200	0.00 %
4824	Recovery	109	0	0	0	
9321	WO Outside Purchases	(9,165)	0	0	0	
Total Expenditures		406,735	315,310	460,225	471,478	
Net Total		(349,473)	(179,858)	(358,225)	(369,478)	

Business Unit Summary with Service Areas

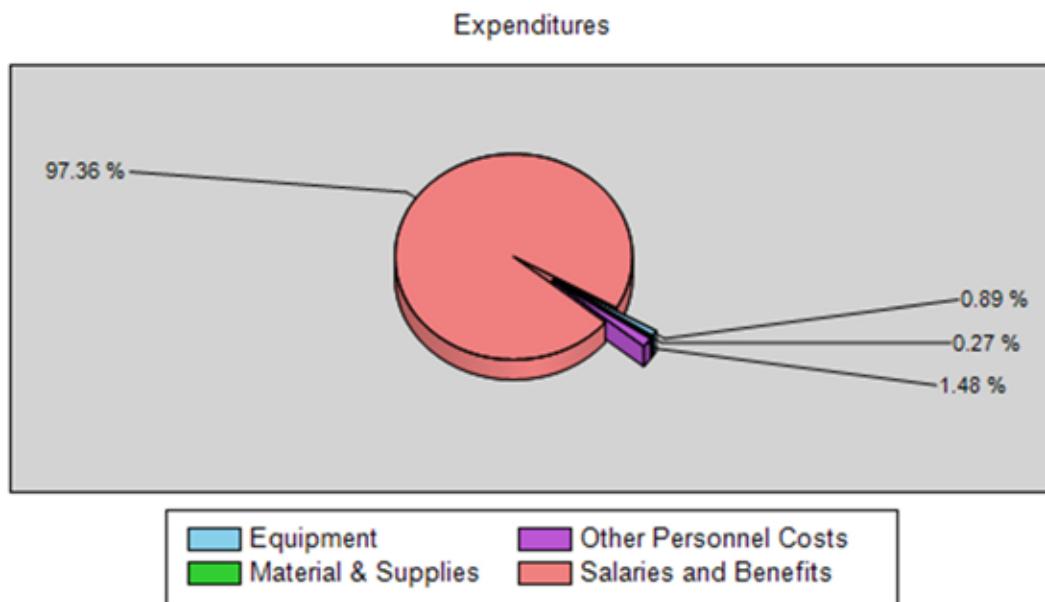
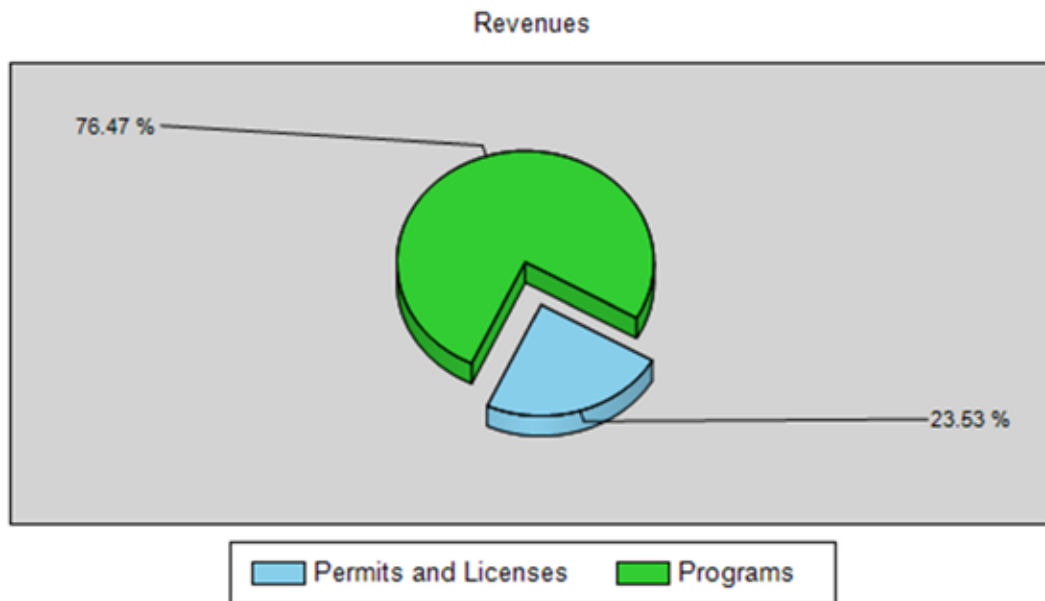
Business Unit: 4330 - Land Development Admin

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3126	Contractors' Permits	24,000	24,000	24,000	24,000	24,000
3266	Subdivisions and Strata	7,500	7,500	7,500	7,500	7,500
3395	Encroachment Fees - Evacuation	14,000	14,000	14,000	14,000	14,000
3396	Sidewalk Cafes	53,000	53,000	53,000	53,000	53,000
3397	Under Sidewalk Basement	3,500	3,500	3,500	3,500	3,500
Total Revenues		102,000	102,000	102,000	102,000	102,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4016	Salaries - Inside	371,682	379,080	386,662	394,395	402,283
4102	Benefits	87,345	89,084	90,866	92,683	94,536
4116	Conferences/Travel	4,500	4,590	4,682	4,775	4,871
4120	Training and Development	2,500	2,550	2,601	2,653	2,706
4312	Office Supplies	1,250	1,275	1,301	1,327	1,353
4412	Equipment Rentals	4,200	4,284	4,370	4,457	4,546
Total Expenditures		471,478	480,863	490,480	500,290	510,296
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		(369,478)	(378,863)	(388,480)	(398,290)	(408,296)

Business Unit Summary with Service Areas

Business Unit: 4330 - Land Development Admin



Business Unit Summary with Service Areas

Service Area: Engineering Support Services

Department: Engineering

Budget Year: 2016

Overview:

Provide support for all other departments in the organization through asset and information management services through:

- Operating and maintaining Vicmap and GIS databases, infrastructure databases, engineering info management, mapping requests, open data requests, and land management databases.
- Maintain City's cadastral fabric.
- Represent the City at a variety of provincial and regional groups (IMGIS, URISA, Tempest).
- For asset management and planning purposes, translating various engineering data into spatial info as requested
- Surveying and mapping city facilities and infrastructure
- Responding to requests for utility locates and underground service checks,
- Providing a hub for all asset management functions, performance metrics, strategies, & risk analyses.
- Implementing and operating the corporate maintenance management and asset management software system.
- Linking engineering and finance by developing TCA inventory to meet regulatory financial reporting requirements as well as developing preventative maintenance budgets, asset replacement and renewal schedules.
- Staffing the Engineering customer service front desk,
- Developing legal and utility agreements and contracts.
- Provide accurate, detailed engineering data to a variety of internal customers and external agencies. (third party utilities, engineering and architectural consultants, etc)
- Providing support and training internally and to the public regarding use of VicMap, open data, and custom online maps, through tutorial videos, presentations, demos, meetings, phone and email
- Installing, maintaining and upgrading Esri and Geocortex software on map servers, troubleshooting and liaising with Esri and Geocortex support
- Digitizing and mapping city facilities and infrastructure
- Update land title records, BC assessment data and land information changes
- Respond to internal and external inquiries regarding land information, right of ways, addresses and street names
- Administration of outside party billing for cost recovery of infrastructure restoration.

Deliverables:

- Avg. 120 Digital Mapping Requests per year
- Avg. 75 LTO plans per year (subdivisions, easements)
- Manage CAD & GIS on 52 computers

Metrics we will begin tracking:

- # GIS Data requests processed
- # CAD file requests to business and community
- # Underground checks
- # GIS data downloads/requests # of Spatial Database layers requested/created o for asset management o for other city departments (not asset related) o for community benefit
- # of map requests processed
- # Hard copy maps generated for organization
- # Hard copy maps generated for public engagement
- # core spatial data layers maintained and current

Internal and external requests are responded to within 24 hours. Basic data/mapping requests provided within 48 business hours. More complicated requests are given an agreed timeline.

Business Unit Summary with Service Areas

Data/mapping and requests are tracked through a variety of mechanisms including email and spreadsheets.

Asset management performance metrics will be tracked against a variety of industry standards and standards set by other municipalities to ensure performance. The asset management program also includes biennial auditing to ensure performance standards are being met.

Asset management metrics are under development.

Business Unit Summary with Service Areas

Service Area: Engineering Support Services

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3233	Plan Approval & Inspecti	1,500	0	0	0	
3234	Pavement Regradation Fee	710	0	0	0	
3235	Lease Fees-Muni Access	74,524	63,248	74,623	74,623	0.00 %
3468	GIS Information Sales	2,817	410	0	0	
Total Revenues		79,551	63,658	74,623	74,623	
Expenditures						
4010	Salaries - Exempt	65,471	42,546	110,092	110,092	0.00 %
4016	Salaries - Inside	814,958	572,342	794,483	817,783	+ 2.93 %
4070	Overtime	(240)	1,599	0	0	
4080	Auxiliaries/RPT/Seasonal	55,964	22,545	35,228	37,134	+ 5.41 %
4102	Benefits	214,035	167,040	212,068	217,544	+ 2.58 %
4112	Mileage/Parking	430	311	500	500	0.00 %
4116	Conferences/Travel	4,017	1,578	17,500	17,500	0.00 %
4118	Membership Fees	16,828	646	15,000	15,000	0.00 %
4120	Training and Development	3,757	538	5,280	5,280	0.00 %
4214	Consulting	0	0	20,233	20,233	0.00 %
4216	Contracted Services	19,482	3,186	33,720	33,720	0.00 %
4218	Courier Service	406	606	1,000	1,000	0.00 %
4226	Photocopy	8,394	7,185	10,140	10,140	0.00 %
4236	Land Services	1,613	1,105	0	0	
4308	General Supplies	7,131	6,120	18,424	18,424	0.00 %
4312	Office Supplies	9,308	5,735	11,000	11,000	0.00 %
4364	Telecommunications	827	498	0	0	
4412	Equipment Rentals	19,200	12,400	19,200	19,200	0.00 %
4814	Miscellaneous	1,013	36	0	0	
4824	Recovery	(241,108)	(163,953)	(184,219)	(179,945)	- 2.32 %
4852	Licence Fees	21,849	24,669	15,000	25,000	+ 66.67 %
9211	WO Regular Time	96	1,859	0	0	
9321	WO Outside Purchases	544	818	0	0	
Total Expenditures		1,023,975	709,407	1,134,650	1,179,605	
Net Total		(944,424)	(645,749)	(1,060,027)	(1,104,982)	

Business Unit Summary with Service Areas

Service Area: Engineering Support Services

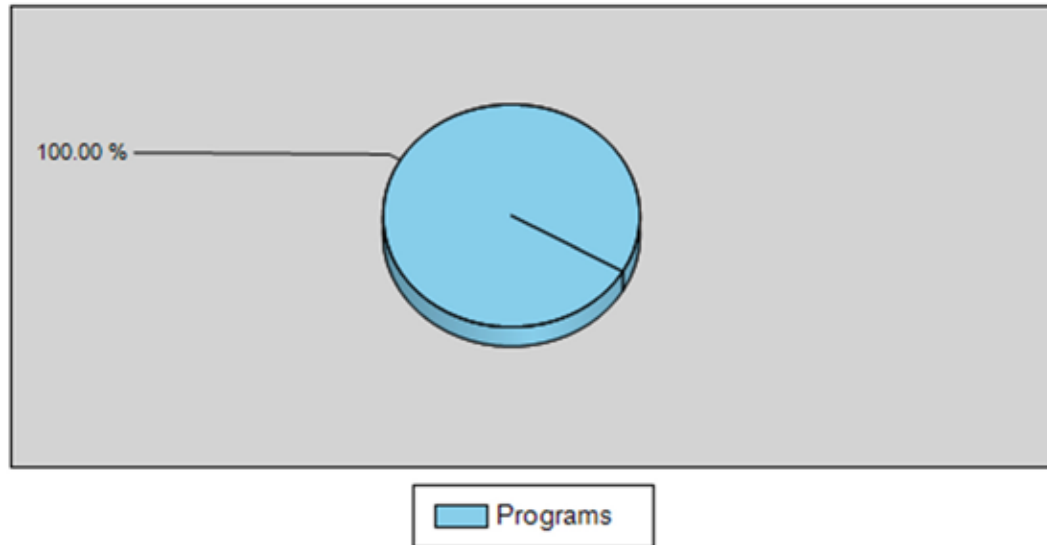
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3235	Lease Fees-Muni Access	74,623	74,623	74,623	74,623	74,623
Total Revenues		74,623	74,623	74,623	74,623	74,623
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	110,092	112,294	114,540	116,831	119,167
4016	Salaries - Inside	817,783	834,074	850,764	867,780	885,135
4080	Auxiliaries/RPT/Seasonal	37,134	37,877	38,634	39,407	40,195
4102	Benefits	217,544	221,879	226,319	230,845	235,462
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	17,500	17,850	18,207	18,571	18,943
4118	Membership Fees	15,000	15,300	15,606	15,918	16,236
4120	Training and Development	5,280	5,386	5,493	5,603	5,715
4214	Consulting	20,233	20,638	21,050	21,471	21,901
4216	Contracted Services	33,720	34,394	35,082	35,784	36,500
4218	Courier Service	1,000	1,020	1,040	1,061	1,082
4226	Photocopy	10,140	10,343	10,550	10,761	10,976
4308	General Supplies	18,424	18,792	19,168	19,552	19,943
4312	Office Supplies	11,000	11,220	11,444	11,673	11,907
4364	Telecommunications	0	0	0	0	0
4412	Equipment Rentals	19,200	19,584	19,976	20,375	20,783
4824	Recovery	(179,945)	(183,560)	(187,231)	(190,975)	(194,795)
4852	Licence Fees	25,000	25,500	26,010	26,530	27,061
Total Expenditures		1,179,605	1,203,101	1,227,174	1,251,718	1,276,752
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		(1,104,982)	(1,128,478)	(1,152,551)	(1,177,095)	(1,202,129)

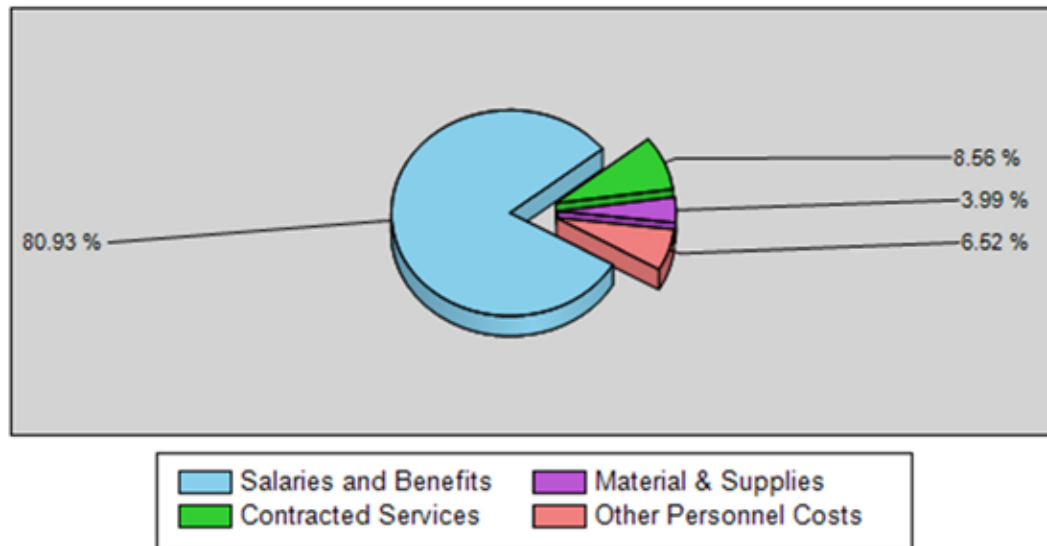
Business Unit Summary with Service Areas

Service Area: Engineering Support Services

Revenues



Expenses



Business Unit Summary with Service Areas

Business Unit: 2077 - Climate Action Program

Department: Engineering **Budget Year:** 2016

Overview:

The City of Victoria has committed to the Climate Action Charter to achieve carbon neutrality in its municipal operations. The City must show progress towards this committed goal in order to be eligible to continue receiving the CARIP (carbon tax rebate) from the Province of approximately \$100K/year.

Energy savings reap environmental benefits, and additionally effective energy management and investments in energy efficiency can also realize significant cost savings for the City.

The City's Official Community Plan includes a community greenhouse gas reduction target of 33% by 2020 based on 2007 levels. Local governments are seen as the most influential level of government to impact community energy and emissions from land use, transportation, and waste.

The Climate Action program conducts research, provides reporting and identifies opportunities internally and externally to advance municipal opportunities for becoming carbon neutral.

Deliverables:

Implementation, including monitoring and reporting, of two climate action plans.

These plans include:

- a. Carbon neutral plan to manage and reduce its energy and emissions from its own municipal operations
- b. Community climate and energy resiliency plan, an integrated mitigation and adaptation plan

Business Unit Summary with Service Areas

Business Unit: 2077 - Climate Action Program

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3760	Grants	63,400	16,400	16,400	170,000	+ 936.59 %
5063	Trf from Climate Action Reserve	6,750	2,250	0	0	
Total Revenues		70,150	18,650	16,400	170,000	
Expenditures						
4016	Salaries - Inside	84,240	59,774	89,574	91,830	+ 2.52 %
4070	Overtime	4,677	0	0	0	
4102	Benefits	17,832	14,999	21,050	21,580	+ 2.52 %
4116	Conferences/Travel	2,438	2,665	4,000	4,000	0.00 %
4118	Membership Fees	1,197	0	1,000	1,000	0.00 %
4214	Consulting	85,535	0	18,400	145,000	+ 688.04 %
4216	Contracted Services	1,645	0	36,000	63,000	+ 75.00 %
4226	Photocopy	103	0	0	0	
4364	Telecommunications	1,267	1,064	605	605	0.00 %
4638	Miscellaneous Grants	6,750	2,250	0	0	
4814	Miscellaneous	285	485	1,000	1,000	0.00 %
4843	Research, Info & Analysis	12,256	3,900	10,000	10,000	0.00 %
Total Expenditures		218,225	85,138	181,629	338,014	
Net Total		(148,075)	(66,488)	(165,229)	(168,014)	

Business Unit Summary with Service Areas

Business Unit: 2077 - Climate Action Program

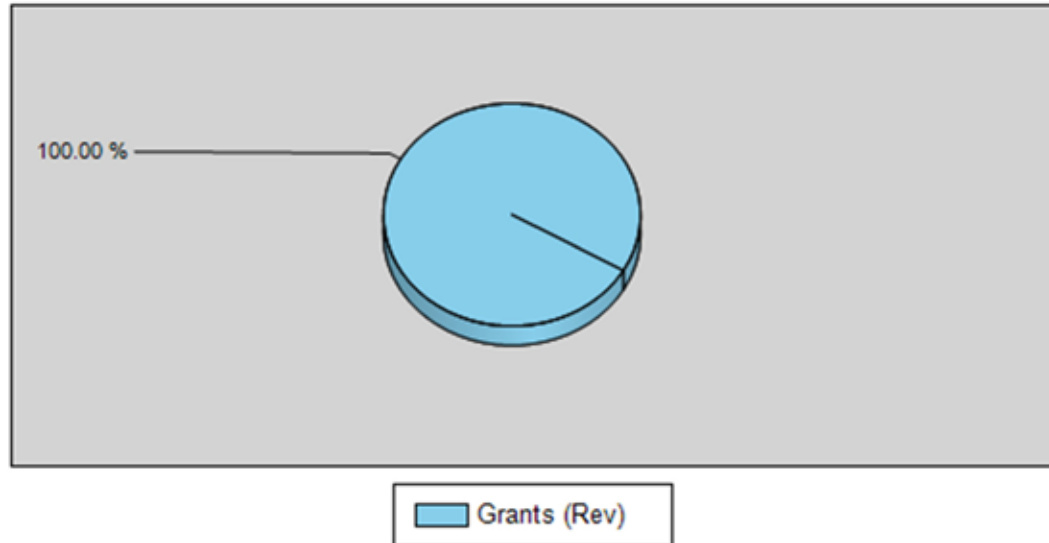
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3760	Grants	170,000	0	0	0	0
Total Revenues		170,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Expenditures						
4016	Salaries - Inside	91,830	93,659	95,532	97,442	99,391
4102	Benefits	21,580	22,010	22,450	22,899	23,357
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	145,000	0	0	0	0
4216	Contracted Services	63,000	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 Expenditures		338,014	171,366	174,793	178,289	181,855
% Increase			(49.30%)	2.00%	2.00%	2.00%
Net Total		(168,014)	(171,366)	(174,793)	(178,289)	(181,855)

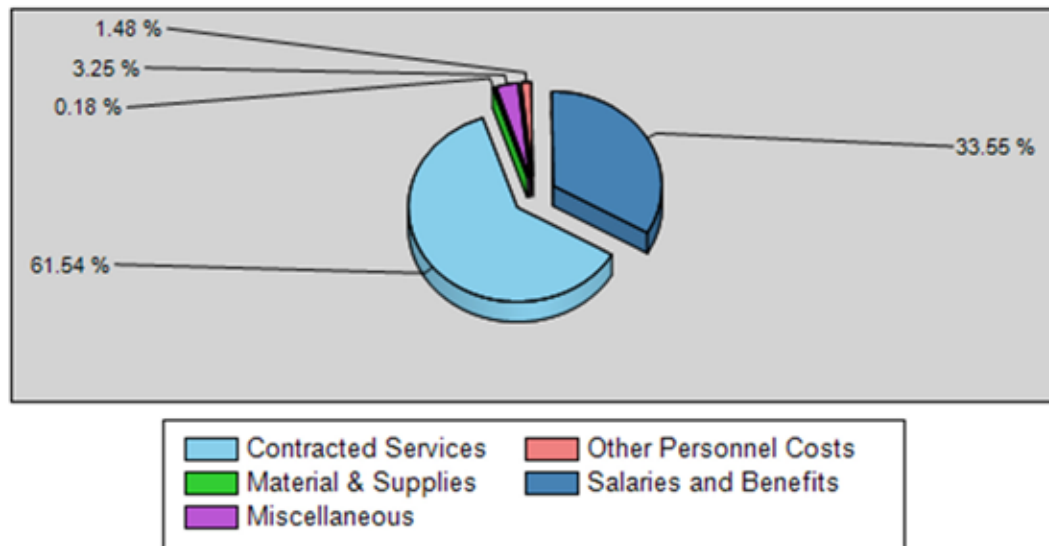
Business Unit Summary with Service Areas

Business Unit: 2077 - Climate Action Program

Revenues



Expenditures



Business Unit Summary with Service Areas

Service Area: SD Operations Administration

Department: Engineering **Budget Year:** 2016

Overview:

Stormwater infrastructure includes catchbasins, pipes and mains and rainwater management methods such as rain gardens, cisterns and green roofs. All are in place to sustainably manage the rain that falls in Victoria.

Stormwater management helps ensure the efficient conveyance of rainwater in the community.

This includes maintaining existing stormwater infrastructure and maximizing the lifespan of assets.

Effective management of the stormwater system reduces risk and liability by providing proper drainage to the community and preventing pooling and flooding.

The average age of storm drain pipes is 61 years with the City's oldest storm drain main installed in 1911.

This business unit provides for overall management of the operations work related to maintenance and construction activities for storm drain assets.

This business unit relates to other business units: Waterworks Utility, Sanitary Sewer Utility and Stormwater Utility forms part of the Utilities Operations Group – Utility Construction & Utility Maintenance.

Deliverables:

- 5 Watersheds – Bowker creek, Selkirk/Cecelia, Upper Harbour, Inner Harbour, South coast catchment.
- 6700 catchbasins
- 10,704 service connections
- 259 kilometers of Storm drain pipe
- 3 Stormwater rehab units
- 4 Storm drain pump statins
- 73 Stormwater outfalls

Business Unit Summary with Service Areas

Service Area: SD Operations Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	64,323	46,056	92,722	92,722	0.00 %
4014	Salaries - Outside	33,041	21,163	29,132	29,862	+ 2.51 %
4070	Overtime	(1,882)	0	0	0	
4102	Benefits	22,710	18,436	28,208	28,380	+ 0.61 %
4116	Conferences/Travel	0	0	650	650	0.00 %
4120	Training and Development	2,265	614	2,700	2,700	0.00 %
4312	Office Supplies	124	0	0	0	
9111	WO Inside Equipment Rent	256	350	600	600	0.00 %
9211	WO Regular Time	20,687	16,769	12,414	12,724	+ 2.50 %
9221	WO Overtime	70	117	0	0	
9311	WO Inventory Purchases	92	36	0	0	
9321	WO Outside Purchases	258	0	0	0	
Total Expenditures		141,943	103,541	166,427	167,638	
Net Total		(141,943)	(103,541)	(166,427)	(167,638)	

Business Unit Summary with Service Areas

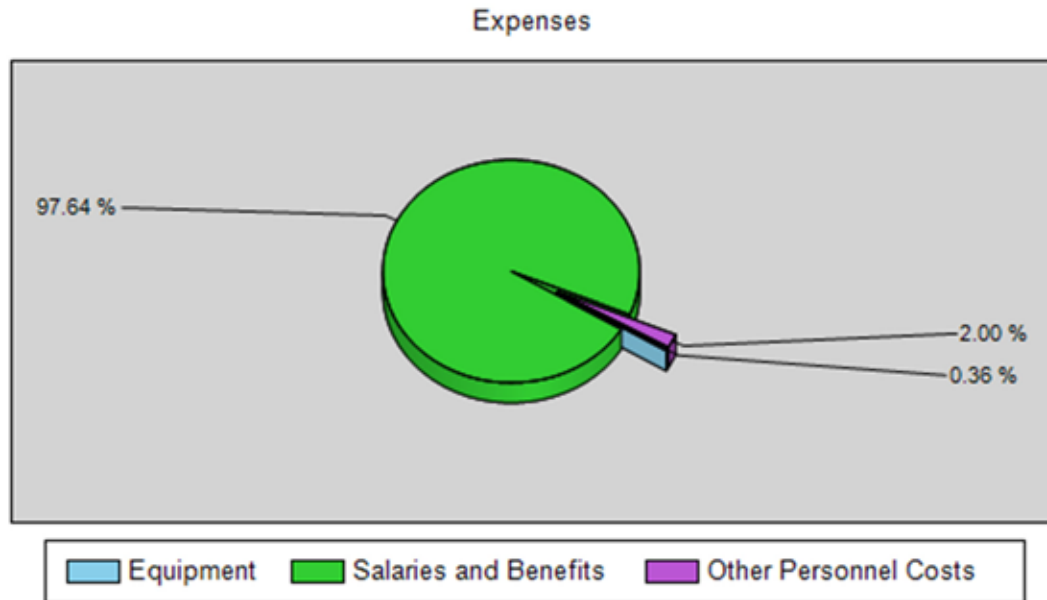
Service Area: SD Operations Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	92,722	94,576	96,468	98,397	100,365
4014	Salaries - Outside	29,862	30,461	31,070	31,691	32,325
4102	Benefits	28,380	28,948	29,527	30,117	30,720
4116	Conferences/Travel	650	663	676	690	704
4120	Training and Development	2,700	2,754	2,809	2,865	2,923
9111	WO Inside Equipment Rent	600	612	624	637	649
9211	WO Regular Time	12,724	12,979	13,238	13,503	13,773
Total Expenditures		167,638	170,992	174,412	177,900	181,458
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(167,638)	(170,992)	(174,412)	(177,900)	(181,458)

Business Unit Summary with Service Areas

Service Area: SD Operations Administration



Business Unit Summary with Service Areas

Business Unit: 3715 - SD Electronics & Automation

Department: Engineering **Budget Year:** 2016

Overview:

Routine, daily monitoring of the stormwater system is in place for effective planning and issue mitigation. This ensures continuous and effective operations of storm drain pump stations. It also provides historical data for maintenance, operations and engineering purposes and a “real-time” view of station operations for maintenance staff.

This business unit supports the maintenance, installation and operation of the emergency alarm and collection of real-time data and electronic monitoring systems for the storm drain pump stations. This is commonly known as the SCADA system. (Supervisory Control and Data Acquisition)

Deliverables:

- 4 storm drain pump stations
- Pump station operations as per design specifications
- Alarms notification of abnormal operations
- Historical database
- Interface on internal network for staff to view and download data

Business Unit Summary with Service Areas

Business Unit: 3715 - SD Electronics & Automation

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4012	Salaries - Electricians	28,039	23,077	27,186	27,730	+ 2.00 %
4016	Salaries - Inside	(494)	0	0	0	
4102	Benefits	5,345	4,877	6,117	6,239	+ 2.00 %
4412	Equipment Rentals	4,200	2,800	4,200	4,200	0.00 %
9111	WO Inside Equipment Rent	4,680	3,120	4,680	4,680	0.00 %
9211	WO Regular Time	2,924	1,021	12,975	8,299	- 36.04 %
9221	WO Overtime	465	0	0	0	
9321	WO Outside Purchases	1,616	82	1,884	1,884	0.00 %
9411	WO Contracted Services	0	666	0	0	
Total Expenditures		46,775	35,643	57,042	53,032	
Net Total		(46,775)	(35,643)	(57,042)	(53,032)	

Business Unit Summary with Service Areas

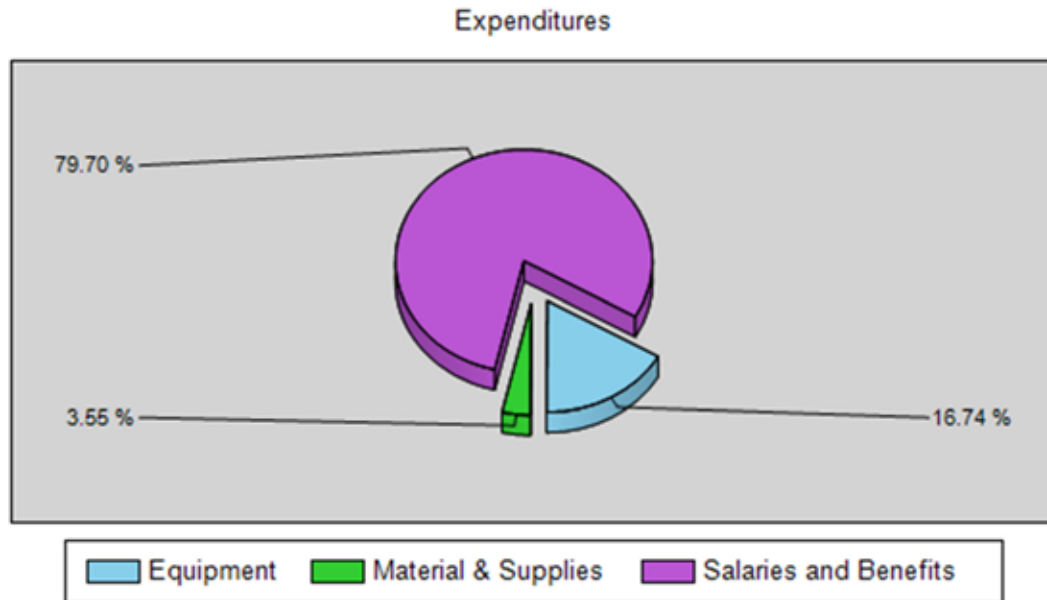
Business Unit: 3715 - SD Electronics & Automation

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4012	Salaries - Electricians	27,730	28,284	28,850	29,427	30,016
4102	Benefits	6,239	6,364	6,491	6,621	6,754
4412	Equipment Rentals	4,200	4,284	4,370	4,457	4,546
9111	WO Inside Equipment Rent	4,680	4,774	4,869	4,966	5,066
9211	WO Regular Time	8,299	8,465	8,634	8,807	8,983
9321	WO Outside Purchases	1,884	1,922	1,960	1,999	2,039
Total Expenditures		53,032	54,093	55,175	56,278	57,404
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(53,032)	(54,093)	(55,175)	(56,278)	(57,404)

Business Unit Summary with Service Areas

Business Unit: 3715 - SD Electronics & Automation



Business Unit Summary with Service Areas

Business Unit: 3725 - SD Mains Rehab

Department: Engineering **Budget Year:** 2016

Overview:

This business unit funds rehabilitation of existing storm drain mains.

Deliverables:

Mains repairs: 16 repairs for 53.67 meters.

Business Unit Summary with Service Areas

Business Unit: 3725 - SD Mains Rehab

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	8,644	8,906	18,660	15,000	- 19.61 %
9121	WO Outside Equipment Ren	3,050	11,727	4,390	4,390	0.00 %
9211	WO Regular Time	30,605	40,041	35,760	52,654	+ 47.24 %
9221	WO Overtime	489	0	0	0	
9311	WO Inventory Purchases	18,691	14,695	22,000	22,792	+ 3.60 %
9321	WO Outside Purchases	7,313	8,503	13,188	13,518	+ 2.50 %
9411	WO Contracted Services	7,630	8,460	5,000	5,100	+ 2.00 %
Total Expenditures		76,422	92,332	98,998	113,454	
Net Total		(76,422)	(92,332)	(98,998)	(113,454)	

Business Unit Summary with Service Areas

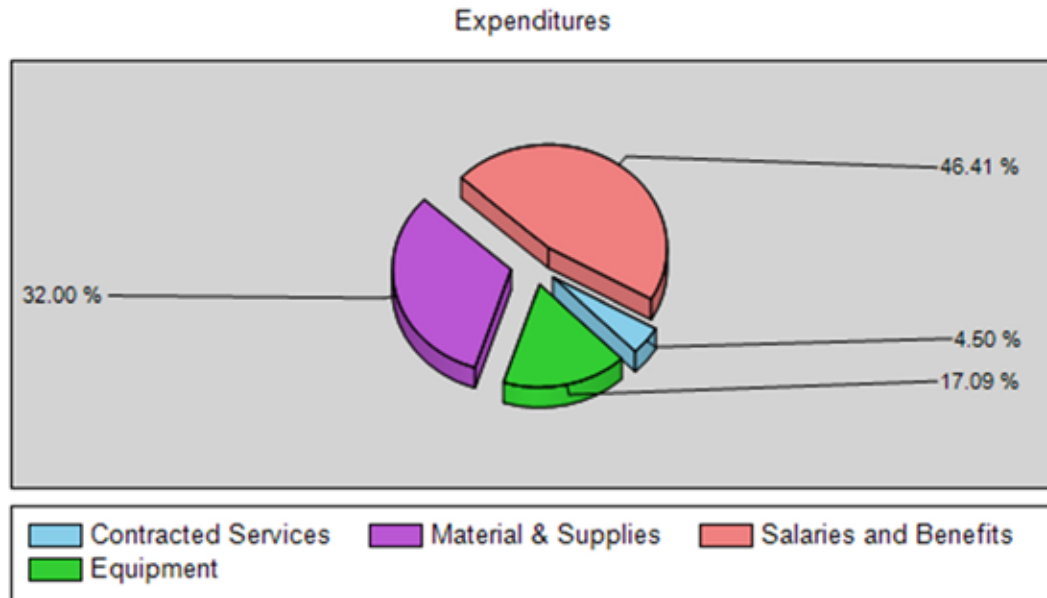
Business Unit: 3725 - SD Mains Rehab

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	15,000	15,300	15,606	15,918	16,236
9121	WO Outside Equipment Ren	4,390	4,478	4,567	4,659	4,752
9211	WO Regular Time	52,654	53,707	54,781	55,877	56,994
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 Expenditures		113,454	115,723	118,038	120,398	122,806
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(113,454)	(115,723)	(118,038)	(120,398)	(122,806)

Business Unit Summary with Service Areas

Business Unit: 3725 - SD Mains Rehab



Business Unit Summary with Service Areas

Business Unit: 3735 - SD Lift Station Maintenance

Department: Engineering **Budget Year:** 2016

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 Storm water pump stations
- Storm water surface area of 19 sq. km

Business Unit Summary with Service Areas

Business Unit: 3735 - SD Lift Station Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4236	Land Services	3,776	2,568	3,950	3,950	0.00 %
4360	Hydro	0	0	2,600	2,600	0.00 %
4366	Water	1,423	909	265	265	0.00 %
9111	WO Inside Equipment Rent	3,087	1,503	3,750	3,750	0.00 %
9211	WO Regular Time	14,287	7,690	20,470	20,982	+ 2.50 %
9321	WO Outside Purchases	1,115	689	6,000	3,000	- 50.00 %
9411	WO Contracted Services	1,362	0	0	0	
Total Expenditures		25,049	13,358	37,035	34,547	
Net Total		(25,049)	(13,358)	(37,035)	(34,547)	

Business Unit Summary with Service Areas

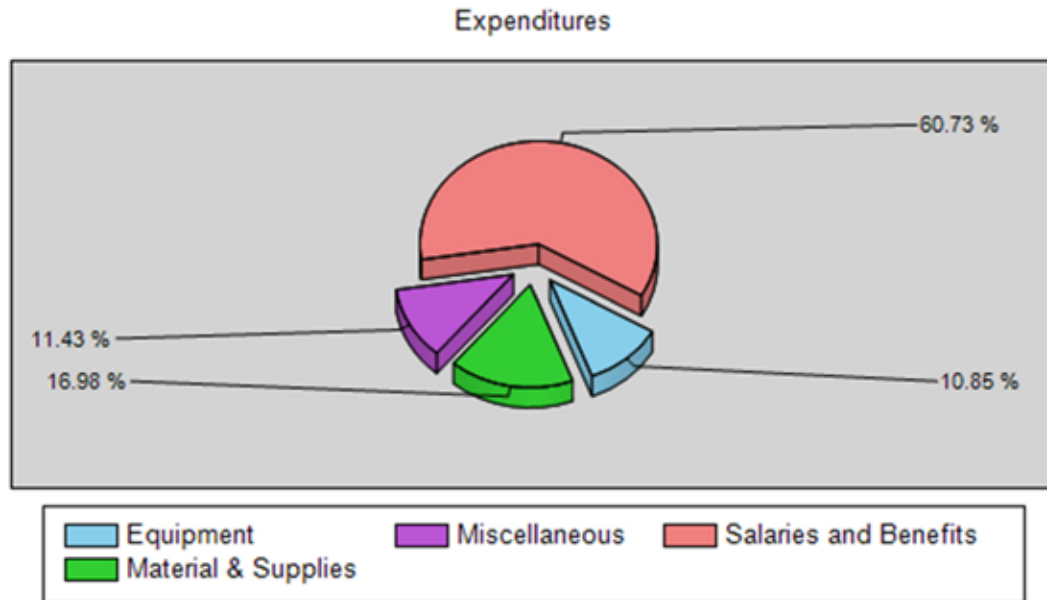
Business Unit: 3735 - SD Lift Station Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4236	Land Services	3,950	4,029	4,110	4,192	4,276
4360	Hydro	2,600	2,730	2,867	3,010	3,160
4366	Water	265	270	276	281	287
9111	WO Inside Equipment Rent	3,750	3,825	3,902	3,980	4,059
9211	WO Regular Time	20,982	21,401	21,829	22,266	22,711
9321	WO Outside Purchases	3,000	3,060	3,121	3,184	3,247
Total Expenditures		34,547	35,316	36,104	36,912	37,741
% Increase			2.23%	2.23%	2.24%	2.24%
Net Total		(34,547)	(35,316)	(36,104)	(36,912)	(37,741)

Business Unit Summary with Service Areas

Business Unit: 3735 - SD Lift Station Maintenance



Business Unit Summary with Service Areas

Business Unit: 3740 - SD Lateral Maintenance

Department: Engineering **Budget Year:** 2016

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:

- 10,704 Storm drain laterals
- Unplugged 6 Storm drain laterals
- 34 Storm drain clean outs installed
- 18 Storm drain laterals repaired
- 5 Storm drain laterals replaced
- 43 Storm drain laterals on monthly maintenance schedule

Business Unit Summary with Service Areas

Business Unit: 3740 - SD Lateral Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	19,073	8,675	22,075	22,075	0.00 %
9121	WO Outside Equipment Ren	18,571	12,492	9,284	14,284	+ 53.86 %
9211	WO Regular Time	76,782	43,211	90,148	87,402	- 3.05 %
9221	WO Overtime	329	271	0	0	
9311	WO Inventory Purchases	6,879	4,214	10,406	10,781	+ 3.60 %
9321	WO Outside Purchases	10,668	4,953	12,660	12,977	+ 2.50 %
9411	WO Contracted Services	12,004	9,470	10,000	10,200	+ 2.00 %
Total Expenditures		144,306	83,286	154,573	157,719	
Net Total		(144,306)	(83,286)	(154,573)	(157,719)	

Business Unit Summary with Service Areas

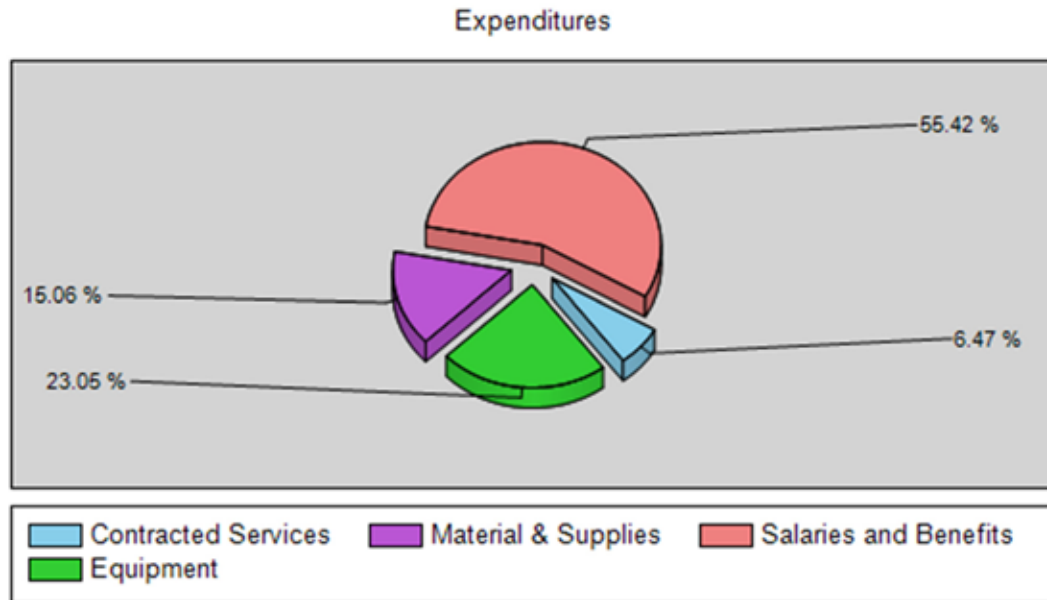
Business Unit: 3740 - SD Lateral Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	22,075	22,517	22,967	23,426	23,895
9121	WO Outside Equipment Ren	14,284	14,570	14,861	15,158	15,461
9211	WO Regular Time	87,402	89,150	90,933	92,752	94,607
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 Expenditures		157,719	160,873	164,091	167,373	170,720
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(157,719)	(160,873)	(164,091)	(167,373)	(170,720)

Business Unit Summary with Service Areas

Business Unit: 3740 - SD Lateral Maintenance



Business Unit Summary with Service Areas

Business Unit: 3745 - SD Catchbasin Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

This business unit funds repair, installation and inspection of storm drain catch basins to minimize or eliminate flooding of roadways, including the subsequent impacts to private property and traffic as a result.

Catch basins prevent contaminants from entering local waterways. This includes garbage, cigarette butts, chemicals and debris.

Deliverables:

- There was a reduction in the number of defective catch basins
- 6700 catch basins maintained
- 20 new catch basins installed
- 4667 catch basins cleaned
- 13 catch basin repairs

Business Unit Summary with Service Areas

Business Unit: 3745 - SD Catchbasin Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4236	Land Services	10,199	6,935	10,610	10,610	0.00 %
9111	WO Inside Equipment Rent	37,743	33,467	44,000	44,000	0.00 %
9121	WO Outside Equipment Ren	4,197	2,140	7,467	9,467	+ 26.78 %
9211	WO Regular Time	72,841	54,549	114,181	92,286	- 19.18 %
9311	WO Inventory Purchases	2,725	2,437	20,469	11,504	- 43.80 %
9321	WO Outside Purchases	2,981	2,537	26,375	6,375	- 75.83 %
9411	WO Contracted Services	14,508	41,374	2,500	77,500	+ 3000.00 %
Total Expenditures		145,194	143,439	225,602	251,742	
Net Total		(145,194)	(143,439)	(225,602)	(251,742)	

Business Unit Summary with Service Areas

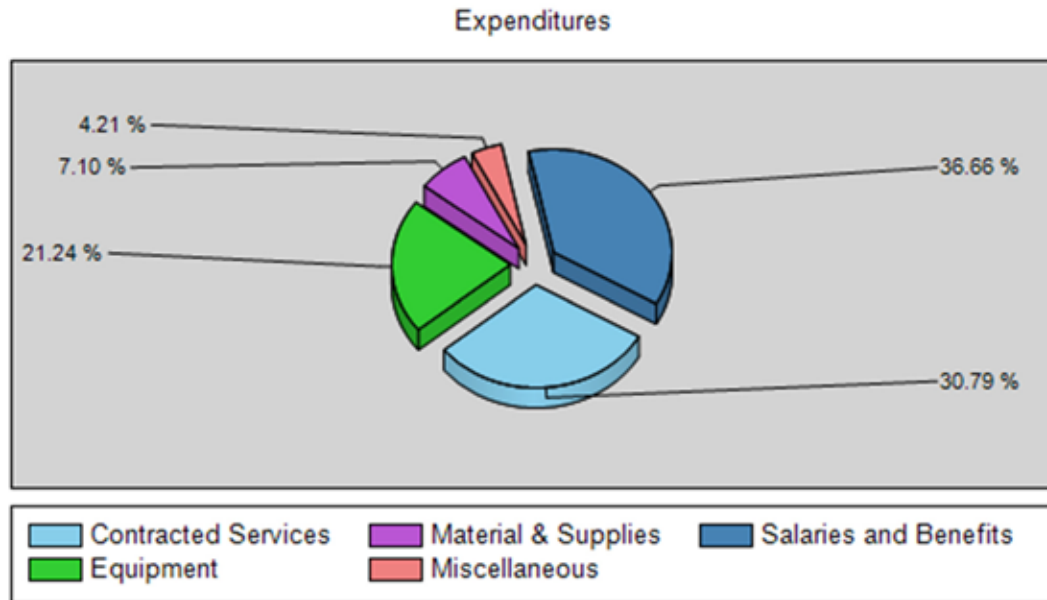
Business Unit: 3745 - SD Catchbasin Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4236	Land Services	10,610	10,822	11,039	11,259	11,485
9111	WO Inside Equipment Rent	44,000	44,880	45,778	46,693	47,627
9121	WO Outside Equipment Ren	9,467	9,656	9,849	10,046	10,247
9211	WO Regular Time	92,286	94,132	96,014	97,935	99,893
9311	WO Inventory Purchases	11,504	11,734	11,969	12,208	12,452
9321	WO Outside Purchases	6,375	6,503	6,633	6,765	6,901
9411	WO Contracted Services	77,500	79,050	80,631	82,244	83,888
Total Expenditures		251,742	256,777	261,912	267,151	272,494
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(251,742)	(256,777)	(261,912)	(267,151)	(272,494)

Business Unit Summary with Service Areas

Business Unit: 3745 - SD Catchbasin Maintenance



Business Unit Summary with Service Areas

Business Unit: 3750 - SD Manhole Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

This business unit funds the maintenance, inspection, repair and installation of storm drain manholes to reduce inflow and infiltration issues (sewer and stormwater pipes incorrectly connected)

Priorities are established responsive to customer complaints and information captured by closed circuit (CCTV) monitoring of the system.

Deliverables:

- Reduction in the inflow and infiltration
- Reduction in the number of public complaints
- 2953 Storm drain manholes
- 2 manhole repairs
- Installed 8 new manholes
- Installed 6 new castings

Business Unit Summary with Service Areas

Business Unit: 3750 - SD Manhole Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	360	1,736	9,500	7,500	- 21.05 %
9121	WO Outside Equipment Ren	0	0	4,000	2,000	- 50.00 %
9211	WO Regular Time	40,844	27,331	26,994	40,669	+ 50.66 %
9311	WO Inventory Purchases	543	661	11,000	5,396	- 50.95 %
9321	WO Outside Purchases	3,416	850	8,440	4,440	- 47.39 %
9411	WO Contracted Services	65	2,738	0	0	
Total Expenditures		45,228	33,316	59,934	60,005	
Net Total		(45,228)	(33,316)	(59,934)	(60,005)	

Business Unit Summary with Service Areas

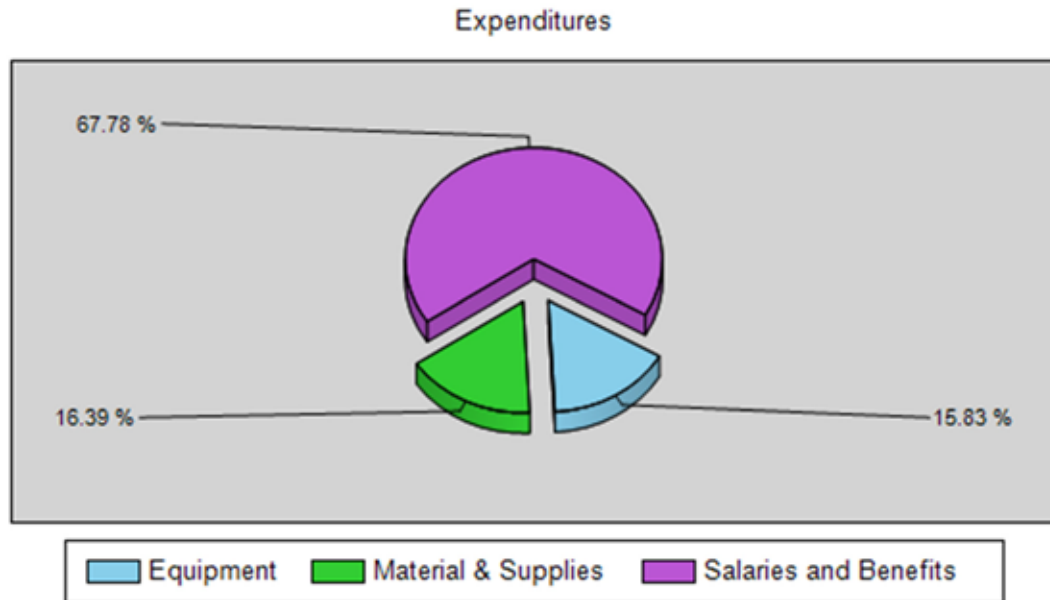
Business Unit: 3750 - SD Manhole Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	7,500	7,650	7,803	7,959	8,118
9121	WO Outside Equipment Ren	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	40,669	41,482	42,312	43,158	44,021
9311	WO Inventory Purchases	5,396	5,504	5,614	5,726	5,841
9321	WO Outside Purchases	4,440	4,529	4,619	4,712	4,806
Total Expenditures		60,005	61,205	62,429	63,678	64,951
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(60,005)	(61,205)	(62,429)	(63,678)	(64,951)

Business Unit Summary with Service Areas

Business Unit: 3750 - SD Manhole Maintenance



Business Unit Summary with Service Areas

Business Unit: 3755 - SD Clean & Inspection

Department: Engineering

Budget Year: 2016

Overview:

To clean, inspect and condition assess (CCTV) storm drain mainlines. Proactive monitoring assists in ensuring the stormwater system is operating effectively, minimizing flooding, blockages and potential impacts or claims.

Deliverables:

- 259 Km of Storm drain Mains
- 39Km cleaned = 13% of system
- 7 Km inspected by CCTV = 3% of system

Business Unit Summary with Service Areas

Business Unit: 3755 - SD Clean & Inspection

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	49,924	41,351	39,000	44,000	+ 12.82 %
9121	WO Outside Equipment Ren	49	0	0	0	
9211	WO Regular Time	106,164	72,060	90,557	92,821	+ 2.50 %
9221	WO Overtime	34	0	0	0	
9311	WO Inventory Purchases	60	0	525	525	0.00 %
9321	WO Outside Purchases	202	1,865	0	2,000	
9411	WO Contracted Services	3,015	6,815	1,000	4,000	+ 300.00 %
Total Expenditures		159,449	122,091	131,082	143,346	
Net Total		(159,449)	(122,091)	(131,082)	(143,346)	

Business Unit Summary with Service Areas

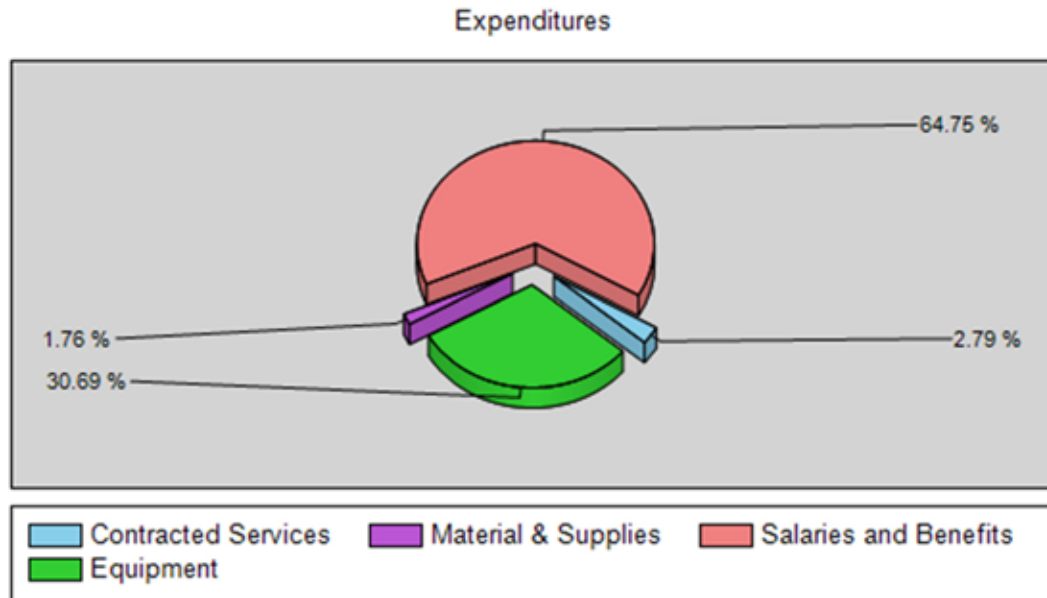
Business Unit: 3755 - SD Clean & Inspection

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	44,000	44,880	45,778	46,693	47,627
9211	WO Regular Time	92,821	94,677	96,571	98,502	100,472
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	4,000	4,080	4,162	4,245	4,330
Total Expenditures		143,346	146,213	149,137	152,120	155,162
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(143,346)	(146,213)	(149,137)	(152,120)	(155,162)

Business Unit Summary with Service Areas

Business Unit: 3755 - SD Clean & Inspection



Business Unit Summary with Service Areas

Business Unit: 3760 - SD Emergency

Department: Engineering **Budget Year:** 2016

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
- # of storm drain related emergency callout (3 in 2014)
- # of flooding calls (13 in 2014)

Business Unit Summary with Service Areas

Business Unit: 3760 - SD Emergency

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	5,066	509	2,070	2,070	0.00 %
9211	WO Regular Time	10,271	919	15,939	16,337	+ 2.50 %
9221	WO Overtime	8,457	1,261	0	0	
9321	WO Outside Purchases	5,239	0	0	0	
9411	WO Contracted Services	280	889	0	0	
Total Expenditures		29,313	3,578	18,009	18,407	
Net Total		(29,313)	(3,578)	(18,009)	(18,407)	

Business Unit Summary with Service Areas

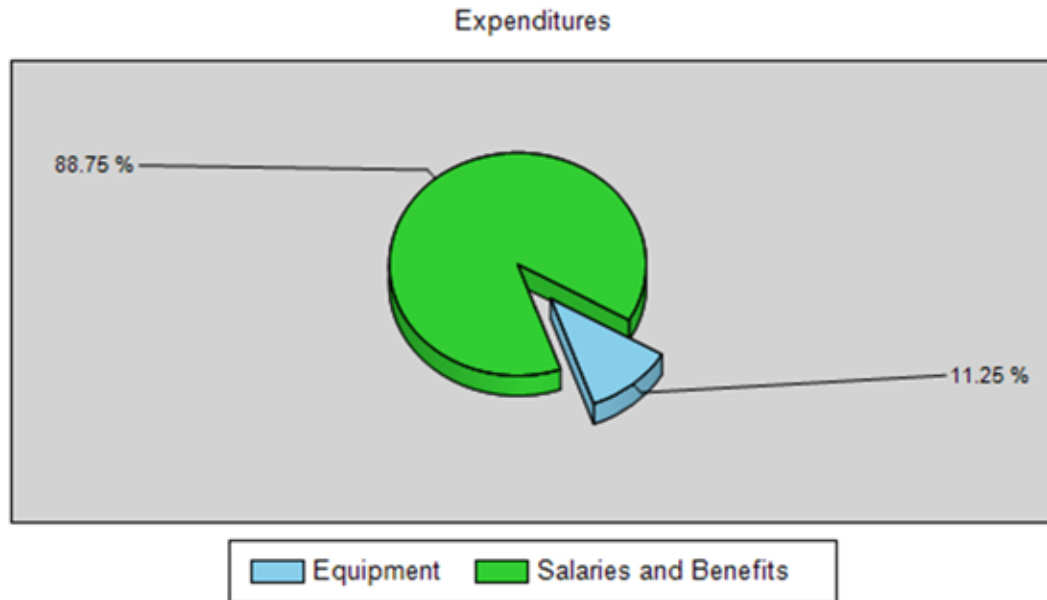
Business Unit: 3760 - SD Emergency

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	2,070	2,111	2,154	2,197	2,241
9211	WO Regular Time	16,337	16,664	16,998	17,337	17,684
Total Expenditures		18,407	18,776	19,151	19,534	19,925
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(18,407)	(18,776)	(19,151)	(19,534)	(19,925)

Business Unit Summary with Service Areas

Business Unit: 3760 - SD Emergency



Business Unit Summary with Service Areas

Business Unit: 3800 - SD - Street Cleaning Administration

Department: Engineering **Budget Year:** 2016

Overview:

This business unit funds street cleaning to prevent street debris (dirt, contaminants, and litter) from entering the stormwater 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 vehicles accidents and oil spills
- Calls for service from public, police and fire
- Extra maintenance and cleaning needed of bike lanes
- Additional cleaning for Leaf season for fall

Deliverables:

- Downtown streets are swept daily
- Residential areas swept in 40 day rotation
- Sweep downtown core streets during morning hours, 7 days per week, 364 days per year
- Extra garbage collection and cleaning for Special events
- Extra daily collection for downtown core during the summertime, 5 months
- 3 garbage dumps per 24 hours
- City parkades swept once per day

Business Unit Summary with Service Areas

Business Unit: 3800 - SD - Street Cleaning Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4014	Salaries - Outside	79,413	46,288	63,048	64,629	+ 2.51 %
4070	Overtime	3,480	0	0	1,000	
4102	Benefits	14,832	12,216	14,816	15,188	+ 2.51 %
4116	Conferences/Travel	209	0	340	0	
4120	Training and Development	2,614	1,890	1,100	0	
4316	Protective Clothing/Unifo	1,974	1,696	4,785	4,500	- 5.96 %
4412	Equipment Rentals	299,294	145,156	260,800	265,000	+ 1.61 %
9111	WO Inside Equipment Rent	10	20	6,135	1,000	- 83.70 %
9121	WO Outside Equipment Ren	363	0	0	0	
9211	WO Regular Time	52,187	17,453	37,941	38,890	+ 2.50 %
9221	WO Overtime	7,455	7,086	2,340	5,900	+ 152.14 %
9311	WO Inventory Purchases	8,532	6,398	2,530	9,000	+ 255.73 %
9321	WO Outside Purchases	8,574	5,358	9,150	9,000	- 1.64 %
9411	WO Contracted Services	1,094	167	0	0	
Total Expenditures		480,031	243,726	402,986	414,107	
Net Total		(480,031)	(243,726)	(402,986)	(414,107)	

Business Unit Summary with Service Areas

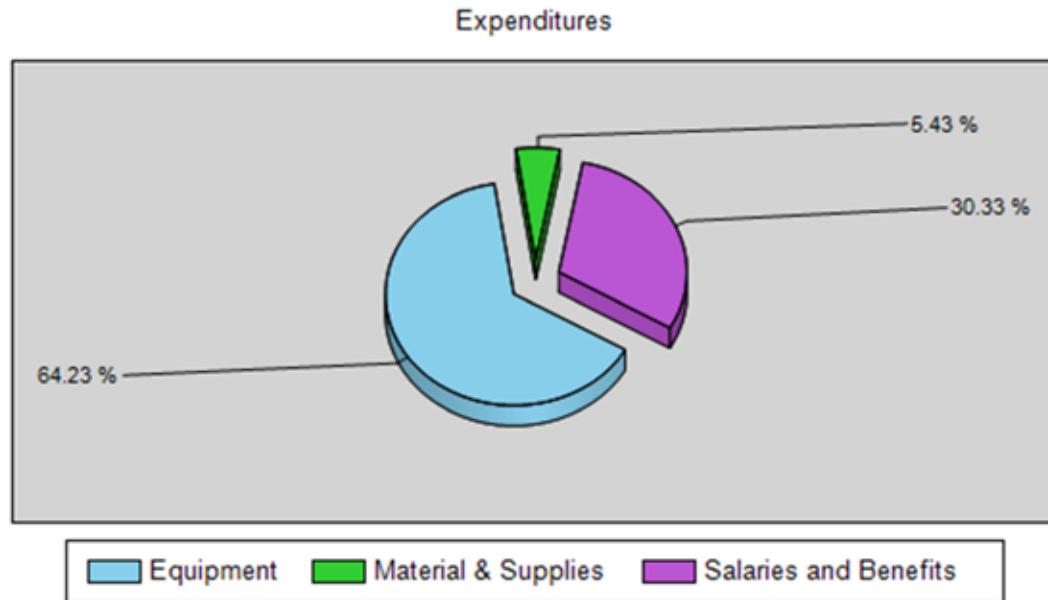
Business Unit: 3800 - SD - Street Cleaning Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4014	Salaries - Outside	64,629	65,922	67,241	68,586	69,957
4070	Overtime	1,000	1,020	1,040	1,061	1,082
4102	Benefits	15,188	15,492	15,802	16,118	16,440
4316	Protective Clothing/Unifo	4,500	4,590	4,682	4,775	4,871
4412	Equipment Rentals	265,000	270,300	275,706	281,220	286,845
9111	WO Inside Equipment Rent	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	38,890	39,667	40,461	41,270	42,095
9221	WO Overtime	5,900	6,018	6,138	6,261	6,386
9311	WO Inventory Purchases	9,000	9,180	9,364	9,551	9,742
9321	WO Outside Purchases	9,000	9,180	9,364	9,551	9,742
Total Expenditures		414,107	422,390	430,837	439,454	448,243
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(414,107)	(422,390)	(430,837)	(439,454)	(448,243)

Business Unit Summary with Service Areas

Business Unit: 3800 - SD - Street Cleaning Administration



Business Unit Summary with Service Areas

Business Unit: 3830 - SD- Sidewalks

Department: Engineering **Budget Year:** 2016

Overview:

This business unit funds the cleaning of 450 km of sidewalks in the City of Victoria.

Deliverables:

- Cleaning downtown sidewalks on a daily basis.
- Annual collection of 1,400 tons waste from garbage bins installed on the sidewalks.

Business Unit Summary with Service Areas

Business Unit: 3830 - SD- Sidewalks

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	11,979	8,019	0	2,000	
9121	WO Outside Equipment Ren	0	0	400	500	+ 25.00 %
9211	WO Regular Time	579,707	479,908	621,322	606,748	- 2.35 %
9221	WO Overtime	66,033	46,421	0	22,500	
9311	WO Inventory Purchases	1,141	0	3,060	1,000	- 67.32 %
9321	WO Outside Purchases	1,358	1,003	2,474	1,000	- 59.58 %
9411	WO Contracted Services	269	0	0	250	
9511	WO Gas	7,161	6,123	0	6,000	
9551	WO Bio Diesel	171	533	0	1,000	
9561	WO Motor Oil	9	17	0	0	
Total Expenditures		667,827	542,023	627,256	640,998	
Net Total		(667,827)	(542,023)	(627,256)	(640,998)	

Business Unit Summary with Service Areas

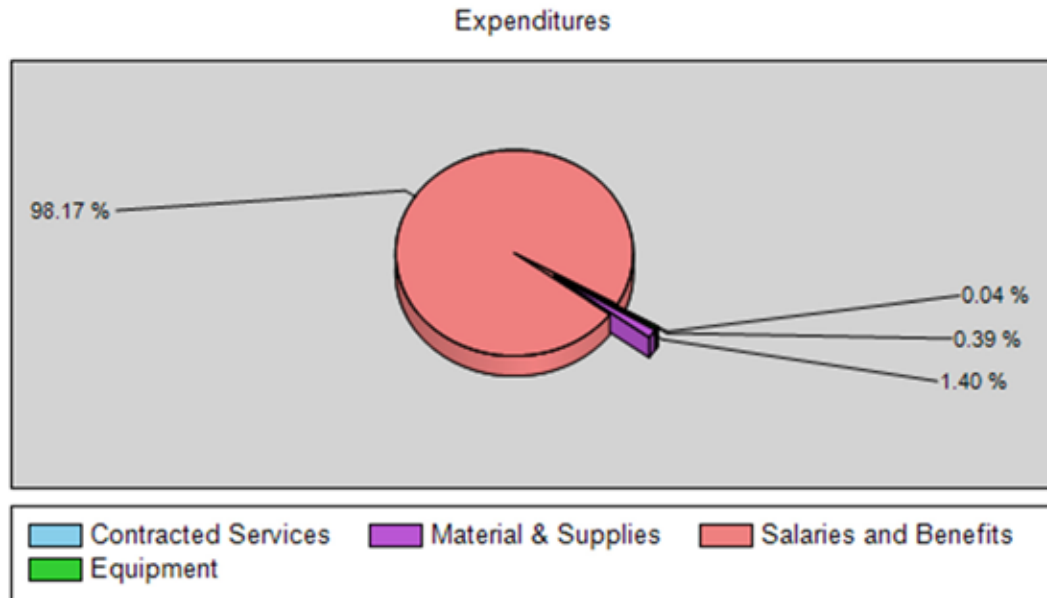
Business Unit: 3830 - SD- Sidewalks

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	2,000	2,040	2,081	2,122	2,165
9121	WO Outside Equipment Ren	500	510	520	531	541
9211	WO Regular Time	606,748	618,883	631,261	643,886	656,764
9221	WO Overtime	22,500	22,950	23,409	23,877	24,355
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	1,000	1,020	1,040	1,061	1,082
9411	WO Contracted Services	250	255	260	265	271
9511	WO Gas	6,000	6,120	6,242	6,367	6,495
9551	WO Bio Diesel	1,000	1,020	1,040	1,061	1,082
Total Expenditures		640,998	653,818	666,894	680,232	693,837
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(640,998)	(653,818)	(666,894)	(680,232)	(693,837)

Business Unit Summary with Service Areas

Business Unit: 3830 - SD- Sidewalks



Business Unit Summary with Service Areas

Business Unit: 3850 - SD-Roadway Cleaning

Department: Engineering **Budget Year:** 2016

Overview:

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

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 3850 - SD-Roadway Cleaning

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	6,974	935	75,000	13,128	- 82.50 %
9121	WO Outside Equipment Ren	0	0	0	500	
9211	WO Regular Time	211,674	186,439	283,944	294,623	+ 3.76 %
9221	WO Overtime	42,097	17,369	0	6,000	
9311	WO Inventory Purchases	2,522	1,352	1,150	2,500	+ 117.39 %
9321	WO Outside Purchases	22,154	10,955	3,825	10,000	+ 161.44 %
9411	WO Contracted Services	43,426	18,751	25,245	26,000	+ 2.99 %
9511	WO Gas	1,118	1,910	0	2,000	
9551	WO Bio Diesel	3,642	3,434	1,920	3,000	+ 56.25 %
9561	WO Motor Oil	991	53	0	0	
Total Expenditures		334,598	241,199	391,084	357,751	
Net Total		(334,598)	(241,199)	(391,084)	(357,751)	

Business Unit Summary with Service Areas

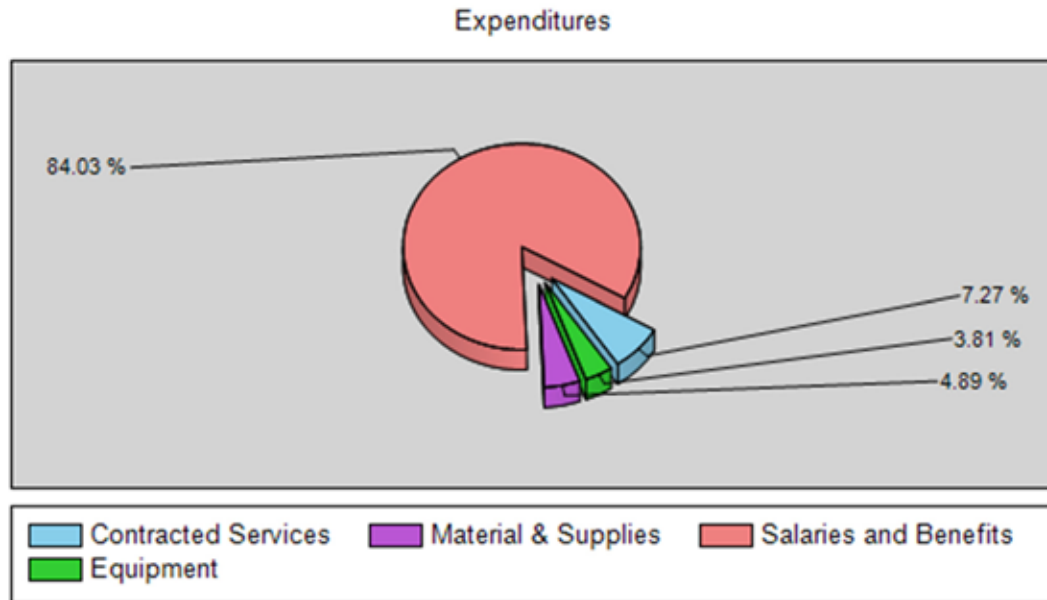
Business Unit: 3850 - SD-Roadway Cleaning

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	13,128	13,392	13,659	13,933	14,212
9121	WO Outside Equipment Ren	500	510	520	531	541
9211	WO Regular Time	294,623	300,515	306,526	312,656	318,909
9221	WO Overtime	6,000	6,120	6,242	6,367	6,495
9311	WO Inventory Purchases	2,500	2,550	2,601	2,653	2,706
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
9411	WO Contracted Services	26,000	26,520	27,050	27,591	28,143
9511	WO Gas	2,000	2,040	2,081	2,122	2,165
9551	WO Bio Diesel	3,000	3,060	3,121	3,184	3,247
Total Expenditures		357,751	364,907	372,205	379,650	387,243
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(357,751)	(364,907)	(372,205)	(379,650)	(387,243)

Business Unit Summary with Service Areas

Business Unit: 3850 - SD-Roadway Cleaning



Business Unit Summary with Service Areas

Service Area: Stormwater

Department: Engineering

Budget Year: 2016

Overview:

This service area supports the overall engineering management of the City's stormwater system.

Effective engineering of the stormwater system aims to maximize the life span of existing assets and mitigate against floods and damage to city infrastructure and private properties. It also plans for impacts of climate change forecasts in sea level rise and increased rainfall intensities and storm durations.

An efficient stormwater system manages run off to reduce contamination and pollution of waters to minimize impacts to marine life. Stormwater management is required by provincial and environmental regulation.

Services include:

Daily customer service enquiries and calls for service, emergencies, support to City departments and review of development applications.

It also includes investigations, capital projects, long-term master planning, regular monitoring of stormwater outfalls and video or condition assessment reports.

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic and hydrologic modeling, coordination of condition assessment program, preparation of conceptual designs, coordination and integration of work with other departments and agencies. Maintenance of stormwater system inventories and databases.

Design and Construction – develop medium and long term capital work plans, prepare detailed design of stormwater projects, prepare tender documents and drawings, prepare construction estimates, construction inspection, monitor project costs, provide contract administration for tendered works. Liaise with and direct the work of consultants and contractors on stormwater projects.

Development Review – provide comments for development projects and building permits as they relate to stormwater. Prepare engineering recommendations and coordinate with other departments to provide stormwater services; review and approve stormwater service applications and engineering designs to ensure conformity to city standards and specifications. Provide technical advice and interpretation to applicants, contractors and consultants on design submissions.

Investigation and Monitoring – Conduct periodic storm water quality samples at outfall locations. Conduct flooding investigations during heavy rain events. Investigate and resolve contamination problems such as oil leaks and spills, spill response and chemical contamination. Investigate and resolve environmental matters such as sewer/storm drain cross-connections. Collect and analyze flow recorder and rain gauge data and install related instruments.

Provide assistance to the public and outside agencies regarding stormwater management practices and policies.

Deliverables:

- Annual development of stormwater capital projects
- Number of detailed design drawings, tender documents, and rehabilitation strategies produced
- Number of development applications processed requiring stormwater connections (approx. 180 Building Permits, 100 Subdivision & Rezoning, 15 Misc. Permits)
- Number of projects reviewed in planning process
- Percentage of system inspected and assessed for condition 15% based on 6.5 year complete cycle
- Number of contamination, leaks and spill investigations completed 10 based on one week turn-around

Business Unit Summary with Service Areas

- Number of cross-connection investigations completed 5 based on 2 week turn-around
- Number of site inspections completed for code compliance 1000 based on 6 per day
- Number of customer service requests completed 5% of staff time in responding to 200 requests with one week average turn-around

Business Unit Summary with Service Areas

Service Area: Stormwater

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3906	Fines and Fees	0	0	6,763	6,763	0.00 %
3909	Stormwater Utility Fee	0	0	0	4,725,545	
3916	Test and Clear	0	0	3,570	3,570	0.00 %
5071	Transfer from General Operating	0	0	0	1,250,000	
Total Revenues		0	0	10,333	5,985,878	
Expenditures						
4010	Salaries - Exempt	53,639	48,426	53,349	53,349	0.00 %
4016	Salaries - Inside	300,263	261,527	281,679	288,745	+ 2.51 %
4070	Overtime	5,568	4,333	4,270	4,270	0.00 %
4080	Auxiliaries/RPT/Seasonal	11,006	9,553	0	0	
4102	Benefits	87,709	81,707	78,486	80,146	+ 2.12 %
4112	Mileage/Parking	559	975	1,835	1,835	0.00 %
4116	Conferences/Travel	2,378	1,628	4,000	4,000	0.00 %
4120	Training and Development	921	254	3,200	3,200	0.00 %
4216	Contracted Services	12,666	9,061	23,715	37,215	+ 56.93 %
4312	Office Supplies	1,662	464	3,200	3,200	0.00 %
4364	Telecommunications	2,223	564	605	3,500	+ 478.51 %
4412	Equipment Rentals	13,680	6,000	13,680	13,680	0.00 %
4418	Equipment	963	0	1,000	1,000	0.00 %
4718	Corporate Overhead	365,000	20,000	365,000	365,680	+ 0.19 %
6032	Transfer to Capital	0	0	0	2,678,536	
9111	WO Inside Equipment Rent	306	60	3,650	3,650	0.00 %
9211	WO Regular Time	1,134	223	28,609	29,324	+ 2.50 %
9311	WO Inventory Purchases	0	0	300	300	0.00 %
9321	WO Outside Purchases	0	930	1,500	1,500	0.00 %
9411	WO Contracted Services	0	80	0	0	
Total Expenditures		859,676	445,783	868,078	3,573,131	
Net Total		(859,676)	(445,783)	(857,745)	2,412,747	

Business Unit Summary with Service Areas

Service Area: Stormwater

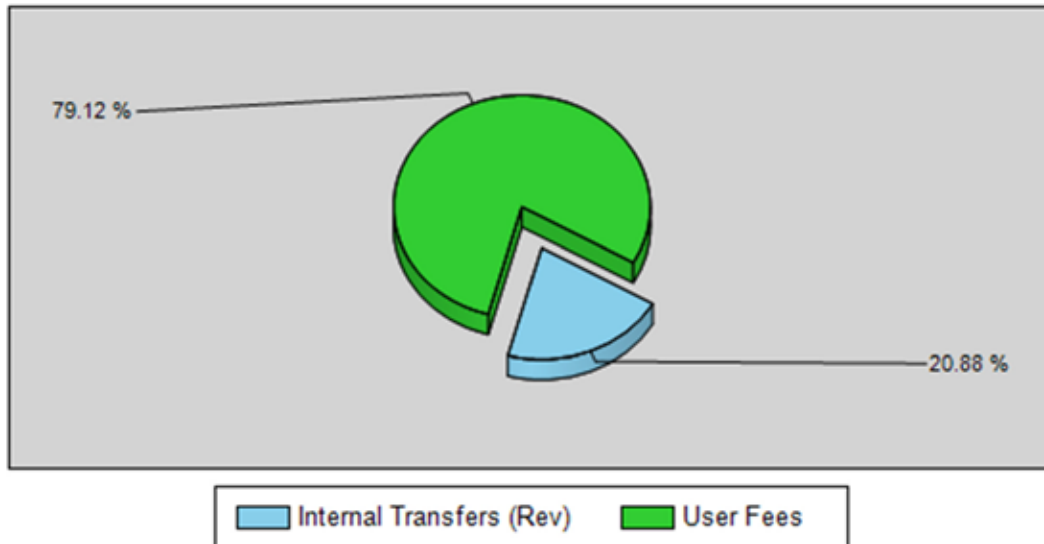
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3906	Fines and Fees	6,763	6,763	6,763	6,763	6,763
3909	Stormwater Utility Fee	4,725,545	5,112,444	5,607,220	6,096,397	6,468,259
3916	Test and Clear	3,570	3,570	3,570	3,570	3,570
5071	Transfer from General Operating	1,250,000	1,275,000	1,300,500	1,326,510	1,353,040
Total Revenues		5,985,878	6,397,777	6,918,053	7,433,240	7,831,632
% Increase			6.88%	8.13%	7.45%	5.36%
Expenditures						
4010	Salaries - Exempt	53,349	54,416	55,504	56,614	57,747
4016	Salaries - Inside	288,745	294,521	300,412	306,420	312,548
4070	Overtime	4,270	4,355	4,443	4,531	4,622
4102	Benefits	80,146	81,750	83,385	85,052	86,753
4112	Mileage/Parking	1,835	1,872	1,909	1,947	1,986
4116	Conferences/Travel	4,000	4,080	4,162	4,245	4,330
4118	Membership Fees	0	0	0	0	0
4120	Training and Development	3,200	3,264	3,329	3,396	3,464
4216	Contracted Services	37,215	30,689	31,173	25,167	25,670
4312	Office Supplies	3,200	3,264	3,329	3,396	3,464
4364	Telecommunications	3,500	3,570	3,641	3,714	3,789
4412	Equipment Rentals	13,680	13,954	14,233	14,517	14,808
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4718	Corporate Overhead	365,680	372,994	380,453	388,063	395,824
6032	Transfer to Capital	2,678,536	3,031,476	3,384,475	3,737,533	4,065,921
6053	Trf to Utility Reserve	0	0	100,000	200,000	200,000
9111	WO Inside Equipment Rent	3,650	3,723	3,797	3,873	3,951
9211	WO Regular Time	29,324	29,911	30,509	31,119	31,741
9311	WO Inventory Purchases	300	306	312	318	325
9321	WO Outside Purchases	1,500	1,530	1,561	1,592	1,624
Total Expenditures		3,573,131	3,936,694	4,407,668	4,872,560	5,219,648
% Increase			10.17%	11.96%	10.55%	7.12%
Net Total		2,412,747	2,461,083	2,510,385	2,560,680	2,611,984

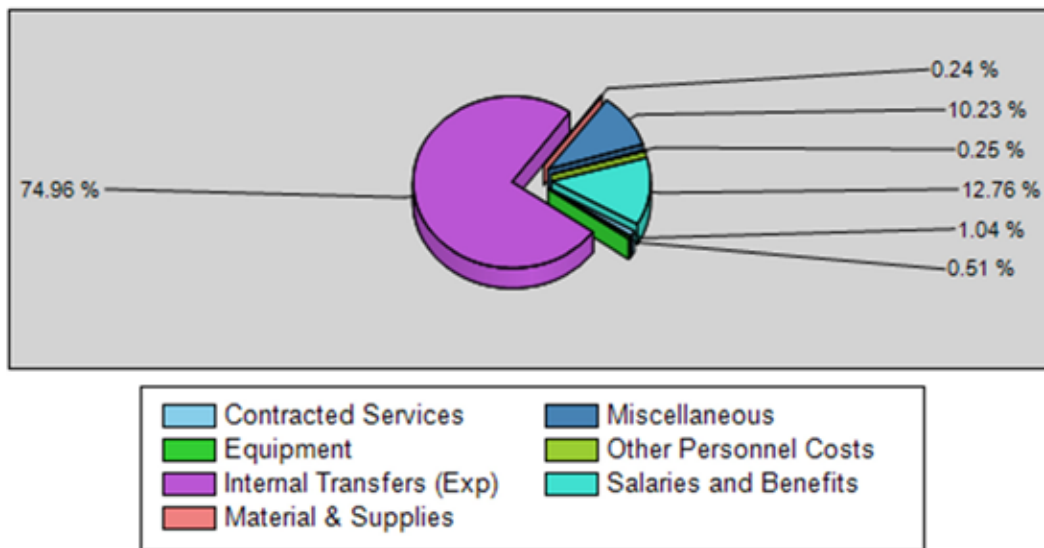
Business Unit Summary with Service Areas

Service Area: Stormwater

Revenues



Expenses



Business Unit Summary with Service Areas

Business Unit: 6020 - WW Electronics & Automation

Department: Engineering **Budget Year:** 2016

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 control 11 PRV sites (24 pressure reducing valves) and ONE booster pump station.

Deliverables:

- 11 PRV stations
- 1 booster pump station
- Collection of data in real time include, pressure, flow rates, volume,
- Alarms notification of abnormal operations
- Historical database
- Interface on internal network for staff to view and download data for analysis

Business Unit Summary with Service Areas

Business Unit: 6020 - WW Electronics & Automation

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4012	Salaries - Electricians	28,884	21,818	28,010	28,570	+ 2.00 %
4102	Benefits	5,457	4,623	6,302	6,428	+ 2.00 %
4308	General Supplies	0	0	900	900	0.00 %
4364	Telecommunications	556	533	600	600	0.00 %
4412	Equipment Rentals	4,200	2,800	4,500	4,500	0.00 %
9111	WO Inside Equipment Rent	373	394	0	0	
9211	WO Regular Time	12,267	34,825	48,134	49,337	+ 2.50 %
9221	WO Overtime	207	40	0	0	
9311	WO Inventory Purchases	0	337	400	400	0.00 %
9321	WO Outside Purchases	4,827	5,059	4,256	4,256	0.00 %
9411	WO Contracted Services	0	2,999	0	0	
Total Expenditures		56,770	73,428	93,102	94,992	
Net Total		(56,770)	(73,428)	(93,102)	(94,992)	

Business Unit Summary with Service Areas

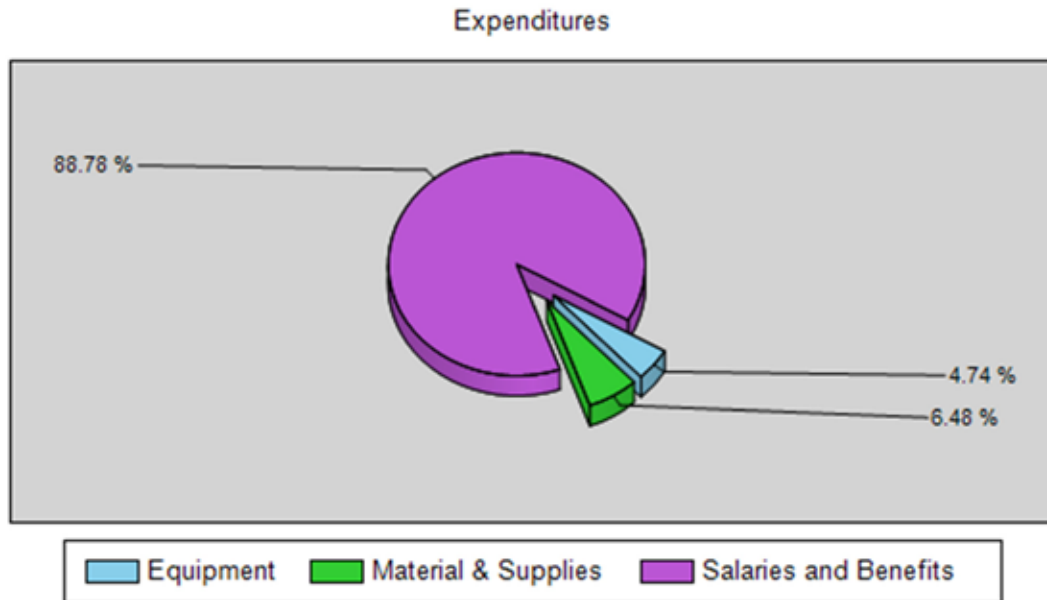
Business Unit: 6020 - WW Electronics & Automation

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4012	Salaries - Electricians	28,570	29,142	29,724	30,319	30,925
4102	Benefits	6,428	6,557	6,688	6,822	6,958
4308	General Supplies	900	918	936	955	974
4364	Telecommunications	600	612	624	637	649
4412	Equipment Rentals	4,500	4,590	4,682	4,775	4,871
9211	WO Regular Time	49,337	50,324	51,331	52,357	53,404
9311	WO Inventory Purchases	400	408	416	424	433
9321	WO Outside Purchases	4,256	4,341	4,428	4,517	4,607
Total Expenditures		94,992	96,892	98,829	100,806	102,822
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(94,992)	(96,892)	(98,829)	(100,806)	(102,822)

Business Unit Summary with Service Areas

Business Unit: 6020 - WW Electronics & Automation



Business Unit Summary with Service Areas

Business Unit: 6040 - WW Hydrant Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

This business unit funds the ongoing inspection, maintenance and repair of fire hydrants in Victoria and Esquimalt to deliver fire protection.

Deliverables:

- 1,763 hydrants
- Maintained 877 hydrants
- Replaced 19 hydrants
- Inspected 6 hydrants (after fire use)

Business Unit Summary with Service Areas

Business Unit: 6040 - WW Hydrant Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	18,308	14,253	18,360	18,360	0.00 %
9121	WO Outside Equipment Ren	0	900	1,020	1,020	0.00 %
9211	WO Regular Time	111,520	81,715	90,538	107,801	+ 19.07 %
9311	WO Inventory Purchases	16,991	2,231	31,420	17,551	- 44.14 %
9321	WO Outside Purchases	3,812	1,868	26,732	27,400	+ 2.50 %
9411	WO Contracted Services	5,803	3,250	2,040	2,040	0.00 %
Total Expenditures		156,434	104,216	170,110	174,172	
Net Total		(156,434)	(104,216)	(170,110)	(174,172)	

Business Unit Summary with Service Areas

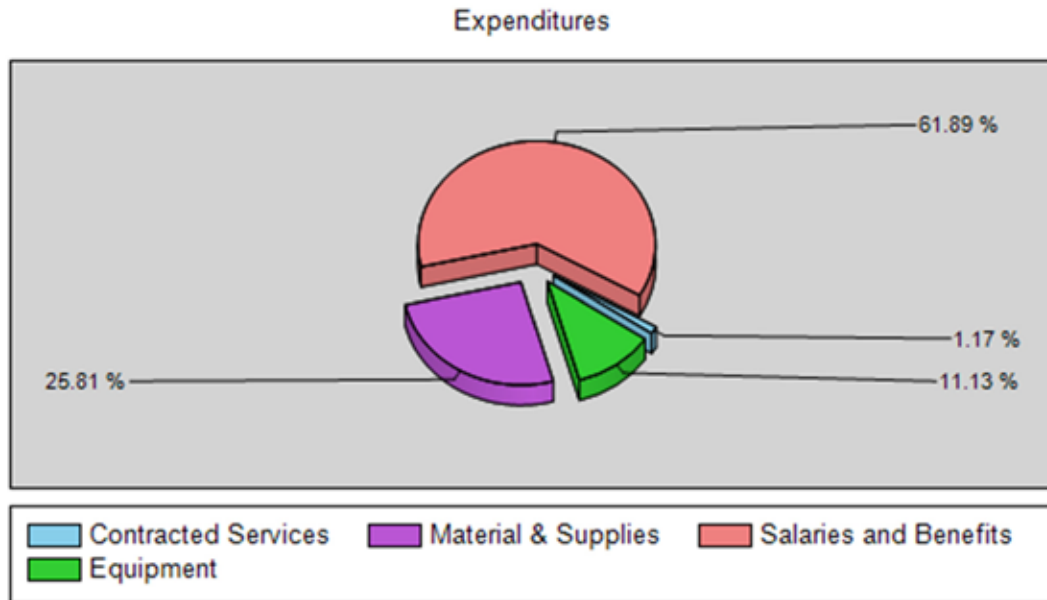
Business Unit: 6040 - WW Hydrant Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	18,360	18,727	19,102	19,484	19,873
9121	WO Outside Equipment Ren	1,020	1,040	1,061	1,082	1,104
9211	WO Regular Time	107,801	109,957	112,156	114,399	116,687
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 Expenditures		174,172	177,655	181,209	184,833	188,529
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(174,172)	(177,655)	(181,209)	(184,833)	(188,529)

Business Unit Summary with Service Areas

Business Unit: 6040 - WW Hydrant Maintenance



Business Unit Summary with Service Areas

Business Unit: 6045 - WW Valve Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

To maintain, inspect and replace water valves within water delivery system. This ensures that part of the water system is capable of being isolated when dealing with significant leaks and emergency repairs and to mitigate water valve leaks.

Deliverables:

- 3,361 valves
- 1608 valves inspected
- 12 valves repaired

Business Unit Summary with Service Areas

Business Unit: 6045 - WW Valve Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	22,272	11,564	11,220	11,220	0.00 %
9121	WO Outside Equipment Ren	3,118	597	1,000	1,000	0.00 %
9211	WO Regular Time	107,999	52,624	79,688	81,680	+ 2.50 %
9221	WO Overtime	7,589	3,237	0	0	
9311	WO Inventory Purchases	18,008	3,469	11,220	11,624	+ 3.60 %
9321	WO Outside Purchases	9,419	2,099	39,958	39,958	0.00 %
9411	WO Contracted Services	24,175	10,961	11,530	11,530	0.00 %
Total Expenditures		192,579	84,551	154,616	157,012	
Net Total		(192,579)	(84,551)	(154,616)	(157,012)	

Business Unit Summary with Service Areas

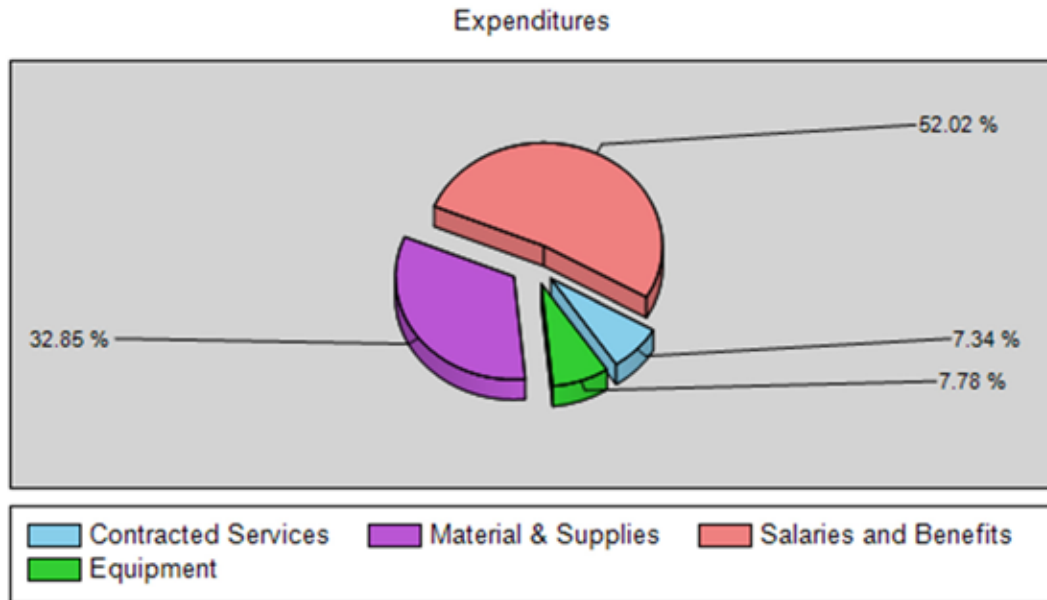
Business Unit: 6045 - WW Valve Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	11,220	11,444	11,673	11,907	12,145
9121	WO Outside Equipment Ren	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	81,680	83,314	84,980	86,680	88,413
9311	WO Inventory Purchases	11,624	11,856	12,094	12,335	12,582
9321	WO Outside Purchases	39,958	40,757	41,572	42,404	43,252
9411	WO Contracted Services	11,530	11,761	11,996	12,236	12,480
Total Expenditures		157,012	160,152	163,355	166,623	169,955
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(157,012)	(160,152)	(163,355)	(166,623)	(169,955)

Business Unit Summary with Service Areas

Business Unit: 6045 - WW Valve Maintenance



Business Unit Summary with Service Areas

Business Unit: 6050 - WW Mains Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

Provide safe drinking water to the public and fire protection through the regular repair and replacement of water mains in Victoria and Esquimalt. This work prevents water loss and subsequent costs.

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

Deliverables:

- 330 km of water mains
- 32 watermain repairs, 30km cleaned/flushed

Business Unit Summary with Service Areas

Business Unit: 6050 - WW Mains Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4236	Land Services	7,558	5,139	7,700	7,700	0.00 %
4308	General Supplies	144	0	0	0	
9111	WO Inside Equipment Rent	42,081	23,195	18,000	18,000	0.00 %
9121	WO Outside Equipment Ren	3,597	1,945	8,000	8,000	0.00 %
9211	WO Regular Time	170,546	107,274	232,747	244,566	+ 5.08 %
9221	WO Overtime	51,527	21,506	0	4,000	
9311	WO Inventory Purchases	50,299	30,048	40,662	42,126	+ 3.60 %
9321	WO Outside Purchases	50,796	32,407	65,938	67,586	+ 2.50 %
9411	WO Contracted Services	13,181	5,561	27,550	18,101	- 34.30 %
9421	WO Consulting Services	0	850	0	0	
Total Expenditures		389,728	227,924	400,597	410,079	
Net Total		(389,728)	(227,924)	(400,597)	(410,079)	

Business Unit Summary with Service Areas

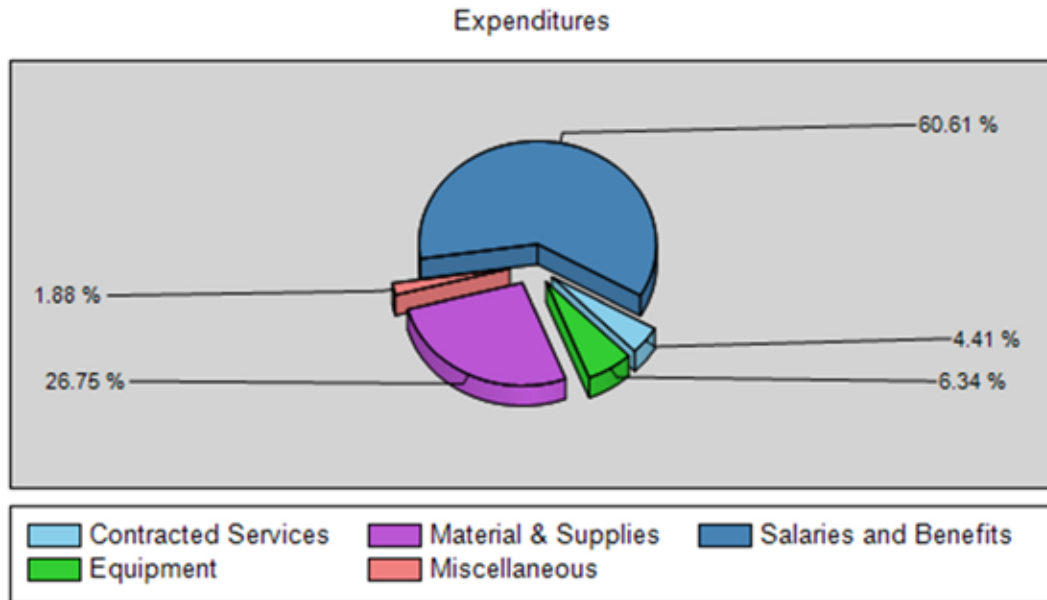
Business Unit: 6050 - WW Mains Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4236	Land Services	7,700	7,854	8,011	8,171	8,335
9111	WO Inside Equipment Rent	18,000	18,360	18,727	19,102	19,484
9121	WO Outside Equipment Ren	8,000	8,160	8,323	8,490	8,659
9211	WO Regular Time	244,566	249,457	254,446	259,535	264,726
9221	WO Overtime	4,000	4,080	4,162	4,245	4,330
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 Expenditures		410,079	418,281	426,646	435,179	443,883
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(410,079)	(418,281)	(426,646)	(435,179)	(443,883)

Business Unit Summary with Service Areas

Business Unit: 6050 - WW Mains Maintenance



Business Unit Summary with Service Areas

Business Unit: 6055 - WW Service Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

This business area routinely responds to water leaks and conduct repairs and replacement of water services to eliminate leaks in Victoria and Esquimalt.

Deliverables:

- 18,596 water services
- 16,084 Single family residential,
- 2,475 Multi-user residential
- 2,512 Industrial/Commercial
- 77 services repaired
- 370 water service investigations
- 15 disconnects from mainline
- 170 water turn off requests
- 94 temporary water service requests
- 11 ring and cover repairs

Business Unit Summary with Service Areas

Business Unit: 6055 - WW Service Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4236	Land Services	23,334	15,867	23,800	23,800	0.00 %
9111	WO Inside Equipment Rent	78,350	40,422	80,000	80,000	0.00 %
9121	WO Outside Equipment Ren	22,422	10,798	40,000	40,000	0.00 %
9211	WO Regular Time	400,963	274,561	372,217	381,522	+ 2.50 %
9221	WO Overtime	7,510	8,508	7,000	7,000	0.00 %
9311	WO Inventory Purchases	55,585	27,419	41,800	43,305	+ 3.60 %
9321	WO Outside Purchases	38,105	18,423	37,110	38,038	+ 2.50 %
9411	WO Contracted Services	57,362	72,234	58,000	58,870	+ 1.50 %
Total Expenditures		683,631	468,231	659,927	672,535	
Net Total		(683,631)	(468,231)	(659,927)	(672,535)	

Business Unit Summary with Service Areas

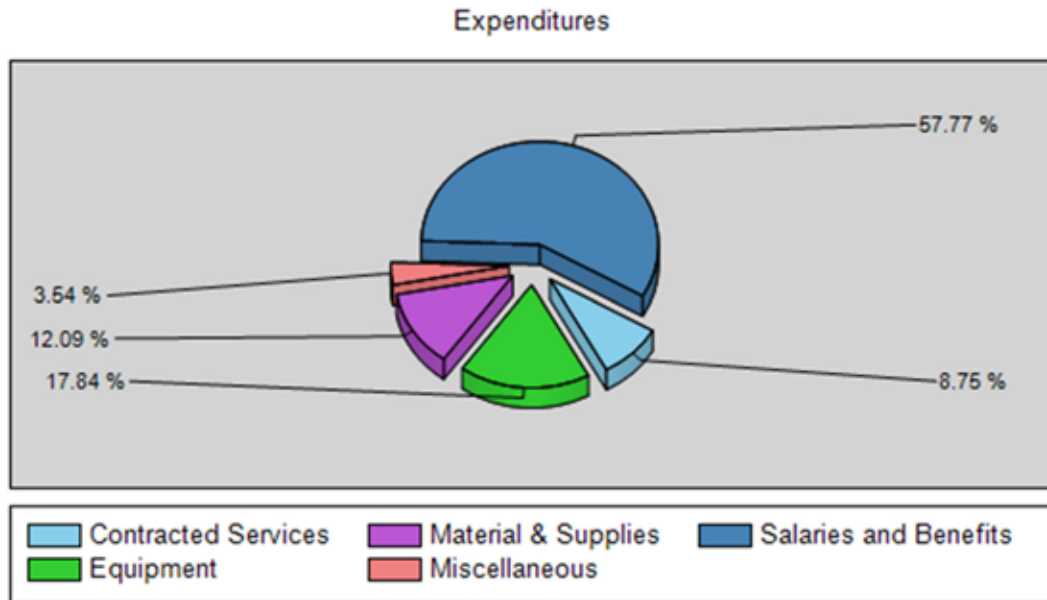
Business Unit: 6055 - WW Service Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4236	Land Services	23,800	24,276	24,762	25,257	25,762
9111	WO Inside Equipment Rent	80,000	81,600	83,232	84,897	86,595
9121	WO Outside Equipment Ren	40,000	40,800	41,616	42,448	43,297
9211	WO Regular Time	381,522	389,153	396,936	404,875	412,972
9221	WO Overtime	7,000	7,140	7,283	7,428	7,577
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	60,047	61,248	62,473	63,723
Total Expenditures		672,535	685,986	699,706	713,700	727,974
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(672,535)	(685,986)	(699,706)	(713,700)	(727,974)

Business Unit Summary with Service Areas

Business Unit: 6055 - WW Service Maintenance



Business Unit Summary with Service Areas

Business Unit: 6060 - WW Meter Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

Repair and replace water meters of various sizes to ensure accurate meter readings and accurate billing for customers.

This program assists in carrying out a water loss audit to verify billing by CRD for supply of bulk water to the City's system.

The leak detection program helps find and eliminate leaks in the system early, and determine if the leaks are on the private or City side. This reduces water loss.

Deliverables:

- 13,534 Single family residential, 2,612 Multi-use residential, and 2,457 Industrial/ Commercial.
- Total water meters are 18,603
- Replaced 10 large meters 1.5" and above
- Replaced 424 ¾" meters
- Reduction in the number of water meters that are broken or not working properly.

Business Unit Summary with Service Areas

Business Unit: 6060 - WW Meter Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4080	Auxiliaries/RPT/Seasonal	4,375	0	0	0	
9111	WO Inside Equipment Rent	30,180	8,123	30,000	30,000	0.00 %
9121	WO Outside Equipment Ren	946	1,306	5,100	5,100	0.00 %
9211	WO Regular Time	187,240	74,656	210,386	202,646	- 3.68 %
9221	WO Overtime	8,251	4,789	0	3,000	
9311	WO Inventory Purchases	111,111	29,657	139,529	144,552	+ 3.60 %
9321	WO Outside Purchases	14,880	3,237	21,100	21,628	+ 2.50 %
9411	WO Contracted Services	21,547	3,489	30,000	30,300	+ 1.00 %
Total Expenditures		378,529	125,257	436,115	437,226	
Net Total		(378,529)	(125,257)	(436,115)	(437,226)	

Business Unit Summary with Service Areas

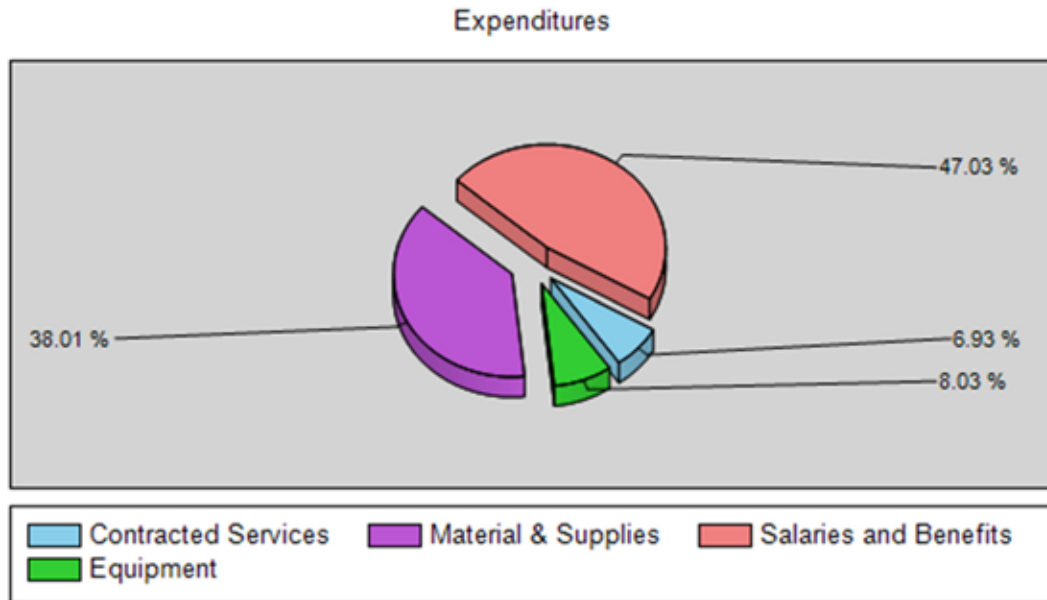
Business Unit: 6060 - WW Meter Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	30,000	30,600	31,212	31,836	32,473
9121	WO Outside Equipment Ren	5,100	5,202	5,306	5,412	5,520
9211	WO Regular Time	202,646	206,699	210,833	215,050	219,351
9221	WO Overtime	3,000	3,060	3,121	3,184	3,247
9311	WO Inventory Purchases	144,552	147,443	150,392	153,400	156,468
9321	WO Outside Purchases	21,628	22,061	22,502	22,952	23,411
9411	WO Contracted Services	30,300	30,906	31,524	32,155	32,798
Total Expenditures		437,226	445,971	454,890	463,988	473,267
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(437,226)	(445,971)	(454,890)	(463,988)	(473,267)

Business Unit Summary with Service Areas

Business Unit: 6060 - WW Meter Maintenance



Business Unit Summary with Service Areas

Business Unit: 6065 - WW PRV Maintenance

Department: Engineering **Budget Year:** 2016

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 City of Victoria and the Township of Esquimalt

Business Unit Summary with Service Areas

Business Unit: 6065 - WW PRV Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4360	Hydro	4,864	2,887	5,607	5,607	0.00 %
9111	WO Inside Equipment Rent	3,956	6,978	4,080	4,080	0.00 %
9211	WO Regular Time	71,799	51,380	51,508	52,796	+ 2.50 %
9221	WO Overtime	0	356	0	0	
9311	WO Inventory Purchases	0	17	0	0	
9321	WO Outside Purchases	897	12,328	3,666	8,666	+ 136.39 %
9411	WO Contracted Services	4,446	16,933	0	5,000	
Total Expenditures		85,962	90,879	64,861	76,149	
Net Total		(85,962)	(90,879)	(64,861)	(76,149)	

Business Unit Summary with Service Areas

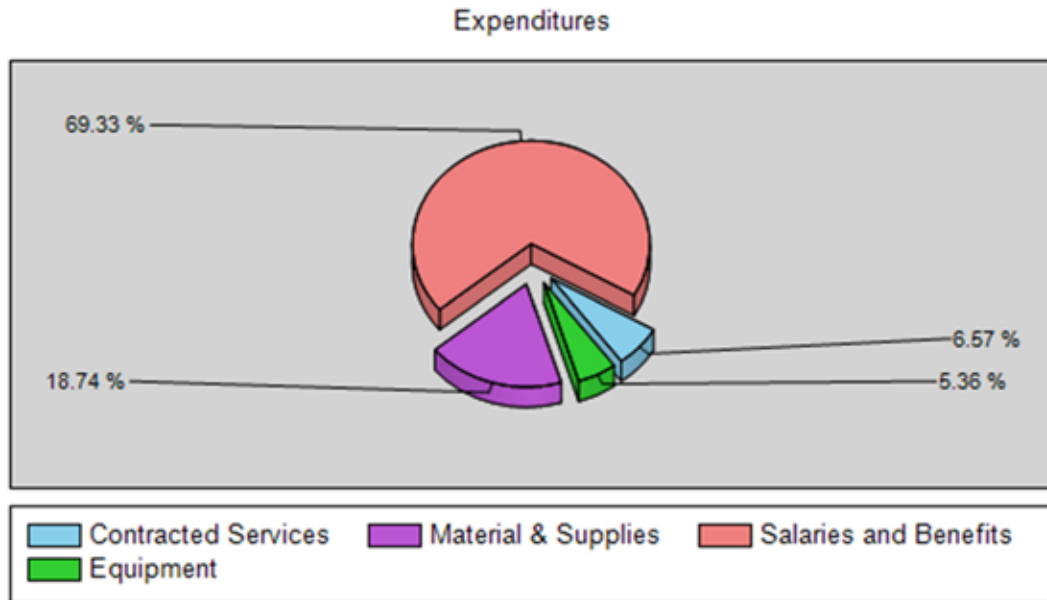
Business Unit: 6065 - WW PRV Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4360	Hydro	5,607	5,887	6,182	6,491	6,815
9111	WO Inside Equipment Rent	4,080	4,162	4,245	4,330	4,416
9211	WO Regular Time	52,796	53,852	54,929	56,027	57,148
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 Expenditures		76,149	77,840	79,573	81,350	83,172
% Increase			2.22%	2.23%	2.23%	2.24%
Net Total		(76,149)	(77,840)	(79,573)	(81,350)	(83,172)

Business Unit Summary with Service Areas

Business Unit: 6065 - WW PRV Maintenance



Business Unit Summary with Service Areas

Business Unit: 6070 - WW Emergency

Department: Engineering **Budget Year:** 2016

Overview:

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

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

Deliverables:

- Response time to emergency within 30 minutes
- # of water related emergencies (56 in 2014)

Business Unit Summary with Service Areas

Business Unit: 6070 - WW Emergency

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	1,188	66	500	500	0.00 %
9211	WO Regular Time	4,051	0	24,106	14,709	- 38.98 %
9221	WO Overtime	63,805	51,413	50,000	60,000	+ 20.00 %
Total Expenditures		69,043	51,479	74,606	75,209	
Net Total		(69,043)	(51,479)	(74,606)	(75,209)	

Business Unit Summary with Service Areas

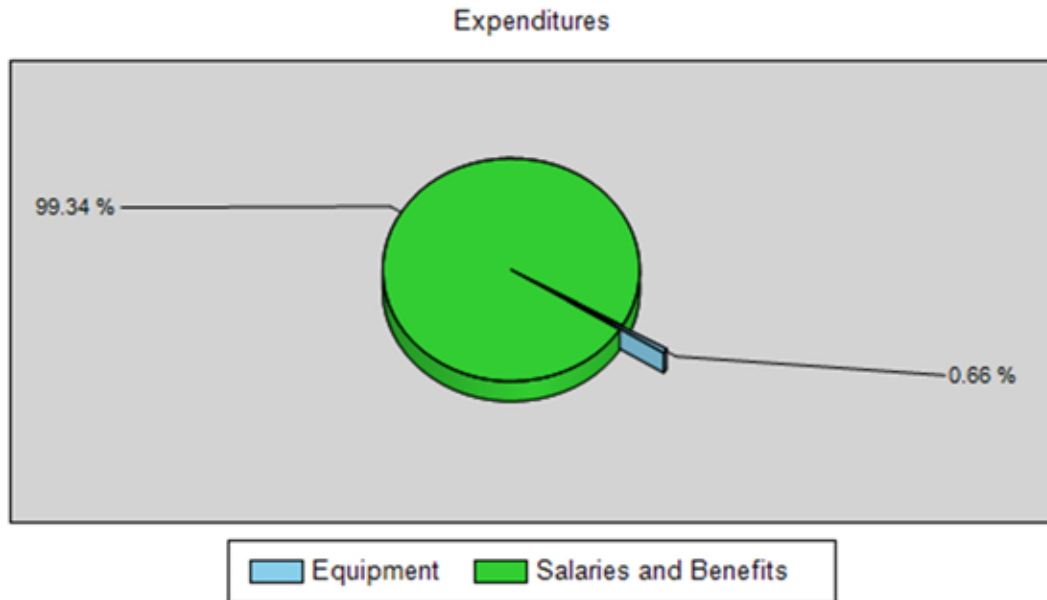
Business Unit: 6070 - WW Emergency

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	500	510	520	531	541
9211	WO Regular Time	14,709	15,003	15,303	15,609	15,921
9221	WO Overtime	60,000	61,200	62,424	63,672	64,946
Total Expenditures		75,209	76,713	78,247	79,812	81,409
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(75,209)	(76,713)	(78,247)	(79,812)	(81,409)

Business Unit Summary with Service Areas

Business Unit: 6070 - WW Emergency



Business Unit Summary with Service Areas

Service Area: Waterworks

Department: Engineering

Budget Year: 2016

Overview:

This service area funds the overall engineering management of the City of Victoria and Township of Esquimalt water distribution system.

The water distribution system is essential to provide clean drinking water and meeting fire suppression needs. This service area focuses on maintaining existing infrastructure and maximizing life span of assets for current and future needs.

Lower property insurance rates for residential and commercial properties results from adequate water supply for fire suppression.

The municipality must comply with federal, provincial and municipal regulations and environmental requirements.

Services include:

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic modeling, preparation of conceptual designs, coordination and integration of work with other departments and agencies. Maintenance of water distribution system inventories and databases

Design and Construction Administration – develop medium and long term capital work plans, prepare detailed design of water infrastructure projects, prepare tender documents and drawings, prepare construction estimates, submit designs to Vancouver Island Health Authority for construction approvals, provide construction inspection, monitor project costs, provide contract administration for tendered works. Liaise with and direct the work of consultants and contractors on water projects.

Development Review – provide comments for development projects and building permits as they relate to water. Prepare engineering recommendations and coordinate with other departments to provide water services; review and approve water service applications and engineering designs to ensure conformity to city standards and specifications. Provide technical advice and interpretation to applicants, contractors and consultants on design submissions and required changes.

Investigation and Monitoring – review water quality reports and coordinate additional sampling with CRD Water. Investigate and resolve water flow, leakage and pressure issues. Coordinate fire hydrant flow testing. Track monthly wholesale water usage and annual retail consumption. Conduct cross-connection control program for civic facilities. Liaise with regional district on cross-connection control issues and provide data on civic facilities.

Provide assistance to the public and outside agencies regarding water distribution inquiries. Provide technical assistance to help resolve billing problems.

Deliverables:

- Number of detailed design drawings, tender documents, and rehabilitation strategies produced
- Number of development applications processed requiring water connections, (approx. 180 Building Permits, 100 Subdivision & Rezoning, 15 Misc. Permits)
- Number of projects reviewed in planning process.
- Number of investigations completed
- Number of customer service/technical assistance requests completed (approx. 200 requests)

Business Unit Summary with Service Areas

Service Area: Waterworks

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3812	Hydrants	14,932	9,668	12,000	12,000	0.00 %
3816	Meter Rates	16,659,983	9,407,890	15,398,750	15,731,745	+ 2.16 %
3818	Meter Service Charge	3,037,109	2,014,973	2,981,000	2,981,000	0.00 %
3906	Fines and Fees	192,236	141,824	165,000	165,000	0.00 %
5044	Surplus	(2,164,166)	0	0	0	
5070	Capital to Operating	96,644	0	0	0	
Total Revenues		17,836,738	11,574,355	18,556,750	18,889,745	
Expenditures						
4010	Salaries - Exempt	160,178	123,664	166,340	166,340	0.00 %
4016	Salaries - Inside	265,553	158,502	281,679	288,745	+ 2.51 %
4080	Auxiliaries/RPT/Seasonal	17,520	9,553	14,996	15,934	+ 6.25 %
4102	Benefits	93,561	70,043	104,518	106,179	+ 1.59 %
4112	Mileage/Parking	1,899	674	2,780	2,780	0.00 %
4116	Conferences/Travel	3,536	550	2,950	2,950	0.00 %
4118	Membership Fees	5,933	6,792	6,000	6,000	0.00 %
4120	Training and Development	1,892	193	4,000	4,000	0.00 %
4216	Contracted Services	0	0	17,000	30,000	+ 76.47 %
4312	Office Supplies	6,808	2,647	10,470	10,470	0.00 %
4314	Postage	130	0	23,460	23,460	0.00 %
4364	Telecommunications	1,474	1,059	3,500	3,500	0.00 %
4366	Water	8,357,498	5,981,828	8,465,118	8,635,000	+ 2.01 %
4412	Equipment Rentals	44,850	32,017	48,000	48,000	0.00 %
4418	Equipment	80	75	8,825	8,825	0.00 %
4508	Credit Card Discount Fees	109,537	71,878	64,600	64,600	0.00 %
4512	Insurance	93,636	71,250	95,000	95,000	0.00 %
4718	Corporate Overhead	1,297,368	874,441	1,311,661	1,337,646	+ 1.98 %
4809	Consumption Contingency	0	0	300,000	300,000	0.00 %
4816	Lease/Rental	105,000	70,000	105,000	105,000	0.00 %
6032	Transfer to Capital	3,091,129	0	3,331,218	3,369,000	+ 1.13 %
6053	Trf to Utility Reserve	1,850,000	0	1,850,000	1,850,000	0.00 %
9111	WO Inside Equipment Rent	61	113	2,379	2,379	0.00 %
9211	WO Regular Time	910	879	42,744	43,938	+ 2.79 %
9311	WO Inventory Purchases	0	6	0	0	
9321	WO Outside Purchases	0	137	2,440	2,440	0.00 %
9411	WO Contracted Services	0	0	5,800	5,800	0.00 %
Total Expenditures		15,508,554	7,476,301	16,270,478	16,527,986	
Net Total		2,328,184	4,098,054	2,286,272	2,361,759	

Business Unit Summary with Service Areas

Service Area: Waterworks

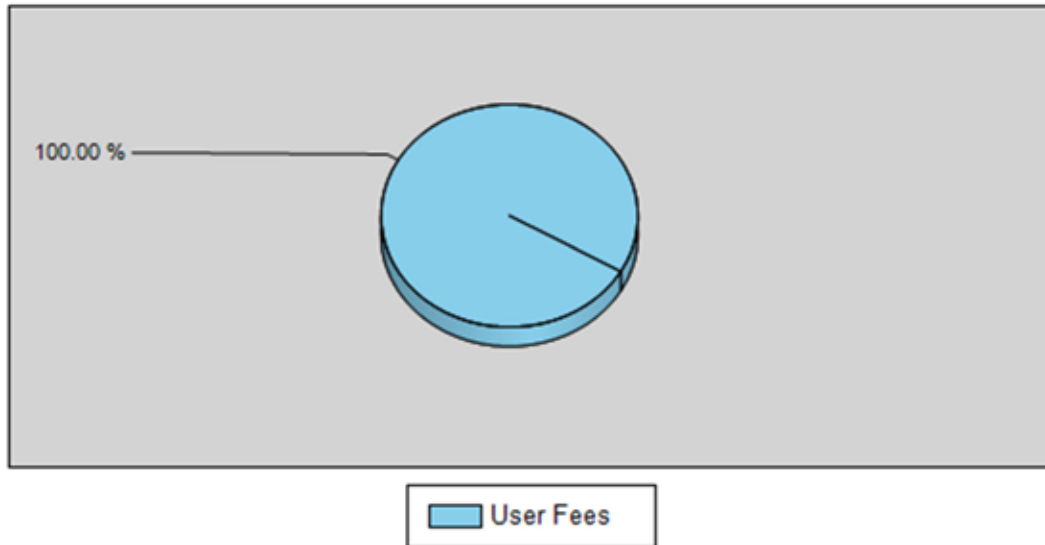
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3812	Hydrants	12,000	12,000	12,000	12,000	12,000
3816	Meter Rates	15,731,745	16,255,728	16,492,613	16,892,543	17,306,044
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 Revenues		18,889,745	19,473,348	19,771,045	20,233,004	20,709,774
% Increase			3.09%	1.53%	2.34%	2.36%
Expenditures						
4010	Salaries - Exempt	166,340	169,667	173,060	176,521	180,052
4016	Salaries - Inside	288,745	294,521	300,412	306,420	312,548
4080	Auxiliaries/RPT/Seasonal	15,934	16,250	16,575	16,906	17,244
4102	Benefits	106,179	108,302	110,468	112,678	114,931
4112	Mileage/Parking	2,780	2,836	2,892	2,950	3,009
4116	Conferences/Travel	2,950	3,009	3,069	3,131	3,193
4118	Membership Fees	6,000	6,120	6,242	6,367	6,495
4120	Training and Development	4,000	4,080	4,162	4,245	4,330
4216	Contracted Services	30,000	30,600	31,212	31,836	32,473
4312	Office Supplies	10,470	10,679	10,893	11,111	11,333
4314	Postage	23,460	23,929	24,408	24,896	25,394
4364	Telecommunications	3,500	3,570	3,641	3,714	3,789
4366	Water	8,635,000	8,807,700	8,983,854	9,163,531	9,346,802
4412	Equipment Rentals	48,000	48,960	49,939	50,938	51,957
4418	Equipment	8,825	9,002	9,182	9,365	9,552
4508	Credit Card Discount Fees	64,600	65,892	67,210	68,554	69,925
4512	Insurance	95,000	95,000	95,000	95,000	95,000
4718	Corporate Overhead	1,337,646	1,364,399	1,391,687	1,419,521	1,447,911
4809	Consumption Contingency	300,000	300,000	300,000	300,000	300,000
4816	Lease/Rental	105,000	107,100	109,242	111,427	113,655
6032	Transfer to Capital	3,369,000	3,686,918	3,713,611	3,899,135	4,093,933
6053	Trf to Utility Reserve	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
9111	WO Inside Equipment Rent	2,379	2,427	2,475	2,524	2,575
9211	WO Regular Time	43,938	44,816	45,713	46,627	47,559
9321	WO Outside Purchases	2,440	2,489	2,539	2,589	2,641
9411	WO Contracted Services	5,800	5,916	6,034	6,155	6,278
Total Expenditures		16,527,986	17,064,182	17,313,520	17,726,142	18,152,580
% Increase			3.24%	1.46%	2.38%	2.41%
Net Total		2,361,759	2,409,166	2,457,526	2,506,862	2,557,194

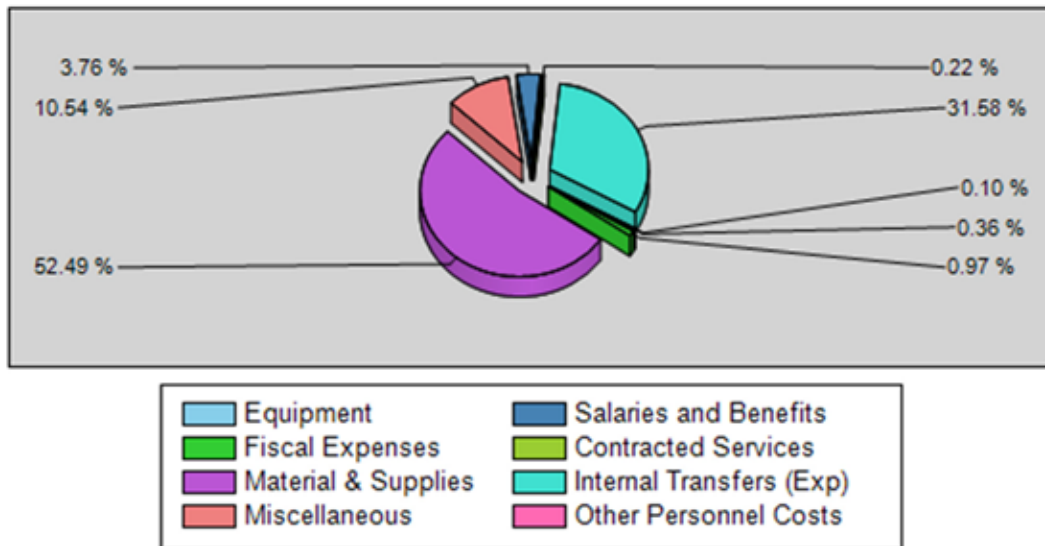
Business Unit Summary with Service Areas

Service Area: Waterworks

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: WW Operations Administration

Department: Engineering

Budget Year: 2016

Overview:

This service area facilitates the delivery of 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 District of Esquimalt.

Federal, provincial and municipal regulations and acts guide the municipality's responsibility to provide access to safe drinking water.

Focus remains on maintaining existing infrastructure and maximizing life span of assets. The oldest asset within the water system was installed in 1891.

Includes operations work related to maintenance and construction activities

Deliverables:

- 1763 Hydrants
- 3361 Valves
- 330km Mains
- 18603 Services/Meters
- 11 Pressure Reducing Valve Stations
- 1 booster pump station

Business Unit Summary with Service Areas

Service Area: WW Operations Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	62,647	45,304	92,722	92,722	0.00 %
4014	Salaries - Outside	74,768	56,002	74,155	76,014	+ 2.51 %
4102	Benefits	30,277	25,705	38,789	39,226	+ 1.13 %
4116	Conferences/Travel	363	1,673	400	1,900	+ 375.00 %
4120	Training and Development	2,927	1,688	4,500	8,000	+ 77.78 %
4216	Contracted Services	750	750	0	0	
4312	Office Supplies	140	0	0	0	
4364	Telecommunications	0	187	6,000	1,000	- 83.33 %
4814	Miscellaneous	100	0	0	0	
9111	WO Inside Equipment Rent	479	212	525	525	0.00 %
9211	WO Regular Time	45,177	27,247	15,247	45,000	+ 195.14 %
9221	WO Overtime	250	128	0	0	
9321	WO Outside Purchases	988	0	0	0	
Total Expenditures		218,864	158,896	232,338	264,386	
Net Total		(218,864)	(158,896)	(232,338)	(264,386)	

Business Unit Summary with Service Areas

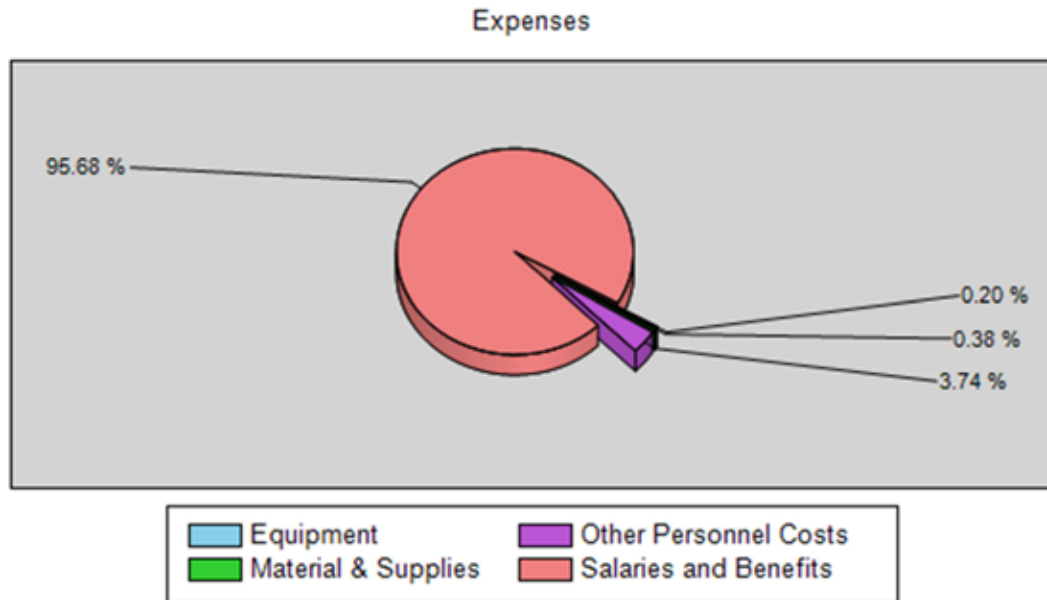
Service Area: WW Operations Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	92,722	94,576	96,468	98,397	100,365
4014	Salaries - Outside	76,014	77,536	79,087	80,668	82,282
4102	Benefits	39,226	40,011	40,811	41,627	42,459
4116	Conferences/Travel	1,900	1,938	1,977	2,016	2,057
4120	Training and Development	8,000	8,160	8,323	8,490	8,659
4364	Telecommunications	1,000	1,020	1,040	1,061	1,082
9111	WO Inside Equipment Rent	525	536	546	557	568
9211	WO Regular Time	45,000	45,900	46,818	47,754	48,709
Total Expenditures		264,386	269,676	275,069	280,571	286,182
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(264,386)	(269,676)	(275,069)	(280,571)	(286,182)

Business Unit Summary with Service Areas

Service Area: WW Operations Administration



Business Unit Summary with Service Areas

Business Unit: 7002 - SS Operations Administration

Department: Engineering **Budget Year:** 2016

Overview:

This service area provides overall management of the operations work related to maintain and construct the sanitary sewer system activities.

An efficient sanitary sewer system provides a foundation for public health and community well-being.

This service area oversees maintenance existing infrastructure and maximizing life span of existing assets. The average age of sewer pipes in the City of Victoria is 78 years, the oldest pipe was installed in 1891.

Effective management reduces liability and impact to public and environment.

Management of sewer system is regulated by wastewater regulations at federal, provincial and municipal levels.

Deliverables:

- 223 kilometers of sewer pipes
- 6 kilometers of force main pipes
- 15,183 service connections for sewer
- 2,747 manholes
- 11 pump stations
- 19 square kilometers service area

Business Unit Summary with Service Areas

Business Unit: 7002 - SS Operations Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	63,576	45,983	93,758	93,758	0.00 %
4014	Salaries - Outside	72,283	55,363	73,272	75,109	+ 2.51 %
4102	Benefits	30,214	25,765	38,820	39,252	+ 1.11 %
4116	Conferences/Travel	5,051	3,264	5,750	5,750	0.00 %
4120	Training and Development	35,023	4,227	45,000	45,000	0.00 %
4312	Office Supplies	374	205	700	700	0.00 %
4364	Telecommunications	354	893	7,500	2,500	- 66.67 %
9111	WO Inside Equipment Rent	44	0	0	0	
9211	WO Regular Time	7,034	19,967	0	5,000	
9321	WO Outside Purchases	7	0	0	0	
Total Expenditures		213,960	155,666	264,800	267,068	
Net Total		(213,960)	(155,666)	(264,800)	(267,068)	

Business Unit Summary with Service Areas

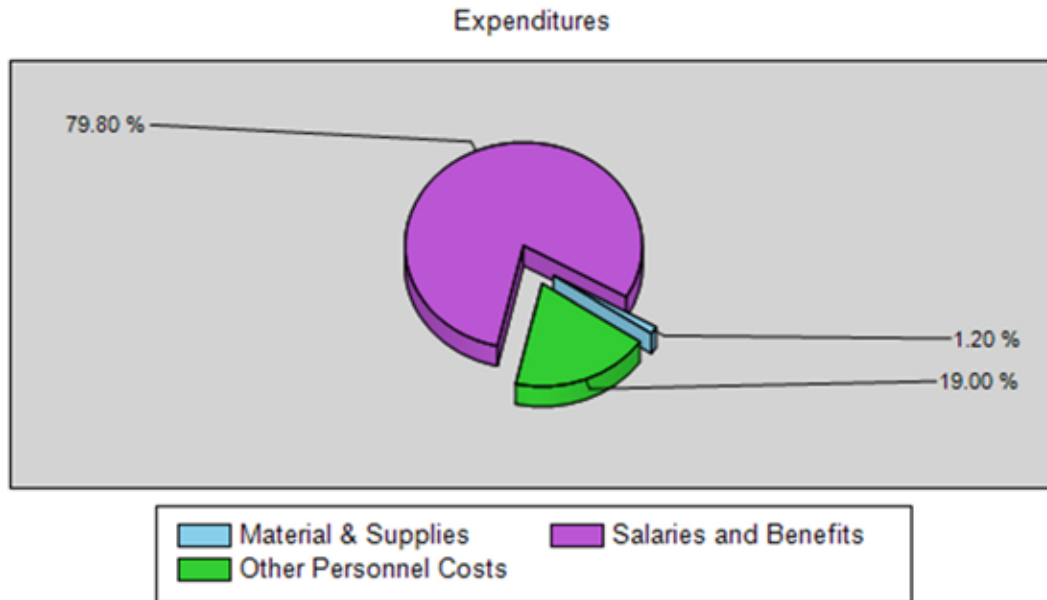
Business Unit: 7002 - SS Operations Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	93,758	95,633	97,546	99,496	101,486
4014	Salaries - Outside	75,109	76,613	78,145	79,708	81,302
4102	Benefits	39,252	40,037	40,838	41,655	42,488
4116	Conferences/Travel	5,750	5,865	5,982	6,102	6,224
4120	Training and Development	45,000	45,900	46,818	47,754	48,709
4312	Office Supplies	700	714	728	743	758
4364	Telecommunications	2,500	2,550	2,601	2,653	2,706
9211	WO Regular Time	5,000	5,100	5,202	5,306	5,412
Total Expenditures		267,068	272,412	277,860	283,417	289,086
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(267,068)	(272,412)	(277,860)	(283,417)	(289,086)

Business Unit Summary with Service Areas

Business Unit: 7002 - SS Operations Administration



Business Unit Summary with Service Areas

Business Unit: 7020 - SS Electronics & Automation

Department: Engineering **Budget Year:** 2016

Overview:

To ensure continuous and effective operations of sanitary sewer pump stations, this business unit records historical data for maintenance, operations and engineering purposes. It provides for “real time viewing” of station operations for maintenance staff.

Also provides the maintenance, installation, operations, and emergency alarm. Collects real-time data and electronic monitoring systems for the Storm Drain pump stations. This is commonly known as the SCADA system (Supervisory Control and Data Acquisition)

Deliverables:

- 11 sanitary sewer pump stations
- Pump station operations as per design specifications
- Alarms notification of abnormal operations
- Historical database
- Interface on internal network for staff to view and download data for analysis

Business Unit Summary with Service Areas

Business Unit: 7020 - SS Electronics & Automation

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4012	Salaries - Electricians	30,365	21,178	27,186	27,730	+ 2.00 %
4102	Benefits	5,534	4,487	6,117	6,239	+ 2.00 %
4216	Contracted Services	4,875	3,000	5,000	5,000	0.00 %
4412	Equipment Rentals	4,200	2,800	4,200	4,200	0.00 %
9111	WO Inside Equipment Rent	1,250	593	0	0	
9121	WO Outside Equipment Ren	156	0	0	0	
9211	WO Regular Time	66,222	32,769	52,001	53,301	+ 2.50 %
9221	WO Overtime	1,155	1,389	0	0	
9311	WO Inventory Purchases	1,182	609	0	0	
9321	WO Outside Purchases	13,609	4,806	10,000	10,000	0.00 %
9411	WO Contracted Services	0	3,235	0	0	
Total Expenditures		128,549	74,865	104,504	106,470	
Net Total		(128,549)	(74,865)	(104,504)	(106,470)	

Business Unit Summary with Service Areas

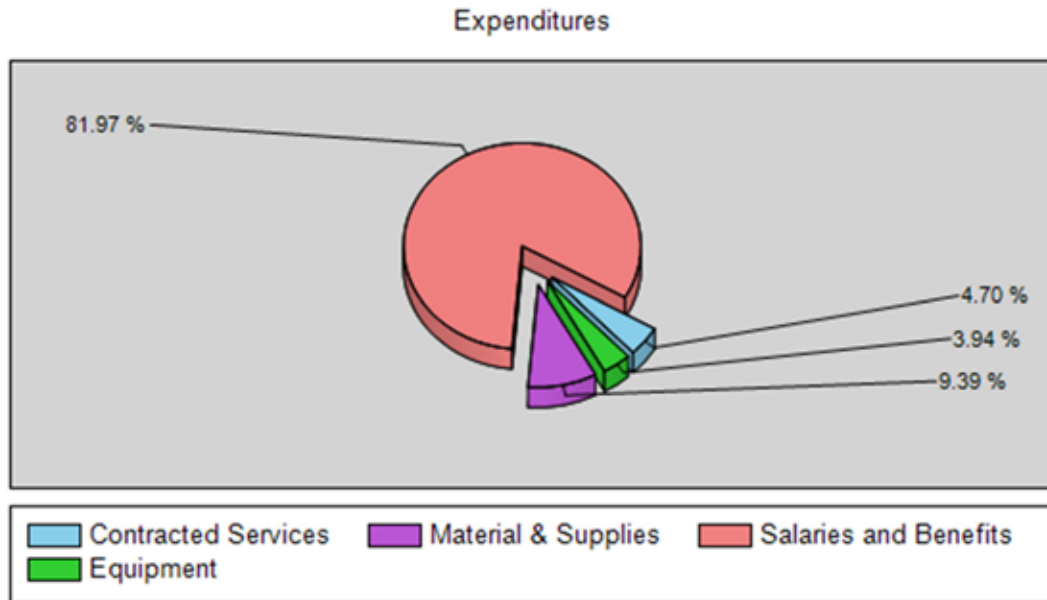
Business Unit: 7020 - SS Electronics & Automation

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4012	Salaries - Electricians	27,730	28,284	28,850	29,427	30,016
4102	Benefits	6,239	6,364	6,491	6,621	6,754
4116	Conferences/Travel	0	0	0	0	0
4216	Contracted Services	5,000	5,100	5,202	5,306	5,412
4412	Equipment Rentals	4,200	4,284	4,370	4,457	4,546
9211	WO Regular Time	53,301	54,367	55,454	56,563	57,695
9311	WO Inventory Purchases	0	0	0	0	0
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
Total Expenditures		106,470	108,600	110,771	112,987	115,247
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(106,470)	(108,600)	(110,771)	(112,987)	(115,247)

Business Unit Summary with Service Areas

Business Unit: 7020 - SS Electronics & Automation



Business Unit Summary with Service Areas

Business Unit: 7025 - SS Mains Rehab

Department: Engineering **Budget Year:** 2016

Overview:

This business unit funds rehabilitation of existing sanitary sewer mains. Rehabilitation of existing system extends the life of the asset and maintains sewer collection and conveyance while mitigating risk of failure or backups.

Deliverables:

- Reduction in the number of disruptions/blockages to the sewer system that may affect property owners
- 242 km SS mains
- 19 SS main repairs
- 14 SS mains unplugged

Business Unit Summary with Service Areas

Business Unit: 7025 - SS Mains Rehab

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	28,412	14,196	35,540	35,540	0.00 %
9121	WO Outside Equipment Ren	14,486	13,623	7,620	7,620	0.00 %
9211	WO Regular Time	97,063	60,042	43,440	63,526	+ 46.24 %
9221	WO Overtime	662	1,066	0	1,000	
9311	WO Inventory Purchases	39,272	36,880	25,360	25,816	+ 1.80 %
9321	WO Outside Purchases	28,639	21,724	58,240	38,968	- 33.09 %
9411	WO Contracted Services	13,193	22,296	20,500	20,910	+ 2.00 %
9421	WO Consulting Services	0	850	0	0	
Total Expenditures		221,725	170,678	190,700	193,380	
Net Total		(221,725)	(170,678)	(190,700)	(193,380)	

Business Unit Summary with Service Areas

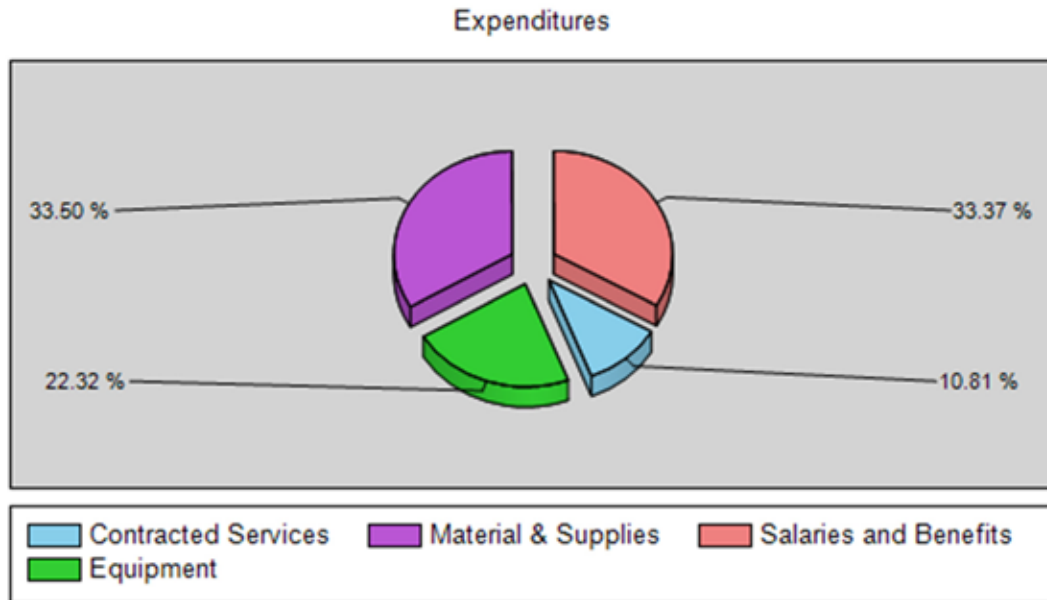
Business Unit: 7025 - SS Mains Rehab

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	35,540	36,251	36,976	37,715	38,470
9121	WO Outside Equipment Ren	7,620	7,772	7,928	8,086	8,248
9211	WO Regular Time	63,526	64,797	66,092	67,414	68,763
9221	WO Overtime	1,000	1,020	1,040	1,061	1,082
9311	WO Inventory Purchases	25,816	26,332	26,859	27,396	27,944
9321	WO Outside Purchases	38,968	39,747	40,542	41,353	42,180
9411	WO Contracted Services	20,910	21,328	21,755	22,190	22,634
Total Expenditures		193,380	197,248	201,193	205,216	209,321
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(193,380)	(197,248)	(201,193)	(205,216)	(209,321)

Business Unit Summary with Service Areas

Business Unit: 7025 - SS Mains Rehab



Business Unit Summary with Service Areas

Business Unit: 7040 - SS Lift Station Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

This business unit funds maintenance, repair and operation of the sanitary sewer pump stations to ensure the collection of wastewater is conveyed efficiently to larger diameter sewer mains.

This minimizes or eliminates overflows to the environment.

Deliverables:

- 11 Sanitary sewer pump stations
- Wastewater collection service area of 21.5 Sq. km

Business Unit Summary with Service Areas

Business Unit: 7040 - SS Lift Station Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4318	Lumber and Tools	653	0	1,875	1,875	0.00 %
9111	WO Inside Equipment Rent	32,711	22,436	23,000	23,000	0.00 %
9121	WO Outside Equipment Ren	646	492	0	0	
9211	WO Regular Time	133,831	76,670	137,505	140,943	+ 2.50 %
9221	WO Overtime	432	1,785	0	0	
9311	WO Inventory Purchases	421	506	6,446	3,446	- 46.54 %
9321	WO Outside Purchases	58,453	32,468	56,126	54,126	- 3.56 %
9411	WO Contracted Services	8,868	780	15,300	8,300	- 45.75 %
9421	WO Consulting Services	2,340	1,511	0	0	
Total Expenditures		238,356	136,648	240,252	231,690	
Net Total		(238,356)	(136,648)	(240,252)	(231,690)	

Business Unit Summary with Service Areas

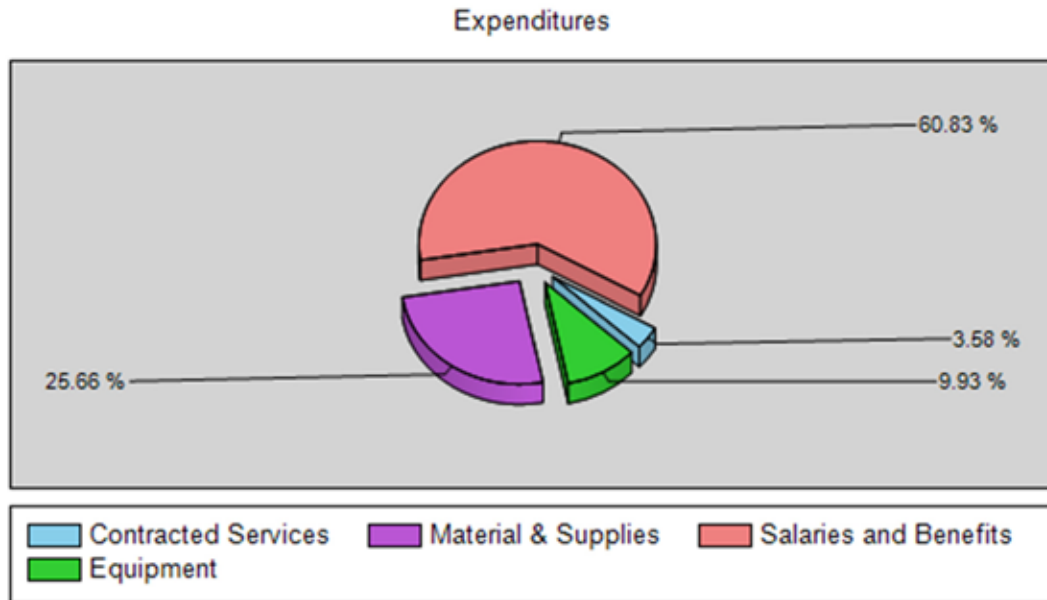
Business Unit: 7040 - SS Lift Station Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4318	Lumber and Tools	1,875	1,913	1,951	1,990	2,030
9111	WO Inside Equipment Rent	23,000	23,460	23,929	24,408	24,896
9211	WO Regular Time	140,943	143,761	146,637	149,569	152,561
9311	WO Inventory Purchases	3,446	3,515	3,585	3,657	3,730
9321	WO Outside Purchases	54,126	55,209	56,313	57,439	58,588
9411	WO Contracted Services	8,300	8,466	8,635	8,808	8,984
Total Expenditures		231,690	236,323	241,050	245,871	250,788
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(231,690)	(236,323)	(241,050)	(245,871)	(250,788)

Business Unit Summary with Service Areas

Business Unit: 7040 - SS Lift Station Maintenance



Business Unit Summary with Service Areas

Business Unit: 7045 - SS Lateral Maintenance

Department: Engineering **Budget Year:** 2016

Overview:

Maintain and repair sanitary sewer (SS) service laterals to reduce the number of backups caused by blockages in City pipes. Reduced backups results in reduced claims against the City.

Deliverables:

- Ensure private property wastewater is conveyed efficiently from property line
- 15,221 SS Laterals
- 185 blockages
- 204 SS laterals are on monthly service schedule
- 3 SS laterals replaced
- 65 SS laterals repaired
- 69 SS cleanouts installed
- 137 SS laterals unplugged

Business Unit Summary with Service Areas

Business Unit: 7045 - SS Lateral Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4236	Land Services	19,289	13,117	19,700	19,700	0.00 %
4318	Lumber and Tools	0	0	7,195	7,195	0.00 %
9111	WO Inside Equipment Rent	71,851	54,403	63,240	63,240	0.00 %
9121	WO Outside Equipment Ren	57,188	69,867	43,474	43,474	0.00 %
9211	WO Regular Time	341,424	271,375	328,099	336,301	+ 2.50 %
9221	WO Overtime	14,408	13,872	0	15,700	
9311	WO Inventory Purchases	17,696	17,465	23,803	24,660	+ 3.60 %
9321	WO Outside Purchases	44,856	31,140	56,654	58,070	+ 2.50 %
9411	WO Contracted Services	52,451	55,615	25,000	32,250	+ 29.00 %
Total Expenditures		619,162	526,852	567,165	600,590	
Net Total		(619,162)	(526,852)	(567,165)	(600,590)	

Business Unit Summary with Service Areas

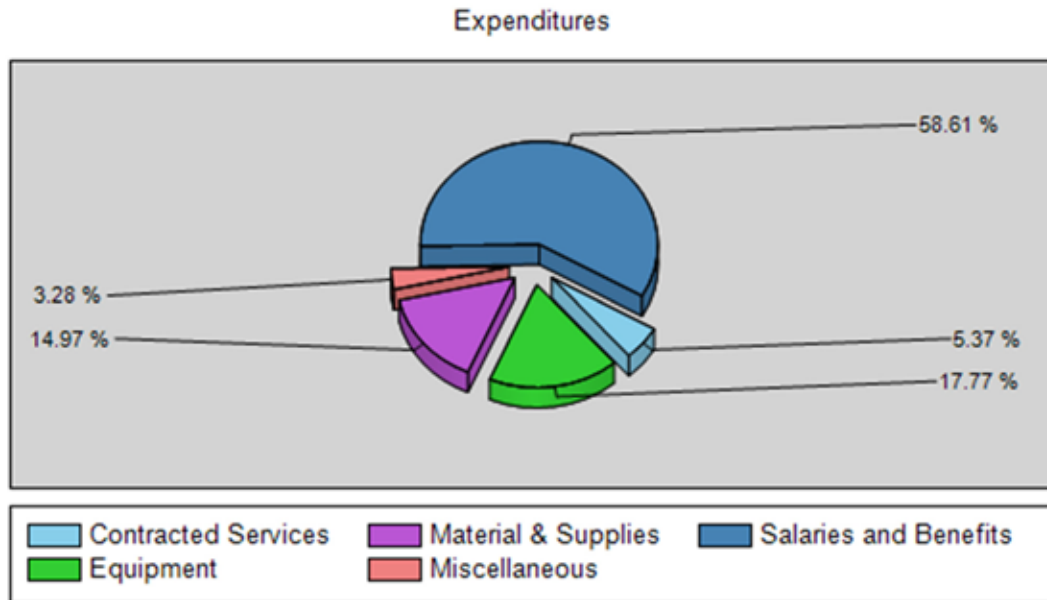
Business Unit: 7045 - SS Lateral Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4236	Land Services	19,700	20,094	20,496	20,906	21,324
4318	Lumber and Tools	7,195	7,339	7,486	7,635	7,788
9111	WO Inside Equipment Rent	63,240	64,505	65,795	67,111	68,453
9121	WO Outside Equipment Ren	43,474	44,343	45,230	46,135	47,058
9211	WO Regular Time	336,301	343,028	349,888	356,886	364,024
9221	WO Overtime	15,700	16,014	16,334	16,661	16,994
9311	WO Inventory Purchases	24,660	25,153	25,656	26,169	26,693
9321	WO Outside Purchases	58,070	59,231	60,416	61,624	62,857
9411	WO Contracted Services	32,250	32,895	33,553	34,224	34,908
Total Expenditures		600,590	612,602	624,854	637,351	650,098
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(600,590)	(612,602)	(624,854)	(637,351)	(650,098)

Business Unit Summary with Service Areas

Business Unit: 7045 - SS Lateral Maintenance



Business Unit Summary with Service Areas

Business Unit: 7050 - SS Manhole Maintenance

Department: Engineering

Budget Year: 2016

Overview:

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

Deliverables:

- Reduction in the inflow and infiltration
- Reduction in the number of complaints for noisy manhole lids
- 4618 SS manholes
- 5 new SS manholes installed
- 11 new SS manhole castings installed
- 5 SS manholes repaired

Business Unit Summary with Service Areas

Business Unit: 7050 - SS Manhole Maintenance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4236	Land Services	5,288	3,596	5,400	5,400	0.00 %
4318	Lumber and Tools	0	0	600	600	0.00 %
9111	WO Inside Equipment Rent	2,228	551	4,285	2,285	- 46.67 %
9121	WO Outside Equipment Ren	0	0	4,430	2,430	- 45.15 %
9211	WO Regular Time	21,225	5,475	19,544	20,033	+ 2.50 %
9311	WO Inventory Purchases	1,069	18	13,090	8,561	- 34.60 %
9321	WO Outside Purchases	1,211	151	3,724	2,117	- 43.15 %
9411	WO Contracted Services	265	0	1,500	1,500	0.00 %
Total Expenditures		31,286	9,790	52,573	42,926	
Net Total		(31,286)	(9,790)	(52,573)	(42,926)	

Business Unit Summary with Service Areas

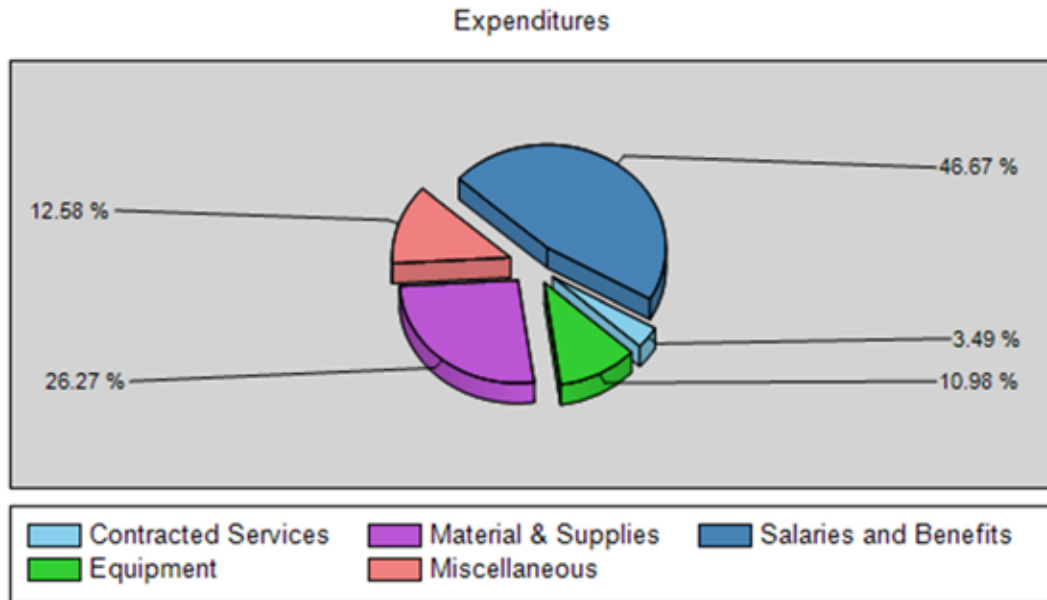
Business Unit: 7050 - SS Manhole Maintenance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4236	Land Services	5,400	5,508	5,618	5,731	5,845
4318	Lumber and Tools	600	612	624	637	649
9111	WO Inside Equipment Rent	2,285	2,331	2,377	2,425	2,473
9121	WO Outside Equipment Ren	2,430	2,479	2,528	2,579	2,630
9211	WO Regular Time	20,033	20,433	20,842	21,259	21,684
9311	WO Inventory Purchases	8,561	8,732	8,907	9,085	9,267
9321	WO Outside Purchases	2,117	2,159	2,203	2,247	2,292
9411	WO Contracted Services	1,500	1,530	1,561	1,592	1,624
Total Expenditures		42,926	43,784	44,660	45,553	46,464
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(42,926)	(43,784)	(44,660)	(45,553)	(46,464)

Business Unit Summary with Service Areas

Business Unit: 7050 - SS Manhole Maintenance



Business Unit Summary with Service Areas

Business Unit: 7055 - SS Clean and Inspection

Department: Engineering **Budget Year:** 2016

Overview:

To clean, inspect and assess the condition (using CCTV) of sanitary sewer mainlines. Ensures wastewater collection system is operating efficiently

A proactive maintenance program aims to reduce blockages and backups and subsequently reduce the number of claims against the City. Also minimizes or eliminate overflows

Deliverables:

- 242 km of SS Mains
- 74 km cleaned/flushed
- 2.7 km root cut
- 16 km CCTV

Business Unit Summary with Service Areas

Business Unit: 7055 - SS Clean and Inspection

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4318	Lumber and Tools	0	0	1,670	1,670	0.00 %
9111	WO Inside Equipment Rent	83,230	81,972	80,000	85,000	+ 6.25 %
9211	WO Regular Time	174,337	140,122	149,928	153,676	+ 2.50 %
9221	WO Overtime	679	2,081	0	0	
9311	WO Inventory Purchases	254	57	0	0	
9321	WO Outside Purchases	1,349	1,630	1,000	1,000	0.00 %
9411	WO Contracted Services	3,649	8,868	1,000	5,000	+ 400.00 %
Total Expenditures		263,499	234,729	233,598	246,346	
Net Total		(263,499)	(234,729)	(233,598)	(246,346)	

Business Unit Summary with Service Areas

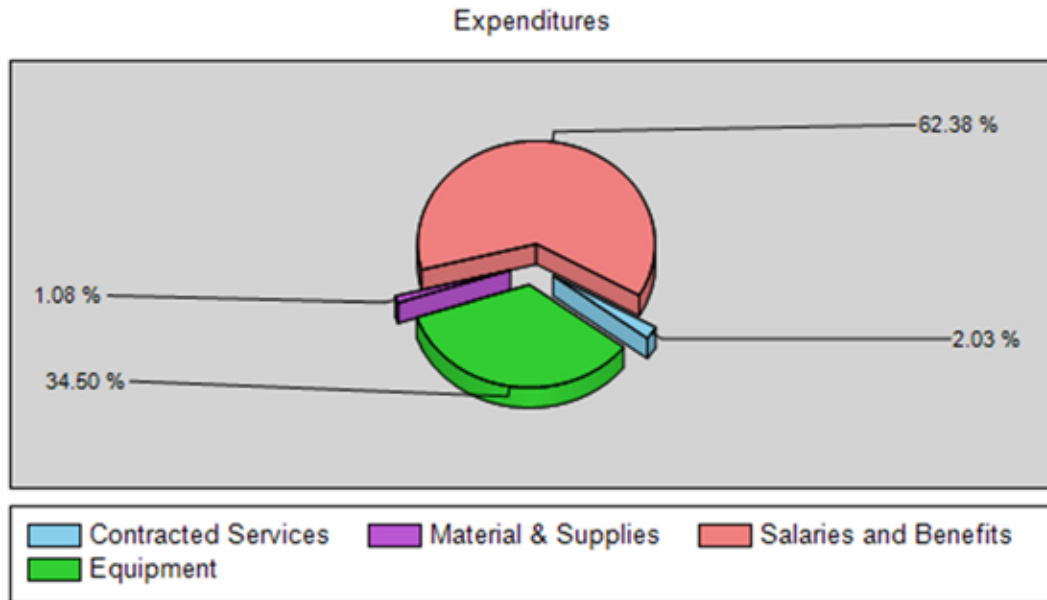
Business Unit: 7055 - SS Clean and Inspection

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4318	Lumber and Tools	1,670	1,703	1,737	1,772	1,808
9111	WO Inside Equipment Rent	85,000	86,700	88,434	90,203	92,007
9211	WO Regular Time	153,676	156,750	159,885	163,082	166,344
9321	WO Outside Purchases	1,000	1,020	1,040	1,061	1,082
9411	WO Contracted Services	5,000	5,100	5,202	5,306	5,412
Total Expenditures		246,346	251,273	256,299	261,425	266,653
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(246,346)	(251,273)	(256,299)	(261,425)	(266,653)

Business Unit Summary with Service Areas

Business Unit: 7055 - SS Clean and Inspection



Business Unit Summary with Service Areas

Business Unit: 7060 - SS Emergency

Department: Engineering **Budget Year:** 2016

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.

Note: This is the same person who is noted as being on standby for afterhours Waterworks events.

Deliverables:

- Respond to emergencies within 30 minutes
- # of wastewater related emergency call outs (34 in 2014)

Business Unit Summary with Service Areas

Business Unit: 7060 - SS Emergency

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	6,075	1,177	6,900	3,000	- 56.52 %
9121	WO Outside Equipment Ren	1,555	0	0	0	
9211	WO Regular Time	10,447	274	22,652	23,218	+ 2.50 %
9221	WO Overtime	20,062	5,446	5,000	5,000	0.00 %
9311	WO Inventory Purchases	837	0	0	0	
9321	WO Outside Purchases	3,333	0	5,000	1,000	- 80.00 %
9411	WO Contracted Services	1,420	1,120	0	1,000	
Total Expenditures		43,729	8,016	39,552	33,218	
Net Total		(43,729)	(8,016)	(39,552)	(33,218)	

Business Unit Summary with Service Areas

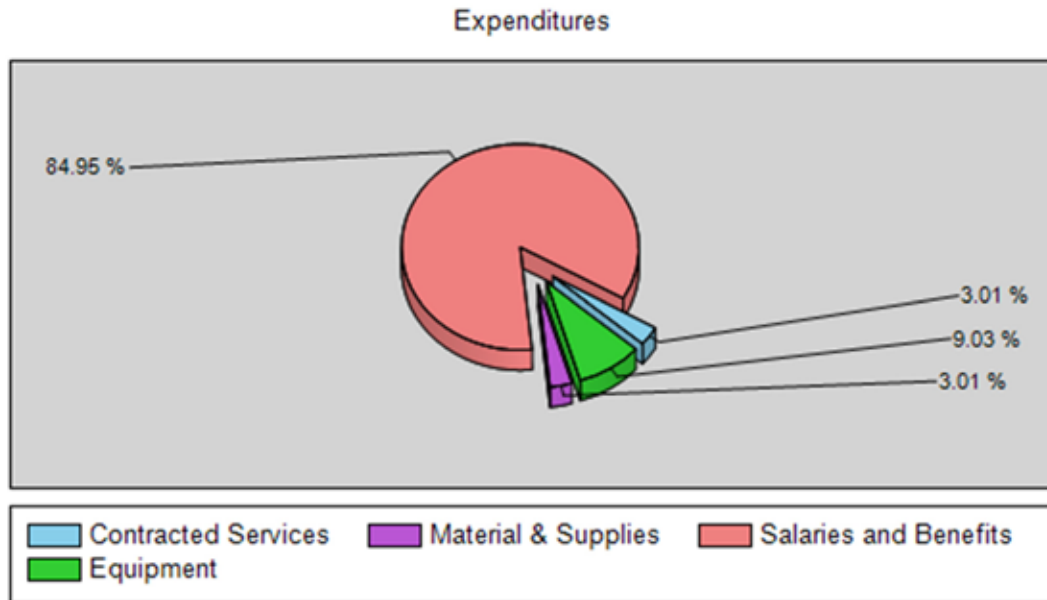
Business Unit: 7060 - SS Emergency

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	3,000	3,060	3,121	3,184	3,247
9211	WO Regular Time	23,218	23,683	24,156	24,639	25,132
9221	WO Overtime	5,000	5,100	5,202	5,306	5,412
9321	WO Outside Purchases	1,000	1,020	1,040	1,061	1,082
9411	WO Contracted Services	1,000	1,020	1,040	1,061	1,082
Total Expenditures		33,218	33,883	34,560	35,252	35,957
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(33,218)	(33,883)	(34,560)	(35,252)	(35,957)

Business Unit Summary with Service Areas

Business Unit: 7060 - SS Emergency



Business Unit Summary with Service Areas

Service Area: Sanitary Sewer

Department: Engineering

Budget Year: 2016

Overview:

This service area provides overall engineering management of the City's sanitary sewer system.

This service area focused on maintaining existing infrastructure and maximizing life span of existing sewer assets to protect public health and the environment.

Proactive monitoring and planning reduces overflows and backups and damage to city infrastructure and private properties. It also aims to reduce stormwater inflow and infiltration to the sanitary sewer system.

Municipalities must meet federal, provincial and municipal regulations and environmental requirements in managing sewage within the community.

Services include:

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic and hydrologic modeling, coordination of condition assessment programs, preparation of conceptual designs, coordination and integration of work with other departments and agencies. Maintenance of sanitary sewer system inventories and databases.

Design and Construction Administration – develop medium and long term capital work plans, prepare detailed design of sanitary sewer projects, prepare tender documents and drawings, prepare construction estimates, construction inspection, monitor project costs, provide contract administration for tendered works. Liaise with and direct the work of consultants and contractors on sanitary sewer projects.

Development Review – provide comments for development projects and building permits as they relate to sanitary sewer. Prepare engineering recommendations and coordinate with other departments to provide sanitary sewer services; review and approve sanitary sewer service applications and engineering designs to ensure conformity to city standards and specifications. Review requirements for sewage flow attenuation. Provide technical advice and interpretation to applicants, contractors and consultants on design submissions and required changes.

Investigation and Monitoring – Conduct investigations for sewer main or lateral backups. Review rain storm events, precipitation data, pump station and flow monitoring data. Investigate and resolve environmental matters such as grease contamination and sewer/storm drain cross-connections. Collect and analyze flow recorder and rain gauge data and install related instruments.

Provide assistance to the public and outside agencies regarding sanitary sewer practices and policies.

Deliverables:

- Annual development of sanitary sewer capital projects
- Number of detailed design drawings, tender documents, rehabilitation strategies produced
- Number of development applications processed requiring sanitary sewer connections (approx. 180 Building permits, 100 Subdivision & rezoning, 15 misc permits).
- Number of sewage attenuation proposals reviewed (approx. 20)
- Number of projects reviewed in planning process (approx. 15)
- Percentage of system inspected and assessed for condition (approx. 15% - based on 6.5 year complete cycle)
- Number of investigations for contamination and cross-connections (approx. 12)
- Number of customer service requests completed (approx. 200 requests)

Business Unit Summary with Service Areas

Service Area: Sanitary Sewer

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3906	Fines and Fees	2,431	2,025	6,760	6,700	- 0.89 %
3910	Consumption	8,203,422	4,444,849	7,074,864	7,075,000	+ 0.00 %
3912	Frontage	787,181	790,435	785,106	789,000	+ 0.50 %
3916	Test and Clear	0	0	3,500	3,500	0.00 %
5044	Surplus	(3,722,531)	0	0	0	
5070	Capital to Operating	866,427	0	0	0	
Total Revenues		6,136,930	5,237,308	7,870,230	7,874,200	
Expenditures						
4010	Salaries - Exempt	160,178	123,664	166,340	166,340	0.00 %
4016	Salaries - Inside	257,625	167,199	281,679	288,745	+ 2.51 %
4070	Overtime	0	0	3,880	3,880	0.00 %
4080	Auxiliaries/RPT/Seasonal	13,129	9,593	14,996	15,934	+ 6.25 %
4102	Benefits	95,513	72,732	104,518	106,179	+ 1.59 %
4112	Mileage/Parking	1,242	674	2,190	2,190	0.00 %
4116	Conferences/Travel	187	2,034	2,300	2,300	0.00 %
4118	Membership Fees	827	452	1,500	1,500	0.00 %
4120	Training and Development	755	1,107	3,775	3,775	0.00 %
4216	Contracted Services	95	36	7,150	23,149	+ 223.76 %
4312	Office Supplies	1,354	1,355	2,000	2,000	0.00 %
4314	Postage	0	0	2,050	2,050	0.00 %
4364	Telecommunications	838	0	3,500	3,500	0.00 %
4412	Equipment Rentals	21,680	11,400	19,000	19,000	0.00 %
4418	Equipment	963	0	3,570	3,570	0.00 %
4512	Insurance	98,838	75,000	100,000	100,000	0.00 %
4718	Corporate Overhead	681,076	477,850	716,775	717,779	+ 0.14 %
4809	Consumption Contingency	0	0	200,000	200,000	0.00 %
4816	Lease/Rental	85,000	56,667	85,000	85,000	0.00 %
6032	Transfer to Capital	1,685,061	0	2,767,852	2,571,522	- 7.09 %
6053	Trf to Utility Reserve	400,000	0	1,680,536	1,825,623	+ 8.63 %
9111	WO Inside Equipment Rent	5,531	4,800	7,200	7,200	0.00 %
9211	WO Regular Time	345	0	0	0	
9321	WO Outside Purchases	0	0	1,275	1,275	0.00 %
Total Expenditures		3,510,237	1,004,563	6,177,086	6,152,511	
Net Total		2,626,693	4,232,746	1,693,144	1,721,689	

Business Unit Summary with Service Areas

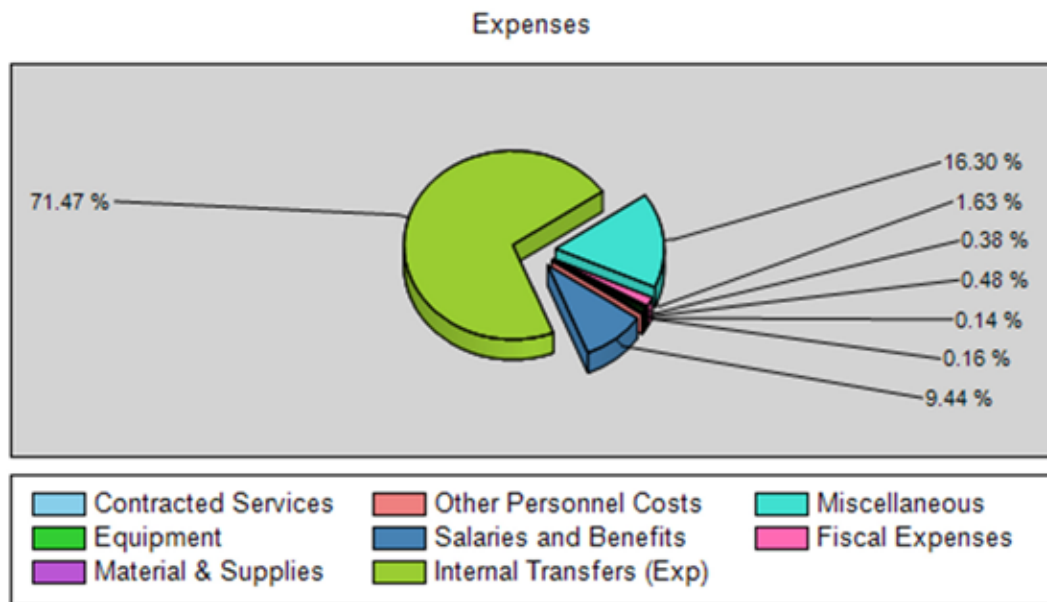
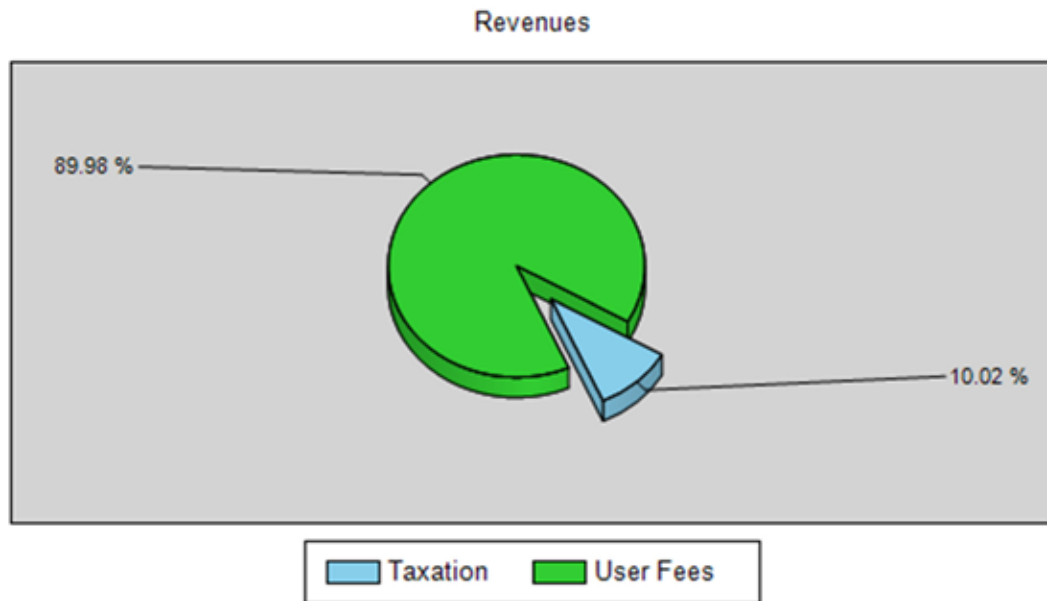
Service Area: Sanitary Sewer

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3906	Fines and Fees	6,700	6,700	6,700	6,700	6,700
3910	Consumption	7,075,000	7,075,000	7,075,000	7,075,000	7,075,000
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
5045	Trf from Utility Reserve	0	0	0	0	0
Total Revenues		7,874,200	7,874,200	7,874,200	7,874,200	7,874,200
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	166,340	169,667	173,060	176,521	180,052
4016	Salaries - Inside	288,745	294,521	300,412	306,420	312,548
4070	Overtime	3,880	3,958	4,037	4,117	4,200
4080	Auxiliaries/RPT/Seasonal	15,934	16,250	16,575	16,906	17,244
4102	Benefits	106,179	108,302	110,468	112,678	114,931
4112	Mileage/Parking	2,190	2,234	2,278	2,324	2,371
4116	Conferences/Travel	2,300	2,346	2,393	2,441	2,490
4118	Membership Fees	1,500	1,530	1,561	1,592	1,624
4120	Training and Development	3,775	3,851	3,928	4,006	4,086
4216	Contracted Services	23,149	7,292	7,438	7,587	7,739
4312	Office Supplies	2,000	2,040	2,081	2,122	2,165
4314	Postage	2,050	0	0	0	0
4364	Telecommunications	3,500	3,570	3,641	3,714	3,789
4412	Equipment Rentals	19,000	19,380	19,768	20,163	20,566
4418	Equipment	3,570	3,641	3,714	3,789	3,864
4512	Insurance	100,000	100,000	100,000	100,000	100,000
4718	Corporate Overhead	717,779	732,135	746,777	761,713	776,947
4809	Consumption Contingency	200,000	200,000	200,000	200,000	200,000
4816	Lease/Rental	85,000	85,000	85,000	85,000	85,000
6032	Transfer to Capital	2,571,522	2,127,958	3,173,750	3,332,277	3,498,729
6053	Trf to Utility Reserve	1,825,623	2,225,757	1,117,255	894,763	663,069
9111	WO Inside Equipment Rent	7,200	7,344	7,491	7,641	7,794
9321	WO Outside Purchases	1,275	1,301	1,327	1,353	1,380
Total Expenditures		6,152,511	6,118,076	6,082,953	6,047,128	6,010,587
% Increase			(0.56%)	(0.57%)	(0.59%)	(0.60%)
Net Total		1,721,689	1,756,124	1,791,247	1,827,072	1,863,613

Business Unit Summary with Service Areas

Service Area: Sanitary Sewer



Business Unit Summary with Service Areas

Service Area: *Third Party Billing***Department:** Engineering**Budget Year:** 2016

Overview:

Third Party Billing includes work for outside agencies and property owners, and damage deposits associated with building permit frontage work and services. The City recovers the cost of these services through invoicing.

Business Unit Summary with Service Areas

Service Area: Third Party Billing

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3231	Work Order Y/E Adj	(247,450)	0	0	0	
3232	Administration	192,911	49,972	0	0	
9011	Work Order Revenue	1,211,152	297,230	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 Revenues		1,156,614	347,202	528,400	528,400	
Expenditures						
9111	WO Inside Equipment Rent	113,105	85,479	106,250	106,250	0.00 %
9121	WO Outside Equipment Ren	19,836	23,587	0	0	
9211	WO Regular Time	448,051	378,076	173,400	173,400	0.00 %
9221	WO Overtime	22,549	7,962	0	0	
9311	WO Inventory Purchases	71,550	17,451	148,750	148,750	0.00 %
9321	WO Outside Purchases	178,281	236,187	0	0	
9411	WO Contracted Services	93,898	26,065	0	0	
9511	WO Gas	16,825	9,237	0	0	
9824	Work Order Recoveries	(395)	0	0	0	
Total Expenditures		963,702	784,044	428,400	428,400	
Net Total		192,911	(436,842)	100,000	100,000	

Business Unit Summary with Service Areas

Service Area: Third Party Billing

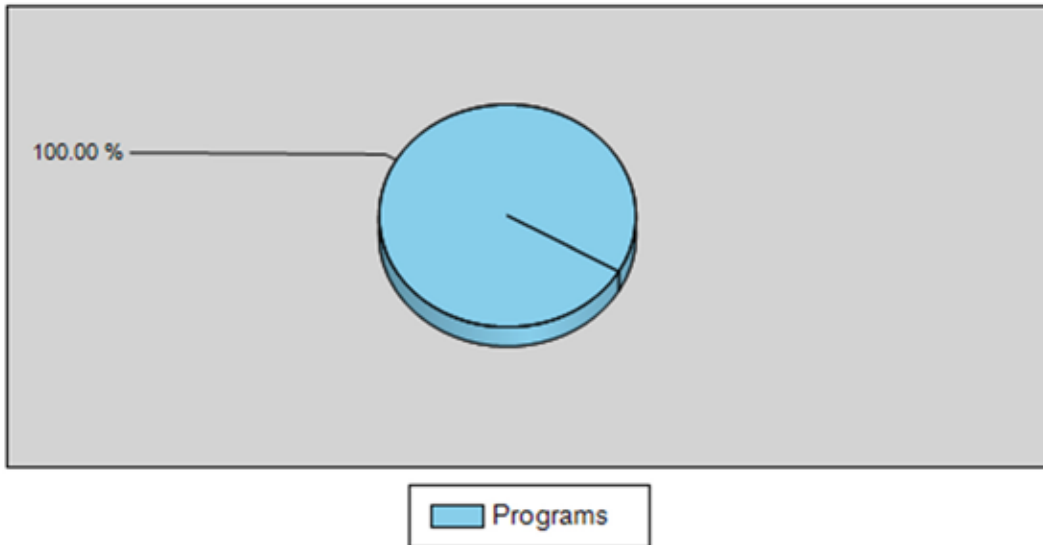
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
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 Revenues		528,400	528,400	528,400	528,400	528,400
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
9111	WO Inside Equipment Rent	106,250	106,250	106,250	106,250	106,250
9211	WO Regular Time	173,400	173,400	173,400	173,400	173,400
9311	WO Inventory Purchases	148,750	148,750	148,750	148,750	148,750
Total Expenditures		428,400	428,400	428,400	428,400	428,400
% Increase			0.00%	0.00%	0.00%	0.00%
Net Total		100,000	100,000	100,000	100,000	100,000

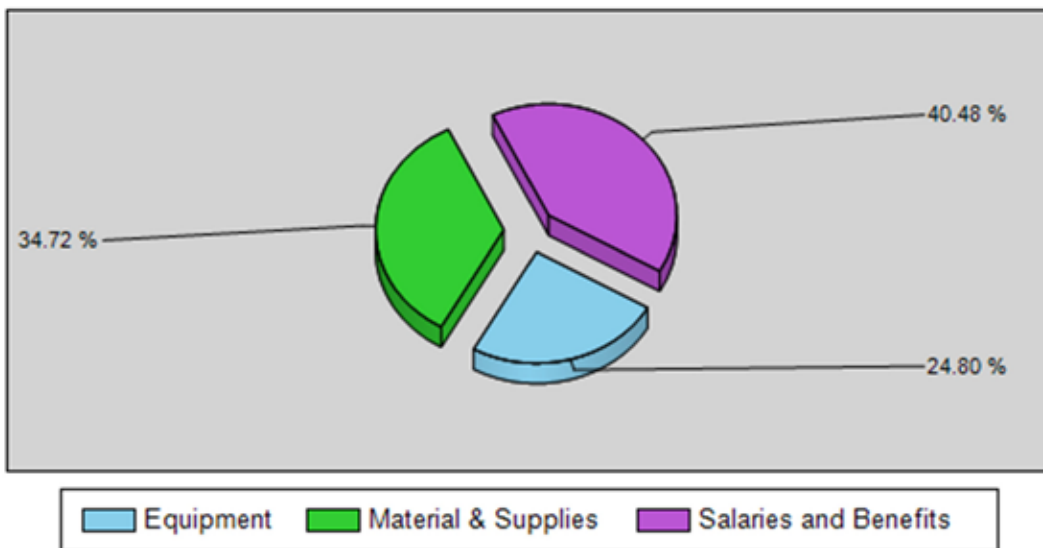
Business Unit Summary with Service Areas

Service Area: *Third Party Billing*

Revenues



Expenses





SUMMARY

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.

Core Services/Service Areas

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



Budget Summary

2016 Proposed Expenditures	6,928,008
2015 Approved Expenditures	6,641,700
Budget Change	286,308
Change by %	4.31%
2016 FTE	63.21
2015 FTE	63.21
Change	0
Change by %	0.00%

Director

Financial Planning

Accounting Services

Information
Technology

Revenue Services

Supply Management

SUMMARY

Finance



Proposed Initiatives for 2016

- Financial plan process improvements, including metrics, long-range capital planning and further development of the City's budget simulator
- Reserve Fund Policy: calculate target balances for reserves
- Implementation of Stormwater Utility billing
- Provide finance support for:
 - Water meter replacement project
 - Johnson Street Bridge replacement
 - Fire Hall rehabilitation/replacement procurement process
- Technology improvements
 - Development tracker expansion
 - Building, electrical and plumbing permits
 - Heritage alteration permits
 - Business licence eApply
 - Customer service improvements
 - tracking and response for customer enquiries and requests
 - online form for customer requests
 - Open data portal
 - tools for citizens to view and analyze data
 - Sharepoint expansion
 - report and document tracking and sign-off
 - agreement tracking
 - digital plan review
 - Authorization matrix and e-requisition
 - replace manual processes

Performance Metrics – Finance

Measuring Success – Accounts Payable			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Number of Invoice Payments	47,833	47,800	47,800
2. How well did we do it?			
% of electronic accounts payable payments (EFT and wires)	33%	34%	35%
Story behind the data	The City supports movement towards paperless processing (saves trees) and realizing process efficiencies through utilizing technology.		
3. Is anyone better off?			
E-transactions (Accounts Payable) – % of invoice payments made electronically			
Story behind the data	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		
Where do we want to go?	Further reduction of paper cheque payment, increase of % of invoice payments made electronically (electronic funds transfers or wire transfers)		

Performance Metrics – Finance

Measuring Success – Customer Transactions			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Number of Property Tax Accounts	29,075	29,661	30,250
Number of HOG Claims	16,137	16,149	16,200
Number of Utility Bills	55,689	55,111	69,111
Number of Business Licences	9,155	9,112	9,150
2. How well did we do it?			
% of Revenue transactions using electronic options:			
- Property tax	61.52%	64.54%	66.00%
- eHOG claims	45.06%	47.63%	49.00%
- Utility bills	76.03%	77.41%	78.00%
- Business licences	36.54%	38.55%	40.00%
- E-billing			
Tax	2.83%	3.31%	3.50%
Utility	0.32%	2.58%	3.00%
Business Licence and invoice eBills	0	1.67%	2.00%
Story behind the data	Usage of the electronic options for revenue transactions provides a convenient payment option for customers, reduces payment processing costs and reduces the congestion at the Public Service Centre, allowing for better service available for transactions that do not have an electronic option or for residents who prefer to attend City Hall for their transactions.		
3. Is anyone better off?			
E-transactions – % of invoice payments made electronically			
Story behind the data	E-transactions result in a reduction of paper and other supplies used to generate invoices leading to more efficient and cost-effective invoicing and payment processing which is consistent with current business practices.		
Where do we want to go?	Further increases in online customer transactions.		

Performance Metrics – Finance

Measuring Success – Business Licences			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Number of New Business Licences:	1,060	1,000	1,050
2. How well did we do it?			
Average turnaround time for new Business Licence issued (City Standard is 10 days)	3.25 days	3.00 days	2.75 days
% of Business Lincences issued within 3 business days	85%	90%	95%
Story behind the data	The completion of the Business Licence application process provides certainty to a new business that they can start operating their business and are in compliance with City regulations. The turnaround time for processing impacts how quickly a new business can begin operations.		
3. Is anyone better off?			
Average # of days to process new Business Licence application			
Story behind the data	Reducing the turnaround time for new Business Licence application processing reflects the City’s responsiveness to businesses and supports the City’s economic vibrancy.		
Where do we want to go?	To see a consistent reduction in turnaround time.		

Performance Metrics – Information Technology

Measuring Success – Service Desk Tickets			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
# of Service Desk Tickets Received	4,100	5,200	7,000
2. How well did we do it?			
% of Service Desk Tickets resolved within service level standards	N/A	N/A	80%
Story behind the data	Historically, not all service requests and incidents were logged and many went untracked due to the informal nature of the requests and/or operational urgency around an incident. Year-to-year trends in our service desk tickets will continue to be reviewed. We anticipate an increase in overall tickets in 2015 as we apply more discipline to the creation and tracking of all requests. We do not anticipate using the annual trend to measure efficiency as annual volume will ebb and flow based on many factors such as introduction of new technologies, changes to existing technologies and staff changes.		
3. Is anyone better off?			
Service Desk Tickets – % resolved within service level standards			
Story behind the data	The Information Technology Division is constantly looking for improvement in our end-user experience with 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 and increase the % of service desk tickets resolved within service level standards and to provide stable and reliable technology solutions with staff who are well trained and efficient in the operation of those systems. Stable reliable technology and well trained and efficient staff will ensure we have the highest % possible in this category.		

Performance Metrics – Information Technology

Measuring Success – Operational Time of Critical Systems			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Operational Time of Critical Systems	8,600 hours	8,600 hours	8,600 hours
2. How well did we do it?			
% Operational Time	95%	99.7%	99.8%
Story behind the data	<p>The % uptime represents the amount of time business critical systems are available.</p> <p>The critical systems that will be measured and managed to these availability numbers will be:</p> <ul style="list-style-type: none">• Network Services (Network System Availability; File Shares and Print Services)• Telephony and Collaboration Services (Phone System; Email System, Voicemail; SharePoint)• Business Critical Systems (JDE; Tempest; Asset Mngnt; FDM; Web Apps)• Public Facing Services (BIDS; Tender; Development Tracker; eApply; MyCity) <p>The performance measure does not include any downtime that occurs during scheduled maintenance windows or other planned outage activities.</p>		
3. Is anyone better off?			
Story behind the data	<p>The Information Technology Division is constantly looking for improvements in existing systems, procedures and practices to reduce downtime and increase reliability and availability. Ensuring systems are available to staff and citizens when they need to be increases productivity and improves customer satisfaction.</p> <p>IT infrastructure is incredibly complex and is the underlying platform for all critical line of business applications. Continual preventative maintenance to ensure we are following hardware lifecycle best practices, software updates and security patches all contribute to a stable environment.</p> <p>Our goal is to keep our line of business systems and productivity systems as current as practical, being no further than one major release back from current.</p> <p>Following change management processes to effectively manage the impact of system maintenance to match business approved change windows, ensure the business is operating when it needs to be.</p>		

Where do we want to go?

Better is always possible and we have been working hard to streamline our infrastructure and support systems to keep them stable, simple and efficient. We are introducing preventative monitoring tools of critical systems that will assist us in knowing about potential system issues before they cause business outages. This will ensure our systems are operating at the highest uptime when our staff need them the most.

Performance Metrics – Information Technology

Measuring Success – Approved Projects Delivered on Time			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
# of Approved Projects delivered on time	11	20	20
2. How well did we do it?			
% of Approved Projects delivered on time	50%	70%	80%
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 roles, project sponsorship, major milestones and key delivery dates. Once signed off by the Project Sponsor and CIO progress to timeline will be tracked. The Project Manager will be responsible for standard project management practices including project, change, risk, issue and decision management, and regular project status reporting.		
3. Is anyone better off?			
Story behind the data	Project delivery relies on the required resources being available in a timely manner to effectively deliver their contribution to the project. Significant project delays and the reason behind them will be tracked and raised to the Project Sponsor and/or the CIO by the responsible project manager. All significant (1 week or more) delays will be documented so that an evaluation can be conducted at the end of the project.		
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 management reporting and controls will increase the likelihood that timeline targets will be met.		

Performance Metrics – Information Technology

Measuring Success – Approved Projects Delivered within Budget			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
# of Approved Projects delivered within budget	17	23	24
2. How well did we do it?			
% of Approved Projects delivered within budget	70%	87.5%	90%
Story behind the data	At the start of each project the business solutions section will develop a detailed budget for the project. Once signed off by the Project Sponsor and CIO, progress to budget will be tracked. The Project Manager will be responsible for standard project management practices including project, change, risk, issue and decision management, and regular project status reporting. Any changes that impact project budget must be signed off by the CIO and Project Sponsor		
3. Is anyone better off?			
Story behind the data	The project budget relies on accurate forecasting at the start of the project and tracking that any significant changes to the required budget are appropriately justified, documented and signed off on.		
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 management reporting and controls will increase the likelihood that project budget targets will be met.		

Business Unit Summary with Service Areas

Business Unit: 2200 - Budgets, Financial Planning & Administration

Department: Finance **Budget Year:** 2016

Overview:

The Finance department is responsible for safeguarding 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:

Monthly budget reviews in conjunction with departments

Quarterly budget status updates to Council

Business Unit Summary with Service Areas

Business Unit: 2200 - Budgets, Financial Planning & Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	332,627	188,308	291,280	291,280	0.00 %
4016	Salaries - Inside	152,385	95,697	147,285	150,974	+ 2.50 %
4070	Overtime	32	3,701	0	0	
4102	Benefits	98,454	72,626	101,721	102,587	+ 0.85 %
4112	Mileage/Parking	1,971	1,746	3,135	3,135	0.00 %
4116	Conferences/Travel	8,676	11,671	26,500	26,500	0.00 %
4118	Membership Fees	8,482	10,830	17,334	17,334	0.00 %
4120	Training and Development	21,741	12,782	30,166	30,000	- 0.55 %
4218	Courier Service	1,171	1,043	1,200	1,200	0.00 %
4226	Photocopy	11,003	4,552	15,000	15,000	0.00 %
4312	Office Supplies	40,630	31,409	41,700	41,700	0.00 %
4364	Telecommunications	2,464	1,078	1,210	1,210	0.00 %
4814	Miscellaneous	599	223	325	325	0.00 %
9211	WO Regular Time	382	245	0	0	
Total Expenditures		680,618	435,910	676,855	681,245	
Net Total		(680,618)	(435,910)	(676,855)	(681,245)	

Business Unit Summary with Service Areas

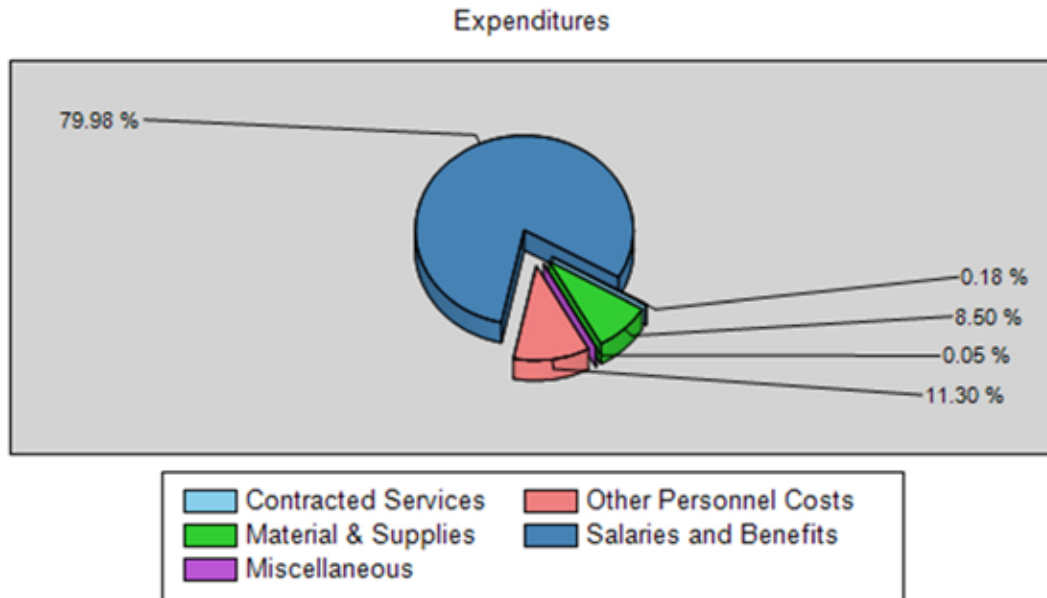
Business Unit: 2200 - Budgets, Financial Planning & Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	291,280	297,105	303,047	309,108	315,290
4016	Salaries - Inside	150,974	153,995	157,075	160,217	163,421
4102	Benefits	102,587	104,640	106,732	108,867	111,044
4112	Mileage/Parking	3,135	3,198	3,262	3,327	3,393
4116	Conferences/Travel	26,500	26,500	26,500	26,500	26,500
4118	Membership Fees	17,334	17,334	17,334	17,334	17,334
4120	Training and Development	30,000	30,000	30,000	30,000	30,000
4218	Courier Service	1,200	1,224	1,248	1,273	1,299
4226	Photocopy	15,000	15,300	15,606	15,918	16,236
4312	Office Supplies	41,700	42,534	43,385	44,252	45,137
4364	Telecommunications	1,210	1,234	1,259	1,284	1,310
4814	Miscellaneous	325	332	338	345	352
Total Expenditures		681,245	693,395	705,787	718,426	731,318
% Increase			1.78%	1.79%	1.79%	1.79%
Net Total		(681,245)	(693,395)	(705,787)	(718,426)	(731,318)

Business Unit Summary with Service Areas

Business Unit: 2200 - Budgets, Financial Planning & Administration



Business Unit Summary with Service Areas

Business Unit: 2230 - Accounting

Department: Finance

Budget Year: 2016

Overview:

The Accounting division processes payroll for the City's approximately 1000 full-time and part-time employees, as well as payroll services for VicPD employees. This ensures staff are paid on time and for hours worked.

It also provides accounts payable services, general accounting and financial reporting, oversight of the investment program and cash management practices, as well as debt management.

These services are in place to ensure vendors receive payment for goods and services provided and the City receives expected value by meeting discount deadlines where applicable.

This unit ensures all departments can access accurate financial information on a timely basis to support effective decision making.

The Accounting division ensures taxpayer assets and cash are safeguarded and the City meets all statutory financial reporting requirements.

Deliverables:

Payroll:

Bi-weekly payroll payments, T4s, and benefit administration for approximately 1300 employees (1000 City and 300 VicPD) in nine employee groups including six collective agreements.

Accounts Payable:

30 day payment turn-around for AP invoices (approximately 40,000 invoices per year).

Administration of approximately 300 purchasing cards (approximately 23,000 purchasing card transactions per year)

General Accounting/Financial Reporting:

4000 journal entries processed

Preparation of annual audited Financial Statements

Annual submission of financial information to Ministry of Community, Sport and Development by May 15, and Ministry of Finance by June 30

Annual submission of Annual Report to GFOA for excellency award to maintain quality standard of report

Contribution to Annual Report preparation

Business Unit Summary with Service Areas

Business Unit: 2230 - Accounting

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	97,546	71,379	103,612	103,612	0.00 %
4016	Salaries - Inside	639,342	497,412	701,494	719,134	+ 2.51 %
4070	Overtime	2,618	2,300	0	2,600	
4080	Auxiliaries/RPT/Seasonal	112,394	59,100	72,857	76,839	+ 5.46 %
4102	Benefits	177,102	155,114	188,723	192,868	+ 2.20 %
4112	Mileage/Parking	1,411	1,072	1,500	1,500	0.00 %
4364	Telecommunications	955	990	605	1,000	+ 65.29 %
Total Expenditures		1,031,368	787,368	1,068,791	1,097,552	
Net Total		(1,031,368)	(787,368)	(1,068,791)	(1,097,552)	

Business Unit Summary with Service Areas

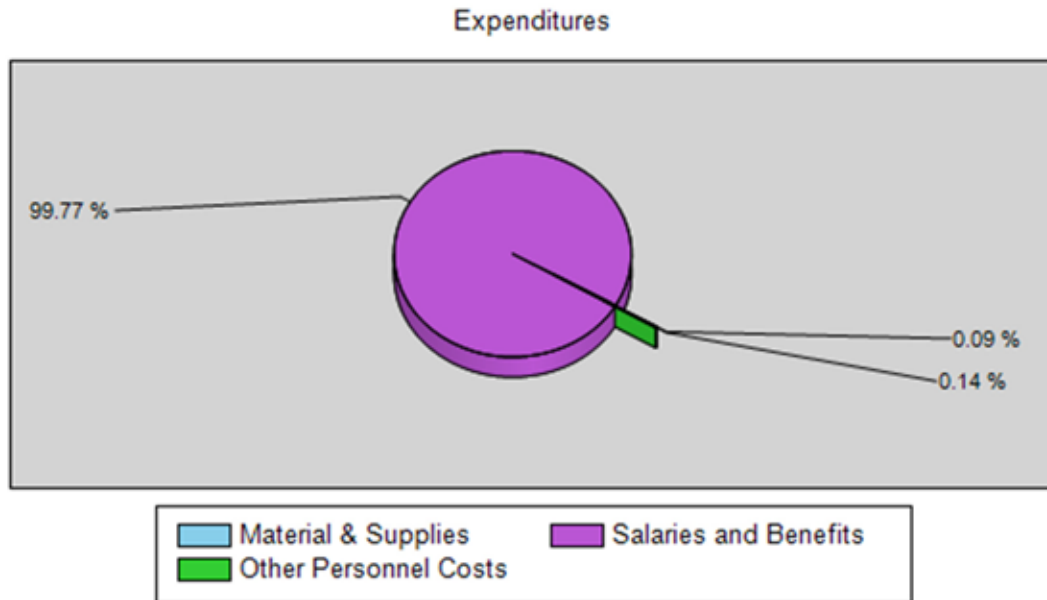
Business Unit: 2230 - Accounting

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	103,612	105,684	107,798	109,954	112,153
4016	Salaries - Inside	719,134	733,463	748,133	763,095	778,357
4070	Overtime	2,600	2,652	2,705	2,759	2,814
4080	Auxiliaries/RPT/Seasonal	76,839	78,380	79,948	81,547	83,178
4102	Benefits	192,868	196,713	200,647	204,660	208,753
4112	Mileage/Parking	1,500	1,530	1,561	1,592	1,624
4364	Telecommunications	1,000	1,020	1,040	1,061	1,082
Total Expenditures		1,097,552	1,119,443	1,141,831	1,164,668	1,187,961
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		(1,097,552)	(1,119,443)	(1,141,831)	(1,164,668)	(1,187,961)

Business Unit Summary with Service Areas

Business Unit: 2230 - Accounting



Business Unit Summary with Service Areas

Business Unit: 2240 - Revenue

Department: Finance **Budget Year:** 2016

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 5,000 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:

58,000 utility bills; 32,000 property tax bills; 11,000 Business Licences & renewals; 6,500 electronic Home Owner Grants; 9,000 paper Home Owner Grants; 11,000 Deferment applications & Renewals; 120,000 electronic commerce transactions approximately not including Home Owner Grants; Pre-authorized withdrawal program for approximately 4,000 customers. Expecting to issue receive, process, receive payment and issue approximately 1,000 portable sign permits.

71,000 annual transactions at PSC, approximately 20,000 non transactional inquiries at PSC

Sell and/or process approximately 1,000 boxes of compost bags, 110 bags of City Lapel Pins, 1,100 disabled parking permits, 400 dog licences, 1,700 garbage tickets, 2,700 Business Licensing payments, 24,000 parking tickets, 1,300 municipal decals, 17,000 parking smart card reloading, 2500 street occupancy permits.

Business Unit Summary with Service Areas

Business Unit: 2240 - Revenue

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	101,157	72,813	103,612	103,612	0.00 %
4016	Salaries - Inside	778,824	510,752	815,382	836,764	+ 2.62 %
4070	Overtime	3,866	3,581	0	3,900	
4080	Auxiliaries/RPT/Seasonal	187,857	200,567	215,953	234,406	+ 8.55 %
4102	Benefits	212,727	165,110	215,486	220,511	+ 2.33 %
4112	Mileage/Parking	1,370	832	1,435	1,435	0.00 %
4364	Telecommunications	1,985	1,778	1,275	2,000	+ 56.86 %
4821	Recoveries and Services	(452,710)	(301,807)	(452,710)	(465,800)	+ 2.89 %
Total Expenditures		835,077	653,627	900,433	936,829	
Net Total		(835,077)	(653,627)	(900,433)	(936,829)	

Business Unit Summary with Service Areas

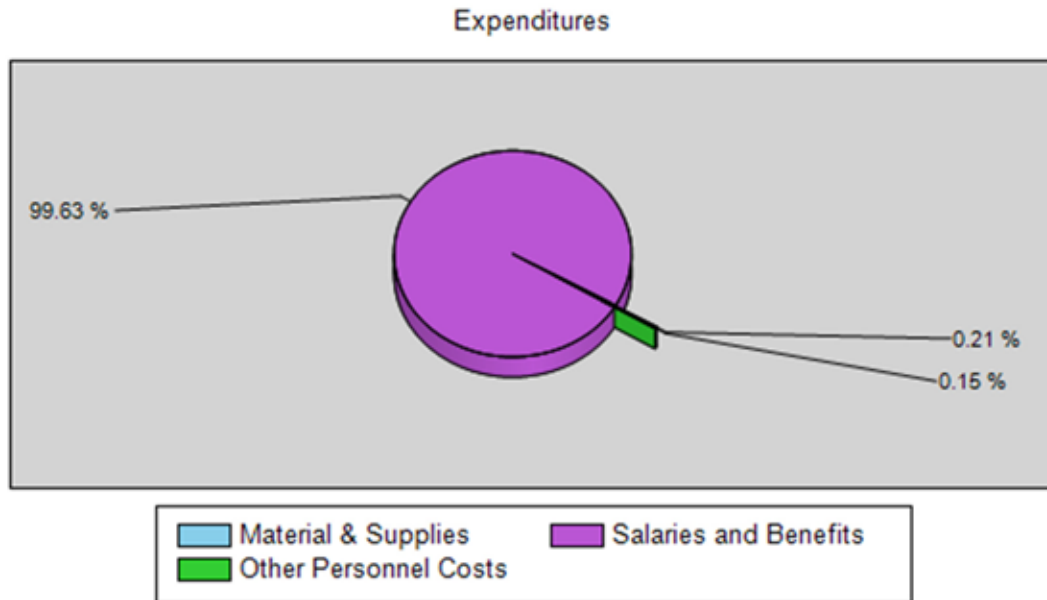
Business Unit: 2240 - Revenue

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	103,612	105,684	107,798	109,954	112,153
4016	Salaries - Inside	836,764	853,491	870,561	887,972	905,731
4070	Overtime	3,900	3,978	4,058	4,139	4,221
4080	Auxiliaries/RPT/Seasonal	234,406	239,100	243,882	248,760	253,735
4102	Benefits	220,511	224,919	229,418	234,006	238,686
4112	Mileage/Parking	1,435	1,464	1,493	1,523	1,553
4364	Telecommunications	2,000	2,040	2,081	2,122	2,165
4821	Recoveries and Services	(465,800)	(475,116)	(484,618)	(494,311)	(504,197)
Total Expenditures		936,829	955,560	974,671	994,165	1,014,048
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(936,829)	(955,560)	(974,671)	(994,165)	(1,014,048)

Business Unit Summary with Service Areas

Business Unit: 2240 - Revenue



Business Unit Summary with Service Areas

Business Unit: 2250 - Information Systems

Department: Finance **Budget Year:** 2016

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 Systems division oversees the Help desk, provides technical infrastructure (hardware and software), and organizational business solutions (corporate application delivery and support)

Help desk: support of telephone, personal computers, printers, cell phones, software for City staff. Helpdesk staff provide support to educate staff of how to effectively use technology and troubleshoot errors or issues to reduce disruption for staff or customers.

Technical infrastructure: providing 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: providing 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 - turnaround times for calls: system down is immediate

Infrastructure - # of unplanned system outages, length of outages and frequency

Business solutions - # of "quick wins" implemented; customer satisfaction in project delivery

Business Unit Summary with Service Areas

Business Unit: 2250 - Information Systems

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	234,657	168,469	234,119	234,119	0.00 %
4016	Salaries - Inside	1,328,995	976,614	1,361,621	1,399,118	+ 2.75 %
4070	Overtime	12,279	13,015	15,450	15,450	0.00 %
4102	Benefits	353,611	298,941	353,998	382,732	+ 8.12 %
4112	Mileage/Parking	276	204	500	500	0.00 %
4120	Training and Development	0	10,394	30,000	30,000	0.00 %
4216	Contracted Services	14,113	4,661	25,000	10,000	- 60.00 %
4245	Software Licencing/Mtce/Support	650,241	828,712	864,000	997,334	+ 15.43 %
4310	Books/Publications	49	52	200	500	+ 150.00 %
4312	Office Supplies	2,345	3,035	800	1,000	+ 25.00 %
4354	Cable	2,610	2,383	4,200	4,200	0.00 %
4356	Data Line	25,631	20,179	25,000	25,000	0.00 %
4364	Telecommunications	52,091	111,605	138,000	138,000	0.00 %
4406	Computer Equipment	23,948	410	10,000	10,000	0.00 %
4412	Equipment Rentals	4,200	3,000	4,200	5,000	+ 19.05 %
4414	Software	5,510	1,132	10,000	10,000	0.00 %
4814	Miscellaneous	103	0	0	0	
4822	Repairs and Maintenance	10,920	5,093	7,000	7,000	0.00 %
4824	Recovery	0	(648)	0	0	
9111	WO Inside Equipment Rent	163	139	0	0	
9211	WO Regular Time	3,073	2,073	0	0	
9311	WO Inventory Purchases	0	634	0	0	
9321	WO Outside Purchases	812	354	0	0	
9411	WO Contracted Services	9,757	329	0	0	
Total Expenditures		2,735,383	2,450,782	3,084,088	3,269,952	
Net Total		(2,735,383)	(2,450,782)	(3,084,088)	(3,269,952)	

Business Unit Summary with Service Areas

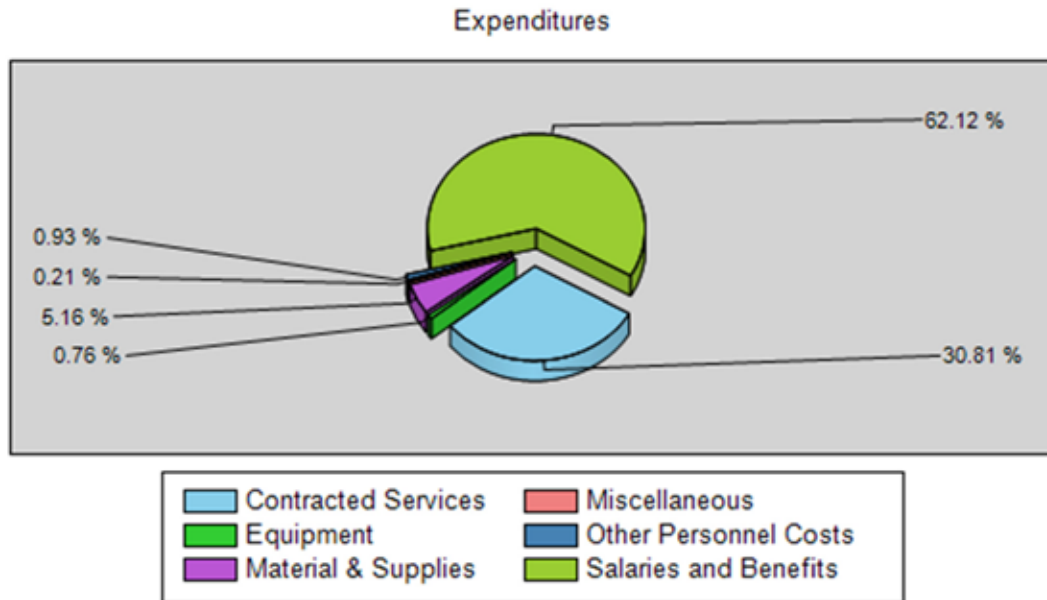
Business Unit: 2250 - Information Systems

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	234,119	238,801	243,577	248,449	253,418
4016	Salaries - Inside	1,399,118	1,427,051	1,455,592	1,484,703	1,514,397
4070	Overtime	15,450	15,759	16,074	16,396	16,724
4102	Benefits	382,732	390,375	398,182	406,146	414,269
4112	Mileage/Parking	500	510	520	531	541
4120	Training and Development	30,000	30,600	31,212	31,836	32,473
4216	Contracted Services	10,000	10,200	10,404	10,612	10,824
4245	Software Licencing/Mtce/Support	997,334	1,086,049	1,104,560	1,136,467	1,140,776
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	1,000	1,020	1,040	1,061	1,082
4354	Cable	4,200	4,284	4,370	4,457	4,546
4356	Data Line	25,000	25,500	26,010	26,530	27,061
4364	Telecommunications	138,000	140,760	143,575	146,447	149,376
4406	Computer Equipment	10,000	10,200	10,404	10,612	10,824
4412	Equipment Rentals	5,000	5,100	5,202	5,306	5,412
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 Expenditures		3,269,952	3,404,058	3,468,930	3,548,124	3,600,667
% Increase			4.10%	1.91%	2.28%	1.48%
Net Total		(3,269,952)	(3,404,058)	(3,468,930)	(3,548,124)	(3,600,667)

Business Unit Summary with Service Areas

Business Unit: 2250 - Information Systems



Business Unit Summary with Service Areas

Business Unit: 2300 - Purchasing

Department: Finance **Budget Year:** 2016

Overview:

Supply Management oversees City purchasing as well as insurance, risk management and claims processing.

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.

The purchasing process provides businesses and suppliers transparent, fair and equal access to business opportunities with the City. Supply Management staff provides purchasing expertise and advice to foster a consistent and standardized approach to purchasing.

Requests for proposals and tenders are posted on an electronic vendor database to provide opportunities to view and bid on City purchasing competitions.

Effective management of insurance, risk management and claims processing reduces the City's and taxpayer's exposure to impacts and financial risks.

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.

This unit also processes all insurance claims towards the City and provides the administrative support to the Finance Department.

Deliverables:

Request for Offers turnaround times: 1 week once all information received by departments

Request For Proposals and Tenders (simple): turnaround time 2-3 weeks once all information received by departments

Request for Proposals and Tenders (complex): turnaround time varies

Number of claims processed

Business Unit Summary with Service Areas

Business Unit: 2300 - Purchasing

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	176,728	66,148	115,290	115,290	0.00 %
4016	Salaries - Inside	432,257	292,176	458,408	478,827	+ 4.45 %
4070	Overtime	255	545	0	0	
4080	Auxiliaries/RPT/Seasonal	15,324	33,083	0	0	
4102	Benefits	138,441	96,239	134,288	139,087	+ 3.57 %
4112	Mileage/Parking	1,973	1,454	1,700	1,700	0.00 %
4216	Contracted Services	23,812	25,676	40,000	40,000	0.00 %
4364	Telecommunications	642	461	605	605	0.00 %
4824	Recovery	(60)	0	0	0	
9999	Standing Order Default	0	16	0	0	
Total Expenditures		789,373	515,798	750,291	775,509	
Net Total		(789,373)	(515,798)	(750,291)	(775,509)	

Business Unit Summary with Service Areas

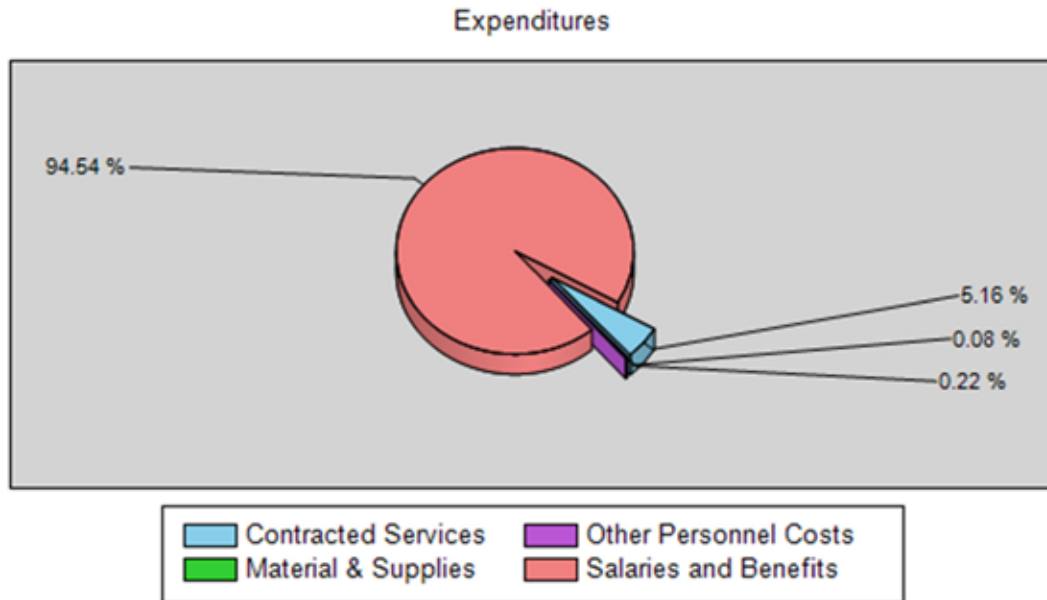
Business Unit: 2300 - Purchasing

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	115,290	117,596	119,948	122,347	124,794
4016	Salaries - Inside	478,827	488,377	498,145	508,108	518,270
4102	Benefits	139,087	141,863	144,700	147,594	150,546
4112	Mileage/Parking	1,700	1,734	1,769	1,804	1,840
4216	Contracted Services	40,000	40,800	41,616	42,448	43,297
4364	Telecommunications	605	617	629	642	655
Total Expenditures		775,509	790,987	806,807	822,943	839,402
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(775,509)	(790,987)	(806,807)	(822,943)	(839,402)

Business Unit Summary with Service Areas

Business Unit: 2300 - Purchasing



Business Unit Summary with Service Areas

Business Unit: 2320 - Stores

Department: Finance **Budget Year:** 2016

Overview:

Having the correct supplies on hand for quick access and achieving economies of scale through volume purchasing is the focus of the Stores unit.

Supplies and products for City projects are inventoried and stored, reducing the uncertainty of supply being affected by outside variables, and ensures City projects can proceed without interruption.

This unit also stores and schedules equipment used to support festivals and special events.

Deliverables:

Annual inventory turnover - supply products as needed by clients

Accuracy of annual inventory counts and level of obsolescence - managing and safekeeping of the inventory

Quality criteria for products stocked - as established in conjunction with end user departments

Cost savings/bulk purchases - with fluctuating pricing, keeping abreast of pending price changes and purchase accordingly

Business Unit Summary with Service Areas

Business Unit: 2320 - Stores

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	1,144	0	0	0	
Total Revenues		1,144	0	0	0	
Expenditures						
4016	Salaries - Inside	123,104	90,922	125,324	129,206	+ 3.10 %
4070	Overtime	1,729	1,615	1,061	1,350	+ 27.24 %
4080	Auxiliaries/RPT/Seasonal	0	0	4,505	4,787	+ 6.26 %
4102	Benefits	32,503	26,506	29,451	30,678	+ 4.16 %
4218	Courier Service	3,031	1,651	12,000	12,000	0.00 %
4412	Equipment Rentals	2,800	1,867	3,000	3,000	0.00 %
4418	Equipment	634	517	500	500	0.00 %
4818	Inventory Adjustments	(674)	16	0	0	
4822	Repairs and Maintenance	0	0	400	400	0.00 %
4824	Recovery	(21,050)	(15,511)	(16,000)	(16,000)	0.00 %
4858	Eco Fees	58	11	1,000	1,000	0.00 %
Total Expenditures		142,136	107,595	161,242	166,921	
Net Total		(140,992)	(107,595)	(161,242)	(166,921)	

Business Unit Summary with Service Areas

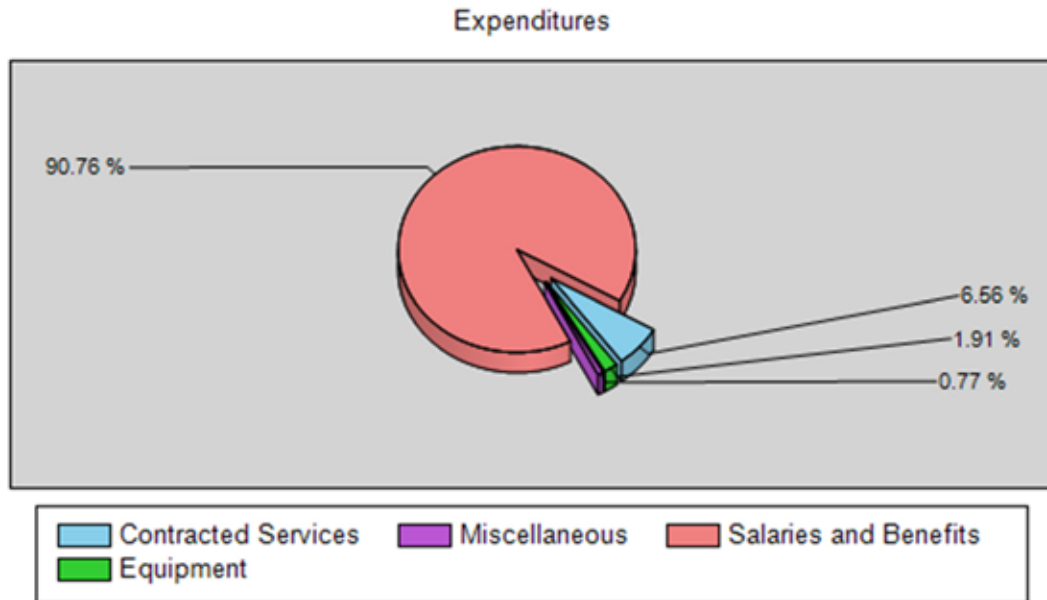
Business Unit: 2320 - Stores

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4016	Salaries - Inside	129,206	131,783	134,419	137,107	139,850
4070	Overtime	1,350	1,377	1,405	1,433	1,461
4080	Auxiliaries/RPT/Seasonal	4,787	4,882	4,980	5,079	5,181
4102	Benefits	30,678	31,290	31,916	32,554	33,205
4218	Courier Service	12,000	12,240	12,485	12,734	12,989
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	1,000	1,020	1,040	1,061	1,082
Total Expenditures		166,921	170,250	173,655	177,128	180,671
% Increase			1.99%	2.00%	2.00%	2.00%
Net Total		(166,921)	(170,250)	(173,655)	(177,128)	(180,671)

Business Unit Summary with Service Areas

Business Unit: 2320 - Stores





SUMMARY

Legal Services

Legal Services provides timely, accurate and practical legal advice and services to assist in the management and mitigation of risks to the City and to assist in protecting the City's legal rights and interests. Services are provided utilizing in-house resources and engaging external legal resources where necessary and appropriate.



Core Services/Service Areas

- Provide legal advice to Council, City Manager and City staff
- Negotiate, prepare and oversee execution of contracts, leases and agreements authorized by Council
- Provide legal assistance related to land use and development projects
- Assistance with real estate transactions
- Represent the City in legal proceedings
- Draft, revise and consolidate City bylaws and assist City staff in bylaw interpretation and application of bylaws and applicable provincial legislation
- Monitor changes and developments in the laws affecting the City and provide proactive advice to mitigate impacts on the City

Budget Summary

2016 Proposed Expenditures	702,023
2015 Approved Expenditures	703,241
Budget Change	(1,218)
Change by %	-0.17%
2016 FTE	4
2015 FTE	4
Change	0
Change by %	0.00%

Business Unit Summary with Service Areas

Business Unit: 2350 - Legal Services

Department: Legal Services **Budget Year:** 2016

Overview:

Legal Services provides legal advice, through the City Manager, to Council. It also provides general legal services to the City, using a combination of in-house and external lawyers. This business unit is responsible for provision of legal assistance with negotiation and drafting of contracts, preparation of land title documents and other instruments securing City's legal interests. It represents the City in court and other legal proceedings, and reviews reports to Council for legal implications.

In court proceedings and judicial reviews, this business unit 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
- annual client survey (initiated in 2015)
- tracking of time matters are with Legal Services to establish and monitor service level standards (initiated in 2015)

Business Unit Summary with Service Areas

Business Unit: 2350 - Legal Services

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	421,739	252,994	463,972	333,465	- 28.13 %
4016	Salaries - Inside	56,864	4,823	57,537	58,980	+ 2.51 %
4080	Auxiliaries/RPT/Seasonal	17,664	45,809	0	0	
4102	Benefits	85,267	58,775	120,417	90,688	- 24.69 %
4112	Mileage/Parking	2,225	1,109	2,500	2,500	0.00 %
4116	Conferences/Travel	371	0	1,500	1,500	0.00 %
4118	Membership Fees	1,697	4,508	8,000	4,000	- 50.00 %
4120	Training and Development	523	621	6,000	5,000	- 16.67 %
4216	Contracted Services	174,711	94,162	26,000	186,575	+ 617.60 %
4228	Printing	752	0	1,000	1,000	0.00 %
4230	Professional	729	143	1,500	1,500	0.00 %
4310	Books/Publications	5,535	3,922	5,000	6,000	+ 20.00 %
4312	Office Supplies	1,721	667	2,000	2,000	0.00 %
4364	Telecommunications	2,366	1,301	1,815	1,815	0.00 %
4814	Miscellaneous	7,559	5,422	6,000	7,000	+ 16.67 %
4824	Recovery	(37,350)	(15,022)	0	0	
Total Expenditures		742,373	459,233	703,241	702,023	
Net Total		(742,373)	(459,233)	(703,241)	(702,023)	

Business Unit Summary with Service Areas

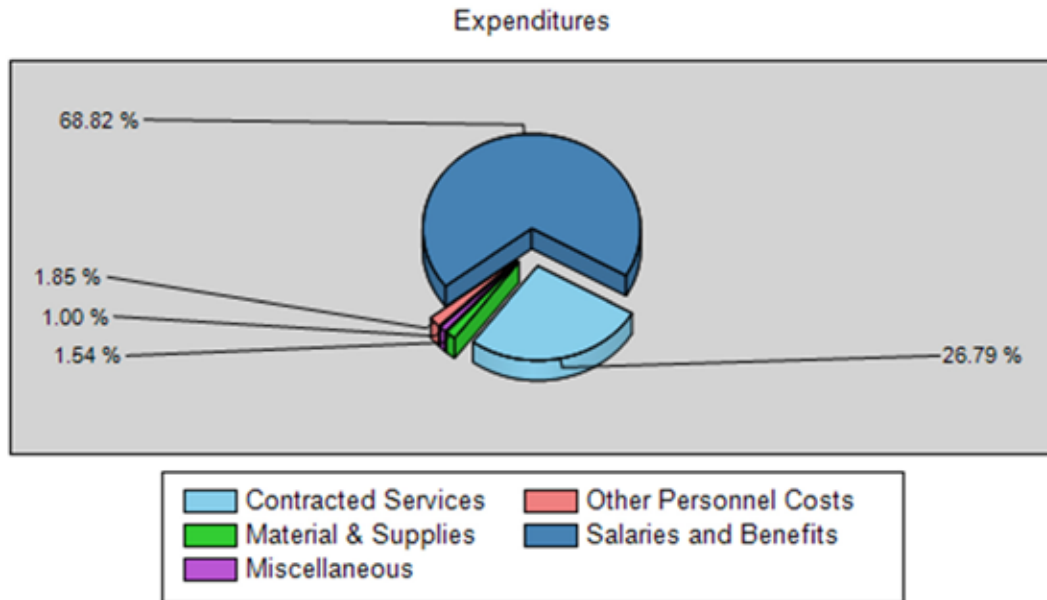
Business Unit: 2350 - Legal Services

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	333,465	340,135	346,937	353,876	360,954
4016	Salaries - Inside	58,980	60,166	61,369	62,596	63,848
4102	Benefits	90,688	92,503	94,353	96,240	98,165
4112	Mileage/Parking	2,500	2,550	2,601	2,653	2,706
4116	Conferences/Travel	1,500	1,530	1,561	1,592	1,624
4118	Membership Fees	4,000	4,200	4,400	4,488	4,578
4120	Training and Development	5,000	5,150	5,250	5,355	5,462
4216	Contracted Services	186,575	190,306	194,112	197,994	201,954
4228	Printing	1,000	1,020	1,040	1,061	1,082
4230	Professional	1,500	1,530	1,561	1,592	1,624
4310	Books/Publications	6,000	6,100	6,202	6,326	6,453
4312	Office Supplies	2,000	2,040	2,081	2,122	2,165
4364	Telecommunications	1,815	1,851	1,888	1,926	1,965
4814	Miscellaneous	7,000	7,120	7,242	7,387	7,535
Total Expenditures		702,023	716,201	730,597	745,209	760,114
% Increase			2.02%	2.01%	2.00%	2.00%
Net Total		(702,023)	(716,201)	(730,597)	(745,209)	(760,114)

Business Unit Summary with Service Areas

Business Unit: 2350 - Legal Services





SUMMARY

Parks, Recreation and Facilities

The Parks, Recreation and Facilities department manages the inventory of parks, open spaces and buildings that enable diverse opportunities for recreation and sports, arts and culture, as well as City services and administration. Working with residents, the City focuses on initiatives that support strong families and a safe, vibrant and inclusive community.

Core Services/Service Areas

• Parks

- Maintain 191 hectares of park and open spaces, including 70 parks and 72 hectares of natural areas
- Manage and maintain Ross Bay Cemetery
- Manage the urban forest and maintain over 33,500 trees on public land
- Maintain 39 playgrounds, 23 tennis courts, 12 dog off-leash areas, a skate park, bike park
- Maintain 500 flower and shrub beds, 1,500 hanging baskets, and 9 rain gardens
- Maintain 17 public washrooms, litter pick-up and garbage collection
- Maintain 300 km of boulevards
- Plan and design park spaces and features
- Participate in development permit review, and tree permit applications

• Recreation

- Operation of Crystal Pool and Fitness Centre, and 250,000 visits per year
- Administer the Leisure Involvement for Everyone (LIFE) program for low-income residents
- Deliver community programs at Save-On-Foods Memorial Centre (SOFMC)
- Maintain and administer bookings for Royal Athletic Park and 45 sports fields
- Administer Youth Services and Leaders-in-Training Program
- Partner with Community and Seniors Centre operators in program delivery

• Facilities

- Oversight of the maintenance of the City's inventory of approximately 100 buildings and parking lots
- Project management for facility related capital investment
- Long-term planning and analysis of building use, structures and systems
- Oversight of the corporate security program



Budget Summary

2016 Proposed Expenditures	18,203,288
2015 Approved Expenditures	17,255,114
Budget Change	948,174
Change by %	5.50%

2016 Proposed Revenues	2,803,344
2015 Approved Revenues	2,304,273
Budget Change	499,071
Change by %	21.66%

2016 FTE	149.48
2015 FTE	149.48
Change	0
Change by %	0.00%

Director

Parks

Recreation

Facilities

SUMMARY

Parks, Recreation and Facilities



Proposed Initiatives for 2016

- **Parks**
 - Design and construction of key elements for David Foster Harbour Pathway – including consultation and construction of Heron Cove and Raymur Point pedestrian bridges
 - Parks Master Plan consultation and development
 - Renewal of Victoria West Park playground, skate park, and dog off-leash areas
 - Development and implementation of the “Growing in the City” urban agriculture program – updated policies and guidelines relating to food production
 - Continued implementation of the Urban Forest Master Plan – including inventory updates, planting and removal strategies, and increased community education
 - Resurfacing of Stevenson Park playground
- **Recreation**
 - Installation of universal washroom/change room in Crystal Pool and Fitness Centre
 - Feasibility Study on future Crystal Pool and Fitness Centre and related amenities
 - Determine new recreation registration program to replace “end-of-life” system
- **Facilities**
 - Strategic review of existing facility use and delivery of City services
 - Building envelope upgrades at Police headquarters
 - Upgrade exterior lighting and replace cabinetry hardware at Burnside Gorge Community Centre
 - Install concrete pad and security fencing around dumpster at Fernwood Community Centre
 - Install sound dampening panels at Fernwood Community Centre daycare
 - Interior wall repairs at Quadra Village Community Centre
 - Repair/replace window sealant for Greater Victoria Library Association
 - Install backflow preventer at Pandora Administration and Centennial Arcade buildings
 - Access control enhancements at Beacon Hill Park Administration Building
 - Parkade upgrades (Bastion Square, View Street, Centennial, Johnson Street)
 - Fountain condition assessment and maintenance audit

Performance Metrics – Parks Arboriculture

Measuring Success – Number of Trees Maintained			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Total number of trees	33,564	33,576	33,676
2. How well did we do it?			
Total number of tree limb failures	125	105	180
Story behind the data	There are a number of factors which can contribute to the failure of a tree on public property. Significant failure can have serious consequences to individuals and property. A system of identification, inspection and pro-active measures to mitigate risks associated with failure are key elements to effectively manage a large urban forest.		
3. 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, 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.		
Where do we want to go?	Maintaining and over the long-term growing the canopy coverage beyond the existing level would be beneficial, which would be evidenced by a reduction of tree limb failures.		

Performance Metrics – Parks Arboriculture

Measuring Success – Survival rate of new trees			
Performance Measurements	2014 Actuals	2015 Projections	2016 ecast
1. How much did we do?			
Total number of young trees (7 years or less)	1,250	1,250	1,250
2. How well did we do it?			
Survival rate (%) of new trees planted	New metric		
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.		
3. Is anyone better off?			
Story behind the data	Currently, the City is losing trees nearing the end of the young tree maintenance (watering) program. For years 1-3 on the establishment program, young trees are watered weekly; years 3-5, watered biweekly; and 5-7 years monthly. 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?	Through species selection, a robust watering program and small tree maintenance, our target is for a 95% survival rate of new trees.		

Measuring Success – Playground Maintenance			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Total number of playground maintained	40	40	40
2. How well did we do it?			
Total number of playground inspected	480	480	480
Total investment in playground replacement in thousands	283	207	340
Story behind the data	Playgrounds are visited weekly for routine maintenance and inspected monthly in compliance with CSA safety standards. The Parks Master Plan initiated in 2015 will provide the opportunity to determine if the City currently has the correct number of playgrounds to meet user needs.		
3. Is anyone better off?			
Story behind the data	Playgrounds are an important feature in our communities. Having safe, reliable, fun and creative equipment encourages children and families to be active. Adult fitness equipment is a new feature that has been installed beside or along with new playgrounds, further encouraging whole families to be active together.		
Where do we want to go?	The Industry standard for replacement of playground equipment is typically 10-15 years. This would result in 3 playgrounds being replaced each year. Currently the City is replacing 2 playgrounds per year, which corresponds to a playground replacement schedule of 15 – 20 years. To maintain compliance with safety standards, sections of playground equipment are decommissioned when they become unsafe as determined through routine maintenance and inspection. Regular and proactive maintenance is required to ensure that the longer lifecycles are achieved. Capital investment into playgrounds will be reviewed and prioritized based on thorough condition assessments that will be completed as part of the asset inventory and condition assessment that is proposed in early 2016.		

Performance Metrics – Parks Infrastructure, Natural Areas

Measuring Success – Natural Areas			
Performance Measurements	2014 Actuals	2015 Projections	2016 ecast
1. How much did we do?			
Total area of natural areas (ha)	72	72	72
2. How well did we do it?			
Story behind the data			
3. Is anyone better off?			
Story behind the data	<p>There are over 100 species at risk in Garry Oak ecosystems on Southern Vancouver Island; not all are found in our parks, but rare species can be found across the parks system.</p> <p>Species at risk: Deltoid Balsamroot, Dense-flowered Lupine, Prairie Violet, Purple Sanicle, Howell’s Tritelleia</p> <p>Other rare species in our parks system: Fern-leaved Lomatium, Blue Violet, Chocolate Lily, Yampah, Monkey Flower, Satinflower, Shooting Star(s)</p> <p>There are many human and environmental factors that impact species at risk and staff follow the Federal Species at Risk Act in order to help protect these plant species.</p>		
Where do we want to go?	<p>Actively work to protect and increase the populations of SARA protected and other rare native plants on City of Victoria land. Provide leadership, education and guidance to the public and property owners to preserve and protect rare native plants in our City.</p>		

Measuring Success – Crystal Pool and Fitness Centre Registrants

<i>Performance Measurements</i>	<i>2014 Actuals</i>	<i>2015 Projections</i>	<i>2016 Forecast</i>
<i>1. How much did we do?</i>			
<i>Number of program registrants</i>	5,223	5,500	5,700
<i>Number of drop-in participants</i>	15,225	15,500	15,500
<i>Number of children who learned to swim</i>	1,929	2,000	2,000
<i>% of registrants online</i>	7.6%	26%	27%
<i>2. How well did we do it?</i>			
<i>% Increase of program registrants over prior year</i>	5%	5%	5%
<i>% increase of drop-in participants over prior year</i> <i>(not a lot of change expected for drop-ins)</i>	0%	0%	0%
<i>% increase of online registrations over prior year</i>	1%	1%	1%
<i>Story behind the data</i>	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. Online registration was launched August 18, 2014. Since that time, revenue from registrations has increased by a very similar percentage. We conclude that initially, the availability of online registration attracted more business, rather than exclusively shifting existing customers from other registration methods. We anticipate this percentage will increase modestly over time as customers shift their preferred method of registration		
<i>3. Is anyone better off?</i>			

Story behind the data	Number of registrants not able to get into a registered program		
	2014	2015	2016
	215/74 courses	300/83 courses	200
Where do we want to go?	A decline in the data would show an improvement in getting registrants into programs where there may previously have been waitlists, and should correlate to increased participation. A decline in waitlists will indicate suitable levels of service to meet demand. The projected increase in 2015 is a result of a higher than anticipated demand for summer camps.		
	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 reviewed and adjusted to meet the demand.		

Measuring Success – L.I.F.E. Program

<i>Performance Measurements</i>	<i>2014 Actuals</i>	<i>2015 Projections</i>	<i>2016 Forecast</i>
<i>1. How much did we do?</i>			
<i>Total Number of Life Participants</i>	2,979	3,000	3,000
<i>2. How well did we do it?</i>			
<i>Percentage of L.I.F.E. participants of those eligible for the program</i>	16.4	16.5	16.5
<i>Story behind the data</i>	In 2013, we joined our municipal partners in requiring proof of income and the result was a drop in applicants by an average of 450. Since then the applicant total has stabilized in the 2900-3000 range.		
<i>3. Is anyone better off?</i>			
<i>Story behind the data</i>	Improving awareness and participation contributes to creating a healthy community.		
<i>Where do we want to go?</i>	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.		

Measuring Success – Horticulture Maintenance			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Total Area of Annual Horticultural Displays Maintained in sq.m.	2700	2700	2700
2. How well did we do it?			
Horticultural Maintenance Cost per sq.m. in \$	N/A	\$ 94	\$96
Story behind the data	There are 2700 square metres 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.		
3. Is anyone better off?			
Story behind the data	Survival rate of annual plants is 98%. The quality of the plant material and the selection of the species are controlled by growing them in city facilities. The result is an exceptionally high survival rate (industry standards are around 88%).		
Where do we want to go?	High quality plant materials allows for exceptional displays as well as efficiency in labour costs re-planting for failures does not occur.		

Measuring Success – Turf Maintenance			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Total Area of Turf Maintained			TBD – asset inventory
2. How well did we do it?			
Turf Maintenance – Cost per ha/type of use			TBD
Story behind the data	This data is currently not available and will be collected through the proposed asset inventory project that is scheduled to be completed in early 2016.		
3. Is anyone better off?			
Story behind the data	Sports field user group satisfaction with field maintenance: Presently data regarding user-group satisfaction has not been collected.		
Where do we want to go?	In 2016, an initial survey of user satisfaction will be conducted and improvements to services will be based on this feedback.		

Measuring Success – Boulevards Maintenance			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
1. How much did we do?			
Length of boulevards maintained in km	300	300	300
2. How well did we do it?			
Cost of Boulevards Maintained \$ per linear km	n/a	\$ 2934	\$2993
Story behind the data	The projections are a blend of costs for both taxed and un-taxed boulevards. Service levels are higher on taxed boulevards. Cost increases primarily reflect increased wages.		
3. Is anyone better off?			
Story behind the data	The highest number of complaints received is with respect to un-cut boulevard.		
Where do we want to go?	The goal is to reduce the number of complaints received for un-cut boulevards by deploying resources more effectively during the spring growing season.		

Business Unit Summary with Service Areas

Business Unit: 2165 - FAC- Parks Facilities

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The function of this Business Unit is to provide day to day preventative and corrective maintenance for 42 parks buildings and structures. This unit works to maximize the use and life of City owned parks buildings.

- 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 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 contractors.
- Coordinate and review carpentry/painting tasks as well as pest control services.
- Perform routine plumbing and electrical repairs while coordinating larger repairs.

This Business Unit also funds the utility costs associated with the 42 parks buildings and structures. This includes electricity, gas, and alarm monitoring.

Deliverables:

- Weekly lighting, heating, ventilation and building fabric inspections
- Weekly graffiti removal services
- Monthly life safety equipment checks including emergency lighting, exit signage and fire alarm systems
- Monthly back-up generator test and pest control inspections
- Over 50,000 sq/ft. of facilities maintained by 0.6 FTE
- Approximately 75% of maintenance is scheduled/routine maintenance and 25% of the maintenance is reactive (in response to breakdowns)

Business Unit Summary with Service Areas

Business Unit: 2165 - FAC- Parks Facilities

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	819	826	3,000	3,000	0.00 %
9121	WO Outside Equipment Ren	53	270	1,000	1,000	0.00 %
9211	WO Regular Time	58,640	48,831	133,680	137,022	+ 2.50 %
9311	WO Inventory Purchases	54	973	1,000	1,000	0.00 %
9321	WO Outside Purchases	142,796	92,049	153,685	157,485	+ 2.47 %
9411	WO Contracted Services	65,692	58,481	46,134	8,678	- 81.19 %
Total Expenditures		268,054	201,430	338,499	308,185	
Net Total		(268,054)	(201,430)	(338,499)	(308,185)	

Business Unit Summary with Service Areas

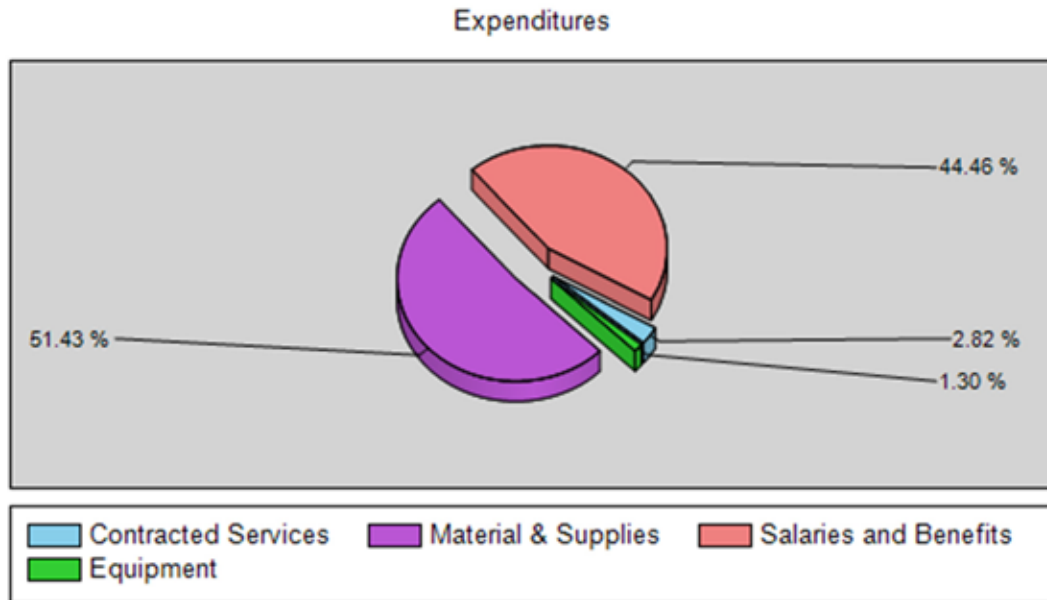
Business Unit: 2165 - FAC- Parks Facilities

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	3,000	3,060	3,121	3,184	3,247
9121	WO Outside Equipment Ren	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	137,022	139,762	142,558	145,409	148,317
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	157,485	160,635	163,847	167,124	170,467
9411	WO Contracted Services	8,678	8,852	9,029	9,209	9,393
Total Expenditures		308,185	314,349	320,636	327,048	333,589
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(308,185)	(314,349)	(320,636)	(327,048)	(333,589)

Business Unit Summary with Service Areas

Business Unit: 2165 - FAC- Parks Facilities



Business Unit Summary with Service Areas

Business Unit: 2170 - FAC-Parkades

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The function of this Business Unit is to provide day to day preventative and corrective maintenance for five Parkades.

- Maintain, service and operate, lighting, plumbing, cross connection control, heating, building automation , asset management 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 life safety equipment such as, emergency lighting, and fire extinguishers.
- 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.
- Respond to service request which include such things as malfunctioning light fixtures, temperature adjustments, vandalism, and plugged toilets.
- Coordinate the work of graffiti removal employees.
- Maintain and repair five elevators.
- Coordinate and review, carpentry and painting tasks, as well as pest control services.
- Perform routine, plumbing and electrical repairs, while coordinating larger repairs.

This Business Unit also funds utility costs associated with the 5 parkades. This includes electricity and operating permits.

Deliverables:

- Weekly, lighting, heating, ventilation and graffiti, inspections
- Monthly elevator maintenance
- Monthly life safety equipment checks including, emergency lighting, exit signage and fire alarm systems
- Monthly pest control services
- Over 530,000 sq./ft. of parkade maintained by 0.5 FTE
- Approximately 75% of maintenance is scheduled/routine maintenance and 25% of the maintenance is reactive (in response to breakdowns)

Business Unit Summary with Service Areas

Business Unit: 2170 - FAC-Parkades

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	1,904	478	4,000	4,000	0.00 %
9121	WO Outside Equipment Ren	0	0	4,000	4,000	0.00 %
9211	WO Regular Time	57,006	31,319	67,544	69,233	+ 2.50 %
9221	WO Overtime	278	255	0	0	
9311	WO Inventory Purchases	394	47	1,000	1,000	0.00 %
9321	WO Outside Purchases	98,431	75,513	111,628	115,528	+ 3.49 %
9411	WO Contracted Services	106,386	80,123	120,000	120,000	0.00 %
9421	WO Consulting Services	2,819	1,120	0	0	
Total Expenditures		267,217	188,854	308,172	313,761	
Net Total		(267,217)	(188,854)	(308,172)	(313,761)	

Business Unit Summary with Service Areas

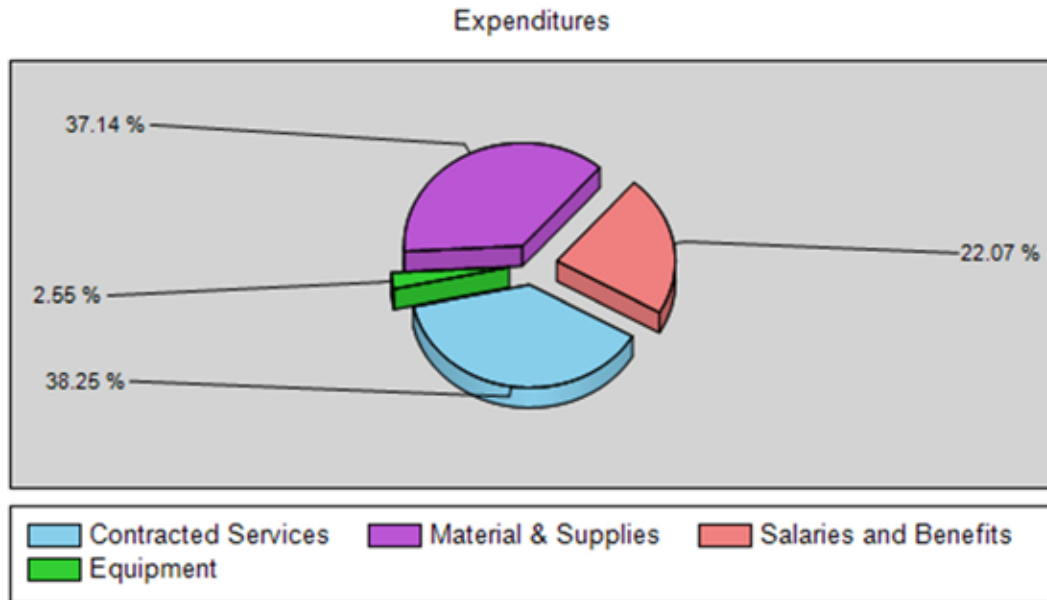
Business Unit: 2170 - FAC-Parkades

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	4,000	4,080	4,162	4,245	4,330
9121	WO Outside Equipment Ren	4,000	4,080	4,162	4,245	4,330
9211	WO Regular Time	69,233	70,617	72,030	73,470	74,940
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	115,528	117,839	120,195	122,599	125,051
9411	WO Contracted Services	120,000	122,400	124,848	127,345	129,892
Total Expenditures		313,761	320,036	326,437	332,965	339,625
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(313,761)	(320,036)	(326,437)	(332,965)	(339,625)

Business Unit Summary with Service Areas

Business Unit: 2170 - FAC-Parkades



Business Unit Summary with Service Areas

Business Unit: 2175 - FAC- Community Centres

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The function of this Business Unit is to provide day to day preventative and corrective maintenance for eight community centers.

- 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 life safety equipment such as emergency lighting, fire extinguishers and back-up generators.
- Coordinate fire alarm and sprinkler system 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.
- Respond to service request which include such things as malfunctioning light fixtures, temperature adjustments, vandalism, broken appliances (stoves, fridges, dishwashers), and plugged toilets.
- Maintenance and repair of one elevator.
- Coordinate and review carpentry/painting tasks as well as pest control services.
- Perform routine plumbing and electrical repairs while coordinating larger repairs.

This Business Unit also funds the utility costs associated with the community centers. This includes electricity, gas, operating permits and alarm monitoring.

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, pest control and preventative maintenance tasks
- Over 75,000 sq./ft. of community centers maintained by 1 – FTE
- Approximately 75% of maintenance is scheduled/routine maintenance and 25% of the maintenance is reactive (in response to breakdowns)

Business Unit Summary with Service Areas

Business Unit: 2175 - FAC- Community Centres

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	289	155	0	0	
Total Revenues		289	155	0	0	
Expenditures						
9111	WO Inside Equipment Rent	2,606	1,333	3,000	3,000	0.00 %
9121	WO Outside Equipment Ren	0	150	0	0	
9211	WO Regular Time	75,712	64,545	100,690	103,207	+ 2.50 %
9221	WO Overtime	522	0	0	0	
9311	WO Inventory Purchases	143	48	1,000	1,000	0.00 %
9321	WO Outside Purchases	125,103	88,105	103,410	107,410	+ 3.87 %
9411	WO Contracted Services	67,248	63,547	69,710	110,386	+ 58.35 %
Total Expenditures		271,333	217,728	277,810	325,003	
Net Total		(271,044)	(217,573)	(277,810)	(325,003)	

Business Unit Summary with Service Areas

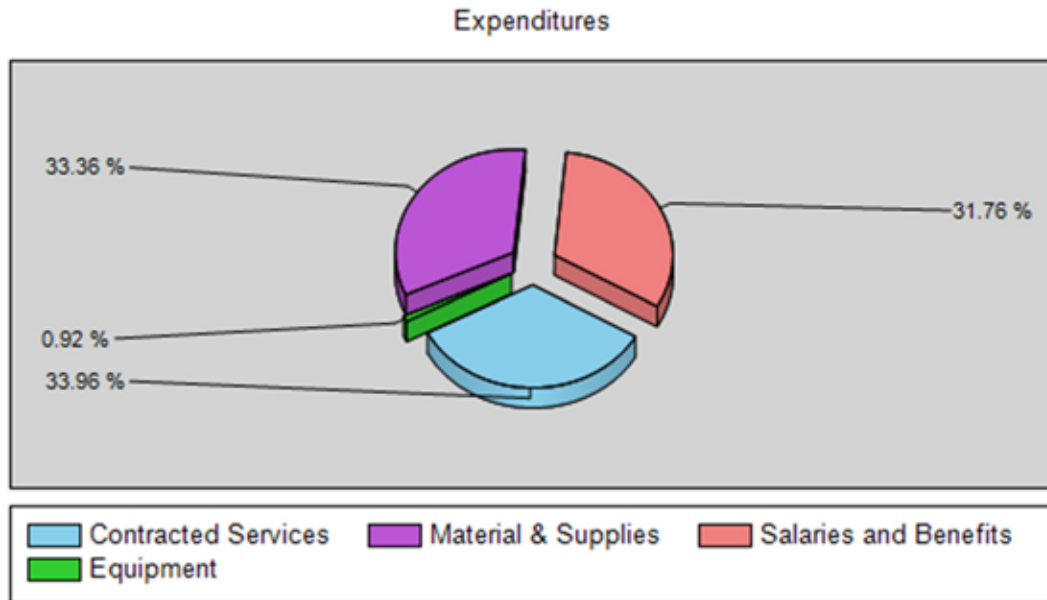
Business Unit: 2175 - FAC- Community Centres

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	3,000	3,060	3,121	3,184	3,247
9211	WO Regular Time	103,207	105,271	107,377	109,524	111,715
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	107,410	109,558	111,749	113,984	116,264
9411	WO Contracted Services	110,386	112,594	114,846	117,143	119,485
Total Expenditures		325,003	331,503	338,133	344,896	351,794
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(325,003)	(331,503)	(338,133)	(344,896)	(351,794)

Business Unit Summary with Service Areas

Business Unit: 2175 - FAC- Community Centres



Business Unit Summary with Service Areas

Business Unit: 2180 - FAC-Protection Services

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The function of this Business Unit is to provide day to day preventative and corrective maintenance for three fire halls and one police station.

- Maintain, service and operate, lighting, plumbing, cross connection control, heating, boilers, chillers, cooling towers, 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 and sprinkler system 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 requests which include such things as malfunctioning light fixtures, temperature adjustments, vandalism, broken appliances (stoves, fridges, dishwashers), and plugged toilets.
- Maintenance and repair of three elevators.
- Coordinate and review carpentry and painting tasks as well as pest control services.
- Perform routine plumbing and electrical repairs while coordinating larger repairs.

This Business Unit also funds the utility costs associated with protection services buildings and structures. This includes, electricity, gas, operating permits and alarm monitoring.

Deliverables:

- Weekly lighting, heating, ventilation and building systems checks
- Monthly life safety equipment checks including, emergency lighting, exit signage and fire alarm systems
- Over 140,000 sq./ft. of facilities maintained by 1.5 – FTE
- Approximately 75% of maintenance is scheduled/routine maintenance and 25% is reactive (in response to breakdowns)

Business Unit Summary with Service Areas

Business Unit: 2180 - FAC-Protection Services

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	1,387	416	2,000	2,000	0.00 %
9121	WO Outside Equipment Ren	360	0	1,000	1,000	0.00 %
9211	WO Regular Time	124,848	81,272	112,639	115,455	+ 2.50 %
9221	WO Overtime	0	0	1,000	1,000	0.00 %
9311	WO Inventory Purchases	527	6	1,000	1,000	0.00 %
9321	WO Outside Purchases	263,476	183,116	279,720	279,720	0.00 %
9411	WO Contracted Services	115,339	77,543	96,968	141,042	+ 45.45 %
9421	WO Consulting Services	1,165	0	0	0	
Total Expenditures		507,102	342,353	494,327	541,217	
Net Total		(507,102)	(342,353)	(494,327)	(541,217)	

Business Unit Summary with Service Areas

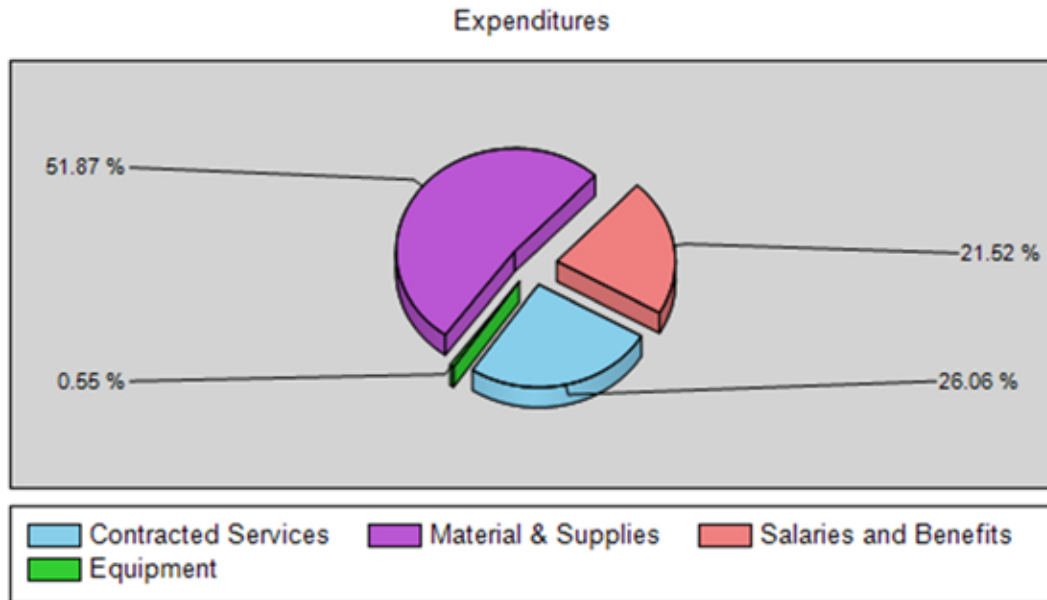
Business Unit: 2180 - FAC-Protection Services

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	2,000	2,040	2,081	2,122	2,165
9121	WO Outside Equipment Ren	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	115,455	117,764	120,119	122,522	124,972
9221	WO Overtime	1,000	1,020	1,040	1,061	1,082
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	279,720	285,314	291,021	296,841	302,778
9411	WO Contracted Services	141,042	143,863	146,740	149,675	152,668
Total Expenditures		541,217	552,041	563,082	574,344	585,831
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(541,217)	(552,041)	(563,082)	(574,344)	(585,831)

Business Unit Summary with Service Areas

Business Unit: 2180 - FAC-Protection Services



Business Unit Summary with Service Areas

Business Unit: 2185 - FAC-Engineering/Public Works

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The function of this Business Unit is to provide day to day preventative and corrective maintenance for the Public Works campus, Johnson Street Bridge operator booth and Selkirk Fountain.

- 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 security card passes; create and print building access activity reports.
- Respond to service requests 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 employees.
- Coordinate and review carpentry and painting tasks as well as pest control services.
- Perform routine plumbing and electrical repairs while coordinating larger repairs.

This Business Unit also funds the utility costs associated with the Public Works Yard buildings and structures. This includes electricity, gas, operating permits and alarm monitoring.

Deliverables:

- Weekly lighting, heating, ventilation and building fabric inspections
- Monthly life safety equipment checks including emergency lighting, exit signage and fire alarm systems
- Over 120,000 sq./ft. of facilities maintained by 0.8 – FTE
- Approximately 75% of maintenance is scheduled and routine maintenance and 25% is reactive (in response to breakdowns)

Business Unit Summary with Service Areas

Business Unit: 2185 - FAC-Engineering/Public Works

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	1,699	1,034	2,000	2,000	0.00 %
9211	WO Regular Time	52,332	40,952	67,449	69,135	+ 2.50 %
9311	WO Inventory Purchases	224	97	1,000	1,000	0.00 %
9321	WO Outside Purchases	112,857	72,663	111,955	115,355	+ 3.04 %
9411	WO Contracted Services	69,904	47,938	35,996	74,131	+ 105.94 %
9421	WO Consulting Services	5,318	125	0	0	
Total Expenditures		242,334	162,809	218,400	261,621	
Net Total		(242,334)	(162,809)	(218,400)	(261,621)	

Business Unit Summary with Service Areas

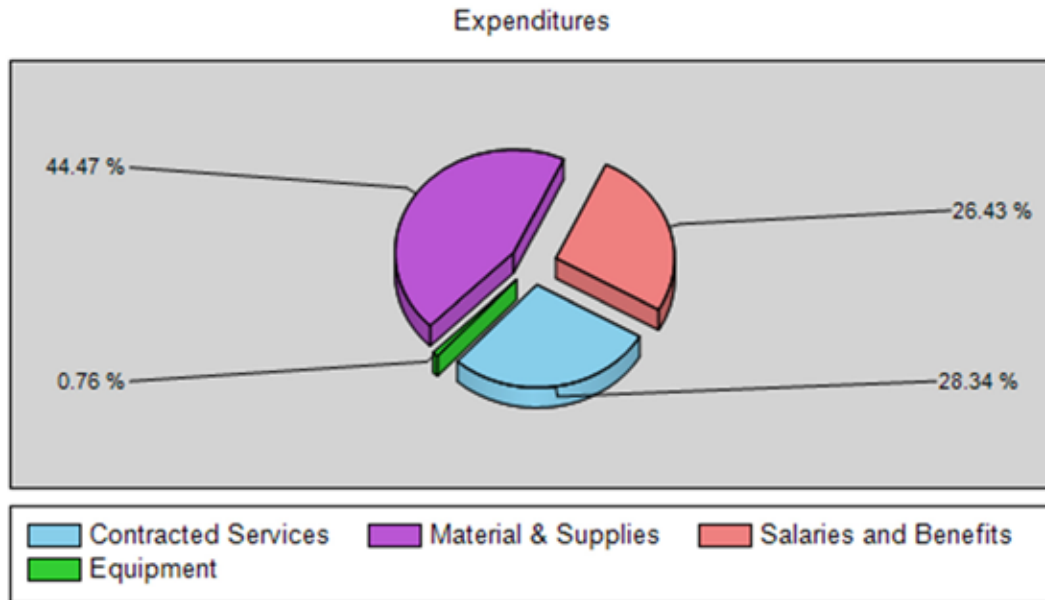
Business Unit: 2185 - FAC-Engineering/Public Works

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	69,135	70,518	71,928	73,367	74,834
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	115,355	117,662	120,015	122,416	124,864
9411	WO Contracted Services	74,131	75,614	77,126	78,668	80,242
Total Expenditures		261,621	266,854	272,191	277,635	283,187
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(261,621)	(266,854)	(272,191)	(277,635)	(283,187)

Business Unit Summary with Service Areas

Business Unit: 2185 - FAC-Engineering/Public Works



Business Unit Summary with Service Areas

Business Unit: 2190 - FAC-Corporate Offices

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The function of this Business Unit is to provide day to day preventative and corrective maintenance for City of Victoria corporate offices including City Hall, Centennial Arcade, Centennial Square and 625-633 Pandora Ave.

- 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 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.

This Business Unit also funds the utility costs associated with the corporate offices. This includes electricity, gas, operating permits and alarm monitoring.

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
- Over 60,000 sq./ft. of corporate offices maintained by 1.4 – FTE
- Approximately 75% of maintenance is scheduled/routine maintenance and 25% of the maintenance is reactive (in response to breakdowns)

Business Unit Summary with Service Areas

Business Unit: 2190 - FAC-Corporate Offices

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	1,574	373	9,000	9,000	0.00 %
9121	WO Outside Equipment Ren	0	337	2,000	2,000	0.00 %
9211	WO Regular Time	95,151	68,525	118,618	121,583	+ 2.50 %
9221	WO Overtime	0	682	2,000	2,000	0.00 %
9311	WO Inventory Purchases	582	286	1,000	1,000	0.00 %
9321	WO Outside Purchases	157,946	83,858	179,840	183,340	+ 1.95 %
9411	WO Contracted Services	427,629	242,564	356,569	356,569	0.00 %
9421	WO Consulting Services	0	75	0	0	
Total Expenditures		682,882	396,700	669,027	675,492	
Net Total		(682,882)	(396,700)	(669,027)	(675,492)	

Business Unit Summary with Service Areas

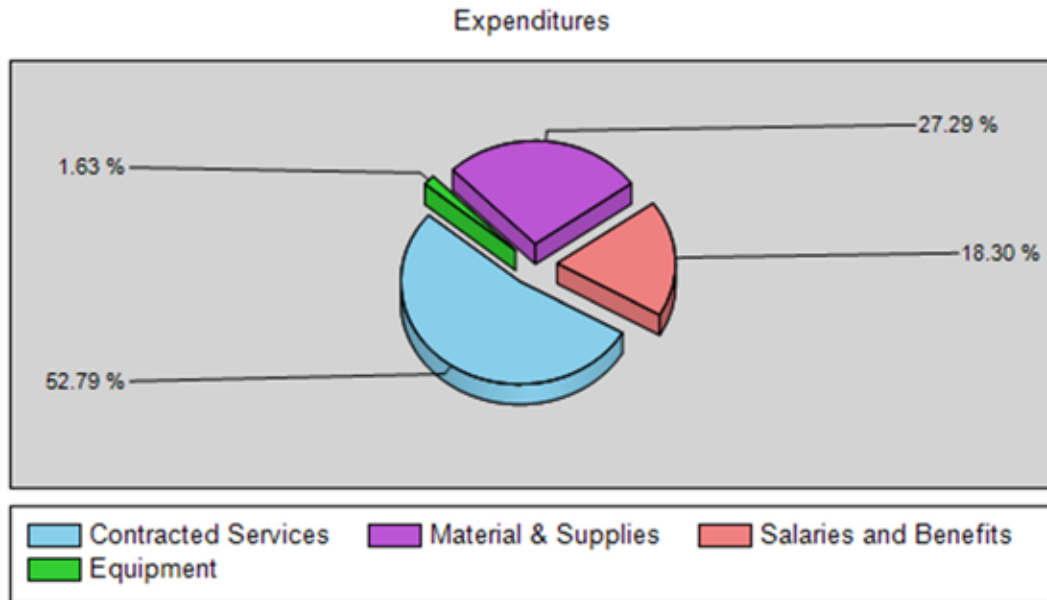
Business Unit: 2190 - FAC-Corporate Offices

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9111	WO Inside Equipment Rent	9,000	9,180	9,364	9,551	9,742
9121	WO Outside Equipment Ren	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	121,583	124,015	126,495	129,025	131,606
9221	WO Overtime	2,000	2,040	2,081	2,122	2,165
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	183,340	187,007	190,747	194,562	198,453
9411	WO Contracted Services	356,569	363,700	370,974	378,394	385,962
Total Expenditures		675,492	689,002	702,782	716,838	731,175
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(675,492)	(689,002)	(702,782)	(716,838)	(731,175)

Business Unit Summary with Service Areas

Business Unit: 2190 - FAC-Corporate Offices



Business Unit Summary with Service Areas

Business Unit: 2195 - FAC-Minor Maintenance Projects

Department: Parks, Recreation and Facilities **Budget Year:** 2016

Overview:

Funds from this Business Unit finance the following maintenance projects for over 75 buildings and 10 misc. structures (1.3 million sq. ft.)

- Emergency maintenance repairs and system failures.
- Minor safety related projects (from various City Safety Committees, etc.)
- Minor new, code or legislation, mandated projects.
- Software licensing.
- Minor scheduled projects.

Deliverables:

2016 Projects:

Miscellaneous adds, moves, and changes - \$150,000 - office moves and changes throughout the budget period.

Corporate Signage - \$7,500 - as needed and requested through the year.

Ergonomic Improvements - \$7,500 - as requested from Health and Safety throughout the budget period.

Preventative Maintenance Program Update - \$50,000 - update data in the Cartegraph asset management software.

Fountain Condition Assessment and Maintenance Audit - \$7,500

- Review asset condition and determine future work plan.

Beacon Hill Park Administration Building Proxy Card Installation - \$15,000

- Complete the proxy card installation on the administration building.

Public Washroom and Parks Outbuildings Rekey Program - \$13,000

- Hazard assessment for aged flooring.

Police Headquarters Railing Above Elevator Passenger Car – \$13,000

- Install safety railing above both passenger elevators to comply with new code.

Firehall 3 Drafting Pit Study- \$7,500

- Determine feasibility and cost for future drafting pit.

Burnside Gorge Community Centre Exterior Lighting - \$15,000

- Upgrade lighting to energy efficient LED.

Burnside Gorge Community Centre Cabinet Hardware - \$2,500

- Replace cabinetry hardware.

Fernwood Community Centre Security Fencing Around Dumpster - \$5,000

- Install concrete pad and security fencing for dumpsters.

Fernwood Community Centre Sound Reduction in the Daycare - \$5,000

- Install sound dampening panels in the daycare.

Quadra Village Community Centre New Urinal Wall - \$3,500

- Replace damaged wall.

Pandora Administration Building Back Flow Preventer - \$6,000

- Add a back flow preventer to the main water supply for the building.

Centennial Arcade Building Back Flow Preventer - \$6,000

- Add a back flow preventer to the main water supply for the building.

Greater Victoria Library Association Window Joint Sealant - \$5,000

- Repair/replace structural joint sealants as required.

Miscellaneous Repairs and Projects - \$187,921

- Emergency maintenance repairs and system failures.
- Minor safety related projects (from various City Safety Committees, etc.)
- Minor new, code or legislation, mandated projects.

Business Unit Summary with Service Areas

Business Unit: 2195 - FAC-Minor Maintenance Projects

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	(21)	0	0	0	
Total Revenues		(21)	0	0	0	
Expenditures						
9111	WO Inside Equipment Rent	36	7,546	0	0	
9211	WO Regular Time	13,994	103,575	16,608	17,023	+ 2.50 %
9221	WO Overtime	0	3,262	0	0	
9311	WO Inventory Purchases	0	287	0	0	
9321	WO Outside Purchases	22,303	79,613	10,000	10,000	0.00 %
9411	WO Contracted Services	15,349	125,591	560,327	474,898	- 15.25 %
9421	WO Consulting Services	3,120	1,690	5,000	5,000	0.00 %
Total Expenditures		54,802	321,564	591,935	506,921	
Net Total		(54,823)	(321,564)	(591,935)	(506,921)	

Business Unit Summary with Service Areas

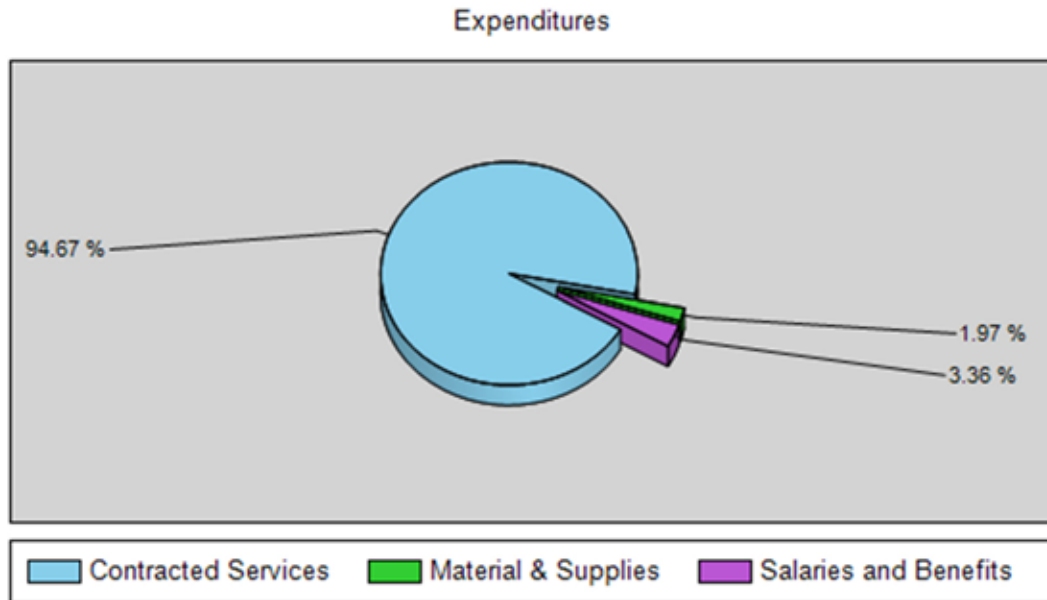
Business Unit: 2195 - FAC-Minor Maintenance Projects

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
9121	WO Outside Equipment Ren	0	0	0	0	0
9211	WO Regular Time	17,023	17,364	17,711	18,065	18,426
9311	WO Inventory Purchases	0	0	0	0	0
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
9411	WO Contracted Services	474,898	484,396	494,084	503,966	514,045
9421	WO Consulting Services	5,000	5,100	5,202	5,306	5,412
Total Expenditures		506,921	517,060	527,401	537,949	548,708
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(506,921)	(517,060)	(527,401)	(537,949)	(548,708)

Business Unit Summary with Service Areas

Business Unit: 2195 - FAC-Minor Maintenance Projects



Business Unit Summary with Service Areas

Business Unit: 5000 - Parks and Recreation Admin

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The Parks and Recreation Department is responsible for the overall provision of the following services:

- The operation of Crystal Pool & Fitness Centre and community recreation programming (e.g., adult fitness and wellness, children and youth activities, swimming, and child and youth camps)
- The operation and maintenance of Royal Athletic Park (outdoor stadium) and 45 sports fields, 39 playgrounds, 23 tennis courts, 17 public washrooms, 1 lacrosse box, 1 skateboard park, and 1 bicycle park.
- The management and maintenance of over 190 hectares of park land and the operation of Ross Bay Cemetery.
- The management of the urban forest (approx. 32,500 city-owned trees).
- Oversees the operating agreement and manages the community recreation time at Save-On-Foods Memorial Centre.
- Oversees the agreements and funding for community and seniors centres and grant funding for neighbourhood associations.
- Manages 300 kms of city-owned boulevards.
- Operate and develop city trails and greenways program including David Foster Harbour Parkway.
- Maintains over 133 horticultural displays and over 1400 hanging baskets.

This business unit funds the overall administration for the Parks and Recreation Department. Salary, benefits, travel and professional development are included in this business unit as well as costs associated with office supplies, maintenance and operations of the department office.

Deliverables:

Delivers strategic plan priorities and core services as per the department's operational plan and program area work plans.

Provides advice to Council on ongoing and emerging issues and in the development of strategic plan priorities.

Responds to the public and Council in a timely manner.

Guide, develop and approve operational plans, work plans and budgets that align with the City's strategic plan.

Develop policies, procedures and standards for the delivery of services.

Respond to and/or assign approximately 4000 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.

Preparation and delivery of Council reports.

Responses to public complaints and Council enquiries.

Business Unit Summary with Service Areas

Business Unit: 5000 - Parks and Recreation Admin

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	442,147	299,756	513,720	513,720	0.00 %
4016	Salaries - Inside	59,472	41,354	57,537	94,206	+ 63.73 %
4070	Overtime	1,731	1,249	0	0	
4080	Auxiliaries/RPT/Seasonal	37,211	18,959	23,170	24,620	+ 6.26 %
4102	Benefits	113,661	94,085	131,878	146,077	+ 10.77 %
4112	Mileage/Parking	3,558	3,301	6,500	3,761	- 42.14 %
4116	Conferences/Travel	11,114	7,077	35,350	11,185	- 68.36 %
4118	Membership Fees	6,064	2,150	4,088	4,088	0.00 %
4120	Training and Development	12,815	16,312	23,850	32,219	+ 35.09 %
4216	Contracted Services	13,242	379	5,168	5,168	0.00 %
4222	Janitorial	12,489	3,330	15,000	15,000	0.00 %
4226	Photocopy	568	321	5,835	0	
4306	Fuel	313	0	8,600	0	
4310	Books/Publications	24	0	300	0	
4312	Office Supplies	24,567	16,265	21,770	21,770	0.00 %
4360	Hydro	1,495	1,035	12,500	13,250	+ 6.00 %
4364	Telecommunications	55,628	30,908	48,200	48,200	0.00 %
4366	Water	538,711	251,698	484,304	575,000	+ 18.73 %
4512	Insurance	4,063	4,473	4,250	4,500	+ 5.88 %
4814	Miscellaneous	1,481	3,051	7,250	0	
4822	Repairs and Maintenance	1,386	300	5,000	5,000	0.00 %
4842	Communications	816	0	9,797	0	
9211	WO Regular Time	52	0	0	0	
Total Expenditures		1,342,609	796,003	1,424,068	1,517,764	
Net Total		(1,342,609)	(796,003)	(1,424,068)	(1,517,764)	

Business Unit Summary with Service Areas

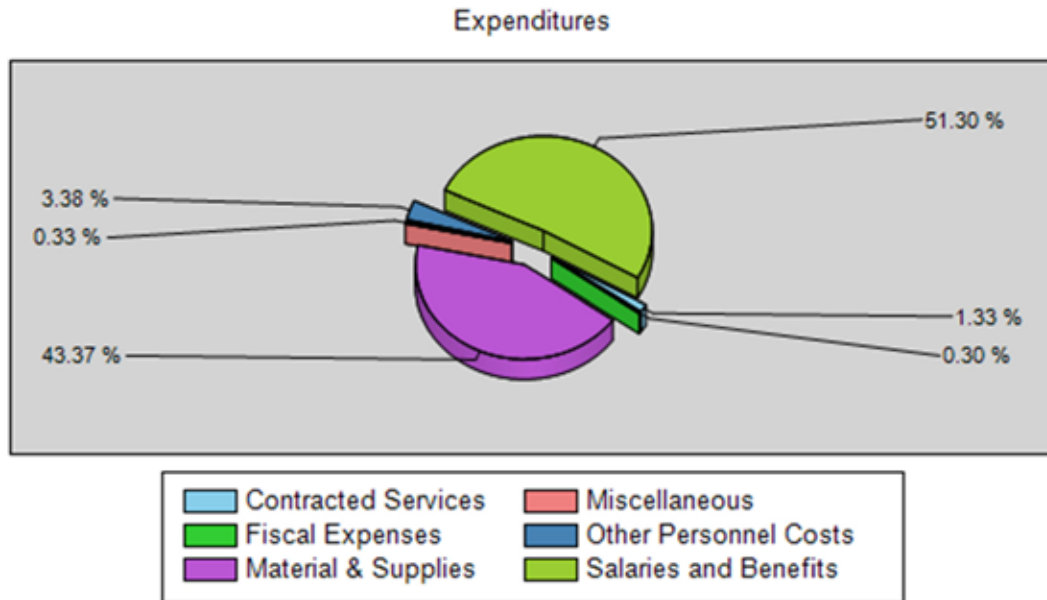
Business Unit: 5000 - Parks and Recreation Admin

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	513,720	523,995	534,475	545,164	556,067
4016	Salaries - Inside	94,206	96,097	98,018	99,978	101,978
4080	Auxiliaries/RPT/Seasonal	24,620	25,107	25,609	26,121	26,644
4102	Benefits	146,077	149,000	151,980	155,020	158,121
4112	Mileage/Parking	3,761	3,836	3,913	3,991	4,071
4116	Conferences/Travel	11,185	11,409	11,637	11,870	12,107
4118	Membership Fees	4,088	4,170	4,253	4,338	4,425
4120	Training and Development	32,219	32,863	33,521	34,191	34,875
4216	Contracted Services	5,168	5,271	5,377	5,484	5,594
4222	Janitorial	15,000	15,300	15,606	15,918	16,236
4312	Office Supplies	21,770	22,205	22,649	23,102	23,564
4360	Hydro	13,250	13,913	14,608	15,339	16,105
4364	Telecommunications	48,200	49,164	50,147	51,150	52,173
4366	Water	575,000	586,500	598,230	610,194	622,398
4512	Insurance	4,500	4,590	4,682	4,775	4,871
4822	Repairs and Maintenance	5,000	5,100	5,202	5,306	5,412
Total Expenditures		1,517,764	1,548,519	1,579,907	1,611,942	1,644,643
% Increase			2.03%	2.03%	2.03%	2.03%
Net Total		(1,517,764)	(1,548,519)	(1,579,907)	(1,611,942)	(1,644,643)

Business Unit Summary with Service Areas

Business Unit: 5000 - Parks and Recreation Admin



Business Unit Summary with Service Areas

Business Unit: 5012 - Parks Fleet

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The Parks Fleet business unit funds costs associated with parks vehicles and equipment. Parks vehicles are charged out at a monthly rate per vehicle based on service needs and associated historical data and projections.

Business Unit Summary with Service Areas

Business Unit: 5012 - Parks Fleet

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4412	Equipment Rentals	621,475	416,024	615,700	615,700	0.00 %
9211	WO Regular Time	21	0	0	0	
9321	WO Outside Purchases	50	0	0	0	
9511	WO Gas	0	912	0	0	
Total Expenditures		621,546	416,935	615,700	615,700	
Net Total		(621,546)	(416,935)	(615,700)	(615,700)	

Business Unit Summary with Service Areas

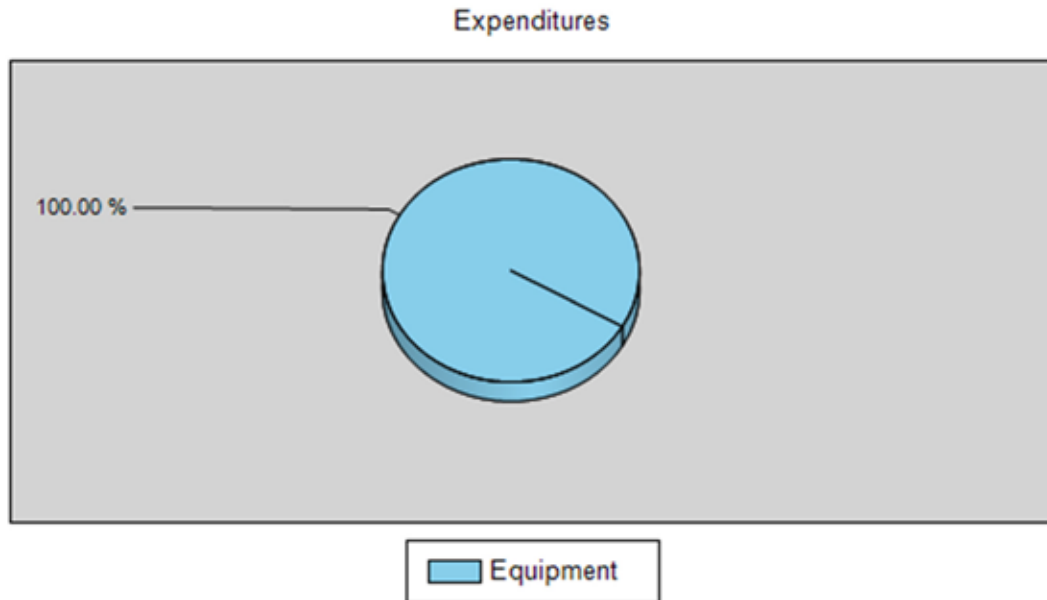
Business Unit: 5012 - Parks Fleet

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
4412 Equipment Rentals	615,700	628,014	640,574	653,386	666,453
Total Expenditures	615,700	628,014	640,574	653,386	666,453
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(615,700)	(628,014)	(640,574)	(653,386)	(666,453)

Business Unit Summary with Service Areas

Business Unit: 5012 - Parks Fleet



Business Unit Summary with Service Areas

Business Unit: 5015 - Parks Design Admin

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

Parks planning and design activities staff develop plans, strategies and policies to guide investment into and use of the park and open spaces in the City, including addressing the demands for new uses and trends in recreation and park use. This unit reviews and provides comment on development and other permit applications as well as City and regional projects that have the potential to impact the City's parks and open spaces.

This business unit is also responsible for overseeing the tree preservation bylaw.

Deliverables:

- Development of plans, strategies and policies as approved in workplans
- Planning and design of two playground replacement projects per year
- Parks Master Plan development
- 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 other City projects for impacts to park assets (boulevards, trees, etc.)
- Provide parks input into City-led or other jurisdictional planning projects (i.e. local area planning, CRD Regional Trails Planning, etc.)

Business Unit Summary with Service Areas

Business Unit: 5015 - Parks Design Admin

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	73,187	64,330	103,612	103,612	0.00 %
4016	Salaries - Inside	119,529	101,490	144,637	216,655	+ 49.79 %
4070	Overtime	3,195	3,888	0	0	
4102	Benefits	48,849	45,840	57,861	74,785	+ 29.25 %
4112	Mileage/Parking	278	263	0	0	
4216	Contracted Services	0	0	30,000	30,000	0.00 %
9211	WO Regular Time	88,846	70,811	94,154	96,508	+ 2.50 %
9321	WO Outside Purchases	2,086	881	0	0	
9421	WO Consulting Services	0	6,991	0	0	
Total Expenditures		335,969	294,494	430,265	521,560	
Net Total		(335,969)	(294,494)	(430,265)	(521,560)	

Business Unit Summary with Service Areas

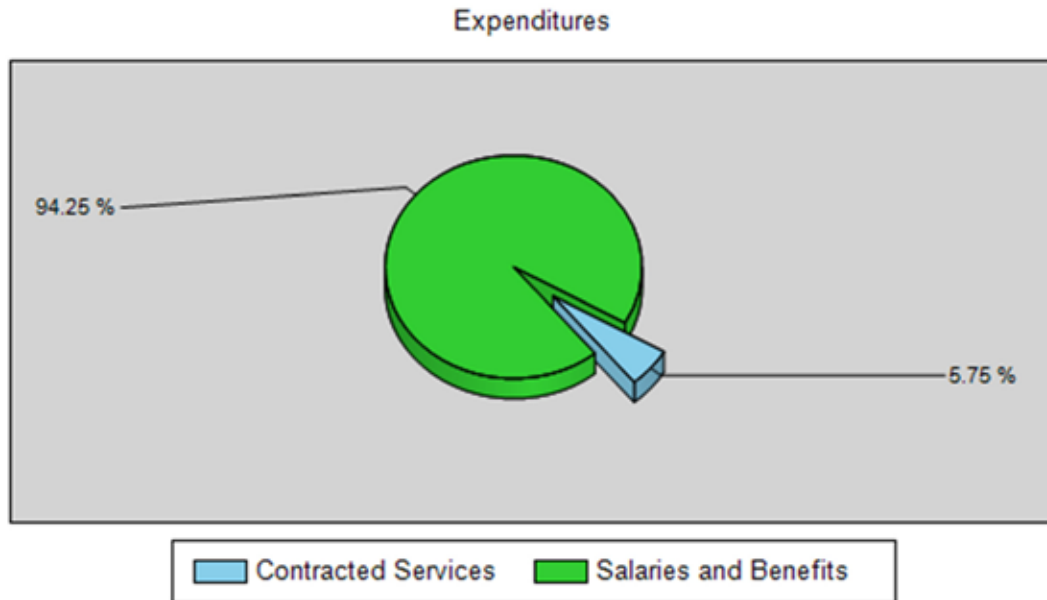
Business Unit: 5015 - Parks Design Admin

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	103,612	105,684	107,798	109,954	112,153
4016	Salaries - Inside	216,655	220,981	225,401	229,909	234,507
4102	Benefits	74,785	76,279	77,805	79,361	80,948
4216	Contracted Services	30,000	30,600	31,212	31,836	32,473
9211	WO Regular Time	96,508	98,438	100,407	102,415	104,463
Total Expenditures		521,560	531,983	542,623	553,475	564,545
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(521,560)	(531,983)	(542,623)	(553,475)	(564,545)

Business Unit Summary with Service Areas

Business Unit: 5015 - Parks Design Admin



Business Unit Summary with Service Areas

Business Unit: 5060 - Arboriculture

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

An urban forest includes all of a community's trees, shrubs and groundcover, and the soils in which they grow. Parks, natural areas, boulevards and residential gardens are examples of some of the many and diverse treed areas that make up Victoria's urban forest.

Victoria's urban forest has approximately 150,000 trees. The City of Victoria manages 33,576 of these trees within its parks and boulevards.

This business unit contains all of the activities required to maintain and manage the urban forest, including planting trees, young tree maintenance, pruning, mulching, removals (including stump grinding), branch pick-up and the maintenance of a tree inventory.

Implementation of the Urban Forest Master plan is included as a key activity.

Deliverables:

Maintain 33,576 public trees in Parks and on streets/boulevards.

Respond to 1000+ calls for service each year, including emergency response.

Plant 250 trees annually; maintain 1500 trees on a young tree maintenance program.

Prune 600+ trees /year

Removal of dead, unhealthy and damaged trees

Maintain the accuracy of the tree inventory

Business Unit Summary with Service Areas

Business Unit: 5060 - Arboriculture

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	70,740	5,247	0	0	
3760	Grants	0	0	0	15,000	
5068	Trf from Tree Reserve	0	0	0	67,500	
9011	Work Order Revenue	370	381	0	0	
Total Revenues		71,110	5,628	0	82,500	
Expenditures						
4236	Land Services	14,736	10,020	15,030	15,030	0.00 %
9111	WO Inside Equipment Rent	3,490	1,978	4,000	2,250	- 43.75 %
9121	WO Outside Equipment Ren	58,555	41,705	50,795	5,000	- 90.16 %
9211	WO Regular Time	792,762	688,197	802,034	904,585	+ 12.79 %
9221	WO Overtime	1,190	1,111	0	0	
9311	WO Inventory Purchases	7,943	4,351	4,000	8,250	+ 106.25 %
9321	WO Outside Purchases	172,113	46,230	5,015	52,250	+ 941.87 %
9411	WO Contracted Services	56,973	19,846	68,850	83,500	+ 21.28 %
9421	WO Consulting Services	525	6,900	0	0	
9551	WO Bio Diesel	7,493	5,924	0	0	
9561	WO Motor Oil	162	37	0	0	
9824	Work Order Recoveries	(15,882)	0	0	0	
Total Expenditures		1,100,061	826,299	949,724	1,070,865	
Net Total		(1,028,951)	(820,671)	(949,724)	(988,365)	

Business Unit Summary with Service Areas

Business Unit: 5060 - Arboriculture

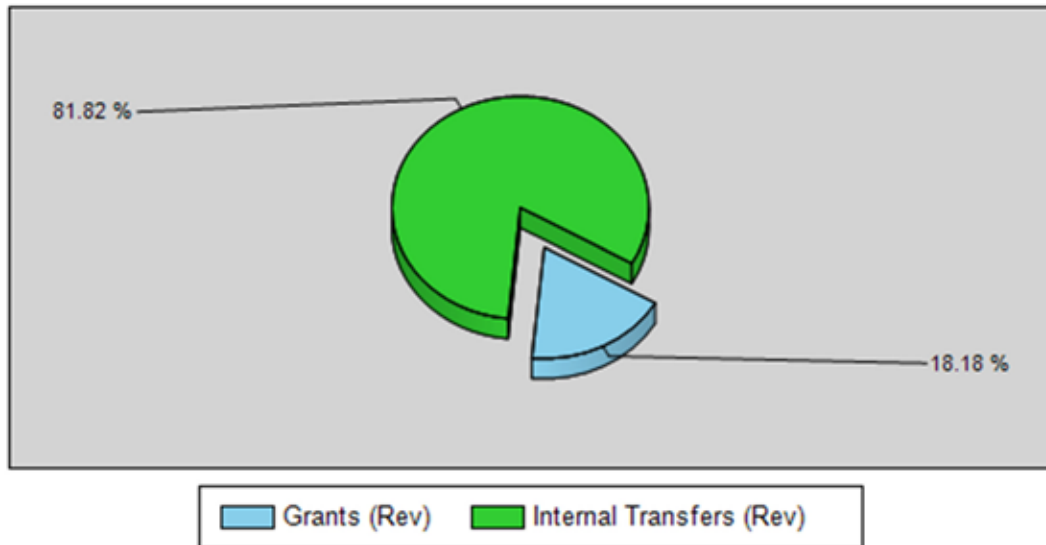
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3760	Grants	15,000	0	0	0	0
5068	Trf from Tree Reserve	67,500	0	0	0	0
Total Revenues		82,500	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Expenditures						
4236	Land Services	15,030	15,331	15,637	15,950	16,269
9111	WO Inside Equipment Rent	2,250	2,295	2,341	2,388	2,435
9121	WO Outside Equipment Ren	5,000	5,100	5,202	5,306	5,412
9211	WO Regular Time	904,585	922,677	941,130	959,953	979,152
9311	WO Inventory Purchases	8,250	8,415	8,583	8,755	8,929
9321	WO Outside Purchases	52,250	53,295	54,361	55,448	56,557
9411	WO Contracted Services	83,500	85,170	86,874	88,610	90,383
Total Expenditures		1,070,865	1,092,282	1,114,127	1,136,410	1,159,138
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(988,365)	(1,092,282)	(1,114,127)	(1,136,410)	(1,159,138)

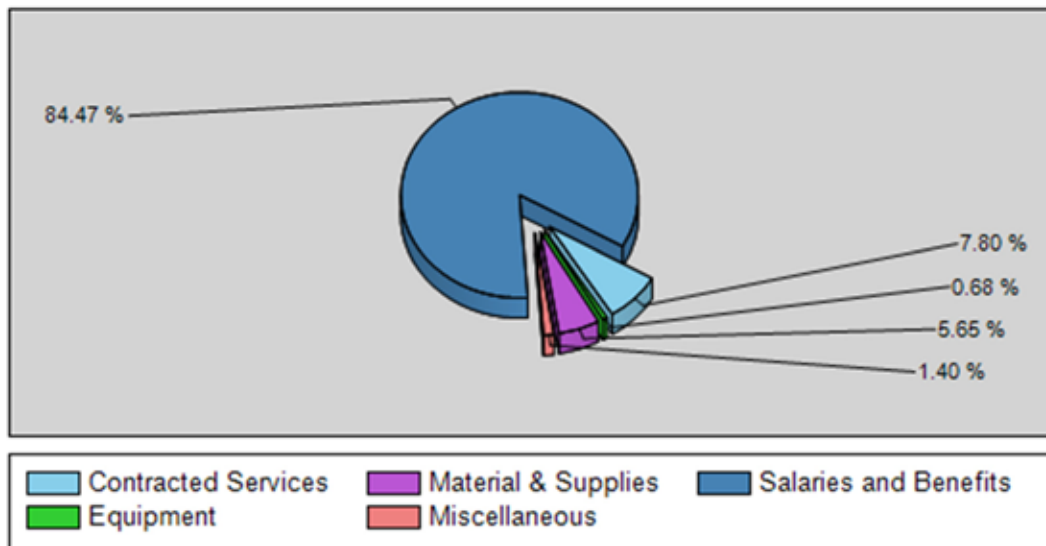
Business Unit Summary with Service Areas

Business Unit: 5060 - Arboriculture

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5065 - Horticulture and Beacon Hill Park

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The services provided in this business unit include the overall maintenance, planning and design of the horticultural plantings throughout the City as well as the full maintenance of Beacon Hill Park. Key activities include the hanging basket program, providing a variety of interesting perennial and annual plantings throughout the city, maintenance of city boulevard 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
- 1400 hanging baskets
- over 200 boulevard shrub plantings
- 35 park shrub beds
- beds and landscaping around City Hall, VicPD, Crystal Pool, VCC, Fire halls and Community Centres

Nursery operation

- 99,000 annual plants
- 800 poinsettias
- orca display
- overwintering of sensitive plants

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 design of improvements to the park (Bridges, plantings, bed renovations etc)

Business Unit Summary with Service Areas

Business Unit: 5065 - Horticulture and Beacon Hill Park

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	4,792	0	7,000	2,220	- 68.29 %
3275	Registration Fees	895	1,216	0	0	
9011	Work Order Revenue	1,183	3,631	0	1,000	
Total Revenues		6,870	4,847	7,000	3,220	
Expenditures						
4824	Recovery	(700)	(400)	0	0	
9111	WO Inside Equipment Rent	1,771	2,182	5,000	2,500	- 50.00 %
9121	WO Outside Equipment Ren	2,365	16,560	9,000	11,845	+ 31.61 %
9211	WO Regular Time	1,690,739	1,324,356	1,787,147	1,936,323	+ 8.35 %
9221	WO Overtime	257	36	0	0	
9311	WO Inventory Purchases	21,151	22,470	12,000	19,000	+ 58.33 %
9321	WO Outside Purchases	147,134	135,299	149,285	203,018	+ 35.99 %
9411	WO Contracted Services	10,013	14,993	3,000	15,000	+ 400.00 %
9824	Work Order Recoveries	(28,957)	(15,551)	(24,000)	(28,000)	+ 16.67 %
Total Expenditures		1,843,772	1,499,947	1,941,432	2,159,686	
Net Total		(1,836,902)	(1,495,100)	(1,934,432)	(2,156,466)	

Business Unit Summary with Service Areas

Business Unit: 5065 - Horticulture and Beacon Hill Park

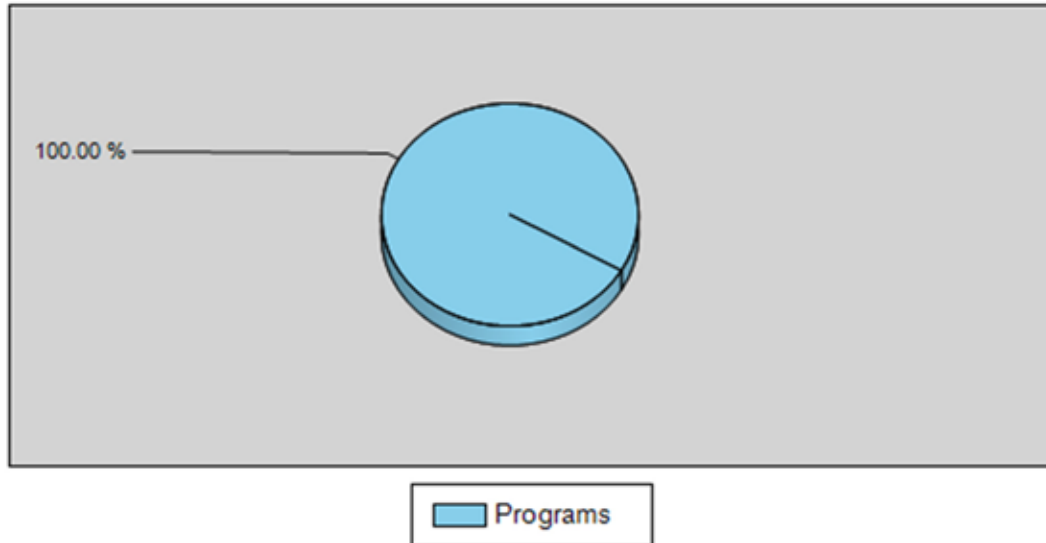
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3274	Miscellaneous Fees	2,220	700	700	700	700
9011	Work Order Revenue	1,000	1,020	1,040	1,061	1,082
Total Revenues		3,220	1,720	1,740	1,761	1,782
% Increase			(46.58%)	1.19%	1.20%	1.21%
Expenditures						
9111	WO Inside Equipment Rent	2,500	2,550	2,601	2,653	2,706
9121	WO Outside Equipment Ren	11,845	12,082	12,324	12,570	12,821
9211	WO Regular Time	1,936,323	1,975,050	2,014,551	2,054,842	2,095,938
9311	WO Inventory Purchases	19,000	19,380	19,768	20,163	20,566
9321	WO Outside Purchases	203,018	207,078	211,220	215,444	219,752
9411	WO Contracted Services	15,000	15,300	15,606	15,918	16,236
9824	Work Order Recoveries	(28,000)	(28,560)	(29,131)	(29,714)	(30,308)
Total Expenditures		2,159,686	2,202,880	2,246,938	2,291,877	2,337,713
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(2,156,466)	(2,201,160)	(2,245,197)	(2,290,116)	(2,335,930)

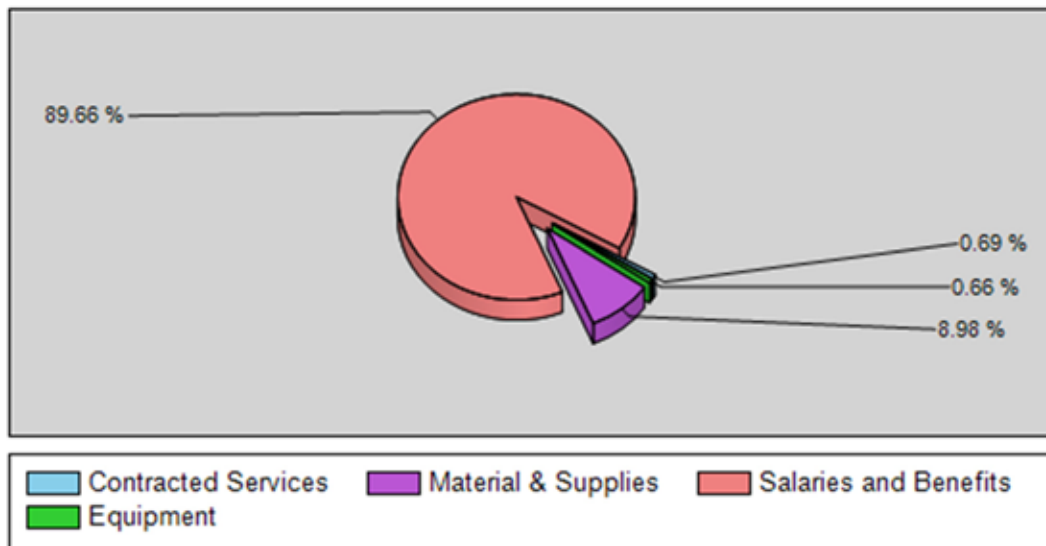
Business Unit Summary with Service Areas

Business Unit: 5065 - Horticulture and Beacon Hill Park

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5070 - Parks Infrastructure

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The Parks Infrastructure unit maintains the hard infrastructure/assets in parks, including fences, playgrounds, outdoor exercise equipment, benches, picnic tables, bleachers, pathways, signage, skateboard park, sports courts & sports equipment (backstops, goal posts, etc).

The primary function is to provide safe amenities for the parks users, sports groups and special event organizers and to maintain parks assets.

Irrigation crews repair and maintain irrigation systems and operational upgrade/compliance upgrades. They respond to 385 irrigation-related calls for service.

Annual start- up and winterization of irrigation systems, water parks and drinking fountains. Draining of Park toilets during freezing weather.

Protecting the City's potable water supply is achieved through the installation and testing of over 614 backflow preventers at over 600 points of connection.

Deliverables:

Maintain fences, paths, retaining walls, bleachers, benches, picnic tables, backstops, goal posts across

- 2 waterparks
- 40 playgrounds
- 5 outdoor fitness locations
- 40 sports courts (tennis, basketball, hockey)
- 72 parks

also maintain

- 23 drinking fountains
- 614 backflow preventers
- 601 irrigations systems of varying sizes and complexities

Deliver weekly maintenance and monthly inspections of playgrounds and outdoor exercise equipment.

Business Unit Summary with Service Areas

Business Unit: 5070 - Parks Infrastructure

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	8,165	14,300	25,245	25,245	0.00 %
Total Revenues		8,165	14,300	25,245	25,245	
Expenditures						
9111	WO Inside Equipment Rent	2,228	996	4,500	3,285	- 27.00 %
9121	WO Outside Equipment Ren	1,315	360	6,500	1,525	- 76.54 %
9211	WO Regular Time	695,352	597,000	772,608	791,923	+ 2.50 %
9221	WO Overtime	203	167	0	0	
9311	WO Inventory Purchases	21,719	23,086	25,474	24,531	- 3.70 %
9321	WO Outside Purchases	60,897	35,281	45,000	66,091	+ 46.87 %
9411	WO Contracted Services	7,305	2,713	1,253	5,647	+ 350.68 %
Total Expenditures		789,020	659,604	855,335	893,002	
Net Total		(780,855)	(645,304)	(830,090)	(867,757)	

Business Unit Summary with Service Areas

Business Unit: 5070 - Parks Infrastructure

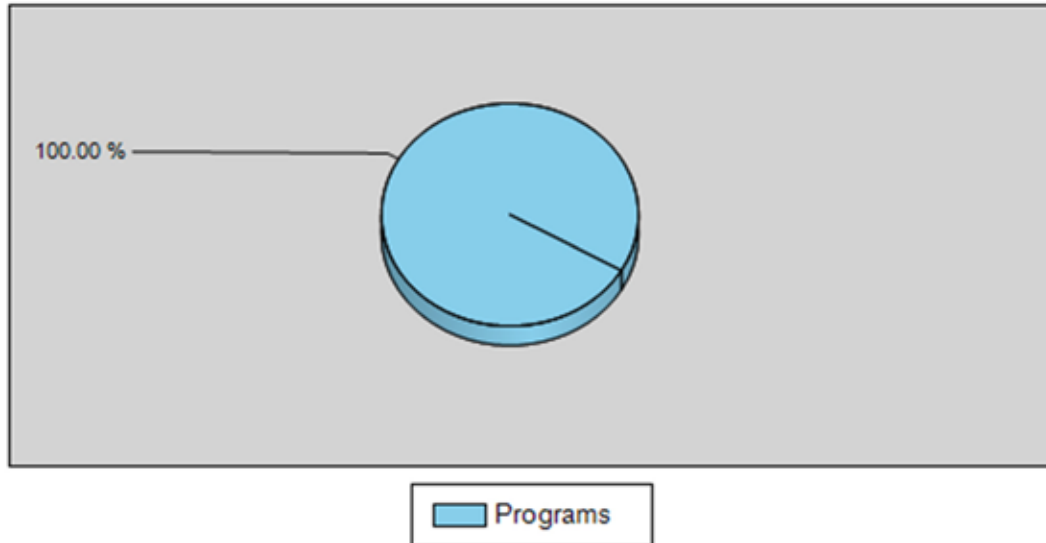
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
9011	Work Order Revenue	25,245	25,750	26,265	26,790	27,326
Total Revenues		25,245	25,750	26,265	26,790	27,326
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
9111	WO Inside Equipment Rent	3,285	3,351	3,418	3,486	3,556
9121	WO Outside Equipment Ren	1,525	1,556	1,587	1,618	1,651
9211	WO Regular Time	791,923	810,061	826,246	842,771	859,626
9311	WO Inventory Purchases	24,531	25,022	25,522	26,032	26,553
9321	WO Outside Purchases	66,091	67,413	68,761	70,136	71,539
9411	WO Contracted Services	5,647	5,760	5,875	5,993	6,112
Total Expenditures		893,002	913,162	931,409	950,036	969,037
% Increase			2.26%	2.00%	2.00%	2.00%
Net Total		(867,757)	(887,412)	(905,144)	(923,246)	(941,711)

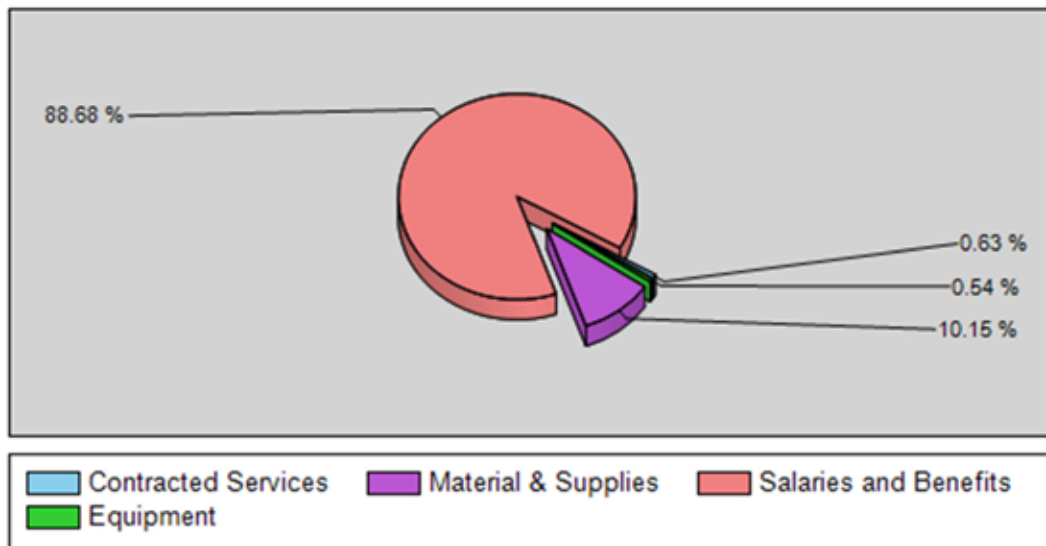
Business Unit Summary with Service Areas

Business Unit: 5070 - Parks Infrastructure

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5077 - Parks-Boulevards-Taxed

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The City offers a maintenance service to mow, trim, fertilize and edge boulevard grass areas. A service fee is applied to a property owner's tax bill as a 'boulevard tax' and it is adjusted annually to cover costs. Dependent upon the size of boulevard that fronts a property, an owner could pay from \$30 up to \$575 per year to have the City maintain the boulevard. Property owners can choose to opt out of this service and do their own maintenance, or opt in to receive this service.

This business unit funds costs associated with care and maintenance of taxed boulevards.

Deliverables:

The Boulevard Tax program includes the provision of:

- Turf cut and trimmed – 17 times/year (133 km of frontages)
- Fertilizing – 2x per year
- Leaves blown off and picked up during Fall / Winter
- Edging - every 2nd year
- Top-dressing as required in March/April, 35 m3 of soil annually + seed
- Re-turfing as necessary

Business Unit Summary with Service Areas

Business Unit: 5077 - Parks-Boulevards-Taxed

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3012	Boulevard Tax	545,639	540,000	552,163	540,000	- 2.20 %
Total Revenues		545,639	540,000	552,163	540,000	
Expenditures						
9111	WO Inside Equipment Rent	135	355	13,000	803	- 93.82 %
9121	WO Outside Equipment Ren	45	34	0	605	
9211	WO Regular Time	471,252	354,164	503,163	503,579	+ 0.08 %
9221	WO Overtime	0	145	0	0	
9231	WO Dirty Pay	0	13	0	0	
9311	WO Inventory Purchases	0	0	1,000	0	
9321	WO Outside Purchases	6,800	2,201	12,000	6,808	- 43.27 %
9411	WO Contracted Services	0	258	500	780	+ 56.00 %
9500	WO Fuel	0	0	0	27,425	
9511	WO Gas	350	2,420	6,000	0	
9551	WO Bio Diesel	34,365	15,488	16,500	0	
9571	Marked Gas	8,213	5,053	0	0	
Total Expenditures		521,161	380,129	552,163	540,000	
Net Total		24,479	159,871	0	0	

Business Unit Summary with Service Areas

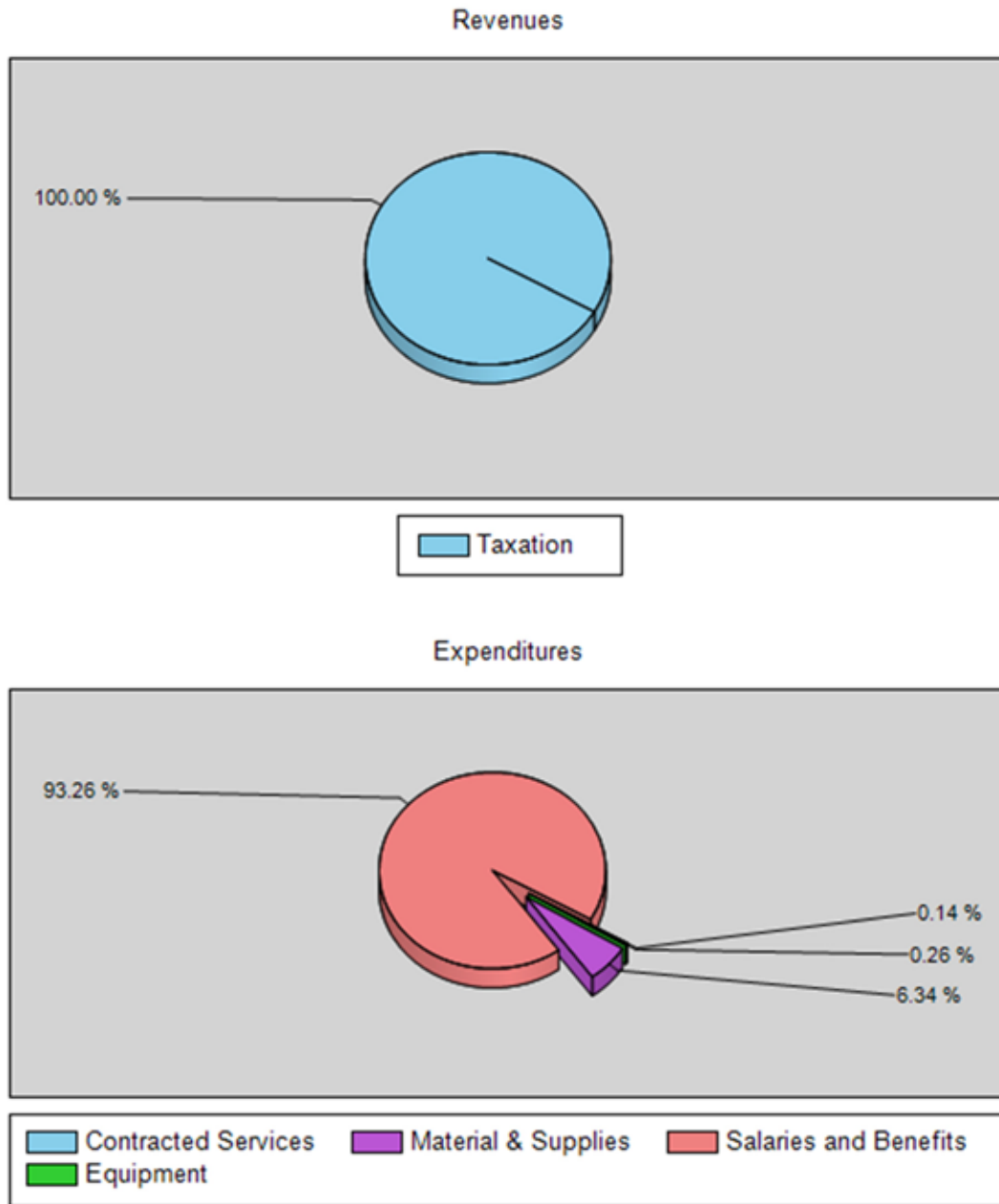
Business Unit: 5077 - Parks-Boulevards-Taxed

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3012	Boulevard Tax	540,000	550,183	561,187	572,410	583,858
Total Revenues		540,000	550,183	561,187	572,410	583,858
% Increase			1.89%	2.00%	2.00%	2.00%
Expenditures						
9111	WO Inside Equipment Rent	803	819	835	852	869
9121	WO Outside Equipment Ren	605	0	0	0	0
9211	WO Regular Time	503,579	513,651	523,924	534,402	545,090
9311	WO Inventory Purchases	0	0	0	0	0
9321	WO Outside Purchases	6,808	6,944	7,083	7,224	7,369
9411	WO Contracted Services	780	796	812	828	844
9500	WO Fuel	27,425	27,974	28,533	29,104	29,686
9511	WO Gas	0	0	0	0	0
9531	WO Diesel	0	0	0	0	0
9551	WO Bio Diesel	0	0	0	0	0
Total Expenditures		540,000	550,183	561,187	572,410	583,858
% Increase			1.89%	2.00%	2.00%	2.00%
Net Total		0	0	0	0	0

Business Unit Summary with Service Areas

Business Unit: 5077 - Parks-Boulevards-Taxed



Business Unit Summary with Service Areas

Business Unit: 5080 - Natural Resources

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

Approximately 40% of Victoria's parks and open spaces are managed as natural areas. 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. Natural areas also contribute to the overall management of storm water.

The purpose of the activities in this business unit is to maintain, enhance and restore the natural areas for the enjoyment of the residents and the public. The activities carried out under this business unit include seed collecting, propagating and planting of and threatened native species and protecting their habitats, invasive plant removal, public education and restoration of natural areas.

This work unit 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:

- remove up to 20 different invasive weed species across 72.018ha of natural area
- 900 native plants propagated and planted
- protect 12 plant species at risk
- release beneficial insects to control aphid populations
- deliver up to 10 educational sessions
- treat knotweed on public and private lands

Business Unit Summary with Service Areas

Business Unit: 5080 - Natural Resources

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3760	Grants	0	12,600	0	13,000	
9011	Work Order Revenue	110	3,414	0	0	
Total Revenues		110	16,014	0	13,000	
Expenditures						
9111	WO Inside Equipment Rent	5	418	0	0	
9211	WO Regular Time	274,295	172,912	267,114	286,792	+ 7.37 %
9311	WO Inventory Purchases	1,185	954	1,763	1,000	- 43.28 %
9321	WO Outside Purchases	23,297	13,574	19,687	12,950	- 34.22 %
9411	WO Contracted Services	1,031	181	89,500	5,000	- 94.41 %
9421	WO Consulting Services	0	1,448	0	0	
Total Expenditures		299,812	189,487	378,064	305,742	
Net Total		(299,702)	(173,473)	(378,064)	(292,742)	

Business Unit Summary with Service Areas

Business Unit: 5080 - Natural Resources

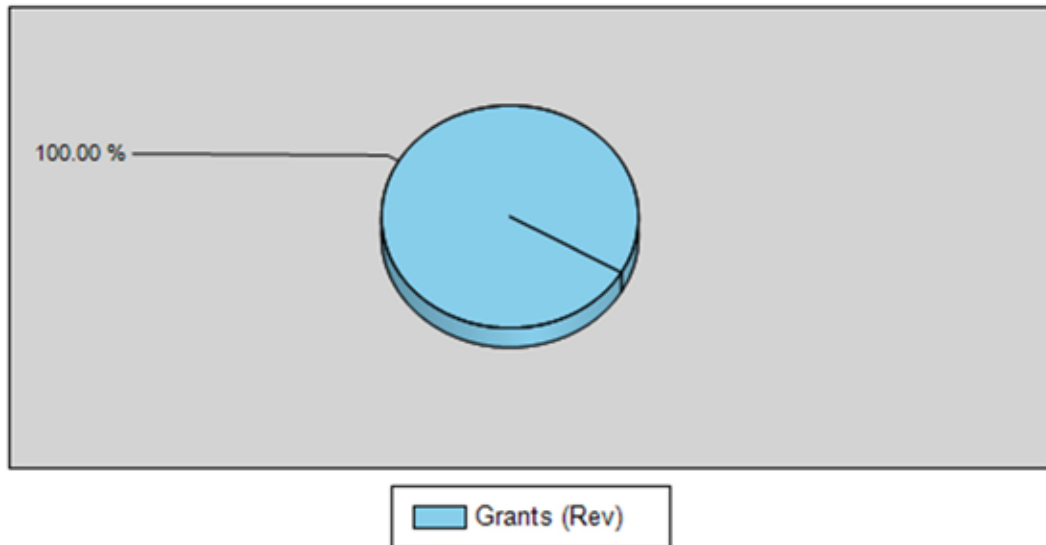
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3760	Grants	13,000	10,000	0	0	0
Total Revenues		13,000	10,000	0	0	0
% Increase			(23.08%)	(100.00%)	0.00%	0.00%
Expenditures						
9211	WO Regular Time	286,792	289,268	284,853	290,550	296,361
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	12,950	13,209	13,473	13,743	14,017
9411	WO Contracted Services	5,000	5,100	5,202	5,306	5,412
Total Expenditures		305,742	308,597	304,569	310,660	316,873
% Increase			0.93%	(1.31%)	2.00%	2.00%
Net Total		(292,742)	(298,597)	(304,569)	(310,660)	(316,873)

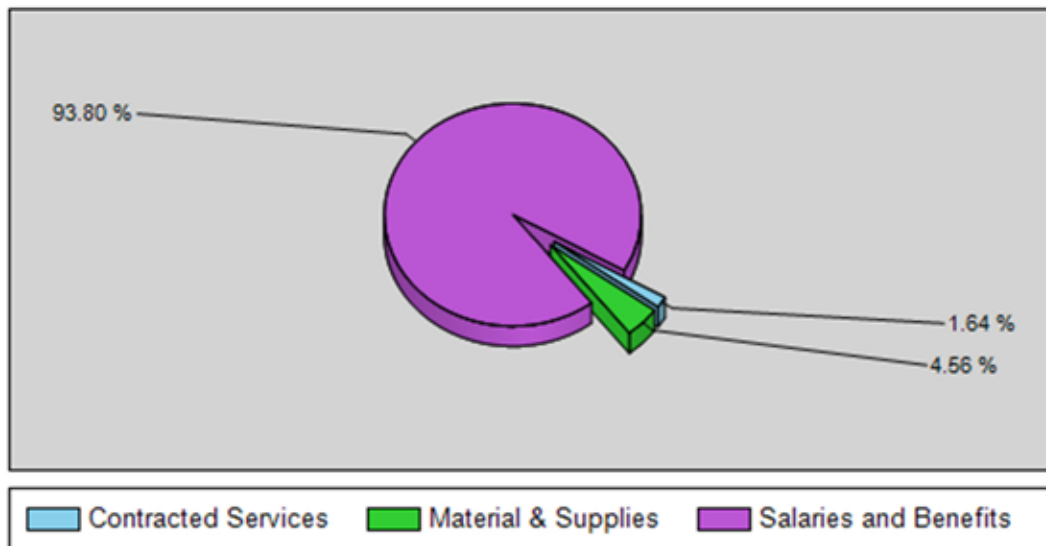
Business Unit Summary with Service Areas

Business Unit: 5080 - Natural Resources

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5085 - Parks - Ross Bay Cemetery

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

Ross Bay Cemetery, named for its unique oceanside location at Ross Bay, has been in continuous use since 1872 and is maintained and managed by the City of Victoria.

This business unit funds the care and maintenance of Ross Bay Cemetery, a 28 acre heritage site and working cemetery. The maintenance and investment into the cemetery honors the commitment to the plot owners and preserves the history for the residents and visitors to Victoria

Deliverables:

- Maintain 18 acres of grass, including mowing and edging, pruning 845m of perimeter hedging, collecting leaves/needles from the 1,102 trees within the cemetery, removing invasive plants and maintaining understory of treed area between Cemetery & Dallas Road
- Oversee 16,000 curbs and headstones and undertake annual maintenance involving leveling and replacing aging grave curbing and headstones.
- Perform an average of 25 ash and 5 casket 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.

Business Unit Summary with Service Areas

Business Unit: 5085 - Parks - Ross Bay Cemetery

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3238	Cemetery Fees/Interest	7,875	6,240	16,500	11,300	- 31.52 %
3274	Miscellaneous Fees	6,448	8,247	12,000	11,600	- 3.33 %
Total Revenues		14,323	14,487	28,500	22,900	
Expenditures						
4364	Telecommunications	1,385	59	1,000	1,000	0.00 %
9111	WO Inside Equipment Rent	0	87	0	0	
9121	WO Outside Equipment Ren	5,100	3,329	4,550	5,250	+ 15.38 %
9211	WO Regular Time	222,360	163,522	216,369	221,778	+ 2.50 %
9311	WO Inventory Purchases	1,793	483	1,000	1,190	+ 19.00 %
9321	WO Outside Purchases	2,616	1,645	7,000	21,000	+ 200.00 %
Total Expenditures		233,255	169,125	229,919	250,218	
Net Total		(218,931)	(154,638)	(201,419)	(227,318)	

Business Unit Summary with Service Areas

Business Unit: 5085 - Parks - Ross Bay Cemetery

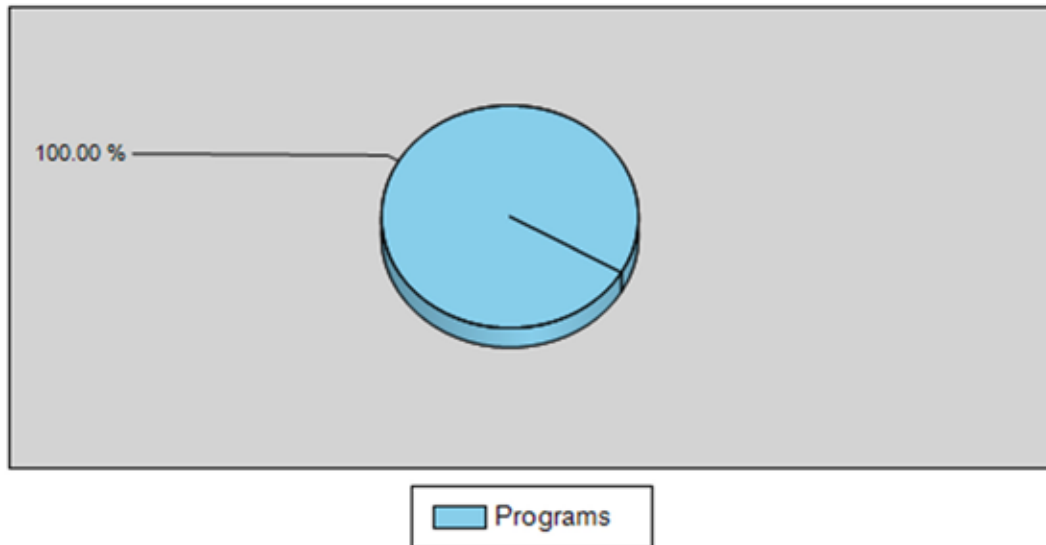
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3238	Cemetery Fees/Interest	11,300	11,300	11,300	11,300	11,300
3274	Miscellaneous Fees	11,600	11,600	11,600	11,600	11,600
Total Revenues		22,900	22,900	22,900	22,900	22,900
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4364	Telecommunications	1,000	1,020	1,040	1,061	1,082
9121	WO Outside Equipment Ren	5,250	5,355	5,462	5,571	5,683
9211	WO Regular Time	221,778	226,214	230,738	235,353	240,060
9311	WO Inventory Purchases	1,190	1,214	1,238	1,263	1,288
9321	WO Outside Purchases	21,000	21,420	21,848	22,285	22,731
Total Expenditures		250,218	255,222	260,327	265,533	270,844
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(227,318)	(232,322)	(237,427)	(242,633)	(247,944)

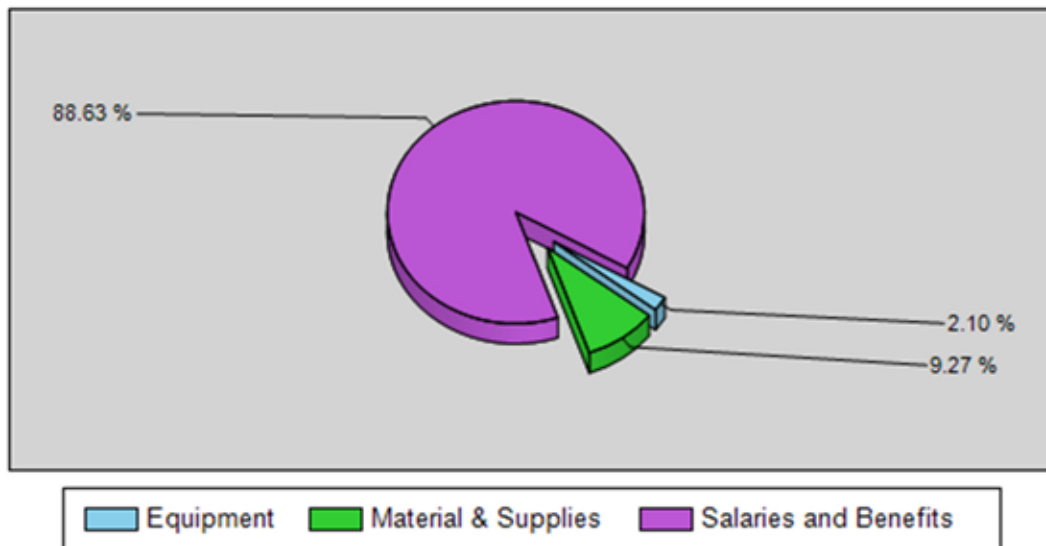
Business Unit Summary with Service Areas

Business Unit: 5085 - Parks - Ross Bay Cemetery

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5105 - Parks Master Plan

Department:	Parks, Recreation and Facilities	Budget Year:	2016
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Overview:

The City of Victoria Strategic Plans identifies the need for a parks master plan to guide investment and detailed planning for the parks system. This plan will build off of previous draft plans and will outline the actions and strategies necessary to further the 2015 - 2018 strategic plan actions and outcomes. Key components of the plan will include the development of a vision, goals, objectives, investment strategy and gaps in the parks system. This process will include a comprehensive public engagement process to help shape the outcomes and actions identified through the strategic plan.

Deliverables:

Updated mapping and resource analysis.
 Identification of gaps in parks and green space.
 Final Parks Master Plan Document including priorities for park planning and investment.
 Identification of three high profile projects for further development in 2016.
 Engagement plan and summary of public input.

Business Unit Summary with Service Areas

Business Unit: 5105 - Parks Master Plan

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
5055	Trf from Strat Obj Account	0	0	0	250,000	
Total Revenues		0	0	0	250,000	
Expenditures						
9411	WO Contracted Services	0	0	0	250,000	
Total Expenditures		0	0	0	250,000	
Net Total		0	0	0	0	

Business Unit Summary with Service Areas

Business Unit: 5105 - Parks Master Plan

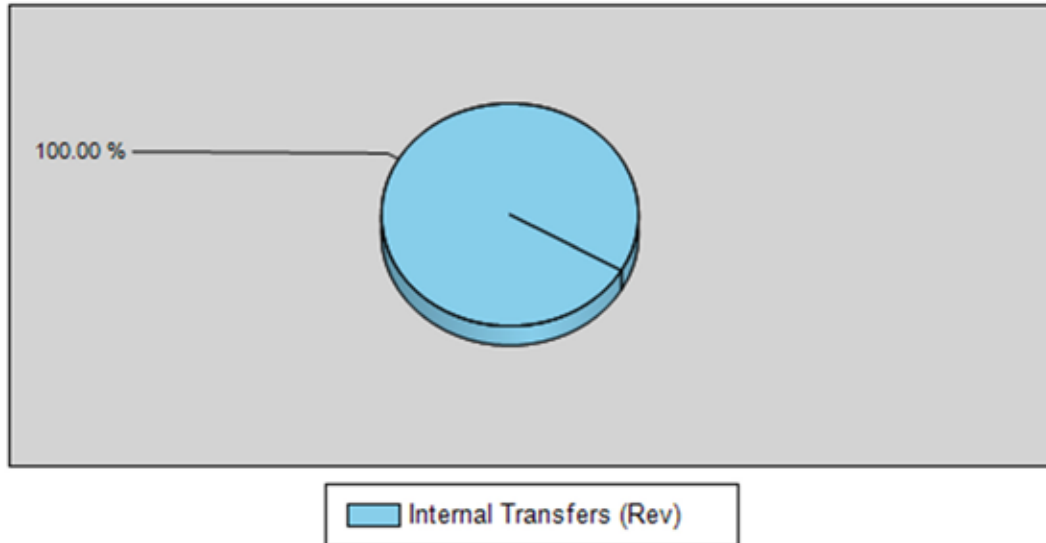
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
5055	Trf from Strat Obj Account	250,000	0	0	0	0
Total Revenues		250,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Expenditures						
9411	WO Contracted Services	250,000	0	0	0	0
Total Expenditures		250,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Net Total		0	0	0	0	0

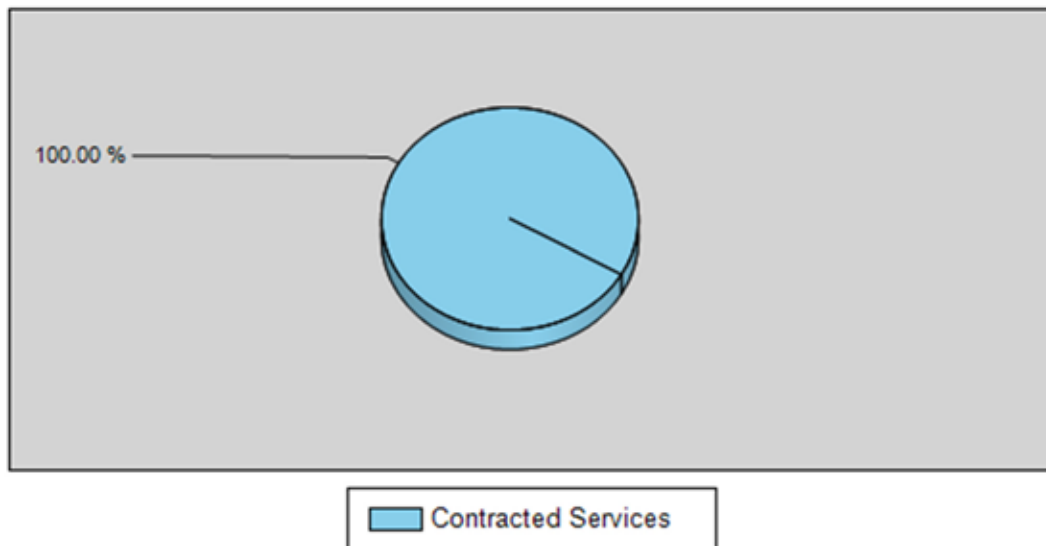
Business Unit Summary with Service Areas

Business Unit: 5105 - Parks Master Plan

Revenues



Expenditures



Business Unit Summary with Service Areas

Service Area: Facilities Administration

Department: Parks, Recreation and Facilities **Budget Year:** 2016

Overview:

The function of Business Unit 2150 is to cover the Facilities Department's administrative costs. This includes inside and exempt salaries, vehicle rental costs, departmental training, office supplies, cellular phones etc.

- Project development and project management of City facilities capital projects, including contract administration
- Develop and administer the annual construction, renovation and repair program for municipal buildings and structures.
- Administer both the annual program and emergent projects in response to corporate and departmental requests.
- Conduct building assessments, conduct site inspections, allocate and monitor expenses.
- Develop strategic plan and tracking system.
- Providing project management services to other sections and city departments for capital projects (approximately 1 FTE).
- Manage and operate 80 buildings and 10 miscellaneous structures/fountains.
- Administer annual furniture space planning program and emergent projects in response to corporate and departmental 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 and related maintenance capital projects.
- Coordinate, assign and review the work of six FTE building maintenance staff and numerous externally contracted services.
- Administer the building maintenance annual operational programs.
- Oversee the operation of building automation systems and the asset management software programs.
- Oversee building energy programs (research innovative technologies, reduce carbon footprint)
- Develop technical plans for office renovations to meet operational needs
- Perform routine furniture repairs
- Coordinate the security programs including access control and security contracted services
- Fleet rental costs for department: two trucks, two vans, one smart car.

Deliverables:

- Management of over City owned buildings encompassing over 1.3 million square feet

Business Unit Summary with Service Areas

Service Area: Facilities Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	127,767	109,111	103,612	103,612	0.00 %
4016	Salaries - Inside	306,497	301,135	400,855	410,899	+ 2.51 %
4070	Overtime	9,699	3,322	3,000	3,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	14,202	1,335	23,994	0	
4102	Benefits	97,523	103,185	118,072	120,433	+ 2.00 %
4112	Mileage/Parking	7,647	8,089	7,537	7,537	0.00 %
4116	Conferences/Travel	0	0	2,000	2,000	0.00 %
4118	Membership Fees	120	489	1,000	1,000	0.00 %
4120	Training and Development	5,620	7,305	8,500	8,500	0.00 %
4308	General Supplies	1,792	565	1,000	1,000	0.00 %
4312	Office Supplies	968	1,686	1,500	1,500	0.00 %
4318	Lumber and Tools	3,168	837	3,000	3,000	0.00 %
4364	Telecommunications	4,472	3,285	3,700	3,700	0.00 %
4412	Equipment Rentals	37,800	22,400	38,100	38,100	0.00 %
4814	Miscellaneous	2,292	2,585	0	0	
9211	WO Regular Time	58,965	14,909	11,750	15,397	+ 31.04 %
9321	WO Outside Purchases	57	3,201	0	0	
Total Expenditures		678,590	583,439	727,621	719,678	
Net Total		(678,590)	(583,439)	(727,621)	(719,678)	

Business Unit Summary with Service Areas

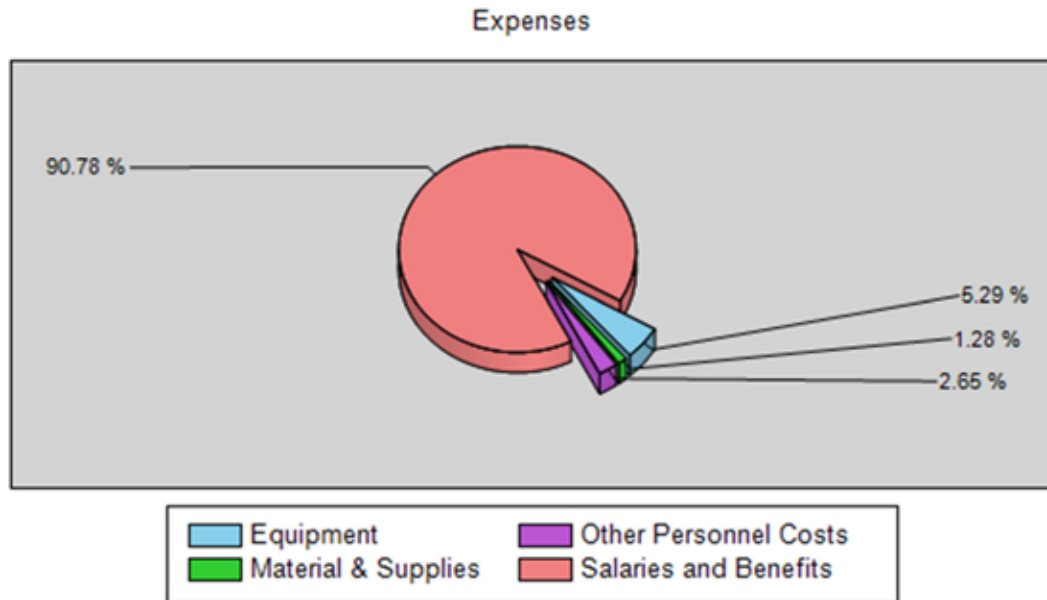
Service Area: Facilities Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	103,612	105,684	107,798	109,954	112,153
4016	Salaries - Inside	410,899	419,121	427,503	436,053	444,774
4070	Overtime	3,000	3,060	3,121	3,184	3,247
4102	Benefits	120,433	122,842	125,299	127,805	130,361
4112	Mileage/Parking	7,537	7,688	7,841	7,998	8,158
4116	Conferences/Travel	2,000	2,040	2,081	2,122	2,165
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4120	Training and Development	8,500	8,670	8,843	9,020	9,201
4308	General Supplies	1,000	1,020	1,040	1,061	1,082
4312	Office Supplies	1,500	1,530	1,561	1,592	1,624
4318	Lumber and Tools	3,000	3,060	3,121	3,184	3,247
4364	Telecommunications	3,700	3,774	3,849	3,926	4,005
4412	Equipment Rentals	38,100	38,862	39,639	40,432	41,241
9211	WO Regular Time	15,397	15,705	16,019	16,339	16,666
9311	WO Inventory Purchases	0	0	0	0	0
Total Expenditures		719,678	734,076	748,757	763,732	779,007
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(719,678)	(734,076)	(748,757)	(763,732)	(779,007)

Business Unit Summary with Service Areas

Service Area: Facilities Administration



Business Unit Summary with Service Areas

Service Area: Park Operations – Turf/Boulevards/Garbage/Caretaking

Department: Parks, Recreation and Facilities **Budget Year:** 2016

Overview:

This service area funds the costs associated with maintenance and improvement to all turf areas under the care of the City. Activities include mowing, trimming, fertilizing, regrading, turfing, seeding, top-dressing, root removal and growing support.

Caretaking functions are also undertaken by this work unit, which 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.

Landscape construction work is also undertaken by this group along with operation of the organic material recycle/reuse program in the Parks Yard.

Deliverables:

During the growing season:

- Sports fields cut 2 times/week.
- Downtown area cut weekly
- Taxed boulevards cut on a 10 day working cycle

16 washrooms cleaned and re-stocked daily
 400 garbage cans and 48 in-ground garbage collectors serviced
 6,000 to 7,000 cubic meters of leaves picked up annually
 1500+ Calls for Service responded to annually

Landscape Construction provides support to PW crews and assists with landscape projects undertaken in Parks.

Business Unit Summary with Service Areas

Service Area: Park Operations – Turf/Boulevards/Garbage/Caretaking

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	111,297	74,245	76,500	100,000	+ 30.72 %
9011	Work Order Revenue	5,838	2,238	0	0	
Total Revenues		117,135	76,482	76,500	100,000	
Expenditures						
4236	Land Services	3,684	2,505	0	0	
4824	Recovery	(59,343)	(55,157)	0	0	
9111	WO Inside Equipment Rent	15,170	10,670	5,300	10,091	+ 90.40 %
9121	WO Outside Equipment Ren	44,635	35,618	8,500	12,543	+ 47.56 %
9211	WO Regular Time	1,634,552	1,146,525	1,673,996	1,716,051	+ 2.51 %
9221	WO Overtime	71	0	0	0	
9311	WO Inventory Purchases	78,141	61,522	43,955	74,038	+ 68.44 %
9321	WO Outside Purchases	294,059	234,779	179,800	375,041	+ 108.59 %
9411	WO Contracted Services	34,325	62,027	285,400	175,569	- 38.48 %
9421	WO Consulting Services	44	0	0	0	
9500	WO Fuel	0	0	0	12,700	
9551	WO Bio Diesel	2,078	1,128	0	0	
Total Expenditures		2,047,416	1,499,618	2,196,951	2,376,033	
Net Total		(1,930,281)	(1,423,135)	(2,120,451)	(2,276,033)	

Business Unit Summary with Service Areas

Service Area: Park Operations – Turf/Boulevards/Garbage/Caretaking

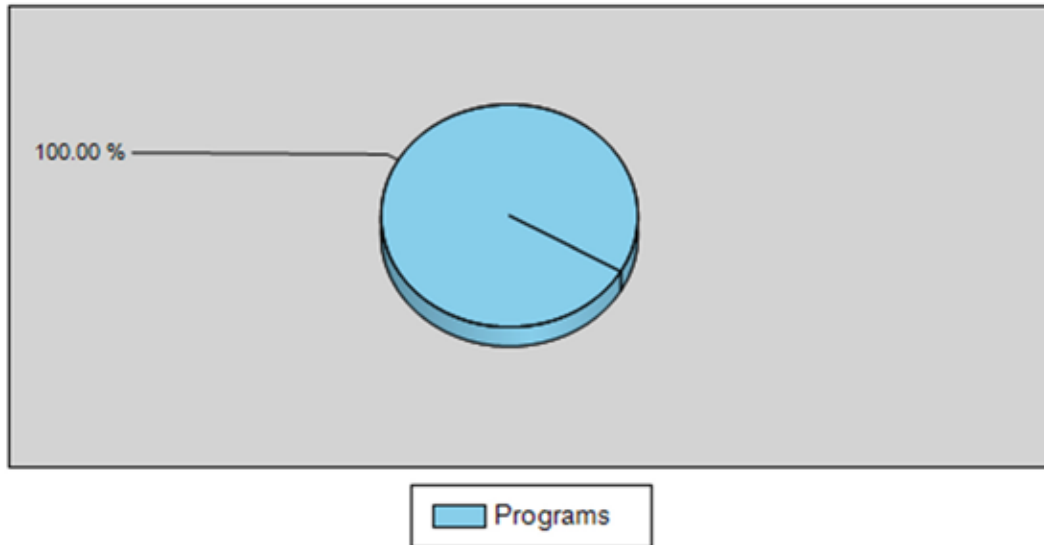
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3274	Miscellaneous Fees	100,000	102,000	104,200	106,284	108,410
Total Revenues		100,000	102,000	104,200	106,284	108,410
% Increase			2.00%	2.16%	2.00%	2.00%
Expenditures						
9111	WO Inside Equipment Rent	10,091	10,293	10,499	10,709	10,923
9121	WO Outside Equipment Ren	12,543	12,794	13,050	13,311	13,577
9211	WO Regular Time	1,716,051	1,756,322	1,791,448	1,827,278	1,863,823
9311	WO Inventory Purchases	74,038	75,519	77,029	78,570	80,141
9321	WO Outside Purchases	375,041	382,542	390,193	397,997	405,956
9411	WO Contracted Services	175,569	183,130	186,768	190,478	194,263
9500	WO Fuel	12,700	12,954	13,213	13,477	13,747
Total Expenditures		2,376,033	2,433,554	2,482,199	2,531,819	2,582,430
% Increase			2.42%	2.00%	2.00%	2.00%
Net Total		(2,276,033)	(2,331,554)	(2,377,999)	(2,425,535)	(2,474,020)

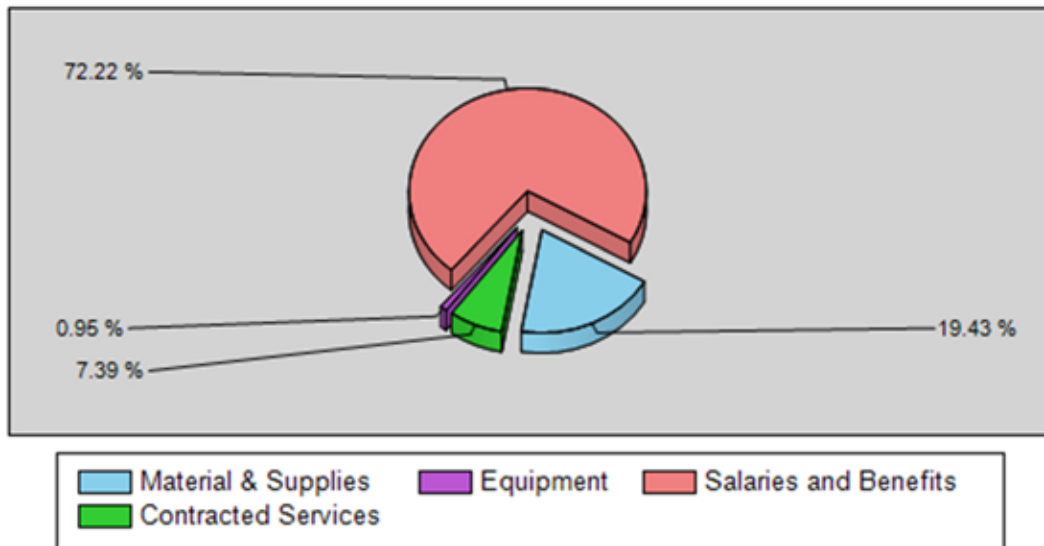
Business Unit Summary with Service Areas

Service Area: Park Operations – Turf/Boulevards/Garbage/Caretaking

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Crystal Pool and Fitness Centre

Department: Parks, Recreation and Facilities **Budget Year:** 2016

Overview:

Crystal Pool and Fitness Centre delivers and facilitates a variety of recreation programs and services to the community. These services meet the diverse cultural, recreational, educational and information needs of the community. These programs and services promote community well-being, enhance the quality of life for citizens and support a healthy, vibrant, positive and strong community.

Customer service staff facilitate patron access by aligning program and service offerings with customer interests and goals. The key programs and services offered include both registered and drop-in health and wellness, fitness, personal training and aquatic programs. The LIFE program (Leisure Involvement for Everyone) is offered to low income individuals and families which provides access to drop-in and registered programs. Services are enhanced through providing child minding for people using the facility.

Crystal Pool and Fitness Centre is the home training facility for eight youth, adult and masters swim clubs.

Deliverables:

- 250,000+ visits annually
- 3000 participants in LIFE program
- 3000 registered participants in 900 aquatic courses
- 1900 children developed swimming skills
- Up to 30 registered dryland fitness and wellness programs delivered each session
- 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 9000
- 21 drop-in aerobic fitness classes offered per week with annual attendance of 6500
- Building and pool system preventative maintenance program implemented according to daily, weekly, monthly and annual schedules

Business Unit Summary with Service Areas

Service Area: Crystal Pool and Fitness Centre

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	9,608	5,590	5,000	0	
3275	Registration Fees	206,682	168,215	191,500	215,000	+ 12.27 %
3360	Miscellaneous Commission	8,841	6,911	10,000	10,000	0.00 %
3366	Vending Machines	1,906	1,530	2,000	2,000	0.00 %
3378	Facility Rental	153,851	97,531	120,000	131,300	+ 9.42 %
3390	Locker Rental	51,358	38,668	55,000	50,000	- 9.09 %
3472	Over/Under	(1,037)	1,183	0	0	
3626	Corporate Fitness Passes	28,306	20,757	25,000	49,219	+ 96.88 %
3642	Public Swimming/Fitness	571,056	422,707	544,900	571,660	+ 4.91 %
3760	Grants	1,300	1,000	0	0	
Total Revenues		1,031,871	764,090	953,400	1,029,179	
Expenditures						
4016	Salaries - Inside	626,997	450,209	689,845	715,701	+ 3.75 %
4070	Overtime	26,871	20,257	14,000	20,569	+ 46.92 %
4080	Auxiliaries/RPT/Seasonal	829,142	603,600	784,363	817,720	+ 4.25 %
4102	Benefits	159,121	122,930	162,113	168,190	+ 3.75 %
4112	Mileage/Parking	1,066	264	1,010	600	- 40.59 %
4116	Conferences/Travel	0	110	0	0	
4120	Training and Development	2,174	289	5,000	3,500	- 30.00 %
4206	Armoured Car Service	3,960	2,000	3,570	3,570	0.00 %
4216	Contracted Services	113,191	84,164	114,395	154,700	+ 35.23 %
4222	Janitorial	38,798	22,185	30,000	32,500	+ 8.33 %
4232	Security	1,551	711	2,040	2,500	+ 22.55 %
4308	General Supplies	68,523	40,025	61,188	57,593	- 5.88 %
4312	Office Supplies	18,068	5,492	16,600	16,600	0.00 %
4316	Protective Clothing/Unifo	0	737	1,326	1,326	0.00 %
4354	Cable	1,293	948	1,500	1,500	0.00 %
4358	Gas	182,592	61,748	150,000	120,000	- 20.00 %
4360	Hydro	72,116	41,360	77,000	77,000	0.00 %
4364	Telecommunications	3,248	1,712	1,855	1,855	0.00 %
4366	Water	33,242	17,196	36,215	36,215	0.00 %
4404	Communications Equipment	1,562	0	1,530	1,530	0.00 %
4412	Equipment Rentals	0	0	510	510	0.00 %
4418	Equipment	11,934	2,927	15,808	29,400	+ 85.98 %
4508	Credit Card Discount Fees	13,973	11,515	13,000	15,000	+ 15.38 %
4512	Insurance	43,666	33,555	50,055	52,090	+ 4.07 %
4814	Miscellaneous	53,348	29,960	51,000	51,000	0.00 %
4822	Repairs and Maintenance	0	5,604	100,000	100,000	0.00 %
4824	Recovery	0	0	0	(9,000)	
4865	Commissions Paid	1,600	3,777	12,000	7,000	- 41.67 %
9111	WO Inside Equipment Rent	0	1,868	0	0	
9211	WO Regular Time	0	21,163	0	0	
9321	WO Outside Purchases	0	552	0	0	

Business Unit Summary with Service Areas

Total Expenditures	2,308,038	1,586,858	2,395,923	2,479,169
Net Total	(1,276,167)	(822,769)	(1,442,523)	(1,449,990)

Business Unit Summary with Service Areas

Service Area: Crystal Pool and Fitness Centre

5 Year Forecast:

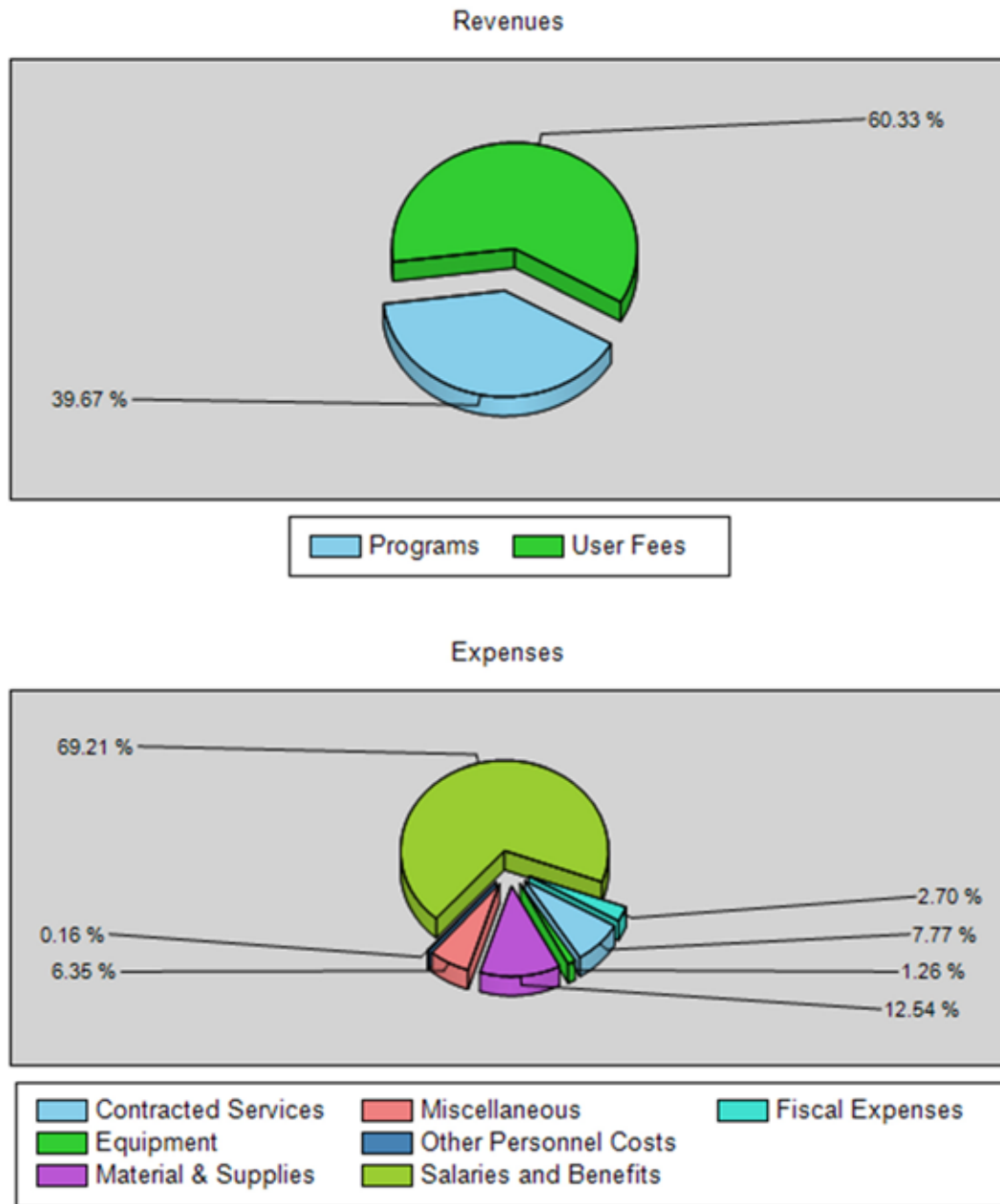
		2016	2017	2018	2019	2020
Revenues						
3274	Miscellaneous Fees	0	0	0	0	0
3275	Registration Fees	215,000	219,300	223,686	228,160	232,723
3360	Miscellaneous Commission	10,000	10,200	10,404	10,612	10,824
3366	Vending Machines	2,000	2,040	2,081	2,122	2,165
3378	Facility Rental	131,300	131,300	131,300	131,300	131,300
3390	Locker Rental	50,000	51,000	52,020	53,060	54,122
3626	Corporate Fitness Passes	49,219	50,203	51,207	52,232	53,276
3642	Public Swimming/Fitness	571,660	583,093	594,755	606,650	618,783
3760	Grants	0	0	0	0	0
Total Revenues		1,029,179	1,047,137	1,065,453	1,084,136	1,103,193
% Increase			1.74%	1.75%	1.75%	1.76%
Expenditures						
4016	Salaries - Inside	715,701	729,968	744,567	759,458	774,648
4070	Overtime	20,569	21,805	22,180	22,624	23,076
4080	Auxiliaries/RPT/Seasonal	817,720	833,980	850,660	867,673	885,026
4102	Benefits	168,190	171,542	174,973	178,473	182,042
4112	Mileage/Parking	600	612	624	637	649
4120	Training & Development	3,500	3,570	3,641	3,714	3,789
4206	Armoured Car Service	3,570	3,641	3,714	3,789	3,864
4216	Contracted Services	154,700	157,794	160,950	164,169	167,452
4222	Janitorial	32,500	33,150	33,813	34,489	35,179
4232	Security	2,500	2,550	2,601	2,653	2,706
4308	General Supplies	57,593	58,745	59,920	61,118	62,341
4312	Office Supplies	16,600	16,932	17,271	17,616	17,968
4316	Protective Clothing/Unifo	1,326	1,353	1,380	1,407	1,435
4354	Cable	1,500	1,530	1,561	1,592	1,624
4358	Gas	120,000	120,000	120,000	120,000	120,000
4360	Hydro	77,000	80,850	84,893	89,137	93,594
4364	Telecommunications	1,855	1,892	1,930	1,969	2,008
4366	Water	36,215	36,939	37,678	38,432	39,200
4404	Communications Equip	1,530	1,561	1,592	1,624	1,656
4412	Equipment Rentals	510	520	531	541	552
4418	Equipment	29,400	29,988	30,588	31,200	31,824
4508	Credit Card Discount Fee	15,000	15,300	15,606	15,918	16,236
4512	Insurance	52,090	53,132	54,194	55,278	56,384
4814	Miscellaneous	51,000	52,020	53,060	54,122	55,204
4822	Repairs & Maintenance	100,000	102,000	104,040	106,121	108,243
4824	Recovery	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)

Business Unit Summary with Service Areas

4865	Commissions Paid	7,000	7,140	7,283	7,428	7,577
Total Expenditures		2,479,169	2,529,514	2,580,249	2,632,181	2,685,278
% Increase			2.03%	2.01%	2.01%	2.02%
Net Total		(1,449,990)	(1,482,377)	(1,514,796)	(1,548,044)	(1,582,085)

Business Unit Summary with Service Areas

Service Area: Crystal Pool and Fitness Centre



Business Unit Summary with Service Areas

Service Area: *Royal Athletic Park*

Department: Parks, Recreation and Facilities **Budget Year:** 2016

Overview:

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

The purpose of this business unit is to provide the Royal Athletic Park as a premium sports and event venue maintaining excellent customer service, operations, and safe conditions. Provides facility and event coordination, administrative support to events including door staff, ticket staff, and support to major tenants (e.g., Harbourcats).

Concession and bar services are provided to events at Royal Athletic Park to enhance the customer experience.

All field maintenance and concession operations at Royal Athletic Park are delivered by City staff.

Deliverables:

- 60 sporting events
- 2 special events (Rifflandia – 3 days; Great Canadian Beer Fest – 2 days)
- 75 days booked (HarbourCats 36)
- 75,000 total attendance (HarbourCats 30,500)
- \$250,000 in food and beverage sales

Business Unit Summary with Service Areas

Service Area: Royal Athletic Park

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	2,676	111	10,000	10,000	0.00 %
3360	Miscellaneous Commission	255	1,180	0	0	
3366	Vending Machines	5,690	2,125	1,500	1,500	0.00 %
3380	Field Rentals	70,356	31,302	82,000	82,000	0.00 %
3446	Food and Beverage	91,617	91,652	52,000	90,000	+ 73.08 %
3452	Lounge	148,066	166,366	125,000	150,000	+ 20.00 %
3472	Over/Under	135	(392)	0	0	
Total Revenues		318,794	292,344	270,500	333,500	
Expenditures						
4016	Salaries - Inside	86,420	71,672	110,185	113,919	+ 3.39 %
4070	Overtime	12,457	5,543	0	5,000	
4080	Auxiliaries/RPT/Seasonal	128,448	119,430	120,104	124,814	+ 3.92 %
4102	Benefits	28,970	22,070	25,380	26,257	+ 3.46 %
4112	Mileage/Parking	0	102	200	0	
4206	Armoured Car Service	1,640	1,125	2,000	2,000	0.00 %
4216	Contracted Services	2,703	2,486	0	0	
4232	Security	11,252	12,856	7,950	13,000	+ 63.52 %
4304	Food and Beverage	95,267	73,583	70,800	100,000	+ 41.24 %
4308	General Supplies	5,382	3,036	1,500	1,500	0.00 %
4312	Office Supplies	289	357	1,500	1,500	0.00 %
4358	Gas	3,100	1,307	3,000	3,000	0.00 %
4360	Hydro	22,419	21,417	25,000	25,000	0.00 %
4364	Telecommunications	1,557	1,640	1,700	1,700	0.00 %
4366	Water	19,412	16,590	21,240	21,665	+ 2.00 %
4508	Credit Card Discount Fees	8,372	5,746	2,500	5,000	+ 100.00 %
4512	Insurance	22,835	16,567	24,730	25,610	+ 3.56 %
4814	Miscellaneous	1,703	68	3,500	3,500	0.00 %
4822	Repairs and Maintenance	19,398	11,710	17,500	17,500	0.00 %
4852	Licence Fees	2,102	2,134	2,200	2,200	0.00 %
4865	Commissions Paid	52,091	45,140	35,000	55,000	+ 57.14 %
9111	WO Inside Equipment Rent	513	156	1,000	1,000	0.00 %
9121	WO Outside Equipment Ren	294	2,086	0	0	
9211	WO Regular Time	86,814	64,732	60,474	71,106	+ 17.58 %
9221	WO Overtime	0	389	0	0	
9311	WO Inventory Purchases	523	2,296	0	0	
9321	WO Outside Purchases	13,589	14,646	16,000	16,000	0.00 %
9411	WO Contracted Services	5,300	120	0	0	
Total Expenditures		632,848	519,003	553,462	636,271	
Net Total		(314,054)	(226,659)	(282,962)	(302,771)	

Business Unit Summary with Service Areas

Service Area: Royal Athletic Park

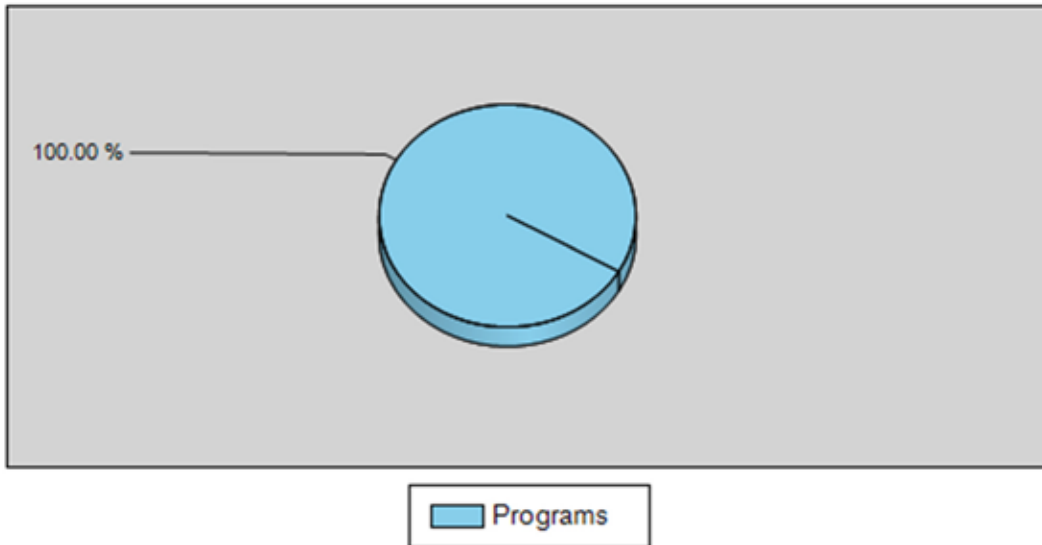
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3274	Miscellaneous Fees	10,000	10,200	10,404	10,612	10,824
3360	Miscellaneous Commission	0	0	0	0	0
3366	Vending Machines	1,500	1,530	1,561	1,592	1,624
3380	Field Rentals	82,000	83,640	85,313	87,019	88,759
3446	Food and Beverage	90,000	91,800	93,636	95,509	97,419
3452	Lounge	150,000	153,000	156,060	159,181	162,365
Total Revenues		333,500	340,170	346,973	353,913	360,991
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	113,919	116,178	118,502	120,872	123,289
4070	Overtime	5,000	5,100	5,202	5,306	5,412
4080	Auxiliaries/RPT/Seasonal	124,814	127,306	129,852	132,450	135,099
4102	Benefits	26,257	26,778	27,313	27,860	28,417
4112	Mileage/Parking	0	0	0	0	0
4206	Armoured Car Service	2,000	2,040	2,081	2,122	2,165
4216	Contracted Services	0	0	0	0	0
4232	Security	13,000	13,260	13,525	13,796	14,072
4304	Food and Beverage	100,000	102,000	104,040	106,121	108,243
4308	General Supplies	1,500	1,530	1,561	1,592	1,624
4312	Office Supplies	1,500	1,530	1,561	1,592	1,624
4358	Gas	3,000	3,000	3,000	3,000	3,000
4360	Hydro	25,000	26,250	27,563	28,941	30,388
4364	Telecommunications	1,700	1,734	1,769	1,804	1,840
4366	Water	21,665	22,098	22,540	22,991	23,451
4508	Credit Card Discount Fees	5,000	5,100	5,202	5,306	5,412
4512	Insurance	25,610	26,122	26,645	27,178	27,721
4814	Miscellaneous	3,500	3,570	3,641	3,714	3,789
4822	Repairs and Maintenance	17,500	17,850	18,207	18,571	18,943
4852	Licence Fees	2,200	2,244	2,289	2,335	2,381
4865	Commissions Paid	55,000	56,100	57,222	58,366	59,534
6041	Trf to Rec Facilities Reserve	0	0	0	0	0
9111	WO Inside Equipment Rent	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	71,106	72,528	73,979	75,458	76,967
9321	WO Outside Purchases	16,000	16,320	16,646	16,979	17,319
Total Expenditures		636,271	649,659	663,379	677,414	691,770
% Increase			2.10%	2.11%	2.12%	2.12%
Net Total		(302,771)	(309,489)	(316,406)	(323,501)	(330,779)

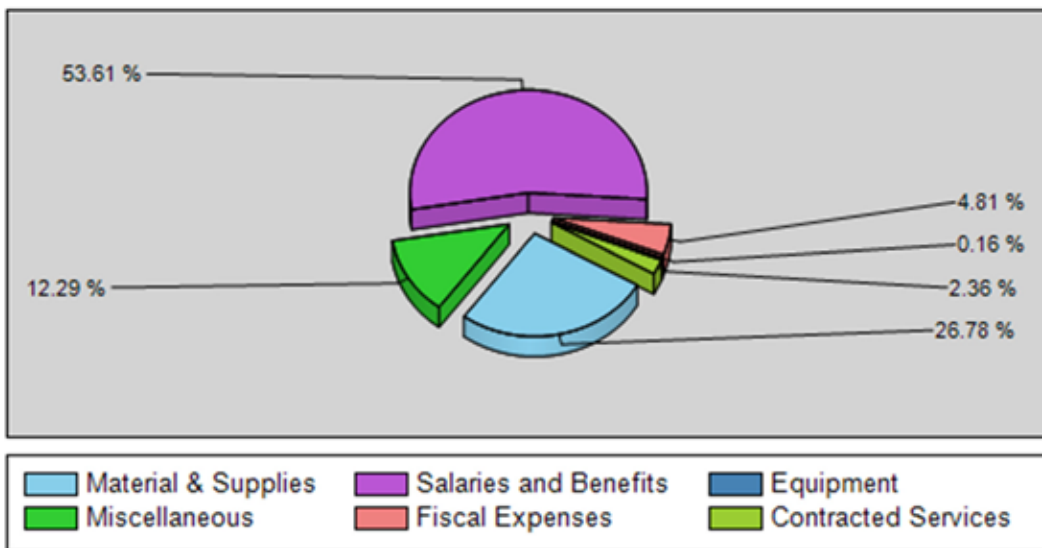
Business Unit Summary with Service Areas

Service Area: Royal Athletic Park

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Recreation Services

Department: Parks, Recreation and Facilities **Budget Year:** 2016

Overview:

Recreation services are provided through the delivery of programs and booking of facilities. These programs and services include: child and youth sport development programs, youth leadership development, child and youth summer camps, adult outdoor programs, skating lessons, public skating and facility bookings (sport fields, courts and community ice).

A key function of Recreation Services is the coordination of sports field and community ice allocations with user groups.

Coordination and delivery of recreation services in the region is accomplished through participation in the inter-municipal recreation committee which includes participation from all 13 municipalities in the Greater Victoria region. Some of the key deliverables include the seamless delivery of the LIFE program, the regional recreation pass, marketing initiatives, staff training and youth special events.

Deliverables:

- 350 sports field and hard court permits issued annually for a total of over 5,000 individual bookings
- 13,350 total hours of sports field use (including Royal Athletic Park)
- 24 ice/arena permits issued annually for community users
- 2000 summer camp participants
- Leadership and job skill training for youth through summer camp internships
- 1500 youth special event participants (Skate Comp., Film Fest., WipeOut)
- 720 hours of supervision at VicWest skate park
- 800 hours of youth volunteer time at community and special events
- Over 500 participants in outdoor adult recreation programs (e.g., kayaking and sailing)
- 3600 participants in skating programs (includes lessons, admissions and free skates)
- 2 Active Living Guides per year: Fall/winter and Spring/summer with a distribution volume 35,000 per edition
- Increased program participation through online registration

Business Unit Summary with Service Areas

Service Area: Recreation Services

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	6,864	4,899	0	0	
3275	Registration Fees	239,832	228,668	204,000	212,000	+ 3.92 %
3299	Revenue Share-RG Propert	33,090	0	33,090	33,090	0.00 %
3378	Facility Rental	147,638	41,708	135,825	136,350	+ 0.39 %
3393	Bus Rental	80	50	500	0	
3472	Over/Under	(135)	(226)	0	0	
3624	User Fees	0	0	2,550	0	
3758	Cost-sharing	13,294	14,006	15,000	14,166	- 5.56 %
3760	Grants	3,944	5,000	0	3,694	
3762	Sponsorship	0	0	0	4,500	
9011	Work Order Revenue	2,796	0	0	0	
Total Revenues		447,404	294,104	390,965	403,800	
Expenditures						
4010	Salaries - Exempt	110,274	84,137	103,612	103,612	0.00 %
4016	Salaries - Inside	245,351	185,535	250,180	318,418	+ 27.28 %
4070	Overtime	6,295	3,307	0	0	
4080	Auxiliaries/RPT/Seasonal	160,590	157,312	164,766	121,855	- 26.04 %
4102	Benefits	84,239	70,906	82,664	98,700	+ 19.40 %
4112	Mileage/Parking	1,245	824	816	816	0.00 %
4116	Conferences/Travel	6,732	6,100	10,832	0	
4118	Membership Fees	3,639	2,248	2,346	1,900	- 19.01 %
4120	Training and Development	2,988	844	3,876	3,376	- 12.90 %
4204	Advertising	17,240	12,159	28,974	28,974	0.00 %
4206	Armoured Car Service	900	525	1,576	1,000	- 36.55 %
4216	Contracted Services	127,375	106,484	145,814	126,514	- 13.24 %
4228	Printing	60	0	408	100	- 75.49 %
4306	Fuel	1,587	618	0	0	
4308	General Supplies	16,215	10,912	13,618	12,400	- 8.94 %
4310	Books/Publications	0	112	306	306	0.00 %
4312	Office Supplies	572	15	100	0	
4364	Telecommunications	4,682	3,265	4,180	1,950	- 53.35 %
4412	Equipment Rentals	11,390	7,200	10,800	11,400	+ 5.56 %
4418	Equipment	3,576	2,080	19,110	12,760	- 33.23 %
4508	Credit Card Discount Fees	3,402	2,800	3,030	3,700	+ 22.11 %
4512	Insurance	51,082	50,437	66,985	52,100	- 22.22 %
4814	Miscellaneous	16,131	11,772	31,106	23,000	- 26.06 %
4822	Repairs and Maintenance	0	0	11,220	11,220	0.00 %
4852	Licence Fees	168	129	0	1,300	
9211	WO Regular Time	152	445	0	0	
9321	WO Outside Purchases	3,272	270	0	0	
Total Expenditures		879,157	720,436	956,319	935,400	
Net Total		(431,753)	(426,332)	(565,354)	(531,600)	

Business Unit Summary with Service Areas

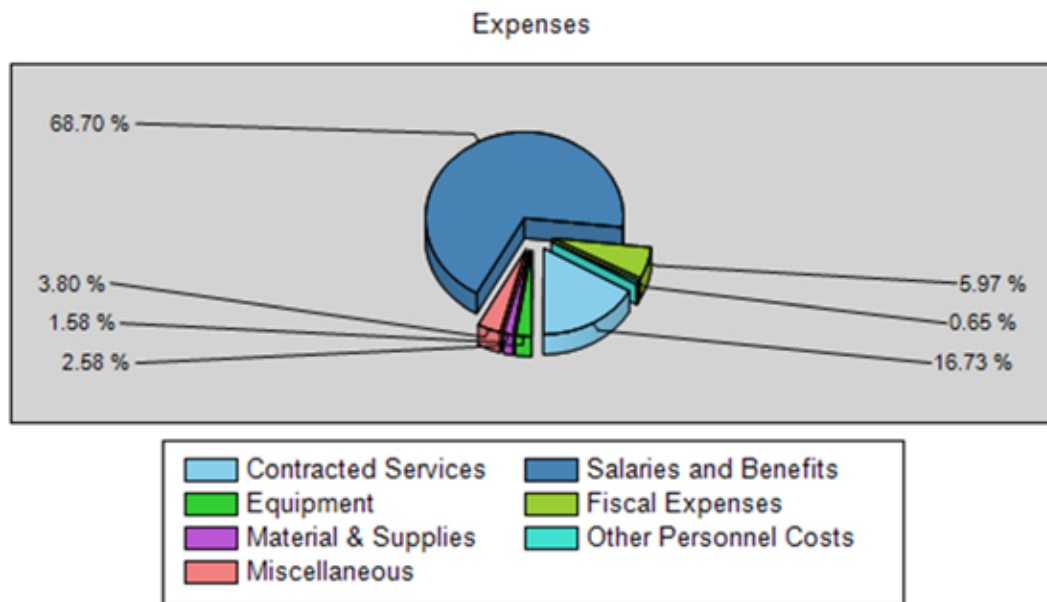
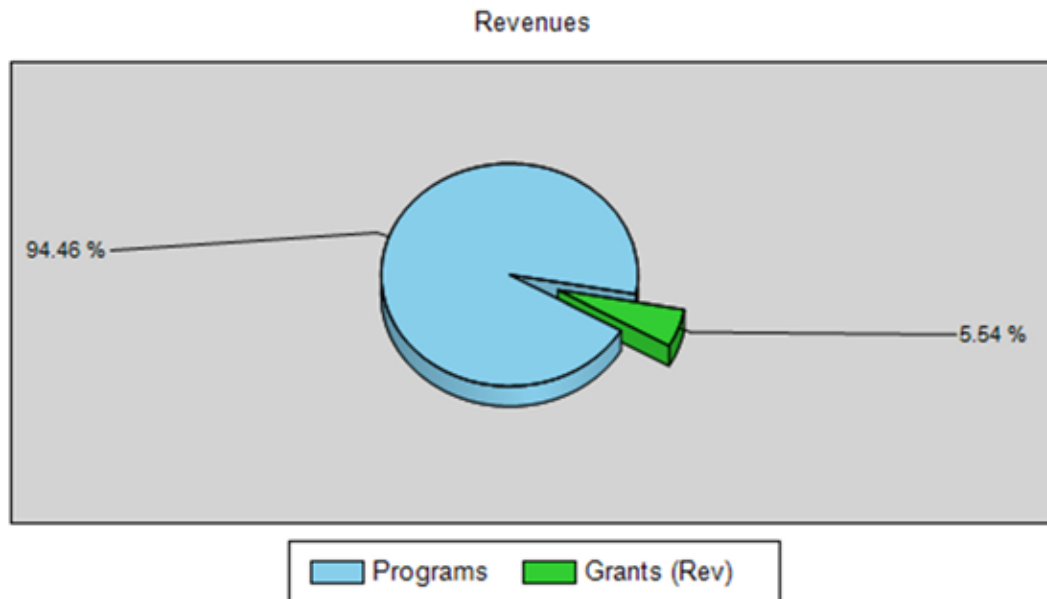
Service Area: Recreation Services

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3275	Registration Fees	212,000	216,240	220,565	224,976	229,476
3299	Revenue Share-RG Propert	33,090	33,752	34,427	35,115	35,818
3378	Facility Rental	136,350	139,077	141,859	144,696	147,590
3393	Bus Rental	0	0	0	0	0
3624	User Fees	0	0	0	0	0
3758	Cost-sharing	14,166	14,442	14,724	0	0
3760	Grants	3,694	3,694	3,694	0	0
3762	Sponsorship	4,500	4,500	4,500	4,500	4,500
Total Revenues		403,800	411,705	419,768	409,287	417,383
% Increase			1.96%	1.96%	(2.50%)	1.98%
Expenditures						
4010	Salaries - Exempt	103,612	105,684	107,798	109,954	112,153
4016	Salaries - Inside	318,418	324,747	331,242	337,867	344,624
4080	Auxiliaries/RPT/Seasonal	121,855	124,325	126,811	129,347	131,934
4102	Benefits	98,700	100,664	102,678	104,731	106,826
4112	Mileage/Parking	816	832	849	866	883
4116	Conferences/Travel	0	0	0	0	0
4118	Membership Fees	1,900	1,938	1,977	2,016	2,057
4120	Training and Development	3,376	3,444	3,512	3,583	3,654
4204	Advertising	28,974	29,553	30,145	30,747	31,362
4206	Armoured Car Service	1,000	1,020	1,040	1,061	1,082
4216	Contracted Services	126,514	129,044	131,625	134,258	136,943
4228	Printing	100	102	104	106	108
4308	General Supplies	12,400	12,648	12,901	13,159	13,422
4310	Books/Publications	306	312	318	325	331
4312	Office Supplies	0	0	0	0	0
4364	Telecommunications	1,950	1,989	2,029	2,069	2,111
4412	Equipment Rentals	11,400	11,628	11,861	12,098	12,340
4418	Equipment	12,760	13,015	13,276	13,541	13,812
4508	Credit Card Discount Fees	3,700	3,774	3,849	3,926	4,005
4512	Insurance	52,100	53,142	54,205	55,289	56,395
4814	Miscellaneous	23,000	23,392	23,792	24,200	24,616
4822	Repairs and Maintenance	11,220	11,444	11,673	11,907	12,145
4852	Licence Fees	1,300	1,326	1,353	1,380	1,407
Total Expenditures		935,400	954,024	973,037	992,430	1,012,210
% Increase			1.99%	1.99%	1.99%	1.99%
Net Total		(531,600)	(542,320)	(553,269)	(583,142)	(594,827)

Business Unit Summary with Service Areas

Service Area: Recreation Services





SUMMARY

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/Service Areas

- **Community Planning:**
 - City-wide and Local Area Planning
 - Heritage Policy, Programs and Applications
 - Heritage Alteration Permits, Heritage Designations and Tax Incentive Program Applications
 - Urban Design
- **Development Services:**
 - Zoning/Rezoning including Community Association Land Use Committee processes
 - Development and Variance Permits including support to Community Association Land Use Committees, Advisory Design Panel and Board of Variance
 - Current Policy and Regulatory Initiatives
- **Permits and Inspections:**
 - Processing and decisions plus undertaking related inspections for Building Permits, Plumbing Permits, Electrical Permits, Signs; Advancing the proposed Building Bylaw

Budget Summary

2016 Proposed Expenditures	5,193,221
2015 Approved Expenditures	5,004,218
Budget Change	189,004
Change by %	3.78%

2016 Proposed Revenues	3,434,250
2015 Approved Revenues	2,853,646
Budget Change	580,604
Change by %	20.35%

2016 FTE	42.43
2015 FTE	42.43
Change	0
Change by %	0.00%



SUMMARY

Sustainable Planning and Community Development



Proposed Initiatives for 2016

- Local area plans – one for Burnside Gorge, and additional to be determined by Council in fall 2015
- New Zoning Bylaw for the Downtown Core Area
- Updates to Schedule C of the Zoning Bylaw to update parking standards
- Public Realm Plan for the Downtown Core Area
- City-wide building and infrastructure and condition assessment study
- Waterfront plan
- Implement Development Summit Action Plan

Performance Metrics – Sustainable Planning & Community Development

Measuring Success –Development Applications Processing				
Performance Measurements		2014 Actuals	2015 Projected	2016 Forecast
1. How much did we do?				
Number of applications processed		276	282	282
2. 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	within 4 wks of submission	* Note: 2014 metrics pertained to rezoning applications only and the target was six weeks instead of four.	75%	75% or higher
2) presented to a Committee of Council, if no revision	within 8-12 wks after Step 1		75%	75% or higher
3) presented to a Committee of Council, if some revisions	within 12-16 wks after Step 2	2014 stats need to be manually derived by reviewing each file – in progress	75%	75% or higher
4) Board of Variance Applications will be presented to the Board of Variance for a decision	within 4-5 wks of submission	2014 stats need to be manually derived by reviewing each file – in progress		
Story behind the data	The services provided by the Development Services Division are focused on processing development applications. A key component of the role of this Division is working with developers, CALUCs, the public and other City departments coordinating and managing the many “moving parts” of the development application processes. The metrics provided represent aspects of the process that are largely within City staff’s control. Staff are working to further improve and streamline the process, and to better collaborate with applicants and CALUCs to support their contributing roles.			
3. 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. This work is being undertaken in 2015, therefore, a modest improvement is forecast in the latter part of 2015 with more substantial progress anticipated for 2016.			

Where do we want to go?

The goal is to reduce application processing times in 2016 and beyond, in order to meet customer needs in response to the feedback received at the annual Development Summits and to increase the percentage of applications that meet the reduced target turnaround times. A number of changes have already been implemented that have enabled staff to reduce the initial application review time from six to four weeks.

With the launch of the Development Tracker, data can easily be collected from mid-2015 for Rezoning Applications. As the Development Tracker is expanded in 2016 and onward, data for other application types will be easier to retrieve.

Performance Metrics – Sustainable Planning & Community Development

Measuring Success – Permits Processing (Building, Electrical, Plumbing)			
Performance Measurements	2014 Actuals	2015 Projected	2016 Forecast
1. How much did we do?			
# of permits issued	3452	3625	3700
2. How well did we do it?			
Percent of building permits that met target turnaround of 6 days	92%	92%	90%
Story behind the data	<p>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 per year. These permits had a total construction value of \$156,221,329 in 2014. This service supports Strategic Plan Objective 5: Create Prosperity Through Economic Development.</p> <p>The numbers reported above are based on manual tracking of building permit review times against building code only. There is not an on/off tracking procedure to permit a detailed review of processing times from start to finish. However, the building code review is a good benchmark in the absence of detailed information.</p>		
3. Is anyone better off?			
Story behind the data	At this time there is not an automated and detailed process reporting feature in place. To be responsive to our customers’ needs to process permits as efficiently as possible we need to understand where issues occur and where opportunity exists for improvement.		
Where do we want to go?	<p>Implement full building permit process tracking and report on permit processing times.</p> <p>Where this information is available it is possible to commit to high standards for permit processing targets and meet these targets 85% of the time.</p>		

Business Unit Summary with Service Areas

Business Unit: 3200 - Permits and Inspections Admin

Department: Sustainable Planning and Community Development **Budget Year:** 2016

Overview:

This business unit provides administrative support to the building, plumbing and electrical inspection functions, including processing and circulation of permits.

Staff in this section provide administrative support to the permit and inspections functions, and direct customer service at the Development Centre including providing information related to permits and relevant bylaws. The support allows for an efficient process, ensuring inspectors and the Assistant Director, the Chief Building Officer under the BC Building Code, can focus on their area of expertise and responsibilities.

Permits and Inspections administrative staff book inspections, answer inquiries, conduct permit searches, approve certain sign permits (no variances), submit construction data to Stats Canada relating to building starts, and manage the construction permit records.

Deliverables:

- 80% of permit record retrievals conducted within 2 business days, upon request
- respond to 80% of inquiries within 2 business days
- clerk available at all times Monday to Friday 8 to 4:30 at development centre

Business Unit Summary with Service Areas

Business Unit: 3200 - Permits and Inspections Admin

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3252	Plan Search Fees	29,996	27,514	18,000	23,500	+ 30.56 %
Total Revenues		29,996	27,514	18,000	23,500	
Expenditures						
4010	Salaries - Exempt	109,197	113,891	115,290	115,290	0.00 %
4016	Salaries - Inside	232,141	160,751	224,753	230,386	+ 2.51 %
4070	Overtime	180	0	0	0	
4080	Auxiliaries/RPT/Seasonal	19,028	29,416	46,344	48,850	+ 5.41 %
4102	Benefits	89,575	63,298	79,379	80,703	+ 1.67 %
4112	Mileage/Parking	29,412	20,155	42,700	35,500	- 16.86 %
4116	Conferences/Travel	3,235	4,487	10,000	10,000	0.00 %
4118	Membership Fees	5,639	4,985	6,700	5,900	- 11.94 %
4120	Training and Development	6,746	4,126	15,200	15,200	0.00 %
4216	Contracted Services	660	366	4,870	3,000	- 38.40 %
4226	Photocopy	30	0	1,500	1,500	0.00 %
4310	Books/Publications	0	0	6,600	5,000	- 24.24 %
4312	Office Supplies	20,582	7,542	18,000	20,000	+ 11.11 %
4364	Telecommunications	11,977	5,672	7,500	9,000	+ 20.00 %
4412	Equipment Rentals	3,950	3,000	4,500	4,500	0.00 %
4814	Miscellaneous	690	0	0	0	
9111	WO Inside Equipment Rent	7	0	0	0	
9211	WO Regular Time	353	46	0	0	
9321	WO Outside Purchases	78	0	0	0	
Total Expenditures		533,478	417,736	583,336	584,829	
Net Total		(503,482)	(390,222)	(565,336)	(561,329)	

Business Unit Summary with Service Areas

Business Unit: 3200 - Permits and Inspections Admin

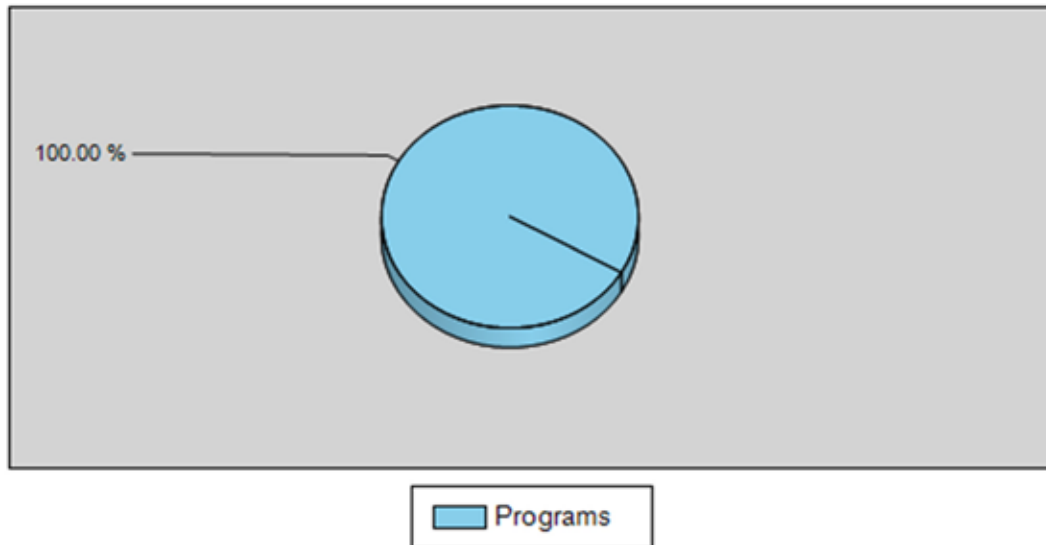
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3252	Plan Search Fees	23,500	23,500	23,500	23,500	23,500
Total Revenues		23,500	23,500	23,500	23,500	23,500
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	115,290	117,596	119,948	122,347	124,794
4016	Salaries - Inside	230,386	235,002	239,702	244,496	249,386
4080	Auxiliaries/RPT/Seasonal	48,850	49,832	50,829	51,845	52,882
4102	Benefits	80,703	82,319	83,965	85,644	87,357
4112	Mileage/Parking	35,500	36,210	36,934	37,673	38,426
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
4216	Contracted Services	3,000	3,060	3,121	3,184	3,247
4226	Photocopy	1,500	1,530	1,561	1,592	1,624
4310	Books/Publications	5,000	5,100	5,202	5,306	5,412
4312	Office Supplies	20,000	20,400	20,808	21,224	21,649
4364	Telecommunications	9,000	9,180	9,364	9,551	9,742
4412	Equipment Rentals	4,500	4,590	4,682	4,775	4,871
Total Expenditures		584,829	596,540	608,471	620,640	633,053
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(561,329)	(573,040)	(584,971)	(597,140)	(609,553)

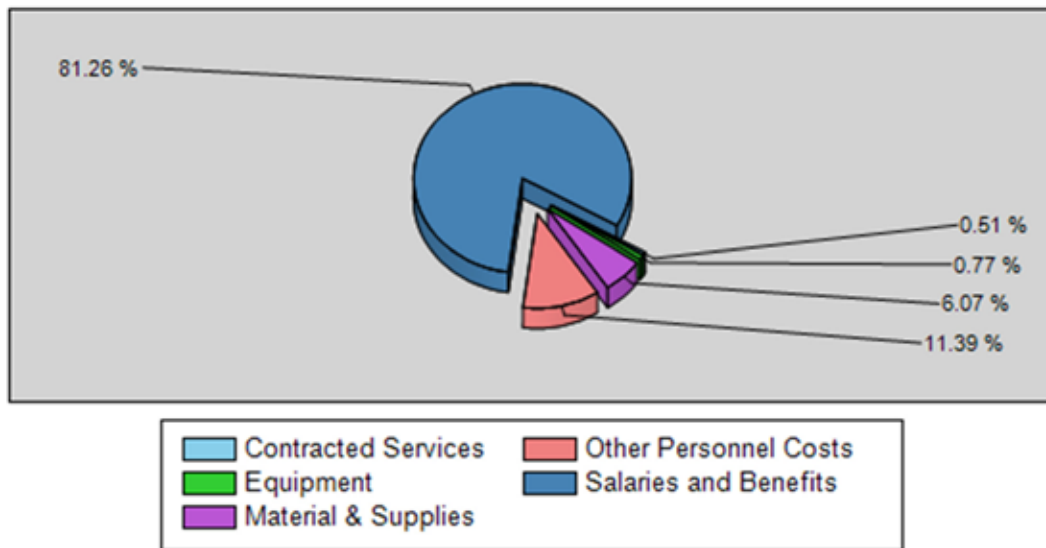
Business Unit Summary with Service Areas

Business Unit: 3200 - Permits and Inspections Admin

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 3210 - Building Inspection

Department:	Sustainable Planning and Community Development	Budget Year:	2016
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Overview:

This business unit works with property owners and contractors during the building process to review and approve building permits and (non-outright) sign permits.

The Building Inspection section ensures that construction is consistent with City requirements (zoning, bylaws, business licensing, site servicing, etc), BC Building Code, and health and safety standards. These regulations help prevent legal complications for property owners when trying to sell a home or business, and enable owners to ensure their property is safe for themselves and all occupants.

Staff in this area: carry out inspections of buildings relative to the permits issued; enforce Building Bylaw upon complaint, including stop work orders; and inspect properties to confirm compliance with Building Bylaw.

Deliverables:

- 75% of streamed building permits (such as blasting, strip-outs) reviewed and, if no outstanding issues, approved within 2 business days from receipt of complete application
- 75% of other streamed building permits for commercial tenant improvements (e.g retail stores or offices) reviewed and, if no outstanding issues, approved within 7 - 10 business days from receipt of complete application

Business Unit Summary with Service Areas

Business Unit: 3210 - Building Inspection

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3104	Building Permits	1,901,090	1,867,029	1,800,000	2,000,000	+ 11.11 %
Total Revenues		1,901,090	1,867,029	1,800,000	2,000,000	
Expenditures						
4016	Salaries - Inside	433,272	412,119	550,347	564,152	+ 2.51 %
4070	Overtime	6,233	534	0	0	
4080	Auxiliaries/RPT/Seasonal	44,008	7,843	8,539	9,072	+ 6.24 %
4102	Benefits	105,100	98,932	129,332	132,576	+ 2.51 %
Total Expenditures		588,612	519,427	688,217	705,799	
Net Total		1,312,478	1,347,601	1,111,783	1,294,201	

Business Unit Summary with Service Areas

Business Unit: 3210 - Building Inspection

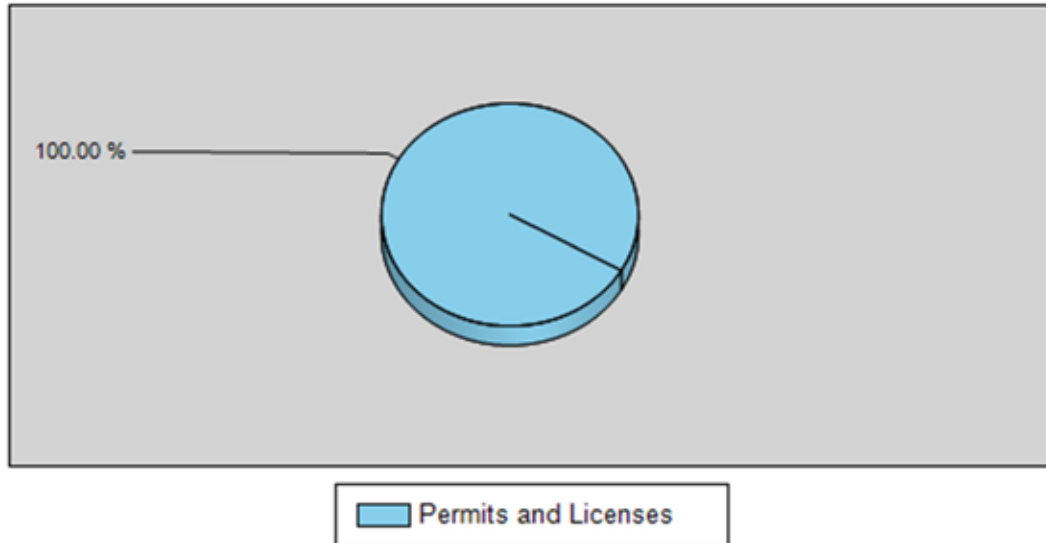
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3104	Building Permits	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Total Revenues		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4016	Salaries - Inside	564,152	575,421	586,930	598,668	610,642
4080	Auxiliaries/RPT/Seasonal	9,072	9,253	9,438	9,627	9,819
4102	Benefits	132,576	135,224	137,929	140,687	143,501
Total Expenditures		705,799	719,898	734,296	748,982	763,962
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		1,294,201	1,280,102	1,265,704	1,251,018	1,236,038

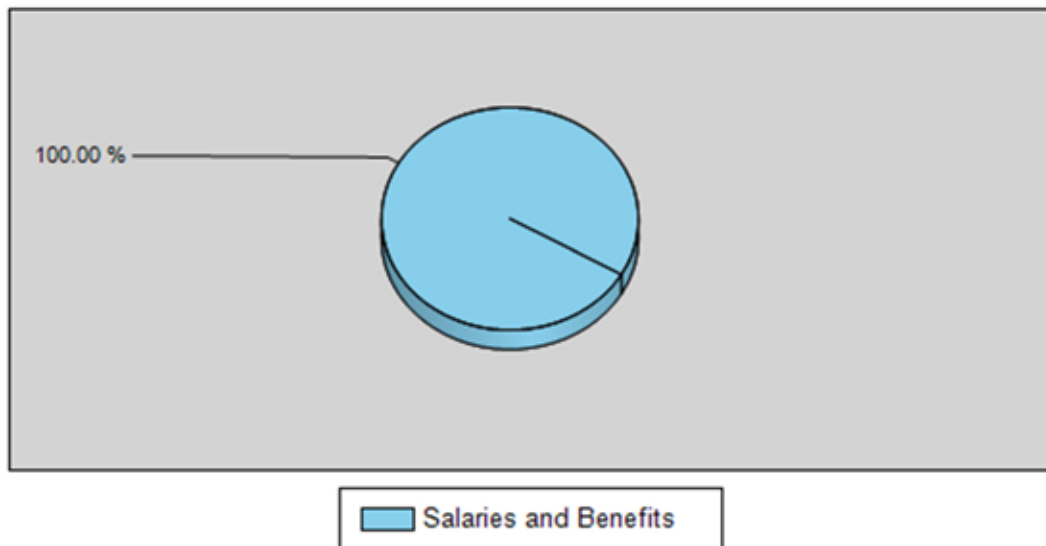
Business Unit Summary with Service Areas

Business Unit: 3210 - Building Inspection

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 3220 - Plumbing Inspection

Department:	Sustainable Planning and Community Development	Budget Year:	2016
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Overview:

This business unit works with property owners and contractors during the construction process to review and issue plumbing permit plans and applications.

The Plumbing Inspection section carries out plumbing inspections to ensure compliance, and reviews plumbing and sprinkler installations for building permits.

Staff in this business unit verify that plumbing installations meet the Plumbing Code and the Plumbing Bylaw and, where applicable, are designed by Registered Professionals, and installed by licensed plumbing contractors.

This business unit aims to safeguard water supply – improper plumbing installation can contaminate water supply; safeguard plumbing systems from sewer gas – improper installation may introduce sewer gas, which causes odour and safety concerns; and prevent sewer backup.

Deliverables:

- 75% of all plumbing permits issued within 2 business days of receiving complete application
- auditing 50% of all plumbing inspection requests on site
- 75% of all plumbing reviews for building permits within 2 business days of receiving the permit package during its circulation.

Business Unit Summary with Service Areas

Business Unit: 3220 - Plumbing Inspection

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3114	Plumbing Permits	191,238	168,203	180,000	190,000	+ 5.56 %
Total Revenues		191,238	168,203	180,000	190,000	
Expenditures						
4016	Salaries - Inside	229,354	139,509	191,502	196,304	+ 2.51 %
4070	Overtime	258	0	0	0	
4102	Benefits	54,256	38,111	45,003	46,131	+ 2.51 %
Total Expenditures		283,868	177,620	236,505	242,436	
Net Total		(92,631)	(9,417)	(56,505)	(52,436)	

Business Unit Summary with Service Areas

Business Unit: 3220 - Plumbing Inspection

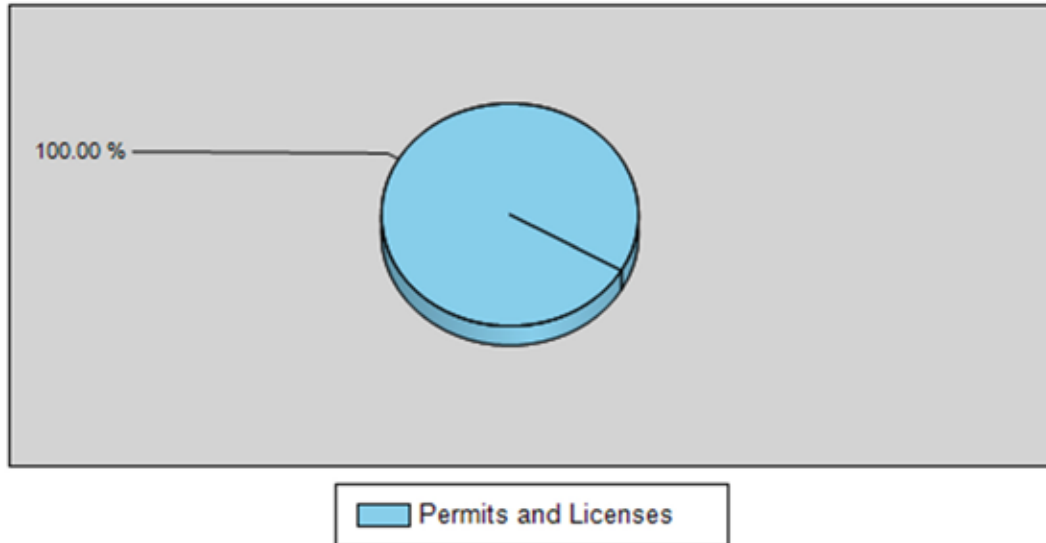
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3114	Plumbing Permits	190,000	190,000	190,000	190,000	190,000
Total Revenues		190,000	190,000	190,000	190,000	190,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4016	Salaries - Inside	196,304	200,236	204,241	208,325	212,492
4102	Benefits	46,131	47,055	47,997	48,956	49,936
Total Expenditures		242,436	247,291	252,237	257,282	262,427
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(52,436)	(57,291)	(62,237)	(67,282)	(72,427)

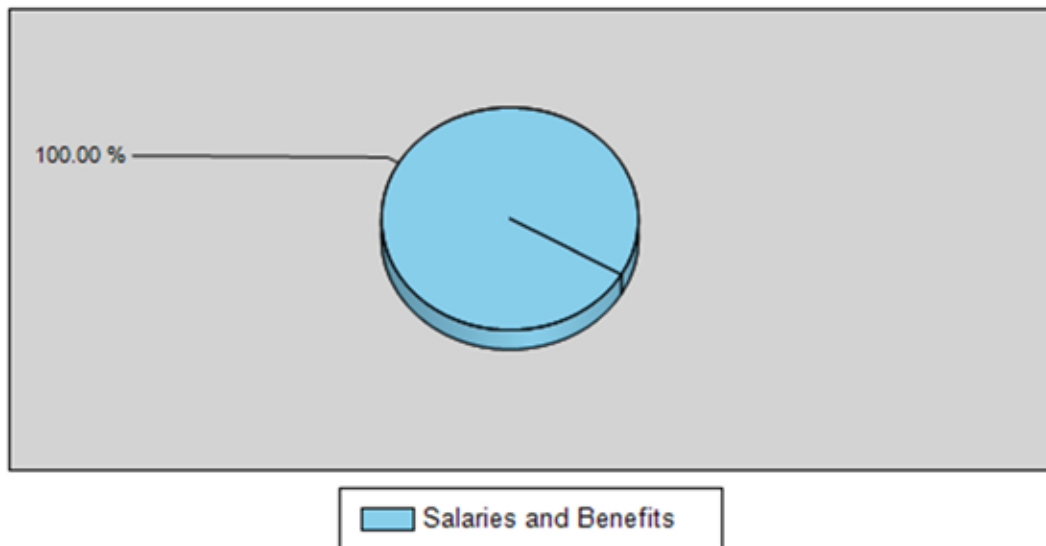
Business Unit Summary with Service Areas

Business Unit: 3220 - Plumbing Inspection

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 3230 - Electrical Inspection

Department:	Sustainable Planning and Community Development	Budget Year:	2016
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Overview:

This business unit works with property owners and contractors to review and issue electrical permits.

The Electrical Inspection section ensures that electrical installations are in compliance with permits, electrical bylaw, and provincial safety standards, and that electrical products are meeting safety standards when installed under permits.

Staff in this area carry out inspections of buildings relative to the permits issued. The electrical inspectors are also Local Safety Officers under the Electrical Safety Standards Act and Regulation. This allows them to recommend to BC Hydro to shut off power to a building if deemed unsafe.

Deliverables:

- 75% of all electrical permits issued within 2 business days of receiving complete application
- auditing 25% of all inspection requests on site
- 75% of all electrical reviews for building permits within 2 business days of receiving the permit package during its circulation

Business Unit Summary with Service Areas

Business Unit: 3230 - Electrical Inspection

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3106	Electrical Permits	364,844	279,304	350,000	375,000	+ 7.14 %
Total Revenues		364,844	279,304	350,000	375,000	
Expenditures						
4016	Salaries - Inside	225,661	163,867	228,277	234,002	+ 2.51 %
4070	Overtime	515	180	0	0	
4102	Benefits	52,788	43,624	53,645	54,990	+ 2.51 %
Total Expenditures		278,964	207,672	281,923	288,992	
Net Total		85,880	71,632	68,077	86,008	

Business Unit Summary with Service Areas

Business Unit: 3230 - Electrical Inspection

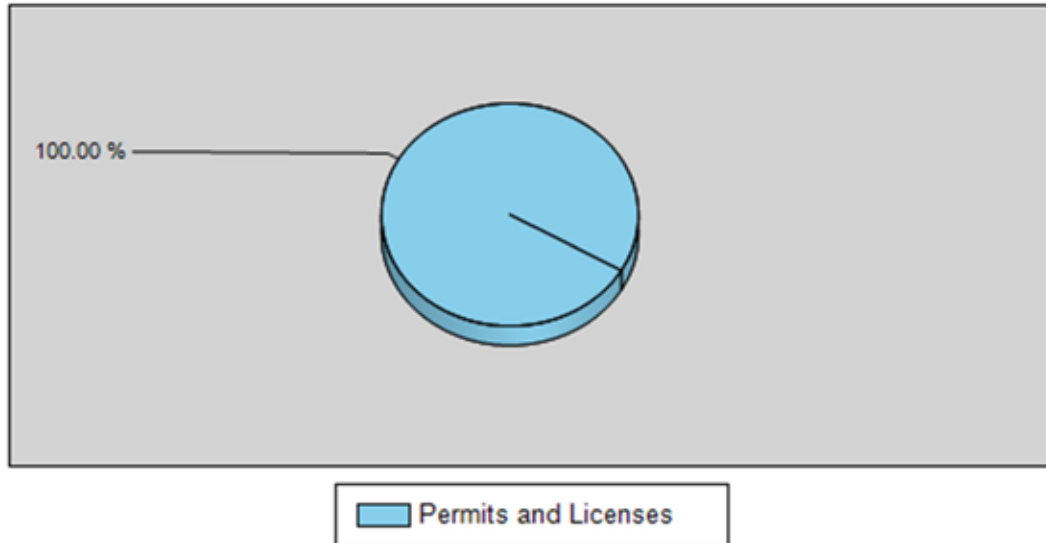
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3106	Electrical Permits	375,000	375,000	375,000	375,000	375,000
Total Revenues		375,000	375,000	375,000	375,000	375,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4016	Salaries - Inside	234,002	238,687	243,461	248,330	253,297
4102	Benefits	54,990	56,091	57,213	58,358	59,525
Total Expenditures		288,992	294,779	300,674	306,688	312,821
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		86,008	80,221	74,326	68,312	62,179

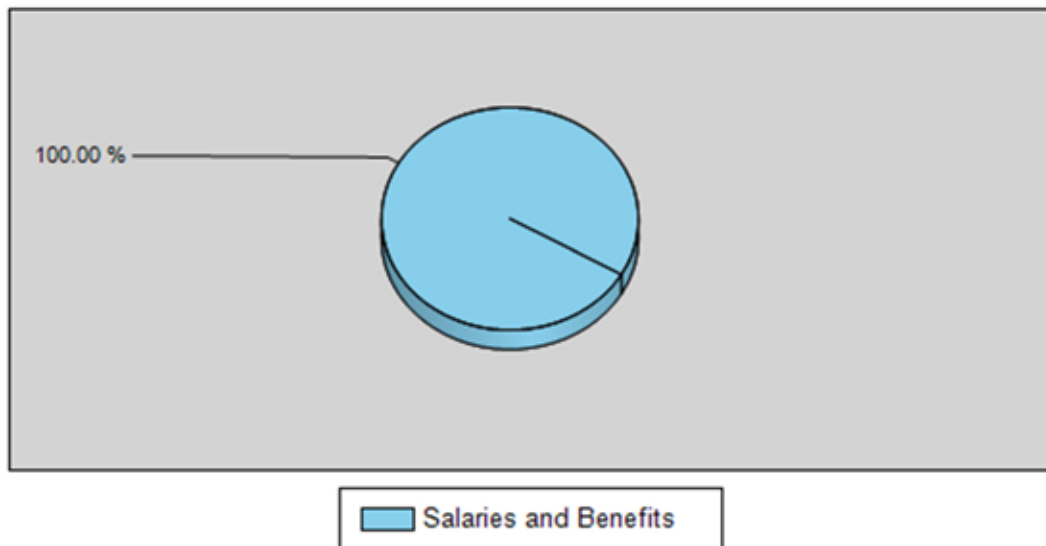
Business Unit Summary with Service Areas

Business Unit: 3230 - Electrical Inspection

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

Department: Sustainable Planning and Community Development **Budget Year:** 2016

Overview:

This business unit's key focus is managing land use change and development in the City. Staff provide clients with effective development approval processes, and professional advice and information to help ensure that land use and development in the City is in keeping with approved regulations, plans and policies. The division is future-oriented, considering the needs of tomorrow as well as those of today. Development Services provides planning and land use regulations and information services as they related to the Zoning Regulation Bylaw, Development Permit Areas, Land Use Contracts and Master Development Agreements. This area coordinates reviews of applications with consideration of items such as site servicing (sewer, water, transportation), landscaping, tree protection, building and fire code compliance, 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; processes Board of Variance (BOV) applications and provides administrative support to the BOV; and provides professional and administrative staff support to Council's advisory committees involved in planning and design processes.

Deliverables:

Property information, including zoning, development permit area, heritage status, approved use and current application is available 100% of the time Monday – Friday between 8:00 am and 4:30 pm.

The Development Services Division will meet the following application turn-around timelines for 75% of the Rezoning Applications that are complete and accurate upon submission. Note that percentage of applications meeting target turn-around times may be less than 75% if the volume or complexity of applications received in 2016 exceeds the average or if more priority applications (affordable non-profit housing or public health facilities) than usual are received.

- Review and compile comments from Technical Review Committee and provide to applicant within six weeks from the time of submission of complete application. These comments will be “first-time-right” with no “late-hits” added at a later date.
- 8-12 weeks after TRC Comments are provided to the applicant, a report will be presented to a Committee of Council (PLUC) or Council Advisory Committee if no application revisions were required as a result of the TRC Comments. • 12 to 16 weeks after receiving a revised proposal, if application revisions were required as a result of the TRC Comments that did not result in the need for another Technical Review, a report will be presented to a Committee of Council (PLUC) or Council Advisory Committee.

75% of Board of Variance Applications will be presented to the Board of Variance for a decision within four to five weeks of receiving a complete application.

Agenda preparation and administration for every Board of Variance meeting (approx 22 per year). Staff present at each meeting.

Agenda preparation and administration for every Advisory Design Panel meeting (approx 12 per year). Staff present at each meeting.

Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3216	Rezoning Applications	369,469	351,829	150,000	270,000	+ 80.00 %
3252	Plan Search Fees	1,705	1,250	1,000	1,200	+ 20.00 %
3470	Zoning By-Law Sales	220	226	50	50	0.00 %
5075	Financial Stability Reserve	0	0	135,000	60,000	- 55.56 %
9011	Work Order Revenue	5,100	3,150	0	2,500	
Total Revenues		376,494	356,454	286,050	333,750	
Expenditures						
4010	Salaries - Exempt	300,388	155,738	306,496	306,496	0.00 %
4016	Salaries - Inside	1,010,333	724,196	1,109,271	1,058,785	- 4.55 %
4070	Overtime	8,030	11,807	0	0	
4080	Auxiliaries/RPT/Seasonal	30,976	29,946	15,125	16,071	+ 6.26 %
4102	Benefits	278,332	222,626	299,568	305,329	+ 1.92 %
4112	Mileage/Parking	1,294	260	2,142	500	- 76.66 %
4116	Conferences/Travel	6,568	9,814	14,248	22,500	+ 57.92 %
4118	Membership Fees	5,268	4,598	6,550	6,550	0.00 %
4120	Training and Development	1,550	302	13,102	6,470	- 50.62 %
4204	Advertising	2,126	0	4,080	2,000	- 50.98 %
4210	Catering	223	126	1,000	250	- 75.00 %
4216	Contracted Services	2,662	5,105	24,000	25,000	+ 4.17 %
4226	Photocopy	3,259	0	2,000	0	
4228	Printing	4,539	16,121	8,000	30,500	+ 281.25 %
4308	General Supplies	0	21	0	0	
4310	Books/Publications	1,511	263	1,000	1,000	0.00 %
4312	Office Supplies	6,589	8,162	9,275	9,300	+ 0.27 %
4364	Telecommunications	3,987	1,449	5,325	2,500	- 53.05 %
4418	Equipment	567	302	0	0	
4512	Insurance	1,255	5,105	10,000	9,500	- 5.00 %
4814	Miscellaneous	19,813	91	6,000	6,000	0.00 %
4824	Recovery	(600)	0	0	0	
9111	WO Inside Equipment Rent	320	90	0	0	
9211	WO Regular Time	1,904	918	0	0	
9321	WO Outside Purchases	2,394	1,305	0	0	
Total Expenditures		1,693,291	1,198,344	1,837,183	1,808,752	
Net Total		(1,316,797)	(841,890)	(1,551,133)	(1,475,002)	

Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

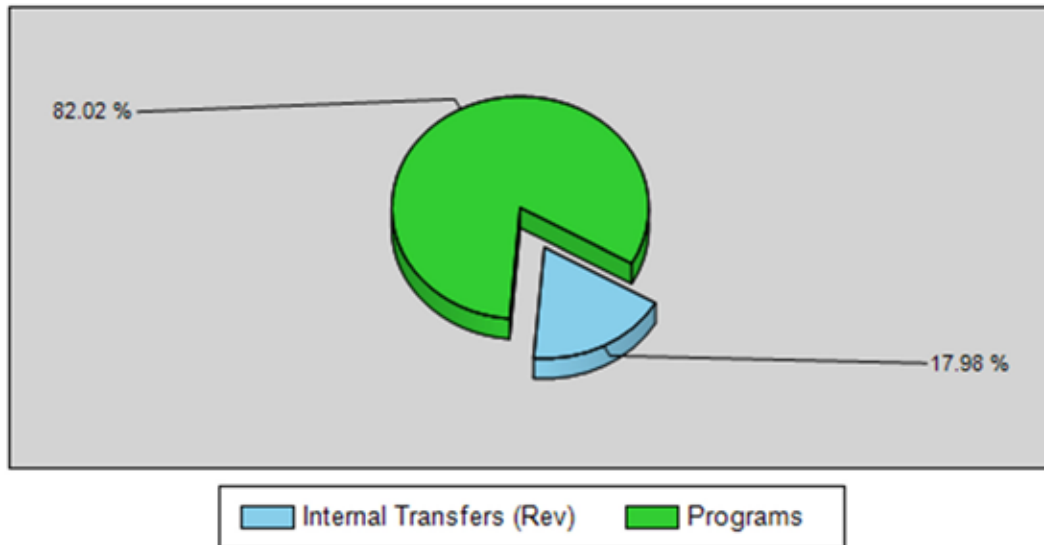
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3216	Rezoning Applications	270,000	270,000	270,000	270,000	270,000
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	60,000	0	0	0	0
9011	Work Order Revenue	2,500	0	0	0	0
Total Revenues		333,750	271,250	271,250	271,250	271,250
% Increase			(18.73%)	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	306,496	312,626	318,879	325,256	331,761
4016	Salaries - Inside	1,058,785	1,018,676	1,039,049	1,059,830	1,081,027
4080	Auxiliaries/RPT/Seasonal	16,071	16,389	16,717	17,051	17,392
4102	Benefits	305,329	311,415	317,644	323,997	330,477
4112	Mileage/Parking	500	510	520	531	541
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	2,000	2,040	2,081	2,122	2,165
4210	Catering	250	255	260	265	271
4216	Contracted Services	25,000	25,000	25,000	25,000	25,000
4228	Printing	30,500	25,000	25,000	25,000	25,000
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
4814	Miscellaneous	6,000	6,120	6,242	6,367	6,495
Total Expenditures		1,808,752	1,777,008	1,811,548	1,846,779	1,882,715
% Increase			(1.76%)	1.94%	1.94%	1.95%
Net Total		(1,475,002)	(1,505,758)	(1,540,298)	(1,575,529)	(1,611,465)

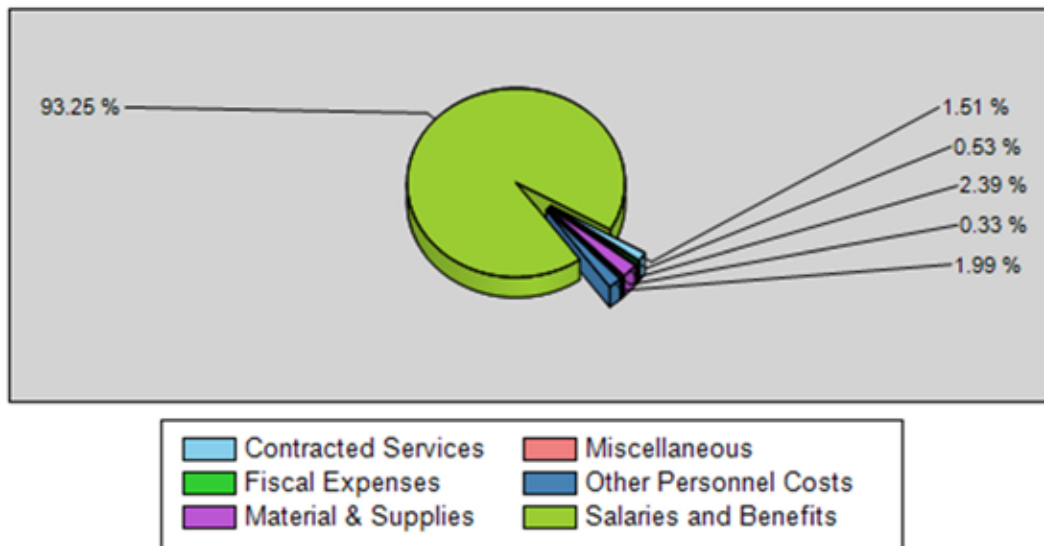
Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning

Department: Sustainable Planning and Community Development **Budget Year:** 2016

Overview:

This business unit works to proactively respond to long range planning challenges and opportunities, contributing to regional growth and prosperity.

The Community Planning division provides direction for decision making through the Official Community Plan, the Downtown Core Area Plan, local area plans including neighbourhood plans, the Heritage Program, planning and engagement related to the harbor, 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; and serve all interested in the community, including customers, through our program, policy, regulatory and information services.

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 administers the City's Heritage Program and Heritage Tax Incentive Program.

Deliverables:

Deliverables/Metrics per year:

- 2 annual reports produced (OCP/DCAP and Housing Report)
- # of public engagement occasions or events to support planning projects. These may include open houses, public forums, ideas fairs, stakeholder workshops, charrettes, as well as non-event methods such as web-based surveys, etc.
- Agenda preparation and administration for every Heritage Advisory Panel meeting (approximately 12 per year). Staff present at each meeting.

Additional Deliverables/Metrics for 2016:

- 1 public hearing for Downtown Zoning Bylaw
- 1 City-Wide Building and Infrastructure Condition Assessment Study

Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3760	Grants	10,404	9,596	9,596	0	
Total Revenues		10,404	9,596	9,596	0	
Expenditures						
4010	Salaries - Exempt	113,503	88,831	130,507	130,507	0.00 %
4016	Salaries - Inside	596,388	405,873	604,150	619,361	+ 2.52 %
4070	Overtime	15,544	15,175	0	0	
4080	Auxiliaries/RPT/Seasonal	35,354	33,895	57,228	60,328	+ 5.42 %
4082	WCB Leave - CUPE 388	0	5,106	0	0	
4102	Benefits	153,421	128,753	172,043	175,618	+ 2.08 %
4112	Mileage/Parking	329	33	200	200	0.00 %
4116	Conferences/Travel	4,975	5,692	21,600	18,000	- 16.67 %
4118	Membership Fees	5,601	5,244	6,640	6,640	0.00 %
4120	Training and Development	1,078	196	1,380	5,000	+ 262.32 %
4154	Recovery - WCB	0	(5,106)	0	0	
4204	Advertising	852	0	2,000	1,500	- 25.00 %
4210	Catering	561	73	1,000	500	- 50.00 %
4216	Contracted Services	32,141	7,629	33,031	24,000	- 27.34 %
4226	Photocopy	73	0	3,190	500	- 84.33 %
4228	Printing	0	19	1,530	1,000	- 34.64 %
4310	Books/Publications	118	54	750	500	- 33.33 %
4312	Office Supplies	6,103	6,440	11,200	6,000	- 46.43 %
4364	Telecommunications	1,595	578	605	760	+ 25.62 %
4418	Equipment	30	0	0	0	
9321	WO Outside Purchases	70	0	0	0	
Total Expenditures		967,735	698,486	1,047,054	1,050,413	
Net Total		(957,331)	(688,891)	(1,037,458)	(1,050,413)	

Business Unit Summary with Service Areas

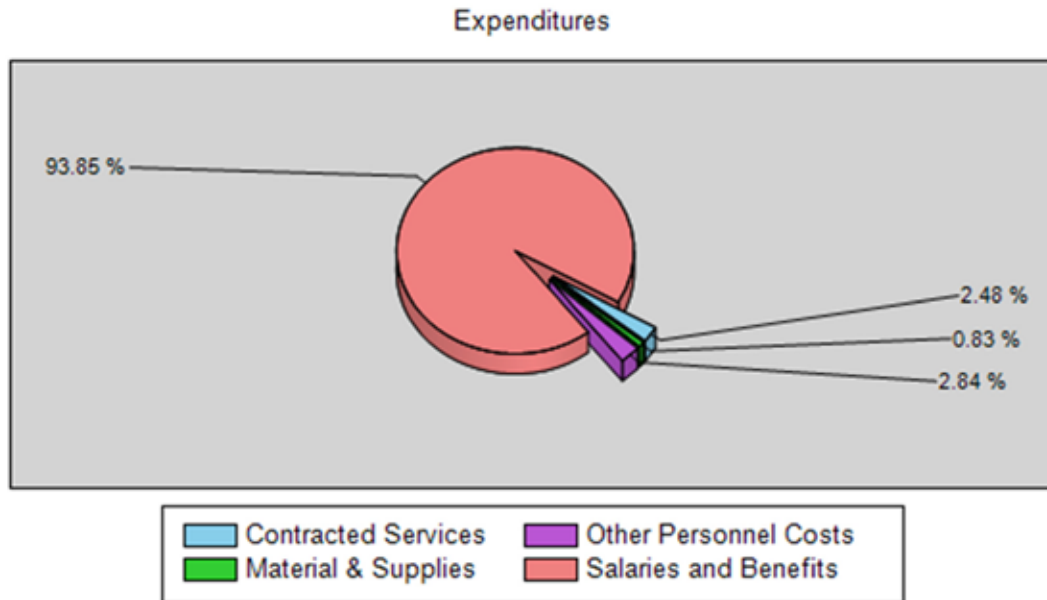
Business Unit: 3550 - Community Planning

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3760	Grants	0	0	0	0	0
Total Revenues		0	0	0	0	0
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	130,507	133,117	135,779	138,495	141,265
4016	Salaries - Inside	619,361	631,693	644,327	657,213	670,357
4080	Auxiliaries/RPT/Seasonal	60,328	61,539	62,770	64,025	65,306
4102	Benefits	175,618	179,117	182,699	186,353	190,080
4112	Mileage/Parking	200	204	208	212	216
4116	Conferences/Travel	18,000	18,360	18,727	19,102	19,484
4118	Membership Fees	6,640	6,773	6,908	7,046	7,187
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
4204	Advertising	1,500	1,530	1,561	1,592	1,624
4210	Catering	500	510	520	531	541
4216	Contracted Services	24,000	24,000	24,000	24,000	24,000
4226	Photocopy	500	510	520	531	541
4228	Printing	1,000	1,020	1,040	1,061	1,082
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	6,000	6,120	6,242	6,367	6,495
4364	Telecommunications	760	775	791	807	823
Total Expenditures		1,050,413	1,070,878	1,091,815	1,113,172	1,134,955
% Increase			1.95%	1.96%	1.96%	1.96%
Net Total		(1,050,413)	(1,070,878)	(1,091,815)	(1,113,172)	(1,134,955)

Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning



Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

Department: Sustainable Planning and Community Development **Budget Year:** 2016

Overview:

This business unit relates to public engagement costs to assist with the implementation of the Official Community Plan (OCP).

The Official Community Plan was approved in 2012 and outlines a vision for how the community will grow and change over 30 years. It was developed with a high level of community involvement.

The OCP projects that will be undertaken/continued in 2016 - 2017 include:

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.

The Burnside-Gorge/Douglas Area Plan was initiated in 2015 and will continue consultation and plan development into and wrap up in 2016.

Two additional Local Area Plans are planned to commence in 2016 with funds budgeted to support consultation, engagement, technical analysis and consulting costs anticipated in the development of these plans.

Victoria's waterfront is a vital part of the city's livability, economic vitality and sense of place. Currently a number of sites along the waterfront are seeing a range of proposals and new investments related to both City, provincial and private properties. These new investments represent a significant opportunity to facilitate the further development of Victoria's waterfront as an active and vibrant asset for residents and visitors. As such, a more detailed framework is necessary to guide development and investment in a manner that supports a holistic vision for the waterfront going forward, laying out community priorities, partnership opportunities and conceptual directions for the design of new public spaces.

Deliverables:

New Local Area Plan for the Burnside-Gorge neighbourhood
Additional Local Area Plans for two other local neighbourhoods
Waterfront Plan

Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
5055	Trf from Strat Obj Account	0	0	0	200,000	
5075	Financial Stability Reserve	0	0	160,000	97,000	- 39.38 %
Total Revenues		0	0	160,000	297,000	
Expenditures						
4216	Contracted Services	0	16,804	160,000	297,000	+ 85.63 %
9211	WO Regular Time	0	21	0	0	
9321	WO Outside Purchases	0	1,245	0	0	
Total Expenditures		0	18,070	160,000	297,000	
Net Total		0	(18,070)	0	0	

Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

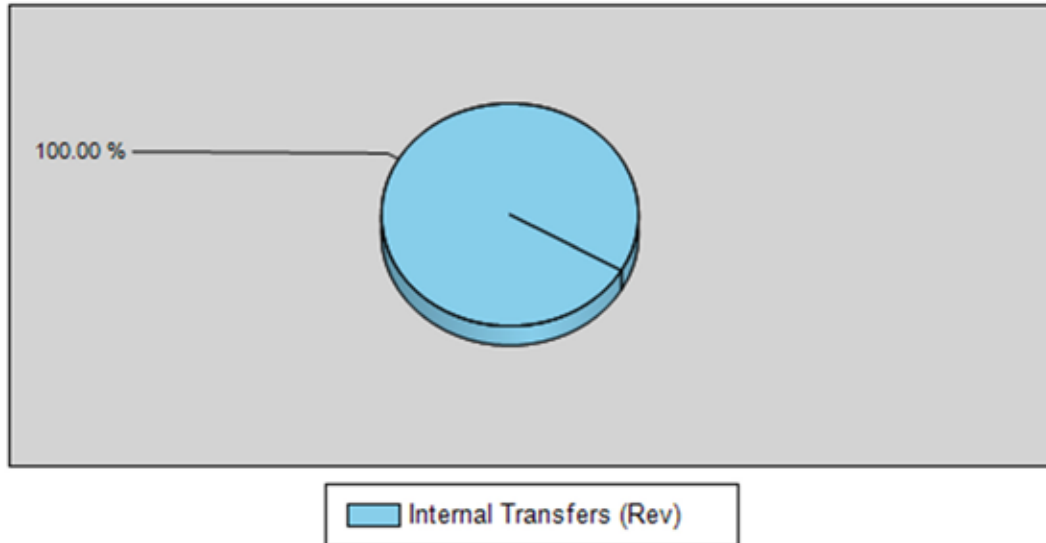
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
5055	Trf from Strat Obj Account	200,000	0	0	0	0
5075	Financial Stability Reserve	97,000	40,000	0	0	0
Total Revenues		297,000	40,000	0	0	0
% Increase			(86.53%)	(100.00%)	0.00%	0.00%
Expenditures						
4216	Contracted Services	297,000	40,000	0	0	0
Total Expenditures		297,000	40,000	0	0	0
% Increase			(86.53%)	(100.00%)	0.00%	0.00%
Net Total		0	0	0	0	0

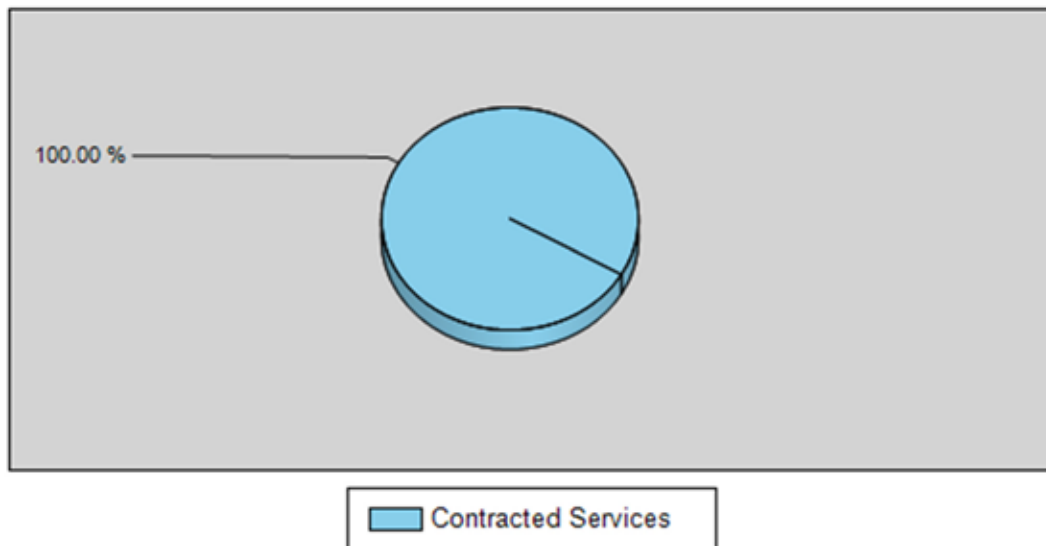
Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 3560 - Downtown Core Area Plan

Department: Sustainable Planning and Community Development **Budget Year:** 2016

Overview:

The Downtown Core Area Plan (DCAP) will guide development in the downtown area over the next 30 years, helping to ensure that downtown remains the heart of the region. The DCAP lays out a vision to encourage and foster the development of an attractive, vibrant, pedestrian-friendly and economically resilient downtown area. Council and staff will look to the 30 year plan as a guide for growth and development for the years ahead. The DCAP includes policies and actions that will lead to the addition of roughly 10,000 - 15,000 new residents in the core area, and approximately 1 million square metres of new development, over the next 30 years. This business unit funds professional and technical services to support implementation of the DCAP.

There are three major DCAP implementation projects identified in 2016/2017.

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.

The update to Schedule C will support an update to the parking requirements for the City that supports the DCAP and Official Community Plan goals and objectives related to complete streets and support clearer parking direction for existing property owners and for new development.

Victoria residents, community and business groups are showing increasing interest in the development of place-based public realm improvement projects within the downtown core. A public realm plan for the downtown core area will aim to support these efforts while at the same time providing a framework for City investment that supports the beautification of the core area. The plan will support effort to create and define Downtown's various districts and corridors, continue to support a cohesive visual identity for these areas and the downtown as a whole, and create further opportunities for more citizen or business-led placemaking to occur.

Deliverables:

A new Zoning Bylaw for the Downtown Core Area.
 Updates to Schedule C of the Zoning Bylaw to Update Parking Standards.
 A Public Realm Plan for the Downtown Core Area.

Business Unit Summary with Service Areas

Business Unit: 3560 - Downtown Core Area Plan

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve	0	0	50,000	215,000	+ 330.00 %
Total Revenues		0	0	50,000	215,000	
Expenditures						
4216	Contracted Services	0	0	170,000	215,000	+ 26.47 %
Total Expenditures		0	0	170,000	215,000	
Net Total		0	0	(120,000)	0	

Business Unit Summary with Service Areas

Business Unit: 3560 - Downtown Core Area Plan

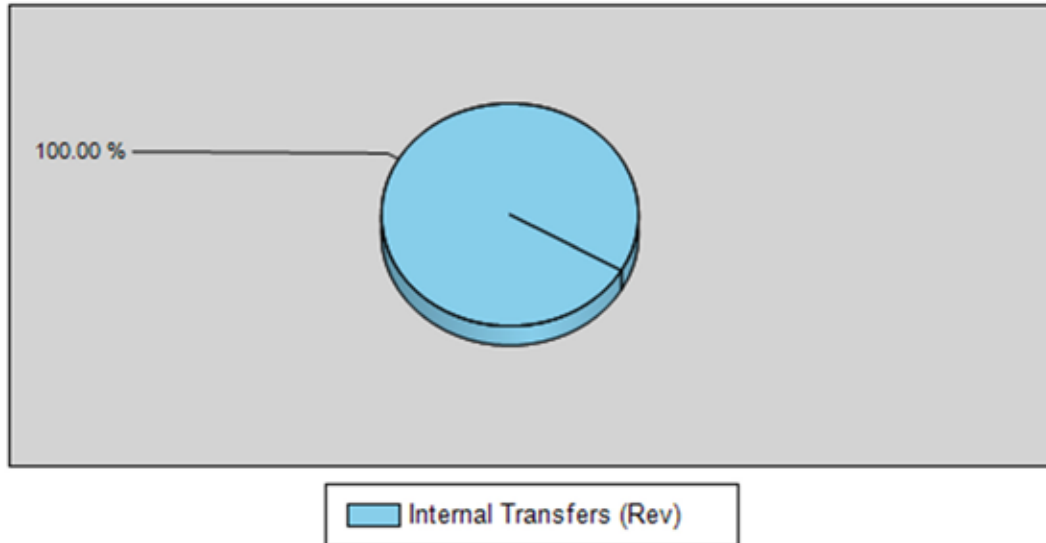
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
5075	Financial Stability Reserve	215,000	50,000	0	0	0
Total Revenues		215,000	50,000	0	0	0
% Increase			(76.74%)	(100.00%)	0.00%	0.00%
Expenditures						
4216	Contracted Services	215,000	50,000	0	0	0
Total Expenditures		215,000	50,000	0	0	0
% Increase			(76.74%)	(100.00%)	0.00%	0.00%
Net Total		0	0	0	0	0

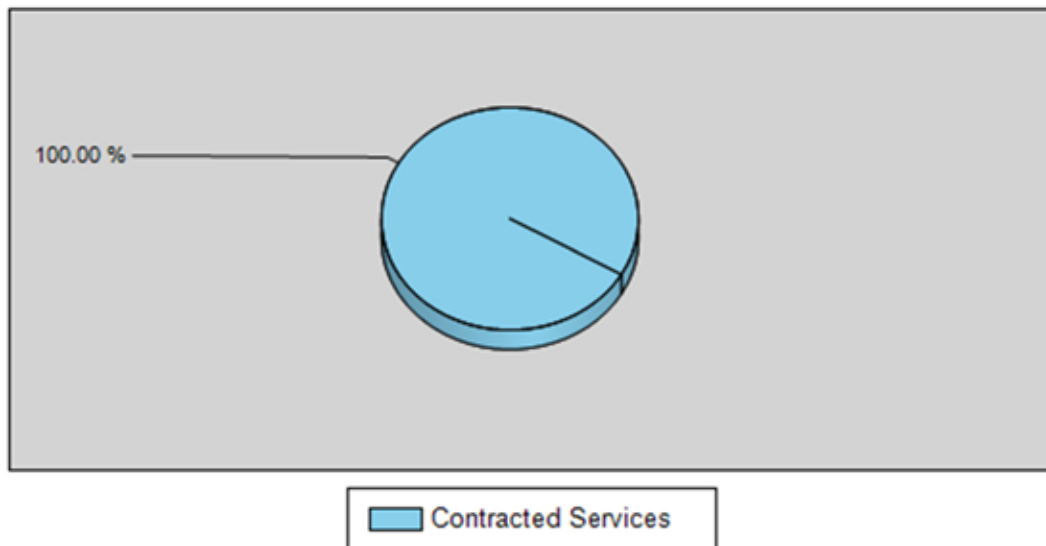
Business Unit Summary with Service Areas

Business Unit: 3560 - Downtown Core Area Plan

Revenues



Expenditures





SUMMARY

Victoria Fire Department

The Victoria Fire Department (VFD) 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 VFD 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, Communications Division, Training Division, and the Administration Division.



Core Service Areas

- **Fire Suppression:** Provides 24 hour emergency response to citizens in support of emergency and non-emergency incidents, including harbour response
- **Fire Prevention:** Conducts fire inspections, delivers public fire safety education, and provides 24 hour fire investigation response
- **Mechanical:** Provides professional cost effective and efficient emergency and non-emergency maintenance of all fire apparatus, specialty equipment, marine vessels, and fleet. Regional fleet maintenance facility. Delivery of specialized training relating to vehicle operations, equipment use and marine vessel operations.
- **Harbour Response:** Provision of 24 hour emergency harbour response with the Fire Boat Protector and Rapid Response Marine vessel for rescue, environmental and inter-departmental responses.
- **Communication:** Provision of 24-hour emergency and non-emergency communications.
- **Training:** Responsible for the facilitation and delivery of all training associated with fire department and emergency response to members of the department.
- **Administration:** Incorporates the Office of the Fire Chief, two Deputy Fire Chiefs and administration clerical staff.
- **Emergency Management:** Responsible for training City staff and coordinating an emergency response in the event of a disaster. Responsible for facilitation of Emergency Social Services programs in post incident situations.

Budget Summary

2016 Proposed Expenditures	15,978,258
2015 Approved Expenditures	15,523,423
Budget Change	454,835
Change by %	2.93%
2016 Proposed Revenues	71,500
2015 Approved Revenues	56,000
Budget Change	15,500
Change by %	27.68%
2016 FTE	123.09
2015 FTE	123.09
Change	0
Change by %	0.00%

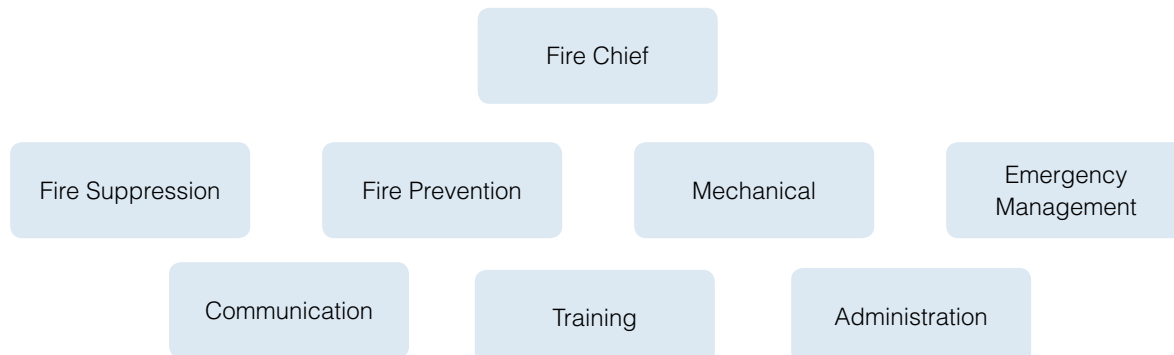
SUMMARY

Victoria Fire Department



Proposed Initiatives for 2016

- Advance options and public dialogue on future of Firehall Headquarters
- Install security ID card system at Firehall #1 and #2
- Replace and update fire and rescue equipment
- Replacement of Ladder # 2 at James Bay Fire Station
- Enhance fire, life safety and community public educational programs
- Upgrade of Fire Department Manager Software, TeleStaff – dispatch and communications upgrading
- Migration to 700 MHz public safety Broadband radio system (CREST)
- Integration of Corporate wide portable radio systems for increased safety and coordination of staff
- Integration of FDM Analytics and analysis of metrics
- Succession Planning – Officer and Professional Development
- Provide support to other corporate departments and staff through the Victoria Fire Department Critical Incident Stress Management Program
- Emergency Management initiatives to enhance corporate and regional response coordination, identification of resources and education to community on events related to climate change, power outage and earthquake response, major events that may contribute to community safety



Performance Metrics – Victoria Fire Department

Measuring Success			
1. How much did we do?			
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
# of Emergency Response to Fires	446	407	N/A
# of Rescues (including marine)	57	60	80
# of Calls for Service	6645	7000	7,500
# of hours for Staff Development and Training	14,898	15000	16,000
Emergency Incident Response Time (NFPA 1710) four minutes or less	96%	96%	97%
# of Public Education Sessions	46	60	80
# of Fire Inspections Completed	1586	2300	2500
# of hours for Specialized Apparatus Maintenance (Internal and External)	2372	2412	2450
# Children School Tours/visits	474	500	600

2. How well did we do it?

Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
NFPA 1710 (for career firefighters) is as follows: 60 seconds to turn-out, 4 minutes for the first engine company to arrive, and 8 minutes for the full first-alarm assignment for at least 90 percent of all fire calls. The rationale behind this is the fact that a room fire will reach a critical stage in fire development (point of flashover) in about 8 to 10 minutes	96.8%	97.3%	97.8%
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.		
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
Effective staffing and resources to ensure effective response and capacity to increased calls for service in both local and regional applications. Increase in rescue and emergency response requests.	100%	100%	100%
Story behind the data	The Victoria Fire Department's first responders and apparatus are prepared for 24/7 emergency and non-emergency response.		
Performance Measurements	2014 Actuals	2015 Projections	2016 Forecast
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.	4890	8000	Continued enhancement of life safety education programs

Story behind the data	Life safety education programs are to increase the public's awareness and education related to fire prevention, safety and emergency preparedness. With these programs we can prepare citizens to reduce hazards, increase life safety, and plan for emergency events.
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3. 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.
	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.
	Ensure accurate data, electronic mapping capabilities, emergency route identification and sufficient trained and qualified staffing to ensure capacity in responding to emergency incidents. Increase to “on location” training exercises to increase awareness with hazards and potential issues
Training and Development; Pre-Incident Planning, Hazard Identification	
	The implementation of the Pre-incident Planning, Hazard Identification, and Company Inspection Programs are to assist in meeting the established frequency of inspection, enhance the familiarization of City of Victoria buildings and multi occupancy high-rises, and increase safety for citizens and first responders.
	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.
Property Value Saved	\$ 98,508,531
	Highly trained, well-equipped firefighting personnel, accompanied by early notification make an impact on the loss values due to fire.
	Continued high level effective emergency response with protection of life, property and possessions.

Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration

Department: Fire **Budget Year:** 2016

Overview:

This business unit supports the leadership (Fire Chief and two Deputy Fire Chief positions) and office coordination functions of the Victoria Fire Department.

This business unit provides senior leadership, oversees strategic direction, attendance management, operational issues, payroll, personnel management, labour relations, human resources.

The Victoria Fire Department is a 123 person team and has three fire stations to provide fire, rescue and emergency services, in addition to fire prevention education and emergency management leadership.

Deliverables:

- Leadership support to a department of 123 members at three Fire Stations
- Reduce # of labour relations issues and grievances

Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	464,093	296,306	425,362	421,134	- 0.99 %
4016	Salaries - Inside	166,927	120,291	165,162	169,307	+ 2.51 %
4070	Overtime	3,312	1,001	0	0	
4080	Auxiliaries/RPT/Seasonal	0	2,660	5,190	5,513	+ 6.24 %
4102	Benefits	103,324	99,231	136,813	136,813	0.00 %
4112	Mileage/Parking	330	248	345	345	0.00 %
4114	Clothing/Boot/Cleaning Al	831	0	378	1,296	+ 242.86 %
4116	Conferences/Travel	14,721	6,186	12,500	12,500	0.00 %
4118	Membership Fees	3,113	2,819	3,550	3,550	0.00 %
4120	Training and Development	2,434	907	5,000	5,000	0.00 %
4154	Recovery - WCB	(785)	0	0	0	
4226	Photocopy	2,557	2,389	2,500	2,500	0.00 %
4228	Printing	4,129	3,848	6,000	6,000	0.00 %
4312	Office Supplies	2,778	1,666	3,000	3,000	0.00 %
4316	Protective Clothing/Unifo	3,521	3,156	2,500	3,000	+ 20.00 %
4364	Telecommunications	2,532	1,667	2,500	2,500	0.00 %
4418	Equipment	1,246	0	1,000	1,000	0.00 %
4814	Miscellaneous	5,549	7,439	7,500	7,500	0.00 %
4842	Communications	254	98	1,000	1,000	0.00 %
4850	Recognition	4,949	2,485	3,500	3,500	0.00 %
4862	Succession Planning	5,339	4,992	6,000	6,000	0.00 %
9211	WO Regular Time	214	23	0	0	
Total Expenditures		791,369	557,412	789,800	791,459	
Net Total		(791,369)	(557,412)	(789,800)	(791,459)	

Business Unit Summary with Service Areas

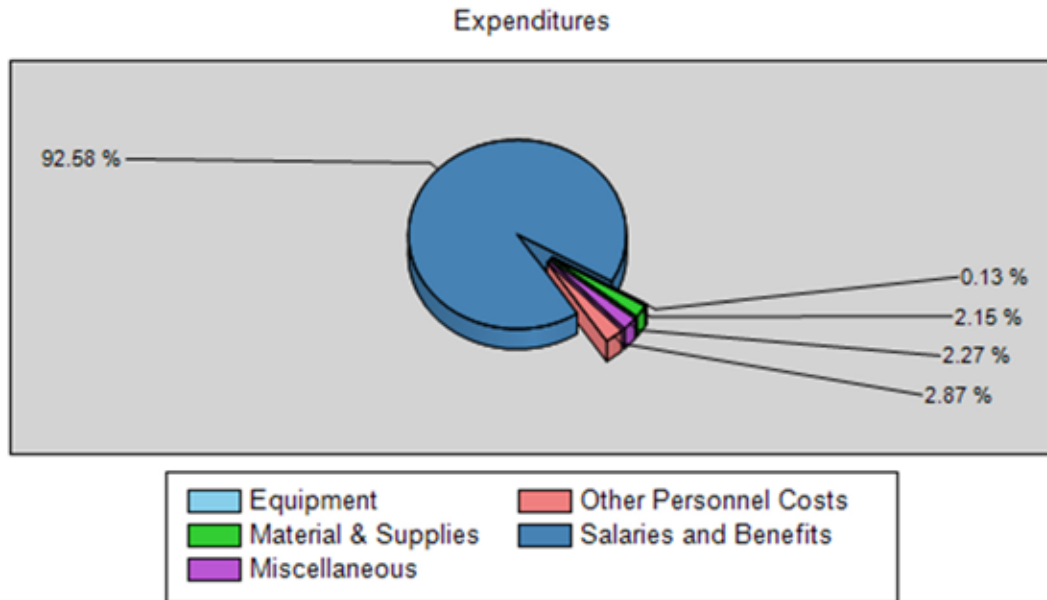
Business Unit: 2800 - Fire - Administration

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	421,134	429,557	438,148	446,911	455,849
4016	Salaries - Inside	169,307	172,689	176,143	179,666	183,259
4080	Auxiliaries/RPT/Seasonal	5,513	5,625	5,737	5,852	5,969
4102	Benefits	136,813	139,549	142,339	145,186	148,090
4112	Mileage/Parking	345	352	359	366	373
4114	Clothing/Boot/Cleaning AI	1,296	1,322	1,348	1,375	1,403
4116	Conferences/Travel	12,500	12,750	13,005	13,265	13,530
4118	Membership Fees	3,550	3,621	3,693	3,767	3,843
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
4226	Photocopy	2,500	2,550	2,601	2,653	2,706
4228	Printing	6,000	6,120	6,242	6,367	6,495
4312	Office Supplies	3,000	3,060	3,121	3,184	3,247
4316	Protective Clothing/Unifo	3,000	3,060	3,121	3,184	3,247
4364	Telecommunications	2,500	2,550	2,601	2,653	2,706
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4814	Miscellaneous	7,500	7,650	7,803	7,959	8,118
4842	Communications	1,000	1,020	1,040	1,061	1,082
4850	Recognition	3,500	5,000	5,100	5,202	5,306
4862	Succession Planning	6,000	6,120	6,242	6,367	6,495
Total Expenditures		791,459	808,714	824,888	841,386	858,214
% Increase			2.18%	2.00%	2.00%	2.00%
Net Total		(791,459)	(808,714)	(824,888)	(841,386)	(858,214)

Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration



Business Unit Summary with Service Areas

Business Unit: 2810 - Communication Equip & Mtce.

Department: Fire **Budget Year:** 2016

Overview:

This business unit supports the fire department alarm dispatch operations.

Alarm dispatch unit answers 911 calls, monitors City of Victoria 24 hour emergency line, provides emergency dispatch services to fire department personnel, and coordinates with City and external agencies during emergency and non emergency response.

Deliverables:

- # of response calls (6,645 in 2014)
- 10,000+ telephone inquiries

Business Unit Summary with Service Areas

Business Unit: 2810 - Communication Equip & Mtce.

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4008	Salaries - Fire	286,868	221,578	322,533	335,151	+ 3.91 %
4022	Salaries - Call Out	7,092	3,708	1,247	1,247	0.00 %
4070	Overtime	561	0	0	0	
4102	Benefits	73,647	66,278	77,408	80,996	+ 4.64 %
4114	Clothing/Boot/Cleaning Al	84	0	0	0	
4216	Contracted Services	134,862	115,392	169,950	173,481	+ 2.08 %
4312	Office Supplies	0	75	300	200	- 33.33 %
4316	Protective Clothing/Unifo	1,925	2,445	2,200	2,200	0.00 %
4418	Equipment	96	0	1,000	1,000	0.00 %
4822	Repairs and Maintenance	1,278	816	7,500	7,500	0.00 %
Total Expenditures		506,413	410,293	582,138	601,776	
Net Total		(506,413)	(410,293)	(582,138)	(601,776)	

Business Unit Summary with Service Areas

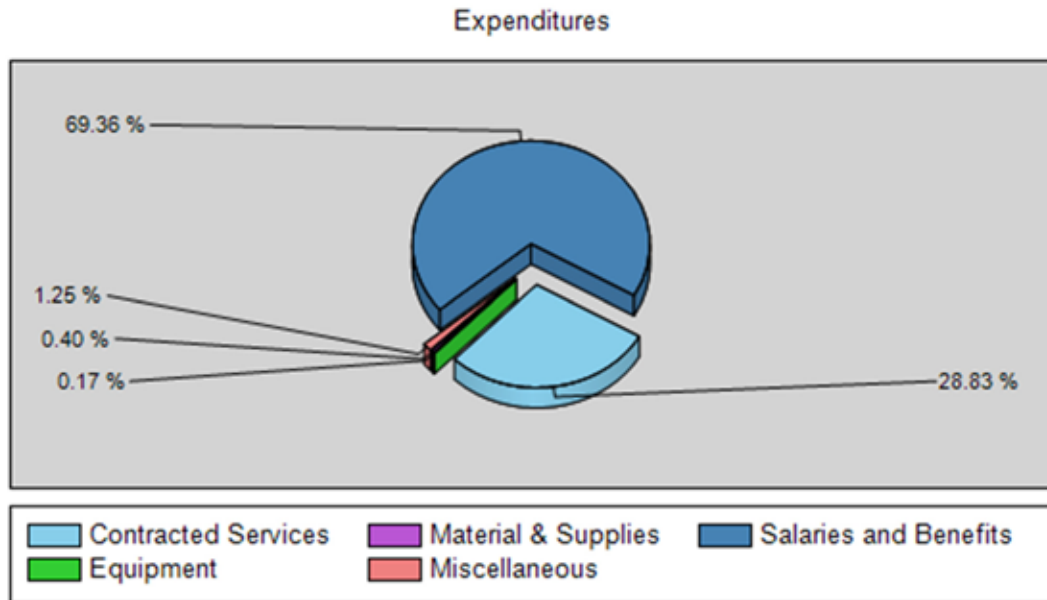
Business Unit: 2810 - Communication Equip & Mtce.

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4008	Salaries - Fire	335,151	343,530	352,118	360,921	369,944
4022	Salaries - Call Out	1,247	1,278	1,310	1,343	1,376
4102	Benefits	80,996	83,021	85,097	87,224	89,405
4216	Contracted Services	173,481	176,951	180,490	184,099	187,781
4312	Office Supplies	200	204	208	212	216
4316	Protective Clothing/Unifo	2,200	2,244	2,289	2,335	2,381
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 Expenditures		601,776	615,898	630,355	645,155	660,305
% Increase			2.35%	2.35%	2.35%	2.35%
Net Total		(601,776)	(615,898)	(630,355)	(645,155)	(660,305)

Business Unit Summary with Service Areas

Business Unit: 2810 - Communication Equip & Mtce.



Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention

Department: Fire **Budget Year:** 2016

Overview:

The Victoria Fire Department Prevention Division provides education and awareness programs to prevent fire and impacts of fire.

Prevention programs include: Community Fire Safety education, Free Smoke Alarm Program, Juvenile Firesetter Intervention Program, School Education Program, Car Seat Installation Clinic and HEAT, a multi-jurisdictional hoarding support initiative.

This unit also provides inspections as directed through legislation, fire investigation and fire cause determination reporting. Also acts as a liaison with other investigative services and provincial authorities and oversees fuel and flammable liquid/combustible storage requirements and tracking.

Deliverables:

- # of properties within the COV for inspections (4,602 in 2014)
- # of Inspections performed (1586 in 2014)
- Support to the suppression commercial inspection program
- # of fire investigations (60 in 2014)
- # of community education sessions (46 with 3190 attendees in 2014)
- # of oil tank permits issued (192 in 2014)
- # of Smoke alarm installations (30 in 2014)
- # of Fire alarm tests and drills (109 hours) (2014)
- # of Hoarding Responses (31, 94 hours allocated in 2014)
- Recovery \$33,740 (2014)

Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3110	Oil Burner Permits	17,300	15,200	5,000	7,000	+ 40.00 %
3236	Fire Prevention	0	7,650	0	4,500	
3254	Records Fee	3,040	2,364	2,500	2,500	0.00 %
3274	Miscellaneous Fees	13,400	11,577	3,000	10,000	+ 233.33 %
Total Revenues		33,740	36,791	10,500	24,000	
Expenditures						
4008	Salaries - Fire	611,018	455,675	694,492	711,855	+ 2.50 %
4022	Salaries - Call Out	21,211	19,596	2,429	2,429	0.00 %
4070	Overtime	(80)	0	0	0	
4102	Benefits	127,785	112,119	166,678	174,404	+ 4.64 %
4112	Mileage/Parking	330	248	350	175	- 50.00 %
4114	Clothing/Boot/Cleaning Al	122	0	0	0	
4116	Conferences/Travel	2,924	3,173	4,000	4,000	0.00 %
4118	Membership Fees	2,957	2,979	3,000	3,000	0.00 %
4308	General Supplies	2,439	1,575	3,750	3,750	0.00 %
4312	Office Supplies	1,477	899	2,500	2,500	0.00 %
4316	Protective Clothing/Unifo	2,507	2,724	3,150	3,150	0.00 %
4364	Telecommunications	5,169	2,660	3,700	3,700	0.00 %
4418	Equipment	1,526	840	1,500	1,700	+ 13.33 %
4824	Recovery	0	(94)	0	0	
Total Expenditures		779,384	602,395	885,550	910,663	
Net Total		(745,644)	(565,605)	(875,050)	(886,663)	

Business Unit Summary with Service Areas

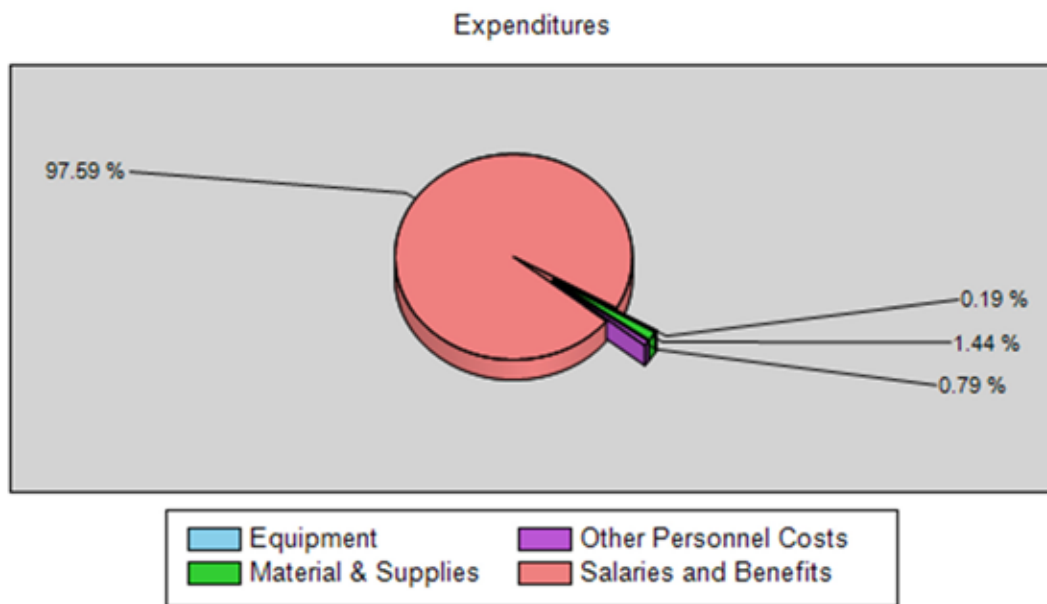
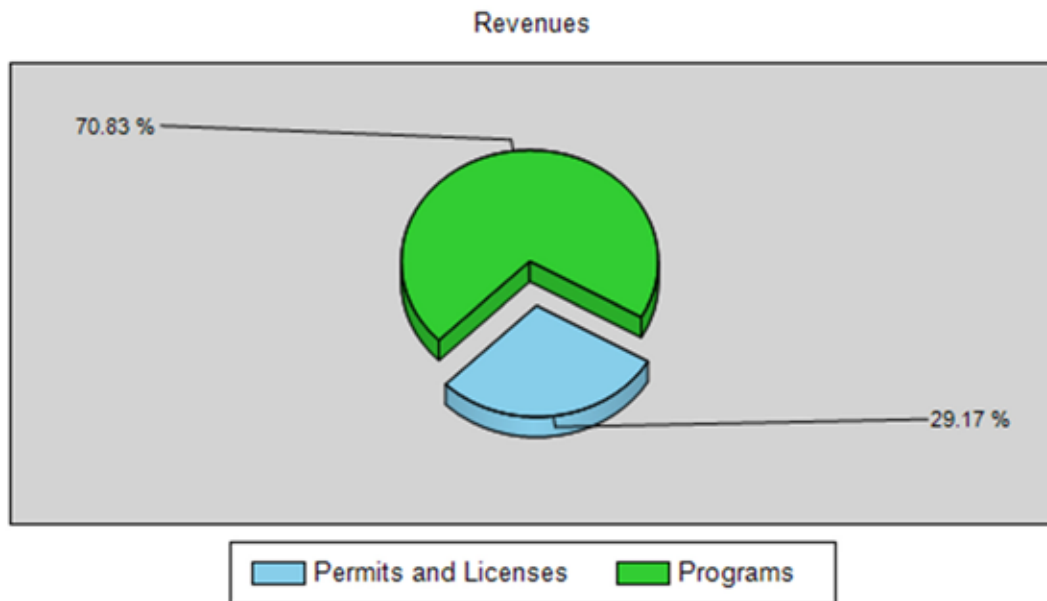
Business Unit: 2820 - Fire Prevention

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3110	Oil Burner Permits	7,000	7,000	7,000	7,000	7,000
3236	Fire Prevention	4,500	4,500	4,500	4,500	4,500
3254	Records Fee	2,500	2,500	2,500	2,500	2,500
3274	Miscellaneous Fees	10,000	10,000	10,000	10,000	10,000
Total Revenues		24,000	24,000	24,000	24,000	24,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4008	Salaries - Fire	711,855	729,651	747,892	766,590	785,754
4022	Salaries - Call Out	2,429	2,490	2,552	2,616	2,681
4102	Benefits	174,404	178,765	183,234	187,814	192,510
4112	Mileage/Parking	175	178	182	185	189
4116	Conferences/Travel	4,000	4,080	4,162	4,245	4,330
4118	Membership Fees	3,000	3,060	3,121	3,184	3,247
4308	General Supplies	3,750	3,825	3,902	3,980	4,059
4312	Office Supplies	2,500	2,550	2,601	2,653	2,706
4316	Protective Clothing/Uniforms	3,150	3,213	3,277	3,343	3,410
4364	Telecommunications	3,700	3,774	3,849	3,926	4,005
4418	Equipment	1,700	1,734	1,769	1,804	1,840
Total Expenditures		910,663	933,319	956,540	980,340	1,004,731
% Increase			2.49%	2.49%	2.49%	2.49%
Net Total		(886,663)	(909,319)	(932,540)	(956,340)	(980,731)

Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention



Business Unit Summary with Service Areas

Business Unit: 2830 - Suppression/Rescue

Department: Fire **Budget Year:** 2016

Overview:

The fire suppression unit delivers fire and emergency services to the City of Victoria, responding to approximately 6,600 calls for assistance 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:

- # of requests for service (6,645 in 2014)
- # of Fires attended includes structure fires, vehicle fires, other fires (446 in 2014)
- # of fires contained to the room of origin (25 in 2014)
- Average response time <6 minutes initial response, <10 minutes full company response - as per NFPA 1710 (National Fire Protection Association) standard
- school tours/visits - 474 children (2014)

Business Unit Summary with Service Areas

Business Unit: 2830 - Suppression/Rescue

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3506	Protective Fire Fighting	6,911	5,300	0	0	
Total Revenues		6,911	5,300	0	0	
Expenditures						
4008	Salaries - Fire	9,779,312	7,014,680	9,562,713	9,847,718	+ 2.98 %
4022	Salaries - Call Out	317,953	161,157	81,479	81,479	0.00 %
4070	Overtime	27,003	0	0	0	
4102	Benefits	2,196,746	1,963,891	2,266,520	2,380,841	+ 5.04 %
4114	Clothing/Boot/Cleaning Al	2,078	0	0	0	
4154	Recovery - WCB	(90,086)	(39,226)	0	0	
4224	Laundry	5,183	1,357	7,500	5,000	- 33.33 %
4308	General Supplies	8,301	6,066	11,500	11,500	0.00 %
4316	Protective Clothing/Unifo	50,973	41,426	91,500	91,500	0.00 %
4364	Telecommunications	3,146	2,728	4,500	4,500	0.00 %
4418	Equipment	12,277	9,908	11,750	15,000	+ 27.66 %
4814	Miscellaneous	1,217	2,048	2,000	2,000	0.00 %
4824	Recovery	(2,401)	(4,600)	0	0	
4854	SCBA	9,245	12,096	16,250	16,250	0.00 %
9111	WO Inside Equipment Rent	189	0	0	0	
9211	WO Regular Time	2,382	0	0	0	
9221	WO Overtime	273	0	0	0	
9311	WO Inventory Purchases	352	0	0	0	
9321	WO Outside Purchases	41	0	0	0	
Total Expenditures		12,324,185	9,171,530	12,055,713	12,455,788	
Net Total		(12,317,274)	(9,166,230)	(12,055,713)	(12,455,788)	

Business Unit Summary with Service Areas

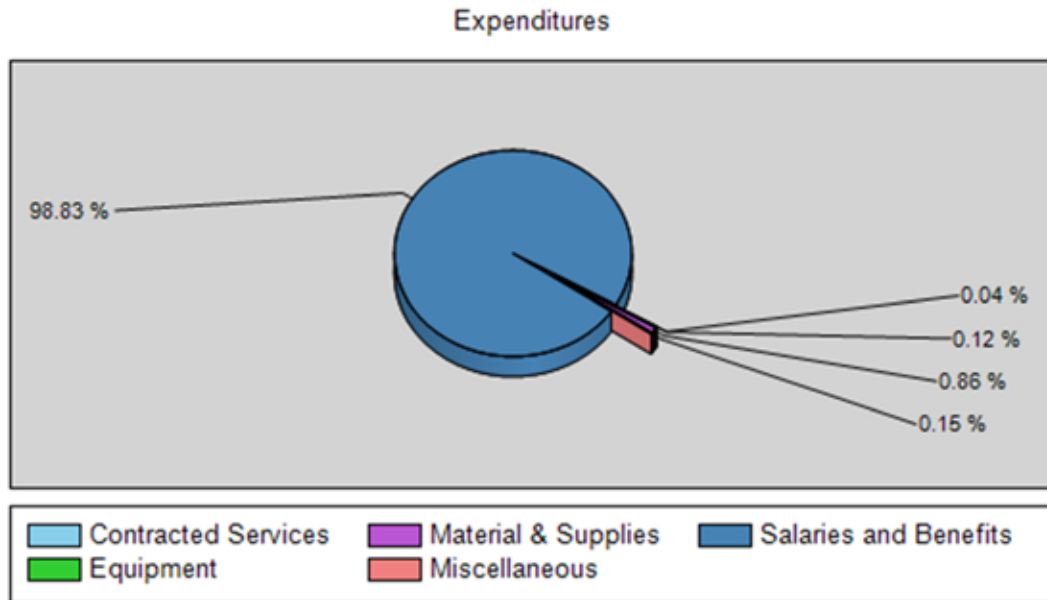
Business Unit: 2830 - Suppression/Rescue

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3506	Protective Fire Fighting	0	0	0	0	0
Total Revenues		0	0	0	0	0
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4008	Salaries - Fire	9,847,718	10,093,911	10,346,258	10,604,915	10,870,037
4022	Salaries - Call Out	81,479	83,516	85,604	87,744	89,938
4102	Benefits	2,380,841	2,440,362	2,501,371	2,563,905	2,628,003
4224	Laundry	5,000	5,100	5,202	5,306	5,412
4308	General Supplies	11,500	12,500	12,750	13,005	13,265
4316	Protective Clothing/Uniforms	91,500	93,330	95,197	97,101	99,043
4364	Telecommunications	4,500	4,590	4,682	4,775	4,871
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 Expenditures		12,455,788	12,767,224	13,085,657	13,412,036	13,746,559
% Increase			2.50%	2.49%	2.49%	2.49%
Net Total		(12,455,788)	(12,767,224)	(13,085,657)	(13,412,036)	(13,746,559)

Business Unit Summary with Service Areas

Business Unit: 2830 - Suppression/Rescue



Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

Department: Fire **Budget Year:** 2016

Overview:

This business unit provides mechanical maintenance and servicing of fire apparatus and equipment to the Victoria Fire Department and Regional Fire Department customers on a “fee for service” basis.

Regular maintenance of department power tools and equipment is provided, including oversight of fuel and lubricant use on all equipment and apparatus and maintenance to fire boat to support marine response.

Deliverables:

- Specialized repair and maintenance to emergency apparatus, fire boats and equipment
- Onsite maintenance and repair in addition to mobile maintenance requests
- VFD fleet of 45 apparatus, 2 fire boats,
- External customer fleet of approximately 19 apparatus (ongoing maintenance through agreements on an annual basis)
- Responsible for education on the operation of specialized apparatus and equipment

Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3508	Mechanic Recovery	18,309	12,213	10,000	12,000	+ 20.00 %
Total Revenues		18,309	12,213	10,000	12,000	
Expenditures						
4008	Salaries - Fire	121,152	89,446	109,278	112,010	+ 2.50 %
4014	Salaries - Outside	65,446	45,774	76,238	78,158	+ 2.52 %
4022	Salaries - Call Out	671	1,829	2,365	1,800	- 23.89 %
4070	Overtime	1,085	311	0	0	
4102	Benefits	43,354	37,307	44,143	45,810	+ 3.78 %
4114	Clothing/Boot/Cleaning Al	21	0	0	0	
4306	Fuel	69,595	43,524	73,000	74,460	+ 2.00 %
4308	General Supplies	7,258	5,536	15,000	13,000	- 13.33 %
4316	Protective Clothing/Unifo	707	957	900	1,000	+ 11.11 %
4364	Telecommunications	704	484	605	605	0.00 %
4418	Equipment	2,404	2,349	3,000	3,000	0.00 %
4512	Insurance	24,924	28,618	25,000	30,885	+ 23.54 %
4822	Repairs and Maintenance	0	0	40,000	50,000	+ 25.00 %
9211	WO Regular Time	4,629	1,458	0	0	
9311	WO Inventory Purchases	610	0	0	0	
9321	WO Outside Purchases	45,712	39,041	0	0	
9411	WO Contracted Services	16,603	4,128	0	0	
Total Expenditures		404,875	300,761	389,529	410,728	
Net Total		(386,565)	(288,549)	(379,529)	(398,728)	

Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

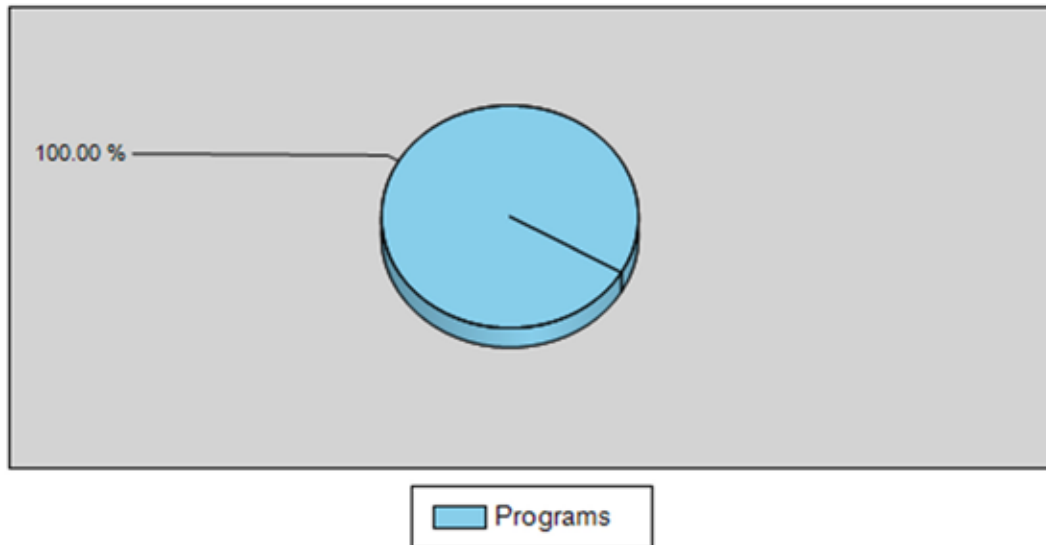
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3508	Mechanic Recovery	12,000	12,000	12,000	12,000	12,000
Total Revenues		12,000	12,000	12,000	12,000	12,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4008	Salaries - Fire	112,010	114,810	117,680	120,622	123,638
4014	Salaries - Outside	78,158	79,717	81,311	82,937	84,596
4022	Salaries - Call Out	1,800	1,836	1,873	1,910	1,948
4102	Benefits	45,810	46,862	47,940	49,043	50,171
4306	Fuel	74,460	75,949	77,468	79,018	80,598
4308	General Supplies	13,000	13,260	13,525	13,796	14,072
4316	Protective Clothing/Unifo	1,000	1,020	1,040	1,061	1,082
4364	Telecommunications	605	617	629	642	655
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4512	Insurance	30,885	31,503	32,133	32,775	33,431
4822	Repairs and Maintenance	50,000	51,000	52,020	53,060	54,122
Total Expenditures		410,728	419,634	428,741	438,048	447,560
% Increase			2.17%	2.17%	2.17%	2.17%
Net Total		(398,728)	(407,634)	(416,741)	(426,048)	(435,560)

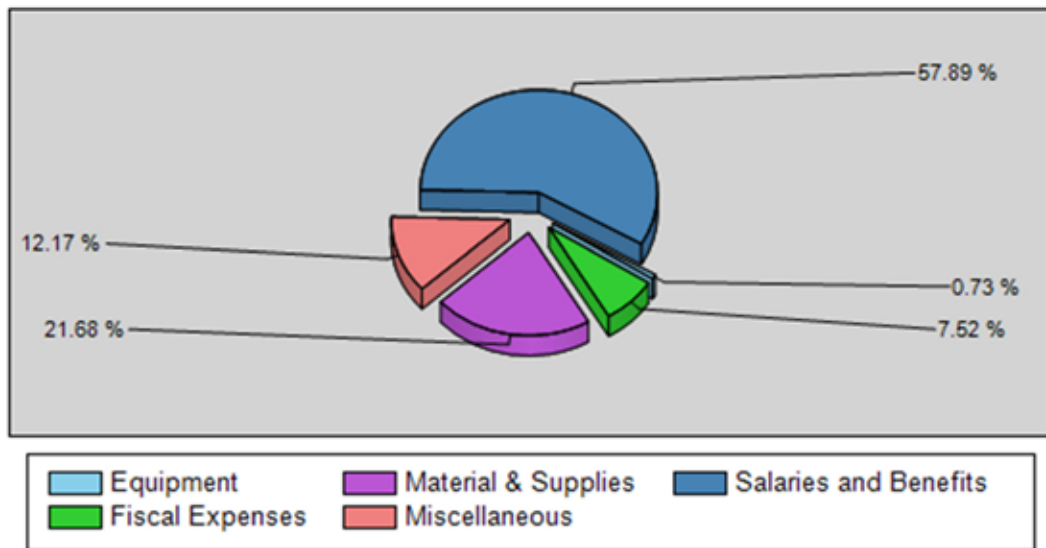
Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

Department: Fire **Budget Year:** 2016

Overview:

The City is required to ensure that personnel are trained to industry standards and competent in the provision of their services

This business unit funds the training and development of Fire Department personnel to meet industry, Worksafe and National Fire Protection Association training standards.

Deliverables:

- # of aggregate training hours (14,898 in 2014)
- 5 Public Fire Extinguisher training classes. 56 students (2014)

Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3276	Fire Extinguishing Train	1,960	2,030	2,000	2,000	0.00 %
3288	Confined Space Rescue	8,500	8,500	8,500	8,500	0.00 %
Total Revenues		10,460	10,530	10,500	10,500	
Expenditures						
4008	Salaries - Fire	134,939	106,781	129,168	132,397	+ 2.50 %
4022	Salaries - Call Out	4,790	1,590	0	0	
4070	Overtime	1,371	0	0	0	
4102	Benefits	27,080	27,731	31,000	32,437	+ 4.64 %
4114	Clothing/Boot/Cleaning Al	21	0	0	0	
4118	Membership Fees	517	462	350	370	+ 5.71 %
4120	Training and Development	82,795	61,859	100,000	100,000	0.00 %
4308	General Supplies	1,808	1,303	2,000	2,000	0.00 %
4316	Protective Clothing/Unifo	321	565	450	450	0.00 %
4364	Telecommunications	972	487	605	605	0.00 %
4418	Equipment	995	475	1,500	1,500	0.00 %
4814	Miscellaneous	169	6	350	350	0.00 %
9111	WO Inside Equipment Rent	0	25	0	0	
9211	WO Regular Time	0	274	0	0	
Total Expenditures		255,777	201,559	265,423	270,110	
Net Total		(245,317)	(191,029)	(254,923)	(259,610)	

Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

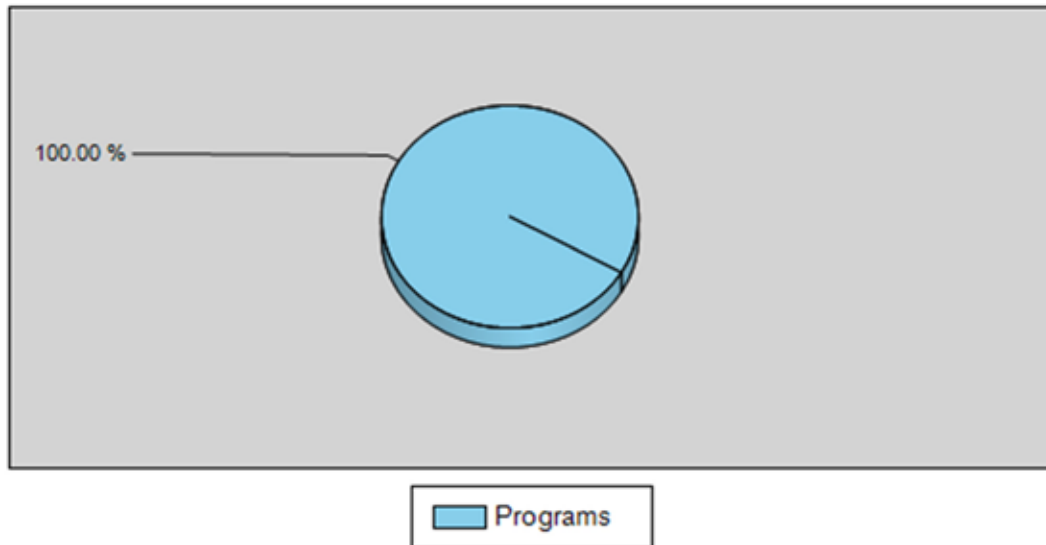
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
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 Revenues		10,500	10,500	10,500	10,500	10,500
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4008	Salaries - Fire	132,397	135,707	139,100	142,577	146,142
4102	Benefits	32,437	33,248	34,079	34,931	35,805
4118	Membership Fees	370	377	385	392	400
4120	Training and Development	100,000	102,000	104,040	106,121	108,243
4308	General Supplies	2,000	2,040	2,081	2,122	2,165
4316	Protective Clothing/Unifo	450	459	468	478	487
4364	Telecommunications	605	617	629	642	655
4418	Equipment	1,500	1,530	1,561	1,592	1,624
4814	Miscellaneous	350	357	364	371	379
Total Expenditures		270,110	276,335	282,707	289,227	295,899
% Increase			2.30%	2.31%	2.31%	2.31%
Net Total		(259,610)	(265,835)	(272,207)	(278,727)	(285,399)

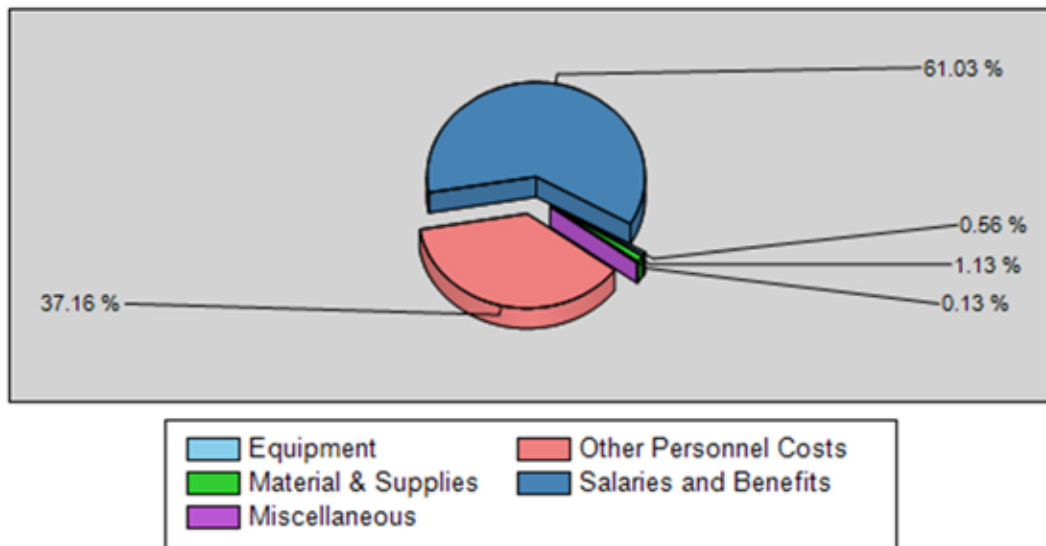
Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2860 - Fire Stations

Department: Fire **Budget Year:** 2016

Overview:

This business unit funds general supplies to support 24/7 operations of three fire stations located in the City of Victoria [Fire Hall #1 (Yates), Fire Hall #2 (Michigan), Fire Hall #3 (Bay)].

Includes costs for cleaning supplies and routine building maintenance, and decontamination of fire equipment related to toxins and chemicals.

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 fire-fighter protective gear
- Immediate response to contaminations due to nature of potential risk; blood borne pathogens, carbon particles, etc.

Business Unit Summary with Service Areas

Business Unit: 2860 - Fire Stations

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4308	General Supplies	10,525	4,870	11,500	11,500	0.00 %
4418	Equipment	1,183	721	750	750	0.00 %
4822	Repairs and Maintenance	0	594	3,000	3,000	0.00 %
9111	WO Inside Equipment Rent	52	27	0	0	
9211	WO Regular Time	1,081	340	0	0	
9321	WO Outside Purchases	57	0	0	0	
Total Expenditures		12,899	6,552	15,250	15,250	
Net Total		(12,899)	(6,552)	(15,250)	(15,250)	

Business Unit Summary with Service Areas

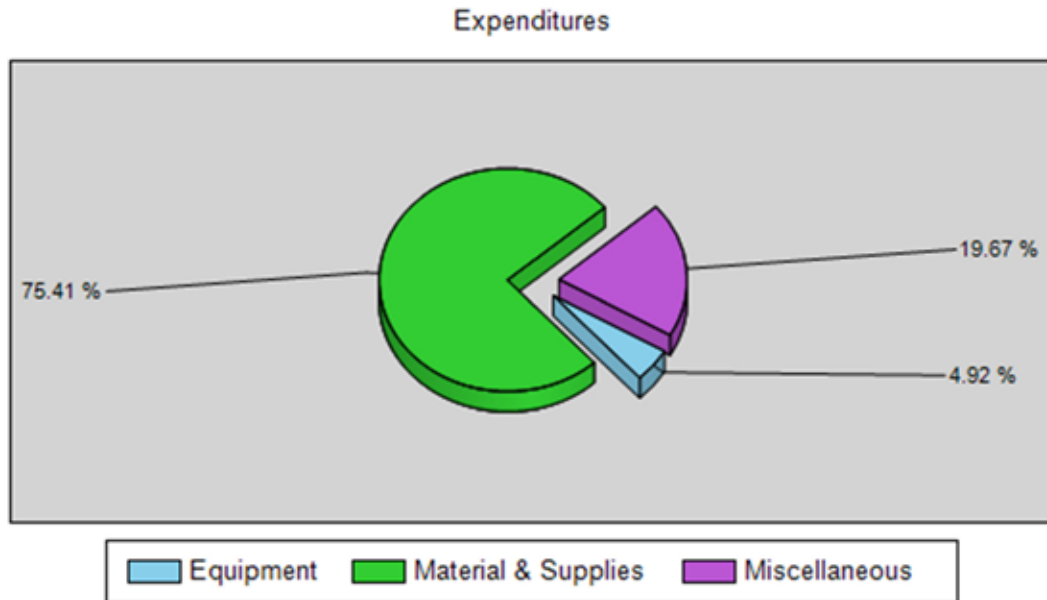
Business Unit: 2860 - Fire Stations

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
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 Expenditures		15,250	15,555	15,866	16,183	16,507
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(15,250)	(15,555)	(15,866)	(16,183)	(16,507)

Business Unit Summary with Service Areas

Business Unit: 2860 - Fire Stations



Business Unit Summary with Service Areas

Business Unit: 2870 - Fire - First Responder Program

Department: Fire **Budget Year:** 2016

Overview:

The Victoria Fire Department provides first responder services to provide immediate emergency response in homes and on-scene of accidents or incident.

This business unit funds costs associated with delivery of first responder program and providing pre-hospital care.

Deliverables:

of Fire Responder calls (4348 in 2014)

Business Unit Summary with Service Areas

Business Unit: 2870 - Fire - First Responder Program

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4216	Contracted Services	500	0	750	750	0.00 %
4308	General Supplies	8,013	5,101	9,000	9,500	+ 5.56 %
4852	Licence Fees	1,900	1,350	3,000	3,000	0.00 %
Total Expenditures		10,413	6,451	12,750	13,250	
Net Total		(10,413)	(6,451)	(12,750)	(13,250)	

Business Unit Summary with Service Areas

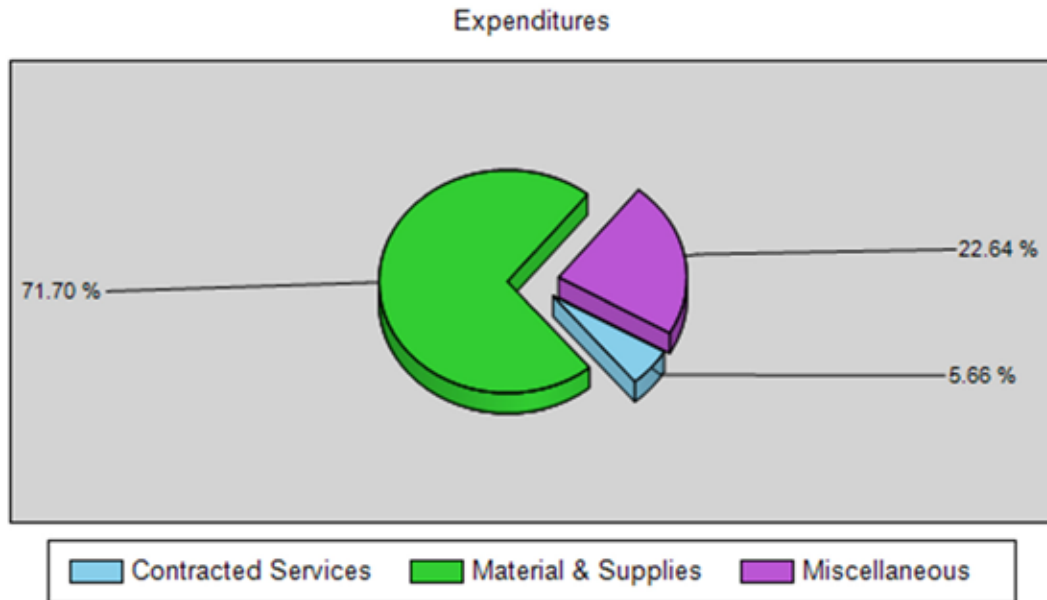
Business Unit: 2870 - Fire - First Responder Program

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4216	Contracted Services	750	765	780	796	812
4308	General Supplies	9,500	9,690	9,884	10,081	10,283
4852	Licence Fees	3,000	3,060	3,121	3,184	3,247
Total Expenditures		13,250	13,515	13,785	14,061	14,342
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(13,250)	(13,515)	(13,785)	(14,061)	(14,342)

Business Unit Summary with Service Areas

Business Unit: 2870 - Fire - First Responder Program



Business Unit Summary with Service Areas

Business Unit: 2875 - Fire - CISM

Department: Fire **Budget Year:** 2016

Overview:

Research demonstrates that peer counseling immediately following a traumatic event will reduce effects to attending personnel. Effective and immediate support has potential to reduce absences due to stress and the impacts of high stress events.

This business unit includes the 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 Summary with Service Areas

Business Unit: 2875 - Fire - CISM

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4120	Training and Development	4,067	2,446	4,400	6,000	+ 36.36 %
Total Expenditures		4,067	2,446	4,400	6,000	
Net Total		(4,067)	(2,446)	(4,400)	(6,000)	

Business Unit Summary with Service Areas

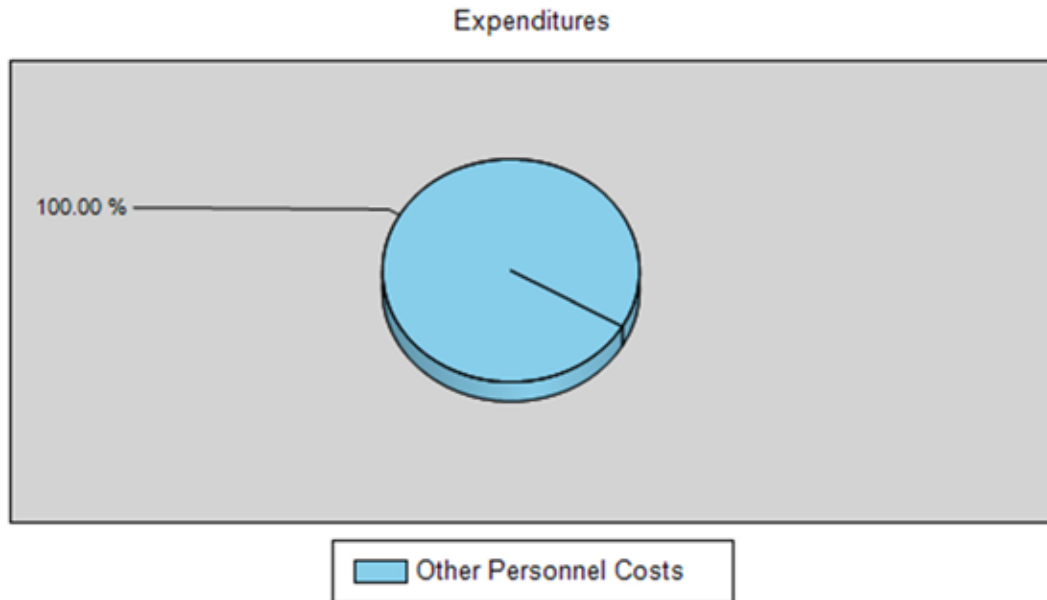
Business Unit: 2875 - Fire - CISM

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4120	Training and Development	6,000	6,120	6,242	6,367	6,495
Total Expenditures		6,000	6,120	6,242	6,367	6,495
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(6,000)	(6,120)	(6,242)	(6,367)	(6,495)

Business Unit Summary with Service Areas

Business Unit: 2875 - Fire - CISM



Business Unit Summary with Service Areas

Business Unit: 2880 - Fire - Steamer

Department: Fire **Budget Year:** 2016

Overview:

This business unit is for the maintenance and repair of the Victoria Fire Department's "Steamer", the 1898 Charles E. Redfern (Historic Steam Engine).

It also includes costs for attendance at parades, community events and various functions. These events assist in demonstrating Fire Department's long history in Victoria, assists retired members in maintaining contact with the department thorough restoration of historical equipment and apparatus.

Preserves an irreplaceable historical asset.

Deliverables:

- Awareness of VFD history
- # of major events attended (~6)
- Continued attendance at community events such as the Victoria Day Parade, Christmas parade and other venues of community interest

Business Unit Summary with Service Areas

Business Unit: 2880 - Fire - Steamer

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4814	Miscellaneous	8,573	8,241	8,600	8,600	0.00 %
Total Expenditures		8,573	8,241	8,600	8,600	
Net Total		(8,573)	(8,241)	(8,600)	(8,600)	

Business Unit Summary with Service Areas

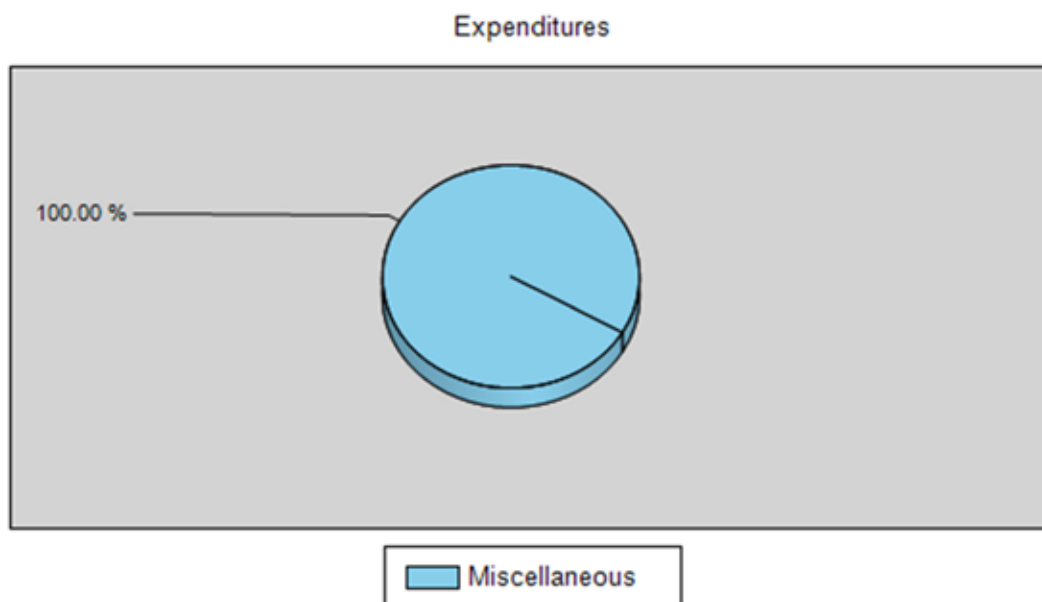
Business Unit: 2880 - Fire - Steamer

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
4814 Miscellaneous	8,600	8,772	8,947	9,126	9,309
Total Expenditures	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 Summary with Service Areas

Business Unit: 2880 - Fire - Steamer



Business Unit Summary with Service Areas

Business Unit: 2885 - Fire-THARRP

Department: Fire **Budget Year:** 2016

Overview:

This business unit supports the Technical High Angle Rope Rescue Program. Provides support for emergency response in a variety of challenging environments including building exterior / interior/ shafts / construction sites / tower cranes / bridges / slopes and ravines.

The Victoria Fire Department provides regional tower crane rescue response to major development sites in Victoria. Tower Crane and high angle work is required through legislation to provide rescue plan prior to work beginning work.

VFD programs provides efficiency to contractors to meet Worksafe BC legislated requirements. The program is facilitated through BC Construction Safety Association of BC.

Deliverables:

- # of rescue responses (271 since inception)
- Tower Crane Inspections; requirement of Worksafe BC
- Deliver 24/7 rapid response service

Business Unit Summary with Service Areas

Business Unit: 2885 - Fire-THARRP

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3758	Cost-sharing	57,896	14,031	25,000	25,000	0.00 %
Total Revenues		57,896	14,031	25,000	25,000	
Expenditures						
4022	Salaries - Call Out	36,733	16,908	25,000	25,000	0.00 %
4102	Benefits	617	940	0	0	
4120	Training and Development	20,546	0	0	0	
Total Expenditures		57,896	17,848	25,000	25,000	
Net Total		0	(3,817)	0	0	

Business Unit Summary with Service Areas

Business Unit: 2885 - Fire-THARRP

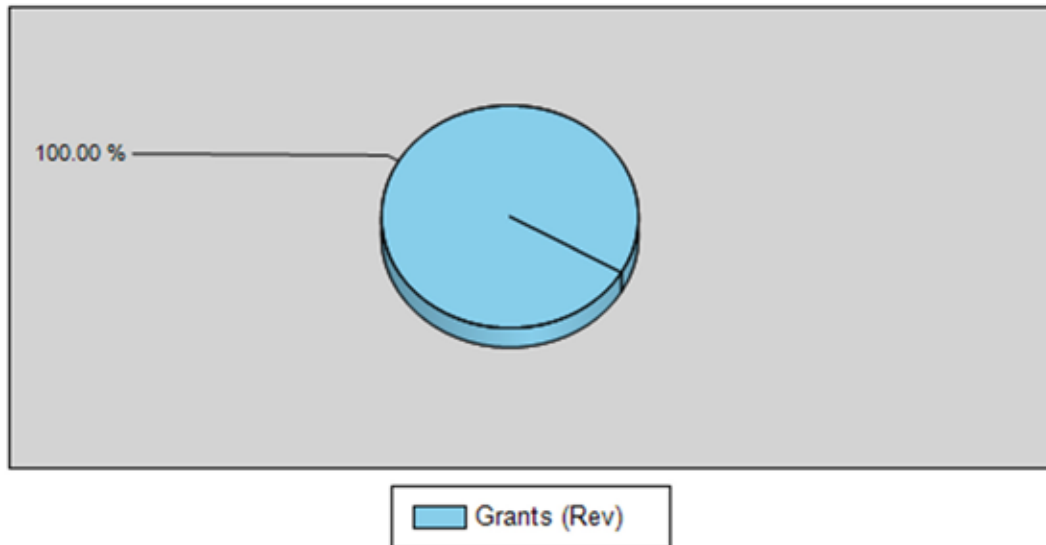
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3758	Cost-sharing	25,000	25,000	25,000	25,000	25,000
Total Revenues		25,000	25,000	25,000	25,000	25,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4022	Salaries - Call Out	25,000	25,000	25,000	25,000	25,000
Total Expenditures		25,000	25,000	25,000	25,000	25,000
% Increase			0%	0%	0%	0%
Net Total		0	0	0	0	0

Business Unit Summary with Service Areas

Business Unit: 2885 - Fire-THARRP

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2890 - Fire - Fire Dept Technology

Department: Fire **Budget Year:** 2016

Overview:

The Victoria Fire Department oversees a records management system to record attendance at emergency incidents, inspections and investigations and subsequent requests for information. These are requests 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 ensuring data accuracy in the event of post-event review.

This business unit supports information technology equipment and services to provide consistent records management of all incidents involving the fire department and TeleStaff scheduling software and FDM (Fire Department Manager) software.

Deliverables:

- Records management of over 6,000 incidents per year
- Master records manager of properties within the COV
- Records management of workplace analytics, scheduling, attendance management issues, shift strength, reporting of data
- Efficient information transfer during the dispatch process
- Efficient information transfer to fire ground operations
- Efficient and reliable tracking of training and qualifications of FD personnel

Business Unit Summary with Service Areas

Business Unit: 2890 - Fire - Fire Dept Technology

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4116	Conferences/Travel	1,882	2,100	4,400	4,400	0.00 %
4216	Contracted Services	3,789	557	4,000	4,000	0.00 %
4308	General Supplies	0	0	1,000	1,000	0.00 %
4364	Telecommunications	3,907	1,609	3,500	3,500	0.00 %
4418	Equipment	930	1,550	3,000	3,000	0.00 %
9111	WO Inside Equipment Rent	53	42	0	0	
9211	WO Regular Time	631	580	0	0	
9321	WO Outside Purchases	3	21	0	0	
9411	WO Contracted Services	0	1,367	0	0	
Total Expenditures		11,195	7,826	15,900	15,900	
Net Total		(11,195)	(7,826)	(15,900)	(15,900)	

Business Unit Summary with Service Areas

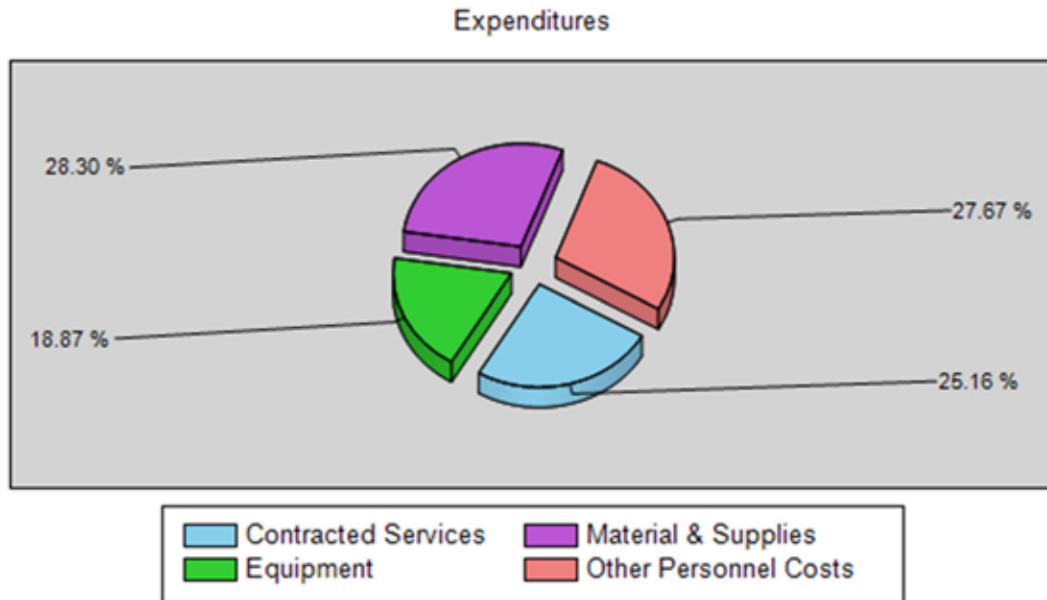
Business Unit: 2890 - Fire - Fire Dept Technology

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
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	3,500	3,570	3,641	3,714	3,789
4418	Equipment	3,000	3,060	3,121	3,184	3,247
Total Expenditures		15,900	16,218	16,542	16,873	17,211
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(15,900)	(16,218)	(16,542)	(16,873)	(17,211)

Business Unit Summary with Service Areas

Business Unit: 2890 - Fire - Fire Dept Technology



Business Unit Summary with Service Areas

Business Unit: 2895 - FIRE - Marine Operations

Department: Fire **Budget Year:** 2016

Overview:

This business unit funds fire and emergency services for working harbour and waterfront locations. Includes operation of Fire Boat 1 "Protector" and Fire Boat 2, Victoria Fire Department's fire boats, provision of fire protection to float homes, aerodrome response, commercial and industrial properties, and COV waterfront.

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 request for marine firefighting response
- On water safety for City events such as Swiftsure, Symphony Splash, Classic Boat, Festival, Canada Day festivities
- 1000 vessel movements/day: 235 cruise ship arrivals for 2015; 8 departures daily for Coho and Clipper, 91 take off and landings at aerodrome, 16 takeoffs and landings per day at heliport

Business Unit Summary with Service Areas

Business Unit: 2895 - FIRE - Marine Operations

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4216	Contracted Services	0	0	1,000	1,000	0.00 %
4306	Fuel	3,270	1,350	4,000	5,500	+ 37.50 %
4308	General Supplies	343	0	2,500	2,500	0.00 %
4418	Equipment	1,053	5,299	2,000	2,000	0.00 %
4512	Insurance	6,530	4,545	10,800	10,800	0.00 %
4822	Repairs and Maintenance	0	4,829	8,000	8,000	0.00 %
9211	WO Regular Time	0	26	0	0	
9321	WO Outside Purchases	7,159	8,312	0	0	
9411	WO Contracted Services	920	0	0	0	
Total Expenditures		19,275	24,363	28,300	29,800	
Net Total		(19,275)	(24,363)	(28,300)	(29,800)	

Business Unit Summary with Service Areas

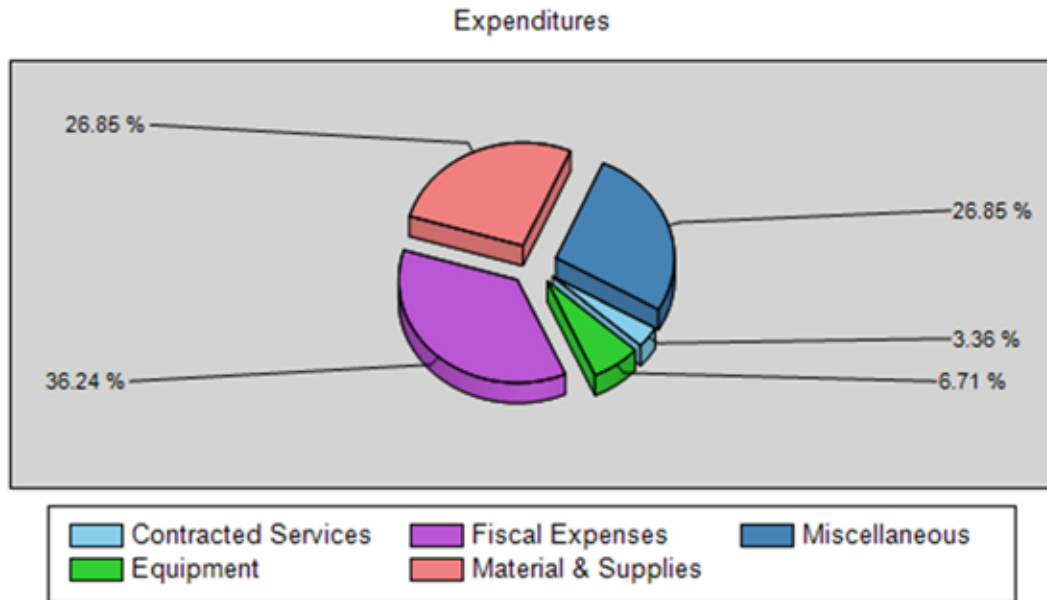
Business Unit: 2895 - FIRE - Marine Operations

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4216	Contracted Services	1,000	1,020	1,040	1,061	1,082
4306	Fuel	5,500	5,610	5,722	5,837	5,953
4308	General Supplies	2,500	2,550	2,601	2,653	2,706
4418	Equipment	2,000	2,040	2,081	2,122	2,165
4512	Insurance	10,800	11,016	11,236	11,461	11,690
4822	Repairs and Maintenance	8,000	8,160	8,323	8,490	8,659
Total Expenditures		29,800	30,396	31,004	31,624	32,256
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(29,800)	(30,396)	(31,004)	(31,624)	(32,256)

Business Unit Summary with Service Areas

Business Unit: 2895 - FIRE - Marine Operations



Business Unit Summary with Service Areas

Service Area: Emergency Management

Department: Fire

Budget Year: 2016

Overview:

The Emergency Management Division of the City of Victoria Fire Department is a resource for helping the community prepare for an emergency, such as a power outage, wind storm, tsunami or major earthquake. Emergency Management is responsible for coordinating an emergency response in the event of a disaster and educating and empowering Victoria citizens on how to be "emergency prepared." This is accomplished through emergency preparedness training events, exercises, and public education.

Emergency Management is responsible for emergency planning, coordinating emergency exercises for department staff, in addition to volunteer recruitment, training and deployment. Administrative staff promote community participation in the annual Great British Columbia ShakeOut earthquake drill, and host internal and public events to mark National Emergency Preparedness Week each year. They also participate in regional planning committees and liaise with external agencies and stakeholders.

Deliverables:

Emergency Management goals set for the year are:

- Staff readiness across the organization, increased capacity and capability in Urban Search & Rescue, growth in the volunteer base in the 5 volunteer teams, and increase public awareness
- 3 staff who support all Emergency Management: volunteer teams, city staff teams
- Volunteer recruitment and management: # of (current) volunteers 130-140
- # of ads for public recruitment and educational opportunities (including printed materials, ads etc.)
- Manage EOC and exercises and training (2/year)
- Manage corporate and volunteer exercises
- Maintain contact lists
- Training for staff and volunteers
- Public education
- Manage volunteers: interviews, criminal record checks, evaluations
- Emergency management planning: Corporate Emergency Plan, Tsunami Plan (hazard planning)

Business Unit Summary with Service Areas

Service Area: Emergency Management

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
9011	Work Order Revenue	2,972	580	0	0	
Total Revenues		2,972	580	0	0	
Expenditures						
4010	Salaries - Exempt	168,536	126,049	199,644	199,644	0.00 %
4016	Salaries - Inside	48,955	35,770	49,968	51,219	+ 2.50 %
4070	Overtime	634	0	0	0	
4102	Benefits	55,361	46,387	57,739	58,033	+ 0.51 %
4112	Mileage/Parking	111	29	650	350	- 46.15 %
4116	Conferences/Travel	2,425	504	6,300	5,300	- 15.87 %
4118	Membership Fees	473	300	500	550	+ 10.00 %
4120	Training and Development	39,804	12,674	52,500	41,300	- 21.33 %
4204	Advertising	3,000	535	4,500	2,500	- 44.44 %
4216	Contracted Services	7,000	0	0	0	
4218	Courier Service	0	0	60	60	0.00 %
4226	Photocopy	106	0	800	0	
4228	Printing	6,522	6,844	7,000	7,500	+ 7.14 %
4304	Food and Beverage	5,298	2,605	3,800	4,300	+ 13.16 %
4306	Fuel	433	215	500	500	0.00 %
4308	General Supplies	21,351	11,665	18,700	19,400	+ 3.74 %
4310	Books/Publications	74	109	250	150	- 40.00 %
4312	Office Supplies	1,905	385	3,000	2,500	- 16.67 %
4364	Telecommunications	5,460	4,310	6,525	6,630	+ 1.61 %
4418	Equipment	1,970	70	2,200	2,000	- 9.09 %
4512	Insurance	6,112	5,334	5,885	0	
4810	Facility Rental	933	855	2,150	1,850	- 13.95 %
4814	Miscellaneous	7,071	472	3,000	2,450	- 18.33 %
4822	Repairs and Maintenance	6,235	0	13,000	11,500	- 11.54 %
4850	Recognition	5,913	4,437	4,200	4,500	+ 7.14 %
4852	Licence Fees	1,305	1,658	2,200	1,700	- 22.73 %
9111	WO Inside Equipment Rent	108	70	0	0	
9211	WO Regular Time	1,695	1,562	0	0	
9311	WO Inventory Purchases	0	63	0	0	
9321	WO Outside Purchases	4,125	2,299	0	0	
9411	WO Contracted Services	2,997	0	0	0	
Total Expenditures		405,911	265,199	445,071	423,936	
Net Total		(402,939)	(264,620)	(445,071)	(423,936)	

Business Unit Summary with Service Areas

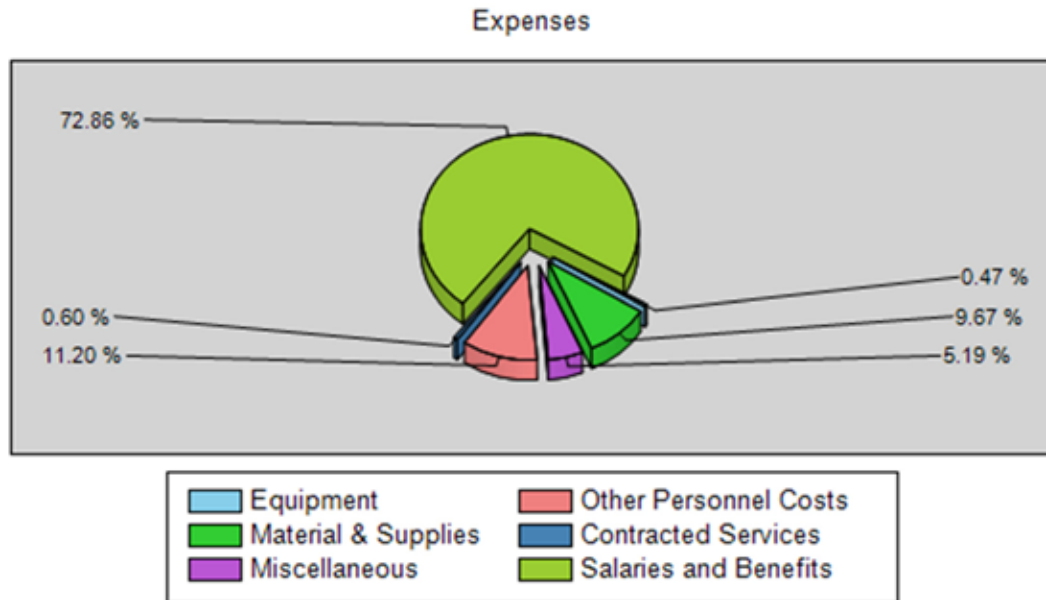
Service Area: Emergency Management

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4010	Salaries - Exempt	199,644	203,636	207,709	211,863	216,101
4016	Salaries - Inside	51,219	52,244	53,289	54,354	55,441
4102	Benefits	58,033	59,193	60,377	61,585	62,817
4112	Mileage/Parking	350	357	364	371	379
4116	Conferences/Travel	5,300	5,406	5,514	5,624	5,737
4118	Membership Fees	550	561	572	584	595
4120	Training and Development	41,300	42,126	42,969	43,828	44,704
4204	Advertising	2,500	2,550	2,601	2,653	2,706
4218	Courier Service	60	61	62	63	65
4228	Printing	7,500	7,650	7,803	7,959	8,118
4304	Food and Beverage	4,300	4,386	4,474	4,563	4,654
4306	Fuel	500	510	520	531	541
4308	General Supplies	19,400	19,788	20,184	20,587	20,999
4310	Books/Publications	150	153	156	159	162
4312	Office Supplies	2,500	2,550	2,601	2,653	2,706
4364	Telecommunications	6,630	6,763	6,898	7,036	7,177
4418	Equipment	2,000	2,040	2,081	2,122	2,165
4810	Facility Rental	1,850	1,887	1,925	1,963	2,002
4814	Miscellaneous	2,450	2,499	2,549	2,600	2,652
4822	Repairs and Maintenance	11,500	11,730	11,965	12,204	12,448
4850	Recognition	4,500	4,590	4,682	4,775	4,871
4852	Licence Fees	1,700	1,734	1,769	1,804	1,840
Total Expenditures		423,936	432,414	441,062	449,884	458,881
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(423,936)	(432,414)	(441,062)	(449,884)	(458,881)

Business Unit Summary with Service Areas

Service Area: Emergency Management





SUMMARY

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
- Greater Victoria Public Library
- Reserves

Budget Summary

2016 Proposed Expenditures	46,419,964
2015 Approved Expenditures	49,477,806
Budget Change	(3,057,842)
Change by %	-6.18%
2016 Proposed Revenues	24,907,383
2015 Approved Revenues	26,833,168
Budget Change	(1,925,785)
Change by %	-7.18%

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.

Utility companies are required to pay the City 1% of their previous year's revenues, which is collected as a "special assessment."

Property owners can approach the City to implement improvements on their street which are repaid to the City over time through a "specified area improvement" levy.

Fees and Interest

The City earns interest on invested funds, levies interest and penalties on outstanding property taxes, and levies penalties on outstanding business licences.

Overhead Recoveries

The City allocates overhead costs, such as building maintenance, payroll services and accounting to the water and sewer utilities as well as VicPD.

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, insurance and economic development.

The City also cost shares the Capital Region Emergency Service Telecommunications that provides radios for the Victoria Fire Department and VicPD.

Hotel Tax

The City has elected to levy a 2% hotel tax. A portion of the hotel tax is used to offset marketing costs for the Victoria Conference Centre, however the majority is paid to Tourism Victoria for Destination Marketing.

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.

Transfer to VCC

The City provides funding for the operation 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.

	2015 Budget	DRAFT 2016 Budget	\$ Change
Corporate Revenues			
Payment in Lieu of Taxes/Special Assessments	7,076,685	7,508,300	431,615
Fees and Interest	3,090,000	3,090,000	–
Business and Other Licences	1,387,500	1,420,000	32,500
Overhead Recoveries	3,158,259	3,176,589	18,330
Miscellaneous	1,928,242	2,301,494	373,252
Gas Tax Funding	3,200,000	3,428,000	228,000
Traffic Fine Revenue	2,304,000	2,183,000	(121,000)
Hotel Tax	1,800,000	1,800,000	–
Prior Year's Surplus	2,888,482	–	(2,888,482)
	<u>26,833,168</u>	<u>24,907,383</u>	<u>(1,925,785)</u>

Corporate Expenditures

Contingencies	1,170,000	1,640,000	470,000
Debt Principal, Interest and Reserve Transfer	7,827,583	7,827,583	–
Grants	2,692,935	2,630,062	(62,873)
Hotel Tax	1,800,000	1,800,000	–
Miscellaneous	3,895,100	3,030,110	(864,990)
Transfer to Stormwater Utility	–	1,250,000	1,250,000
Transfer to Victoria Conference Centre	469,530	300,000	(169,530)
Transfer to Reserve Funds	14,132,893	13,112,461	(1,020,432)
Transfer to Capital Budget:			–
Base Amount	12,777,242	12,777,242	–
One-time Surplus	150,000	–	(150,000)
Reallocated to stormwater capital	–	(2,678,536)	(2,678,536)
Greater Victoria Public Library	4,562,523	4,731,042	168,519
(2016 estimate in 2015 Financial Plan)			
Total	<u>49,477,806</u>	<u>46,419,964</u>	<u>(3,057,842)</u>

Business Unit Summary with Service Areas

Business Unit: 1450 - Payment in Lieu of Taxes

Department: Corporate **Budget Year:** 2016

Overview:

Federal and Provincial properties are exempt from paying property taxes, but must in some circumstances pay a grant in lieu of taxes.

Business Unit Summary with Service Areas

Business Unit: 1450 - Payment in Lieu of Taxes

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3022	Federal Payments-in-lieu	1,523,465	1,351,124	1,288,000	1,351,000	+ 4.89 %
3024	Pacific Pilotage	5,699	5,342	5,200	5,300	+ 1.92 %
3032	Province of BC	3,289,722	533,140	3,399,000	3,832,000	+ 12.74 %
3040	BC Housing	251,557	263,375	270,000	264,000	- 2.22 %
3042	BC Hydro	456,915	483,199	487,000	483,000	- 0.82 %
3048	ICBC	117,439	108,516	114,000	108,000	- 5.26 %
3052	CRD	12,814	11,739	12,800	12,000	- 6.25 %
Total Revenues		5,657,610	2,756,434	5,576,000	6,055,300	
Net Total		5,657,610	2,756,434	5,576,000	6,055,300	

Business Unit Summary with Service Areas

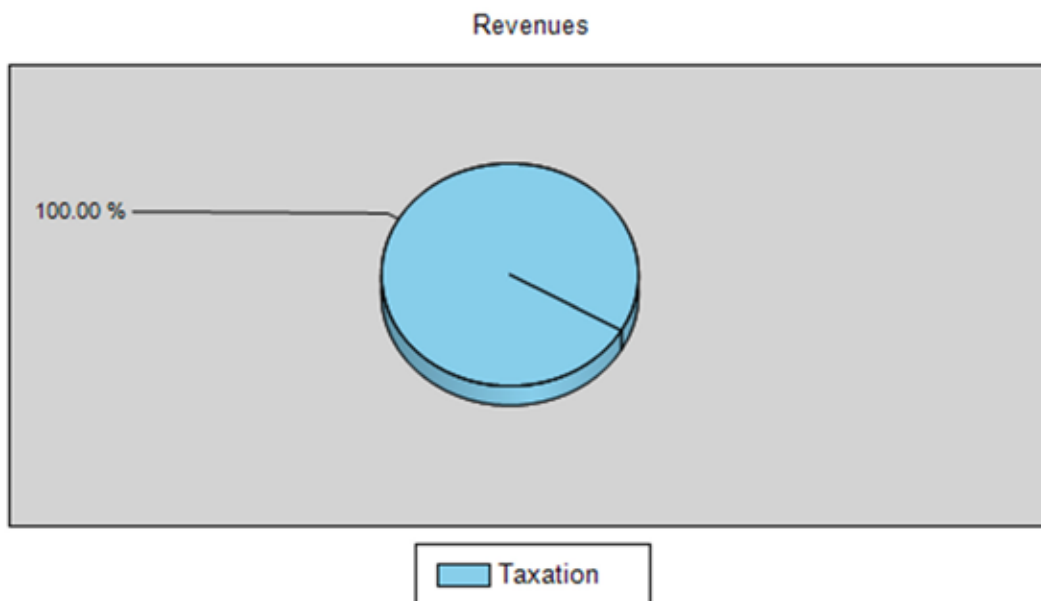
Business Unit: 1450 - Payment in Lieu of Taxes

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3022	Federal Payments-in-lieu	1,351,000	1,378,020	1,405,580	1,433,692	1,462,366
3024	Pacific Pilotage	5,300	5,406	5,514	5,624	5,737
3032	Province of BC	3,832,000	3,908,640	3,986,813	4,066,549	4,147,880
3040	BC Housing	264,000	269,280	274,666	280,159	285,762
3042	BC Hydro	483,000	492,660	502,513	512,563	522,815
3048	ICBC	108,000	110,160	112,363	114,610	116,903
3052	CRD	12,000	12,240	12,485	12,734	12,989
Total Revenues		6,055,300	6,176,406	6,299,934	6,425,933	6,554,451
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		6,055,300	6,176,406	6,299,934	6,425,933	6,554,451

Business Unit Summary with Service Areas

Business Unit: 1450 - Payment in Lieu of Taxes



Business Unit Summary with Service Areas

Business Unit: 1500 - Special Assessments

Department: Corporate **Budget Year:** 2016

Overview:

Legislation requires utility companies to pay the City 1% of their previous year's revenues.

The City has also elected to levy a 2% hotel tax. A portion of the hotel tax is used to offset marketing costs for the Victoria Conference Centre, however the majority is paid to Tourism Victoria for Destination Marketing.

Legislation also allows an extra levy to be charged for "specified area improvements" to recover costs for those improvements. These levies are charged on properties that are part of that improvement area.

Business Unit Summary with Service Areas

Business Unit: 1500 - Special Assessments

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3016	Specified Area Improvements	129,053	129,053	129,000	81,000	- 37.21 %
3062	2% Hotel Tax	2,153,910	981,260	1,800,000	1,800,000	0.00 %
3072	BC Hydro	707,467	727,661	727,660	728,000	+ 0.05 %
3074	Cablevision	151,411	145,564	145,564	146,000	+ 0.30 %
3076	FORTIS BC	321,806	321,408	321,408	321,000	- 0.13 %
3078	Telephone	180,414	177,053	177,053	177,000	- 0.03 %
Total Revenues		3,644,061	2,481,999	3,300,685	3,253,000	
Expenditures						
4626	Tourism	2,153,910	1,234,272	1,800,000	1,800,000	0.00 %
Total Expenditures		2,153,910	1,234,272	1,800,000	1,800,000	
Net Total		1,490,151	1,247,727	1,500,685	1,453,000	

Business Unit Summary with Service Areas

Business Unit: 1500 - Special Assessments

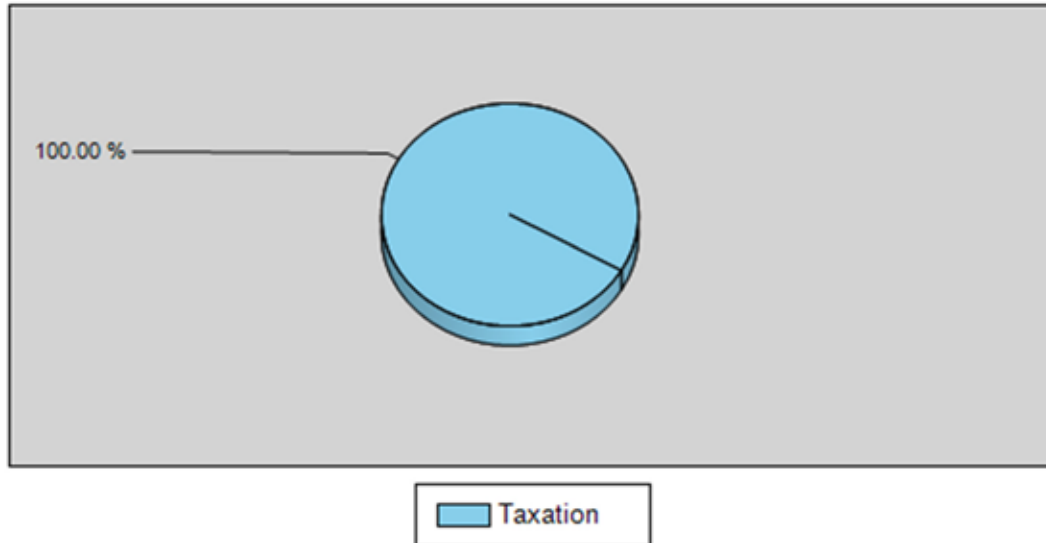
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3016	Specified Area Improvement	81,000	81,000	81,000	81,000	81,000
3062	2% Hotel Tax	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
3072	BC Hydro	728,000	742,560	757,411	772,559	788,011
3074	Cablevision	146,000	146,000	146,000	146,000	146,000
3076	FORTIS BC	321,000	250,000	250,000	250,000	250,000
3078	Telephone	177,000	177,000	177,000	177,000	177,000
Total Revenues		3,253,000	3,196,560	3,211,411	3,226,559	3,242,011
% Increase			(1.74%)	0.46%	0.47%	0.48%
Expenditures						
4626	Tourism	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total Expenditures		1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
% Increase			0.00%	0.00%	0.00%	0.00%
Net Total		1,453,000	1,396,560	1,411,411	1,426,559	1,442,011

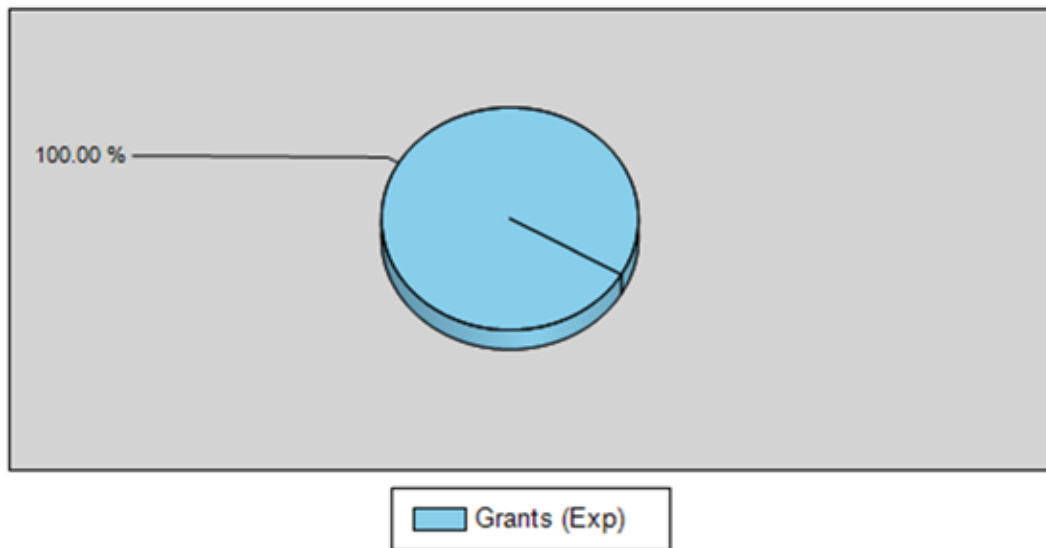
Business Unit Summary with Service Areas

Business Unit: 1500 - Special Assessments

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2210 - Insurance

Department: Corporate **Budget Year:** 2016

Overview:

This business unit accounts for the cost of insurance premiums. Insurance is in place to ensure adequate liability and property insurance coverage for the City.

This business unit also tracks payments for claims against the City.

Business Unit Summary with Service Areas

Business Unit: 2210 - Insurance

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	6,785	2,465	0	0	
3760	Grants	0	1,192	0	0	
Total Revenues		6,785	3,657	0	0	
Expenditures						
4216	Contracted Services	57,139	2,129	55,000	10,000	- 81.82 %
4512	Insurance	673,962	536,211	769,890	861,800	+ 11.94 %
4806	Claims	(1,445)	77,272	250,000	250,000	0.00 %
4824	Recovery	(521,843)	(406,869)	(551,540)	(617,690)	+ 11.99 %
Total Expenditures		207,813	208,744	523,350	504,110	
Net Total		(201,028)	(205,086)	(523,350)	(504,110)	

Business Unit Summary with Service Areas

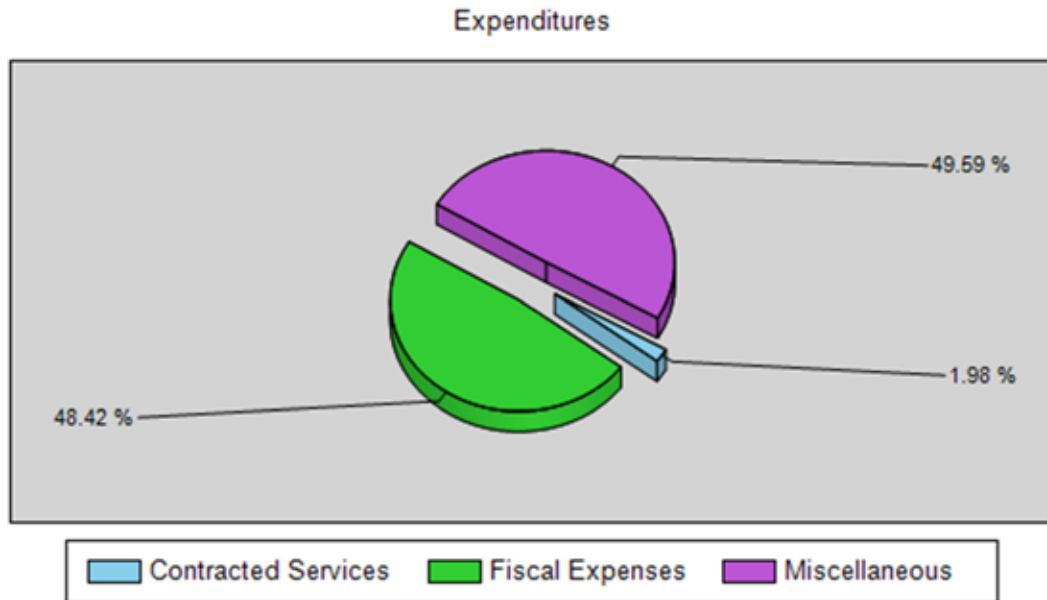
Business Unit: 2210 - Insurance

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4216	Contracted Services	10,000	10,200	10,404	10,612	10,824
4512	Insurance	861,800	879,036	896,617	914,549	932,840
4806	Claims	250,000	250,000	250,000	250,000	250,000
4824	Recovery	(617,690)	(626,144)	(634,767)	(643,562)	(652,533)
Total Expenditures		504,110	513,092	522,254	531,599	541,131
% Increase			1.78%	1.79%	1.79%	1.79%
Net Total		(504,110)	(513,092)	(522,254)	(531,599)	(541,131)

Business Unit Summary with Service Areas

Business Unit: 2210 - Insurance



Business Unit Summary with Service Areas

Business Unit: 2460 - Miscellaneous

Department: Corporate **Budget Year:** 2016

Overview:

This business unit tracks revenues and expenditures that are not department-specific.

Revenues:

Business licences, commercial vehicle licences, tax certificates, gas tax, arena operating agreement funding, overhead recoveries for utilities and police, bus shelter advertising, city's share of CREST revenues.

Expenditures:

Consulting, external audit fees, tax appeals, city's share of CREST expenditures.

Business Unit Summary with Service Areas

Business Unit: 2460 - Miscellaneous

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3152	Business Licences	1,290,095	1,374,851	1,333,500	1,365,000	+ 2.36 %
3156	Commercial Vehicle Licence	38,200	16,896	37,000	37,000	0.00 %
3160	Miscellaneous Licences	7,663	12,265	10,000	11,000	+ 10.00 %
3162	Portable Signs	6,100	1,540	7,000	7,000	0.00 %
3212	Liquor Licence Application	16,090	9,866	15,000	15,000	0.00 %
3230	Fees	1,487	903	3,000	3,000	0.00 %
3258	Rezoning - Hearing Fee	9,200	85,600	0	0	
3274	Miscellaneous Fees	196,782	150,870	300,000	300,000	0.00 %
3277	Bus Shelter Advertising	144,983	81,036	150,000	150,000	0.00 %
3279	Canada Day	200,000	0	0	200,000	
3284	Tax Certificate	117,301	98,865	115,000	115,000	0.00 %
3286	Banners	5,146	4,334	5,000	5,000	0.00 %
3296	Downtown Core Area Public Real	0	7,500	0	0	
3297	Downtown Heritage Bldgs Seismic	0	2,500	0	0	
3298	Multipurpose Funding	413,799	92,785	638,250	621,375	- 2.64 %
3354	Commission	1,932	1,168	0	0	
3355	Crest Levy	404,984	0	400,000	400,000	0.00 %
3448	Inventory and Equipment	23,293	99,288	65,000	65,000	0.00 %
3458	Print Sales	2,622	2,619	6,000	6,000	0.00 %
3472	Over/Under	139	(381)	0	0	
3486	Administration Fees	38,547	34,757	54,000	40,000	- 25.93 %
3496	Printing	648	637	500	500	0.00 %
3552	Capital Assets-Gain on Sale	84,540	0	0	0	
3624	User Fees	119,178	59,310	0	0	
3754	Traffic Fine Revenue Sharing	0	2,183,320	2,304,000	2,183,000	- 5.25 %
3761	Gas Tax	3,316,307	0	3,200,000	3,428,000	+ 7.13 %
3763	Fortis	0	0	0	192,000	
5046	Water/Sewer Utility Recovery	1,929,589	1,322,173	1,983,259	2,001,589	+ 0.92 %
5047	Police Corp Overhead Recovery	780,000	0	780,000	780,000	0.00 %
5049	VCC Recovery	60,000	40,000	60,000	60,000	0.00 %
5051	Stormwater Utility Corporate Overhead	335,000	0	335,000	335,000	0.00 %
Total Revenues		9,543,624	5,682,700	11,801,509	12,320,464	
Expenditures						
4206	Armoured Car Service	3,900	2,000	4,000	4,000	0.00 %
4214	Consulting	319,642	127,684	225,000	345,000	+ 53.33 %
4230	Professional	59,636	58,740	65,000	65,000	0.00 %
4308	General Supplies	4,320	1,916	5,000	5,000	0.00 %
4814	Miscellaneous	298,195	139,469	300,000	300,000	0.00 %
4815	Canada Day	200,000	0	0	200,000	
4818	Inventory Adjustments	(20,465)	31,261	0	0	
4820	Recovery - WCB	(1,843)	0	0	0	

Business Unit Summary with Service Areas

4824	Recovery	(2,165)	0	0	0	
4826	Uncollectable A/R	210,361	22,609	32,000	32,000	0.00 %
4828	Tax Appeals	412,703	430,146	550,000	550,000	0.00 %
4866	CREST Levy	404,984	0	400,000	400,000	0.00 %
9111	WO Inside Equipment Rent	0	10	0	0	
9211	WO Regular Time	79	44	0	0	
9321	WO Outside Purchases	26,783	9,552	0	0	
9411	WO Contracted Services	0	9,446	0	0	
Total Expenditures		1,916,130	832,877	1,581,000	1,901,000	
Net Total		7,627,494	4,849,823	10,220,509	10,419,464	

Business Unit Summary with Service Areas

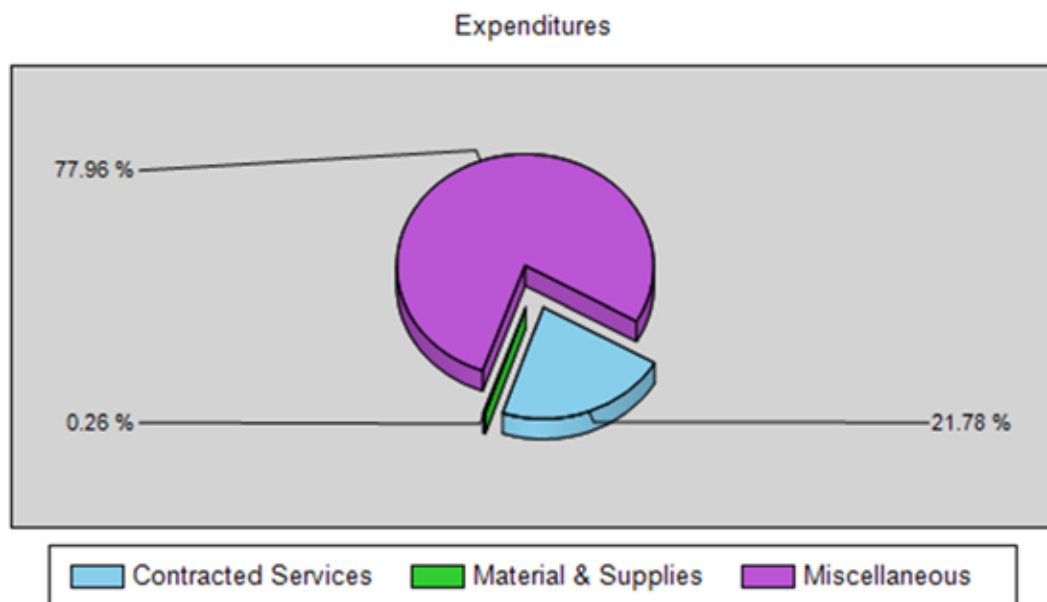
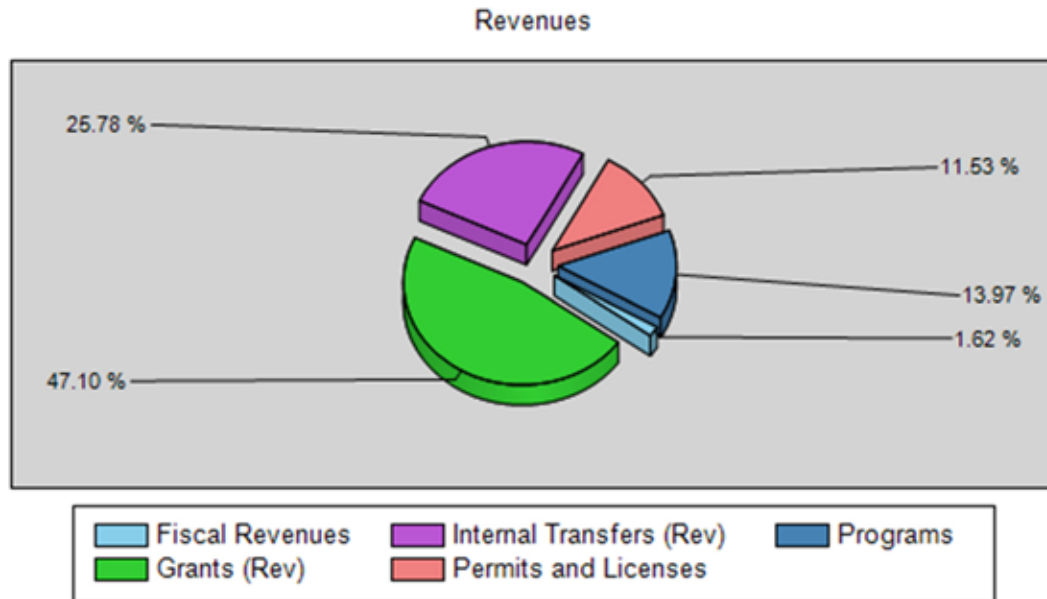
Business Unit: 2460 - Miscellaneous

5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3152	Business Licences	1,365,000	1,365,000	1,365,000	1,365,000	1,365,000
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	7,000	7,000	7,000	7,000	7,000
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	115,000	115,000	115,000	115,000	115,000
3286	Banners	5,000	5,000	5,000	5,000	5,000
3298	Multipurpose Funding	621,375	622,523	623,693	624,887	626,105
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	2,183,000	2,183,000	2,183,000	2,183,000	2,183,000
3761	Gas Tax	3,428,000	3,428,000	3,591,000	3,591,000	3,591,000
3763	Fortis	192,000	500,000	500,000	500,000	500,000
5046	Water/Sewer Utility Recovery	2,001,589	2,037,820	2,074,777	2,112,472	2,150,922
5047	Police Corp Overhead Recovery	780,000	780,000	780,000	780,000	780,000
5049	VCC Recovery	60,000	60,000	60,000	60,000	60,000
5051	Stormwater Utility Corporate Overhead	335,000	341,700	348,534	355,505	362,615
Total Revenues		12,320,464	12,672,543	12,880,504	12,926,364	12,973,141
% Increase			2.86%	1.64%	0.36%	0.36%
Expenditures						
4206	Armoured Car Service	4,000	4,080	4,162	4,245	4,330
4214	Consulting	345,000	345,000	345,000	345,000	345,000
4230	Professional	65,000	66,300	67,626	68,979	70,358
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4814	Miscellaneous	300,000	300,000	300,000	300,000	300,000
4815	Canada Day	200,000	200,000	200,000	200,000	200,000
4826	Uncollectable A/R	32,000	32,000	32,000	32,000	32,000
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
Total Expenditures		1,901,000	1,902,480	1,903,990	1,905,529	1,907,100
% Increase			0.08%	0.08%	0.08%	0.08%
Net Total		10,419,464	10,770,063	10,976,514	11,020,834	11,066,041

Business Unit Summary with Service Areas

Business Unit: 2460 - Miscellaneous



Business Unit Summary with Service Areas

Business Unit: 2466 - UBCM

Department: Corporate **Budget Year:** 2016

Overview:

The City of Victoria is hosting the 2016 UBCM Conference.

Business Unit Summary with Service Areas

Business Unit: 2466 - UBCM

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
5075	2014 Surplus	0	0	0	155,000	
Total Revenues		0	0	0	155,000	
Expenditures						
4308	General Supplies	0	0	0	155,000	0.00 %
Total Expenditures		0	0	0	155,000	
Net Total		0	0	0	0	

Business Unit Summary with Service Areas

Business Unit: 2466 - UBCM

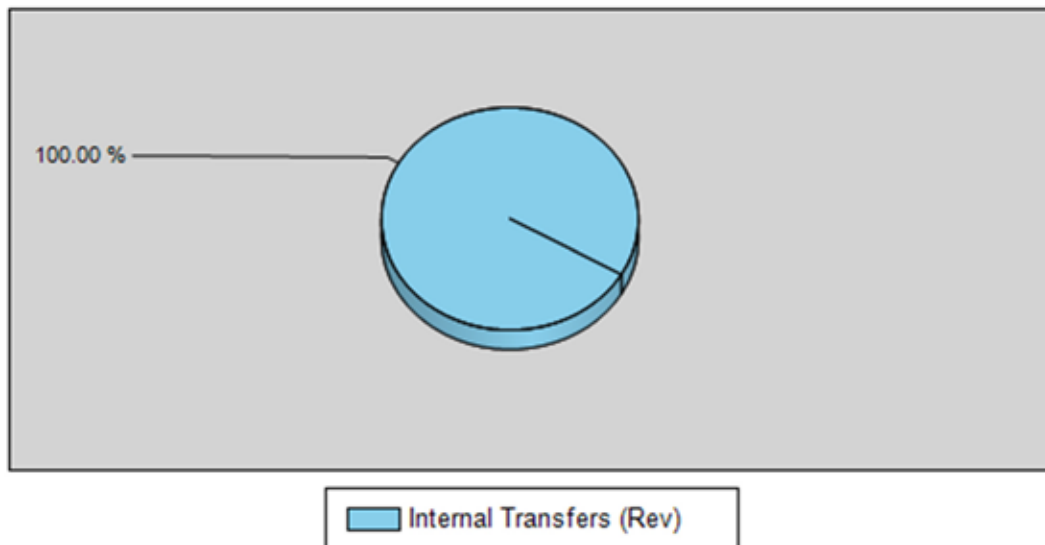
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
5075	2014 Surplus	155,000	0	0	0	0
Total Revenues		155,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Expenditures						
4308	General Supplies	155,000	0	0	0	0
Total Expenditures		155,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Net Total		0	0	0	0	0

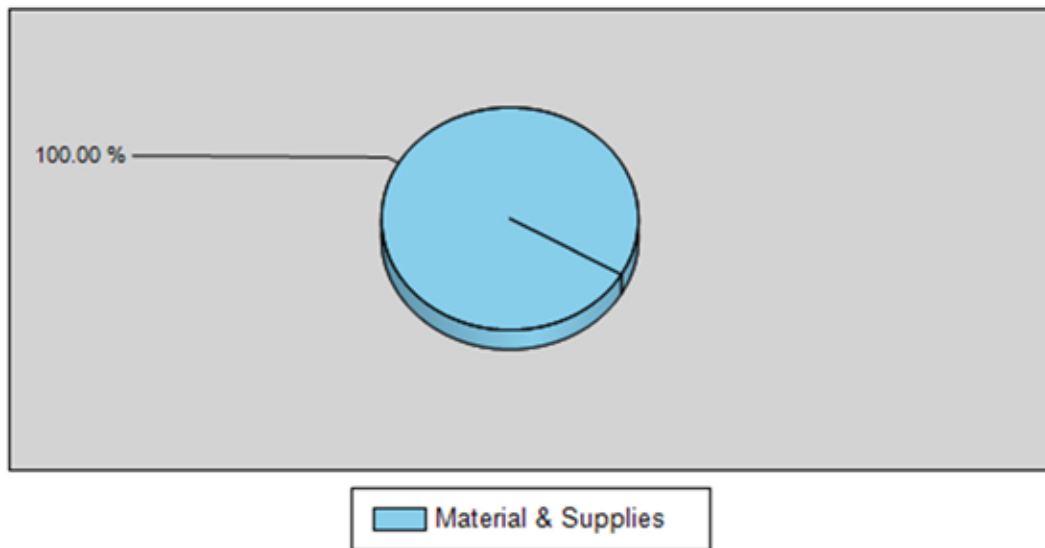
Business Unit Summary with Service Areas

Business Unit: 2466 - UBCM

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

Department: Corporate **Budget Year:** 2016

Overview:

This business unit tracks revenues for investment interest, property tax interest and penalties, business licence penalties and expenses such as credit card discount fees and debt principal and interest payments.

The City invests operating funds as well as funds from reserves to generate investment income. The City is bound by strict legislation and can only invest in secure investments such as government bonds and the Municipal Finance Authority's pooled investment funds. The interest earned on investments using reserve funding is allocated to the reserve funds.

Penalties are levied if taxes and business licences are not paid on time.

Investment income earned on operational funding and revenue from penalties are used to lower the amount of taxes levied.

This business unit also tracks costs for premiums paid to credit card companies for accepting credit cards as a method of payment. In addition, it tracks debt principal and interest payments for capital project debt.

Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3704	5% Tax Sale Costs	1,004	0	0	0	
3710	Discounts Available	35,571	23,533	30,000	30,000	0.00 %
3715	Long Term Investment Interest	625,146	429,800	0	0	
3716	Investment Interest	2,127,644	1,555,409	2,300,000	2,300,000	0.00 %
3718	Property Tax Interest	148,912	77,617	125,000	125,000	0.00 %
3720	Property Tax Penalty	613,848	520,168	600,000	600,000	0.00 %
3721	Business Licence Penalty	34,050	35,000	30,000	30,000	0.00 %
3722	Service Charge - NSF Chq	3,665	3,700	5,000	5,000	0.00 %
3724	Debt Sinking Fund Surplus	49,158	0	0	0	
Total Revenues		3,638,996	2,645,227	3,090,000	3,090,000	
Expenditures						
4504	Brokerage and Exchange	36,108	27,597	50,000	50,000	0.00 %
4508	Credit Card Discount Fees	113,429	120,007	100,000	100,000	0.00 %
4510	Gains/losses on Foreign E	(19,437)	512	0	0	
4514	Interest - Short-term	7,935	5,828	10,000	10,000	0.00 %
4516	Interest - Debenture	1,687,030	1,302,813	2,010,871	2,142,976	+ 6.57 %
4518	Interest - Prepaid Taxes	9,493	11,222	10,000	10,000	0.00 %
6020	Debt repayments	2,365,208	840,030	1,907,525	2,213,034	+ 16.02 %
6099	Transfer To Reserve	1,836,771	0	1,300,000	1,300,000	0.00 %
Total Expenditures		6,036,536	2,308,008	5,388,396	5,826,010	
Net Total		(2,397,540)	337,219	(2,298,396)	(2,736,010)	

Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

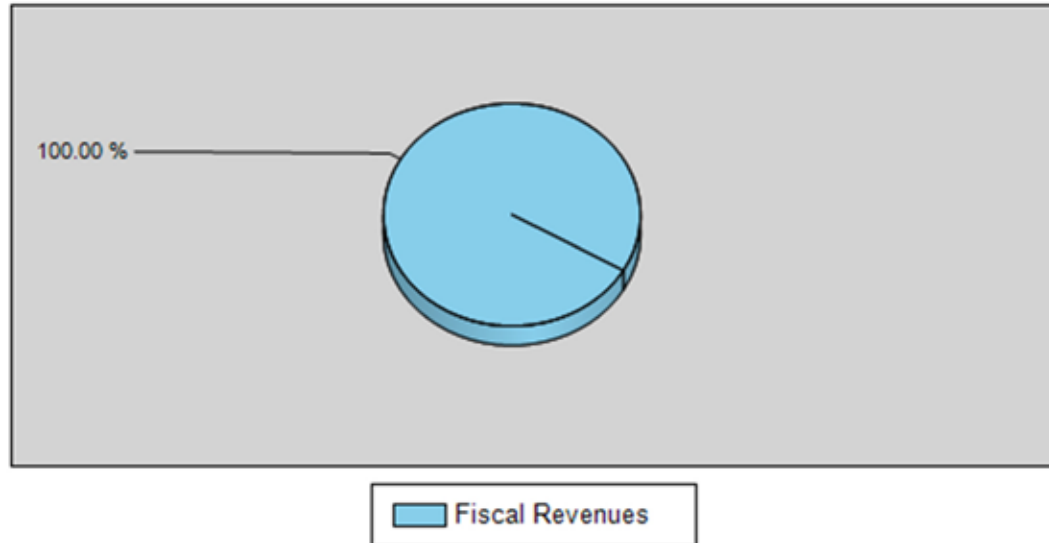
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3710	Discounts Available	30,000	30,000	30,000	30,000	30,000
3716	Investment Interest	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
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 Revenues		3,090,000	3,090,000	3,090,000	3,090,000	3,090,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4504	Brokerage and Exchange	50,000	50,000	50,000	50,000	50,000
4508	Credit Card Discount Fees	100,000	100,000	100,000	100,000	100,000
4514	Interest - Short-term	10,000	10,000	10,000	10,000	10,000
4516	Interest - Debenture	2,142,976	4,041,384	4,025,073	4,025,073	4,025,073
4518	Interest - Prepaid Taxes	10,000	10,000	10,000	10,000	10,000
6020	Debt repayments	2,213,034	3,786,199	3,802,510	3,802,510	3,802,510
6099	Transfer To Reserve	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Total Expenditures		5,826,010	9,297,583	9,297,583	9,297,583	9,297,583
% Increase			59.59%	0.00%	0.00%	0.00%
Net Total		(2,736,010)	(6,207,583)	(6,207,583)	(6,207,583)	(6,207,583)

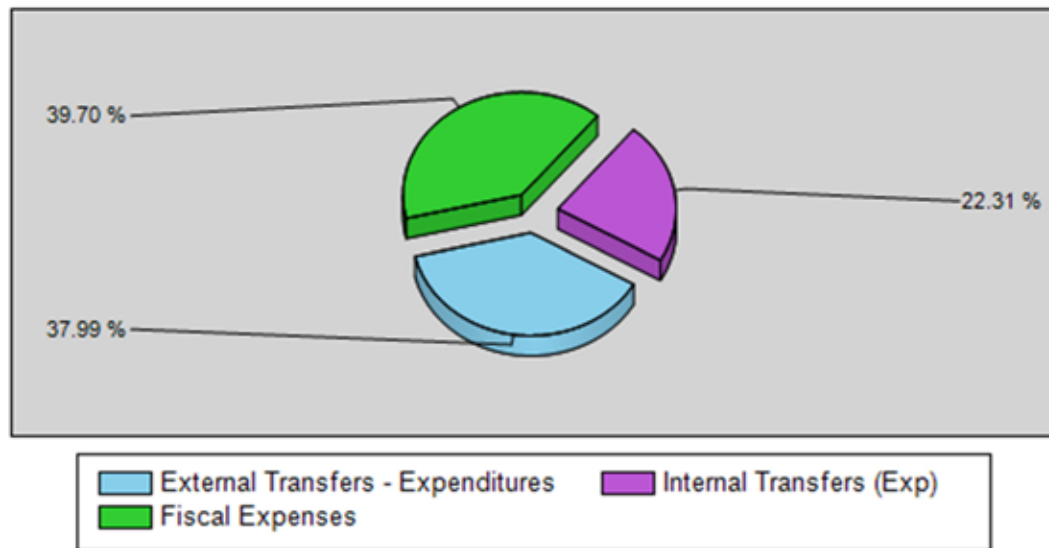
Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2475 - Contingencies

Department: Corporate **Budget Year:** 2016

Overview:

This budget includes a base contingency amount for unforeseen or emergency expenditures such as snow clearing or wind storms. Council authorizes, through Council motion, any spending from this budget.

This budget also includes estimates for pending salary and benefit increases; funding is allocated to the appropriate departmental business units upon settlement.

Business Unit Summary with Service Areas

Business Unit: 2475 - Contingencies

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4808	Contingencies	0	0	820,000	1,640,000	
4811	Housing Action Plan	0	93,646	350,000	0	
Total Expenditures		0	93,646	1,170,000	1,640,000	+40.17%
Net Total		0	(93,646)	(1,170,000)	(1,640,000)	

Business Unit Summary with Service Areas

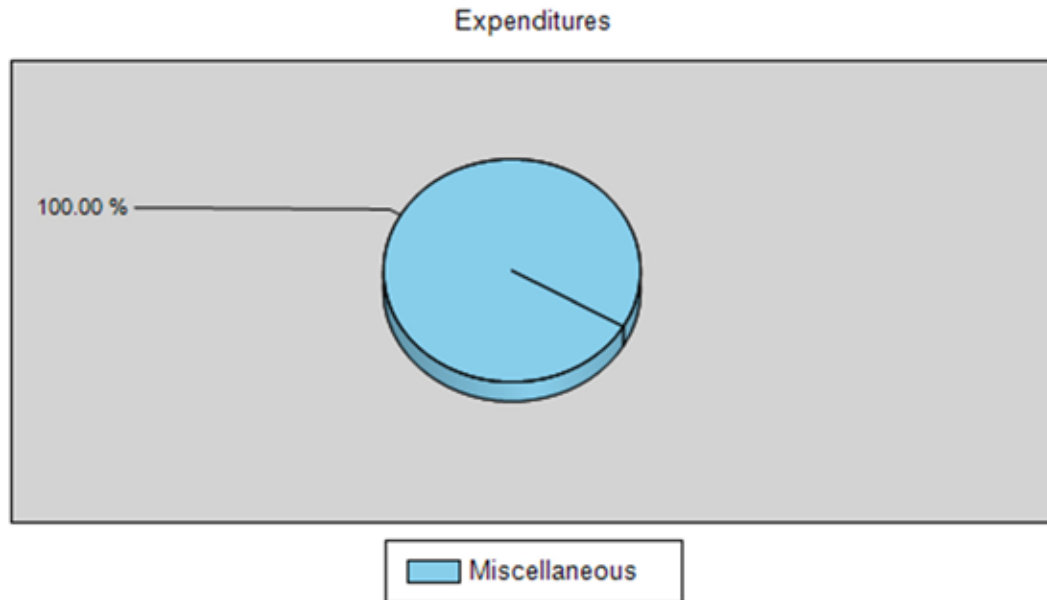
Business Unit: 2475 - Contingencies

5 Year Forecast:

	2016	2017	2018	2019	2020
Expenditures					
4808 Contingencies	1,640,000	2,000,800	2,022,066	2,043,789	2,065,978
Total Expenditures	1,640,000	2,000,800	2,022,066	2,043,789	2,065,978
% Increase		22.00%	1.06%	1.07%	1.09%
Net Total	(1,640,000)	(2,000,800)	(2,022,066)	(2,043,789)	(2,065,978)

Business Unit Summary with Service Areas

Business Unit: 2475 - Contingencies



Business Unit Summary with Service Areas

Business Unit: 2480 - Transfers to Own Funds

Department: Corporate **Budget Year:** 2016

Overview:

The City budgets every year to transfer funding into reserve funds for future spending on capital infrastructure and equipment upgrades.

The City also transfers a portion of property tax funding to the capital budget for the current year's capital spending.

Business Unit Summary with Service Areas

Business Unit: 2480 - Transfers to Own Funds

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Revenues						
3758	Cost-sharing	31,121	0	32,960	33,619	+ 2.00 %
5044	Surplus	3,474,559	0	2,888,482	0	
Total Revenues		3,505,680	0	2,921,442	33,619	
Expenditures						
4814	Miscellaneous	84,540	0	0	0	
4824	Recovery	(1,000,000)	(666,667)	(1,000,000)	(1,055,000)	+ 5.50 %
6032	Transfer to Capital	12,371,491	0	12,927,242	10,098,706	- 21.88 %
6035	Financial Stability	335,000	0	282,000	100,000	-64.54%
6039	Transfer to VCC	701,000	0	469,530	300,000	- 36.11 %
6042	Buildings and Infrastructure	7,574,600	0	6,160,893	5,787,211	- 6.07 %
6043	SOFMC Reserve	110,300	0	112,500	114,750	+ 2.00 %
6045	Trf to Climate Action Reserve	126,805	125,765	90,000	90,000	0.00 %
6046	Tax Sale Lands	50,000	0	50,000	50,000	0.00 %
6047	Trf to Debt Reduction Reserve	3,799,281	0	3,909,187	3,471,573	- 11.19 %
6048	Affordable Housing	250,000	10,000	1,000,000	250,000	- 75.00 %
6051	Gas Tax Reserve	3,316,307	0	3,200,000	3,428,000	+ 7.13 %
6052	City Archives	1,487	0	0	0	
6054	Transfer to Stormwater Utility	0	0	0	1,250,000	
6055	Artificial Turf Reserve	87,181	0	0	0	
6056	Public Art Reserve Fund	135,000	0	135,000	135,000	0.00 %
6057	Trf to Tree Conservation	74,680	0	0	0	
6058	City Recreation Facilities	31,997	0	0	0	
6062	Vehicle & Heavy Equipment	1,500,000	0	1,500,000	1,555,000	+ 3.67 %
6063	Specialty Equipment	1,602,500	0	1,602,500	1,602,500	0.00 %
Total Expenditures		31,152,170	(530,902)	30,438,852	27,177,740	
Net Total		(27,646,490)	530,902	(27,517,410)	(27,144,121)	

Business Unit Summary with Service Areas

Business Unit: 2480 - Transfers to Own Funds

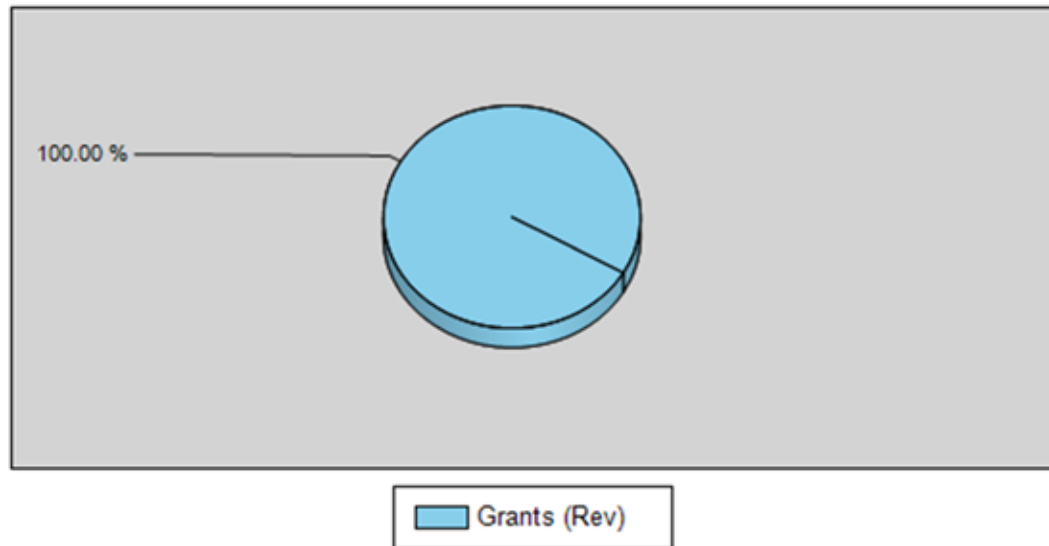
5 Year Forecast:

		2016	2017	2018	2019	2020
Revenues						
3758	Cost-sharing	33,619	34,292	34,977	35,677	36,391
5044	Surplus	0	0	0	0	0
Total Revenues		33,619	34,292	34,977	35,677	36,391
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4824	Recovery	(1,055,000)	(1,055,000)	(1,055,000)	(1,055,000)	(1,055,000)
6032	Transfer to Capital	10,098,706	10,098,706	10,098,706	10,098,706	10,098,706
6035	Financial Stability	100,000	100,000	100,000	100,000	100,000
6039	Transfer to VCC	300,000	300,000	300,000	300,000	300,000
6042	Buildings and Infrastructure	5,787,211	6,288,556	6,789,928	7,291,327	7,792,754
6043	SOFMC Reserve	114,750	117,045	119,386	121,774	124,209
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	3,471,573	0	0	0	0
6048	Affordable Housing	250,000	250,000	250,000	250,000	250,000
6051	Gas Tax Reserve	3,428,000	3,428,000	3,591,000	3,591,000	3,591,000
6054	Transfer to Stormwater Utility	1,250,000	1,275,000	1,300,500	1,326,510	1,353,040
6056	Public Art Reserve Fund	135,000	135,000	135,000	135,000	135,000
6062	Vehicle & Heavy Equipment	1,555,000	1,555,000	1,555,000	1,555,000	1,555,000
6063	Specialty Equipment	1,602,500	1,602,500	1,602,500	1,602,500	1,602,500
Total Expenditures		27,177,740	24,234,807	24,927,020	25,456,817	25,987,209
% Increase			(10.83%)	2.86%	2.13%	2.08%
Net Total		(27,144,121)	(24,200,516)	(24,892,042)	(25,421,140)	(25,950,819)

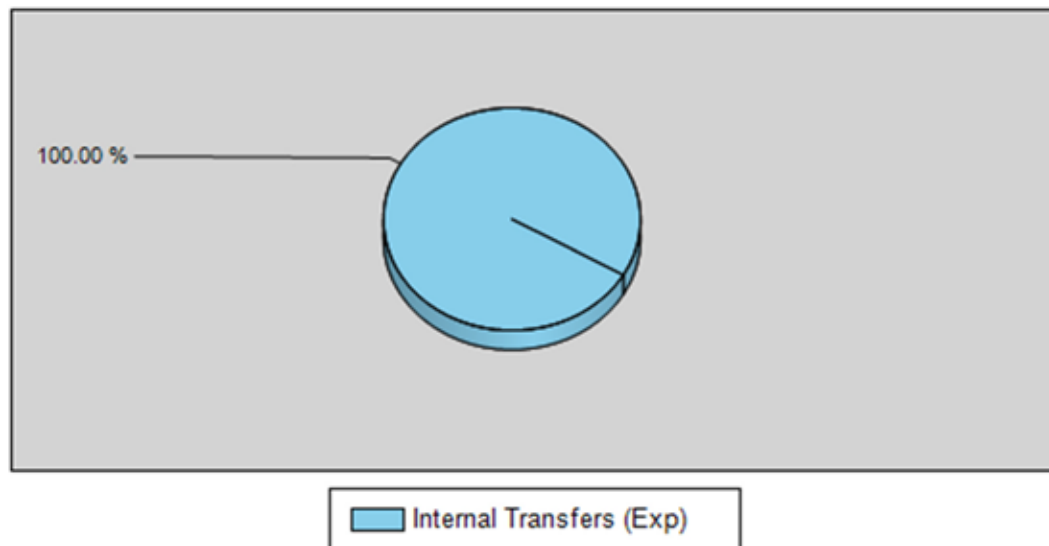
Business Unit: 2480 - Transfers to Own Funds

Business Unit Summary with Service Areas

Revenues



Expenses



Business Unit Summary with Service Areas

Business Unit: 5800 - Greater Vic. Public Library

Department: Corporate **Budget Year:** 2016

Overview:

The City is one of ten member municipalities in the Greater Victoria Public Library system. Each member municipality pays a share of the library's operating costs using a formula that is based on each municipality's converted assessed property values and population. In addition, the City pays the majority of the facility costs of the downtown library facility since this is the main branch for the City. All other municipalities pay facility costs associated with any branch within their municipalities.

Business Unit Summary with Service Areas

Business Unit: 5800 - Greater Vic. Public Library

Changes to Service Area:

Account	Description	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Expenditures						
4812	Greater Victoria Public L	4,362,120	3,729,818	4,562,523	4,731,042	+ 3.69 %
Total Expenditures		4,362,120	3,729,818	4,562,523	4,731,042	
Net Total		(4,362,120)	(3,729,818)	(4,562,523)	(4,731,042)	

Business Unit Summary with Service Areas

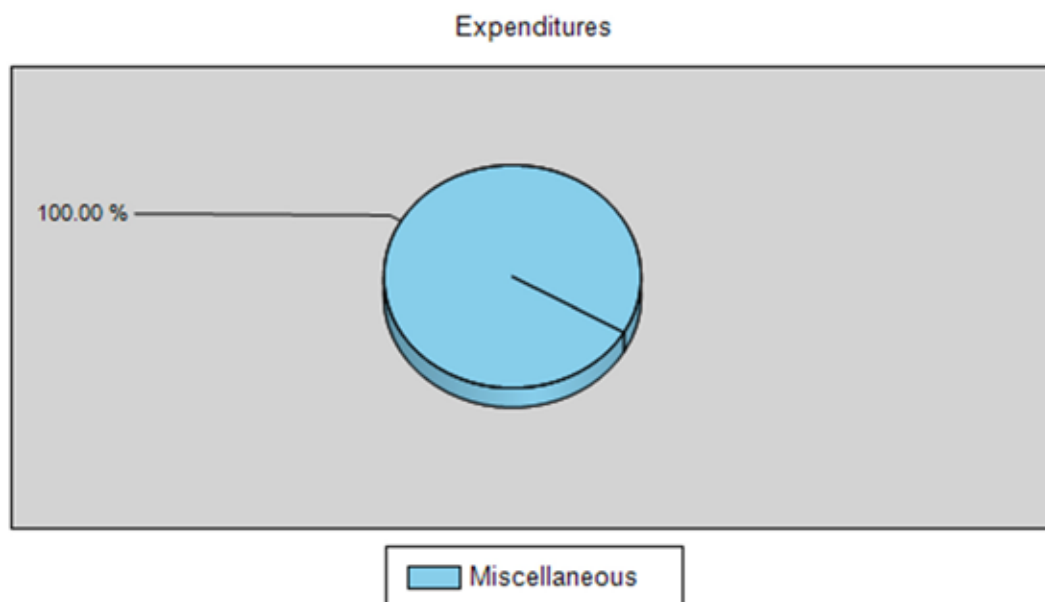
Business Unit: 5800 - Greater Vic. Public Library

5 Year Forecast:

		2016	2017	2018	2019	2020
Expenditures						
4812	Greater Victoria Public L	4,731,042	4,879,695	5,024,896	5,177,110	5,280,652
Total Expenditures		4,731,042	4,879,695	5,024,896	5,177,110	5,280,652
% Increase			3.14%	2.98%	3.03%	2.00%
Net Total		(4,731,042)	(4,879,695)	(5,024,896)	(5,177,110)	(5,280,652)

Business Unit Summary with Service Areas

Business Unit: 5800 - Greater Vic. Public Library



Business Unit Summary with Service Areas

Service Area: Grants

Department: Corporate **Budget Year:** 2016

Overview:

The City provides support to a number of non-profit organizations in the form of cash grants.

There are two grant categories: Direct-award grants to organizations that provide service on behalf of the City; and grant programs that are based on the City's Strategic Plan. Through the Direct-Award category, the City's Community and Seniors Centres also receive support for facility-related costs such as janitorial and strata fees.

Business Unit Summary with Service Areas

Service Area: Grants

	2014 Actual	2015 Actual	2015 Budget	2016 Budget	Percent Change
Direct-Award Grants	1,748,747	1,770,561	1,770,059	1,798,451	1.60%
Festival Investment Grants	153,395	120,005	156,000	156,000	0.00%
Community Garden Volunteer Coordinator Grants	0	36,000	36,000	36,000	0.00%
Strategic Plan Grants/Fee for Service Grants	651,057	615,618	700,776	639,612	-8.73%
One-Time Grants	0	25,339	30,100	0	
	2,553,199	2,567,523	2,692,935	2,630,063	-2.33%

Business Unit Summary with Service Areas

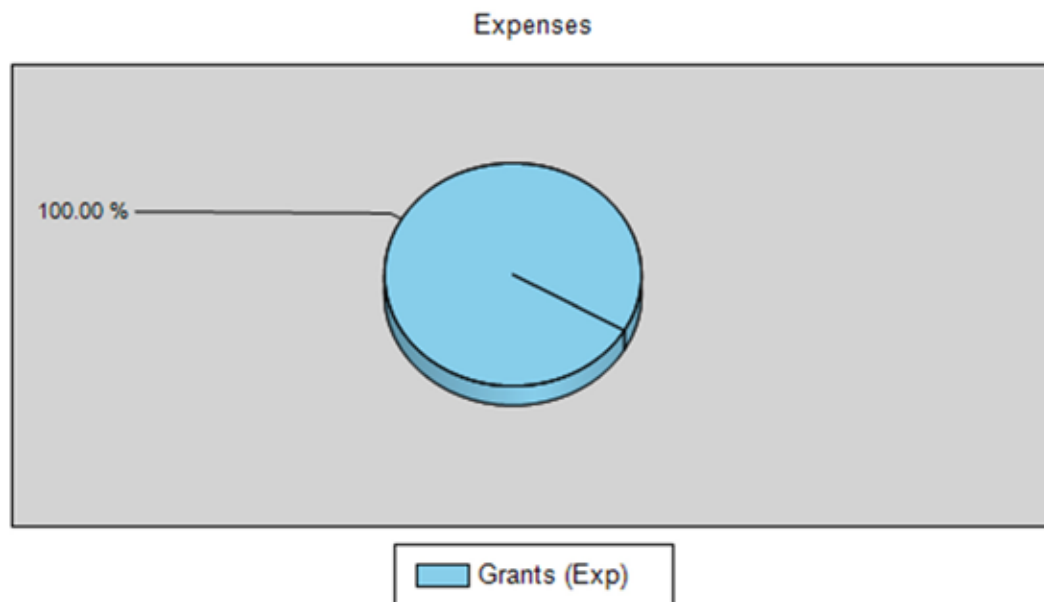
Service Area: Grants

5 Year Forecast:

	2016	2017	2018	2019	2020
Direct-Award Grants	1,798,451	1,821,372	1,844,752	1,868,599	1,892,923
Festival Investment Grants	156,000	156,000	156,000	156,000	156,000
Community Garden Volunteer Coordinator	36,000	36,000	36,000	36,000	36,000
Strategic Plan Grants/Fee for Service Grants	639,612	639,612	639,612	639,612	639,612
	2,630,063	2,652,984	2,676,364	2,700,211	2,724,535

Business Unit Summary with Service Areas

Service Area: Grants



Capital Budget

SUMMARY

Project Name	2016	2017	2018	2019	2020	2021 – 2035	Total
Active Transportation							
Active Transportation – Pedestrian Master Plan Implementation	350,000	357,000	364,000	371,280	378,706	7,280,096	9,101,082
Active Transportation – Bicycle Master Plan Implementation	2,500,000	3,183,000	1,600,000	0	0	0	7,283,000
Active Transportation – Bus Shelter Installation	27,000	27,540	28,091	28,653	29,226	515,519	656,029
Active Transportation – Crosswalk Installations/Upgrades	108,000	110,160	112,363	114,610	116,903	2,062,080	2,624,116
Active Transportation – Wharf Street Revitalization	0	0	0	1,000,000	1,000,000	0	2,000,000
Active Transportation – Pathway Upgrades	135,000	150,000	TBD	TBD	TBD	TBD	285,000
Active Transportation – Brickwork Rehabilitation – Malls and Squares	35,000	35,000	0	0	0	0	70,000
Active Transportation – David Foster Harbour Pathway	2,426,000	2,299,000	400,000	TBD	TBD	TBD	5,125,000
	5,581,000	6,161,700	2,504,454	1,514,543	1,524,835	9,857,695	27,144,227
Complete Streets							
Complete Streets – Major Street Rehabilitation	1,655,000	1,178,000	1,200,000	1,224,000	1,248,480	22,022,295	28,527,775
Complete Streets – Local Street Rehabilitation	1,120,000	1,140,000	1,160,000	1,183,200	1,206,864	21,288,218	27,098,282
	2,775,000	2,318,000	2,360,000	2,407,200	2,455,344	43,310,513	55,626,057
Neighbourhoods							
Great Neighbourhoods	185,000	188,700	192,474	196,323	200,250	3,532,266	4,495,013
Wayfinding	100,000	102,000	104,040	106,121	108,243	1,909,333	2,429,737
Seasonal Animation	25,000	25,500	26,010	26,530	27,061	477,333	607,434
	310,000	316,200	322,524	328,974	335,554	5,918,932	7,532,184
Parks							
Vic West Park Improvements	800,000	0	0	0	0	0	800,000
Park Furnishing Replacements	45,000	TBD	TBD	TBD	TBD	TBD	45,000
Dallas Road “Dog Related” Improvements	125,000	0	0	0	0	0	125,000
Stevenson Park Playground Resurfacing	35,000	0	0	0	0	0	35,000
Beacon Hill Park – Lighting Upgrades	150,000	150,000	0	0	0	0	300,000
Park Upgrades		TBD	TBD	TBD	TBD	TBD	0
	1,155,000	150,000	0	0	0	0	1,305,000
Street Infrastructure							
Electrical Kiosk Replacement	73,000	20,000	20,400	20,808	21,224	374,374	529,806
Street Infrastructure – Traffic Controller Replacement Program	245,500	250,400	255,500	261,070	211,615	4,052,879	5,276,964
Street Infrastructure – LED Street Light Replacement	1,000,000	1,081,600	0	0	0	0	2,081,600
Gate of Harmonious Interest Chinatown – Remediation	TBD	0	0	0	0	0	0

Capital Budget SUMMARY

Project Name	2016	2017	2018	2019	2020	2021 – 2035	Total
Street Infrastructure – Street Light Poles and Arms	306,500	210,630	214,843	229,639	223,522	4,162,873	5,348,007
Street Infrastructure – LED Signal Head/ Ped Countdown Signal/Audible Ped Signal Installation	32,000	32,640	33,293	33,959	34,638	610,987	777,517
Street Infrastructure – New Traffic Safety Upgrades and Installations	30,000	61,200	62,424	63,672	64,946	1,145,600	1,427,842
Street Infrastructure – Traffic Signal Fibre Optic Upgrade	50,000	25,000	25,000	25,000	0	0	125,000
Surface Infrastructure	275,000	280,500	286,110	291,832	297,669	5,250,666	6,681,777
Replacement of Benches	33,500	0	0	0	0	0	33,500
	2,045,500	1,961,970	897,570	925,980	853,614	15,597,379	22,282,013
Retaining Walls and Railings							
Dallas Road Seawall Rehabilitation	500,000	600,000	0	0	0	0	1,100,000
Douglas Street Retaining Wall	300,000	0	0	0	0	0	300,000
Ship Point Retaining Wall	TBD	0	0	0	0	0	0
Dallas Road Seawall Ballustrade	20,000	TBD	0	0	0	0	20,000
Wharf Street 1112 Retaining Wall	30,000	TBD	0	0	0	0	30,000
	850,000	600,000	0	0	0	0	1,450,000
Bridges							
Johnson Street Bridge – Replace	16,345,000	8,186,500	0	0	0	0	24,531,500
Point Ellice Bridge Rehabilitation	0	400,000	3,600,000	0	0	0	4,000,000
	16,345,000	8,586,500	3,600,000	0	0	0	28,531,500
Facilities							
Facilities – Energy Conservation							
Energy Conservation	50,000	0	0	0	0	0	50,000
Facilities – Life Cycle Replacement							
Lifecycle – Save On Foods Memorial Centre Repairs	35,000	0	0	0	0	0	35,000
Lifecycle – Beacon Hill Admin Office Upgrades	85,000	0	0	0	0	0	85,000
Lifecycle – Victoria Police Department	925,000	0	0	0	0	0	925,000
Lifecycle – City Hall Building Rehabilitation	250,000	0	0	0	0	0	250,000
Lifecycle – Oaklands Community Centre	7,500	0	0	0	0	0	7,500
Lifecycle – City Hall Arcade Offices	45,000	0	0	0	0	0	45,000
Lifecycle – Visitor's Centre (812 Wharf Street)	25,000	0	0	0	0	0	25,000
Lifecycle – Crystal Pool Infrastructure Replace Program	30,000	0	0	0	0	0	30,000
Parking – Parkade Repair and Rehabilitation – Bastion Square	35,000	0	0	0	0	0	35,000
Parking – Parkade Repair and Rehabilitation – Centennial Square	129,000	0	0	0	0	0	129,000
Parking – Parkade Repair and Rehabilitation – View Street	35,000	0	0	0	0	0	35,000
Parking – Parkade Repair and Rehabilitation – Johnson Street	100,000	0	0	0	0	0	100,000
VCC – Building Infrastructure	62,000	85,000	30,000	55,000	346,000	0	578,000
VCC – Safety Upgrades	288,000	251,500	235,000	161,500	70,000	0	1,006,000
VCC – Efficiency & Effectiveness	153,000	51,000	30,000	40,000	250,000	0	524,000

Capital Budget SUMMARY

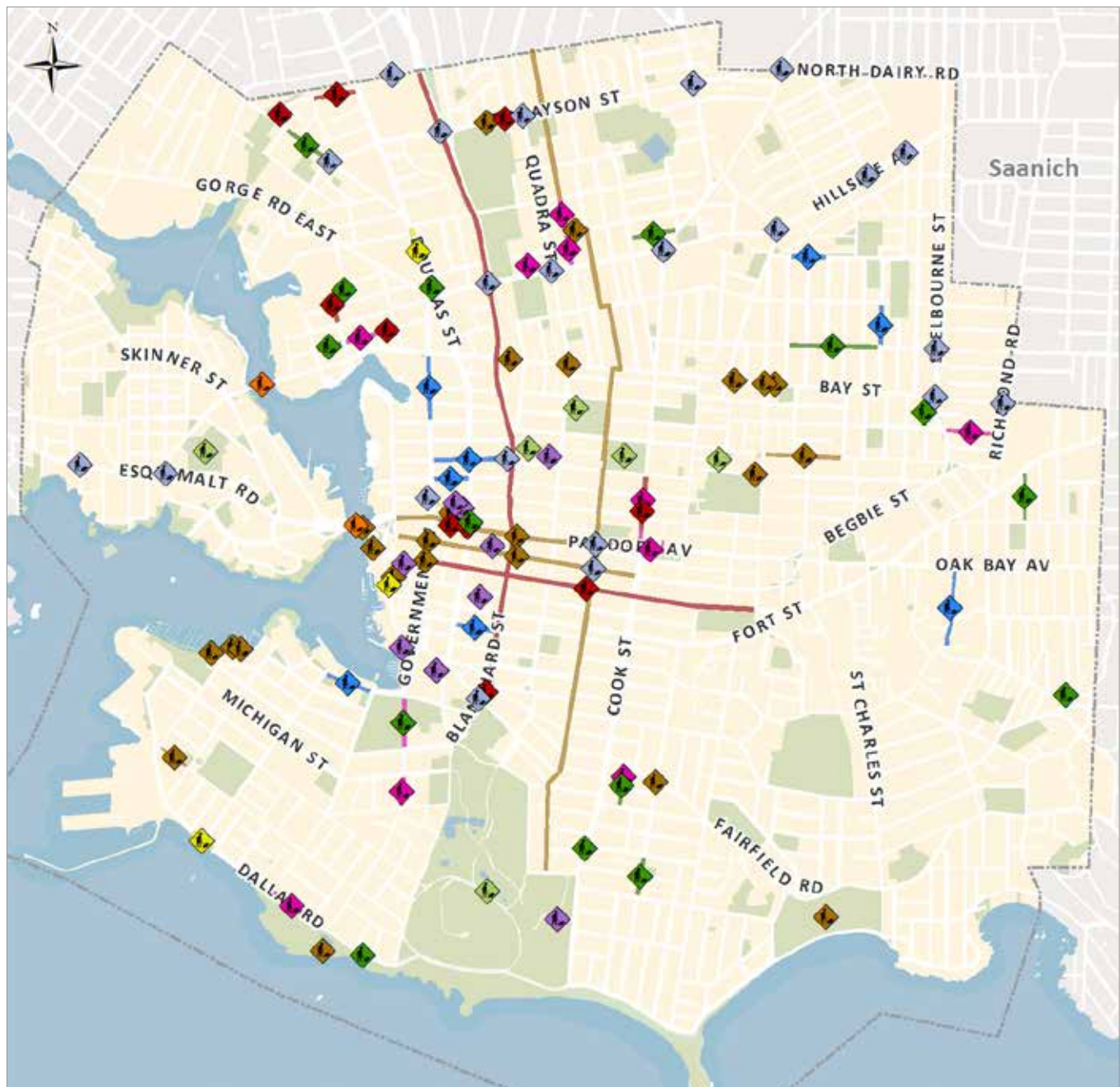
Project Name	2016	2017	2018	2019	2020	2021 – 2035	Total
Strategic Review of City Facility Use and Public Delivery	60,000	0	0	0	0	0	60,000
Lifecycle – Facility Upgrades		TBD	TBD	TBD	TBD	TBD	0
Crystal Pool Feasibility Study	150,000	0	0	0	0	0	150,000
Crystal Pool Rehabilitation/Replacement	0	TBD	TBD	TBD	TBD	TBD	0
Fire Hall #1 Rehabilitation/Replacement	0	TBD	TBD	TBD	TBD	TBD	0
Facilities – Security of City Properties							
Security – Fire Hall #1 & 2 Proxy Cards	20,000	0	0	0	0	0	20,000
Security – Beacon Hill Park Security	75,000	0	0	0	0	0	75,000
	2,559,500	387,500	295,000	256,500	666,000	0	4,164,500
Equipment							
Corporate							
Corporate Equipment Replacement	194,000	197,676	201,630	205,662	209,775	3,700,287	4,709,030
Corporate IT Infrastructure	625,000	472,500	533,000	627,500	479,000	8,679,500	11,416,500
Corporate Application Support	573,500	TBD	TBD	TBD	TBD	TBD	573,500
	1,392,500	670,176	734,630	833,162	688,775	12,379,787	16,699,030
Fire							
Fire – Fire Boat	0	0	0	0	0	1,750,000	1,750,000
Fire – Fire Equipment	112,000	104,040	106,121	108,243	110,408	1,947,520	2,488,332
Fire – Furniture/Fixtures	8,100	8,323	8,490	8,659	8,833	155,802	198,207
Fire – Protective Fire Clothing	69,500	49,370	45,257	46,163	47,086	830,560	1,087,936
Fire – EM Equipment Replacement	81,500	82,806	84,463	86,152	87,875	1,550,050	1,972,846
	271,100	244,539	244,331	249,217	254,202	6,233,932	7,497,321
Public Works							
Vehicle & Heavy Equipment Replacement	1,694,500	TBD	TBD	TBD	TBD	TBD	1,694,500
Engineering Small Equipment and Tools	228,000	232,560	237,211	241,955	246,795	4,353,279	5,539,800
Vehicle Based Telematics & Data Acquisition Improvements	145,000	0	0	0	0	0	145,000
Public Works – CNG Fuel Station Refurbishment	140,000	0	0	0	0	0	140,000
Public Works – Underground Fuel Storage Tank Replacement	40,000	550,000	0	0	0	0	590,000
Mechanic Shop – Hoist Acquisition and Shop Improvements	100,000	0	0	0	0	0	100,000
	2,347,500	782,560	237,211	241,955	246,795	4,353,279	8,209,300
Parking Services							
Parkade Revenue Control System	0	500,000	0	0	0	0	500,000
Parking Equipment/Technology Upgrade	245,000	245,000	249,900	254,898	259,996	4,420,819	5,675,613
	245,000	745,000	249,900	254,898	259,996	4,420,819	6,175,613
VCC							
VCC – Equipment	25,000	12,000	0	85,000	0	0	122,000
	25,000	12,000	0	85,000	0	0	122,000
Recreation							
CP/Arena/Recreation Equipment	54,000	10,000	27,500	25,000	25,500	449,802	591,802
RAP – Service and Tenant Improvements	10,000	TBD	TBD	TBD	TBD	TBD	10,000
	64,000	10,000	27,500	25,000	25,500	449,802	601,802
Total Equipment							
	4,345,100	2,464,275	1,493,572	1,689,232	1,475,268	27,837,619	39,305,066

Capital Budget SUMMARY

Project Name	2016	2017	2018	2019	2020	2021 – 2035	Total
Sanitary Sewers							
Sewer – Inflow & Infiltration	1,060,000	1,112,803	1,168,443	1,226,865	1,288,209	29,187,575	35,043,895
Sewer – Mains Replacement	1,062,000	1,009,953	2,000,000	2,100,000	2,205,000	49,959,766	58,336,719
Sewer – New Services	300,000	300,000	300,000	300,000	350,000	5,250,000	6,800,000
Sewer – System Planning	200,000	0	0	0	0	750,000	950,000
Sewer – System Assessment	245,000	249,900	254,898	259,996	265,196	4,677,866	5,952,856
Sewer – System Upgrades	0	2,000,000	2,040,000	2,080,800	2,122,416	26,343,618	34,586,834
Sewer – Capital Equipment	5,500	5,610	5,722	5,837	5,953	105,013	133,635
	2,872,500	4,678,266	5,769,063	5,973,498	6,236,774	116,273,838	141,803,939
Stormwater							
Stormwater – Stormwater Quality	117,000	119,340	121,726	124,161	126,645	2,233,920	2,842,792
Stormwater – New Services	250,000	250,000	250,000	250,000	250,000	3,750,000	5,000,000
Stormwater – Mains Replacement	2,306,500	2,556,934	2,907,442	3,257,960	3,583,756	63,214,875	77,827,467
Stormwater – Brick Main Rehabilitation	2,818,000	994,750	563,500	1,033,818	1,054,494	18,600,527	25,065,089
Stormwater – System Planning & Assessment	250,000	350,000	350,000	350,000	350,000	5,250,000	6,900,000
Stormwater – Capital Equipment	5,500	5,610	5,722	5,837	5,953	105,014	133,636
	5,747,000	4,276,634	4,198,391	5,021,776	5,370,848	93,154,335	117,768,984
Waterworks							
Water – New Services	550,000	550,000	550,000	550,000	550,000	9,000,000	11,750,000
Water – System Planning & Assessment	0	150,000	0	0	0	750,000	900,000
Water – Main Replacement	3,364,000	3,531,818	3,708,409	3,893,829	4,088,521	92,635,627	111,222,204
Water – Capital Equipment	5,000	5,100	5,202	5,306	5,412	95,467	121,487
Water – Water Meter Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	5,000,000
	4,919,000	5,236,918	5,263,611	5,449,135	5,643,933	102,481,093	128,993,690
Contingency							
Contingency Fund	350,000	357,000	364,140	371,423	378,851	6,682,665	8,504,079
	350,000	357,000	364,140	371,423	378,851	6,682,665	8,504,079
Police							
	1,385,417	1,141,012	1,333,740	1,557,531	1,282,431	19,132,441	25,832,572
	1,385,417	1,141,012	1,333,740	1,557,531	1,282,431	19,132,441	25,832,572
	51,240,017	38,635,975	28,402,065	25,495,792	26,223,452	440,246,511	610,243,812

Capital Projects

DRAFT



ACTIVE TRANSPORTATION

Guiding Principles

- Encourage human-powered modes of transportation (walking, cycling, skateboarding)
- Provide a connected, safe, comfortable, and attractive network of facilities for people walking, riding bikes, or using other non-motorized forms of transportation

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan 2015-2018
- Pedestrian Master Plan
- Bicycle Master Plan
- Greenways Plan
- Harbour Pathway Plan

CURRENT STATUS OF OUR COMMUNITY'S ASSETS

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Walking (pathways, malls, squares and greenways)	<ul style="list-style-type: none"> • David Foster Harbour Pathway (5 km) • Park paths and trails 	<ul style="list-style-type: none"> • Ross Bay Cemetery pathways (350 m) • Beacon Hill Park transportation improvements • Rockland 900 block street closure (75 m) • Summit park pathways (395m renewed; new staircase) • Fern street (35 m) • Doncaster (550 m) • Gonzales Beach access (55 m) • Banfield Park • Dallas road pathway • Quadra Heights Pathway • 2 bike shelters 	<ul style="list-style-type: none"> • Oaklands greenway (315 m) • Hereward Park greenway (50 m) • Cecelia Pathway 	<ul style="list-style-type: none"> • TBD

ACTIVE TRANSPORTATION

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Cycling	<ul style="list-style-type: none"> 44.25km of marked bike lanes 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 7.36km, including Johnson, Begbie, and Pandora, Skinner Street from Bay to Catherine, and Cook Street from Maplewood to Finlayson Added about 50 new bike racks downtown New bike box at Esquimalt/Harbour 	<ul style="list-style-type: none"> 5%
Crosswalks	<ul style="list-style-type: none"> 202 marked crosswalks 	<ul style="list-style-type: none"> 3 upgrades, including Bay at Chambers and Bay at Forbes 	<ul style="list-style-type: none"> 6, including the 500 block Pandora, Burnside at Napier, and Cedar Hill at Oswald 	<ul style="list-style-type: none"> Not Applicable
Sidewalks	<ul style="list-style-type: none"> 453km 	<ul style="list-style-type: none"> 2.26km, including May Street from Linden to Moss, and Cecelia Road from Jutland to Napier 	<ul style="list-style-type: none"> 1.8km, including Kings Road from Empire to Cook, Bay Street from Wilson to Henry, and Montreal Street from Simcoe to Dallas 	<ul style="list-style-type: none"> TBD

INVESTING IN OUR COMMUNITY'S FUTURE (2016-2018)

Area	Today's City (Renewal): \$.56million	Tomorrow's City (New): \$13.66million
Walking (pathways, malls, squares and greenways)	<ul style="list-style-type: none"> Ross Bay Cemetery 	<ul style="list-style-type: none"> David Foster Harbour Pathway \$5.1m (\$2.4m 2016; \$2.3m 2017; \$400k 2018)
Cycling	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> Design and construct 4-8 All Ages and Abilities corridors
Crosswalks	<ul style="list-style-type: none"> Upgrade 3 existing crosswalks 	<ul style="list-style-type: none"> install 4 new crosswalks
Sidewalks	<ul style="list-style-type: none"> rehabilitate about 2 blocks of existing sidewalk 	<ul style="list-style-type: none"> install about 4 new City blocks of sidewalks in residential areas

Project Summary

Project Number:	ENG-022	Budget Year:	2016
Project Title:	Active Transportation - 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 450 km of sidewalk and is working towards constructing approximately 90 km of new sidewalk to provide sidewalks on both sides of all City streets. Projects for new sidewalk are prioritized using the results from the Pedestrian Master Plan. Sidewalk renewal projects are prioritized as part of a complete streets evaluation that includes pavement assessment, condition of underground utilities and trips and falls incidents. The sidewalk repair work is then coordinated with other identified capital improvements..

In 2022, construction of a new sidewalk on the south side of Bay Street from Wark to Quadra is scheduled to facilitate better pedestrian movement along this emergency corridor. Given the topography of the area, blasting/scaling may be required to construct this project. It is estimated that the cost of this project will be \$600,000.

Deliverables:

+/-500m annually of new or upgraded sidewalk and pedestrian amenities. All projects are tracked and summarized. Length of new and upgraded sidewalk is recorded for all construction projects and summarized in an annual infrastructure report.

2016 Projects:

1. Pembroke Street – Belmont to Fernwood (Fernwood Neighbourhood) Construction of 250m of new and replacement sidewalk. The existing Pembroke Street pedestrian corridor requires upgrade of existing end of life sidewalks and infill of sidewalk connections where gaps exist. A good connector route through the Fernwood neighbourhood, this pedestrian corridor needs upgrading to provide safe pedestrian facilities. Pedestrian Master Plan ranking - High - \$200,000

2. Niagara Street – St. Lawrence to Montreal (James Bay Neighbourhood) Construction of 160m of new sidewalk as identified in the Pedestrian Master Plan. Identified in the Five Year Pedestrian Master Plan priority list, consultation and planning is required prior to design and construction. Pedestrian Master Plan ranking - Medium - \$150,000

2016 Planning/Conceptual Design Development work - no capital budget required.

1. Brighton Avenue – Richmond to Bank. Consultation and planning for new sidewalk as identified in the Pedestrian Master Plan. Identified in the Five Year Pedestrian Master Plan priority list, consultation and planning is required prior to design and construction. Pedestrian Master Plan ranking – High

2. Gonzales Avenue – Richmond to Richardson. Consultation and planning for new sidewalk as identified in the Pedestrian Master Plan. Identified in the Five Year Pedestrian Master Plan priority list, consultation and planning is required prior to design and construction. Requests received from public. Pedestrian Master Plan Ranking – High

3. Higgins Street – Hillside to Cook. Consultation and planning for new sidewalk providing a pedestrian link on the greenways route between Hillside Avenue and Cook Street. Provides pedestrian connections to Hillside Park and to residents of Basil Avenue. Provides separated facilities for pedestrians without walking on roadway with motorized traffic. Requests received from public. Pedestrian Master Plan ranking – High.

2017 projects:

1. Higgins Street – Hillside to Cook (Oaklands Neighbourhood) - \$200,000

2. Brighton Avenue – Richmond to Bank (Gonzales Neighbourhood) - \$157,000

2018 project:

1. Gonzales Avenue – Richmond to Richardson (Gonzales Neighbourhood) - \$364,000

Project Summary

Year	Total Expense
2016	350,000
2017	357,000
2018	364,000
2019	371,280
2020	378,706
2021	386,280
2022	994,005
2023	401,885
2024	409,923
2025	418,122
2026	426,484
2027	435,014
2028	443,714
2029	452,588
2030	461,640
2031	470,873
2032	480,290
2033	489,896
2034	499,694
2035	509,688
	9,101,082



Project Summary

Project Number:	ENG-058	Budget Year:	2016
Project Title:	Active Transportation - Bicycle Master Plan Implementation	Business Unit:	50071
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Originally approved in 1995, the Bicycle Master Plan cycling network map was being updated based on extensive community input in 2014, and is being further updated by consultant in Q3/Q4 2015. The Bicycle Master Plan will have a series of recommendations to improve conditions for cyclists, as part of an integrated strategy to balance the transportation system, and reduce dependence on private automobile use. Since its inception, the program has been effective in increasing cycling trips in the City.

During consultation in 2014, the public indicated the top priority for adding to the cycling network was to complete the Pandora Avenue corridor, by extending existing cycling facilities from the Pandora Avenue/Cook Street intersection, to the Johnson Street Bridge. In 2015, Council approved a two way cycling facility on Pandora Avenue from Cook Street to Wharf Street and a conventional bike lane installation on Johnson Street between Cook and Wharf.

A consultant is reviewing the Bicycle Master Plan priority routes for implementation and a report to Council is expected to be completed by the end of 2015. Adjustments to priority routes will be considered by Council which could result in a revision to the proposed deliverables.

Deliverables:

2016:

Engineering Design Drawings for Priority Network - \$310,000
 Pandora/Vancouver Signal Pole Upgrade - \$30,000 (Harris Green Neighbourhood)
 Pandora Avenue between Store Street and Cook Street - \$2.06M (Downtown/Harris Green Neighbourhoods)
 Johnson Street between Store Street and Cook Street - \$100,000 (Downtown/Harris Green Neighbourhoods)

2017:

Vancouver Street route (from Park Boulevard, to Fifth Street/Tolmie Avenue, via Graham Street and Fifth Street) - \$1.96M (Fairfield/Harris Green/North Park, and Hillside/Quadra Neighbourhoods)
 Wharf Street/Belleville route between Pandora Avenue and Oswego Street- \$1.2m (Downtown/James Bay Neighbourhoods)
 Consulting Services Phase 2 Bicycle Lanes = \$23,000

2018:

Off Shelbourne Street Route (Doncaster Drive/ North Dairy to Gonzales Beach) - \$900,000 (Oaklands/Fernwood/ Jubilee/ Gonzales Neighbourhoods)
 Off Bay Street Route (Haultain Street/ Kings Road between Richmond Road and Douglas Street) - \$700,000 (Jubilee/ Oaklands/ Fernwood/ Hillside/Quadra/ Burnside Neighbourhood)

Project Forecast

Year	Total Expense
2016	2,500,000
2017	3,183,000
2018	1,600,000
	7,283,000

Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2017	57,000	0.0
2018	58,140	0.0
2019	59,303	0.0
2020	60,489	0.0
2021	61,699	0.0
2022	62,933	0.0
2023	64,191	0.0
2024	65,475	0.0

Project Summary

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



Project Summary

Project Number:	ENG-059	Budget Year:	2016
Project Title:	Active Transportation - Bus Shelter Installation	Business Unit:	50076
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

This program funds the installation of new bus shelters, either as stand-alone projects, or through cost-sharing partnerships with BC Transit. This program enables the City to install shelters at locations not covered in the City's agreement with Pattison Outdoor Advertising LP. By improving the level of amenities at bus stops, the City promotes greater use of transit, reducing single occupancy vehicle trips in the City.

All priority locations for 2016 bus shelter installs are on the Bay Street corridor. These 3 locations are high priority locations, as identified by BC Transit, making them eligible for BC Transit's Bus Shelter Improvement Program. BC Transit will fund and provide the shelters, and the City will be responsible for all related civil improvements.

Maintenance issues for several transit shelters provided in the first year of the BC Transit Bus Shelter Improvement Program have been addressed - following City/BCT discussions, a different manufacturer is now providing BC Transit with shelters that will avoid the maintenance/materials issues previously identified by City staff.

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:

3 new transit shelters and benches, and associated accessibility improvements.

2016 deliverables are:

Bay Street east of Blanshard (eastbound) (Burnside Neighbourhood) - \$9,000

Bay Street east of Cedar Hill Road (eastbound) (Fernwood Neighbourhood) - \$9,000

Bay Street east of Fernwood (eastbound) (Fernwood Neighbourhood) - \$9,000

Project Forecast

Year	Total Expense
2016	27,000
2017	27,540
2018	28,091
2019	28,653
2020	29,226
2021	29,810
2022	30,406
2023	31,015
2024	31,635
2025	32,267
2026	32,913
2027	33,571
2028	34,243
2029	34,927
2030	35,626
2031	36,338
2032	37,065
2033	37,807
2034	38,563
2035	39,334
	656,029



Project Summary

Project Number:	ENG-060	Budget Year:	2016
Project Title:	Active Transportation - Crosswalk Installations/Upgrades	Business Unit:	50072
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

In 1989 the City started a program to install new, or upgrade existing crosswalks to Provincial standards. The City has stated its goal to support walking, to increase the number of trips made by walking and to make those trips safer.

The City of Victoria prioritizes pedestrians and walking in the Official Community Plan. It is a City objective to support walking, to increase the number of trips made by walking and to make those trips safer. Upgrading or installing new crosswalks provide better mobility and accessibility opportunities for pedestrians. Crossing distances for pedestrians are reduced and visibility of pedestrians is increased through lighting improvements and intersection bulbs. New crosswalks provide new connections for pedestrians and connect neighbourhoods.

Staff use the following criteria to evaluate marked crosswalk requests:

- Pedestrian volumes
- Demographics (children, seniors, and those with disabilities weighted higher)
- Main street vehicle volumes and arrival patterns (potential conflicts with people trying to cross the street)
- Vehicle speeds
- Physical conditions, including, road geometry, stopping sight distance, grades, lighting and intersection layout

Staff also examine annual collision statistics, looking for collision patterns (high activity periods, weather impacts, turning vehicles, night/low light conditions) that can be addressed through engineering improvements. Non-technical issues associated with prioritizing which crosswalk to install/upgrade include cost-sharing partnerships with development. The level of recommended improvement is based on pedestrian volumes, vehicle volumes, gaps in traffic and the physical environment of the crossing location such as road grade, width, vehicle lanes and visibility.

Upgrades can include bulbs, poles, electrical upgrades for contrasting down lighting of the crosswalk. Installations for 2016 – Finlayson/Yew is a multi-lane road crossing, with overhead signing and lighting required to raise the conspicuity of the well-used crossing that accesses Topaz Park. Fairfield/Linden is recommended for improvements in 2016, to shorten crossing distances and reduce pedestrian exposure to traffic, and improve lighting at the intersection so people crossing at night/low lighting conditions are more visible to drivers approaching the crosswalk.

Deliverables:

Upgrade two crosswalks in 2016:

1. Fairfield at Linden (Fairfield Neighbourhood) Upgrade existing crosswalk – Fairfield Road at Linden is a busy pedestrian crosswalk with limited sight distance between motorists and pedestrians. This intersection has been identified as a priority in 2016 for upgrades to reduce crossing distance and improve pedestrian mobility, accessibility, visibility, and lighting. \$55,000
2. Finlayson at Yew (Hillside/Quadra Neighbourhood) Upgrade existing crosswalk - Finlayson Road at Yew Street is a busy location connecting the local neighbourhood to Topaz Park. This intersection has been identified as a priority in 2016 for upgrades to improve pedestrian mobility, accessibility, visibility and lighting. \$53,000

In addition to the two proposed locations for this year, the following outlines the future schedule (2016-2025):

New Installations:

500 block Fisgard – midblock
 Government/Herald
 Erie Street - midblock
 900 block Pandora – midblock
 800 block Fort – midblock
 800 block View – midblock
 500 block Caledonia – midblock
 600 block Herald – midblock
 600 block Caledonia – midblock
 700 block Caledonia – midblock
 700 block Cormorant – midblock
 900 block Johnson – midblock
 900 block Fort – midblock
 800 block Pandora – midblock
 500 block Superior – midblock
 Douglas/Michigan

Upgrade Existing Installations:

Avalon/Douglas
 Bastion Square/Wharf

Project Summary

Wharf/Yates
Broughton/Wharf
Courtney/Wharf

Project Forecast

Year	Total Expense
2016	108,000
2017	110,160
2018	112,363
2019	114,610
2020	116,903
2021	119,241
2022	121,626
2023	124,058
2024	126,539
2025	129,070
2026	131,651
2027	134,284
2028	136,970
2029	139,710
2030	142,504
2031	145,354
2032	148,261
2033	151,226
2034	154,251
2035	157,336
	2,624,116



Project Summary

Project Number:	ENG-097	Budget Year:	2016
Project Title:	Active Transportation - Wharf Street Revitalization	Business Unit:	
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Develop and implement a comprehensive streetscape for Wharf Street between Yates Street and Government Street, working in partnership with property owners. The project would include enhanced pedestrian amenities, and landscaping.

Deliverables:

Wharf Street is a significant downtown corridor, serving as a valuable transportation link between the Johnson Street Bridge and the Inner Harbour for pedestrians, cyclists, transit, tourism, and general vehicle traffic. Beautification of the corridor would bring Wharf Street more in keeping with other major downtown streets.

Project Forecast

Year	Total Expense
2019	1,000,000
2020	1,000,000
	2,000,000



Project Summary

Project Number:	ENG-050	Budget Year:	2016
Project Title:	Active Transportation - Pathway Upgrades	Business Unit:	50484
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Pathway improvements are to provide the community with safe walk ways and minimize the trip and fall hazards.

Coordinated efforts between departments will occur in 2016 to obtain a full asset and condition grading assessment required to make long term investment decisions. The pathway asset inventory will begin in 2016.

Pathways in Ross Bay Cemetery are in poor condition due to land settling, tree root impacts and the deterioration of asphalt overtime. This project will repair significant trip hazards for 2016 and plan the 2017 path repair at the North East corner of the Ross Bay Cemetery.

The pathways identified for the 2016 capital include the Dallas Pathway, David Foster Harbour Pathway and Ross Bay Cemetery Pathways.

Deliverables:

Improvements to ensure safe pathways.

2016:

Dallas Pathway: Below the Yacht Pond in Holland Park repairs and/or replacement of the lower apron and pathway approximately 34m - \$70,000

Existing David Foster Harbour Pathway: In front of the Coast Hotel, repair of plank walkway for 120 square feet of wooden decking - \$5,000

Existing David Foster Harbour Pathway installation of 49m new railing to improve safety - \$30,000

Ross Bay Cemetery Pathways : Repair significant trip hazards - \$30,000

2017:

Path repair at the North East corner of the Ross Bay Cemetery - \$150,000

Other deliverables for 2017 maybe identified with the outcome of the 2016 inventory assessment

Project Forecast

Year	Total Expense
2016	135,000
2017	150,000
2018	TBD
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
2032	TBD
2033	TBD
2034	TBD
2035	TBD
	285,000



Project Summary

Project Number:	ENG-182	Budget Year:	2016
Project Title:	Active Transportation - Brickwork Rehabilitation - Malls and Squares	Business Unit:	50567
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Major repair and replacement of brickwork areas in squares and malls.

Centennial Square, Bastion Square, Gladstone Mall, and other similar areas have extensive brickwork areas that are not subject to vehicle traffic, however, is deteriorated. Major repair and replacement needs to be conducted to reduce tripping hazards and prolong the life of these areas. Claims for injury, and a risk of more widespread damage as the areas widen. Also can spread to sub-surface materials making future repairs more extensive.

Deliverables:

Repair and replacement of brickwork:

- Centennial Square
- Bastion Square
- Gladstone Mall
- other similar areas

Project Forecast

Year	Total Expense
2016	35,000
2017	35,000
	70,000



Project Summary

Project Number:	PRC-085	Budget Year:	2016
Project Title:	Active Transportation - David Foster Harbour Pathway	Business Unit:	50454
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Design and construction of key pathway elements; Heron Cove and Raymur Point bridges, under Johnson Street Bridge, Reeson Park connection and wayfinding. In 2008, Council approved the Harbour Pathway Plan, a long-term plan for a continuous pathway along Victoria's inner harbor for the enjoyment of the residents, business patrons and visitor's to the City. In 2012, the pathway was named David Foster Harbour Pathway and a series of Special Places concepts were developed.

In 2014, the Trans Canada Trail through the City of Victoria was realigned to follow the David Foster Harbour Pathway route from the Johnson Street Bridge to Ogden Point. Key connections along David Foster Harbour Pathway will be partially funded through a partnership with Trans Canada Trail, Bike BC (Raymur Pt. and Heron Cove bridges) and through donations. The City has committed to match funds received by Trans Canada Trail, which total 1.402 million dollars and BikeBC (\$440,000). Additionally donations have been received by VanCity (\$100,000) and David Foster (\$50,000) to enhance this pathway.

Deliverables:

2016 – Planning, design and tender for Heron Cove and Raymur Pont bridges, under Johnson Street bridge, Reeson Park connection and wayfinding.

2017 – Construction complete (bridges, Reeson Park connection and wayfinding)

Project Forecast

Year	Total Expense	Grants	Net City Funding
2016	2,426,000	943,000	1,483,000
2017	2,299,000	1,049,000	1,250,000
2018	400,000	0	400,000
2019	TBD	TBD	TBD
2020	TBD	TBD	TBD
2021	TBD	TBD	TBD
2022	TBD	TBD	TBD
2023	TBD	TBD	TBD
2024	TBD	TBD	TBD
2025	TBD	TBD	TBD
2026	TBD	TBD	TBD
2027	TBD	TBD	TBD
2028	TBD	TBD	TBD
2029	TBD	TBD	TBD
2030	TBD	TBD	TBD
2031	TBD	TBD	TBD
2032	TBD	TBD	TBD
2033	TBD	TBD	TBD
2034	TBD	TBD	TBD
2035	TBD	TBD	TBD
	5,125,000		3,133,000

Project Summary



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 2015-2018
- Pavement Asset Management Program
- Annual Collision Statistics Report

CURRENT STATUS OF OUR COMMUNITY'S ASSETS

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Major Roads	<ul style="list-style-type: none"> • 100 km, including 4 road bridges 	<ul style="list-style-type: none"> • About 2.2 km, including Douglas Street between Summit and Tolmie, Catherine Street between Bay and Wilson, and Cook Street between Pembroke and Queens 	<ul style="list-style-type: none"> • 0 km 	<ul style="list-style-type: none"> • 13% *fair/poor

COMPLETE STREETS

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Local Roads	<ul style="list-style-type: none"> 178 km 	<ul style="list-style-type: none"> About 3.3 km, including Montreal Street between Dallas Road and Simcoe, Cecelia between Jutland and Napier, and View Street between Cook and Ormond 	<ul style="list-style-type: none"> 0 km 	<ul style="list-style-type: none"> 20% *fair/poor

INVESTING IN OUR COMMUNITY'S FUTURE (2016-2018)

Area	Today's City (Renewal): \$7.4million	Tomorrow's City (New): \$0
Major Roads	<ul style="list-style-type: none"> Repaving about 3 km of arterial roads 	<ul style="list-style-type: none"> Note 1
Local Roads	<ul style="list-style-type: none"> Repave about 3 km of local roads 	<ul style="list-style-type: none"> Note 1

Note 1: The City of Victoria's road network is completely built out. New road investment is not required.

Project Summary

Project Number:	ENG-018	Budget Year:	2016
Project Title:	Complete Streets - 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. Rehabilitate arterial and collector streets where road conditions have deteriorated to a point where they no longer can be maintained effectively through regular maintenance measures. Resurface existing roads to improve condition and extend life cycle of roadway. Full scope of projects is tentative and subject to community consultation. The major road network plays a vital role to move people, services and goods, serving local residents, the business sector, the tourism industry, and regional transit providers.

Using a proactive pavement asset management strategy, arterial streets are rehabilitated or resurfaced with the objective of maintaining the current pavement network level of service, and to meet the needs of current and future road users. Each road rehabilitation project is reviewed using a complete streets lens to consider benefits for pedestrians, cyclists, transit users and the mobility impaired. Street-related infrastructure (curb, gutter, and sidewalk) and underground utilities are also evaluated during the preliminary design process, for a coordinated asset management approach.

Complement funding on projects identified for construction with Development Cost Charge funds received through development activity.

Deliverables:

Rehabilitate or resurface annually approximately 0.5km of the approximately 100 km of existing arterial, collector and downtown roadways. Length of rehabilitated pavement is recorded for all construction projects and summarized in an annual infrastructure report. The amount of roadway rehabilitated on an annual basis is below industry standard and does not sustain life cycle expectancies for arterial roadways

Community consultation on these project may increase the scope of work that could include enhancements of upgraded sidewalks and materials, banner poles, landscaping etc. The project forecasts are based on class D estimates.

2016 Projects:

1. Cook Street from Pandora to Caledonia paving component (Last paved 1979 thru 1992). (North Park, Fernwood Neighbourhoods). In 2015, a citizen led engagement workshop was led by the community to add in a complete streets perspective to the project. Proposed work includes improvements to sidewalks, medians, a new marked crosswalk, and gateway features for this Urban Village centre. The engagement strategy completed in the fall of 2015, moving most of the planned 2015 work, as well as paving, to 2016. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration of the road structure. Pavement Management Plan Rank: Between 160th and 270th out of 2100 - \$350,000 from 2015 plus \$280,000 for 2016

2. Pandora Avenue from Douglas Street to Government Street (Last paved prior to 1978). (Downtown) The proposed Pandora Avenue Bicycle facility project (between Store Street and Cook Street) has a number of areas where the road surface should also be improved, with the blocks from Douglas to Government being the highest priority section requiring full repaving. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration of the road structure. Pavement Management Plan Rank: 157 out of 2100 - \$220,000

3. Finlayson Street from Yew to Quadra (Last paved 1979) (Hillside/Quadra Neighbourhood) - 220m 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: 148th out of 2100 - \$380,000

4. Bridge Street from Ellice to Hillside (Last paved prior to 1975) (Burnside Neighbourhood) - 210m 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: 284th out of 2100 - \$275,000

5. Complete Street Conceptual Design - Belleville Street (James Bay Neighbourhood). A complete street project is proposed to integrate with the Belleville Terminal redevelopment that has been announced by the province. This project will be integrated with and be guided by the specification in the Bicycle Master Plan, David Foster Harbour Pathway Plan and special places. The project area is Bellville Street from Menzies to Oswego. Grant opportunities, including Canada 150 opportunities, may assist with financing this project. - \$150,000

2017 projects:

1. Gorge Road - Carroll to Harriet (last paved 1982) (Burnside Neighbourhood) - \$478,000
2. Douglas Street - Burnside to Hillside (Burnside Neighbourhood) - \$300,000
3. Vancouver Street - Pandora to Balmoral (North Park Neighbourhood) - \$200,000
4. Blanshard/Hillside intersection (last paved 1987) (Burnside Neighbourhood) - \$200,000

2018 projects:

1. Vancouver Street - Southgate to Fairfield (Fairfield Neighbourhood) - \$250,000
2. Southgate Street - Quadra to Vancouver (Fairfield Neighbourhood) - \$250,000
3. Bay Street - Cook to Quadra (Hillside/Quadra, North Park Neighbourhoods) - \$700,000

Project Summary

Year	Total Expense
2016	1,655,000
2017	1,178,000
2018	1,200,000
2019	1,224,000
2020	1,248,480
2021	1,273,450
2022	1,298,919
2023	1,324,897
2024	1,351,395
2025	1,378,423
2026	1,405,991
2027	1,434,111
2028	1,462,793
2029	1,492,049
2030	1,521,890
2031	1,552,328
2032	1,583,375
2033	1,615,042
2034	1,647,343
2035	1,680,290
	28,527,775



Project Summary

Project Number:	ENG-044	Budget Year:	2016
Project Title:	Complete Streets - 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 1 km of 160 km of existing local roadways. All projects are tracked and summarized. Length of rehabilitated pavement is recorded for all construction projects and summarized in an annual infrastructure report. The amount of roadway rehabilitated on an annual basis is below industry standard and does not sustain life cycle expectancies for local roadways. The forecasts are based on class D estimates.

2016 Projects:

1. Ryan Street from Roseberry to Asquith (last paved prior to 1978) – 200m 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: 18th out of 2100 - \$450,000
2. John Street from Ludgate to Rock Bay (last paved prior to 1975) - 100m 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: 32nd out of 2100 - \$200,000
3. Alpha Street from Douglas to Gamma rehabilitation (last paved prior to 1975) - 240m of road rehabilitation identified in the pavement management program. This is a continuation of a project in progress. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 12th out of 2100 - \$220,000
4. Alpha Street from Burnside to Beta (last paved prior to 1975) - 90m of road rehabilitation identified in the pavement management program. This project continues the work on the Alpha Street corridor between Douglas Street and Burnside Road. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 24th out of 2100 - \$250,000

2017 projects:

1. Alpha Street - Beta to Gamma (Burnside Neighbourhood) - \$450,000
2. Ludgate Street - Bay to John (Burnside Neighbourhood) - \$300,000
3. Meares Street - Cook to east end (Fairfield Neighbourhood) - \$390,000

2018 projects:

- Beta Street - Alpha to Delta (Burnside Neighbourhood) - \$450,000
 Belmont Avenue - Fort to Regents (Rockland Neighbourhood) - \$410,000
 Maud Street - St. Charles to Belmont (Rockland Neighbourhood) - \$300,000

Project Forecast

Year	Total Expense
2016	1,120,000
2017	1,140,000
2018	1,160,000
2019	1,183,200
2020	1,206,864
2021	1,231,001
2022	1,255,621
2023	1,280,734



Project Summary

2024	1,306,348
2025	1,332,475
2026	1,359,125
2027	1,386,307
2028	1,414,034
2029	1,442,314
2030	1,471,160
2031	1,500,584
2032	1,530,595
2033	1,561,207
2034	1,592,431
2035	1,624,280
	<hr/>
	27,098,282

Project Summary

Project Number: CES-001
Project Title: Great Neighbourhoods Fund
Strategic Plan Link: Facilitate Social Inclusion and Community Wellness

Budget Year: 2016
Business Unit:

Overview:

Victoria has a population of just over 80,000 residents who reside in 13 neighbourhoods, all with their own distinct identity and features. In 2015, City Council directed staff within the strategic plan to "Create a 'great neighbourhoods initiative' based on Edmonton's model; amended to fit our local circumstances." This proposed approach provides opportunity to take a more holistic approach to supporting neighbourhoods and for improving internal coordination within the City's operations, better communication across City departments and externally, and providing overall better service to citizens.

Projects in public space and placemaking grants for small-scale community projects and participatory budgeting can empower the community to direct investment in neighbourhoods based on community priorities and support neighbourhood character.

This budget is intended to capitalize on opportunities to shift from project and problem based neighbourhood engagement to focusing on place-based opportunities at a neighbourhood level and proposes new participatory budgeting methods, placemaking and animation of public spaces.

Deliverables:

- Pilot Participatory Budgeting project
- Placemaking opportunities
- Public Space grants

Project Forecast

Year	Total Expense
2016	185,000
2017	188,700
2018	192,474
2019	196,323
2020	200,250
2021	204,255
2022	208,340
2023	212,507
2024	216,757
2025	221,092
2026	225,514
2027	230,024
2028	234,625
2029	239,317
2030	244,104
2031	248,986
2032	253,965
2033	259,045
2034	264,226
2035	269,510
	4,495,013



Project Summary

Project Number:	ENG-197	Budget Year:	2016
Project Title:	Wayfinding	Business Unit:	50573
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

A city-wide wayfinding signage plan and implementation strategy is being developed in consultation with community and stakeholder organizations. In 2016, the first phase of the implementation strategy will be undertaken.

Deliverables:

Completion of the (pending) recommendations of the first phase of implementation of the wayfinding signage plan (e.g. pedestrian wayfinding to landmarks, street name signs) - \$100,000

Project Forecast

Year	Total Expense
2016	100,000
2017	102,000
2018	104,040
2019	106,121
2020	108,243
2021	110,408
2022	112,616
2023	114,869
2024	117,166
2025	119,509
2026	121,899
2027	124,337
2028	126,824
2029	129,361
2030	131,948
2031	134,587
2032	137,279
2033	140,024
2034	142,825
2035	145,681
	2,429,737



Project Summary

Project Number:	ENG-106	Budget Year:	2016
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:

- Purchase of Christmas decorations
- Summer banner: design, competition and purchase
- Chinatown lighting and seasonal ornamentation
- Other capital projects that provide seasonal animation and colour to the downtown (e.g. illuminated Valentine's most romantic spots)

Deliverables:

- Christmas Decorations (\$25,000)

Project Forecast

Year	Total Expense
2016	25,000
2017	25,500
2018	26,010
2019	26,530
2020	27,061
2021	27,602
2022	28,154
2023	28,717
2024	29,291
2025	29,877
2026	30,475
2027	31,084
2028	31,706
2029	32,340
2030	32,987
2031	33,647
2032	34,320
2033	35,006
2034	35,706
2035	36,420
607,434	



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 a parks master plan (2016)

Guiding Plans

- Official Community Plan
- Strategic Plan
- Beacon Hill Park Management Plan
- Beacon Hill Park Heritage Landscape Plan
- Various Park Management Plan
- Urban Forest Master Plan

CURRENT STATUS OF OUR COMMUNITY'S ASSETS

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Parks	<ul style="list-style-type: none"> • 191 hectares of parkland • 12 dog leash-optional areas • 1 skate park • 1 bike park • 5 outdoor fitness installations • 2 spray parks 	<ul style="list-style-type: none"> • Pioneer Square • BHP Rose Garden • Summit Park pathway improvements • VicWest- new skate park feature 	<ul style="list-style-type: none"> • Reeson Park • Quadra Park • New outdoor fitness installations at Oaklands, Topaz and Cecelia Ravine Parks • 2 community gardens (MacDonald Park, William Stevenson Park) • 2 community orchards (Banfield Park, William Porter Parks) 	<ul style="list-style-type: none"> • TBD
Sport Fields	<ul style="list-style-type: none"> • 45 ball diamonds and soccer fields • 1 stadium 	<ul style="list-style-type: none"> • Hillside park drainage • MacDonald Park (backstops and posts) 	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • TBD
Sport Courts	<ul style="list-style-type: none"> • 40 sports courts 	<ul style="list-style-type: none"> • Barnard and BHP court upgrades 	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • TBD
Playgrounds	<ul style="list-style-type: none"> • 40 playgrounds 	<ul style="list-style-type: none"> • Wark Street • Fern street • Hollywood Park • Alexander Park • Clawthorpe • Quadra Heights 	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • TBD
Recreation	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD

PARKS

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Furnishings	<ul style="list-style-type: none"> 23 drinking fountains Approximately 600 benches (300 memorial benches) Remaining furnishings TBD 	<ul style="list-style-type: none"> In-ground garbage installations (18) Picnic table and bench refurbishment BHP lighting upgrades BHP picnic area tables and fountain 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> TBD
Cemetery	<ul style="list-style-type: none"> 1 cemetery 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> TBD

INVESTING IN OUR COMMUNITY'S FUTURE (2016-2018)

Area	Today's City (Renewal): \$1.3million	Tomorrow's City (New): \$TBD
Parks	<ul style="list-style-type: none"> VicWest – 800k Dallas road leash-optional – 125k BHP lighting – 150k 2016/150k 2017 	<ul style="list-style-type: none"> Public realm around Johnson St Bridge (east, west) (2017/18 – amount TBD)
Sport Fields	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD
Sport Courts	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD
Playgrounds	<ul style="list-style-type: none"> Fernwood playground surfacing – 35k - 2016 	<ul style="list-style-type: none"> TBD
Recreation	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD
Furnishings	<ul style="list-style-type: none"> Various – 45k -2016 	<ul style="list-style-type: none"> TBD
Cemetery	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD

Project Summary

Project Number:	PRC-075	Budget Year:	2016
Project Title:	Vic West Park Improvements	Business Unit:	50542
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Vic West Park is the second largest community park in the Victoria West neighbourhood and offers a variety of activities for neighbourhood residents. It also hosts the City's only skate park facility. It is nearby to growing residential areas including Bayview, Dockside and Railyards.

A park improvement plan will address several park infrastructure needs in a single year including improvements to skate park and play structures, and leash-optional dog area. Vic West is a popular leash-optional area and considerations for managing dog-use will be part of the overall improvements. Soft landscape re-development and irrigation renewal will help offset the City's maintenance operations costs.

Vic West Park improvements were planned and designed in 2015. Implementation of phase one: skate park, playground and off-leash area will be implemented in 2016. Additional improvements to pathways, lighting and field will be proposed in the 2017 and/or 2018 capital plan.

Deliverables:

Skate park upgrades - \$500,000

Playground upgrades - \$260,000

Leash-optional fencing - \$40,000

Phase 1 of improvements to skate park, play structures and leash-optional dog area. Concept plan and construction drawings will be completed in 2015; Consultant for design phase of skate park (February); Construction to be complete by Fall.

Upgrades to be included in construction include the skate park, playground, sports field, leash-optional area, pathway, lighting and furnishing. Future upgrades will be identified in the park improvement plan for consideration in future years. A concept plan and engagement strategy will be presented to Council later in 2015.

Project Forecast

Year	Total Expense
2016	800,000
	800,000

Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2017	5,000	0.0
2018	5,100	0.0
2019	5,202	0.0
2020	5,306	0.0
2021	5,412	0.0
2022	5,520	0.0
2023	5,631	0.0
2024	5,743	0.0
2025	5,858	0.0
2026	5,975	0.0
2027	6,095	0.0
2028	6,217	0.0
2029	6,341	0.0
2030	6,468	0.0
2031	6,597	0.0
2032	6,729	0.0
2033	6,864	0.0
2034	7,001	0.0
2035	7,141	0.0



Project Summary

Project Number:	PRC-099	Budget Year:	2016
Project Title:	Park Furnishing Replacements	Business Unit:	50501
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Replacement of park furnishings that are failing/not keeping up with demand (5 in-ground garbage cans, 3 drinking fountains,). Asset inventory study will inform future budget planning.

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:

5 in-ground garbage cans
3 drinking fountains

Project Forecast

Year	Total Expense
2016	45,000
2017	TBD
2018	TBD
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
2032	TBD
2033	TBD
2034	TBD
2035	TBD
	45,000



Project Summary

Project Number: PRC-109
Project Title: Dallas Road "Dog Related" Improvements
Strategic Plan Link: Enhance and Steward Public Spaces, Green Spaces and Food Systems

Budget Year: 2016
Business Unit:

Overview:

Improvements along Dallas Rd, to reduce conflict between dog owners/other park users. Fencing of new leash-optional area, updating of all related signage along property. The project benefit is enhanced park experience for dog owners and other visitors.

Design to Council in fall 2015. Consultation in late 2015/early 2016. Construction to start in early 2016, subject to consultation results, weather, ground conditions.

Deliverables:

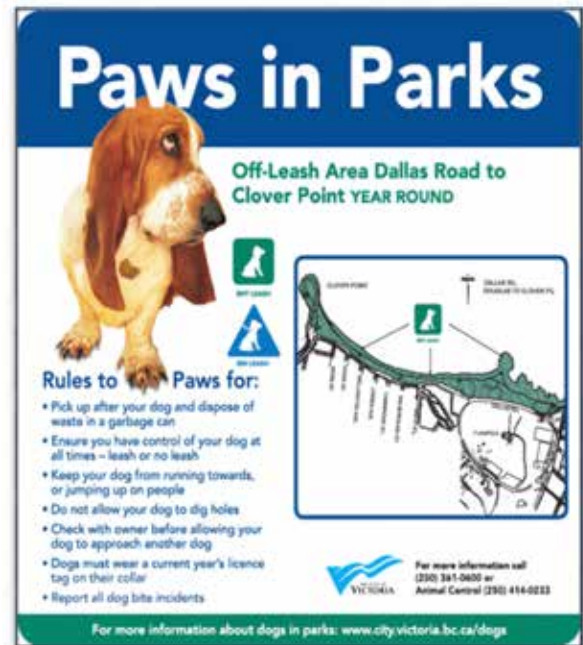
Construction of fencing and access improvements for leash-optional area.

Project Forecast

Year	Total Expense
2016	125,000
	125,000

Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2017	5,000	0.0
2018	5,075	0.0
2019	5,152	0.0
2020	5,230	0.0
2021	5,309	0.0
2022	11,790	0.0
2023	12,026	0.0
2024	12,267	0.0
2025	12,512	0.0
2026	12,762	0.0
2027	13,017	0.0
2028	13,278	0.0
2029	13,543	0.0
2030	13,814	0.0
2031	14,091	0.0
2032	14,372	0.0
2033	14,660	0.0
2034	14,953	0.0
2035	15,252	0.0



Project Summary

Project Number:	PRC-113	Budget Year:	2016
Project Title:	Stevenson Park Playground Resurfacing	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

The purpose of this project is to upgrade the surfacing to create a safe playing surface within the playground at William Stevenson Memorial Park. The current rubber surface is failing. The play equipment is not anticipated to require renewal for 10 years.

Deliverables:

New playground surface while retaining the existing equipment.

Project Forecast

Year	Total Expense
2016	35,000
	35,000

Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2017	1,500	0.0
2018	1,530	0.0
2019	1,561	0.0
2020	1,592	0.0
2021	1,624	0.0
2022	1,656	0.0
2023	1,689	0.0
2024	1,723	0.0
2025	1,757	0.0
2026	1,793	0.0
2027	1,828	0.0
2028	1,865	0.0
2029	1,902	0.0
2030	1,940	0.0
2031	1,979	0.0
2032	2,019	0.0
2033	2,059	0.0
2034	2,100	0.0
2035	2,142	0.0



Project Summary

Project Number:	PRC-106	Budget Year:	2016
Project Title:	Beacon Hill Park - Lighting Upgrades	Business Unit:	50501
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Continuation of critical electrical upgrade and installation of new LED lighting conduit and fixtures. Existing system does not meet electrical code. Existing lighting is from the early 1970s and does not meet current electrical codes. Lighting level is inadequate for the increasing evening use of the park. The current light fixtures diffuse the light rather than provide directional pathway lighting. Total length of pathways for new lighting is 1,325 meters. There are 50 LED lights in Beacon Hill which will be replaced.

The project will be conducted in 3 phases from 2015-2017.

Deliverables:

Electrical wiring and lighting upgrades within "B-Section" of Beacon Hill Park (area between bandstand and Douglas Street) which is characteristically quite dark.

Project Forecast

Year	Total Expense
2016	150,000
2017	150,000
	300,000

Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2017	800	0.0
2018	800	0.0
2019	816	0.0
2020	832	0.0
2021	849	0.0
2022	866	0.0
2023	883	0.0
2024	901	0.0
2025	919	0.0
2026	937	0.0
2027	956	0.0
2028	975	0.0
2029	995	0.0
2030	1,015	0.0
2031	1,035	0.0
2032	1,056	0.0
2033	1,077	0.0
2034	1,098	0.0
2035	1,120	0.0



Project Summary

Project Number:	PRC-119	Budget Year:	2016
Project Title:	Park Upgrades	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Future park upgrades will be contingent on the Parks Master Plan that is scheduled to begin in 2016. The purpose of a Master Plan is to have an overarching document that will guide future detailed park planning and investment that meets the needs of the citizens, businesses and visitors to the City of Victoria. The plan will include priorities that align with the City's strategic priorities that will meet present community needs and provide a legacy for the future.

Key components of the plan will include the development of a vision, goals, objectives, investment strategy and gaps in the parks system. This process will include a comprehensive public engagement process to help shape the outcomes and actions identified through the strategic plan.

Deliverables:

Priorities for future park planning and investment.

Project Forecast

Year	Total Expense
2016	
2017	TBD
2018	TBD
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
2032	TBD
2033	TBD
2034	TBD
2035	TBD
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	0



STREET INFRASTRUCTURE

Guiding Principles

- Maintain and renew existing surface infrastructure to meet the needs of the public
- Meet safety and industry standards where applicable, for maintenance and replacement of each type of infrastructure
- Ensure that the useful life of the infrastructure is maximized before it must be replaced

Guiding Plans

- Official Community Plan
- Strategic Plan

CURRENT STATUS OF OUR COMMUNITY'S ASSETS

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Traffic Signals	<ul style="list-style-type: none"> • 147 signals, including 112 traffic signals, 15 pedestrian signals, 10 crosswalks with flashing yellow lights and 10 flashing red beacons • 112 traffic controller cabinets • 112 traffic controllers c/w hardware • 4 km of fibre optic cable connecting traffic signals to PW and City Hall "brain" • 18 km of copper communication cable 	<ul style="list-style-type: none"> • 6, including Government at Superior, Douglas at Bay, Bay at Tyee, and Cedar Hill at Finlayson • 12 traffic controller cabinets • 38 • 0 	<ul style="list-style-type: none"> • 5, including 3 new traffic signals required as a result of redevelopment at Hillside Mall • 5 traffic controller cabinets • 5 • 0 	<ul style="list-style-type: none"> • 20% • 15% • 5% • 0% • 65-75%

STREET INFRASTRUCTURE

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
	traffic signals to PW and City Hall "brain"			
Street Lighting	<ul style="list-style-type: none"> Over 6500 High Pressure Sodium street lights 1332 davit arms 1750 metal poles for signals and street lights 900 cluster poles ~500 pole mounted switches ~30 power panels 12 underground power kiosks 45 above ground power kiosks TBD underground conduit TBD underground wiring 	<ul style="list-style-type: none"> 686 over 6500 high pressure sodium street lights 392 davit arms 96 metal poles for signals 15 cluster poles 25 pole mounted switches 0 3 underground power kiosks 2 above ground power kiosks 	<ul style="list-style-type: none"> 24 new luminaires on poles in residential neighbourhoods 12 davit arms 15 metal poles for signals 4 cluster poles 7 pole mounted switches 20 power panels 0 underground power kiosks 9 above ground power kiosks 	<ul style="list-style-type: none"> 30% 40% 20% 20% TBD 0 60% 10% 20% 20%
Street Furniture	<ul style="list-style-type: none"> 586 benches <ul style="list-style-type: none"> 104 inside bus shelter 482 not in bus shelter 104 bus shelters 350 bollards 1680 m of chains for bollards 17.7km railings 	<ul style="list-style-type: none"> 58 benches replaced (modernized) 35 bus shelters 	<ul style="list-style-type: none"> 80 benches 19 bus shelters 	<ul style="list-style-type: none"> 25% 5% 20% 5% 25%

STREET INFRASTRUCTURE

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
	<ul style="list-style-type: none"> 3.2km protective fencing 1780 fire hydrants 			<ul style="list-style-type: none"> 10% 5% for condition of paint only

INVESTING IN OUR COMMUNITY'S FUTURE (2016-2018)

Area	Today's City (Renewal): \$4.65 million	Tomorrow's City (New): \$250 thousand
Traffic Signals <ul style="list-style-type: none"> Signal Hardware Traffic Control Cabinets Traffic Controllers Fibre Optic Cable 	\$3,080,500	<ul style="list-style-type: none"> TBD by future Capital Projects TBD by future Capital Projects TBD by future Capital Projects \$100,000
Street Lighting <ul style="list-style-type: none"> Street lights Davit arms Metal street light and signal poles Pole mounted switches Power panels Underground Power Kiosks Above ground Power Kiosks 	<ul style="list-style-type: none"> \$700,000 	<ul style="list-style-type: none"> \$50,000 \$100,000 TBD by future Capital Projects TBD by future Capital Projects TBD by future Capital Projects TBD by future Capital Projects TBD by future Capital Projects TBD by future Capital Projects
Street Furniture <ul style="list-style-type: none"> Benches Bus Shelters Bollards Bollard Chains Railings Protective Fencing Hydrants 	\$875,110	<ul style="list-style-type: none"> 13 + TBD from other sources/proje TBD by other Capital Projects TBD by other Capital Projects TBD by other Capital Projects 50m + TBD from other budgets/projects TBD Refer to Utilities for rebuilding or replacement of hydrants.

Project Summary

Project Number:	ENG-046	Budget Year:	2016
Project Title:	Electrical Kiosk Replacement	Business Unit:	50064
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

The purpose of this program is to fund the replacement of the electrical distribution kiosks, pole mounted switches and power panels for street and traffic signal lighting. The 2016 budget includes the final 3 underground electrical distribution kiosks that will be moved to above ground kiosks in addition to the switches and power panels replacement schedule.

From 2017 - 2027, the replacement schedule for only the switches and power panels are required. From 2028 - 2034, the electrical distribution kiosks replacement cycle will commence and the budget figures will be a combination of all 3 replacement cycles.

Inventory:

1. Electrical Kiosks
Total Inventory: installing 3 in 2016; total upgraded inventory at the end of 2016 = 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:

To replace three underground electrical distribution kiosks with three above ground kiosks and support the annual replacement schedule in 2016.

2016: - \$73,000
3 underground Kiosks
20 pole mounted switches
10 power panels

2017: - \$20,000
20 pole mounted switches
10 power panels

2018: - \$20,400
20 pole mounted switches
10 power panels

Project Forecast

Year	Total Expense
2016	73,000
2017	20,000
2018	20,400
2019	20,808
2020	21,224
2021	21,648
2022	22,081
2023	22,522
2024	22,973
2025	23,433
2026	23,902
2027	24,380
2028	24,867



Project Summary

2029	25,365
2030	25,872
2031	26,389
2032	26,917
2033	27,455
2034	28,005
2035	28,565
	<hr/>
	529,806



Project Summary

Project Number:	ENG-115	Budget Year:	2016
Project Title:	Street Infrastructure - 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 UPS's installed on their portion of these corridors.

The City has installed the following 11 units of which ICBC has funded approximately 40%: Hillside and Douglas, Blanshard and Hillside, Blanshard and Tolmie, Douglas and Bay, Douglas and Burnside, Douglas and Finlayson, Douglas and Tolmie, Hillside and Shelbourne, Blanshard and Bay, Wharf and Johnson, Esquimalt and Roberts. The lifespan of these interruptible power signal units can range between 10 to 15 years, so an average of 12 years has been applied to determine the replacement schedule.

When our existing loops detectors fail in the road, we have a contractor install a new inductive loop into the road surface. Cutting the road surface shortens the life of the asphalt, over time leading to early failure of the detector loop. Most developments and City driven projects near traffic signals typically cause the road to be cut to install services, these same cuts often go through the existing detector loops and they then need to be replaced. If not cut or dug up, an "in road" traffic loop can last up to 10 years, depending on site conditions. Upgrades to the traffic signal detection systems allows for better cyclist detection. These new systems are mounted on the traffic signal poles and not as wire loops in the asphalt.

Deliverables:

2016 Replacement Schedule:

Installation of 6 Traffic Control Cabinets and Controllers: \$120,500

- Bay at Shelbourne
- Bay at Richmond
- Shelbourne at Haultain
- Blanshard at Humboldt
- Esquimalt at Maitland
- Esquimalt at Catherine

Installation of additional 40 un-interruptible power program signal units: \$ 50,000

1. Hillside and Quadra
2. Hillside and Cook
3. Hillside and Cedarhill
4. Hillside and Doncaster
5. Blanshard and Caledonia
6. Blanshard and Finlayson
7. Finlayson and Quadra
8. Finlayson and Cook
9. Finlayson and Cedarhill
10. Hillside and Shakespeare

Installation of Traffic Signal Detection Systems: \$75,000

1. Oak and Tolmie (Two of four directions)
2. Finlayson and Burnside (Two of four directions)
3. Finlayson and Cook (Two of four directions)
4. Hillside and Blanshard
5. Hillside and Cook

2017

Installation of approximately 6 Traffic Control Cabinets and Controllers where locations to be finalized and design drawings done to determine cost for each: \$125,400

Installation of additional 40 un-interruptible power program signal units: \$50,000

1. North Dairy and Doncaster
2. North Dairy and Wordsworth
3. North Dairy and Shelbourne

Project Summary

4. Bay and Government
5. Bay and Bridge
6. Bay and Tyee
7. Bay and Quadra
8. Bay and Cook
9. Bay and Wilson
10. Bay and Shelbourne

Installation of Traffic Signal Detection Systems: \$75,000

1. Blanshard and Finlayson
2. Finlayson and Quadra
3. Hillside and Quadra

2018

Installation of approximately 6 Traffic Control Cabinets and Controllers where locations to be finalized and design drawings done to determine cost for each: \$130,500

Installation of additional 40 un-interruptible power program signal units: \$50,000

1. Bay and Richmond
2. Bay and Fernwood
3. Fort and Richmond
4. Fort and Lee
5. Fort and Oak Bay
6. Gorge and Bridge
7. Gorge and Jutland
8. Esquimalt and Harbour
9. Esquimalt and Tyee
10. Esquimalt and Catherine

Installation of Traffic Signal Detection Systems: \$75,000

1. Finlayson and Cedarhill
2. North Dairy and Doncaster
3. North Dairy Wordsworth

Project Forecast

Year	Total Expense
2016	245,500
2017	250,400
2018	255,500
2019	261,070
2020	211,615
2021	215,848
2022	220,165
2023	224,568
2024	229,059
2025	293,641
2026	238,143
2027	242,906
2028	310,764
2029	317,719
2030	324,273
2031	330,429
2032	268,187
2033	273,551
2034	279,022
2035	284,603
	5,276,964



Project Summary

Project Number:	ENG-172	Budget Year:	2016
Project Title:	Street Infrastructure - LED Street Light Replacement	Business Unit:	50571
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

To implement a city-wide conversion of approximately 6500 High Pressure Sodium (HPS) streetlight fixtures to Light Emitting Diode (LED) fixtures phased over 3 years.

Energy consumption from streetlights has remained relatively constant at 4.5 million kWh; representing a 1.2% increase since 2010, while the electricity costs associated with streetlights have increased about 28% due to BC Hydro rate increases. BC Hydro rate increases are expected to continue into the future to fund BC Hydro's capital investments. Electricity costs represent a significant portion of the Streetlight budget at approximately 60%.

The transition from HPS to LED technology is estimated to realize significant energy consumption savings, thereby directly reducing electricity expenses. Additionally, the lifecycle of an HPS streetlight is about 4 years and the lifecycle of the LED streetlight is 15 years. Reducing the frequency of lamp replacement, the City will save on maintenance costs. Currently, BC Hydro provides a rebate program that contributes to offset the cost of the capital outlay.

Aside from the projected operating savings, LED technology is superior to standard HPS lights in many ways such as:

- Reduced energy consumption advances the City's commitment towards carbon neutral municipal operations and greenhouse gas reduction objectives; though modestly since BC has low-carbon hydro-electricity
- Potential improvements in lighting levels and quality, improving the ability for citizens to see and be seen
- Reduction of glare and light wastage through trespass, reducing light pollution

The City is currently completing a detailed inventory of lights and will be using the services of a consultant to develop a lighting strategy to be completed in December 2015 or early 2016. During this phase the City will hold public consultation on the light colour. Based on that information, staff will bring forth a council report between December and February with the recommendations for types of lights to be installed and the locations.

Deliverables:

- Replacement of 6500 HPS street lights to LED technology
- Energy savings up to 50% or 1.9 million kWh annually; the equivalent of powering 156 homes each year
- Greenhouse gas reductions of 45% or 22 tonnes of CO₂ annually; the equivalent to the greenhouse gases produced by approximately 5 passenger vehicles per year
- Improved light levels and quality of lighting, reducing light pollution/trespass

Project Forecast

Year	Total Expense
2016	1,000,000
2017	1,081,600
	2,081,600



Project Summary

Project Number:	ENG-176	Budget Year:	2016
Project Title:	Gate Of Harmonious Interest Chinatown - Remediation	Business Unit:	50567
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 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 not break down in this way. Consultation with the Chinatown community will be part of this study.

If work is not done, the roof tiles will continue to deteriorate, break apart and fall to the sidewalk below, and could injure a passerby.

Deliverables:

To construct a new, more resilient roof system that will look similar to the old Gate roof based on the design study that is currently underway and is expected to be complete by the end of 2015.

Project Forecast

Year	Total Expense
2016	TBD
	<u>0</u>



Project Summary

Project Number:	ENG-226	Budget Year:	2016
Project Title:	Street Infrastructure - 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 downlighting and regular assessments for damage and structural integrity.

The main purpose of lighting roadways and other transportation-related facilities is safety - providing a safe environment for the public to use the road system during periods of darkness. A well-lit public right-of-way reduces motor vehicle collisions, and provides a safe, comfortable environment for pedestrians, cyclists and drivers.

The inspection program helps to reduce liability and maintain the integrity of these assets. Each pole's structural integrity will be tested and rated every 6 years, with a visual inspection each 3 years. The rating system will allow the City to identify and prioritize poles that are of concern to determine future pole replacement.

BC Hydro's accelerated pole replacement program is now extended at a lower level for at least 2016. We are capturing this opportunity to upgrade to LED fixtures and take advantage of BC Hydro's 25% rebate program as when BC Hydro replaces a pole, the City's streetlight fixtures are removed and have to be replaced. Some of the supporting arms may have to be replaced at the same time.

Individual projects have not yet been identified for new installations as typically, this budget is used to respond to emerging public requests in a timely manner, or to complement other Transportation Capital projects where lighting needs to be upgraded.

The City has 3,123 metals poles for street lights and traffic signals and 4,800 hydro pole streetlight arms. The majority of the Street Light Pole system are metal poles, which have an engineered life of 20 years. We are installing new galvanized poles, with a life expectancy of 30-50 years.

Deliverables:

Structural Pole Assessment - \$50,000

Annual Replacement Schedule:

Replacement of approximately 20+ metal poles - \$190,000

Replacement of approximately 150+ hydro pole streetlight arms (BC Hydro routine wood pole replacement schedule) - \$50,000

New Installation of 8 street lights - \$16,500

Project Forecast

Year	Total Expense
2016	306,500
2017	210,630
2018	214,843
2019	229,639
2020	223,522
2021	227,993
2022	288,853
2023	237,204
2024	241,948
2025	258,787
2026	251,722
2027	256,757
2028	326,692
2029	267,130
2030	272,472
2031	291,422
2032	283,480



Project Summary

2033	289,150
2034	368,433
2035	300,832
	<hr/>
	5,348,007

Project Summary

Project Number:	ENG-064	Budget Year:	2016
Project Title:	Street Infrastructure - LED Signal Head/Ped Countdown Signal and Audible Ped Signal Installation	Business Unit:	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 signal at the 127 intersections in the City with traffic signals or pedestrian signals. Install audible pedestrian signals at existing signalized intersections. Upgrade existing traffic signal displays with LED signal heads.

Countdown signals provide additional information to pedestrians contemplating a road crossing at a signalized intersection. Audible signals assist persons with hearing disabilities when crossing at signalized intersections.

Priority for the installation of countdown signals is given first to crosswalks at signalized intersections where the road crossing is long (roads with multiple travel lanes; i.e. Douglas, Blanshard, Hillside, Government, Shelbourne), and pedestrians are exposed to traffic for longer periods of time. 58 of the 127 signalized intersections have been upgraded with pedestrian countdown signals to date.

For audible pedestrian signal installation, staff consult with the Canadian National Institute for the Blind (CNIB), who have priority corridors identified by their clients. 68 of the 127 signalized intersections have been outfitted with audible pedestrian signals.

Deliverables:

New countdown signals at 4 intersections. Countdown signals will be added to intersections, in conjunction with other traffic signal upgrades/electrical maintenance activities.

2016 locations are:

Government/ Johnson (Downtown Neighbourhood) - \$8,000
 Government/Yates (Downtown) - \$8,000
 Bay/Quadra (Hillside/Quadra Neighbourhood) - \$8,000
 Bay/Fernwood (Fernwood Neighbourhood) - \$8,000

Project Forecast

Year	Total Expense
2016	32,000
2017	32,640
2018	33,293
2019	33,959
2020	34,638
2021	35,331
2022	36,037
2023	36,758
2024	37,493
2025	38,243
2026	39,008
2027	39,788
2028	40,584
2029	41,395
2030	42,223
2031	43,068
2032	43,929
2033	44,808
2034	45,704







Project Summary

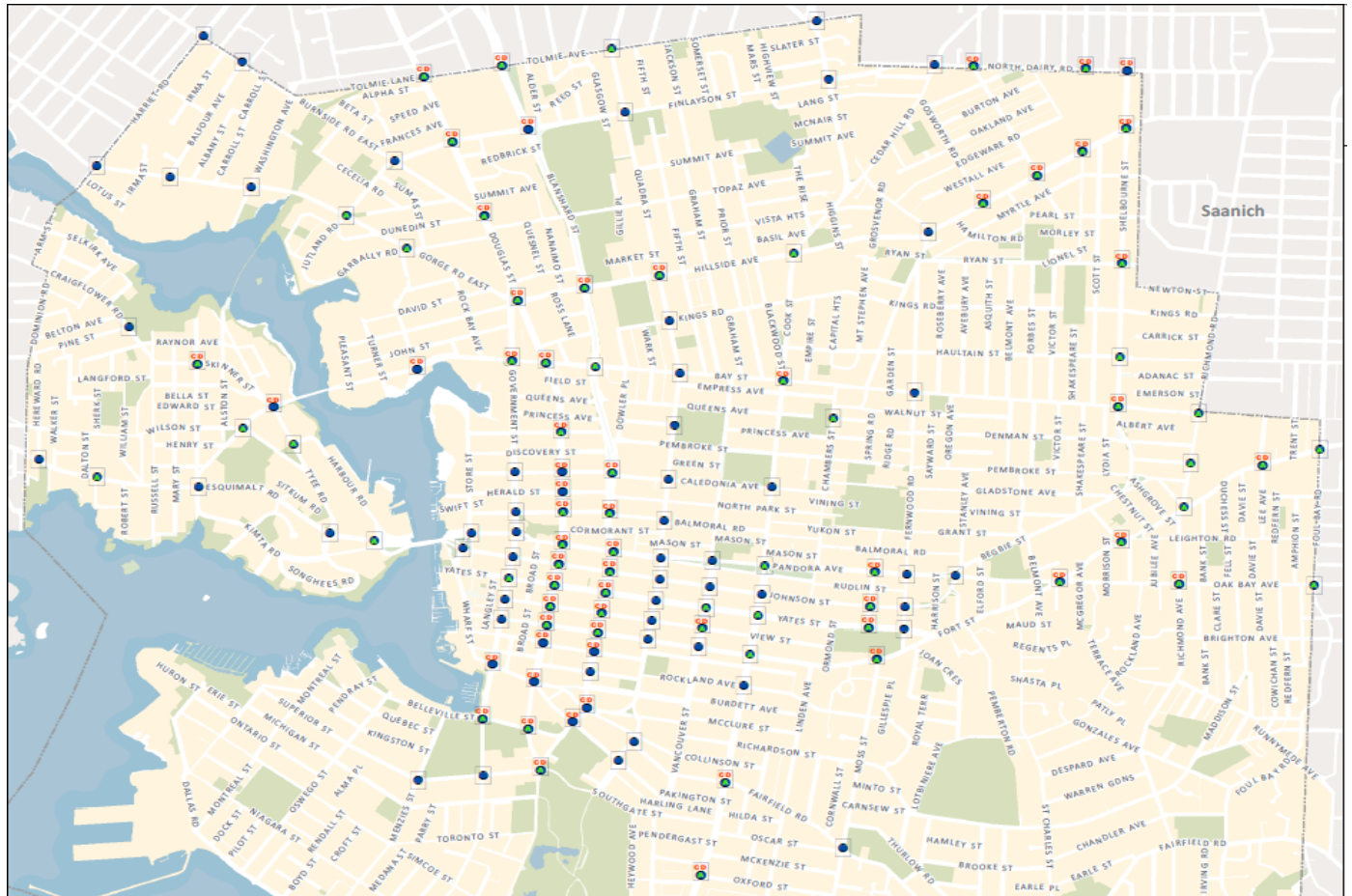
2035

46,618

777,516

Signalized Intersections

-  Audible Traffic Signal
-  Countdown Traffic Signal
-  Audible and Countdown Traffic Signal
-  Signalized Intersection



Project Summary

Project Number:	ENG-070	Budget Year:	2016
Project Title:	Street Infrastructure - New Traffic Safety Upgrades and Installations	Business Unit:	50073
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

All new traffic signal work, with the exception of pedestrian countdown signals and audible pedestrian signals, are funded under this program. This includes new traffic signal installations, the addition of signal head required for new phases, overall network enhancements such as transit-priority hardware, and upgrades resulting from changes to Provincial legislation.

Improvements are identified through collision statistics analysis to address trends or patterns.

The 2016 program will focus on the design and installation of new signal pole upgrades at Johnson/ Vancouver and Pandora/ Vancouver.

Deliverables:

Design and installation of a traffic signal pole upgrade at:

- Johnson/ Vancouver

Project Forecast

Year	Total Expense
2016	30,000
2017	61,200
2018	62,424
2019	63,672
2020	64,946
2021	66,245
2022	67,570
2023	68,921
2024	70,300
2025	71,706
2026	73,140
2027	74,602
2028	76,095
2029	77,616
2030	79,169
2031	80,752
2032	82,367
2033	84,014
2034	85,695
2035	87,409
	1,427,842



Project Summary

Project Number:	ENG-201	Budget Year:	2016
Project Title:	Street Infrastructure - Traffic Signal Fibre Optic Upgrade	Business Unit:	
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 Center Servers. This will allow the traffic signals to be monitored automatically and remotely. This helps keep the traffic signals all timing together, thus keeping traffic flowing. Notification of issues will then automatically be sent to the right people for an appropriate response (eg. Signal in Flash, power outage).

Working in conjunction with our IT department we will be able to control and monitor traffic patterns, reducing congestion and emission of greenhouse gases by effectively moving traffic and general public throughout the city. Communications can also allow fire department to be integrated into the network to allow fire preemption at signals to reduce response times in the event of an emergency, saving lives and property damage. In the case of large events we can not only change timings to increase the amount of vehicle traffic moving in and out of the city, but we can give VicPD access to our traffic cameras to monitor events and maintain crowd control, or possible attacks on the city.

The City currently has 15 intersections on the network and is scheduled to add 115 to the network by the end of 2019, with room for expansion.

The projects are identified and prioritized based on the following:

- 1 – Heaviest volumes of traffic and transit
- 2 – Preemption and emergency vehicle corridors
- 3 – Areas of poor power conditioning that affect time clocks in traffic controllers

Deliverables:

Replace existing out of date (not usable) communication cable between about 45% of our traffic signals. 15% of them have already been done under the Transit Signal Priority project.

Projects:

- 2016- Blanshard corridor, Yates corridor
- 2017- Hillside corridor, Bay corridor
- 2018- Quadra Corridor, Vancouver and Cook corridors
- 2019 – Esquimalt and Vic West

Project Forecast

Year	Total Expense
2016	50,000
2017	25,000
2018	25,000
2019	25,000
	125,000



Project Summary

Project Number:	ENG-216	Budget Year:	2016
Project Title:	Surface Infrastructure Program	Business Unit:	
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. These include: 1525 Fire Hydrants, 900 Cluster Lamps, 1750 Signal and Streetlight Poles, 250 Bollards, 260 Benches, 18km of Railings, and other miscellaneous items that adorn our sidewalks, squares, boulevards, walkways and other civic spaces.

This new program establishes a 5 year cycle for refinishing this infrastructure, and keeps the City of Victoria sparkling and clean looking for our citizens and tourists. Currently there are several pockets of funding, but it is inadequate to fund a proper refinishing cycle. This budget request will add funding to achieve this cycle.

Deliverables:

All surface infrastructure will be refinished on a 5 year cycle (average for painted surfaces) or as other surface preparations dictate. Annually prep-prime-paint 305 hydrants, 180 clusters, 50 bollards, 350 poles, 52 benches, and 11,600 feet of railings.

Project Forecast

Year	Total Expense
2016	275,000
2017	280,500
2018	286,110
2019	291,832
2020	297,669
2021	303,622
2022	309,695
2023	315,889
2024	322,206
2025	328,650
2026	335,223
2027	341,928
2028	348,766
2029	355,742
2030	362,857
2031	370,114
2032	377,516
2033	385,066
2034	392,768
2035	400,623
	6,681,777



Project Summary

Project Number:	ENG-223	Budget Year:	2016
Project Title:	Replacement of Benches	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Approximately 20 years ago, the City entered into an agreement with Miles Plumbing a local plumbing company that installed benches at various bus stops at their cost. The agreement is no longer in force and the benches are in poor condition. This initiative will replace 13 benches which are no longer serviceable with new wooden painted benches and add 7 new benches in bus stop locations that have nothing.

Deliverables:

Twenty (20) good quality benches matching inventory standard installed in various locations.

Project Forecast

Year	Total Expense
2016	33,500
	33,500



Project Summary

Project Number:	ENG-005	Budget Year:	2016
Project Title:	Dallas Road Seawall Rehabilitation	Business Unit:	50529
Strategic Plan Link:	Environmental Sustainability		

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, and work will continue until all sections have been addressed - now forecast for 2017 completion. 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 2017, 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 2017 at an additional cost of \$100,000 for the 2016 budget and \$600,000 for 2017 budget.

Project Alignment:

This project is in collaboration with Transportation and Development (ENG-186) capital budget to replace the balustrade structure once the Seawall Rehabilitation project has been completed.

Deliverables:

A structurally sound seawall that protects the existing road, sidewalk and underground utilities on this section of Dallas Road. For 2014, approximately 75m² of the seawall face was repaired.

2014 - 2017 - detailed assessment and Seawall repair

Project Forecast

Year	Total Expense
2016	500,000
2017	600,000
	1,100,000



Project Summary

Project Number:	ENG-120	Budget Year:	2016
Project Title:	Douglas Street Retaining Wall	Business Unit:	50562
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

This 2016 budget funds the completion of construction for the retaining wall facing BC Transit on 2800 block Douglas Street.

Condition assessment completed in 2013 reports have shown the wall to be in extremely poor condition and unable to withstand a minor earthquake. The retaining wall supports Douglas Street, one of the main arterial streets into downtown Victoria.

A consultant was hired to evaluate various design options, complete a detailed design for the recommended option, and work with City staff to hire a contractor to build a new supporting structure. Detailed design is complete, and construction will begin in 2015 with a project completion date in early 2016.

Deliverables:

A new supporting structure to restrain and contain a 113m long by 4m high retaining wall.

Project Forecast

Year	Total Expense
2016	300,000
	300,000



Project Summary

Project Number:	ENG-173	Budget Year:	2016
Project Title:	Ship Point Retaining Wall	Business Unit:	50567
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

What (Description):

Assessments of the existing seawall structure at Ship Point in 2005 determined the wall is in need rehabilitation. Repairing the wall will ensure ongoing use of the upland City property, as a parking lot (current use), waterfront pathway (future David Foster Way), or redevelopment site.

Repairs to the seawall structure at Ship Point:

Stage 1 - a consultant has been retained in 2015 to prepare a design and cost estimate to repair the waterfront seawall at Ship Point. This study will be completed January 31, 2016. The total consulting fee is estimated to be \$75,000 of which \$25,000 is expected to be a carryforward in 2016.

Stage 2 – Detailed design of reconstruction/repairs and construction costs.

Deliverables:

Design and cost estimate to repair the seawall
Construction of seawall

Project Forecast

Year	Total Expense
2016	TBD
	0



Project Summary

Project Number:	ENG-186	Budget Year:	2016
Project Title:	Dallas Road Seawall Ballustrade	Business Unit:	
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, approved and a cost estimate provided.

The budget request for 2016 is for conceptual design only. The original railing is extremely deteriorated, and a replacement railing will be required. A public consultation process will be necessary as design options are developed, and Council approval will be required prior to proceeding with final design.

Deliverables:

2016 - detailed assessment and seawall repair

2016 - 2017 - design and construction of approximately 500m of railing on top of the Dallas Rd Seawall

The budget for 2016 is design cost only.

Design cost is an estimate and may vary depending on Council direction. Construction cost to be determined upon completion of design.

Project Forecast

Year	Total Expense
2016	20,000
2017	TBD
	20,000



Project Summary

Project Number:	ENG-225	Budget Year:	2016
Project Title:	Wharf Street 1112 Retaining Wall	Business Unit:	
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.

Project Forecast

Year	Total Expense
2016	30,000
2017	TBD
	30,000



Project Summary

Project Number:	ENG-082	Budget Year:	2016
Project Title:	Johnson Street Bridge - Replace	Business Unit:	50546
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. Three new plaza areas for the public to sit and view the harbour and a new waterfront park are also planned enhancements to the area as a result of the bridge project.

Project Forecast

Year	Total Expense	Grants	Net City Funding
2016	16,345,000	4,685,000	11,660,000
2017	8,186,500	2,299,500	5,887,000
	24,531,500		17,547,000



Project Summary

Project Number:	ENG-081	Budget Year:	2016
Project Title:	Point Ellice Bridge Rehabilitation/Painting	Business Unit:	50550
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

The existing Point Ellice Bridge structure is in need of substantial rehabilitation work. The issues of leaking deck joints, causing rusting to the top flanges and ends of the steel members and cracking/spalling in the area of the abutments and approach spans, most likely associated with settlement.

The project involves carrying out larger-scale rehabilitation work on the Point Ellice Bridge, identified through previous condition assessment reports.

Deliverables:

2017:
Design drawings and specifications for construction

2018 - 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
2017	400,000
2018	3,600,000
	4,000,000



FACILITIES

Guiding Principles

- Maintain and renew civic facilities to meet today's needs
- Accommodate civic and community needs as Victoria grows

Guiding Plans

- Facilities Asset Management Program
- Facilities Preventative Maintenance Program
- Victoria City Hall Practical Conservation Plan
- Fire Station #1 Needs Analysis & Facility Assessment
- Crystal Pool Condition Assessment

CURRENT STATUS OF OUR COMMUNITY'S ASSETS

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Public safety buildings	<ul style="list-style-type: none"> • 1 police building • 3 fire stations 	<ul style="list-style-type: none"> • Police Station gym heat pumps • Boiler room floor epoxy coating. • Police Station server room renovation. 		TBD
Community centre buildings	<ul style="list-style-type: none"> • 7 community centres • 2 seniors centres 	<ul style="list-style-type: none"> • Fernwood CC, Quadra Village CC, James Bay New Horizons HVAC upgrade • Quadra Village CC new roof • Fairfield Gonzales CC Electrical upgrade 		TBD
Recreation buildings	<ul style="list-style-type: none"> • Crystal Pool and Fitness Centre • Royal Athletic Park (stadium) • 7 recreation clubs • 2 sports field change rooms • 1 activity building (BHP) 	<ul style="list-style-type: none"> • Royal Athletic Park roofing repairs • Royal Athletic Park tile replacement • Sports Hut full interior renovation 		TBD
Entertainment and exhibition buildings	<ul style="list-style-type: none"> • Save-On-Foods Memorial Centre • Cameron Bandshell • MacPherson Theatre • Visitor's Centre 	<ul style="list-style-type: none"> • MacPherson Theatre HVAC upgrade (CRD manages) 		TBD

FACILITIES

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Parkades	<ul style="list-style-type: none"> 5 parkades: Centennial Square Johnson Street Bastion Square View Street Broughton Street 	<ul style="list-style-type: none"> View Street parkade railings Centennial Square elevator modernization 		TBD
Victoria Conference Centre	<ul style="list-style-type: none"> VCC Main Building Crystal Gardens 	<ul style="list-style-type: none"> Building envelope upgrades HVAC & bldg. ventilation upgrades 	<ul style="list-style-type: none"> Crystal Garden Bldg (purchased 2014) 	TBD
City administration buildings	<ul style="list-style-type: none"> City Hall Pandora Administration Building Centennial Arcade Public Works & Parks Yard Beacon Hill Admin Office 	<ul style="list-style-type: none"> City Hall public service counter upgrades Centennial Arcade HVAC upgrade PW Yard exterior brick improvements 	<ul style="list-style-type: none"> PW Storage Facility (Island Saw Building – purchased 2014) Visitor's Centre purchased 2015 	TBD

INVESTING IN OUR COMMUNITY'S FUTURE (2016-2018)

Area	Today's City (Renewal): \$3.2million	Tomorrow's City (New): \$TBD
Public safety buildings	<ul style="list-style-type: none"> Ongoing facility maintenance and renovations: \$952k 	TBD
Community centre buildings	<ul style="list-style-type: none"> Ongoing facility maintenance and renovations: \$15k 	TBD
Recreation buildings	<ul style="list-style-type: none"> Ongoing facility maintenance and renovations: \$187k 	TBD
Entertainment and exhibition building	<ul style="list-style-type: none"> Ongoing facility maintenance and renovations: \$67k 	TBD
Parkades	<ul style="list-style-type: none"> Ongoing facility maintenance and renovations: \$306K 	TBD
Victoria Conference Centre	<ul style="list-style-type: none"> Ongoing facility maintenance and renovations: \$1.1m 	TBD
City administration buildings	<ul style="list-style-type: none"> Ongoing facility maintenance and renovations: \$522K 	TBD

Note: The city is currently undergoing a facilities assessment and a complete facilities forecast will be updated based on that information. The assessment will inventory all City-owned buildings and condition to guide future capital investment and prioritization and a long-term strategy for City's facilities.

Project Summary

Project Number:	ENG-009	Budget Year:	2016
Project Title:	FAC-Energy Conservation	Business Unit:	50212
Strategic Plan Link:	Plan for Emergencies Including Climate Change Short and Long-Term		

Overview:

Energy accounting (Priority 2) - \$20,000

Energy accounting, consulting, miscellaneous retrofits and studies for all City of Victoria buildings. To provide assistance with energy accounting in order to deliver the Provincial government with vital and mandatory statistics regarding our energy usage and our conservation efforts.

Energy consulting services - \$15,000

To provide assistance with energy grant applications for all applicable facility projects and to keep the Facilities informed of potential energy grants applicable to future projects. The City just completed the Continuous Optimization Program with BC Hydro for 4 of the City's buildings/sites. They included Crystal Pool, VicPD, City Hall and the Public Works Yards. The three year program with BC Hydro resulted in just under \$64,000 in grants over 3 years.

Miscellaneous energy conservation retrofits (Priority 3) - \$15,000

To replace inefficient equipment with high efficiency equipment in conjunction with BC Hydro and Fortis BC energy grants as they develop throughout the year. This includes minor projects like high energy lighting changed to efficient LED lighting or automatic motion switches installed in low usage rooms where lights are often left on. Many projects will be based on previous energy studies. Projects for 2106 include the conversion of propane to natural gas in BHP greenhouse 6, upgrade heating controls in Fire Hall 3 and BHP Service Building.

Deliverables:

Assistance with energy accounting from an energy consultant.

Assistance with energy grant applications and energy project consultation.

Retrofitting inefficient equipment with high efficiency equipment in conjunction with BC Hydro and Fortis BC energy grants.

Project Forecast

Year	Total Expense
2016	50,000
	50,000



Project Summary

Project Number:	ENG-112	Budget Year:	2016
Project Title:	Lifecycle - Save On Foods Memorial Centre Repairs	Business Unit:	50523
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

Overview:

Repair/replacement of equipment and building fabric as per agreement between the City of Victoria and RG Facilities.

Deliverables:

\$15K for a maintenance audit, which will provide us with accurate details on the state of the systems and allow for refined planning.
 \$20K for minor capital items anticipated to be required given the age of the building and systems, will be informed by the above audit.

Project Forecast

Year	Total Expense
2016	35,000
	35,000



Project Summary

Project Number:	ENG-135	Budget Year:	2016
Project Title:	Lifecycle - Beacon Hill Admin Office Upgrades	Business Unit:	50468
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Beacon Hill Administrative Office Building

Seismic and Accessibility Study (Priority 2) - \$10,000 – This study will determine required upgrades to comply with current seismic and accessibility standards

First Floor Washroom renovation (Incomplete from 2015) – (Priority 2) - \$75,000

Project was started in late 2015 and is scheduled to be completed by the end Q1 of 2016

- budget includes contingency for Haz-mat abatement
- safety and accessibility
- to meet Work Safe requirements and accessibility for staff and the public
- currently there is a small men's washroom on the first floor
- the office is the location for commissioning commemorative park benches and access to the facilities is prohibitive - no access available for mobility challenged
- previous renovations removed the former first aid station - increasing size of washroom allows for inclusion of first aid and clean-up station needs in the project

Deliverables:

- Accessibility study will address potential concerns for barrier free access.
- Code evaluation will ensure the building is compliant with all the latest codes.
- Seismic study will provide valuable information for future structural work to ensure the building meets the most recent seismic standards.
- 1st floor washroom renovation

Project Forecast

Year	Total Expense
2016	85,000
	85,000



Project Summary

Project Number:	ENG-149	Budget Year:	2016
Project Title:	Lifecycle - Victoria Police Dept Headquarters	Business Unit:	50468
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.

Building substructure repairs (Priority 1) - \$875,000

In 2014, mould was discovered inside VicPD. The mould was remediated and a portion of the leaks were repaired in 2015. It was determined that the building integrity was compromised; the membrane was found to have shrunk which water infiltrated. Half of the patios were repaired in 2015. This project will complete the patio repairs. Without the building envelope repaired water will still infiltrate the interior building and cause additional mould.

Cooling tower roof (Priority 1) - \$10,000

Replace the aged roofing which surrounds the cooling tower as leaks are now being detected in the rooms located below.

Installation of new heating control system phase two (Priority 2) - \$30,000

The heating control system (components and controls) is at the end of its useful life and requires replacement. The new system will provide more components to allow better control of heating systems and reduce energy costs. The project is to be phased over three years.

Boiler replacement design (Priority 2) - \$10,000

Design of a new more efficient boiler system to replace the current aged system.

Deliverables:

Sealed building envelope - roofing membrane will be replaced on the patios during the second phase of the substructure repairs.

Installation of a new Direct Digital Control (DDC) System (phase two of three)

Cooling tower roof will be replaced.

The boilers design will be completed providing detailed cost benefit analysis for future replacement.



Project Forecast

Year	Total Expense
2016	925,000
	925,000



Project Summary



Project Summary

Project Number:	ENG-170	Budget Year:	2016
Project Title:	Lifecycle - City Hall	Business Unit:	50468
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

City Hall window replacement, City Hall West heating, ventilation and air conditioning (HVAC) system design, City Hall East boiler and HVAC replacement design.

City Hall Window Replacement (Priority 1) - \$200,000 – Refurbish and repaint windows of approximately 15 windows, including lead paint abatement.

City Hall West Air Conditioning/Ventilation design (Priority 2) - \$30,000 – complete schematic design of new HVAC system.

City Hall East Boiler replacement and HVAC replacement design (Priority 2) - \$20,000 – complete schematic design of new boilers and HVAC system.

Deliverables:

The window replacement of approximately 15 windows will include removing the lead paint, refurbishing the windows includes repairing/replacing the frames and sills and repainting.

Design of new HVAC system for City Hall West.

Design of boiler and HVAC replacement for City Hall East.

Project Forecast

Year	Total Expense
2016	250,000
	250,000



Project Summary

Project Number:	ENG-207	Budget Year:	2016
Project Title:	Lifecycle - Oaklands Community Centre	Business Unit:	
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

Overview:

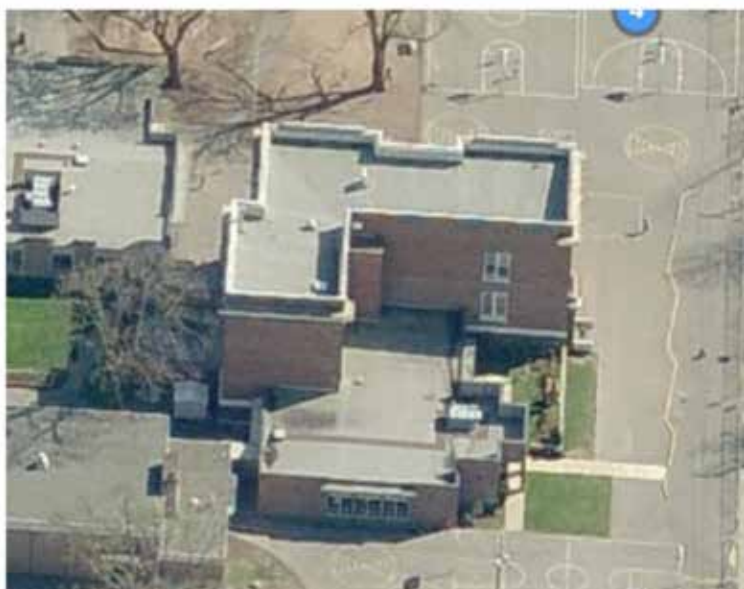
Oaklands Community Centre heating, ventilation and air conditioning (HVAC) system upgrade design (Priority 2) - \$7,500

Deliverables:

The design will show the best options for future HVAC system upgrades and will also determine estimated budgets for construction.

Project Forecast

Year	Total Expense
2016	7,500
	7,500



Project Summary

Project Number:	ENG-210	Budget Year:	2016
Project Title:	Lifecycle - City Hall Arcade Offices	Business Unit:	
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

Overview:

City Hall Arcade building superstructure crack and concrete masonry block repair. Structural assessment to determine the condition of the suspended slab over top of units 8, 10, 12, and 14.

Crack repair (Priority 2) - \$38,000

Repair concrete masonry blocks and cracks throughout the Centennial Arcade building as many spots of spalling and cracking were noted during recent inspections.

Structural assessment (Priority 2) - \$7,000

Conduct a structural review of parkade suspended slab over units 8, 10, 12 and 14 to determine location and scope of future repairs

Deliverables:

Visible cracking and spalling of concrete columns will be repaired.

Concrete masonry blocks and localized bricks will be replaced or repaired as needed.

Structural assessment will determine the extent of the damage to the suspended slab above units 8, 10, 12 and 14.

Project Forecast

Year	Total Expense
2016	45,000
	45,000



Project Summary

Project Number: ENG-211
Project Title: Lifecycle - Visitor's Centre (812 Wharf St.)
Strategic Plan Link: Facilitate Social Inclusion and Community Wellness

Budget Year: 2016
Business Unit:

Overview:

812 Wharf Street public washroom toilet repair (Priority 2) - \$25,000
 Replace nine, no longer available, troublesome toilets with new auto-flush, low flow, maintenance free units.

Deliverables:

Replace nine, no longer available, troublesome toilets with new auto-flush, low flow, maintenance free units.

Project Forecast

Year	Total Expense
2016	25,000
	25,000



Project Summary

Project Number:	PRC-008	Budget Year:	2016
Project Title:	Lifecycle - Crystal Pool Infrastructure Replace Program	Business Unit:	50199
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

Overview:

This is an annual program that is required to maintain and/or repair the electrical, mechanical and pool systems as well as the building fabric.

In 2016, a feasibility study will be commence that will provide information for decision-making related to rehabilitation, expansion, or replacement of the facility including potential complimentary services, partnerships, financial analysis for potential capital and operating costs in each scenario.

Deliverables:

2016 repairs/replacements:

Install one accessible universal washroom/change room at pool deck 30,000

Project Forecast

Year	Total Expense
2016	30,000
	30,000



Project Summary

Project Number:	ENG-166	Budget Year:	2016
Project Title:	Parking - Parkade Repair and Rehab - Bastion Square Parkade	Business Unit:	50500
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

Bastion Square parkade capital investment is designed to improve safety, operations and increase life of the facility to improve the parking experience.

Structural maintenance

- On-going maintenance program for structural repairs.

Emergency repairs

- Provide for unforeseen emergency repairs.

Deliverables:

- Structural maintenance
- Emergency repairs

Project Forecast

Year	Total Expense
2016	35,000
	35,000



Project Number:	ENG-167	Budget Year:	2016
Project Title:	Parking - Parkade Repair and Rehab - Centennial Square Parkade	Business Unit:	50500
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

Centennial Square parkade project and rehabilitation work will improve safety, operations and increase life of the facility to improve the parking experience.

Interior Paint Finishes

- Freshen up the interior appearance and create a brighter interior improving perception of safety

Structural maintenance

- On-going maintenance program for structural repairs.

Emergency repairs

- Provide for unforeseen emergency repairs.

These repairs/major upgrades to the parkade have been deferred since 2007. Further delay could impact ongoing operations of the parkade.

Deliverables:

- Interior Paint Finishes
- Built up roof covers
- Misc items-Membrane & Back Flow prevention
- Structural maintenance
- Emergency repairs

Project Forecast

Year	Total Expense
2016	129,000
	129,000



Project Summary

Project Number:	ENG-168	Budget Year:	2016
Project Title:	Parking - Parkade Rehabilitation - View Street Parkade	Business Unit:	50500
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

View Street parkade project and rehabilitation work will improve safety, operations and increase life of the facility to improve the parking experience.

Structural maintenance

- On-going maintenance program for structural repairs.

Emergency repairs

- Provide for unforeseen emergency repairs.

Deliverables:

- Structural maintenance
- Emergency repairs

Project Forecast

Year	Total Expense
2016	35,000
	35,000



Project Summary

Project Number:	ENG-169	Budget Year:	2016
Project Title:	Parking - Parkade Repair and Rehab - Johnson Street Parkade	Business Unit:	50500
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

This capital budget is in place to fund routine rehabilitation work to extend the life of the Johnson Street Parkade. Provides for structural maintenance and emergency repairs.

In 2016, there will be repairs to a total of 207 stairs in the 3 stairwells as follows:

Southwest Stairwell - 65 stairs
Southeast Stairwell - 64 stairs
Northwest Stairwell - 78 stairs

Deliverables:

- Stairwell condition report
- Repair Stair nosings
- Structural maintenance
- Emergency repairs

Project Forecast

Year	Total Expense
2016	100,000
	100,000



Project Summary

Project Number:	VCC-001	Budget Year:	2016
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) - \$20,000
 VCC Operable air walls Saanich room 2nd phase - \$10,000
 VCC Sheet metal roofing/skylight sealant & caulking - \$20,000
 VCC Membrane roofing life cycle assessment - \$12,000

Project Forecast

Year	Total Expense
2016	62,000
2017	85,000
2018	30,000
2019	55,000
2020	346,000
	578,000



Project Summary

Project Number: VCC-003
Project Title: VCC - Safety Upgrades
Strategic Plan Link: Create Prosperity Through Economic Development

Budget Year: 2016
Business Unit: 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 Elevator buried cylinder replacement (Priority 1) - \$80,000
 VCC Elevator modernization (Priority 1) - \$71,500
 VCC Retail stores steps and sidewalk repair (Priority 1) - \$25,000
 CG Elevator modernization (Priority 1) - \$71,500
 VCC Elevator - wheelchair lift replacement Atrium - \$40,000

Project Forecast

Year	Total Expense
2016	288,000
2017	251,500
2018	235,000
2019	161,500
2020	70,000
	1,006,000



Project Summary

Project Number:	VCC-006	Budget Year:	2016
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 BOMA environmental accreditation through efficiency upgrades resulting in cost savings and energy savings. Maintain highest Level 4 BOMA accreditation

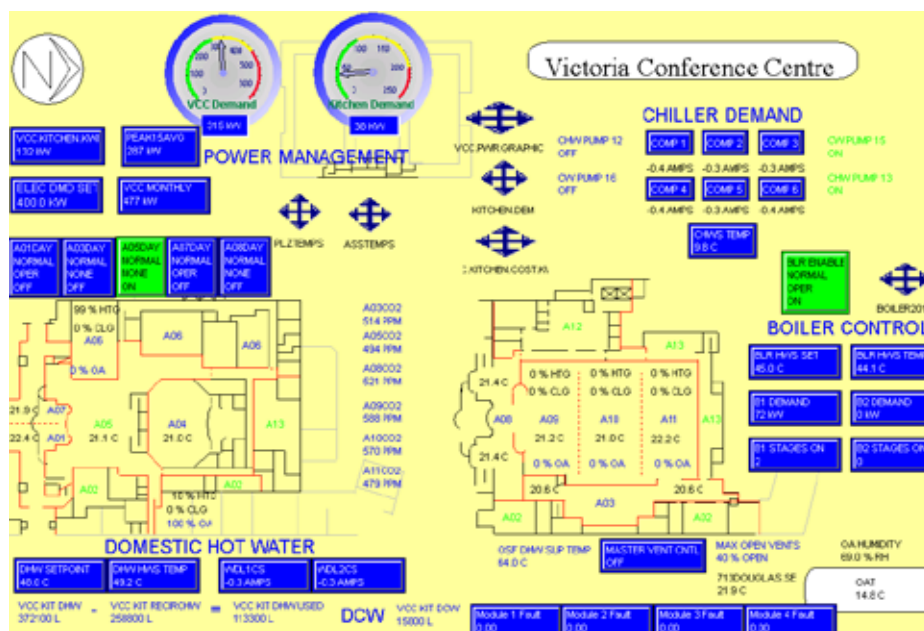
Deliverables:

In 2016:

- VCC MCC fan room DPU roof & elevator (Priority 1) - \$12,000
- VCC Boiler #2 gas conversion & install feasibility (Priority 1) - \$60,000
- VCC BOMA sustainability upgrades (Priority 1) - \$10,000
- VCC Heat loop pumps for retail stores (bike shop and café) (Priority 1) - \$21,000
- VCC and CG Direct digital control system upgrade (Priority 1) - \$15,000
- VCC Energy management SCU 4 and 6 to PXC & sensor (Priority 1) - \$35,000

Project Forecast

Year	Total Expense
2016	153,000
2017	51,000
2018	30,000
2019	40,000
2020	250,000
	524,000



Project Summary

Project Number:	ENG-228	Budget Year:	2016
Project Title:	Strategic Review of City Facility Use and Public Delivery	Business Unit:	
Strategic Plan Link:	Build the Financial Capacity of the Organization		

Overview:

The strategic review will develop a strategy which will guide investment and workplace/service planning decisions regarding the best use of City owned facilities. The focus is locations where City services are delivered (excluding various third party arrangements) and provision of supporting functions by City staff.

Deliverables:

A strategy for investing and planning for delivering City services in City owned facilities.

Project Forecast

Year	Total Expense
2016	60,000
	60,000



Project Summary

Project Number:	ENG-192	Budget Year:	2016
Project Title:	Lifecycle - Replacement Facility Upgrades	Business Unit:	50468
Strategic Plan Link:	Build the Financial Capacity of the Organization		

Overview:

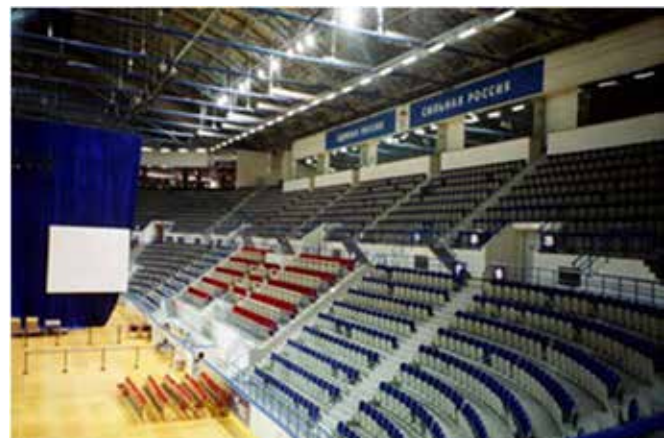
A facilities assessment that will be complete in October 2015 will inventory all City-owned building and their condition. This assessment will guide future capital investment and prioritization and a long-term strategy for City's facilities. The long-term strategy will provide for schedules upgrades to City facilities.

Deliverables:

To ensure City facilities are maintained appropriately to ensure service levels are provided to the community of Victoria.

Project Forecast

Year	Total Expense
2016	
2017	TBD
2018	TBD
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
2032	TBD
2033	TBD
2034	TBD
2035	TBD
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Project Summary

Project Number:	PRC-116	Budget Year:	2016
Project Title:	Crystal Pool Feasibility Study	Business Unit:	
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

Overview:

A feasibility study to explore future facility, amenity options. A comprehensive suite of options relating to the programs and services needed in the community and the facility requirements/opportunities to meet these needs, as well as associated resourcing requirements. Critical information to guide decision-making on future of the asset and associated services. Opportunity to explore innovative solutions to current and future infrastructure demands, including potential options beyond recreation

Deliverables:

Feasibility Study to explore future facility, amenity options

Project Forecast

Year	Total Expense
2016	150,000
	150,000



Project Summary

Project Number: PRC-055
Project Title: Crystal Pool Rehabilitation/Replacement
Strategic Plan Link: Facilitate Social Inclusion and Community Wellness

Budget Year: 2016
Business Unit:

Overview:

In 2016, the City will complete a feasibility study to explore future facility, amenity options for the Crystal Pool. The Crystal Pool is 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 provide a new or refurbished Crystal Pool and to ensure best use of the property.

Project Forecast

Year	Total Expense
2016	0
2017	TBD
2018	TBD
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
2032	TBD
2033	TBD
2034	TBD
2035	TBD
	0



Project Summary

Project Number:	FIR-008	Budget Year:	2016
Project Title:	Fire Hall #1 Replacement/Rehabilitation	Business Unit:	
Strategic Plan Link:	Plan for Emergencies Including Climate Change Short and Long-Term		

Overview:

The City is looking at options for the development of Fire Hall #1, upon completion of market sounding and Council direction. Fire Hall #1 is located at 1234 Yates Street and is adjacent to 1240 Yates Street, another City building that is subject to the market sounding.

Deliverables:

To provide the Victoria Fire Department with a new or refurbished Fire Hall #1 and to ensure best use of its current properties.

Project Forecast

Year	Total Expense
2016	0
2017	TBD
2018	TBD
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
2032	TBD
2033	TBD
2034	TBD
2035	TBD
	0



Project Summary

Project Number:	ENG-212	Budget Year:	2016
Project Title:	Security - Fire Station 1&2 Proxy Cards	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Firehall 1 and Firehall 2 proxy card installation (Priority 2) - \$20,000 for all exterior doors.

Deliverables:

Installation of new proxy card system

Project Forecast

Year	Total Expense
2016	20,000
	20,000



Project Summary

Project Number:	ENG-163	Budget Year:	2016
Project Title:	Security - Beacon Hill Park	Business Unit:	50525
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Beacon Hill Park security fencing and gates.
Administration building perimeter fencing and gates (Priority 2) - \$75,000
Completion of the perimeter fencing, gates and proxy card installation.

Deliverables:

Installation of new security fencing (approx. 225m) and gates for the perimeter of Beacon Hill Parks Building.

Project Forecast

Year	Total Expense
2016	75,000
	75,000



Project Summary

Project Number:	COR-001	Budget Year:	2016
Project Title:	Corporate Equip 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

Project Forecast

Year	Total Expense
2016	194,000
2017	197,676
2018	201,630
2019	205,662
2020	209,775
2021	213,971
2022	218,250
2023	222,615
2024	227,068
2025	231,609
2026	236,241
2027	240,966
2028	245,785
2029	250,701
2030	255,715
2031	260,829
2032	266,046
2033	271,367
2034	276,794
2035	282,330
	4,709,030



Project Summary

Project Number:	FIN-003	Budget Year:	2016
Project Title:	Corp IT Infrastructure	Business Unit:	50025
Strategic Plan Link:	All Strategic Plan Objectives		

Overview:

Annual replacement and maintenance of the City's IT hardware inventory according to the established hardware replacement policy.

To keep the City's IT infrastructure in alignment with industry best practice around lifecycle management a replacement schedule assists in maintaining a reliable and stable IT hardware in the most cost-effective way possible.

Managing computer devices on a schedule ensures that they remain serviceable with downtime due to technology issues minimized.

Deliverables:

Current mix of Desktops 425, Printers 105, Laptops/Tablets 75.

Replace 75 PCs pre-2011

Replace 40 laptops pre-2011

Replace 20 Multifunction and single function printers

Replace 50 Monitors

Lifecycle Timeframes:

Device Type	Timeframe	Reason for replacement
Desktop PC's	4 year replacement	Maintenance and Warranty costs and age of equipment
Laptops	4 year replacement	Maintenance and Warranty costs and age of equipment
Monitors	7 year replacement	Maintenance and Warranty costs and age of equipment
Servers	5 year replacement	Maintenance and Warranty costs and age of equipment
Storage	6 year replacement	Maintenance and Warranty costs and age of equipment
Network (Core)	5 year replacement	Maintenance and Warranty costs and age of equipment
Network (Edge)	10 year replacement	Maintenance and Warranty costs and age of equipment
Security Appliances	5 year replacement	Maintenance and Warranty costs and age of equipment

Project Forecast

Year	Total Expense
2016	625,000
2017	472,500
2018	533,000
2019	627,500
2020	479,000
2021	472,500
2022	425,500
2023	783,000
2024	591,000
2025	636,500
2026	529,000
2027	627,500
2028	581,000
2029	568,000
2030	711,000
2031	860,000
2032	600,000
2033	658,500
2034	636,000
11,416,500	



Project Summary

Project Number:	FIN-006	Budget Year:	2016
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.

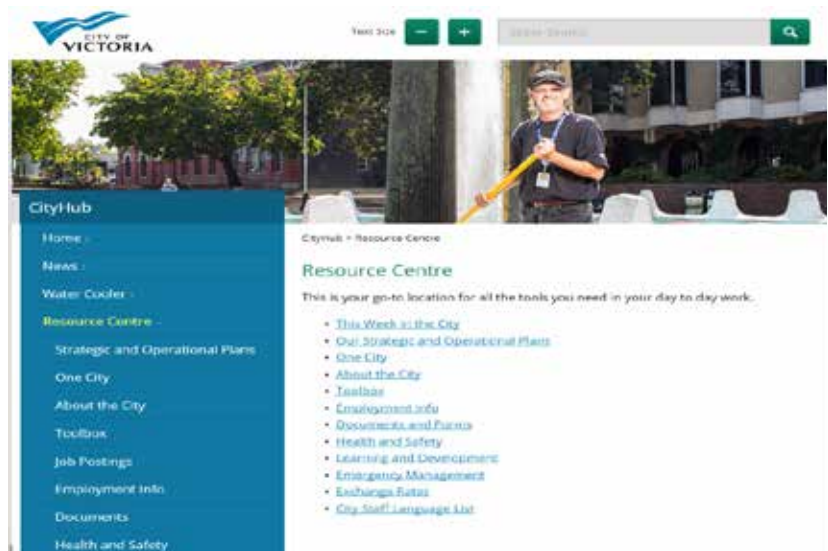
Deliverables:

IT projects

- Development tracker expansion
 - Building, electrical and plumbing permits
 - Heritage alteration permits
- Sharepoint expansion
 - report and document tracking and sign-off
 - agreement tracking
 - digital plan review
- Customer service improvements
 - tracking and response for customer enquiries and requests
 - online form for customer requests
- Open data portal
 - tools for citizens to view and analyze data
- Authorization matrix and e-requisition
 - replace manual processes
- Business licence eApply
- HR training room IT equipment update
- New system for employee performance planning and review
- Yardstick benchmarking for parks

Project Forecast

Year	Total Expense
2016	573,500
2017	TBD
2018	TBD
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
----	----



Project Summary

2033	TBD
2034	TBD
2035	TBD
	<hr/>
	573,500

Project Summary

Project Number:	FIR-001	Budget Year:	2016
Project Title:	Fire - Fire Boat	Business Unit:	50453
Strategic Plan Link:	Plan for Emergencies Including Climate Change Short and Long-Term		

Overview:

Replacement of the Fire Boat, the "Protector" in 2028. The Protector was purchased in 2008 and has a 20 year maximum life span.
Replacement of Fire Boat 2 in 2030. Fire Boat 2 is a 2002 Safe Boat which was repowered and reconfigured in 2015. Fire Boat 2 was acquired from the Victoria Police Department.

Deliverables:

New Fire Boats

Project Forecast

Year	Total Expense
2028	1,200,000
2030	550,000
	1,750,000



Project Summary

Project Number:	FIR-002	Budget Year:	2016
Project Title:	FIRE - Fire Equipment	Business Unit:	50121
Strategic Plan Link:	Plan for Emergencies Including Climate Change Short and Long-Term		

Overview:

To replace and update required fire and rescue equipment utilized in the delivery of service by the Victoria Fire Department. This ensures fire equipment meets industry standards.

Deliverables:

Requirement for efficient service delivery depending on quality of equipment available.

Rope Rescue - Tharrp/Confined Space Rescue equipment includes ropes, harnesses, prussic, pulleys, carabiners and sked.

Self-Contained Breathing Apparatus (SCBA) equipment:

- Scott Air Pack Harness
- Scott Face Piece
- Scott Air Cylinder

General Equipment includes ladders, saws, tarps, fire hoses and appliances.

Project Forecast

Year	Total Expense
2016	112,000
2017	104,040
2018	106,121
2019	108,243
2020	110,408
2021	112,616
2022	114,869
2023	117,166
2024	119,509
2025	121,899
2026	124,337
2027	126,824
2028	129,361
2029	131,948
2030	134,587
2031	137,279
2032	140,024
2033	142,825
2034	145,681
2035	148,595
	2,488,332



Project Summary

Project Number:	FIR-003	Budget Year:	2016
Project Title:	FIRE - Furniture/Fixtures	Business Unit:	50129
Strategic Plan Link:	Plan for Emergencies Including Climate Change Short and Long-Term		

Overview:

Replacement of existing station furniture located at the three 24/7 operating City of Victoria Fire Stations.

Deliverables:

To meet replacement schedule of existing furniture.

Project Forecast

Year	Total Expense
2016	8,100
2017	8,323
2018	8,490
2019	8,659
2020	8,833
2021	9,009
2022	9,189
2023	9,373
2024	9,561
2025	9,752
2026	9,947
2027	10,146
2028	10,349
2029	10,556
2030	10,767
2031	10,982
2032	11,202
2033	11,426
2034	11,654
2035	11,888
198,207	



Project Summary

Project Number:	FIR-005	Budget Year:	2016
Project Title:	Fire-Protective Fire Clothing	Business Unit:	50487
Strategic Plan Link:	Plan for Emergencies Including Climate Change Short and Long-Term		

Overview:

Annual replacement of Personal Protective Firefighting clothing presently in service at the Victoria Fire Department. This is required to meet WorkSafe BC and Occupational health and safety requirements.

Deliverables:

Assurance that members are equipped with proper personal protection for safe fire and rescue operations

Project Forecast

Year	Total Expense
2016	69,500
2017	49,370
2018	45,257
2019	46,163
2020	47,086
2021	48,028
2022	48,988
2023	49,968
2024	50,967
2025	51,987
2026	53,026
2027	54,087
2028	55,169
2029	56,272
2030	57,397
2031	58,545
2032	59,716
2033	60,911
2034	62,129
2035	63,371
1,087,936	



Project Summary

Project Number:	FIR-009	Budget Year:	2016
Project Title:	Fire-EM Equipment Replacement	Business Unit:	50023
Strategic Plan Link:	Plan for Emergencies Including Climate Change Short and Long-Term		

Overview:

Capital spending for equipment acquisitions for Emergency management.

Types of equipment include: tents, radios, water filtration systems, USAR tools, cots (for emergency shelters or staff or volunteers to use during event), radios (for everybody and for the Communications group), EOC computer network etc.

Equipment is purchased in support of the emergency social services (ESS) service (e.g. cots, blankets, generators,, safety equipment, water filtrating system, Group Lodging and Reception Centre Supplies), Urban Search and Rescue (tools, equipment, communications, technical rescue equipment), EOC (communications, equipment, alternate location supplies, muster container supplies), and other emergency management functions as required.

Deliverables:

Support Emergency management teams and Emergency management.

Project Forecast

Year	Total Expense
2016	81,500
2017	82,806
2018	84,463
2019	86,152
2020	87,875
2021	89,632
2022	91,425
2023	93,254
2024	95,119
2025	97,021
2026	98,961
2027	100,941
2028	102,959
2029	105,019
2030	107,119
2031	109,261
2032	111,447
2033	113,676
2034	115,949
2035	118,268
	1,972,846



Project Summary

Project Number:	ENG-072	Budget Year:	2016
Project Title:	Vehicle & Heavy Equip Replacement	Business Unit:	50028
Strategic Plan Link:	All Strategic Plan Objectives		

Overview:

To fund the ongoing replacement of Vehicle and heavy equipment.

The Fleet section administers the replacement of assets based on the following guidelines:

- The Asset no longer satisfies the Municipal Government criteria
- The Asset is no longer reliable or cost effective to operate
- The Asset is no longer needed by the program
- The Asset has met the end of its useful life (based on life cycle and condition assessments)
- To replace damaged Assets and heavy equipment

The Fire Department has an additional consideration for Asset replacement. According to the NFPA 1901 Annex D standard, and the Fire Underwriters, firefighting apparatus should only be kept in service for 15 years, and then for the next five years it may be held in reserve for major fires or temporary replacement for out of service first line apparatus. At 20 years of age firefighting equipment should be retired from service.

Deliverables:

The 2016 Baseline Replacement Schedule includes a combined of

- Nineteen (25) pickup trucks, cars, SUV's and vans
- Lease fee payments (MFA loan) on one Fire response truck
- Four (4) pieces of Heavy Equipment

Project Forecast

Year	Total Expense
2016	1,694,500
2017	TBD
2018	TBD
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
2032	TBD
2033	TBD
2034	TBD
2035	TBD
	1,694,500



Project Summary

Project Number: ENG-110
Project Title: Small Equipment and Tools
Strategic Plan Link: All Strategic Plan Objectives

Budget Year: 2016
Business Unit: 50029

Overview:

This capital budget is to maintain and repair all restricted and non-plated mechanical equipment, barricades and gas monitors for Public Works, Engineering and Parks. This is an ongoing annual program. Equipment is replaced when repair costs are too high and the equipment is too worn to repair.

Deliverables:

Inventory of all small equipment and tools assets to be completed. Equipment is replaced based on the above criteria and when needed.

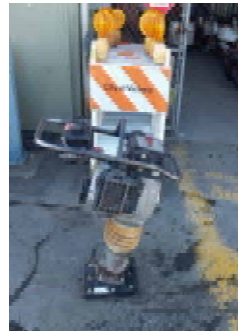
The projected 2016 replacement is:

- 1 Hilti Hammer T1000
- 1 2000W Suitcase generator
- 1 Lincoln Welder replacement
- 1 Iron Worker" Hole Punch and Shear + tooling
- 1 AC Machine
- 1 Tool Box
- 1 Band Saw
- 1 Walker Mower
- 1 Blackmore Seeder
- 1 Stump Grinder
- 2 Jack Hammers
- 3 Plate Tampers
- 3 Jumping Jack Tampers
- 1 Trash Pump
- 2 1000 Breakers
- Miscellaneous tools - Saws, Trimmers for Parks and Tool Depot



Project Forecast

Year	Total Expense
2016	228,000
2017	232,560
2018	237,211
2019	241,955
2020	246,795
2021	251,730
2022	256,765
2023	261,900
2024	267,138
2025	272,481
2026	277,931
2027	283,489
2028	289,159
2029	294,942
2030	300,841
2031	306,858
2032	312,995
2033	319,255
2034	325,640
2035	332,153
	5,539,800



Project Summary

Project Number:	ENG-222	Budget Year:	2016
Project Title:	Vehicle based telematics and data acquisition improvements	Business Unit:	
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 in 2016.

Deliverables:

- Hardware installed on all CoV vehicles including Fire Service Trucks
- Hardware upgrade on the Computrol fuel dispensing system to RFID system
- End user training for office based access to the system
- Vehicle monitoring subscription and service contract
- Communication protocols and policy development for data storage and usage

Project Forecast

Year	Total Expense
2016	145,000
	145,000



Project Summary

Project Number:	ENG-219	Budget Year:	2016
Project Title:	CNG Fuel station refurbishment	Business Unit:	
Strategic Plan Link:	Plan for Emergencies Including Climate Change Short and Long-Term		

Overview:

To perform a CNG compressor station refurbishment program, extending the life of the original asset and maximize future reliability. The refurbishment will include upgrade to the compressor control panel, new heat exchanger unit and a full compressor rebuild including cylinders, seals and bearings.

Deliverables:

- Replacement of the Compressors electronic control panel /Programmable Logic Control board to a new design that is supportable
- Complete compressor strip down and rebuild including internal inspection, overhaul of all major internal components
- Replacement of the compressor heat exchanger unit including flush of the coolant system
- Non Destructive Testing / Inspection of the fuel storage tanks
- Compressor cabinet refurbishment to include corrosion protection, preparation and re painting of the compressor cabinet assembly (work to be completed by CoV staff)

Project Forecast

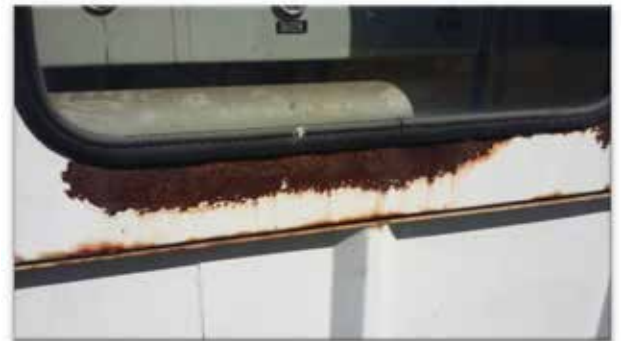
Year	Total Expense
2016	140,000
	140,000



Compressor station enclosure



Assembly panel and control



Enclosure corrosion

Project Summary

Project Number:	ENG-220	Budget Year:	2016
Project Title:	Underground Fuel Storage Tank Replacement	Business Unit:	
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. 2016 will involve a consultant led feasibility study and review of future fuel capacity and site layout options. 2017 will involve the removal of the end of life underground Storage Tanks (UST), remedial ground work and installation of new replacement fuel tanks including monitoring system.

Deliverables:

- Feasibility study of the future fuel supply demands of the CoV fleet
- Review of the PW yard layout and assessment of seismic and geotechnical characteristics of the yard as it relates to the final recommended design strategy for the new fuel storage tanks (i.e. above ground, below ground, final location)
- Detailed design drawings for recommended fuel storage solution for the PW yard
- Class A detailed budget for the implementation of the replacement in 2017/18

Project Forecast

Year	Total Expense
2016	40,000
2017	550,000
	590,000



Underground fuel fill
points and inspection

Project Summary

Project Number: ENG-221
Project Title: Mechanic Shop - Hoist acquisition & shop improvements
Strategic Plan Link: All Strategic Plan Objectives

Budget Year: 2016
Business Unit:

Overview:

To optimize the mechanic shop layout by removal of the old in ground four post lift, remove and fill in the pit and procure a set of six post wireless hoists. Improvements to the shop layout and introduction of second set of wireless hoists will increase shop efficiency and maximize the space utilization.

Deliverables:

- Removal of the end of life, in ground four post lift assembly
- Removal and fill in of the old no longer required pit (increasing shop floor space)
- Procure a set of six wireless hoists including jack stands

Project Forecast

Year	Total Expense
2016	100,000
	100,000



Project Summary

Project Number:	ENG-086	Budget Year:	2016
Project Title:	Parkade Revenue Control System	Business Unit:	
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

For the upgrade and replacement on an eight year cycle of the Parkade revenue control system containing ticket spitters, card readers, gates and fee computers.

Project Forecast

Year	Total Expense
2017	500,000
	500,000



Project Summary

Project Number:	ENG-020	Budget Year:	2016
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:

- 1) Replace old failing buttons on nearly 220 pay stations \$25,000
- 2) Install space counters signs at the Johnson St, Broughton St. and Centennial Square parkade \$50,000
- 3) Purchase new supply of parking cards \$50,000
- 4) Pay on Foot stations at Centennial and Broughton \$90,000
- 5) Ticket Writing Program - \$30,000

Project Forecast

Year	Total Expense
2016	245,000
2017	245,000
2018	249,900
2019	254,898
2020	259,996
2021	265,196
2022	270,500
2023	264,648
2024	269,941
2025	275,340
2026	280,847
2027	286,464
2028	292,193
2029	298,037
2030	303,998
2031	310,078
2032	316,279
2033	322,605
2034	329,057
2035	335,638
	5,675,612



Project Summary

Project Number:	VCC-002	Budget Year:	2016
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, and partitions. Ongoing replacement is determined by age, condition and new technology.

Deliverables:

Scissor lift replacement - \$15,000
AV amplifiers - \$10,000

Project Forecast

Year	Total Expense
2016	25,000
2017	12,000
2019	85,000
	122,000



Project Summary

Project Number:	PRC-006	Budget Year:	2016
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 minimize service disruptions

Deliverables:

2016 Replace cardio fitness equipment: 4 ellipticals, 2 steppers, 6 stationary bikes (2 recumbent, 4 upright).

Project Forecast

Year	Total Expense
2016	54,000
2017	10,000
2018	27,500
2019	25,000
2020	25,500
2021	26,010
2022	26,530
2023	27,061
2024	27,602
2025	28,154
2026	28,717
2027	29,291
2028	29,877
2029	30,475
2030	31,084
2031	31,706
2032	32,340
2033	32,987
2034	33,647
2035	34,320
	591,802



Project Summary

Project Number:	PRC-047	Budget Year:	2016
Project Title:	RAP- Service and Tenant Improvements	Business Unit:	50139
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

Overview:

Royal Athletic Park provides recreation and sporting opportunities for citizens, visitors and businesses. Royal Athletic Park provides opportunities for the public to attend or participate in a variety of sporting events and festivals throughout the year and has both baseball and soccer major tenants. Customer experience is important to supporting programming and anchor tenants in the park.

Annual capital investment into Royal Athletic Park and the Cameron Bandshell addresses lifecycle replacement and/or enhancements to key components including lighting, grandstands, bleachers, concessions, change rooms, scoreboards, washrooms, drainage, fencing, tarmac and field set-up.

Deliverables:

2016 Royal Athletic Park

Construction of field level seating to extend the baseball grandstand. Tenant project, City support via cost-sharing (~50%) of construction. The benefit of this improvements is premium seating for sporting events, increased customer service, increased spectator capacity.

Project Forecast

Year	Total Expense
2016	10,000
2017	TBD
2018	TBD
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
2032	TBD
2033	TBD
2034	TBD
2035	TBD
	10,000



SANITARY SEWERS, STORMWATER & WATERWORKS

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 2015 – 2018
- Water System Master Plan
- Master Drainage Plan
- Condition Assessment Reports

CURRENT STATUS OF OUR COMMUNITY'S ASSETS

Area	What We Have	What We Renewed 2013-2015	What We Added 2013-2015	% In Poor Condition
Sanitary Sewers	<ul style="list-style-type: none"> • 251 km • 13 pump stations 	<ul style="list-style-type: none"> • 5.0 km 		<ul style="list-style-type: none"> • 10%¹
Stormwater	<ul style="list-style-type: none"> • 258 km • 4 pump stations 	<ul style="list-style-type: none"> • 4.8 km 		<ul style="list-style-type: none"> • 10%³
Waterworks	<ul style="list-style-type: none"> • 343 km of watermains² • 1 pump station 	<ul style="list-style-type: none"> • 5.4 km 		<ul style="list-style-type: none"> • 19%³
Sewer Lateral Connections	<ul style="list-style-type: none"> • 14,300 	<ul style="list-style-type: none"> • About 150 		<ul style="list-style-type: none"> • 10%
Storm Lateral Connections	<ul style="list-style-type: none"> • 10,500 	<ul style="list-style-type: none"> • About 100 		<ul style="list-style-type: none"> • 10%
Water Connections	<ul style="list-style-type: none"> • 18,600⁴ 	<ul style="list-style-type: none"> • About 200 		<ul style="list-style-type: none"> • 19%

INVESTING IN OUR COMMUNITY'S FUTURE (2016-2018)

Area	Today's City (Renewal): \$42.9million	Tomorrow's City (New): \$TBD
Sanitary Sewers	Replace 10 to 15 km of sewers	Pending master plan
Stormwater	Replace 10 to 15 km of storm sewers	
Waterworks	Replace 10 to 15 km watermains	

¹ Based on Draft City of Victoria Sanitary and Stormwater Piping Condition Assessment Report

² Includes Esquimalt

³ Based on City of Victoria Water System Master Plan

⁴ Includes Esquimalt. Based on water meter numbers.

Project Summary

Project Number:	ENG-035	Budget Year:	2016
Project Title:	SS - 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 determine the most effective means to reduce inflow and infiltration.

Deliverables:

Flow monitoring Program – \$200,000
 Overflow Monitoring & Elimination - \$25,000
 Smoke testing follow-up investigations - \$25,000

Lateral Service Connection Sealing & Lining Program - \$75,000
 Combined Manhole Replacement Program - \$60,000
 Pilot Catchment I&I Reduction Program – James Bay - \$275,000

2016 Mainline Lining Program: - \$400,000
 Chester - Fairfield to Hilda
 Cook – North Park to Grant
 Dallas – South Turner to Menzies
 Denman – Shelbourne to east
 Government – Superior to Belleville
 John – Bridge to Ludgate
 Mason – Rebecca to Cook

Project Forecast

Year	Total Expense
2016	1,060,000
2017	1,112,803
2018	1,168,443
2019	1,226,865
2020	1,288,209
2021	1,352,619
2022	1,420,250
2023	1,491,262
2024	1,565,826
2025	1,644,117
2026	1,726,323
2027	1,812,639
2028	1,903,271
2029	1,998,434
2030	2,098,356
2031	2,203,274
2032	2,313,438
2033	2,429,109
2034	2,550,565
2035	2,678,093
35,043,895	



Project Summary

Project Number:	ENG-037	Budget Year:	2016
Project Title:	SS - 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. This BU also funds the Utility Locator Funding.

Deliverables:

The Mains Construction budget is broken down into some general categories:

2016 Construction Projects:

Wark Street – Hillside Avenue to Market Street, replace approx. 98m of 200mm VCT - \$100,000
 Government Street – Toronto, north to #433 Government, replace approx. 115m of 200mm VCT - \$145,000
 Fifth Street – Topaz to Vista Heights, replace approx. 174m of 200mm VCT - \$200,000
 Fifth Street – Vista Heights to Hillside, replace approx. 174m of 200mm VCT - \$235,000

System Component Funding:

- Laterals - \$145,000
- Spot repairs - \$52,000
- Manholes - \$25,000
- Pump stations - \$75,000

Coordination with Paving Projects - \$85,000

Project Forecast

Year	Total Expense
2016	1,062,000
2017	1,009,953
2018	2,000,000
2019	2,100,000
2020	2,205,000
2021	2,315,250
2022	2,431,013
2023	2,552,563
2024	2,680,191
2025	2,814,201
2026	2,954,911
2027	3,102,656
2028	3,257,789
2029	3,420,679
2030	3,591,713
2031	3,771,298
2032	3,959,863
2033	4,157,856
2034	4,365,749
2035	4,584,037
	58,336,719



Project Summary

Project Number:	ENG-038	Budget Year:	2016
Project Title:	SS - 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)

Project Forecast

Year	Total Expense
2016	300,000
2017	300,000
2018	300,000
2019	300,000
2020	350,000
2021	350,000
2022	350,000
2023	350,000
2024	350,000
2025	350,000
2026	350,000
2027	350,000
2028	350,000
2029	350,000
2030	350,000
2031	350,000
2032	350,000
2033	350,000
2034	350,000
2035	350,000
	6,800,000



Project Summary

Project Number:	ENG-039	Budget Year:	2016
Project Title:	SS - 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 will allow for simulation and analysis of the sanitary sewer system using computer software, and the determination of sewage flows, including inflow and infiltration flows, forecasting of future development flows, assessment of the conveyance system capacity, impacts of climate changes, evaluation of upgrade scenarios, and allows staff to make informed, economical decisions about the system for future construction activities. The Master Plan will provide a prioritized, multi-year plan for system wide improvements including a list of priorities and cost estimates. The Master Plan will incorporate CCTV condition assessment data and coordinate upgrades with other master plans.

A request for proposal for specialty engineering services to develop the Master Plan will be prepared and a consultant with expertise in this field will be selected. The consultant will be provided with the existing hydraulic model, infrastructure data, planning and development information. Detailed design criteria and land use information for generation of flows will be developed and incorporated into the Master Plan.

Deliverables:

- Development of Sanitary Sewer Master Plan

Project Forecast

Year	Total Expense
2016	200,000
2021	200,000
2026	250,000
2031	300,000
	950,000



Project Summary

Project Number:	ENG-040	Budget Year:	2016
Project Title:	SS - System Assessment	Business Unit:	30019
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

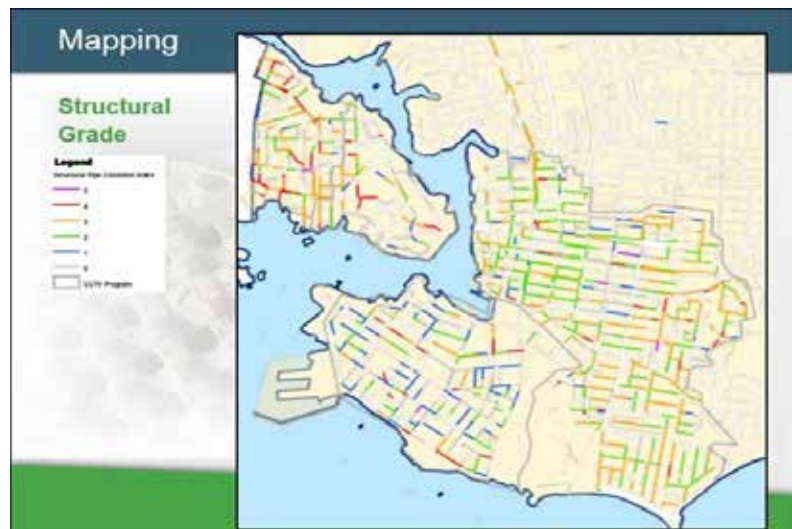
To complete Closed Circuit TV (CCTV) pipe video investigations to gather current condition information to prioritize system rehabilitation. Also included in this BU are the overhead costs associated with the utility, specifically the efforts for Benchmarking and Emergency Utility Planning.

Deliverables:

Viewing infrastructure by CCTV:
 Wastewater Treatment corridor infrastructure assessment - \$25,000
 Prior-to-Pave CCTV / Lamping - \$125,000
 System assessment - \$75,000
 Engineering Investigations - \$20,000

Project Forecast

Year	Total Expense
2016	245,000
2017	249,900
2018	254,898
2019	259,996
2020	265,196
2021	270,500
2022	275,910
2023	281,428
2024	287,057
2025	292,798
2026	298,654
2027	304,627
2028	310,719
2029	316,934
2030	323,272
2031	329,738
2032	336,332
2033	343,059
2034	349,920
2035	356,919
<hr/>	
	5,952,856



Project Summary

Project Number:	ENG-125	Budget Year:	2016
Project Title:	SS - 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:

Deliverables/Projects for this BU has been put on hold pending the overall plan for the City's Sanitary sewer system. Large initiatives involving the functioning of the system should be made with a firm understanding of an overall plan.

Project Forecast

Year	Total Expense
2016	0
2017	2,000,000
2018	2,040,000
2019	2,080,800
2020	2,122,416
2021	2,164,864
2022	2,208,162
2023	2,252,325
2024	2,297,371
2025	2,343,319
2026	2,390,185
2027	2,437,989
2028	2,486,749
2029	2,536,484
2030	2,587,213
2031	2,638,958
	34,586,834



Project Summary

Project Number:	ENG-188	Budget Year:	2016
Project Title:	SS - Capital Equipment	Business Unit:	30011
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

Purchase of equipment, tools and supplies used for construction of Sanitary Sewer capital works projects.

Deliverables:

Miscellaneous equipment, tools and supplies.

Project Forecast

Year	Total Expense
2016	5,500
2017	5,610
2018	5,722
2019	5,837
2020	5,953
2021	6,072
2022	6,194
2023	6,318
2024	6,444
2025	6,573
2026	6,704
2027	6,839
2028	6,975
2029	7,115
2030	7,257
2031	7,402
2032	7,550
2033	7,701
2034	7,855
2035	8,012
	133,636



Project Summary

Project Number:	ENG-024	Budget Year:	2016
Project Title:	SD - Stormwater Quality	Business Unit:	50092
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To fund stormwater quality infrastructure and continue stormwater utility development.

Deliverables:

Ongoing Development of Standards, Communication Material and Consulting \$35,000
 Investigations/Lab Testing \$5,000
 Catchbasin Replacement Program \$62,000
 Green Infrastructure Program \$15,000

Project Forecast

Year	Total Expense
2016	117,000
2017	119,340
2018	121,727
2019	124,161
2020	126,645
2021	129,177
2022	131,761
2023	134,396
2024	137,084
2025	139,826
2026	142,622
2027	145,475
2028	148,384
2029	151,352
2030	154,379
2031	157,467
2032	160,616
2033	163,828
2034	167,105
2035	170,447
	2,842,792



Project Summary

Project Number:	ENG-026	Budget Year:	2016
Project Title:	SD - New Services	Business Unit:	50005
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To install storm service connections as requested by residents, businesses, and commercial/institutional properties. Through the development application process, applicants can apply for new servicing.

Deliverables:

Storm service connections for applicants (residents, businesses, institutions)

Project Forecast

Year	Total Expense
2016	250,000
2017	250,000
2018	250,000
2019	250,000
2020	250,000
2021	250,000
2022	250,000
2023	250,000
2024	250,000
2025	250,000
2026	250,000
2027	250,000
2028	250,000
2029	250,000
2030	250,000
2031	250,000
2032	250,000
2033	250,000
2034	250,000
2035	250,000
5,000,000	



Project Summary

Project Number:	ENG-027	Budget Year:	2016
Project Title:	SD - Mains Replacement	Business Unit:	50096
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To replace and upgrade storm mains which have been identified as a system deficiency, having inadequate capacity, or having gone well beyond their life expectancy. Rehabilitation efforts include extending the life of existing infrastructure that is nearing the end of its life expectancy, or is in need of repair. This BU also funds the Utility Locator Funding.

Deliverables:

To maintain a stormwater system with an adequate level of service for rate payers.

2016 Design Projects:

Quamichan – PT repair only, approx. 4m of 800mm RC (SWMP Project#1, Yr1) - \$20,000
 Haultain - Roseberry to Victor, replace approx. 465m of 450-500mm RC & PVC (SWMP Project#2, Yr1) - \$900,000
 Burnside – Napier Lane to Finlayson Road, replace approx. 260m of 200mm VTC (SWMP Project#88, Yr9) - \$260,000
 Howard – Denman to Bay, replace approx. 160m of 200mm VTC (SWMP Project#131, Yr12) - \$155,000
 Dallas - Olympia to Paddon, replace approx. 102m of 200mm VTC (SWMP Project#65, Yr7) - \$70,000
 Basil – mid-block to Cook, replace approx. 112m of 200mm VTC - \$135,000
 Douglas, Cormorant to Pandora, upgrade approx. 55m of 200mm VTC (development related) - \$60,000

2016 Lining Projects: \$400,000

Chester – Fairfield to Oscar
 Cook – Oxford to Oliphant
 Duchess – Leighton to Fort
 Easement – David to Ellice
 Government – Superior to Belleville
 John – Bridge to east
 Douglas – Hillside to Market

System Component funding:

Laterals - \$135,000
 Main Spot repairs - \$50,000
 Manholes - \$20,000

Prior to paving - \$101,500

Project Forecast

Year	Total Expense
2016	2,306,500
2017	2,556,934
2018	2,907,442
2019	3,257,960
2020	3,583,756
2021	3,655,430
2022	3,728,539
2023	3,803,109
2024	3,879,172
2025	3,956,755
2026	4,035,890
2027	4,116,608
2028	4,198,940
2029	4,282,919
2030	4,368,577
2031	4,455,949



Project Summary

2032	4,545,068
2033	4,635,969
2034	4,728,688
2035	4,823,262
	<hr/>
	77,827,467

Project Summary

Project Number:	ENG-030	Budget Year:	2016
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 TV (CCTV) shows that the portions of the mains are in poor shape – open cracks laterally and at the crown.

Deliverables:

The projects are listed below: Preliminary design and investigation work has been done in 2015, with the remainder carried over to 2016 for the construction portion

2016 Projects:

Linden Ave - Oxford to May, rehabilitate approx. 223m of brick storm drain main

Project Forecast

Year	Total Expense
2016	2,818,000
2017	994,750
2018	563,500
2019	1,033,818
2020	1,054,494
2021	1,075,584
2022	1,097,096
2023	1,119,038
2024	1,141,419
2025	1,164,247
2026	1,187,532
2027	1,211,283
2028	1,235,508
2029	1,260,218
2030	1,285,423
2031	1,311,131
2032	1,337,354
2033	1,364,101
2034	1,391,383
2035	1,419,211
	25,065,089



Project Summary

Project Number:	ENG-105	Budget Year:	2016
Project Title:	SD - System Planning & Assessment	Business Unit:	50522
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To complete Closed Circuit TV (CCTV) pipe video investigations to gather current information. Also included in this BU are the overhead costs associated with the utility, specifically the efforts for Benchmarking and Emergency Utility Planning.

Deliverables:

There are several concurrent efforts that City has regarding viewing infrastructure by CCTV.

They are as follows:

- 5 sector overall evaluation - \$75,000
- Prior to Pave lateral investigation - \$150,000
- Miscellaneous investigation and public works emergency call outs - \$25,000

Project Forecast

Year	Total Expense
2016	250,000
2017	350,000
2018	350,000
2019	350,000
2020	350,000
2021	350,000
2022	350,000
2023	350,000
2024	350,000
2025	350,000
2026	350,000
2027	350,000
2028	350,000
2029	350,000
2030	350,000
2031	350,000
2032	350,000
2033	350,000
2034	350,000
2035	350,000
	6,900,000



Project Summary

Project Number:	ENG-189	Budget Year:	2016
Project Title:	SD- Capital Equipment	Business Unit:	50096
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

Purchase of equipment, tools and supplies used for construction of Stormwater capital works projects.

Deliverables:

Miscellaneous equipment, tools and supplies.

Project Forecast

Year	Total Expense
2016	5,500
2017	5,610
2018	5,722
2019	5,837
2020	5,953
2021	6,072
2022	6,194
2023	6,318
2024	6,444
2025	6,573
2026	6,704
2027	6,839
2028	6,975
2029	7,115
2030	7,257
2031	7,402
2032	7,550
2033	7,701
2034	7,855
2035	8,012
	133,636



Project Summary

Project Number:	ENG-076	Budget Year:	2016
Project Title:	WW - New Services	Business Unit:	10010
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

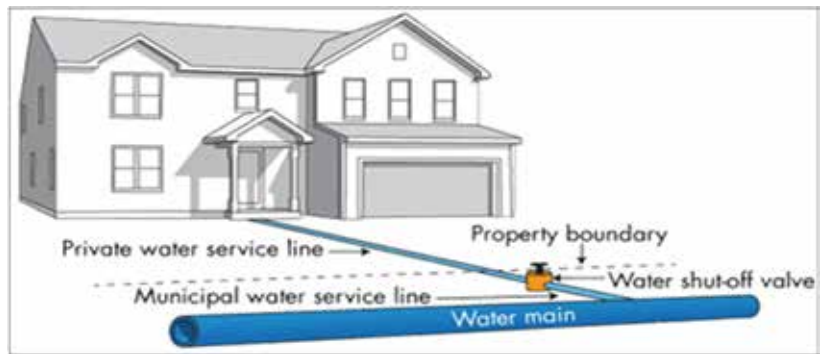
To install water service connections as requested by the customer. The fund subsidizes the cost of providing/installing services done by City crews.

Deliverables:

Water service connections for applicants (residents, businesses, institutions)

Project Forecast

Year	Total Expense
2016	550,000
2017	550,000
2018	550,000
2019	550,000
2020	550,000
2021	600,000
2022	600,000
2023	600,000
2024	600,000
2025	600,000
2026	600,000
2027	600,000
2028	600,000
2029	600,000
2030	600,000
2031	600,000
2032	600,000
2033	600,000
2034	600,000
2035	600,000
	11,750,000



Project Summary

Project Number:	ENG-077	Budget Year:	2016
Project Title:	WW - System Planning & Assessment	Business Unit:	10031
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

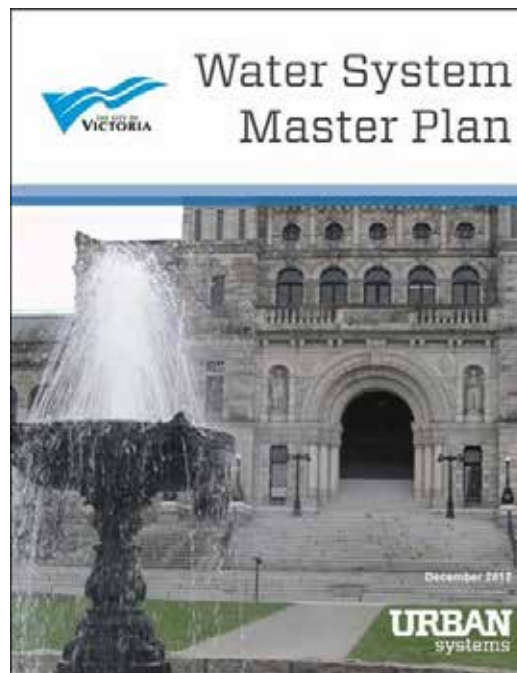
Ongoing water infrastructure planning work including periodic updates to the water system hydraulic model and master plan. For 2015 this includes an assessment of residential water meters, review of upgrade options, and development of business case for system improvements and identification of operation resources.

Deliverables:

Planning studies and business case, updates to model and master plan reports.

Project Forecast

Year	Total Expense
2016	0
2017	150,000
2022	200,000
2027	250,000
2032	300,000
	900,000



Project Summary

Project Number:	ENG-078	Budget Year:	2016
Project Title:	WW-Main Replacement	Business Unit:	10030
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To replace and upgrade watermain 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. This BU also funds the Utility Locator Funding

Deliverables:

Chatham/Caledonia – Blanshard St to Government St, install approx. 406m of 400 mm DI - \$ 615,000
 Rockland – Lyman Duff Lane to Oak Bay Avenue, replace approx. 390m of 150mm CI - \$ 600,000
 Ryan Street – Asquith Street to Roseberry Street, replace approx. 185m of 150 ST - \$175,000
 Constance – Lyall to south end (ESQ), replace approx. 300m of 150mm AC - \$ 380,000
 Herald Street – Douglas Street to Government Street, replace approx. 193m of 200 CI - \$ 260,000
 Government Street – Pembroke Street to Bay Street, replace approx. 335m of 300mm CI - \$ 520,000
 Lyall – Peters to Head Street (ESQ), replace approx. 143m of 175mm CI - \$ 165,000
 Victor - Haultain to Kings, replace existing 220m of 150mm CI - \$290,000
 Inskip Street – Agnes to west end (ESQ), replace approx. 120m of 100mm AC - \$ 120,000

System Component Funding – Fire hydrants, Large Meters, Valves and Coordinated Streets - \$239,000

Project Forecast

Year	Total Expense
2016	3,364,000
2017	3,531,818
2018	3,708,409
2019	3,893,829
2020	4,088,521
2021	4,292,947
2022	4,507,594
2023	4,732,974
2024	4,969,623
2025	5,218,104
2026	5,479,009
2027	5,752,959
2028	6,040,607
2029	6,342,638
2030	6,659,770
2031	6,992,758
2032	7,342,396
2033	7,709,516
2034	8,094,992
2035	8,499,741
	111,222,204



Project Summary

Project Number:	ENG-122	Budget Year:	2016
Project Title:	WW - Capital Equipment	Business Unit:	10036
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

Purchase of equipment, tools and supplies used for construction of Water capital works projects.

Deliverables:

Miscellaneous equipment, tools and supplies

Project Forecast

Year	Total Expense
2016	5,000
2017	5,100
2018	5,202
2019	5,306
2020	5,412
2021	5,520
2022	5,631
2023	5,743
2024	5,858
2025	5,975
2026	6,095
2027	6,217
2028	6,341
2029	6,468
2030	6,597
2031	6,729
2032	6,864
2033	7,001
2034	7,141
2035	7,284
121,487	



Project Summary

Project Number:	ENG-190	Budget Year:	2016
Project Title:	WW - Water Meter Replacement	Business Unit:	
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To replace end of life under-reading water meters with new advanced metering infrastructure. There are over 18,000 water meters and approximately 16,000 of these are residential meters. The remaining 2,000 non-residential meters are currently being replaced under the lifecycle maintenance schedule.

Water meters are an important part of the water distribution system as they measure the volume of water used by customers. The consumption volume is used to bill for water and sanitary sewer fees. Accurate water meters promote water conservation, provide accurate and timely billing, promote customer equity and provide valuable data for system operation, design and maintenance.

Accuracy of the existing meters depends on many factors such as the rate of flow and total quantity of water that has been measured over time. The current inventory of aging meters is due for replacement with the average meter age estimated to be 45 years. Water industry studies have concluded that residential meters should be replaced after 20 years.

Faulty meters under-read the consumption, so customers are not over-charged as all meters the City installs have been engineered to under-read when they become worn-out. In 2009, the City conducted meter accuracy tests at 14 locations. The results of this testing found that on average the meters were only recording 80% of actual water consumption. For 12 of these locations, the meters were considered a failure for low flow accuracy based on American Water Works Association limits.

The City calculates the total un-billed water volume on an annual basis. Un-billed water volume is the difference between CRD wholesale bulk water purchase and the water volume the City's sells to customers and includes system leakage, municipal use and meter accuracy loss. From 2009-2013, the un-billed volumes are approximately 10% of the water volume purchased from the CRD and equates to an average of \$700,000 each year. The un-billed dollar values are not amounts the City has lost in revenue as the water rates are increased to ensure the City collects the required revenue to cover the costs of the utility.

Additional benefits are realized with the installation of new water meters. The City and residents will be able to monitor water consumption in a timely basis and increase the potential for early detection of leaks; reducing the upward pressure on the water rates. Additionally, the City would have the ability to implement a more frequent billing system; increasing the timeliness of billings and potentially reducing the financial burden some residents face due to the current four month billing cycle. Implementing new technology provides options to improve current processes. Should Council wish to explore these opportunities, staff would bring forth a report outlining options and resource requirements.

Currently, the City has \$1,835,000 in the Water Utility Equipment and Infrastructure Reserve for the Water Meter Replacement.

Deliverables:

Replacement of approximately 16,000 residential water meters in a program phased over five years, starting in 2016.

Project Forecast

Year	Total Expense
2016	1,000,000
2017	1,000,000
2018	1,000,000
2019	1,000,000
2020	1,000,000
	5,000,000



Project Summary

Project Number: FIN-011

Budget Year: 2016

Project Title: Contingency Fund

Overview:

The contingency fund is established to meet capital requirements to address unanticipated and unforeseen events that arise during the year. Events can include unforeseen weather, natural disasters, public safety and health needs. This fund is to provide additional flexibility to capital requirements to ensure the City provides a safe, healthy and sustainable community.

Deliverables:

An uninterrupted capital program that provides safe, healthy, vibrant and sustainable community.

Project Forecast

Year	Total Expense
2016	350,000
2017	357,000
2018	364,140
2019	371,423
2020	378,851
2021	386,428
2022	394,157
2023	402,040
2024	410,081
2025	418,282
2026	426,648
2027	435,181
2028	443,885
2029	452,762
2030	461,818
2031	471,054
2032	480,475
2033	490,084
2034	499,886
2035	509,884
	8,504,079

Appendix 1

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 look forward to stable, equitable and affordable property taxation.

Policies

1. Growth in Property Tax Base

The City is surrounded by other municipalities and has no ability to expand. However, re-development is occurring that brings in new property tax revenue. This new revenue must be estimated using the best available data. The City recognizes that any new developments or re-developments increase demand on existing infrastructure and may result in the need to expand that existing infrastructure.

Policy 1.0

Conservative estimates of non-market change assessment revenue will be included in the budget based on information provided by BC Assessment, the Planning and Development Department and the Finance Department.

Policy 1.1

To balance infrastructure upgrade needs with ongoing operating funding requirements, the first \$500,000 of assessment growth (non-market change) property tax revenue will be transferred to infrastructure reserves and the remaining balance allocated as determined by Council.

2. Property Tax Increase

Rising costs of existing services at existing service levels must be recognized. One-time revenues or non-renewable reserves should not be used to fund on-going operating expenses.

Policy 2.0

Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at existing service levels and then considering other enhancements. (Also see Policy 3.)

3. New Services and Major Enhancements to Existing Services

The property tax increase established under Policy 2 allows the City to provide the same level of service to the existing tax base. It is not designed to provide for new services or major enhancements to existing services.

Policy 3.0

New services or enhancements to existing services will be funded by one or a combination of the following:

1. A reduction in the cost of existing services.
This may include a reallocation of resources from one area to another.
2. An increase in non-tax revenues.
3. A further increase in property taxes.

4. Efficiencies, Demand Management and Service Level Changes

As a sound business practice, departments strive to find and explore efficiencies throughout the City's operations. The City does not have the resources to meet all of the demands that are made. Demand must be managed to make sure that expectations reflect our fiscal realities and the need to contain expenditures. Areas where service level changes may be possible must be identified and brought forward for Council's consideration.

Policy 4.0

Business Plans will identify demand management strategies and will include options for service level changes and alternative service delivery models.

Appendix 1

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 Garbage 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, Victoria Conference Centre, 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 1

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 and Sewer Utility) were established to ensure ongoing financial stability and fiscal health of all City Entities. They are funded from the year-end surplus in each respective fund.

Policy 10.0

Surplus will only be considered as a funding source for one-time expenditures. Any surplus not used for one-time expenditures will be transferred to infrastructure reserves, financial stability reserves and/or debt reduction reserves. (Also see Policy 11.)

11. Reserve Funds

The City has a number of reserve funds established for various purposes. The City strives to develop appropriate reserves to meet future financial obligations with respect to City equipment and infrastructure, fiscal needs and employee benefit obligation.

Policy 11.0

Each reserve fund is governed by the City's Reserve Fund Policy that outlines the purpose, the types of expenditures permitted and the desired levels of each reserve.

12. Capital Projects and Programs

Capital projects and programs are funded from a variety of sources including a capital property tax levy, grants and reserves. Once the project or program is completed, its on-going maintenance costs need to be included in the operating budget and future upgrade and/or replacement costs need to be included in the capital plan. These on-going and future costs must be clearly understood before a capital project is approved.

Policy 12.0

Each capital project or program submitted for consideration must clearly state the full initial cost as well as future costs, including operating and upgrade/replacement costs. In addition, the source of sustainable funding for such costs has to be demonstrated.

13. Re-budgeted Capital Projects and Programs

Every year, some capital projects and programs are not completed in the year they were budgeted for. In such instances, a request to re-budget the portion of the project or program that is yet to be completed is submitted to Finance.

Policy 13.0

Requests to re-budget capital projects underway are granted. However, other capital items may be scaled back or deferred to accommodate the re-budget request.

Policy 13.1

Requests to re-budget capital projects that have not been started are not granted. These projects will be considered and prioritized along with all other capital items being put forward.

Policy 13.2

Requests to re-budget capital programs are not normally granted. However, should such a request be granted, next year's program will be scaled back to accommodate the re-budget request.

14. Large Scale Capital Projects

Some capital projects are very large in scale and have various phases.

Policy 14.0

Large scale capital projects will be budgeted in at least two phases. Phase one is for planning and design. Phase two and any subsequent phases are for implementation/build.

Appendix 2

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.

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.

Appendix 2

RESERVE FUND POLICY

2. Fairness & Equity to Taxpayers

Reserves should serve to balance the impact of the operating costs and capital costs, on both current and future taxpayers by:

- Applying Reserves derived from one-time revenue sources to one-time capital or operating projects.
- Applying Reserve Funds and current revenues in a ratio, which recognizes the appropriate sharing of savings from current taxpayers with contributions from future taxpayers (this will likely require repayment of all, or a portion of, Reserves from future rates or user fees).

3. Meets Statutory and Legal Requirements

Reserves must meet the requirements of the Community Charter, Federal statutes, City By-Laws or any other contract or judgment enforceable by law.

4. Meets Accounting Standards

Reserves must meet generally accepted accounting principles (GAAP) and accounting standards applicable to local governments (PSAB).

3. Minimum and Maximum Balances

A minimum and maximum balance shall be established for each Reserve Fund. A minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. A maximum balance ensures that it does not grow beyond its intended purpose.

4. Repayment Period

A time period shall be specified for the repayment or replenishment of each Reserve Fund to its specified minimum or maximum balance.

5. Business Case Requirements

A business case shall be provided specifying the purpose, benefits and method of repayment for each proposed Departmental use of a reserve fund, except as provided by statute, City by-law or Council policy. A business case will be subject to the applicable budget, ranking or other prioritization process, and Council approval.

Policy Administration

The Director of Finance shall be responsible to:

- Ensure the Reserve Funds are established and maintained in compliance with this Policy.
- Conduct an annual review of the Reserve Funds and report the results to City Council.
- On an "as required basis", recommend revisions or amendments to this Policy, due to changes in applicable statutes, accounting standards, or economy.

Administrative Criteria

1. Unique Corporate Purpose

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes
- Eliminating those with redundant or outdated purposes, and
- Re-focus departmental reserves to corporate purposes and strategic plans.

2. Interest and Calculation Method

All 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.

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.

Appendix 2

RESERVE FUND POLICY

Guidelines for Using Funds

A Council Resolution or an Adopted Budget Bylaw is required for all appropriations from the Financial Stability Reserve Funds.

All appropriations from Financial Stability Reserves are to be considered in accordance with the following priorities.

1. Operating and Environmental Emergencies

- These appropriations are the highest priority and are based on public safety and demand nature of the expenditure.

2. Revenue Stabilization and Operating Contingency

- These appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City's ability to adjust in the short-term.

3. Innovation Fund

- As an incentive to encourage creativity and innovation, appropriations may be made to fund departments and/or workgroups that would like to explore innovative and creative solutions directed towards making the Corporation more efficient and effective.
- Business cases requesting use of these funds require that the replenishment methods be specified. These would include future departmental cost or service level adjustments or additional revenue generation necessary to "top up" the accounts over a three-year period.

Equipment and Infrastructure

Description

Equipment and Infrastructure Reserves are established to create a funding source for buildings and infrastructure capital projects, new equipment purchases and capital equipment replacement programs. Currently, the city has established equipment and infrastructure reserve funds for the following purposes:

- **Police Vehicles, Equipment and Infrastructure** – This reserve is to fund the replacement and purchase of Police vehicles and equipment. This reserve is funded by annual depreciation contributions included in the Police operating budget.
- **Police Emergency Response Team Vehicles and Equipment** – This reserve is to fund the replacement and purchase of equipment for the Regional Emergency Response Team. The reserve is funded by the annual surplus from the ERT Program.

- **Victoria Conference Centre Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Conference Centre building and furnishings. This reserve is also used to fund equipment replacements and new equipment purchases. The reserve is funded by the annual surplus from the Conference Centre.
- **City Equipment** – This reserve is to fund the replacement and purchase of City equipment. This includes equipment replacement programs, computer equipment and software, office furniture, etc. This reserve is funded by annual depreciation contributions included in the City operating budget.
- **City Vehicles and Heavy Equipment** – This reserve is to fund the purchase and replacement of City vehicles and heavy equipment. This reserve is funded by annual depreciation contributions included in the City operating budget.
- **City Buildings and Infrastructure** – This reserve was established to provide a source of funds to properly maintain City Buildings and Infrastructure. This reserve is funded by annual budget contributions that are increasing by \$500,000 per year until the reserve attains an adequate funding level. This increase is subject to annual Council approval.
- **Parking Services Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the City parkades. The reserve is also used to fund Parking Services equipment replacement and new equipment purchases. This reserve is funded from annual depreciation contributions included in the City's operating budget.
- **Multipurpose Equipment and Infrastructure** – This reserve was established to provide funding for equipment replacement and maintaining the Multipurpose Facility. This reserve is funded by annual depreciation contributions from the City's operating budget and RG Properties.
- **Recreation Facilities Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain City Recreation Facilities. The reserve is also used to fund equipment replacement and new equipment purchases for City Recreation Facilities. This reserve is funded from user fees assessed on tickets to events and facility rentals.
- **Archives Equipment** – This reserve is to fund the purchase and replacement of Archives material and equipment. The funding for this reserve comes from grants and donations.
- **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.

Appendix 2

RESERVE FUND POLICY

- **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 Budget 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.

Appendix 2

RESERVE FUND POLICY

- **City Retirement Benefits** – This reserve has been established to help fund retirement benefits (one months pay and vested sick leave) accrued to retiring City Employees. This reserve is funded by annual contributions included in the City's operating budget.
- **City Employee Pension Buybacks** – City employees are entitled to purchase additional pension service time related to their probation period provided they were not covered by pension. The City is obligated to pay 50% of the cost once the employee retires or reaches 55 years of age. This reserve was established to fund the City's share of costs for employees purchasing pension service for probation periods. This reserve is funded by annual contributions included in the City's operating budget.
- **City Pension Corporation Over Contributions** – This reserve was established to accumulate the City's share of Firefighter pension over contributions. These amounts are payable to the employee upon retirement. This reserve is funded from pension contributions refunded to the City by the BC Pension Corporation.

Guidelines for Using Funds

Use of funds is restricted to the purpose for which each fund was established. Funds may only be accessed to supplement funding a retirement payout.

Note: A Council Resolution or an Adopted Budget Bylaw is required for all appropriations from these 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: An Adopted Budget Bylaw is required for all appropriations from this Reserve Fund. Further, an amendment to the Development Cost Charge Bylaw 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 Budget Bylaw is required for all appropriations from this Reserve Fund. 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 Budget Bylaw is required for all appropriations from this Reserve Fund. 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 Budget Bylaw is required for all appropriations from this Reserve Fund. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Appendix 2

RESERVE FUND POLICY

Victoria Housing

Description

This reserve has been established to provide a source of funds to help fund housing projects including projects that fall under the Secondary Suite Incentive Program. The reserve is funded by annual contributions included in the City's Operating Budget.

Guidelines for Using Funds

Use of these funds is restricted to the funding of housing projects including those that fall under the Secondary Suite Incentive Program.

Note: A Council Resolution or an Adopted Budget Bylaw is required for all appropriations from this Reserve Fund. 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 Budget Bylaw is required for all appropriations from this Reserve Fund. 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 Budget Bylaw is required for all appropriations from this Reserve Fund. 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 Budget Bylaw is required for all appropriations from this Reserve Fund. 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 Budget Bylaw is required for all appropriations from this Reserve Fund. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Appendix 2

RESERVE FUND POLICY

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 Budget Bylaw is required for all appropriations from this Reserve Fund. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Appendix 3

REVENUE AND TAX POLICY

Purpose

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

Primary Objectives

- To provide tax payers with stable, equitable and affordable property taxation while at the same time providing high quality services.
- To support the 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, Garbage Utility, and the Victoria Conference Centre.

In addition, the City has reviewed and updated its DCC bylaw to ensure that developers are paying their fair share of infrastructure required as a result of new development.

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 diversify 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:

Appendix 3

REVENUE AND TAX POLICY

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. 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.

DRAFT

Financial Plan

2016 – 2020



Purpose

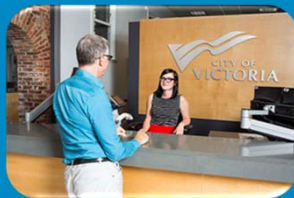
- Draft Financial Plan was introduced to Council on October 22
- Each department will present operating and capital budgets today and on November 9 and 20
- Opportunity for Council to review and discuss the draft budget

Overview

- Council direction for a maximum tax increase of inflation plus 1%; current inflation is 1.4% (September)
- The draft operating budget totals \$221 million and the draft capital budget totals \$51 million
- The overall tax increase based on the draft financial plan as presented by staff is 2.31%
- Factoring in the VicPD request recently approved by the Police Board, the overall tax increase is 2.51%
- Factoring in proposed increases for the Water Utility and Solid Waste, the estimated increase for residential properties is 2.21% and for a typical business is 2.38%
- Total full-time equivalent employee count is 796 excluding VicPD



Finance





DEPARTMENT SUMMARY

Finance

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Finance

Operating Budget Summary

2016 Proposed Expenditures	6,928,008
2015 Approved Expenditures	6,641,700
Budget Change	286,308
Change by %	4.31%

2016 FTE	63.21
2015 FTE	63.21
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Finance

Proposed Initiatives for 2016

- Financial Plan improvements:
 - Metrics
 - Long-range capital planning
 - Further development of budget simulator
 - Participatory budgeting
- Reserve Fund Policy: calculate target balances for reserves
- Development Cost Charge review
- Implementation of Stormwater Utility billing
- Provide finance support for:
 - Water meter replacement project
 - Johnson Street Bridge replacement
 - Fire Station No. 1 procurement process



DEPARTMENT SUMMARY

Finance

Proposed Initiatives for 2016

- Technology improvements:
 - Development tracker expansion
 - Building, electrical, plumbing permits
 - Heritage alteration permits
 - Customer service improvements
 - Tracking and response for customer enquiries and requests
 - Online form for customer requests
 - Open data portal
 - SharePoint expansion
 - Report and document tracking and sign-off
 - Agreement tracking
 - Digital plan review



DEPARTMENT SUMMARY

Finance

Draft Financial Plan Document

Operating Budget pages 519-552

Capital Budget pages 896-898



Victoria Fire Department





DEPARTMENT SUMMARY

Victoria Fire Department

Core Services/Service Areas

- Fire Suppression
- Fire Prevention
- Mechanical
- Harbour Response
- Communication
- Training
- Administration
- Emergency Management



DEPARTMENT SUMMARY

Victoria Fire Department

Operating Budget Summary

2016 Proposed Expenditures	15,978,258
2015 Approved Expenditures	15,523,423
Budget Change	454,835
Change by %	2.93%
2016 Proposed Revenues	71,500
2015 Approved Revenues	56,000
Budget Change	15,500
Change by %	27.68%
2016 FTE	123.09
2015 FTE	123.09
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Victoria Fire Department

Proposed Initiatives for 2016

- Advance options and public dialogue on future of Fire Hall Headquarters
- Install security ID card system at Fire Hall #1 and #2
- Replace and update fire and rescue equipment
- Replacement of Ladder #2 at James Bay Fire Station
- Enhance fire, life safety and community public educational programs
- Upgrade of Fire Department Manager Software, TeleStaff – dispatch and communications upgrading
- Migration to 700 MHz public safety Broadband radio system (CREST)
- Integration of Corporate wide portable radio systems for increased safety and coordination of staff



DEPARTMENT SUMMARY

Victoria Fire Department

Proposed Initiatives for 2016

- Integration of FDM Analytics and analysis of metrics
- Succession Planning – Officer and Professional Development
- Provide support to other corporate departments and staff through the Victoria Fire Department Critical Incident Stress Management Program
- Emergency Management initiatives to enhance corporate and regional response coordination, identification of resources and education to community on events related to climate change, power outage and earthquake response, major events that may contribute to community safety



DEPARTMENT SUMMARY

Victoria Fire Department

Draft Financial Plan Document

Operating Budget pages 699-760

Capital Budget pages 899-903



Sustainable Planning and Community Development





DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Core Services/Service Areas

- Community Planning
- Development Services
- Permits and Inspections



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Operating Budget Summary

2016 Proposed Expenditures	5,193,221
2015 Approved Expenditures	5,004,218
Budget Change	189,004
Change by %	3.78%

2016 Proposed Revenues	3,434,250
2015 Approved Revenues	2,853,646
Budget Change	580,604
Change by %	20.35%

2016 FTE	42.43
2015 FTE	42.43
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Proposed Initiatives for 2016

- Local area plans – one for Burnside Gorge, and additional to be determined by Council in fall 2015
- New Zoning Bylaw for the Downtown Core Area
- Updates to Schedule C of the Zoning Bylaw to update parking standards
- Public Realm Plan for the Downtown Core Area
- City-wide building and infrastructure and condition assessment study
- Waterfront plan
- Implement Development Summit Action Plan



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Draft Financial Plan Document

Operating Budget pages 661-698



Human Resources



DEPARTMENT SUMMARY

Human Resources

Core Services/Service Areas

- Talent management (attracting, retaining and developing)
- Strategic workforce planning
- Employee orientation and recognition
- Employee and labour relations
- Compensation and benefits
- Health, safety and wellness
- Learning and development



DEPARTMENT SUMMARY

Human Resources

Operating Budget Summary

2016 Proposed Expenditures	1,622,270
2015 Approved Expenditures	1,609,246
Budget Change	13,024
Change by %	0.81%

2016 FTE	10
2015 FTE	10
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Human Resources

Proposed Initiatives for 2016

- Implementation of improved orientation program for new employees
- Implementation of revised employee recognition program
- Implementation of the revamped return-to-work program (including support for modified return to work options)
- Review and improve corporate performance management system / support for performance feedback, enhancing a performance culture
- Support departments with succession planning (developing key competency levels, career maps, succession tools)



DEPARTMENT SUMMARY

Human Resources

Draft Financial Plan Document

Operating Budget pages 85-106



Legislative and Regulatory Services





DEPARTMENT SUMMARY

Legislative and Regulatory Services

Core Services/Service Areas

- Legislative Services
- Archives and Records Management
- Bylaw and Licensing Services



DEPARTMENT SUMMARY

Legislative and Regulatory Services

Operating Budget Summary

2016 Proposed Expenditures	2,882,779
2015 Approved Expenditures	2,839,652
Budget Change	43,127
Change by %	1.52%
2016 Proposed Revenues	212,350
2015 Approved Revenues	210,850
Budget Change	1,500
Change by %	0.71%
2016 FTE	21.28
2015 FTE	21.28
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Legislative and Regulatory Services

Proposed Initiatives for 2016

- Conduct policy and bylaw reviews
- Implement recommendations of bylaw audit
- Implement Gorge Waterway Plan
- Implement Governance improvements, as directed by Council



DEPARTMENT SUMMARY

Legislative and Regulatory Services

Draft Financial Plan Document

Operating Budget pages 107-128

VicPD



Victoria Conference Centre





DEPARTMENT SUMMARY

Victoria Conference Centre

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Victoria Conference Centre

Operating Budget Summary

2016 Proposed Expenditures	3,812,162
2015 Approved Expenditures	3,955,600
Budget Change	(143,437)
Change by %	-3.63%

2016 Proposed Revenues	3,789,600
2015 Approved Revenues	3,955,600
Budget Change	(166,000)
Change by %	-4.20%

2016 FTE	14.62
2015 FTE	14.62
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Victoria Conference Centre

Proposed Initiatives for 2016

- Operationalize the Victoria Conference Optimization Network (VCON) through the alignment of meetings marketing and sales activities with Tourism Victoria.
- Develop, and implement performance metrics related to hotel room night generation and delegate day spend in partnership VCON partners
- Implement upgrade of Event Business Management System (EBMS)
- Increase energy efficiencies and operational effectiveness to retain highest BOMA accreditation.
- Implement facility improvements to increase access and way-finding for persons with disabilities
- Conclude Naming Rights strategy



DEPARTMENT SUMMARY

Victoria Conference Centre

Draft Financial Plan Document

Operating Budget pages 143-188

Capital Budget pages 885-887, 912



Arts and Culture



DEPARTMENT SUMMARY

Arts and Culture

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Arts and Culture

Operating Budget Summary

2016 Proposed Expenditures	1,480,773
2015 Approved Expenditures	1,222,962
Budget Change	257,811
Change by %	21.08%
2016 Proposed Revenues	450,350
2015 Approved Revenues	187,850
Budget Change	262,500
Change by %	139.74%
2016 FTE	7
2015 FTE	7
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Arts and Culture

Supplementary Request

- Cultural Master Plan \$116,000



DEPARTMENT SUMMARY

Arts and Culture

Proposed Initiatives for 2016

- Cultural Master Plan
- Three neighbourhood-based public art projects
- Maintenance on the Spirit Poles in Centennial Square
- Remedial work to Glass Half Full art installation at Harrison Yacht Pond
- Integration of art in capital projects
- Initiate transition to web based event and film permitting
- Economic impact study of festivals in partnership with Tourism Victoria



DEPARTMENT SUMMARY

Arts and Culture

Draft Financial Plan Document

Operating Budget pages 53-78



Economic Development



DEPARTMENT SUMMARY

Economic Development

Core Services/Service Areas

- Primary support to implement the recommendations from Economic Development & Prosperity Task Force action plan "Making Victoria – Unleashing Potential"
- Reducing red tape and barriers for businesses and social enterprises
- Provide leadership in departmental collaboration and cohesion to improve services to business
- Support innovation, creativity and collaboration between the City and community and business stakeholders to increase business investment in Victoria



DEPARTMENT SUMMARY

Economic Development

Operating Budget Summary

2016 Proposed Expenditures	250,000
2015 Approved Expenditures	250,000
Budget Change	0
Change by %	0.00%
2016 FTE	1.00
2015 FTE	1.00
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Economic Development

Proposed Initiatives for 2016

- Work interdepartmentally to establish the Business Hub – a one-stop shop for businesses to all services & departments at City Hall
- Initiate phase one of a new Business Portal (website/online tool)
- Conduct two Trade Missions
 - a reverse trade mission to Victoria in February 2016
 - Bay Area trade mission in September 2016
- Establish a Victoria-based City Studio in conjunction with the three post-secondary institutions



DEPARTMENT SUMMARY

Economic Development

Draft Financial Plan Document

Operating Budget pages 79-84



Real Estate



DEPARTMENT SUMMARY

Real Estate

Core Services/Service Areas

- Manage all aspects of the City's real estate holdings based on an established real estate philosophy as outlined by Council and based on a triple bottom line perspective.
- Conduct investigations and obtain appraisals on proposed acquisitions and sales, and negotiate all aspects of those transactions.
- Enter into and manage licences of use, easements, statutory rights of way and other property related agreements.
- Respond to enquiries from applicants, their agents and City departments about City property.
- Provide strategic advice and direction related to City property leases.
- Work with the development community to identify opportunities to leverage City real estate holdings.



DEPARTMENT SUMMARY

Real Estate

Operating Budget Summary

2016 Proposed Expenditures	1,528,845
2015 Approved Expenditures	1,183,618
Budget Change	345,227
Change by %	29.17%

2016 Proposed Revenues	1,814,181
2015 Approved Revenues	1,506,093
Budget Change	308,088
Change by %	20.46%

2016 FTE	2.00
2015 FTE	2.00
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Real Estate

Proposed Initiatives for 2016

- Develop a land inventory and strategies for acquisition and disposal
- Identify upcoming capital projects and work with other departments to review real estate implications and opportunities
- Develop tools and resources to liaise on real estate and land development needs
- Lead all acquisitions, disposals, lease agreements, and land tenure initiatives



DEPARTMENT SUMMARY

Real Estate

Supplementary Request

- Consulting Studies \$100,000



DEPARTMENT SUMMARY

Real Estate

Draft Financial Plan Document

Operating Budget pages 129-142



Engineering and Public Works





DEPARTMENT SUMMARY

Engineering and Public Works

Core Services/Service Areas

- Transportation
- Underground Utilities
- Public Works
- Asset Management and Land Development
- Climate Action and Environmental Planning



DEPARTMENT SUMMARY

Engineering and Public Works

Operating Budget Summary

2016 Proposed Expenditures	51,260,228
2015 Approved Expenditures	47,512,651
Budget Change	3,747,578
Change by %	7.89%
2016 Proposed Revenues	36,697,410
2015 Approved Revenues	30,198,787
Budget Change	6,498,623
Change by %	21.52%
2016 FTE	296.72
2015 FTE	296.72
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Engineering and Public Works

Proposed Initiatives for 2016

- Pedestrian Master Plan implementation
- Bicycle Master Plan implementation
- Bus Shelter installation
- Crosswalk installations
- Pathway upgrades
- Major and local street rehabilitations
- LED streetlight conversion
- Dallas Road Seawall Rehabilitation
- Dallas Cliffs Shoreline Stabilization
- Ship Point retaining wall



DEPARTMENT SUMMARY

Engineering and Public Works

Proposed Initiatives for 2016

- Johnson Street Bridge replacement project
- Sanitary sewer mains replacement and rehabilitation
- Sanitary sewer system master plan
- Sanitary sewer inflow and infiltration reduction
- Stormwater quality infrastructure
- Storm drain mains replacement and rehabilitation
- Brick storm drain main rehabilitation
- Water mains replacement
- Water meter replacement program
- Surface infrastructure rehabilitation program



DEPARTMENT SUMMARY

Engineering and Public Works

Supplementary Requests

- Additional Sidewalk Power-washing During Dry Season \$15,000
- Traffic Orders \$8,000
- Broad Street Mall Repairs 2016: \$15,000 2017: \$20,000



DEPARTMENT SUMMARY

Engineering and Public Works

Draft Financial Plan Document

Operating Budget pages 243-518

Capital Budget pages 813-822, 827-830, 846-868, 904-909, 916-935



Parks, Recreation and Facilities



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Core Services/Service Areas

- Parks
- Recreation
- Facilities



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Operating Budget Summary

2016 Proposed Expenditures	18,203,288
2015 Approved Expenditures	17,255,114
Budget Change	948,174
Change by %	5.50%
2016 Proposed Revenues	2,803,344
2015 Approved Revenues	2,304,273
Budget Change	499,071
Change by %	21.66%
2016 FTE	149.48
2015 FTE	149.48
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Proposed Initiatives for 2016

- Parks
 - Design and construction of key elements for David Foster Harbour Pathway – including consultation and construction of Heron Cove and Raymur Point pedestrian bridges
 - Parks Master Plan consultation and development
 - Renewal of Victoria West Park playground, skate park, and dog off-leash areas
 - Development and implementation of the “Growing in the City” urban agriculture program – updated policies and guidelines relating to food production
 - Continued implementation of the Urban Forest Master Plan – including inventory updates, planting and removal strategies, and increased community education
 - Resurfacing of Stevenson Park playground



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Proposed Initiatives for 2016

- Recreation
 - Installation of universal washroom/change room in Crystal Pool and Fitness Centre
 - Feasibility Study on future Crystal Pool and Fitness Centre and related amenities
 - Determine new recreation registration program to replace “end-of-life” system
 - Replacement of fitness equipment



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Proposed Initiatives for 2016

- Facilities
 - Strategic review of existing facility use and delivery of City services
 - Building envelope upgrades at Police headquarters
 - Upgrade exterior lighting and replace cabinetry hardware at Burnside Gorge Community Centre
 - Install concrete pad and security fencing around dumpster at Fernwood Community Centre
 - Install sound dampening panels at Fernwood Community Centre daycare
 - Interior wall repairs at Quadra Village Community Centre
 - Repair/replace window sealant for Greater Victoria Public Library



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Proposed Initiatives for 2016

- Facilities
 - Install backflow preventer at Pandora Administration and Centennial Arcade buildings
 - Access control enhancements at Beacon Hill Park Administration Building
 - Parkade upgrades (Bastion Square, View Street, Centennial, Johnson Street)
 - Fountain condition assessment and maintenance audit



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Supplementary Requests

- Parks Overnight Sheltering Support and Clean-up \$313,000
- Senior Parks Planner \$103,000
- Arboriculture \$128,500



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Draft Financial Plan Document

Operating Budget pages 559-660

Capital Budget pages 823-824, 837-842, 871-884, 888-894,
913-914



Citizen Engagement and Strategic Planning





DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Core Services

- Strategic and operational planning
- Executive Administration
- Customer Service
- Communications
- Citizen Engagement



DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Operating Budget Summary

2016 Proposed Expenditures	9,171,120
2015 Approved Expenditures	9,603,320
Budget Change	(432,199)
Change by %	-4.50%
2016 Proposed Revenues	15,159,414
2015 Approved Revenues	15,824,800
Budget Change	(665,386)
Change by %	-4.20%
2016 FTE	59.65
2015 FTE	59.65
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Proposed Initiatives for 2016

- Interdisciplinary leadership on David Foster Harbour Pathway, a new Biketoria network, Crystal Pool and Parks Master Planning processes
- New project management templates and systems
- Introduce parking ambassador model
- Make capital investments in City parkades, including improve front entrance to View Street parkade and add new "parking counters"
- Improve parking ticketing software and improve financial reporting
- Introducing new Wayfinding program
- New Great Neighbourhoods model with emphasis on placemaking and citizen-led initiatives
- Participatory budgeting pilot
- Youth Engagement Strategy



DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Proposed Initiatives for 2016

- Enhance strategic planning reporting process, including performance measures
- Measure annual progress towards achieving strategic plan objectives
- Introduce new Open data portal and improved organizational customer service systems
- Implement new public use policy, including weddings and increased public access and events in City Hall



DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Draft Financial Plan Document

Operating Budget pages 189-242

Capital Budget pages 831-833, 910-911



Legal Services





DEPARTMENT SUMMARY

Legal Services

Core Services/Service Areas

- Provide legal advice to Council, City Manager and City staff
- Negotiate, prepare and oversee execution of contracts, leases and agreements authorized by Council
- Provide legal assistance related to land use and development projects
- Assistance with real estate transactions
- Represent the City in legal proceedings
- Draft, revise and consolidate City bylaws and assist City staff in bylaw interpretation and application of bylaws and applicable provincial legislation
- Monitor changes and developments in the laws affecting the City and provide proactive advice to mitigate impacts on the City



DEPARTMENT SUMMARY

Legal Services

Operating Budget Summary

2016 Proposed Expenditures	702,023
2015 Approved Expenditures	703,241
Budget Change	(1,218)
Change by %	-0.17%

2016 FTE	4
2015 FTE	4
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Legal Services

Draft Financial Plan Document

Operating Budget pages 553-558



Corporate



DEPARTMENT SUMMARY

Corporate

Core Services/Service Areas

- Grants
- Taxation
- Insurance
- Debt
- Greater Victoria Public Library
- Reserves



DEPARTMENT SUMMARY

Corporate

Operating Budget Summary

2016 Proposed Expenditures	46,419,964
2015 Approved Expenditures	49,477,806
Budget Change	(3,057,842)
Change by %	-6.18%

2016 Proposed Revenues	24,907,383
2015 Approved Revenues	26,833,168
Budget Change	(1,925,785)
Change by %	-7.18%



DEPARTMENT SUMMARY

Corporate

Draft Financial Plan Document

Operating Budget pages 761-803

Capital Budget pages 895, 937

Recommendations



That Council:

1. Direct staff to bring forward the Five-year Financial Plan Bylaw, 2016 for first reading prior to commencing public consultation
2. Approve transferring \$500,000 of assessment growth (non-market change) revenue to the Buildings and Infrastructure Reserve and direct staff to bring forward options for the use of the remainder once public consultation has been completed
3. Direct staff to bring forward options for the use of 2015 surplus once public consultation has been completed
4. Direct staff to bring forward options for funding supplementary budget requests once public consultation has been completed

Recommendations continued



5. Approve an additional tax increase for capital, if any, and outline for which projects in Appendix A
6. Allocate \$2,818,000 of the annual gas tax funding to the Storm Drain Brick Main project and direct staff to bring forward options for the allocation of the remainder once public consultation has been completed
7. Approve the direct-award grants as outlined in this report

Timeline

Tentative Dates	Task
December 10, 2015 Council	First reading of financial plan bylaw
December/January	Public consultation on the draft financial plan
Third week of January TBD	Town Hall and e-Town Hall
February 4, 2016 Governance and Priorities Committee	Consultation results and seek direction on changes to financial plan
April 7, 2016 Governance and Priorities Committee	Final report of financial plan including incorporated changes; report on 2016 tax rates
April 14, 2016 Governance and Priorities Committee	Second and third readings of financial plan bylaw; first, second and third readings of tax bylaw
April 28, 2016	Adoption of financial plan and tax bylaws
May 2016	Seek direction on 2017 financial planning process