



**UPDATED AMENDED AGENDA  
COMMITTEE OF THE WHOLE  
MEETING OF TUESDAY, OCTOBER 31, 2017, AT 8:00 A.M.  
COUNCIL CHAMBERS  
CITY HALL, 1 CENTENNIAL SQUARE  
Located on the traditional territory of the Esquimalt and Songhees People**

Page

**APPROVAL OF AGENDA**

**CONSENT AGENDA**

**STAFF REPORTS**

Draft 2018-2022 Financial Plan  
--S. Thompson, Director of Finance

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*Tuesday October 31, 2017 (8 am – noon)*

***Police***

- *Operating Budget pages 903-954*
- *Capital Budget pages 1093-1102*

***Parks, Recreation and Public Works***

- *Operating Budget pages 607-746*
- *Capital Budget pages 987-994, 1019-1044, 1069*

***Fire***

- *Operating Budget pages 773-834*
- *Capital Budget pages 1055-1060*

[Link to the Draft 2018 - 2022 Financial Plan](#)

**Late Item: Victoria Police Presentation**

[2018 Police Provisional Budget - Board Approved](#)

[Memo re ACT Pilot program update](#)

[2016 Annual Report re ACT with 2017 projections](#)

[Presentation\\_VicPD](#)

[1\\_Report\\_Financial Plan](#)

[2\\_Appendix A Examples of Cooperative Efforts between Municipalities](#)

[3\\_Appendix B Supplemental Budget Requests](#)

[4\\_Appendix C Grant Funding](#)

[5 Appendix D South Island Prosperity Project - Five year Strategy](#)  
[6 Presentation Financial Plan Departmental Presentations](#)

[Addenda]

**ADJOURNMENT OF COMMITTEE OF THE WHOLE**



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# 2018 POLICE PROVISIONAL BUDGET

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**BACKGROUND:**

In 2017, the Police Department represented approximately 23% of the City of Victoria's budget for operating and capital contributions. Similarly policing represented 19.4% of the Township of Esquimalt's budget. Whereas some municipal functions have more than one funding source, policing is funded almost entirely from property taxation. As a result, for both the Township of Esquimalt and City of Victoria policing represents a significant portion of the property tax bill. The impact of our budget on the municipalities is therefore an important consideration each year. In preparing the budget the Department must balance the desire to keep budget requests low with competing pressures such as:

- The impact of the opioid crisis, mental health issues and homelessness
- High proportion of the region's crime is in VicPD's jurisdiction (core area)
- Increasing demand for policing services from the community (calls for service)
- Increasing development within the downtown area
- Risks identified in the Information Management and Efficiency & Effectiveness Reviews
- Maintaining wage increases for police officers that are consistent with other police wage rates in BC

**Budget Targets:**

We receive budget targets each year from the municipalities. No specific targets were identified by the Township of Esquimalt but the City of Victoria has indicated a target of tax increases not to exceed inflation plus 1%. According to Statistics Canada consumer prices in British Columbia rose 2.0% from August 2016 to August 2017.

**POLICE OPERATING BUDGET - OVERVIEW**

The Senior Command Team (SCT) was requested to present the Chief with core budgets reflecting zero based budgeting. Separately they were requested to assess their staffing needs and present staffing resource requests based on the gaps between their needs and staffing levels.

**Core Budgets:**

The Core budget represents the cost of providing police services with no changes in staffing. This provides a comparison of costs to the previous year to show the impact of wage increases and inflation.



Mental Health Officers:

In 2017 a pilot project was approved for 2 additional officers for an expansion of Mental Health Integration program. The cost for these officers has been included in both the 2017 and 2018 budget numbers as a separate item for comparative purposes. In 2017 the City of Victoria funded the positions from 2016 surplus and passed a resolution to reconsider the positions in the 2018 budget process to be funded from 2017 surplus. The Department is working with academia to perform an evaluation of the project with the intent that, if deemed successful, permanent funding for the positions would be requested in the 2019 Budget process.

Additional Items to Improve Service Levels:

Whereas the Core budget represents the cost to maintain existing staffing levels, additional requests represent increases to resources that would either enhance service levels or maintain service levels in consideration of long term growth within the communities. Although it is the practice of the municipalities to present any increases as 'supplemental requests' the Board, on recommendation from the Chief, has included these amounts in the provisional budget to ensure an adequate and effective level of policing and to generally maintain law and order within the jurisdiction. They have been itemized in the provisional budget for disclosure and presentation purposes.

Information Management Strategy:

In 2017 an Information Management (IM) Strategy was developed with the assistance of an outside consultant. The Department is now beginning to implement this strategy. The IM strategy calls for the creation of 3 positions within the organization representing a net increase of 2. An existing vacant position will be converted to fill one of these positions in 2018. A request for an additional staff member will likely be put forward for consideration, on completion of the Foundation Phase, for the 2019 budget.

Growth Strategy:

At the August 15<sup>th</sup> Board meeting staff presented a briefing note outlining growth in the region, using various metrics. The Police Board directed staff to bring back a report, outlining the resource needs for a Growth Strategy to ensure adequate policing that matches growth within the region. Annual staffing increases to maintain the same front-line response strength to match this growth is estimated at 1.5 additional police officers, plus the necessary administrative support and infrastructure. Each 3 additional police officers typically require 1 administrative support person to provide records management, transcription and other clerical support services.

Growth Strategy Staffing Requests:*Additional Police Officers:*

The Provisional Budget provides for an additional 6 police officers. The cost per officer, including the costs for an additional civilian employee for each 3 police officers and the required equipment and training, is \$145,000 for 2018. Two of these officers represent staffing required to maintain service levels for expected growth for 2018, based on 10 year average growth rates identified in the Growth Strategy. The remaining 4 represent minimum increases required to provide adequate front line policing for growth that has already occurred and where human resource gaps have been identified.

*Administrative Support Staff:*

In addition to the positions recommended in the IM and Efficiency reviews, the Senior Command Team (SCT) submitted 6 staffing resource requests for consideration by the Chief and Deputies. These requests have not been included in the Provisional Budget and are presented for information purposes only.

- Administrative Assistant – Community Engagement Division (annual cost \$69,000)
- RPT Administrative Assistant – Exhibit Control & Purchasing (annual cost \$38,000)
- Administrative Clerk – FOI & PSS (annual cost \$50,720)
- Temporary Archive Clerk – Information Management (annual cost \$74,000)
- Temporary Technical Writer – Information Management (annual cost \$74,000)
- Strategic Analyst – Community Services Division (annual cost \$104,200)

*Impact of R vs. Jordan:*

The recent Supreme Court of Canada decision in R. vs. Jordan implemented fixed timelines for criminal trials, resulting in the need for greater disclosure of information before charge approval by the Crown, among other things. This requires more work during the initial stages of a file, affecting not just the Investigative Services Division but all divisions conducting investigations and may result in additional resources. The prioritization of civilian hires will need to account for the urgency of these changes.

**Provisional Core Budget:**

The following is an overview of Police Department's provisional 2018 core budget:

<b>2017 Budget</b>	<b>\$52,428,744</b>
Increases to Core Budget:	
Salary and Benefits	922,332
Overtime <sup>1</sup>	76,800
Integrated Services	12,475
Transfers to Capital	26,000
Training	47,400
Information management project	35,000
Recruitment	15,000
Insurance	10,850
Building and equipment maintenance costs	44,700
CREST radios	20,000
Net Increase in all other Operating Costs	97,687
Increase to Mental Health Integration Pilot	13,698
Additional Items:	
Increase to Special Events Funding	160,000
Real Time Intelligence Unit	143,668
Growth Strategy – 6 Police Officers, 2 Civilians	870,000
Provisional 2018 Budget	<u>\$54,924,354</u>
<b>Increase to Provisional Budget</b>	<b>\$2,495,610</b>
(1% = \$524,287)	<b>4.76%</b>

1. Represents increased usage of the Emergency Response Team over the last 3 years

**POLICE OPERATING BUDGET - EXPLANATION OF CHANGES*****VICTORIA POLICE DEPARTMENT  
2018 PROVISIONAL BUDGET***

<b><i>Description</i></b>	<b><i>2017 Budget</i></b>	<b><i>2018 Provisional</i></b>	<b><i>Increase/(Decrease)</i></b>	
			<b><i>\$</i></b>	<b><i>%</i></b>
Salaries and Benefits	42,186,648	43,122,678	936,030	2.2%
Overtime	2,016,900	2,093,700	76,800	3.8%
Integrated Units <sup>1</sup>	553,025	565,500	12,475	2.3%
Other Operating Costs	6,567,171	6,837,808	270,637	4.1%
Contingency	500,000	100,000	(400,000)	-80.0%
	<b>51,823,744</b>	<b>52,719,686</b>	<b>895,942</b>	<b>1.73%</b>
<b>TRANSFER TO RESERVE FUNDS</b>	<b>1,430,000</b>	<b>1,456,000</b>	<b>26,000</b>	<b>1.8%</b>
<b>TRANSFER FROM RESERVE FUNDS</b>	<b>(500,000)</b>	<b>(100,000)</b>	<b>400,000</b>	<b>-80.0%</b>
<b>REVENUE</b>	<b>(325,000)</b>	<b>(325,000)</b>	<b>-</b>	<b>0.0%</b>
<b>INCREASE TO SPECIAL EVENTS FUNDING</b>		<b>160,000</b>	<b>160,000</b>	
<b>REAL TIME INTELLIGENCE UNIT</b>		<b>143,668</b>	<b>143,668</b>	
<b>ADDITIONAL STAFF - GROWTH STRATEGY</b>		<b>870,000</b>	<b>870,000</b>	
<b>NET EXPENDITURES</b>	<b>52,428,744</b>	<b>54,924,354</b>	<b>2,495,610</b>	<b>4.76%</b>

1. Excluding Vancouver Island Integrated Major Crime Unit & Regional Domestic Violence Unit

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**1. SALARIES AND BENEFITS:****Police**

The collective agreement with the Victoria City Police Union (VCPU) was ratified for 3 years, providing for pay increases of 3.5% (2016), 2.5% (2017) and 2.5% (2018).

Budgets are prepared based on authorized strength and the staff allocated to each unit or division at the time the budget is prepared. Movements of personnel occur throughout the year to meet operational requirements, causing variations from year to year between units.

**CUPE:**

The collective agreement with CUPE expired December 31, 2016 and negotiations are ongoing. Budgets were estimated based on projected outcomes.

**Exempt:**

The Police Board's Terms of Employment govern compensation for exempt staff. Budgets were prepared based on estimates.

**Benefits:**

Benefits include CPP, EI, Pension, Extended Health, Dental, Group Life Insurance and WCB premiums. The benefits, as a percentage of salaries, is remains at 24.0%

**2. OVERTIME:**

The increase in overtime is represented by the increasing costs for Emergency Response Team activations within our jurisdiction, which has increased dramatically in 2017. Consequently the budget includes \$100,000 to represent the costs of responses within our jurisdiction based on a 3 year average.

**3. INTEGRATED UNITS**

The budgets for the integrated units had not been presented to the Area Chiefs and at this time the budgets were prepared. The budget therefore represents estimated increases.

**4. OTHER OPERATING COSTS:**

Increases to operating costs represent for the most part incremental costs to meet ordinary inflation. The net increase includes the following items that exceed the normal rate of inflation:

- a. Training costs: An increase is required to accommodate increased training costs from the Justice Institute and meet increasing training standards. This includes an additional \$20,000 to fund succession training to plan for a smooth transition in leadership roles.
- b. Information Management Strategy Implementation: The IM Strategy foundation phase is now underway. These funds will allow us to implement initiatives from its implementation.
- c. Recruitment costs: As our workforce ages we expect an increase in the annual attrition rate over the next few years. The additional funding will allow recruitments to match expected attrition rates.
- d. Insurance: Insurance costs continue to increase at a rate greater than inflation

**Employee Benefit Obligation (EBO)**

In 2012 the annual transfer to the EBO was \$800,000. Since then the transfer has been reduced to \$400,000. This fund is still in a good financial state but is still in an overall deficit position relative to the liability. An incremental increase should be made to ensure the EBO is fully funded but given the significant challenges with this year's budget we do not propose to increase the contribution for 2018.

**5. CONTINGENCY**

In 2017 a contingency line item was established in the amount of \$500,000 for a planned investigation. An amount of \$100,000 has been included in the 2018 budget for any residual investigation costs.

**6. TRANSFER TO RESERVES**

A moderate increase has been included in the core budget to represent normal inflation. There is however a significant IT infrastructure gap that will require additional funding in the near future. We are currently reviewing our long term capital needs and developing an asset management plan for future consideration.

In 2017, we are implementing a key management system for the fleet that will allow us to collect data on the usage of our fleet as well as the ability to pool resources. This information will be used in order to re-evaluate our fleet capital plan for the 2019 budget process. At this time the capital reserve balances are healthy but the long term sustainability of those reserves needs to be assessed once these initiatives have been implemented.

**7. POLICE REVENUE**

Revenue expectations were reduced in the 2017 budget and now reflect realistic levels. No adjustment is therefore proposed to police revenue for the 2018 budget.

**VICTORIA POLICE DEPARTMENT**  
**Revenue Budget**

Description	2018
<b>Special Duties</b>	
	100,000
<b>Protective Services</b>	
Taxi Permits	15,000
Special Occasion Permits	0
Police Reports	36,000
Records Permits and Searches (Criminal Information Checks)	<u>140,000</u>
<b>Total Protective Services</b>	<b>191,000</b>
<b>Jail Operations</b>	
Province	30,000
Immigration	<u>4,000</u>
<b>Total Jail Operations</b>	<b>34,000</b>
<b>TOTAL REVENUE</b>	<b>325,000</b>



**VICTORIA POLICE DEPARTMENT**  
**2018 Budget Allocation - Including Mental Health Officers, Excluding Additional Requests**

	2017	2018	Increase	
			\$	%
Township of Esquimalt	7,707,025	8,073,880	366,855	4.76%
City of Victoria	44,721,719	46,850,474	2,128,755	4.76%
<b>Total Budget</b>	<b>52,428,744</b>	<b>54,924,354</b>	<b>2,495,610</b>	<b>4.76%</b>

Increase	<b>2,495,610</b>
Percentage	<b>4.76%</b>

Cost Allocation based on Framework Agreement<sup>1</sup>

Esquimalt (**14.7%**)

Victoria (**85.3%**)

Notes:

1. Allocation reflects the percentages in the Framework Agreement for 2018. The proposed Growth Strategy would result in a different funding formula for core vs. additional budget items

**VICTORIA POLICE DEPARTMENT****2018 PROVISIONAL BUDGET - Summary by Section**

<b>Section</b>	<b>2017</b>	<b>2018</b>	<b>Increase/(Decrease)</b>	
	<b>Budget</b>	<b>Provisional</b>	<b>\$</b>	<b>%</b>
<b>Expenditures</b>				
Executive Services	3,628,620	3,621,350	-7,270	-0.2%
Integrated Units	2,087,078	2,305,142	218,064	10.4%
Crime Prevention Services	1,398,527	1,392,474	-6,053	-0.4%
Crime Reduction Division	3,412,640	3,380,960	-31,680	-0.9%
Patrol Division	16,383,601	16,998,517	614,916	3.8%
K9	786,288	803,198	16,910	2.2%
Community Services Division	2,728,492	2,596,141	-132,351	-4.9%
Investigative Services Division	5,854,306	5,928,113	73,807	1.3%
Traffic Enforcement and Crash Investigations	1,381,180	1,372,543	-8,637	-0.6%
Communications center - 911	3,180,201	3,196,107	15,906	0.5%
Centralized Corporate Costs	1,736,200	1,919,700	183,500	10.6%
Support Services	8,849,502	8,662,187	-187,315	-2.1%
Jail Operations	797,109	943,254	146,145	18.3%
<b>TOTAL EXPENDITURES</b>	<b>52,223,744</b>	<b>53,119,686</b>	<b>895,942</b>	<b>1.72%</b>
<b>TOTAL REVENUE</b>	<b>-825,000</b>	<b>-425,000</b>	<b>400,000</b>	<b>-48.5%</b>
<b>CAPTIAL TRANSFER</b>	<b>1,030,000</b>	<b>1,056,000</b>	<b>26,000</b>	<b>2.5%</b>
<b>ADDITIONAL ITEMS</b>				
Growth Strategy Staffing - 6 Officers, 2 Civilian Support Staff		870,000	<b>870,000</b>	1.7%
Special Duties Funding		160,000	<b>160,000</b>	0.3%
Real Time Intelligence (RTIC)		143,668	<b>143,668</b>	0.3%
<b>Net Budget</b>	<b>52,428,744</b>	<b>54,924,354</b>	<b>2,495,610</b>	<b>4.76%</b>

<b>VICTORIA POLICE DEPARTMENT</b>				
<b>2018 PROVISIONAL BUDGET - Summary by Section</b>				
<b>Section</b>	<b>2017 Budget</b>	<b>2018 Provisional</b>	<b>Increase/(Decrease)</b>	
			<b>\$</b>	<b>%</b>
<b>Expenditures</b>				
<b>EXECUTIVE SERVICES</b>				
Office of The Chief Constable	841,774	886,342	44,568	
Executive Services, Policy and Professional Standards	1,591,191	1,515,042	(76,149)	
Esquimalt Administration	525,675	550,832	25,157	
Police Board	202,114	208,670	6,556	
Public Affairs	467,866	460,464	(7,402)	
	<b>3,628,620</b>	<b>3,621,350</b>	<b>(7,270)</b>	<b>(0)</b>
<b>INTEGRATED SERVICES</b>				
Vancouver Island Integrated Major Crime Unit	851,663	1,029,259	177,596	
Diversity Unit	2,882	3,500	618	
Integrated Mobile Crisis Response Team	110,611	95,609	(15,002)	
Regional Domestic Violence Unit	171,159	188,399	17,240	
Crowd Management Unit	23,108	30,500	7,392	
Tactical Liaison Officer	2,758	2,758	-	
Critical Incident Scribes	493	493	-	
Explosive Ordinance Disposal	7,708	7,708	-	
Victoria Integrated Community Outreach Team	379,012	397,875	18,863	
Dive Team	-	-	-	
Crime stoppers	57,681	57,681	-	
Mobile Youth Service Team	49,061	49,061	-	
Emergency Response Team	268,415	268,415	-	
Municipal Undercover Program	66,229	66,229	-	
Restorative Justice	40,000	40,000	-	
Crisis Negotiating	13,238	13,238	-	
PRIME tables	1,560	1,560	-	
Youth Camp	15,500	15,500	-	
Saanich Police Camp	-	11,357	11,357	
Canadian Intelligence Services British Columbia	26,000	26,000	-	
	<b>2,087,078</b>	<b>2,305,142</b>	<b>218,064</b>	<b>0</b>
<b>CRIME PREVENTION</b>				
Community Resource Officers	638,695	598,295	(40,400)	
School Resource Officers	377,237	396,375	19,138	
Community Programs	98,722	99,108	386	
Volunteer Program	257,373	272,196	14,823	
Reserve Program	26,500	26,500	-	
	<b>1,398,527</b>	<b>1,392,474</b>	<b>(6,053)</b>	<b>(0)</b>
<b>CRIME REDUCTION DIVISION</b>				
Strike Force	1,262,791	1,186,503	(76,288)	
Crime Reduction Unit	1,113,114	1,136,662	23,548	
Analysis and Intel	642,012	653,257	11,245	
Operational Planning	254,723	264,538	9,815	
Special Duties	140,000	140,000	-	
	<b>3,412,640</b>	<b>3,380,960</b>	<b>(31,680)</b>	<b>(0)</b>

<b>VICTORIA POLICE DEPARTMENT</b>	<b>2017</b>	<b>2018</b>	<b>Increase/(Decrease)</b>	
<b>2018 BUDGET - Summary by Section - Continued</b>	<b>Budget</b>	<b>Provisional</b>	<b>\$</b>	<b>%</b>
<b>K9</b>	<b>786,288</b>	<b>803,198</b>	<b>16,910</b>	<b>2.2%</b>
<b>PATROL - PRIMARY RESPONSE DIVISION</b>	<b>16,383,601</b>	<b>16,998,517</b>	<b>614,916</b>	<b>3.8%</b>
<b>FOCUSED ENFORCEMENT TEAM</b>	<b>2,728,492</b>	<b>2,596,141</b>	<b>(132,351)</b>	<b>-4.9%</b>
<b>INVESTIGATIVE SERVICES DIVISION</b>				
Detective Division - Support	1,284,012	1,029,535	(254,477)	
Financial Crimes	431,616	452,696	21,080	
Integrated Tech Crime Unit	368,988	386,357	17,369	
Special Victims Unit	847,823	883,676	35,853	
Major Crimes	1,508,963	1,437,515	(71,448)	
Historical Case Review Unit	168,615	175,899	7,284	
Behavioural Assessment and Management Unit	279,489	570,379	290,890	
Forensic Identification	964,800	992,056	27,256	
	<b>5,854,306</b>	<b>5,928,113</b>	<b>73,807</b>	<b>1.3%</b>
<b>TRAFFIC SECTION</b>				
Traffic Enforcement and Crash Investigation	1,375,180	1,359,043	(16,137)	
Motorcycle Escort Team	6,000	13,500	7,500	
	<b>1,381,180</b>	<b>1,372,543</b>	<b>(8,637)</b>	<b>-0.6%</b>
<b>COMMUNICATIONS CENTER - 911</b>	<b>3,180,201</b>	<b>3,196,107</b>	<b>15,906</b>	<b>0.5%</b>
<b>CENTRALIZED CORPORATE COSTS</b>	<b>1,736,200</b>	<b>1,919,700</b>	<b>183,500</b>	<b>10.6%</b>
<b>SUPPORT SERVICES</b>				
Automotive	896,750	908,000	11,250	
Marine Response Unit	-	-	-	
Critical Incident Stress Management	16,000	16,200	200	
Legal Services and Freedom of Information	300,848	297,823	(3,025)	
Finance, Exhibit Control and Purchasing	3,080,798	2,753,781	(327,017)	
Human Resources, firearms and use of force training	1,787,662	1,885,296	97,634	
Records Management	1,690,113	1,700,398	10,285	
Information Systems	1,077,331	1,100,689	23,358	
	<b>8,849,502</b>	<b>8,662,187</b>	<b>(187,315)</b>	<b>-2.1%</b>
<b>Jail Operations</b>	<b>797,109</b>	<b>943,254</b>	<b>146,145</b>	<b>18.3%</b>
<b>TOTAL EXPENDITURES</b>	<b>50,487,544</b>	<b>53,119,686</b>	<b>712,442</b>	<b>1.41%</b>
<b>Revenue</b>				
Protective Services	(825,000)	(425,000)	400,000	
<b>TOTAL REVENUE</b>	<b>(825,000)</b>	<b>(425,000)</b>	<b>400,000</b>	<b>-48.5%</b>
<b>Capital Transfer</b>	<b>1,030,000</b>	<b>1,056,000</b>	<b>26,000</b>	<b>2.5%</b>
<b>ADDITIONAL ITEMS</b>				
Growth Strategy Staffing - 6 Officers, 2 Civilian Support Staff		870,000	<b>870,000</b>	<b>1.7%</b>
Special Duties Funding		160,000	<b>160,000</b>	<b>0.3%</b>
Real Time Intelligence (RTIC)		143,668	<b>143,668</b>	<b>0.3%</b>
<b>NET BUDGET</b>	<b>52,428,744</b>	<b>56,844,054</b>	<b>2,495,610</b>	<b>4.76%</b>



**VICTORIA  
POLICE**

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## **APPENDIX A: ADDITIONAL ITEMS**

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**ADDITIONAL ITEM – Growth Strategy Staffing: \$870,000**

See separate report: “Policing Requirements to Support Growing Communities”

DRAFT

**ADDITIONAL ITEM – Increase to Special Duties Funding: \$160,000****Background:**

The Department has traditionally provided policing for special events within the Township of Esquimalt at no cost and has absorbed the cost for the first 3 police officers for events within the City of Victoria. In addition the Department receives \$12,000 annually for Canada Day from the City of Victoria, compared to average annual policing costs of \$100,000. We also provide public safety services at other events for no cost to the event organizers, such as Victoria Day and military related events.

A budget has been set aside annually for \$40,000 to cover the costs of non-recoverable special events but the annual net cost to the Department has been on average \$200,000. In the past we have absorbed these costs within the operational budget but the costs and complexity for policing special events increases every year.

Increases in violent confrontations have resulted in more Emergency Response Team activations and an upward trend in injuries to police officers, leaving gaps in patrol shifts that need to be backfilled. It is therefore becoming increasingly difficult for us to provide this service under the current funding structure.

**Rationale for increasing funding for Special Duties:**

The current funding structure for providing public safety at community events is not sustainable. Many of these events are organized by local organizations and groups with limited funds, without the resources to pay for the Police Department to provide public safety. This is an important service to the public, and adequate funding would allow us to continue to provide this valuable service to keep the public safe for these important community events without putting the burden on community groups or affecting our ability to provide adequate policing.

**Consequences if not approved:**

The alternatives available to the Department are limited. Without sufficient funding the Department would need to re-examine the existing arrangements with the municipalities for cost recoveries or service levels provided.

**ADDITIONAL REQUEST - Real Time Intelligence Centre (RTIC): \$143,668****Background:**

The RCMP formed a unit, based on the mainland, to provide real time intelligence to front line officers. The goal is to provide crucial information in a timely manner to help officers solve crimes in that crucial 48 hour window after a crime has been committed. By sharing intelligence, information can be shared across jurisdictions and remove barriers to tracking suspects across jurisdictional lines.

In 2017 we were provided access by the RCMP to their alert system to determine its usefulness for our needs, with the intent for them to roll this out to Vancouver Island in 2018. The Area Chiefs agree that there is a need for this service. Whether that takes the form of a partnership with the RCMP or an integrated approach through local police agencies, we are requesting funds to establish a Real Time Intelligence function for the South Island.

**Rationale for increasing funding:**

The amount identified in the budget represents the allocation to the Victoria Police Department under the RCMP's funding formula. The Area Chiefs will continue to examine the most efficient and effective way to deliver this service to our communities. Whether this service is delivered through the RCMP or through a South Island integrated unit, the benefits of a real time intelligence unit are an improved flow of information to front line officers, greater information sharing between police departments and improved tools to combat and solve crime.





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# APPENDIX B

# OVERTIME

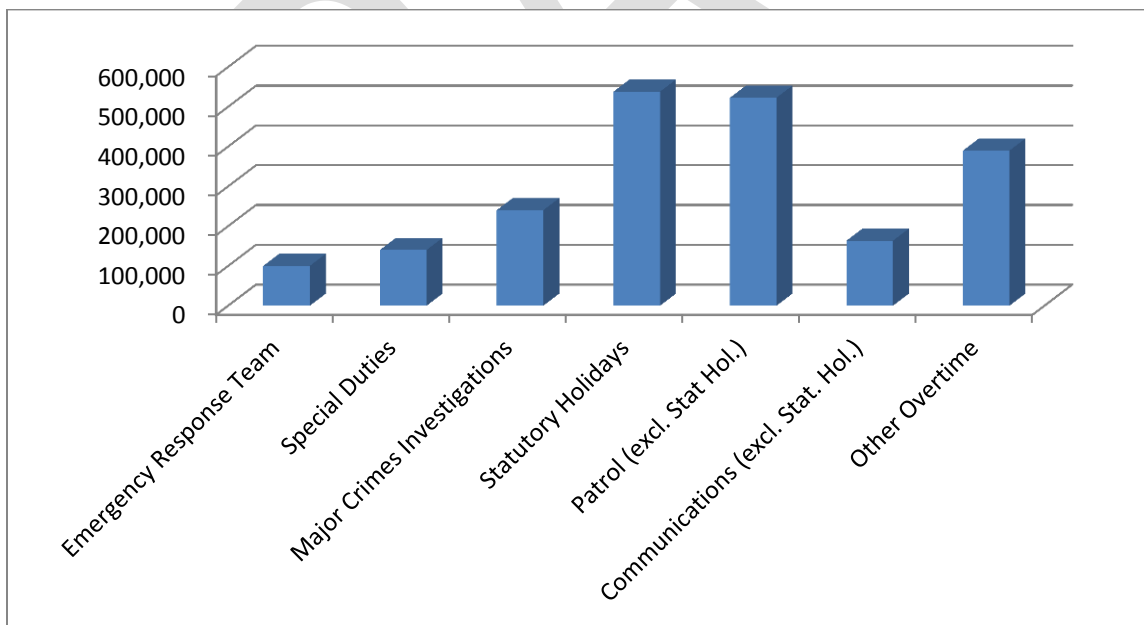
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Measures taken in prior years to minimize overtime costs:

- Each manger reviews the overtime incurred in their area of responsibility to ensure everything is being done to minimize overtime.
- Most transfers are done well in advance and effective the first of the year. Minimizing the transfers that occur during the year allows for better planning of leave and court dates. Transfers done on short notice can increase overtime because the member's work schedule will change, their leave is often already authorized and court dates are already set.
- Mangers are provided quarterly reports on over time usage and Senior Command reviews as a group

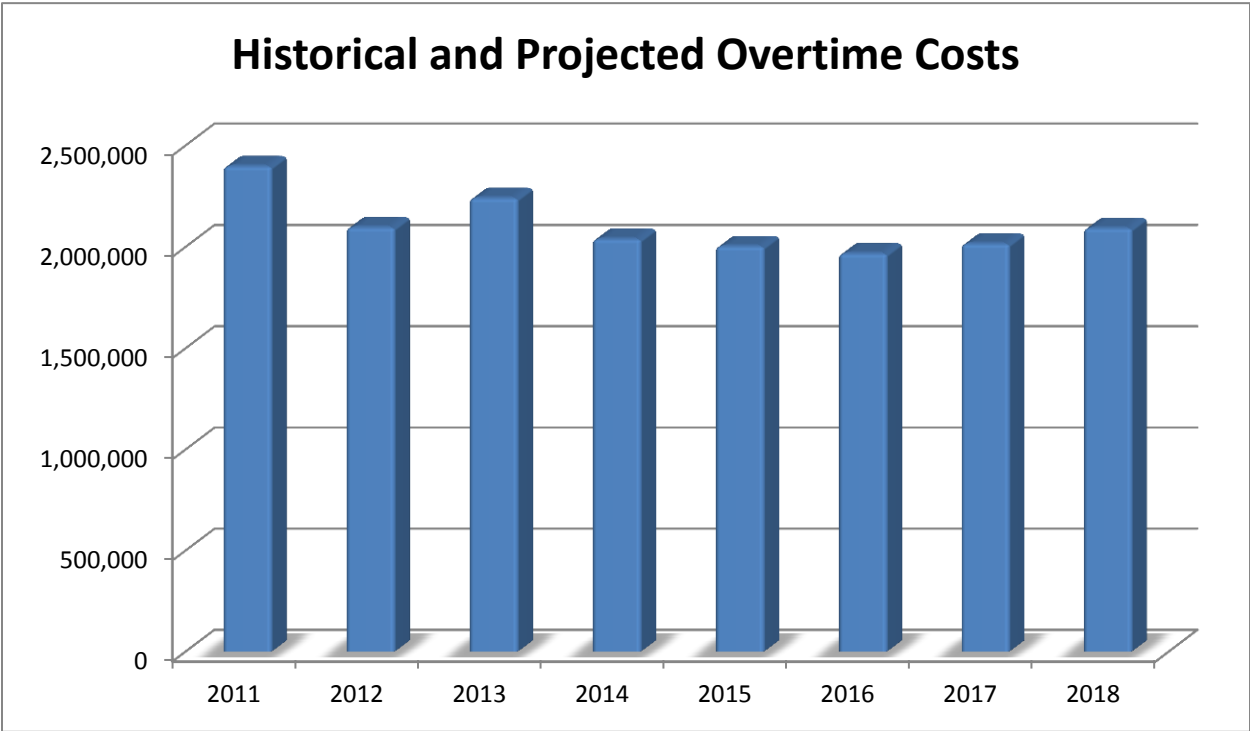
The increase in projected overtime for 2018 relates to increased usage of the Emergency Response Team within the VicPD jurisdiction, requiring an increase to the overtime budget. This reflects the changing nature of high risk situations that require a specialized response to protect the public and reduce the risk to our officers. Overtime for other areas of the Department remain stable and are manageable without requiring further increases.

**Overtime Budget for 2018 by major category**



**Annualized Overtime costs:**

The chart below shows the annualized cost of overtime (not including special events). The 5 year average is approximately \$2,025,000. The provisional budget for 2018 is \$2,093,700 representing a slight increase over historical averages. This aligns with the police pay increases we have experienced with the latest collective agreement.





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# APPENDIX C

# CAPITAL

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The Police Department is responsible for capital costs for vehicles, computer hardware, computer software, furniture, telecommunications and communication's equipment. VicPD is also required to fund building capital costs such as painting, replacing of flooring, replacing air conditioning units, HVAC filtration system and backup power supplies.

Capital costs for fleet are minimized by implementing the following:

- Pooling the vehicles to maximize usage;
- Not increasing the number of vehicles in the fleet;
- Replacing a vehicle based on the mileage driven, mechanical evaluation, years of service, type of service, user input, annual maintenance costs and physical inspection of the overall condition;
- Following best practices for purchasing, thus ensuring a competitive process for vehicle and equipment acquisitions;
- Selecting the least costly vehicle that meets the users specifications and requirements; and,
- Transferring existing equipment from the vehicle that will be disposed to the new vehicle whenever possible
- Factory-installed lighting and equipment to reduce costs and standardize equipment

#### ***Initiatives and Major Projects for 2018:***

##### Fleet and Vehicles:

Implement a Fleet Management Program based on vehicle pooling and data from the key management system

- Re-align the planned fleet with actual usage
- Continue to standardize vehicles and equipment where possible
- Amend the fleet replacement plan based on this with the goal of reducing the number of administration vehicles, maximizing the use of fleet to extend the useful life of assets and align vehicle standards with usage patterns

Other initiatives include:

- A re-evaluation of our software licenses and needs
- Implementation of the Information Management Strategy to reduce risk, improve efficiency and allow better usage and planning for IT infrastructure needs
- Plan for building needs once the 9-1-1- service has been transferred over to E-Comm
- Expand on condition rating and prioritization of building capital beyond paint and carpet to furniture & equipment

**2018 - Capital Funding Plan**

	\$	\$
<b>Estimated - Opening Balance - January 1, 2017</b>		<b>1,525,563</b>
<b>2018 Capital Transfer From Police Operating Budget</b>		<b>1,056,000</b>
<b>Less 2017 Expenditures</b>		
Vehicle replacement	650,808	
Computer Hardware Replacements	886,500	
Furniture and Equipment	77,000	
Communication's Equipment	50,000	
K-9	0	
Building Improvements	115,000	
<b>Transfers out of capital</b>		<b>1,779,308</b>
<b>Closing Capital Fund Balance</b>		<b>802,255</b>

Note: Excludes Integrated Unit transactions in and out of the Emergency Response Team Evergreen Fund. Capital transactions have been included in the City of Victoria Financial Plan but may appear differently due to differences in budget presentation format.

**Victoria Police Department  
2018 Capital Plan**

**Vehicles**

Unit 559 - 2008 Suburban	53,602	
Unit 564 - 2010 Charger	53,071	
Unit 574 - 2012 E250	64,322	
Unit 575 - 2012 E250	64,322	
Unit 576 - 2012 E250	63,685	
Unit 584 - 2014 Tahoe	69,682	
Unit 588 - 2014 Charger	53,602	
MC1 - 2012 Motorcycle	32,161	
MC2 - 2012 Motorcycle	32,161	
ARV (2016 c/fwd on work remaining)	110,000	
Contingency for accidents/vehicle write off	54,200	
		<b>650,808</b>

**Information Technology**

IT Capital Replacement	686,500	
CCTV	200,000	
		<b>886,500</b>

**Furniture and Equipment**

Ergonomic Replacements \$3,000 x 10 assessments	30,000	
8 Workstations	32,000	
Chairs for public events	5,000	
Chairs - Departments	10,000	
		<b>77,000</b>

**Building Upgrades**

Flooring	15,000	
Paint (Priority based)	5,000	
Fume Hoods - Forensic Ident (3 x \$15,000)	45,000	
EOC or Atrium Renovation	50,000	
		<b>115,000</b>

**Communications' Equipment**

Switchboard	50,000	
		<b>50,000</b>

**K9**

0	0
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**TOTAL**

<b>1,779,308</b>
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## **RESERVE FUNDS**

The Victoria Police Department maintains three reserve funds:

1. Capital Reserve Account
2. Employee Benefit Obligation Account
3. Fiscal Stability Reserve Fund

Annual interest earned is allocated to each reserve account.

### **Capital Reserve Account**

The Police department maintains a capital reserve account for the following capital costs:

1. Vehicle replacement
2. Computer hardware/software replacement/acquisition
3. Furniture, equipment and building upgrades
4. Communication's equipment

A 20 year capital plan is prepared annually.

### **Employment Benefit Obligation Account (EBO)**

The EBO account is an employee liability account that is required to ensure liabilities for items such as banked annual leave and sick leave are fully funded. As of January 1, 2017, the liability was estimated to be \$7,275,808. The current balance is \$6,698,926, comprised of \$6,319,173 in the EBO Reserve and \$379,753 in pension contributions, leaving a funding deficit of \$576,882.

### **Fiscal Stability**

It is recognized that the Police Department may have an unanticipated event that was not contemplated at the time of budget preparation. One event could be a complex murder investigation. In order to have a contingency for these types of events, both municipalities agreed to a maximum contingency amount of 2.5% of net budget. The current reserve balance is \$1,244,821, however the 2017 budget includes a planned drawdown of \$500,000 for a major crimes investigation. The Police Board must approve all expenditures from this account.



**BALANCE OF RESERVE FUNDS****Summary of Reserve Funds**

	<b>Opening Balance</b>	<b>Net Transactions</b>	<b>Closing Balance</b>
Capital Fund (estimated for Jan 1 <sup>st</sup> , 2018)	1,956,039	(430,476)	<b>1,525,563</b>
Employee Benefit Obligation	6,500,524	198,402	<b>6,698,926</b>
Fiscal Stability Reserve	1,233,105	11,716	<b>1,244,821</b>
	<b>9,689,668</b>	<b>(220,358)</b>	<b>9,469,310</b>





## VICTORIA POLICE DEPARTMENT

### Memorandum

**TO:** Victoria & Esquimalt Police Board

**FROM:** Chief Cst. Del Manak

**DATE:** October 26, 2017

**SUBJECT:** Update: ACT Pilot Program

#### Background

In the fall of 2016, the Victoria City Council and the Township of Esquimalt Council agreed to a request from the Victoria Police Department (VicPD) to fund a pilot program for two additional Assertive Community Treatment (ACT) team officers for one year with the possibility of extending it to two years if the success and utility of the program could be measured and demonstrated. The increase in funding enabled the police department to increase the number of ACT officers dedicated to the program from one to three. In our view, this expansion has already had an immediate positive effect on the teams, the community of service providers and the clients requiring care.

#### Implementation of New ACT Officers

The addition of the two new ACT officers occurred in phases. The first officer was added in July 2016 as part of a six month trial period prior to the formal approval of the additional officers. This position remained in place following the approval for funding in early 2017. The second officer was added to the team at the end of April 2017. In total, the police officer contingent has only been at full strength for less than six months.

VicPD has worked very closely with our Island Health partners from the onset to design and maximize the most efficient deployment model for three officers spread across four teams, while at the same time providing support to the other three outreach mental health teams; STEP, 713 Outreach and the SAMI Team. We are now able to attend case conferences at Seven Oaks where in the past we have not had the resources to do so. This is important considering a very high percentage of Seven Oaks clients reside in both Victoria and Esquimalt.

As the model has evolved, we have identified that expanding police officer support of the ACT teams six or even seven days per week could be advantageous. We are currently working towards this goal which must take into consideration Collective Agreement and staffing considerations. This move must be coordinated with the ACT teams who to date have been running at minimum capacity through weekends. Starting in September, we extended the ACT officer hours to 8:00pm. They now cover from 6:30am to 8:00pm five days a week. We are continuing to assess the most practical shifting model to again maximize efficiencies to ensure the greatest amount of support to the ACT teams and ACT clients.

The funding request for the ACT pilot was \$240,000 for 2017. We are projecting that the actual cost as of December 31, 2017 will be approximately \$212,000. The remaining \$28,000 was not spent as the pilot was not fully approved until February 2017 and the new ACT officer was not in position until late April.

### Conditions and Requests from ACT Officer Pilot Project Approval

At the time that Council approved the request to fund the pilot program for a one to two year period, a motion was adopted that VicPD would undertake an effort to work with a neutral third party to develop metrics to assist in evaluating the effectiveness of having the two additional officers. At that time it was recommended that VicPD work with the Coalition to End Homelessness' Social Inclusion Advisory Committee (SIAC) and the Victoria Downtown Service Providers Advisory Committee (DSP) to develop those metrics. The impact of the new ACT officers was to be assessed in three broad areas subject to any necessary changes:

- Impact on public/community
- Impact on health and mental health systems
- Impact on the individual served

### Program Assessment Efforts

Following the approval of the pilot project, VicPD contacted both SIAC and the DSP to open this dialogue for the creation of an assessment process. Unfortunately, both the SIAC and DSP respectfully declined any interest in developing metrics to measure the effectiveness of ACT. This left VicPD and Island Health with the need to identify another means to create an evaluation framework. Our preference was to identify an independent third party to work with us, and preferably conduct the evaluation independent of VicPD and Island Health. We immediately began work on this project.

VicPD, in collaboration with Island Health, approached Dr. Costigan at the University of Victoria (UVic) Faculty of Psychology and asked if UVic would be willing to undertake a study on police integration with ACT with an eye to developing neutral third party metrics for measuring the utility of such an approach. UVic responded very positively and are currently undertaking an initial qualitative study with a goal of informing a larger study which would commence later in the year. Dr. Costigan and her team began work on developing the study which required, among other tasks, Human Research Ethics Board approval. The first of the proposed two-part study is currently underway. We are anticipating some preliminary information prior to final budget approvals for 2018 and it is our hope that the full UVic study will be complete prior to budget decisions for 2019.

The UVic study is, in our view, the best possible way to objectively evaluate police involvement in ACT. However, this approach means that additional time is needed to design, complete and report out on the results of the study. A summary of the UVic study prepared by Dr. Costigan is attached to this report for information and to provide more detail of the study underway. I encourage a full read of this summary.

### Overall Summary of Outcomes

While we await the results of the UVic Study, VicPD undertook several steps to be able to report qualitative and quantitative data to the extent possible in the interim period. In doing so, we identified early that we were lacking some important data metrics that would be useful not only for the broader evaluation of the program, but also day-to-day program operation. We therefore enhanced our own ability to gather meaningful statistics to allow us to create better informed practices. This includes introducing new metrics for all frontline staff in capturing those calls for service that have a mental health component to them. Additionally, we have put processes in place to better capture data associated with ACT officer contacts with ACT clients. We have also entered into a partnership with the Vancouver Police to utilize their innovative Early Warning System software. This software allows us a more robust process for analyzing our data to facilitate the early identification of individuals who may be approaching personal crisis. This information can then be shared through our already existing information sharing agreements with Island Health which we anticipate will result in better overall outcomes.

While not as robust as the UVic study currently underway, we present the following information which we hope will provide some insight into the progress of the program and some of the successes noted thus far. While not all positive outcomes can be directly attributed to the addition of the additional ACT officers, these additions represent the only major change for the ACT program during this time period which indicates a reasonable correlation between the new officers and the positive changes noted.

### Impact on public/community

- The expanded capacity of the ACT teams has raised the level of confidence on the part of supportive housing providers who are now more likely to accept high needs tenants if they are supported by the ACT teams and police. In one such case, the housing provider indicated that unless the client was taken onto one of the ACT teams they would have to evict the person from housing as their behaviour was such that it was disrupting and endangering the other residents in the facility. The ACT teams agreed to accept this client only if police could be a part of that client's care plan.
- Of the 10 clients accepted onto the teams as a result of direct referrals from the VicPD officers, four of those persons consistently represented the top five call generators for police. Their involvement in the ACT program has reduced these calls.
- Overall there has been an 11% decrease in calls for service related to ACT clients. Data surrounding individual involvement in ACT continues to show that involvement in the program reduces calls for service related to some call types. In others there has been a slight increase. It is not uncommon for calls for service to increase during initial participation in the program while individuals are under closer supervision and are being stabilized. The significant increase in new clients has had an impact in this regard. We expect to see a corresponding decrease as the pace of new client involvement slows.
- ACT officers are more regularly interacting with frontline officers and becoming involved in investigative files related to ACT clients. This process ensures that criminal behavior of clients can, where appropriate and necessary, be addressed through the Victoria Integrated Court which is better situated to address the individual needs of ACT clients compared with the normal court process. The feedback thus far from all involved as been very good.

Impact on health and mental health systems

- The ACT teams have been able to take on the additional 10 clients stemming from police referrals, many of whom have very high needs or present as potentially violent and unpredictable. This was not the case prior to the additional police resources being available through the pilot.
- The ACT teams have come to rely on accessible police resources and as such have actually started to develop care plans that include the participation of police. There are 34 clients whose care plans require police involvement. This is the first time that police have been incorporated into formal care plans as prior to this the resources were simply not available. Prior to the increased police resources this did not occur.
- There is an average of 19 contacts by ACT officers with ACT clients per week. This kind of detailed data collection started commensurate with the start of the third ACT officer meaning that direct comparisons are difficult. However, it is estimated that the contacts are distributed equally among the three ACT officers. These contacts are time consuming and represent only a part of the ACT officer's responsibilities. Yet it is these pro-active contacts that can reduce call for service to police later.
- Anecdotal feedback from the ACT team managers and physicians suggests that the addition of the new officers has greatly enhanced their ability to accept higher needs clients and improved their ability to provide care to some of the most challenged individuals in our communities.
- As the preliminary data suggests, both hospital visits and acute care usage for ACT clients has been notably reduced over a one year period. The reductions are 20% and 49% over one year respectively. However, given the short (six month) period in which the ACT positions have been fully staffed, we are reluctant to attribute these reductions directly to the ACT officers. We would prefer to wait for this to be explored further through the UVic study although the reduction in these numbers is seen as a very positive sign.
- New data collection methods have allowed us to determine that approximately 19% of police calls for service that resulted in the creation of a police General Occurrence report appeared to have a mental health component to the call. This information is valuable to police and health officials in evaluating the extent to which mental health is impacting communities, at least from the perspective of calls for service to the police. While not solely ACT related, this data is proving to be beneficial to ongoing discussions around community mental health services.

Impact on the individuals served

- With the addition of the second ACT officer, there was a notable increase in the number of police referrals to ACT meaning that more individuals are likely to be brought into the program to receive services. From July 2016 to January 2017, there were 19 referrals in total, compared to six for all of 2015. This increase was mostly the result of only one additional ACT officer at that time. With the addition of the third officer, referrals continue to rise and as of July 2017, ACT and 713 Outreach have received a total of 30 referrals from police alone. Of the 30 referrals from police, 10 people have been accepted onto the teams which are now at capacity.
- 425 ACT clients being served by for teams representing an increase from 344 the previous year. 163 ACT clients currently live in the City of Victoria and 38 live in the Township of Esquimalt. 25 persons are currently of no fixed address (NFA) but float between jurisdictions spending much of their time within VicPD's jurisdiction. These numbers are constantly changing.

Conclusion

VicPD and Island Health are eagerly anticipating the results of the UVic study into the involvement of ACT officers in the program. In the meantime, the available data appears to suggest that the ACT officers are having positive impacts for community, the health care system and the clients themselves even though the program has only had all three officers in place for less than six months. We hope that the Councils will remain supportive of this very important program as the study continues. We continue to collect information that will support this program's value and look forward to recommendations from the UVic study as to what other data we should consider collecting in the future.

Summary provided by Dr. Costigan of the UVIC Department of Psychology:*Initial investigation of Assertive Community Treatment (ACT) teams in Victoria***Investigators:**

Catherine Costigan, PhD, Erica Woodin, PhD, and Kari Duerksen, BSc of the University of Victoria and John Braun of Island Health

**Summary:**

We are conducting a preliminary examination of the *Assertive Community Treatment* (ACT) teams in Greater Victoria, with a focus on the role of police officers on these teams. No research to date has specifically addressed the role of police officers on ACT teams. Therefore, this study will provide an initial look at the perceived benefits and drawbacks of having officers integrated onto ACT teams, as well as recommendations for improvement.

We are conducting confidential interviews with ACT team clients and ACT team members (e.g., case workers, physicians, nurses, probation officers, psychiatrists, officers themselves). We are nearing completion of our interviews with ACT team clients, and will then start to interview ACT team members. The interviews will be transcribed and coded for emergent themes and the results will be shared with the ACT teams and Victoria Police Department.

With the exception of John Braun, the research team is not affiliated with the ACT program or the Victoria Police Department. Mr. Braun's role is to provide contact information for ACT team members to the other investigators. UVic researchers are conducting all of the interviews and analyses. Because we are not affiliated with ACT teams or the police, ACT clients and team members are free to share their honest perspectives. Interviews with ACT clients have taken place in private spaces within neutral locations in the community (e.g., the Downtown Community Centre, Our Place), where we hope clients have felt comfortable. We have also encouraged honest responding by letting ACT clients know that ACT team members will not know which clients participated – their contributions are anonymous. The perspectives of ACT team members are also confidential. No participant will be identified by name in our final reports. We will present a summary of what we have learned across all of the interviews.

In our report, we will be able to give an overall impression of perceptions regarding the value of police officers on ACT teams and the challenges related to their involvement. In addition, we will provide details about specific ways in which police officers are having positive and/or negative impacts on the lives of ACT clients and the functioning of ACT teams. Finally, we will share any suggestions for how police officer involvement could be improved or enhanced.

**Timeline:**

We hope to have all of the interviews completed by the end of November. We will then analyze the data and hope to have a report to share in January or February 2018. The results of this initial investigation will identify important metrics to incorporate in a subsequent larger evaluation of the impact of police officers. The design of this larger investigation will be shaped collaboratively with relevant stakeholders as we discuss the findings of the current investigation.





# **THE 2016 VicPD ASSERTIVE COMMUNITY TREATMENT TEAM ANNUAL REPORT (Including Projections for 2017)**

# VICPD ACT ANNUAL REPORT 2016

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# VICPD ACT ANNUAL REPORT 2016

## HISTORICAL CONTEXT

Within the Victoria/South Vancouver Island region, there is a population subset experiencing severe mental health disorders, cognitive impairment, low impulse control and overall high needs. These issues often lead to substance use and homelessness. This group generally responds favorably to acute institutional support, however, once returned to community care they often decompensate to the point where they come into contact with the police and emergency health services at a more frequent rate. These individual's behaviours often attract calls to the police arrest resulting in incarceration and/or probation or Community Service Order (CSO) as a result.

In December 2006, the Ministry of Social Development & Social Innovations (MSDSI), Island Health, Victoria Police Department (VicPD), Community Corrections Division (Ministry of Justice) and other stakeholders met in order to discuss target group service provision, the need for integration of services, and the need to work toward establishing a common service delivery model and shared program goals.

In July 2007, the partners agreed to proceed with a trial of a pilot program. The service design focused resources on a small group of the most challenging individuals who would fall within the partner client group in the downtown Victoria core. This program was designed to provide an opportunity to test the service approach, include an assessment component combined with frequent steering committee input and review. This process and the project outcomes acted as a guide with partners in the development of a long-term integration proposal for the downtown core.

In October 2007, in response to the Mayor's Task Force on *Breaking the Cycle of Mental Illness, Addictions and Homelessness*, ISLAND HEALTH agreed to fund the development of four new teams tasked with serving hard to house individuals with mental disorders and substance use. The Victoria Integrated Community Outreach Team (VICOT) was determined to be the first of what would become the Assertive Community Treatment (ACT) teams. Permanent Island Health funding was made available for five staff, office space and supplies. With this funding came the understanding that the other partner organizations would each contribute appropriate staffing. Three other ACT Teams followed shortly after. A transition Team called STEP was also formed to support clients who 'graduated' from the ACT program and no longer required the same level of intensive support.

Currently, the VICOT and ACT teams provide intensive, assertive supports to individuals living with severe and persistent mental illness, who face multiple barriers to independent living including substance use, and are experiencing chronic homelessness. These individuals were identified for ACT support due to elevated usage of emergency services including emergency health care, high hospital bed days and high numbers of police contacts. The Teams address these complex issues by providing clients with access to a team of service providers including a psychiatrist, nursing staff, outreach workers and social workers. Additionally, all ACT Teams are now supported by a probation officer, three police officers and a Ministry of Social Development and Poverty Reduction (MSDPR) financial assistance worker permanently attached to the Team. All team members work together with a commitment to supporting clients to experience improved health outcomes, commit fewer crimes and reduce recidivism.

# VICPD ACT ANNUAL REPORT 2016

With the expansion of the number of Victoria Police officers from one to three on a pilot basis, the capacity of the ACT Teams to accept patients who present with higher needs and increased propensity toward violence has increased substantially.

The ACT model has proved to be effective elsewhere in the world. The National Alliance on Mental Illness (NAMI) (2011) website states in part:

“ACT clients spend significantly less time in hospitals and more time in independent living situations, have less time unemployed, earn more income from competitive employment, experience more positive social relationships, express greater satisfaction with life, and are less symptomatic. In one study, only 18 per cent of ACT clients were hospitalized the first year compared to 89 per cent of the non-ACT treatment group. For those ACT clients that were re-hospitalized, stays were significantly shorter than stays of the non-ACT group. ACT clients also spend more time in the community, resulting in fewer burdens on family. Additionally, the ACT model has shown a small economic advantage over institutional care. However, this finding does not factor in the significant societal costs of lack of access to adequate treatment (i.e., hospitalizations, suicide, unemployment, incarceration, homelessness, etc.).”

## PARTNERSHIP AND INFORMATION SHARING AGREEMENT (ISA)

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The success of the original VICOT model representing partners working together in an integrated approach has gained much interest with both health agencies and police services locally, regionally, provincially and nationally. The partners of the VICOT/ACT Teams - Victoria Police, Community Corrections, Island Health and MSDPR are able to share limited and appropriate client specific information in order to provide services to clients under an Information Sharing Agreement. This model has resulted from an evolution of the approach.

Historically, the VicPD Police officer had been dedicated only to the VICOT team. Over years the role evolved and expanded to provide support to the other 3 ACT Teams and STEP Team in Victoria. The support to the other teams had been provided on an ad-hoc basis without a formal agreement and with no formal mechanism for information sharing.

Building on the successes of the expanded role of the liaison officer across the four ACT Teams, there was a recognition that in addition to the benefits created through partnerships with ACT and police across the Island, there would be additional sharing of pertinent information in the aid of providing the best possible services. As a result, in 2015 a new Partnership Agreement was formalized and signed, integrating all VICOT partners: Island Health, Victoria Police, Ministry of Social Development and Social Innovation and Community Corrections. Along with the new Partnership Agreement outlined above, a new Information Sharing Agreement (ISA) was approved to reflect the sharing of information between Island Health Regional ACT Teams and Approved Parties: Victoria Police, Saanich Police, RCMP, Ministry of Social Development and Poverty Reduction (MSDPR) and Ministry of Justice (BC Corrections).

# VICPD ACT ANNUAL REPORT 2016

The agreement uses a client consent approach to release personal information. It outlines the parameters for sharing information and resides under the *FIPPA* and *Privacy Act*. It allows for the collection of data for the purpose of carrying out program services with the end goal being quality service to the benefit the client, the program, and community. This agreement does not include the 713 Outreach Team or the SAMI (Support for Addictions through Management of Independence) Team. Further discussion is required in terms of formal partnership agreements with these newest teams that are working in the downtown core.

## ACT OFFICER ROLE

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Since July 2016, with the increase of one additional officer, coverage to support the ACT Teams expanded to 5 days a week, Monday to Friday. The ACT Officers are accessible to all teams to provide assistance. The underlying philosophy of having a police officer fully integrated in the teams is to provide police expertise in diversion of clients away from the Criminal Justice System.

Historically, the following services provided by the VicPD Police Liaison (ACT) Officer have included:

1. Accompany team members in the field.
2. Assist in identifying and referring new clients.
3. Provide security and security risk assessment for Team members and procedures.
4. Facilitate access to services in a less enforcement-oriented manner.
5. Provide integrated case management to clients, in partnership with program team members. (i.e.: assistance with basic life essentials of food, clothing, housing, healthcare, and attendance at appointments with other community or government services.
6. Participate in tracking, reporting and evaluation of clients within the program structure.
7. Provide enhanced supervision and support to offenders and mutual clients who have multiple risks and needs factors (i.e. Addictions, mental illness, homelessness, multiple system users and those who have been unable to access services).
8. Assess offenders for inclusion in the program in full consultation with team members.
9. Provide crisis response to individuals as required.
10. Participate in meetings with leadership, steering and working Committees.
11. Provide direct liaison to other VicPD members in the field regarding team activity when appropriate.
12. Participate with all clients presently before the Victoria Integrated Court.

With the second officer added to this position we realized an expansion of the role as a reflection of the increased needs of the community. The role has expanded to include the following:

13. Attendance of various Case Conference Meetings involving high risk/high needs clients.

# VICPD ACT ANNUAL REPORT 2016

14. Attendance of Mental Health Review Board Hearings.
15. Collaborate with Community Partners to identify where other mental health supports are needed.
16. Facilitate education sessions to help educate Team members and other Community Partners. (e.g. Street Drug education; 911 Communications).

## STATISTICS (2016)

From the inception of the VICOT/ACT Teams, yearly statistics have consistently shown that the VICOT/ACT model is contributing positively to the improved health and wellbeing of clients and reducing calls for service to emergency services such as police. The focus has been on outcomes. The data comes from Island health indicators, police statistics, probation statistics, and MSDPR and housing statistics. For the purpose of this report, data was collected from both police and Island Health records.

Prior to 2015, the report solely examined the results of the VICOT team. As of 2015 and moving forward, the report now collects and analyses data for all the Teams.

In 2016, a total of 425 clients were supported across the Teams. The total number of ACT Team Clients being reported in 2015 differs from the number being reported in 2016. This does not in fact represent an increase in the size of the teams but rather is a reflection in the change of how data is being reported. In previous years, the total number of clients on each team at the end of the year was collected. By only counting year end numbers, the data was not taking into account that there is always a flow of client intakes and discharges throughout the year. 425 clients is the total number of clients that were provided ACT team services.

Group	Number of Clients 2015	Number of Clients 2016
Downtown ACT	79	98
Pandora ACT	81	106
Seven Oaks	74	96
STEP	41	43
VICOT	69	82
Total Clients	344	425

When a call to police is generated, the VICOT/ACT officers will receive notification of the report. The officer(s) review the reports daily and share the relevant information with the VICOT/ACT teams so they can assist and support clients in the best way. This may include when police calls for service increase for a client, depending on the nature of the situation, the officer will intervene with any number

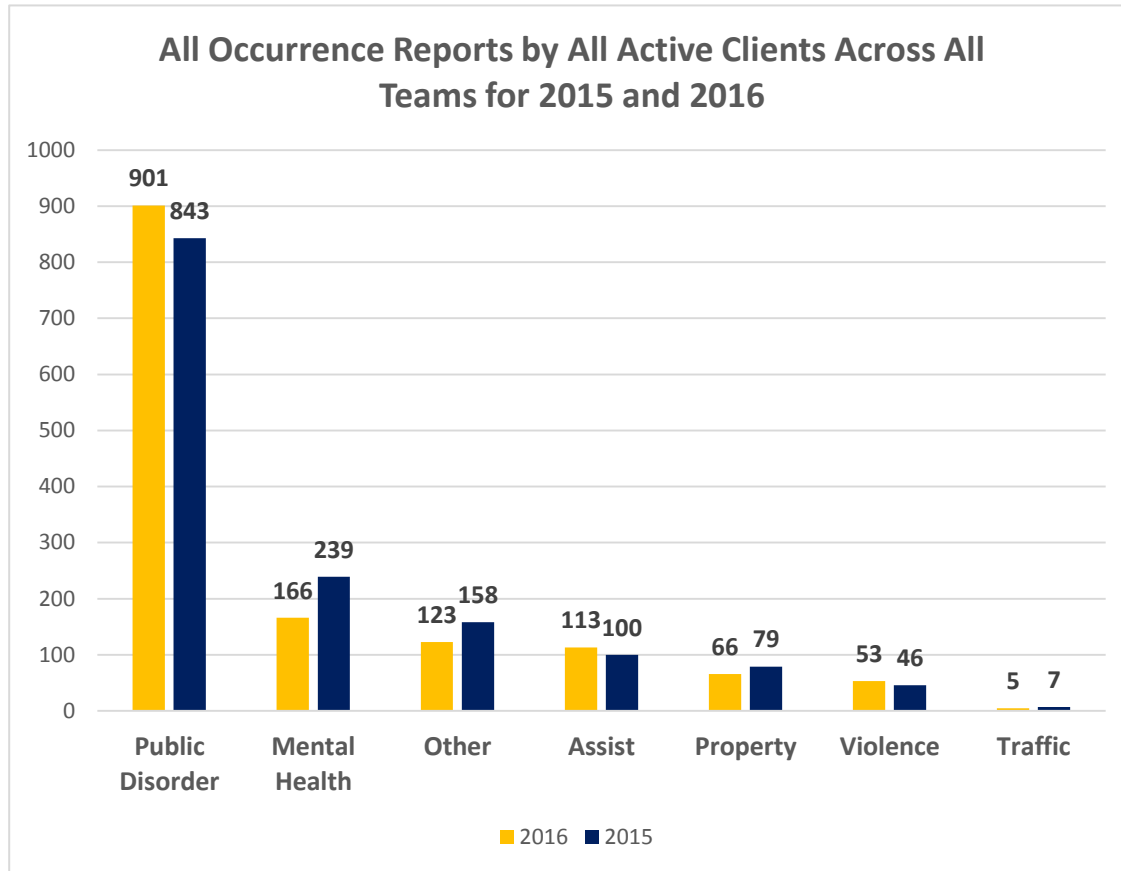
# VICPD ACT ANNUAL REPORT 2016

of options. For example, a visit to have a preventative discussion concerning potentially criminal behavior and the consequences thereof; assess client with a Team member to determine whether a return to hospital is required as a result of deteriorating mental health; support and guidance with a victim through the investigative/ court process; and in last resort cases, process criminal charges against a client to protect others and subsequently support the client through court process of the Victoria Integrated Court. For those with complex challenges, a case conference meeting that includes multiple community partners may be held.

The sharing of information is the key to success in providing wrap-around services designed to increase the likelihood of positive outcomes for the client.

In 2016, a total of 1427 police calls for service were generated by clients. Several types of calls were recorded. Primary types of calls were related to public disorder, mental health, other, assist, property, violence, drugs and traffic.

# VICPD ACT ANNUAL REPORT 2016



	2016	2015
Public Disorder	901	843
Mental Health	166	239
Other	123	158
Assist	113	100
Property	66	79
Violence	53	46
Traffic	5	7
Grand Total	1427	1472

**\*\*See appendix 1 for breakdown of the various call types that fall under each category\*\***

The overall goal is to support clients to experience improved health outcomes and to reduce the individual's contact with police after they become involved with the teams. The statistics overall show that there has been a decrease in the number of occurrences with police by 11.1% over the life of the program (as shown below) and 3% between 2015 and 2016 (as shown above).



# VICPD ACT ANNUAL REPORT 2016

The following table has been calculated by taking a yearly average of all the occurrence reports from January 2005 to the admission date of each client. A similar calculation was completed for the number occurrences after their respective admit dates. Overall there is a decrease in the number of Police contacts by 11.1%

Occurrence Reports Across Teams by Team with Percent Change			
All Teams	Pre Involvement	During Involvement	% Change
Downtown ACT	1058	1022	-3.4
Pandora ACT	1896	1169	-38.3
Seven Oaks	1363	1653	21.3
STEP	175	51	-70.9
VICOT	2062	1932	-6.3
<b>Grand Total</b>	<b>6554</b>	<b>5827</b>	<b>-11.1</b>

As noted above the Seven Oaks Act Team (SEVACT) has this year shown an increase of 21.3%. This was a change to previous trends which required further examination to determine the cause of this change. It was determined that there were ten clients identified who had 20 + occurrences with police in 2016 which is unusual. The total combined occurrences for these clients totaled 353 which represent 25% of the total calls for all ACT clients for 2016. Eight of these clients were homeless or ended up homeless during the year. The other two clients have a diagnosis of Borderline Personality Disorder and exhibit extreme attention seeking behaviors which include self-generating calls to police and other emergency services. Although the increase in calls for service to the SEVACT appear somewhat concerning, this represents a phenomenon experienced by teams in the past as it is not unusual for calls for police service related to a client to rise slightly for a brief period of time after acceptance onto the teams. This stems in part from more regular interactions as a result of being on the team. After a brief period of stabilization the number of police contacts greatly decreases.

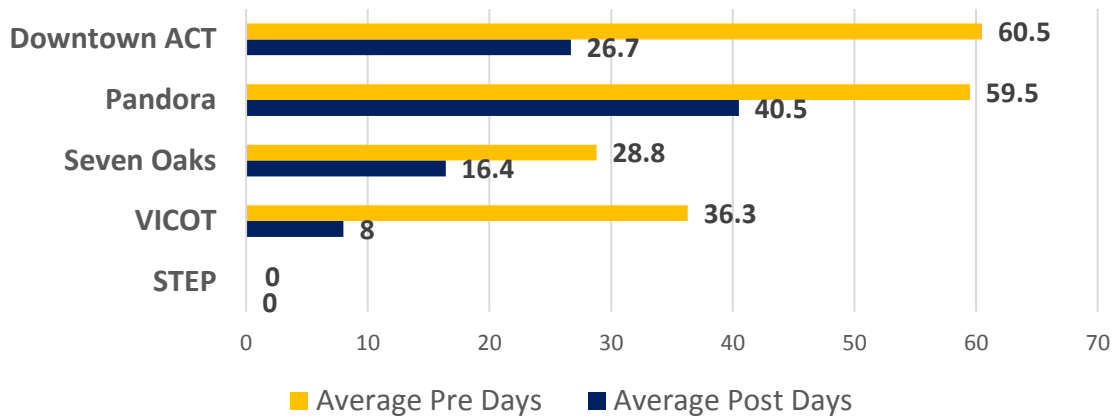
This year we have included statistics provided by Island Health. The information reflects the usage of hospital resources by the ACT clients from January 2016 until April 3, 2017.

Pre\* - one year prior to ACT admit.

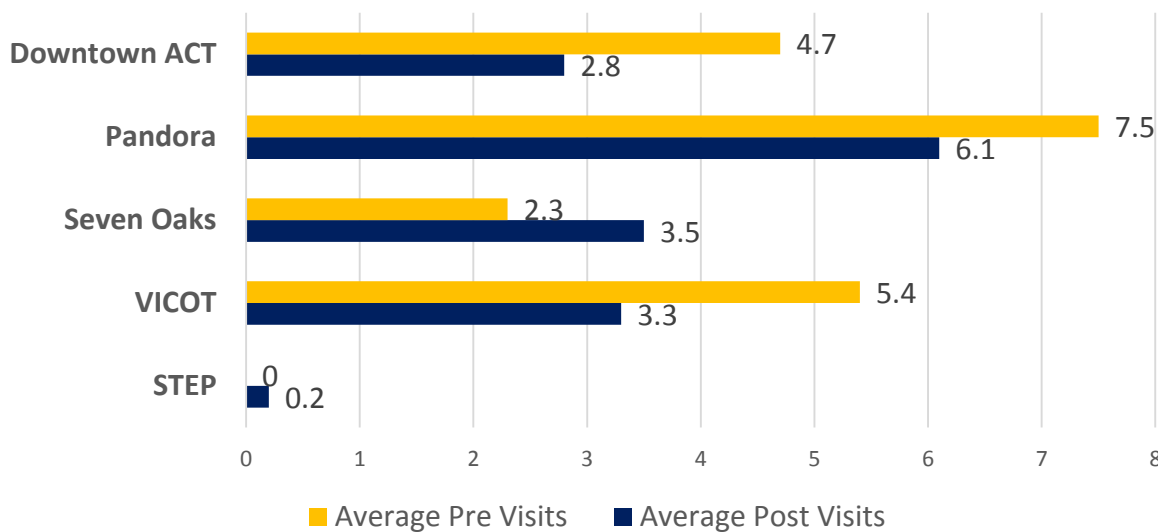
Post\* - one year after ACT admit.

# VICPD ACT ANNUAL REPORT 2016

**Average annual acute care use one year prior and one year post ACT admission for clients admitted to ACT service for one report date: Victoria**



**Emergency Department (ED) visits by team: Victoria**



Similarly, Island Health statistics show a slight increase in emergency department visits for the Seven Oaks Act Clients.

# VICPD ACT ANNUAL REPORT 2016

## SUCCESSIONS, GAPS AND CHALLENGES (2016)

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### SUCCESSIONS

There are a number of ACT clients whose experiences and stories demonstrate the positive effect of ACT on their lives. For the purpose of brevity, two have been highlighted below:

**Client A** came to VICOT in 2011. He suffered from schizophrenia often having periods of psychotic behavior and delusional thoughts. He resorted to regular marijuana use and over time started to use more serious drugs such as crystal-meth and crack cocaine. The relationship with the Team was turbulent and at one point there was a re-examination as to whether there was any therapeutic relationship that would benefit the client. The client was charged criminally for damage sustained in an angry outburst towards the Team's Doctor which put him into Victoria Integrated Court. He was subsequently bound by a probation order in early 2016. This was the turning point whereupon the increased supports in combination with changes to his housing, a restructuring of his family support and regular counselling has turned him around. He now willingly works with the team and outside resources for continued support and has been drug free for several months.

**Client B** suffers from schizoaffective disorder as well as substance use disorder. He was a tent city resident and transitioned to Johnson Street Community, operated by the Portland Hotel Society (PHS) Community Services at 844 Johnson St. Over the past three years there have been 140 police contacts with him. Through partnership and collaboration with staff at 844 Johnson St, police learned more about his behaviors and the ACT/VICOT Officers felt he would make a good candidate for the ACT Teams. Police submitted the referral and he was accepted at the end of 2016. His psychosis caused him to tear apart his room completely dismantling the structure of his apartment to the frame and removing all windows. The damage extended outside his room to common areas at which point warnings and cautionary advice was disregarded, leaving no other option than to charge him. He also had no insight into his illness. He appeared in Victoria Integrated Court and was placed on Probation. Through this process he accepted Cognitive Behavioral Therapy counselling and completed a "Healthy Relationships" course. He also engages with his Probation Officer who meets with him regularly teaching him the SAM (Substance Addictions Management) Program. His insight into his illness is growing as he continues to take his medication regularly. Since April there have been no police contacts.

### CHALLENGES

We continue to experience challenges to providing clients access to safe and affordable housing for those with mental health and substance use (MHSU) concerns. Similarly, having timely access to housing with a recovery-based support system allowing one to move into long term stable community housing is also in great need.

# VICPD ACT ANNUAL REPORT 2016

## GAPS

The fentanyl crisis remains the single most significant health risk affecting many of the ACT clients. Sadly, since January 2016 three clients have lost their lives to fentanyl. Some of the ACT workers were directly impacted by having been first on scene to the client's death, and many other staff were affected after having long term therapeutic relationships built with those who died.

\*\*\*\*\*

Tent City came to a close in August 2016 after 10 months of encampment on the lawns of the Provincial Courthouse. The move of the residents to a housing facility located at 844 Johnson Street, managed by the PHS Community Services, presented a whole new set of challenges. Most of the residents suffer from substance use disorders, many of which are pre-contemplative, and many of those also have concurrent severe mental health illnesses making support for them very challenging for PHS Staff. Initially there were only 8 ACT clients that moved in. In the later part of 2016, out of need to better support the ACT clients and other high needs residents, regular meetings were scheduled involving the Team Leaders of the ACT Teams, 713 Outreach, and the VICOT/ACT police officers. Discussions took place to identify those who would be better served by having additional support such as ACT or other outreach teams. As a result, residents were identified and referrals were submitted. These meetings continue on a bi-weekly basis and are seen as an effective collaborative approach.

\*\*\*\*\*

An existing and growing concern facing the community is the increase in crystal-methamphetamine users that are experiencing psychosis in the community. The ACT Officers are receiving increasing numbers of requests from front-line staff in Patrol and the Community Services Division (CSD) to review files involving persons who have generated police calls due to their behavior. Many of these people end up being apprehended under Section 28 of the *Mental Health Act* as they present with severe mental health concerns leading officers to form belief that they are a threat to themselves or others. Hospital emergency departments continue to experience increasing presentations related to psychiatric conditions, regularly end up holding and monitoring these people for a few hours until the drugs clear at which time they are discharged. For many of these individuals drug use then resumes with declining mental health and behaviour until such time as this cycle is then repeated. The overall effect on both systems is significant and has created a demand for other solutions. A concerted and in-depth analysis of this issue would be extremely beneficial with an eye to adequately addressing what police are calling an epidemic in our communities.

# VICPD ACT ANNUAL REPORT 2016

## 2016/2017 PILOT

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In the 2015 ACT annual report, there were a number of ACT program challenges identified. One significant challenge was the need to increase support resources generally for those suffering with mental health and substance use (MHSU) issues. As this need increases, so too does the need to have more accessible police resources. There had been recognition on the part of the ACT Teams that absent more accessibility to police support, those clients who often pose the highest risks were not being accepted onto the teams. In many cases these clients are suffering significantly and their behaviours often manifest in violence, self-harm or serious disruption to the community. In July 2016, a six month pilot project was suggested by the Police Board and approved by A/Chief Del Manak to add a second ACT Officer to support the Teams. The move was well received by all the teams, including the 713 Outreach Team, and there has been a notable increase in the number of requests for assistance for police from all 4 ACT Teams.

In the fall of 2016, Victoria City Council and the Township of Esquimalt Council agreed to a request from the VicPD to fund a pilot program for two officers for one year with the possibility of extending it to two years if the success and utility of the program could be measured and demonstrated. The increase in funding enabled the police department to increase the number of ACT Officers dedicated to the program from 1 to 3. This has had an immediate and measurable positive effect on the teams, the community of service providers and the clients requiring care.

The increase in available police resources has enabled the teams to accept more high-risk clients. This has had an immediate positive impact on those persons who were in the past not receiving any level of care and who continued to be severely entrenched in their mental health illnesses, addictions and homelessness while in the community.

The teams that have now taken on these additional clients have come to rely on accessible police resources and as such have actually started to develop care plans that include participation of police. Absent those dedicated police officers integrated onto the teams, the health care professionals would be unable to provide the level of assertive community treatment required. Currently, there are 34 clients that require police assistance to deliver their care plans.

This has also provided a level of confidence on the part of supportive housing providers who have connected people they have identified as requiring intensive mental health care through police and onto respective teams. In one such case, the housing provider indicated that unless the client was taken onto one of the ACT Teams they would have to evict the person from housing as their behaviour was such that it was disrupting and endangering the other residents in the facility. With the assistance of the ACT Officers, this person was referred and accepted onto one of the teams if the police could be a part of the care plan. The client was accepted and the person did not end up losing their housing. It is this kind of symbiotic relationship between health, housing and police that exemplified the effectiveness of an integrated model.

# VICPD ACT ANNUAL REPORT 2016

## STATISTICS for 2017

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Commensurate with the addition of two new ACT Officers, the Victoria Police have undertaken efforts to vastly improve the gathering of data as it pertains to the impact that mental health and substance use has on the organization. In November of 2016, Deputy Chief Colin Watson and Inspector Scott McGregor travelled to Vancouver where they met with Inspector Howard Tran of the Vancouver Police Department (VPD) and other members of the VPD Mental Health Unit. The VPD demonstrated new software that they had developed for the purpose of capturing and analyzing mental health data from the police PRIME system which they have called the Early Warning System (EWS). The data collected, and the format in which it was presented, painted a very accurate picture of the extent to which mental health impacts their police organization. Additionally, this data is being shared with their Health Care Partners, (Vancouver Coastal Health) and is being used to prevent clients from decompensating into crisis. The Victoria Police have now entered into an agreement to use the EWS and have already trained two of the three ACT Officers and one Analyst working in the Analysis and Intelligence Section to use this software. Final steps are being taken to secure a formal agreement with the VPD to enable access for the ACT Officers which should be completed in the fall of 2017.

With the addition of the second ACT officer, there has been a notable increase in the number of police referrals to ACT. From July 2016 to January 2017, there were 19 referrals in total, compared to 6 for all of 2015. This increase was mostly the result of only one additional ACT officer at that time. With the addition of the third officer, referrals continue to rise and as of July 2017, ACT and 713 Outreach have received a total of 30 referrals from police alone. Of the 30 referrals from police, 10 people have been accepted onto the teams. Although this number seems low, one must bear in mind that this represents 10 people that otherwise would not have been connected to any team. It should be noted that the increase in 10 persons brought the teams to capacity and there is now a wait-list of people who would qualify for this program. Additionally, out of the 10 clients accepted onto the teams, 4 of those persons consistently represented the top 5 call generators for police over the 28 days cycles of the Victoria Police Strategic Operations Council.

With the addition of the third ACT Officer to the team, the VicPD have started to collect data capturing the number of contacts that each officer has with ACT Clients. For the purposes of this report, data collected from May 15<sup>th</sup>, 2017 to July 31, 2017 show that the ACT Officers' had a total of 214 contacts with ACT Clients. This includes attending with other ACT Team members or in other cases, on their own when required. This equates to over 19 contacts per week over that 11 week period. It should be noted that not all ACT Officers worked every week due to annual leave and unplanned absences. Starting in May of 2017, the VicPD also changed the way that we capture data concerning the impact of Mental Health in the community on the Organization. A mandatory template was attached to each General Occurrence report that is completed by police officers. Every officer must now indicate on any General Occurrence report written whether mental health was a factor or not in that call to police. A mental health contributing factor does not have to mean someone in crisis or be the subject of the complaint. Issues concerning one's mental health can also impact clients who call police regularly. An example of this would be someone suffering from a delusion who calls police to report something they see as real. Additionally, persons who are challenged with mental health issues more frequently

# VICPD ACT ANNUAL REPORT 2016

become victimized. This change in how this type of data is collected was made on May 15th, 2017. For the period of May 15<sup>th</sup> to July 31<sup>st</sup> 2017, this data has allowed us to determine that roughly 19% of all calls for service resulting in the preparation of a General Occurrence report indicated that mental health was a factor in the call.

The types of calls with a Mental Health Factor  
May 15<sup>th</sup>-July 31<sup>st</sup>, 2017

Offence	MH Factor Yes
Violent	141
Property	102
Drug Offences	8
Mental Health	364
Disturbances	880
Breach or Non-Compliant	50
Weapons Related	9
Other	561

## 2017/2018 PROJECTIONS

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On the advice of municipal councils and others, Island Health and VicPD have reached out to identify a mechanism to objectively evaluate the extent of value of police participation in ACT. With the kind of assistance of the University of Victoria, Department of Psychology, a robust study of the ACT program is planned. More information on this will be forthcoming from the researchers when appropriate. The hope is that in time for 2019 budget discussions, a full study will be complete providing decision makers with objective information on which to based future decisions.

# VICPD ACT ANNUAL REPORT 2016

## MOVING FORWARD

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Moving forward, the VicPD remains committed to seeking innovative solutions to meet the challenges these populations face living on our streets and in our communities. In this day and age there is recognition by police in North America, and certainly in Canada, that the Criminal Justice System and the Health Care System, as it pertains to people with these challenges, are interchangeable; one simply cannot function effectively without support from the other. In addressing the impacts that these populations have on communities, emergency services and the clients themselves, our experience has shown much greater success with multi-disciplinary teams working together and integrating toward solutions using an evidence-based approach.



# VICPD ACT ANNUAL REPORT 2016

## APPENDIX 1 – RMS Translation Table

### Assist

911-FALSE/ABAND  
 ASSIST-EHS  
 ASSIST-MUN AGY  
 ASSIST-MUN POLIC  
 ASSIST-PROV AGY  
 ASSIST-RCMP  
 PROPERTY-FOUND  
 PROPERTY-LOST  
 PROPERTY-SEIZED

### Public Disorder

BRCH PROB-ADULT  
 BRCH/BAIL VIOL  
 BRCH-RECOG-PROV  
 BYLAW-LITTER  
 BYLAW-NOISE  
 BYLAW-OTH  
 CAUSE DISTURB  
 CIVIL DISPUTE  
 CNTRFEIT CURR  
 FALSE ALARMS  
 HARASSING COMM  
 IND ACTS/EXPOSE  
 INDECENT COMM  
 INTEL-DRUGS  
 LANDLD/TEN DISP  
 LIQ-INTOX PUBLIC  
 MSCHF-5000 OR U  
 PEACE BONDS  
 WPNS-POSSN  
 DRUGS-SEIZURE  
 POSS-CAN RES>1G  
 POSS-CANBIS30G/<  
 POSS-COCAINE  
 POSS-HEROIN  
 POSS-METH  
 POSS-OTH SCH I  
 TRAFF-HEROIN  
 TRAFF-METH  
 ASSIST PUB/UNWNT

### Traffic

215 ALC FAIL-90  
 215 ALCOH-24HR  
 215 ALCOH-3DAY  
 215 DRUG  
 COLL-DMGE <1000  
 COLL-DMGE >1000  
 COLL-NON-FATAL  
 DRIVNG COMPLNT  
 DRV DISQ/SUS-PRV  
 FAIL STOP-CCC  
 FAIL STOP-PROV  
 IMPOP MV (A)  
 PRHB/SUSP-NOT215  
 TRF-INS VIOLATN  
 TRF-OTH MOVE  
 TRF-OTH MUNCIPL  
 TRF-OTH NON-MOVE

### Violence

ASSLT P/O W/WPN  
 ASSLT P/O-COMMON  
 ASSLT-COMMON  
 ASSLT-W/WPN-CBH  
 CRIM HARASSMENT  
 FORCE CONFIN  
 SEX INTRFERENCE  
 SEXUAL ASSAULT  
 UTTR THRTS-PRSN  
 ROBBERY/EXTORTION

### Other

DIST PER/ATT SUI  
 DOM DISP-NO ASLT  
 INSECURE PREM  
 INTEL-POP  
 MISS PERS  
 MISS PERS-HIGH  
 NO-CNSNT DST IMG  
 PARKNG VIOLATN  
 SUDDEN DEATH  
 SUSP PER/VEH/OCC  
 WARRANT-CCC  
 WARRANT-FED  
 WRNT EXC-O/SRCMP  
 CANCELLED FILES

### Property

ARSON-PROPERTY  
 B&E-BUSINESS  
 B&E-OTHER  
 B&E-RESIDENCE  
 FRAUD-IDENTITY  
 FRAUD-M/P/S O/  
 FRAUD-M/P/S U/  
 FRAUD-OTH  
 THFT AUTO U/5000  
 THFT BIKE U/5000  
 THFT FR MV U/  
 THFT M/C U/5000  
 THFT TRUK U/5000  
 THFT-OTH U/5000  
 THFT-SHOP U/5000

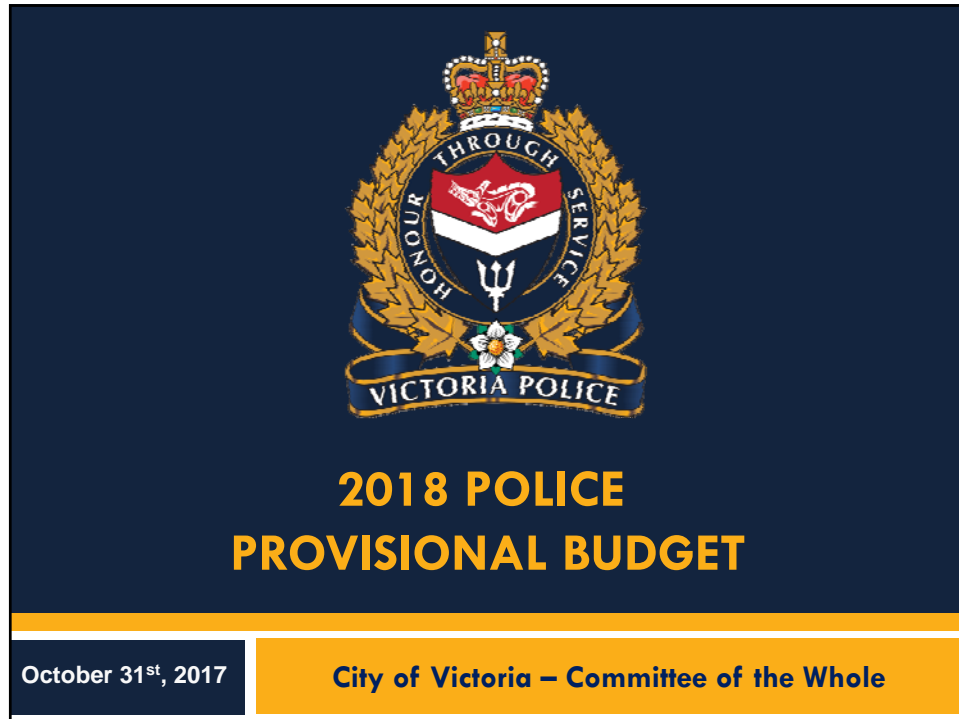
# VICPD ACT ANNUAL REPORT 2016

## Appendix 2

### Methodology

Data for this report was extracted from the Police Records Information Management Environment (PRIME) data warehouse. A series of queries were written to gather data from reports written by Victoria Police officers involving individuals who have been charged or were otherwise involved in a call for service (see Appendix 1 for a list of these types of calls) important enough to warrant a written report. Each query extracted data beginning January 1, 2008 and ending July 31, 2017.

Once the data was extracted, it was imported into excel where it was sorted by name and a new column was added crossing the name of the individual with their specific ACT team. Those individuals who were not a VICOT, ACT, Seven Oaks or STEP client were removed from the analysis. Two new columns were added at that point: "Start Date" and "Discharge Date". This data was provided by our Mental Health Officers. Start Date included the day, month and year that each client entered a Team and the "Discharge Date" similarly included the date the clients left one of the teams.



## ***Police Act Requirements***

- ☐ *Police Act* requires the Police Board to prepare and submit to Council a Provisional Budget
- ☐ Must be submitted on or before November 30<sup>th</sup> each year
- ☐ Budget components for presentation
  - Core (same as City of Victoria Draft Financial Plan)
  - Year 2 – Mental Health Pilot
  - Additional Items

## Provisional 2018 Budget

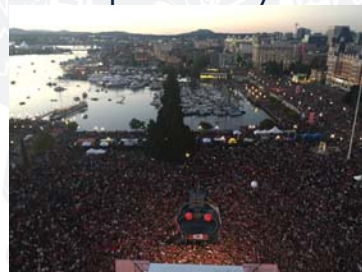
### VICTORIA POLICE DEPARTMENT 2018 Provisional Budget

			Change
Total VicPD Budget	2017	2018	\$
Core Budget	52,188,544	53,496,788	1,308,244
2 Year Pilot - Expansion to Mental Health Integration	240,200	253,898	13,698
Additional Staff - 6 Officers, 2 Civilians		870,000	870,000
Special Events Funding		160,000	160,000
Real Time Intelligence (RTIC)		143,668	143,668
<b>Budget - Including Supplementals</b>	<b>52,428,744</b>	<b>54,924,354</b>	<b>2,495,610</b>

			Change	
City of Victoria Allocation (85.3%)	2017	2018	\$	%
Core Budget	44,516,827	45,632,760	1,115,933	2.51%
2 Year Pilot - Expansion to Mental Health Integration	204,891	216,575	11,684	0.03%
Additional Staff - 6 Officers, 2 Civilians		742,110	742,110	1.67%
Special Events Funding		136,480	136,480	0.31%
Real Time Intelligence (RTIC)		122,549	122,549	0.28%

## Special Events Funding

- Budget \$40,000, actual cost \$200,000/year
- Reduced capacity to support special events
- Some events unable to shoulder policing costs
- Provide stable long-term funding to maintain public safety and support community events
- \$100,000 of this is for Canada Day



## Real Time Intelligence (RTIC)

- ❑ RTIC is an RCMP unit based in Surrey
- ❑ Goal is to provide timely information to improve chances of solving cases in crucial first 48 hours
- ❑ Similar operations in the US saw reductions of 30% in total serious crime, 20% in violent crime
- ❑ In 2017 we were provided access to RTIC on a trial basis
- ❑ Whether in partnership with the RCMP or an integrated unit, this as a valuable tool for our front line officers

## Budget Overview

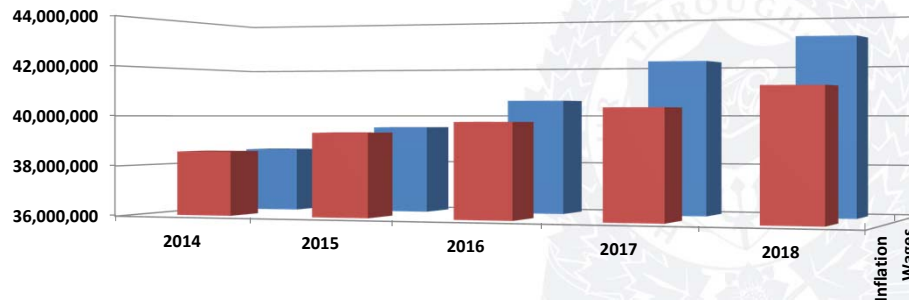
### Increases to Core Budget

Expenditure Category	Total	City's Share (85.3%)
Salaries and Benefits	922,332	786,749
Overtime for ERT activations	100,000	85,300
Other Overtime	-23,200	-19,790
Training	47,400	40,432
Building and Equipment Maintenance	44,700	38,129
Information Management Project	35,000	29,855
Transfers to Capital	26,000	22,178
CREST radio system	20,000	17,060
Recruitment	15,000	12,795
Integrated Services <sup>1</sup>	12,475	10,641
Insurance	10,850	9,255
Other Operating Costs (\$10,000 and under)	97,687	83,329
<b>Total</b>	<b>1,308,244</b>	<b>1,115,933</b>

1. Includes all Integrated Units (Integrated Units in COV Budget represents only CMU, IMCRT, RDVU, Diversity; Remainder under Administration)

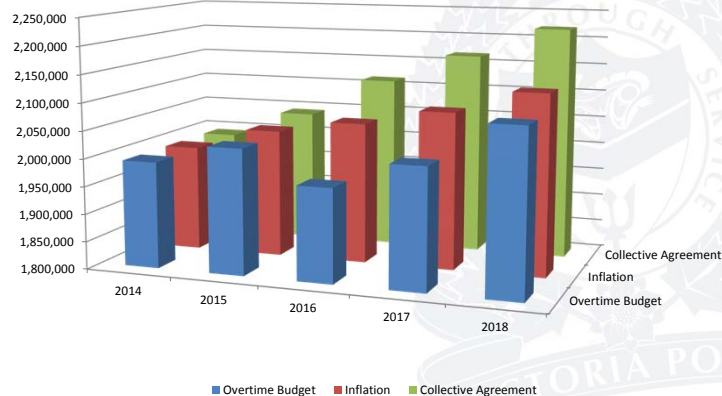
## Cost Drivers – Wages and Benefits

- Police Union settlements higher than inflation
- CUPE settlements close to inflation



## Cost Drivers – Overtime

- Overtime cost increases below inflation & collective agreement rate increases
- Costs are increasing but number of hours have decreased
- Non Emergency Response Team overtime budget decreased by \$23,200



## Efficiencies and Cost Reductions

- Opportunities explored on ongoing basis, through
  - Grants and Cost Recoveries
  - Direct Cost Savings
  - Value through Increased Efficiency
- 2018 Initiatives
  - Information Management (IM) Strategy
  - Records Review
  - In-House IM Reviews of other Divisions

## Additional Grants and Recoveries

- Significant Additional Grants and Recoveries of Costs in 2017 \$179,636

\$82,237 for  
fentanyl  
investigation and  
equipment

\$40,000 for an  
drug analysis  
equipment

\$9,899 for  
Naloxone kits

\$11,500 additional  
funding for reserves  
program

\$15,000 for Online  
Child Exploitation  
training and  
equipment

\$11,000 for covert  
tracking equipment

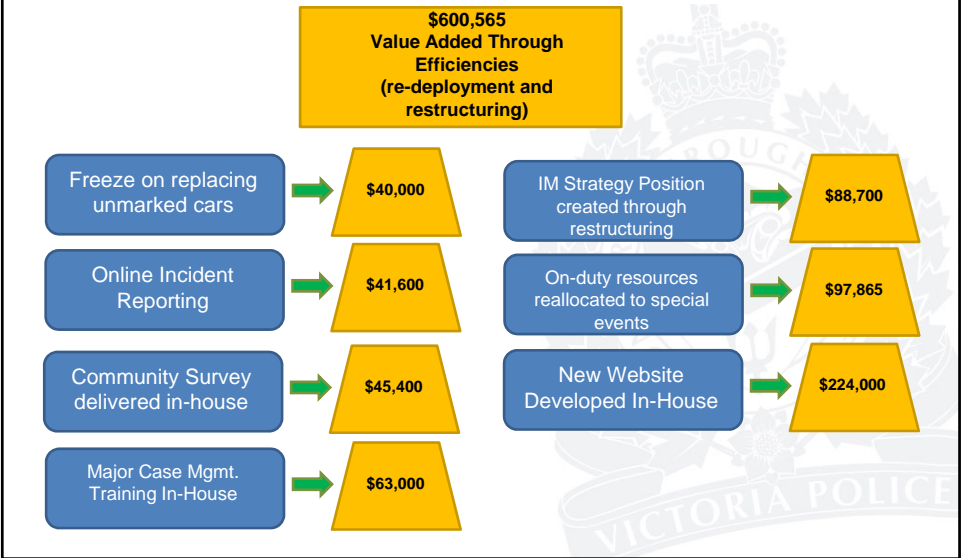
Text to 911,  
\$10,000 in  
hardware costs

## Cost Savings Achieved

- \$309,000 in Realized and Potential Savings



## Value Added Through Efficiencies





## Savings: In-House and Free Training



## Assertive Community Treatment (ACT)

- Pilot program of 2 additional ACT officers
- One year pilot, with option for a second year
- Increased the number of ACT officers dedicated to the program from 1 to 3

### Program Assessment Efforts

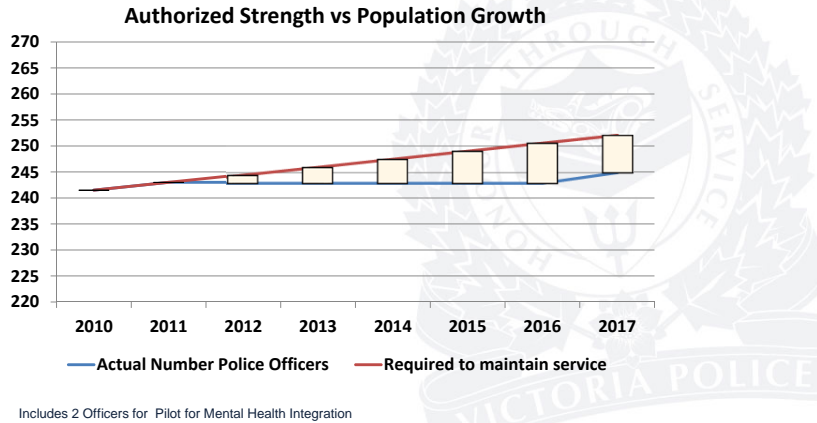
- UVic Faculty of Psychology is undertaking an initial qualitative study
- This will inform a larger study to take place in 2018
- In the interim, VicPD undertook several steps to collect qualitative and quantitative data

### Program Assessment Efforts

- 11% decrease in calls for service related to ACT clients
- The ACT teams have been able to take on additional clients
- Emergency Department visits for ACT clients have been reduced
- Acute care usage for ACT clients has been reduced

## Additional Staffing Request

- Disadvantage of 7 officers from our position in 2010 relative to population and growth factors
- Request for 6 Officers, 2 Civilians

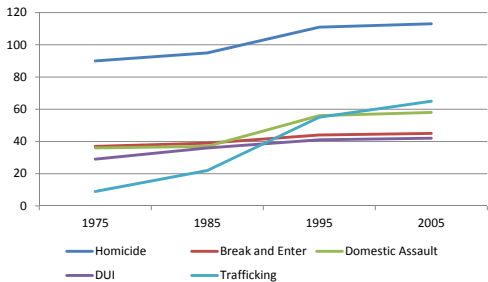


## Impact of Increasing Technical and Legal Requirements

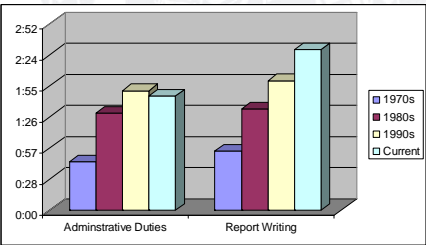
### Simon Fraser University Study

- 30 Year Study (1975-2005)
- Complexity of cases increased for all types of cases examined
- Complexity of drug trafficking cases increased 722%

### Procedural Steps Required to Handle a Case (2005)



### Time per day spent on paperwork-related tasks (2005)



## Findings of 2014 Follow Up Study

- ❑ Drop in Crime Rates largely due to lower reporting, not occurrence of lesser crimes
- ❑ Declines in serious crime much less pronounced
- ❑ Calls for service not declining
- ❑ Police increasingly taking on new, non-traditional functions
- ❑ Technology has increased complexity of investigations
- ❑ Mental Health calls increasing larger part of front line policing
- ❑ Complexity and time requirement increasing at a faster rate

## Future Challenges

- ❑ Supreme Court of Canada: R. vs. Jordan
- ❑ New standards for timelines and disclosure
  - ❑ Fixed timelines
  - ❑ Greater disclosure requirements before charge approval
  - ❑ Requires more work during initial stages of a file
- ❑ Major Case Management Provincial Standards
- ❑ Legalization of Cannabis

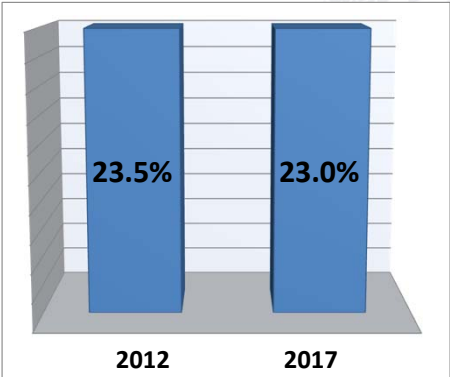


# QUESTIONS & DISCUSSION



## Police Costs as Part of your Budget

- In 2017, policing represented 23% of the City's Operating Expenditures
- Policing costs have not increased significantly in relation to overall City budget





**To:** Committee of the Whole **Date:** October 19, 2017  
**From:** Susanne Thompson, Director of Finance  
**Subject:** Draft 2018-2022 Financial Plan

## Page 67 of 201



- Shaping future growth and development through **neighbourhood planning** to inform investment within the financial planning process.
- **More than doubling the annual investment for capital infrastructure** in asset renewal and the Buildings and Infrastructure Reserve from \$20 million to \$44 million since 2007.
- **Fleet modularity** - a new approach to managing the City's vehicle/equipment fleet will result in a more functional, common, adaptable, flexible and right-sized fleet that will improve operational capability, and stretch future funding.
- The **Strategic Real Estate Office** is designed to strategically administer the City's portfolio of commercial properties and manage the City's real estate holdings. Significant projects underway include the negotiations for the sale and development of the Apex Lands, negotiations for a new fire hall, negotiations with federal and private property owners in support of the David Foster Harbour Pathway project, the library branch in James Bay, Belleville Terminal Improvement project, and the development of a Strategic Real Estate Strategy.
- In 2016, the City opened its new **Business Hub** as a way to support new business development as a welcoming and collaborative first point of contact for business start-ups, relocations, expansions, investors, property owners, leasing agents and other interested in creating prosperity in Victoria.
- The **Victoria Housing Strategy** is comprised of multiple actions to improve housing affordability that fall under three Strategic Directions: Increase Supply, Encourage Diversity and Build Awareness.
- **Victoria Housing Reserve Fund** continues to provide grant funding to affordable housing projects throughout the City and region. City investment in this fund resulted in the development of 217 new units of affordable housing from 2015-2017.
- Completion of the **Parks and Open Spaces Master Plan** to help prioritize improvements to meet goals and objectives within the Plan
- **Cycling Network** implementation of Phase 1 of the All Ages and Abilities (AAA) Active Transportation Network. Active and multi-modal transportation.
- **Traffic Calming Initiatives** keep neighbourhoods safer, through the installation of smaller scale traffic calming measures including speed reader boards, permanent blocking of certain roads, installation of pedestrian connection signage, and installation of crosswalks.
- The City has entered an agreement with the Capital Park development to acquire space for a **library branch in James Bay** which is expected to open early 2018
- The City's **Cultural Master Plan**, currently underway, is an overview of the strategic priorities, goals and actions for arts and culture in Victoria. It provides a roadmap for the City's investment in cultural development, which is broader than simply the arts.
- Victoria is the first municipality in BC to **replace all street lights with LEDs** resulting in annual savings of \$220,000 in 2018 and anticipated higher ongoing annual savings starting in 2019.
- **Climate Action Program** establishes a long term greenhouse gas reduction target of 80% by 2050; including a corresponding specific target of 100% renewable energy. Climate rebates accumulated in the City's **Climate Action Reserve** are re-invested in climate related initiatives.
- **Investments in Information Technology** – significant investment has been made to provide stable and reliable IT infrastructure as well as improved applications. Examples of IT investment include **Open Data Portal, Development Tracker, Victoria Ready website, cloud based infrastructure and applications, ConnectVictoria App, Electronic Council and Committee Agendas, and Mobile Devices**

The draft 2018 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. The most recently



published inflation rate for Victoria is 1.8% (August). As presented, the draft operating budget totals approximately \$233.3 million and the draft capital budget totals approximately \$43.1 million for 2018. The proposed budgets would result an overall property tax increase of 2.77%. Factoring in utility user fee increases, the total is 2.80%. To meet Council's objectives, as part of staff's ongoing due diligence to support the City's commitment to 'better is possible' and providing taxpayers value for their tax dollars, staff continue to explore opportunities to streamline operations resulting in cost savings and increased efficiencies without compromising service levels and in some cases being able to take on additional services and initiatives within existing funding envelopes. Examples of this streamlining are provided starting on page 12 of this report; highlights include:

- A review of the inventory, service standards and resourcing for both the Parks and Facilities divisions were conducted in 2016 resulted in the shifting of one leadership position from Parks to Facilities to meet the increased demand for asset management oversight.
- Before requesting new funding for increased staffing levels, reviews of existing operations and positions are done to take advantage of opportunities to restructure and therefore eliminate the need to request additional funding.
- Numerous efficiencies have resulted in savings (cost and time) including return to work programs, staff scheduling, and bringing some work in-house.
- The launch of the ConnectVictoria App makes it easier to connect with the City enabling residents to submit service requests through their mobile devices.
- The Council correspondence function that was implemented in 2016 has resulted in faster turnaround times for meaningful responses.
- The City continues to participate in many cooperative efforts between municipalities. Examples are provided in Appendix A, outlining over 90 ongoing efforts.
- As directed by Victoria Council and three neighbouring Councils, collaboration in regards to the development of a common communication platform for further integration of Fire Service is underway.

As the population in our community grows and as the community densifies, the additional demand on our services is likely to continue. Before staff bring forward requests for additional funding, a rigorous and strategic evaluation of each need is undertaken to ensure that it cannot be managed in some other way. Also, some growth related demands are temporary in nature and as such would only require temporary increases. This approach aligns with Council's policy for new or expanded services, and the allocation of new assessment revenue and prior year surplus. In addition, the revamping of the quarterly reporting process including more streamlined metrics and trends will enable staff to communicate changes to service demands to Council in a structured way on an ongoing basis. As outlined in Appendix B, this year's supplementary requests are largely focused on building capacity for infrastructure planning, managing growth and development, housing and homelessness, public safety, and organizational resources to support effective delivery of City projects

As part of our continuous improvement efforts, the City's Service Review Policy commits to undertaking two reviews per year. In the Bylaw Services Division, calls for service have increased from approximately 1900 in 2015 to 4800 in 2016 and is expected to reach at least the same level for 2017. In view of the impacts of this calls for service increase, it is proposed that a Strategic Enforcement Workshop with Council be undertaken to identify clear enforcement priorities followed by an in-depth service review building on the earlier review of the service. This next level review would focus on resource requirements to effectively deliver the service levels desired by Council. The second review is yet to be determined.

Council has also directed staff to take into account the feedback received during last year's public consultation process. This feedback indicated that the majority were satisfied with the programs



and services the City offers, and the majority indicated that capital spending was “just right”. In addition, the highest response for the use of new assessment tax revenue was to fund new initiatives and transfer to infrastructure reserve, and the highest response for the use of surplus was to fund invest some in one-time initiatives and some in reserves. Taking this feedback into account, the proposed budget results in a tax increase (2.77%) that is slightly below Council's target, and maintains existing services and service levels.

The fourth year of the implementation of the new financial planning process continued to align service level deliverables and improving performance metrics as well as identifying one-time funding allocations separate from core budgets. New for this year, as requested by Council and with the cooperation of the Police Board, the timeline for the budget submission from VicPD has been aligned with remaining City departments. In addition, their budget submission is also in a similar format providing greater context to the reader and enables Council's consistent review of all departments.

Informed by the public input received during last year's process, the proposed public consultation will build on the activities and tools used during the 2017 financial planning process including a “budget snapshot” to each neighbourhood to create awareness of what is planned to take place during the year. In addition, as directed by Council for the 2018 financial planning process increased consultation with neighbourhoods will take place. For the 2018 budget, foundational education and information sharing with neighbourhoods is already underway; for future years consultation with neighbourhoods will take place early in the year to allow for input earlier in the process. Over the last two years the City has seen a significant increase in public input, which has helped shape the financial plan. For 2015 and 2016, the majority of feedback came from citizens; however for 2017 focussed outreach to the business community led to increased input from business owners compared to prior years. 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 City's financial planning process. These tools include the budget explainer video, Budget at a Glance, and a Budget Summary that provides a very short summary of the budget highlights. Through the Financial Plan, Council will be able to articulate the value the community receives for their tax dollars.

Upon completion of the public consultation and tentatively scheduled for the early December, 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.

After the detailed presentations have concluded on November 7, 2017, staff will recommend that Council:

1. Direct staff to bring forward the Five-year Financial Plan Bylaw, 2018 to the November 9, 2017 Council meeting for consideration of first reading prior to commencing public consultation.
2. Direct staff to bring forward bylaws outlining solid waste, water utility and stormwater utility user fee increases to the November 9, 2017 Council meeting for consideration of first, second and third readings
3. Approve the following allocations of assessment growth (non-market change) property tax revenue:



- a. \$500,000 to the Buildings and Infrastructure Reserve as per the Financial Sustainability Policy
  - b. \$87,000 for to maintain the position of correspondence coordinator (as directed by Council during the 2017 financial planning process)
  - c. Direct staff to bring forward options for the use of the remainder upon completion of public consultation
4. Direct staff to bring forward options for the use of 2017 surplus upon completion of public consultation.
5. Direct staff to bring forward options for funding supplementary budget requests upon completion of public consultation.
6. Allocate \$2,450,000 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 upon completion of public consultation.
7. Create a direct-award grant for seniors outreach funded by a re-allocation \$30,000 from the Strategic Plan Grant program
8. Approve the direct-award grants as outlined in this report.
9. Direct staff to bring forward options for funding increased grant requests upon completion of public consultation.
10. Approve adding 1.0 FTE carpenter currently managed through auxiliary staffing and funded through existing budgets.

## PURPOSE

The purpose of this report is to introduce the draft 2018 Financial Plan for Council's review and fulsome discussion prior to consideration of first reading of the 2018 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 fourth 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 and outcomes, 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. 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.

**Strategic Plan Achievements**

In support of Council's goals and outcomes outlined in the City's Strategic Plan, staff continue to deliver where Council has allocated funding. Significant achievements include:

<b>Innovate and Lead</b>		
Project Management	Framework	As part of the City's adoption of the Project Management Framework, standardized criteria to define projects and programs has resulted in improved planning and forecasting of milestones for the annual Operational Plan. This also included the introduction of a dashboard tool, where staff can quickly update project information, which has resulted in a savings of staff time, as well better transparency and accountability of project progress on a monthly and quarterly basis.
	Capital Cost Estimates Policy	The Capital Cost Estimates Policy was introduced in early 2017 to provide consistent definitions and guidance to staff and Council for appropriate cost estimate contingency levels depending on the stage of a project. This Policy has been applied to a number of projects such as the Crystal Pool and Wellness Centre replacement, Fire Hall #1 replacement project and the Ship Point Master Plan. The Policy has resulted in more effective communication to Council and within the organization on estimated budget requirements.
	Lessons Learned Policy	The Lessons Learned Policy, adopted in the spring of 2017, is another demonstration of the City's commitment to continuous improvement by providing directives for on-going and formal evaluations of major projects. This Policy has been applied to the Crystal Pool and Wellness Centre project which has used the lessons learned from the Johnson Street Bridge project to inform project planning and costing. The Policy also complements requirements to capture lessons learned in smaller projects through the Project Management Framework to support future projects through improved knowledge capture and management.
<b>Engage and Empower the Community</b>		
Investments in Information Technology	Open Data Portal	Since 2013, the City has continuously added data sets to our Open Data Catalogue, improving access to information and data. Work is underway to launch a new Open Data Portal which will allow all users to better understand and contextualize our data through visualizations, graphs and other tools. This will create further meaningful uses for the data and paving the way for increasing transparency further.
	ConnectVictoria App	This app was launched in 2016 to make it easier to connect with the City. The App was created to take online connection points on the City's website and to provide them in an easily accessible mobile app. The app allows residents to search for jobs, latest news, media releases, events, contact information and submit a service request through their mobile functions.



Engagement Framework and Roadmap		In January, the City hosted the first annual Engagement Summit. The purpose of the event was to develop, with the community, clear expectations on opportunities for the public to participate in City decision-making. The Engagement Framework and Public Engagement Roadmap were developed as a result of the summit and adopted by Council in July. The Roadmap makes engagement more predictable by letting people know what they can expect and when. The Framework formalizes current engagement practices and introduces improvements based on national best practices, feedback received and lessons learned. Both will be updated and reviewed with the community at the annual Engagement Summit.
Youth Engagement Strategy		A three-year Youth Engagement Strategy was adopted by Council in spring of 2017 and is now being implemented.
<b>Strive for Excellence in Planning and Land Use</b>		
Development Services Related Improvements	Turnaround times	Through process improvements and the use of technology upgrades, applications meeting target turnaround times have been increased from 55% to 81% for development applications and from 75% to 90% for permit applications.
	Transparency	The Development Tracker was launched in 2015, which allows the tracking of development applications by developers and anyone in the community interested in a particular development or land use change, providing more transparency.
Neighbourhood planning		The City has embarked on a process to update 10 neighbourhood plans before February 2019. These plans will shape future growth and development in the neighbourhood including transportation, housing, parks and other infrastructure and will inform investment decisions within the financial planning process.
Downtown Public Realm and Streetscape Plan		A Downtown Public Realm and Streetscape Plan is close to completion, providing guidelines for street infrastructure in the Downtown (lights, benches, signage etc.)
<b>Build the Financial Capacity of the Organization</b>		
Infrastructure and Equipment	Infrastructure capital investment	Council has more than doubled the City's annual investment to prudently manage our aging assets (from \$20 million to \$44 million since 2007). This necessary increase in capital investment and savings in the Buildings and Infrastructure Reserve enables the City to sustainably manage and maintain infrastructure to uphold the safety and quality of life of residents and visitors. These programs include investment in roads, crosswalks, sidewalks, facilities and parks to name a few.
	Fleet modularity	This new approach to managing the City's vehicle/equipment fleet will result in a more functional, common, adaptable, flexible and right-sized fleet that will improve operational capability, and stretch future funding.
Strategic Real Estate Office		The Strategic Real Estate Office is designed to strategically administer the City's portfolio of commercial properties,



		manage the City's real estate holdings and provide operational support to other City business areas in real property transactions. Significant projects underway include the negotiations for the sale and development of the Apex Lands, negotiations for a new fire hall, negotiations with SD 61 on land consolidation and affordable housing opportunities, negotiations with federal and private property owners in support of the David Foster Pathway Project, the James Bay Library branch opening, Belleville Terminal Improvement Project, Johnson Street Bridge federal land securement and the development of a Strategic Real Estate Strategy. During the year the SRO also completed a number of important projects, including acquisitions of strategic portions of the David Foster Pathway on Swift Street and the Inner Harbour, King's Gym Community Use, My Place Transitional Housing, Douglas Street Bus Terminal Pilot Program and completing organizational changes in support of more effective operations. From an operational perspective, 2017 will also see a significant number of the City's key commercial leases negotiated in house by the SRO to align them with commercial market rents. In total these lease negotiations will amount to over \$700,000 in annual revenue and approximately \$97,000 in lease commission savings this year. On an ongoing basis, these savings are estimated to be approximately \$84,000 annually, \$54,000 of which is related to 812 Wharf and goes toward the repayment of the funding borrowed from reserve.
Investments in Information Technology	Electronic Council and Committee Agendas	Electronic devices were provided to staff and members of Council to allow for agenda reading and markup on a mobile device, eliminating the need for paper copies and reducing staff time required for printing and delivering agendas.
	Mobile Devices	Mobile devices (phones and laptops) were upgraded and provided to staff resulting in increased staff productivity for the numerous staff who work and attend meetings in multiple locations. In addition, negotiating a new corporate phone plan reduced annual costs by approximately \$40,000.
<b>Create Prosperity Through Economic Development</b>		
Business Hub		In 2016, the City opened its new Business Hub as a way to support new business development as a welcoming and collaborative first point of contact for business start-ups, relocations, expansions, investors, property owners, leasing agents and other interested in creating prosperity in Victoria.
Parking Ambassadors		The parking ambassador program is positively changing the relationship with customers and downtown businesses to support vibrant and welcoming downtown. Streamlining of customer access points saves customers time. The adjudication process has resulted in days of time savings for staff and minimized time required for a customer to appeal a parking ticket.

Business licencing		<p>A pilot program was initiated in 2017 to allow mobile street vending to take place in the City. Three vendor licences were issued during the pilot and the experience will be used to inform a decision on whether to allow mobile street vending on a permanent basis.</p> <p>New sidewalk patio regulations have created eight new sidewalk patios across the City, creating more space for businesses to operate and adding more vibrancy to downtown streets.</p>
<b>Make Victoria More Affordable</b>		
Housing	Victoria Housing Strategy	<p>The Victoria Housing Strategy is comprised of multiple actions to improve housing affordability that fall under three Strategic Directions: Increase Supply, Encourage Diversity and Build Awareness. Completed actions include:</p> <ul style="list-style-type: none"> <li>• creation of a standard minimum unit size and allow for smaller units if affordability is proposed on a project by project basis;</li> <li>• removal of the rezoning requirement for garden suites,</li> <li>• relaxing of restrictions in zoning around secondary suites,</li> <li>• a workshop on affordable home ownership,</li> <li>• fee reductions for non-profit housing providers, and</li> <li>• an update to the Victoria Housing Reserve Fund to encourage more affordable housing development.</li> </ul>
	Victoria Housing Reserve Fund	<p>The Victoria Housing Reserve Fund continues to provide grant funding to affordable housing projects throughout the City and region. City investment in this fund resulted in the development of 217 new units of affordable housing from 2015-2017.</p>
<b>Facilitate Social Inclusion and Community Wellness</b>		
Crystal Pool and Fitness Centre		<p>Planning is underway to replace the ageing Crystal Pool and Fitness Centre to make it a better place for everyone to have fun and to stay healthy and active for generations to come.</p> <p>The City is actively seeking support from other levels of governments to help fund this new centre. In case funding from external sources is not sufficient, the City may need to borrow funds which would require a referendum.</p>
Transgender Policy		<p>Council is moving to create a transgender policy for the City. The objectives are making civic facilities, operations and programs safe, inclusive, and equitable for people of all genders, gender identities, and gender expressions, and their communities in areas such as</p> <ol style="list-style-type: none"> <li>a) Signage and Literature</li> <li>b) Public Spaces (including washrooms and change-rooms)</li> <li>c) Human Resource Training and Staff Policies</li> <li>d) Programming (including "all-bodies" programming)</li> <li>e) Collaborative Public and Community Partnerships</li> </ol>



	f) Forms and records and instruments of data collection and management.
<b>Enhance and Steward Public Spaces, Green Spaces and Food Systems</b>	
Parks and Open Spaces Master Plan	Approved by City Council in 2017, this Plan helps the City prioritize improvements to meet the goals and objectives within the Plan.
Community Gardens	A new community garden is now growing on a vacant property in downtown Victoria due to an innovative City Studio initiative between the City, the University of Victoria and the Downtown Residents' Association.
Urban Agriculture	Six urban agriculture licences are now in place in the City due to new regulations that allow residents to grow and sell food on their property.
<b>Complete a Multi-Modal and Active Transportation Network</b>	
Cycling Network	Implementation of Phase 1 of the All Ages and Abilities (AAA) Active Transportation Network. Active and multi-modal transportation is a key strategic priority for Council and AAA bike routes are designed to improve safety while encouraging new demographics to cycle more often, and responds existing demand for high quality safer cycling facilities as well as projected population growth. 10.96 kilometres of marked bike lanes have been added to the network over the past five years (2013-2017).
Traffic Calming Initiatives	With an eye to keeping neighbourhoods safer through the installation of smaller scale traffic calming measures including Speed Reader Boards that have been installed to reduce speeding by increasing driver awareness of posted speed limits and providing instant feedback by displaying the actual speed being travelled. Other initiatives include permanent blocking of certain roads, installation of pedestrian connection signage, and installation of crosswalks.
Signage	Pedestrian/cycling only connections have been signed throughout the City.
<b>Nurture Our Arts, Culture and Learning Capital</b>	
Library Branch in James Bay	The City has entered an agreement with the Capital Park development to acquire space for a library branch in James Bay, which is expected to open early 2018.
Cultural Master Plan	The City's Cultural Master Plan, currently underway, is an overview of the strategic priorities, goals and actions for arts and culture in Victoria. It provides a roadmap for the City's investment in cultural development, which is broader than simply the arts. The Plan will include a number of initiatives to assist individual artists and creative entrepreneurs to excel at their work, including: <ol style="list-style-type: none"> <li>1. Linking artists with spaces and making spaces more affordable</li> <li>2. Providing opportunities for artists work to be showcased</li> <li>3. Offering training and skills development opportunities</li> </ol>



		<p>4. Easing City processes to support artist-led creative projects</p> <p>5. Creating music-friendly and musician-friendly policies</p> <p>6. Developing a Creative-Worker Attraction and Retention Strategy</p>
Indigenous Artist in Residence		<p>The new Indigenous Artist in Residence program provides the opportunity for a local artist to develop artistic works and engage the community in dialogue, workshops, events, and activities throughout a one-year term. Iroquois Mohawk artist Lindsay Katsitsakatste Delaronde was selected as the City's first Indigenous Artist in Residence.</p> <p>The Indigenous Artist in Residence will engage the community and City staff to produce a range of artistic works, which may include for example an exhibition, performance, publication or forum. There will also be an opportunity to create collaborative artwork with the City's current Artist in Residence Luke Ramsey.</p>
Canada 150		A number of Canada 150 community events and initiatives are underway in 2017 to celebrate the country's sesquicentennial.
<b>Steward Water Systems and Waste Streams Responsibly</b>		
Stormwater		The City introduced a Stormwater Utility in 2016 to align the fee paid with the impact a property has on the City's stormwater infrastructure resulting in a more transparent, fair and equitable way to fund the stormwater system. In addition, this system enables the City to offer incentives to encourage and reward properties that manage rainwater more sustainably. Property owners can influence how much they pay by reducing impervious areas in new builds/major renovations and/or managing stormwater on site. All properties that use stormwater services are now contributing, similar to the water and sewer utilities. Under the old system only those paying property tax contributed, while some large properties with large impact on the system did not.
Waste Management		Community consultation on the regulation of single-use plastic bags is underway engaging local stakeholders to better understand the benefits, barriers, concerns and success stories related to a reduction of single-use checkout bags (plastic and paper).
<b>Take Climate Action and Prepare for Emergencies</b>		
Climate Leadership	Streetlight Replacement (LED)	Victoria is the first municipality in BC to replace all streetlights with LEDs resulting in annual savings of \$220,000 in 2018 and anticipated higher ongoing annual savings starting in 2019.
	Climate Action Program	The Climate Action Program establishes a long term greenhouse gas reduction target of 80% by 2050; including a corresponding specific target of 100% renewable energy. The following efforts are underway:



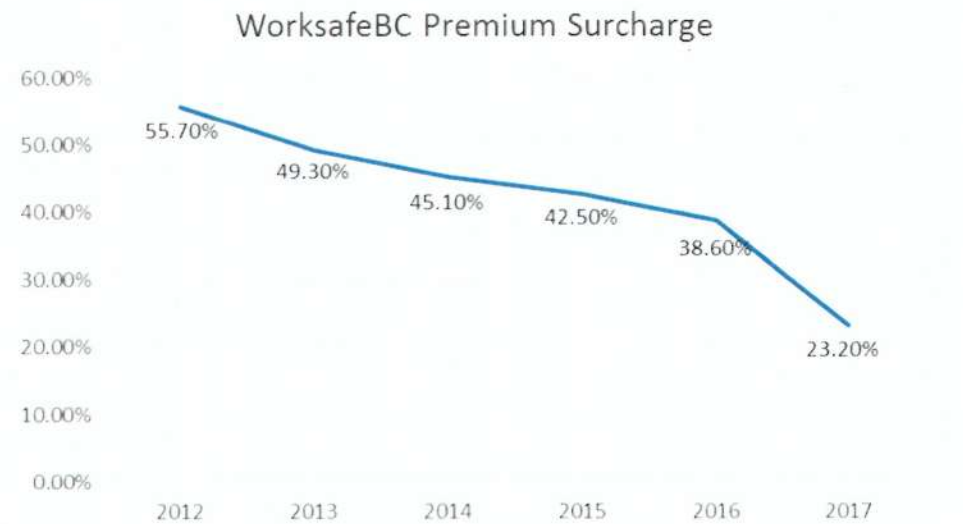
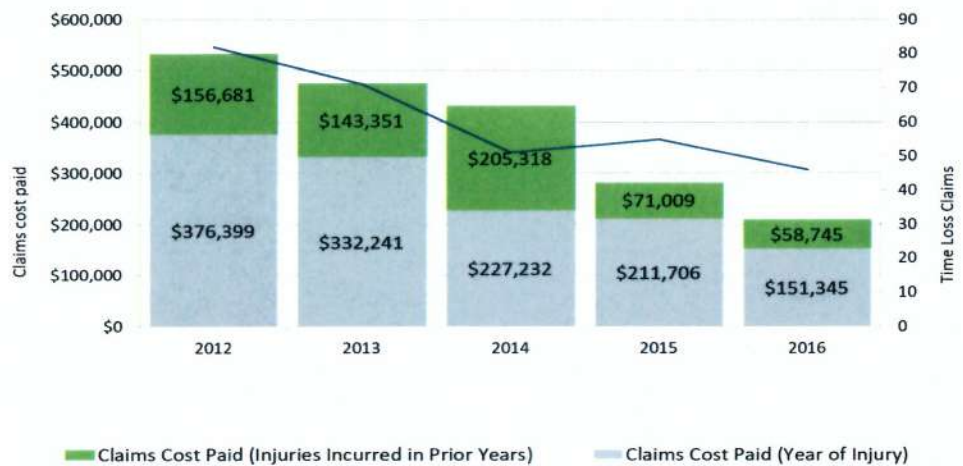
		<ul style="list-style-type: none"> <li>○ A community emissions model is being updated that accurately and comprehensively quantifies emissions by source to help invest in the required energy reductions to meet the City's GHG targets. Climate rebates accumulated in the City's <b>Climate Action Reserve</b> are re-invested in these initiatives.</li> <li>○ The City is working towards educating, informing and encouraging and influencing positive behaviour towards our Climate Action Goals and is a leader on climate mitigation and adaptation to invest prudently and wisely to inspire meaningful GHG improvements and reduce long term risks.</li> </ul>
Emergency Management	Investments in Information Technology	<p>The launch of the <b>Victoria Ready</b> website provides citizens with important information related to the City's emergency management program.</p> <p>The City is embracing cloud based infrastructure and applications to improve the City's resiliency by increasing redundancy and enabling our critical systems to operate with minimum interruption in the event of an emergency.</p>
	Infrastructure	Planning for a new Fire Department Headquarters is underway. Utilizing a market sounding process for the first time to seek innovative ideas and potential interest in partnering with the City, the City is currently negotiating with one proponent to replace the facility.

### **Continuous Improvement and Streamlining**

The internal budget process incorporates the philosophy of continuous improvement and requires departments to explore efficiencies to provide better value and service to the community. Each year staff are asked to engage in open dialogue to encourage a "better is possible" mindset, question current processes and seek ways to make improvements, including exploring reallocation of resources and collaboration with other departments to maximize efficiencies. The following table outlines a number of streamlining initiatives:

<b>Service standards and benchmarking</b>	A review of the inventory, service standards and resourcing for both the Parks and Facilities divisions were conducted in 2016. In addition to identifying standards and targets that can be measured, this review resulted in the shifting of one leadership position from Parks to Facilities to meet the increased demand for asset management oversight.
<b>Assessment of staffing needs</b>	As part of our regular operations, before requesting new funding for increased staffing levels, reviews of existing operations and positions are done to take advantage of opportunities to restructure and therefore eliminate the need to request additional funding. Examples include: Grant Specialist, Active Transportation Project Management Specialist, Planner, Building Inspector, and Fleet Asset Management Project Coordinator.
<b>Efficiencies</b>	Over the last number of years, significant effort has been made to support staff in their return to work after illness or injury resulting in significant reductions in time off and also in WorkSafe BC premium surcharges. WCB claims costs have been reduced by more than half, from over \$500,000 in

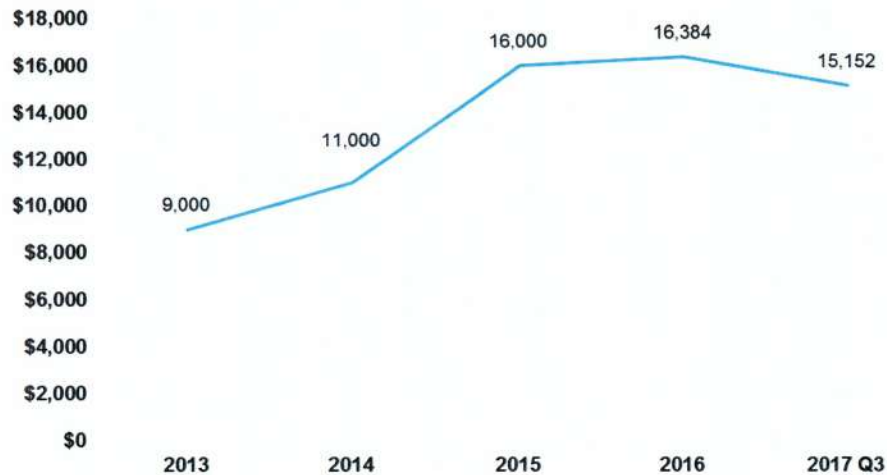
2012 to approximately \$200,000 in 2016. And the surcharge on WCB premiums have been reduced from 55.5% in 2012 to 23.2% in 2017.



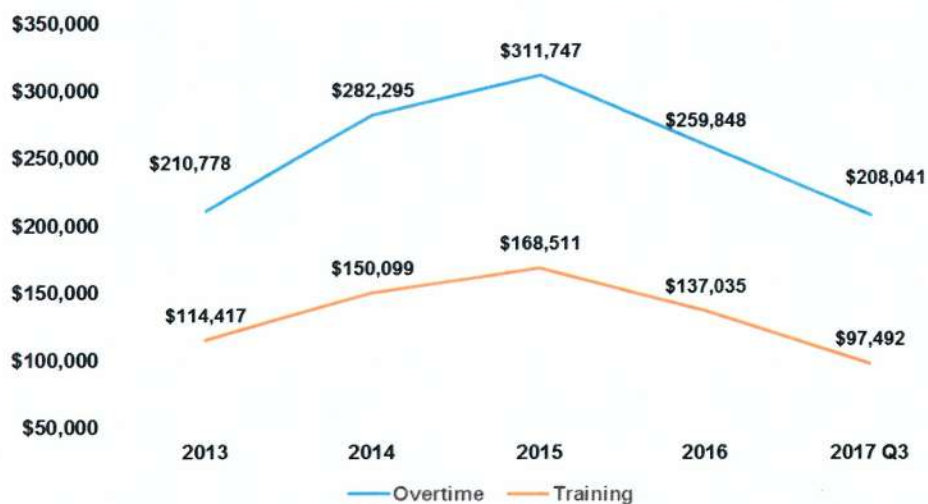


Specific to the Fire Department, a multi-pronged approach to scheduling has not only resulted in cost savings, but also increased and more equitable distributed training opportunities for staff.

**Training Hours 2013-2017**



**Overtime and Training Costs 2013-2017**



The Strategic Real Estate Office is now negotiating key commercial leases in house rather than through a third party, saving the City approximately \$84,000 on an ongoing basis annually.

Bringing collective agreement bargaining in-house has resulted in annual savings of \$40,000

**Calls for service**

The launch of the ConnectVictoria App makes it easier to connect with the City enabling residents to submit service requests through their mobile functions.

	In addition, the streamlined approach to correspondence implemented in 2016 has resulted in faster turnaround times for meaningful responses (target turnaround is 5 days).
	In the Bylaw Services Division, calls for service have increased from approximately 1900 in 2015 to 4800 in 2016 and that is expected to reach at least the same level for 2017. In view of the impacts of this calls for service increase, it is proposed that a Strategic Enforcement Workshop with Council be undertaken to identify clear enforcement priorities followed by an in-depth service review building on the earlier review of the service. This next level review would focus on resource requirements to effectively deliver the service levels desired by Council.
<b>Service integration with other municipalities</b>	The City continues to participate in many cooperative efforts between municipalities. Examples are provided in Appendix A, outlining over 90 ongoing efforts.
	As directed by Victoria Council and three neighbouring Councils, collaboration in regards to the development of a common communication platform for further integration of Fire Service is underway.

The budget process itself is one of continuous improvement and will be enhanced each year. Through the financial planning process, Council sets service levels and allocates 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 first reading of 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 before May 15, 2018.

## ISSUES & ANALYSIS

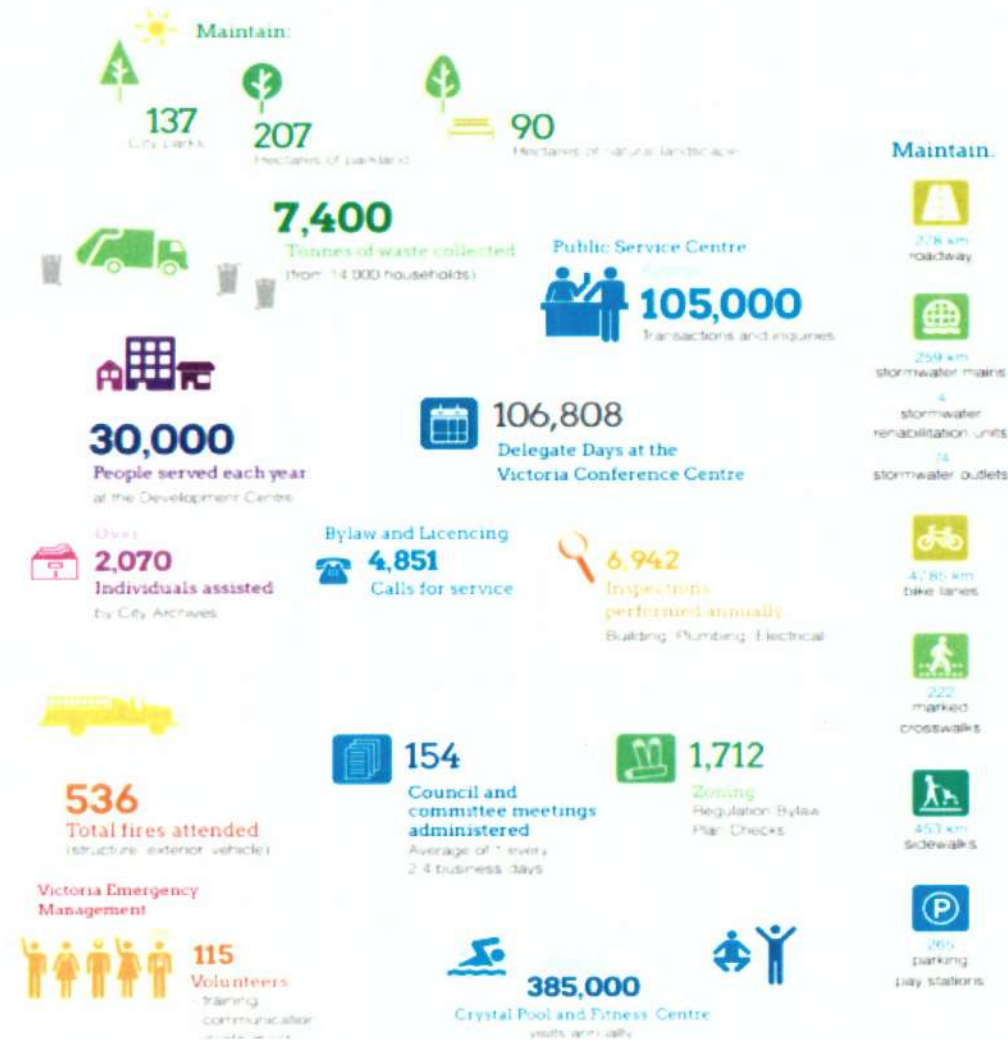
### Operating Budget

#### Overview

The draft 2018 operating budget totals \$233.3 million, which represents a proposed overall increase in property taxes of \$3.46 million or 2.77%. Including utility user fees, the proposed increase is 2.80%.

As outlined in the draft Financial Plan, the City delivers approximately 200 services, and over 200 capital projects are included.

# Highlights of City Services



As part of the 2015-2018 Strategic Plan, Council set a target maximum tax increase of inflation plus 1%. The most recently posted inflation is 1.8% for Victoria (August). The draft financial plan maintains services at current services levels. The main cost drivers are salary increases, capital investment, 2018 election costs, a decrease in traffic fine revenue from the Province, insurance, software maintenance agreements and the costs for the new library branch in James Bay. These increases have been offset in part by increased revenues from the Victoria Conference Centre, payment in lieu of taxes, recreation programming, plumbing permits and franchise fees from Fortis BC. In addition, as a result of the implementation of the LED streetlight conversion project, hydro and maintenance savings of \$220,000 are expected for 2018; it is proposed that these savings be transferred to the Climate Action Reserve for future funding of climate mitigation and adaptation strategies that target energy and GHG reductions.



The following table summarizes the proposed property tax increase and budget cost drivers for 2018:

Property Tax Impact	Tax Increase	
	Dollars \$	Percentage %
<b>City</b>		
<u>Cost Drivers</u>		
Salaries and Benefits	\$ 1,636,385	1.30%
Elections	279,000	0.22%
Insurance	77,300	0.06%
Software Licencing	66,000	0.05%
Credit Card Discount Fees	41,000	0.03%
Grants	24,000	0.02%
EFAP Program Revamp	20,000	0.02%
<u>Expense Savings</u>		
In House Collective Bargaining	(40,000)	-0.03%
In House Lease Negotiations	(30,000)	-0.02%
Hydro - LED streetlight conversion	(120,000)	-0.10%
Repairs and Maintenance - LED streetlight conversion	(100,000)	-0.08%
Climate Action Reserve - savings from LED streetlight conversion	220,000	0.18%
<u>Revenue Increases</u>		
Victoria Conference Centre - Sales, Parkade and Client Services	(248,000)	-0.20%
Payment In Lieu of Taxes	(204,000)	-0.16%
Fortis Franchise Fees	(40,000)	-0.03%
Recreation Programming	(34,000)	-0.03%
Plumbing Permits	(10,000)	-0.01%
<u>Capital Investment</u>		
Major Streets Rehabilitation- Road Surface Repair	250,000	0.20%
Building and Infrastructure Reserve	500,000	0.40%
New Property Tax Revenue due to Growth (Non-Market Change)	(500,000)	-0.40%
Other Changes	220,798	0.18%
<b>City Total</b>	<b>2,008,483</b>	<b>1.60%</b>
<b>Police</b>		
Operations	1,115,933	0.89%
Revenue Decrease - Traffic Fine Revenue	218,000	0.18%
<b>Police Total</b>	<b>1,333,933</b>	<b>1.07%</b>
<b>Greater Victoria Library</b>	<b>120,305</b>	<b>0.10%</b>
<b>Total Property Tax</b>	<b>\$ 3,462,721</b>	<b>2.77%</b>

The following table outlines the full-time equivalent (FTE) position count:

	2016 FTE	2017 FTE	Draft 2018 FTE	2017 to 2018 Change
City Manager's Office	5.00	5.00	5.00	0.00
Deputy City Manager	2.00	2.00	2.00	0.00
Arts, Culture and Events	7.00	7.29	7.29	0.00
Economic Development	1.00	1.00	1.00	0.00
Engagement	15.00	15.00	15.00	0.00
Legislative and Regulatory Services	20.88	21.88	21.88	0.00
Real Estate	2.00	3.00	3.00	0.00
Victoria Conference Centre	13.62	13.62	13.62	0.00
Engineering and Public Works	273.22	273.72	273.72	0.00
Finance	102.26	102.26	102.26	0.00
Human Resources	11.00	11.00	11.00	0.00
Legal Services	4.00	4.00	4.00	0.00
Parks, Recreation and Facilities	176.48	176.81	176.81	0.00
Sustainable Planning and Community Development	43.43	43.43	43.43	0.00
Victoria Fire Department	123.09	123.09	123.09	0.00
<b>Total</b>	<b>799.98</b>	<b>803.10</b>	<b>803.10</b>	<b>0.00</b>

**Note:**

The 2017 FTE's have been restated to reflect departmental reorganizations for the employee shifts between department

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

In 2017, Council approved adding one additional FTE to enforce the business licence regulations for medical cannabis businesses, funded through a business licence fee; 0.5 FTE for Public Works and 0.33 FTE for the horticulture team both funded through reduction in existing overtime budgets that were previously used to meet those needs; 0.29 FTE support for Arts and Culture, and 1 FTE for the real estate function.

The current full-time employee equivalent count, excluding VicPD, is 803.10. 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.

For 2018, it is proposed that 1.0 permanent FTE carpenter position be added replacing auxiliary staffing funded through existing budgets. Should Council approve any supplementary requests, additional FTEs would be added.

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. Through the improved quarterly reporting process to Council, staff will be able to regularly provide better metrics to highlight resource needs in a structured way, which will inform Council's decision-making in regards to resource allocation.



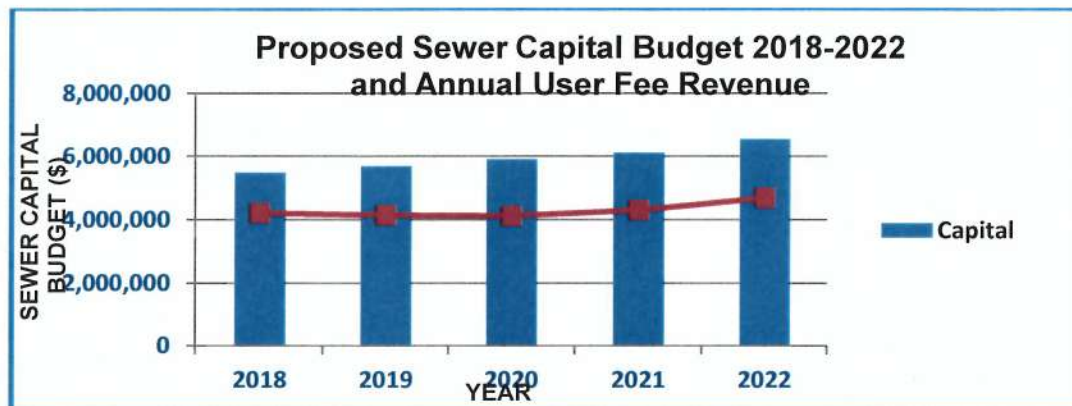
### Utilities

The major cost driver for the City's utilities is capital investment, CRD bulk water and tipping fees. Further details for each utility is provided below.

The proposed Water Utility budget results in a user fee revenue increase of \$602,256 or 3.12% as outlined in the following table:

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

Subsequent to the CRD's decision on the location for the sewage treatment facility, the update to the sewer master plan is underway and will inform future budgets. Pending the outcome of the master planning, no revenue increase is proposed for 2018. Additional capital projects are proposed for 2018 with funding from the sewer utility reserve, which has been accumulating funding for these projects pending the CRD decision for the sewage treatment facility. Having transferred funding into reserve has enabled smoothing out the impact of these projects in later years. The following graph shows the capital spending amounts as bars and the annual user fee as the straight line, with the difference coming from the reserve:



The Solid Waste program proposes a user fee revenue increase of \$93,625 or 3.07% as outlined in the following table:

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

The proposed Stormwater Utility budget for 2018 results in a revenue increase of \$318,980 or 5.07% as outlined in the following table:

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

### Greater Victoria Public Library (GVPL)

The City's share of the GVPL's operating and facility maintenance budget request, is \$5 million, which is an increase of approximately \$120,000 over 2017. On top of this increase, the budget also includes the operating costs for the new branch in James Bay as well as the City's lease and facility costs for this new branch. As directed by Council, all costs associated with the branch in James Bay will be funded through new tax revenue generated by the Capital Park development. The Library Board will consider the 2018 provisional budget request on October 24, 2017 and the budget will be submitted to each municipality by October 31. The final budget will be submitted in March 2018.

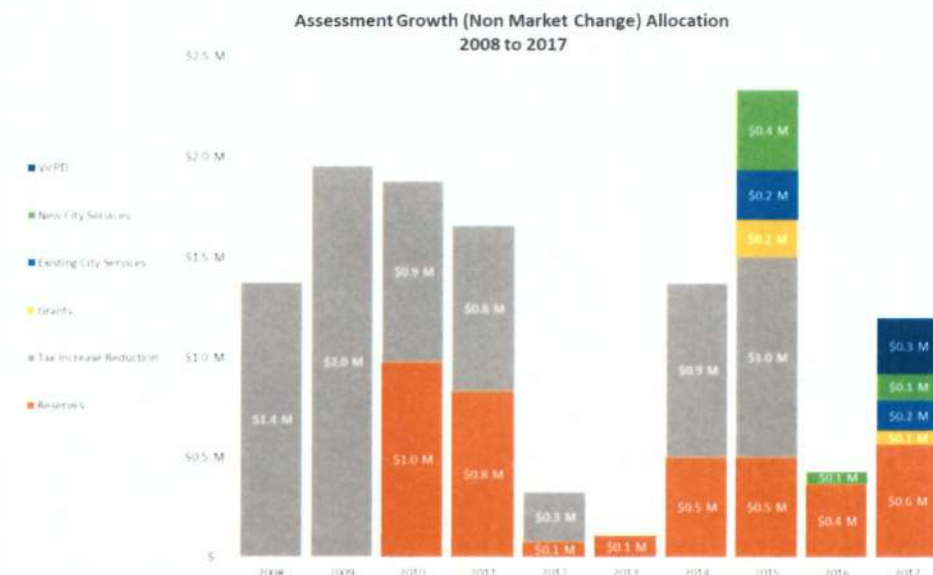
### Assessment Growth (Non-Market Change)

As per the Financial Sustainability Policy, the first \$500,000 of new property tax revenue resulting from new construction is transferred to reserve and as directed by Council, funding has been allocated to maintain the Correspondence Coordinator function (\$87,000) that, due to lack of ongoing funding in 2017, had only received funding for one year in the 2017 Financial Plan.

In addition, Council has previously approved funding from the new tax revenue from the Capital Park development for the new library branch in James Bay (ongoing operations as well as repayment of the capital costs to the Buildings and Infrastructure Reserve). The Draft Financial Plan currently includes \$848,000 (\$345,000 for operating and lease costs, and \$503,000 to repay the reserve). However, the early estimate of new tax revenue from this development for 2018 is only \$450,000. Should the new tax revenue be insufficient, the capital cost repayment amount transferred to the Buildings and Infrastructure Reserve will be reduced to offset.

Additional assessment growth revenue has not been factored into the 2018 Draft Financial Plan. A conservative early estimate, based on information provided by BC Assessment but excluding the revenue from Capital Park, is \$1.9 million leaving an estimated \$1.3 million unallocated. However, this is based on incomplete information this early in the year and this amount will likely change before it is finalized in March 2018. BC Assessment will be providing a revised estimate in November before Council makes funding allocation decisions in December.

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





For 2018, 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 \$6.1 million plus the proposed addition of \$500,000 for a total of \$6.6 million in 2018; the estimated unallocated balance at the end of 2017 is \$15.2 million taking the allocation for the Crystal Pool project into account. The preliminary non-market change amount is equivalent to an approximate 1.5% tax reduction.

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

2013		2014		2015		2016		2017	
Buildings and Infrastructure Reserve	\$108,000	Reduce Property Tax Increase	\$968,945	Reduce Property Tax Increase	\$1,000,000	Real Estate Function	\$60,000	Police Budget	\$277,000
		Buildings and Infrastructure Reserve	\$500,000	Buildings and Infrastructure Reserve	\$500,000	Buildings and Infrastructure Reserve	\$365,000	Buildings and Infrastructure Reserve	\$250,000
<b>Total</b>	<b>\$108,000</b>	<b>Total</b>	<b>\$1,368,845</b>	Community Garden Volunteer Grants	\$36,000			Accessibility Reserve	\$250,000
				Interdisciplinary Team	\$300,000			Real Estate Function	\$135,000
				Downtown Community Centre Funding	\$50,000			Tree Care	\$128,000
				Increase Community Centre Funding	\$100,000			Greening of Fleet	\$61,722
				Solid Waste Garbage Collection and Waste Separation	\$95,000			New Gymnasium - 950 Kings Rd	\$49,000
				Beautification (Banners)	\$10,000			Arts and Culture Support	\$25,000
				Traffic Calming	\$100,000			Community Garden Volunteer Coordinator	\$6,000
				Sidewalk Maintenance Upgrades	\$80,000			Distribution of Mulch to Community Garden Operators	\$6,000
				Real Estate Function	\$101,000			Victoria Heritage Foundation Grant	\$5,125
				<b>Total</b>	<b>\$2,332,000</b>	<b>Total</b>	<b>\$425,000</b>	Victoria Civic Heritage Trust Grant	\$2,153
								Medallion Challenge Trophy	\$500
								<b>Total</b>	<b>\$1,195,500</b>

### 2017 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 2017 year is not yet complete and the amount of the 2017 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 2017 surplus be made once the consultation on the draft Financial Plan is complete.

The following table outlines the surplus allocation for the past five years:

2012		2013		2014		2015		2016	
Buildings and Infrastructure Reserve	\$ 1,228,387	Additional staffing to expedite planning applications	\$ 350,000	Expedite Local Area Plans	\$ 200,000	Crosswalk Projects	\$ 200,000	Buildings and Infrastructure Reserve	\$ 1,440,209
		Active Transportation Projects	\$ 124,559	Victoria Housing Reserve	\$ 750,000	Broad Street Mail Repairs	\$ 15,000	Accelerated Local Area Planning (2018-2019)	\$ 500,000
		Buildings and Infrastructure Reserve	\$ 2,800,000	Buildings and Infrastructure Reserve	\$ 500,000	Buildings and Infrastructure Reserve	\$ 552,721	South Island Prosperity Project (SIPP)	\$ 220,000
<b>Total</b>	<b>\$ 1,228,387</b>	<b>Total</b>	<b>\$ 3,274,559</b>	Centennial Square Washroom Upgrades	\$ 125,000	Arboriculture (Urban Forest Mgmt Plan Implementation)	\$ 125,500	Vulnerable Population Pilot Project	\$ 204,891
				Accessibility Capital Fund	\$ 250,000	Accessibility Capital Fund	\$ 250,000	Parks Overnight Sheltering	\$ 200,000
				Emergency Management	\$ 250,000	Real Estate Function Consulting	\$ 100,000	Parks Infrastructure	\$ 158,000
				Storage-Homeless Persons' Belongings	\$ 45,000	City of Victoria Youth Council Additional Request	\$ 6,000	High Risk Tree Removal	\$ 150,000
				UBCM Conference Housing	\$ 155,000	Cultural Plan	\$ 116,000	Canada 150 Festivities	\$ 150,000
				VCAN Support	\$ 1,100	Senior Parks Planner	\$ 103,000	Songhees and Esquimalt First Nations Long House	\$ 110,000
				VCAN Support 2016 - First 6 Months	\$ 900	Sidewalk Power-Washing	\$ 15,000	Parks Planning Temporary Support	\$ 103,000
				Island Transformations Railway Crossing Study	\$ 4,000	Parks Overnight Sheltering Support and Clean-Up	\$ 313,000	Victoria Housing Strategy Implementation	\$ 100,000
				Western Canada Music Awards Grant	\$ 25,000	Traffic and Parking Improvements	\$ 8,000	Correspondence Coordinator	\$ 87,000
				Concrete and Brick Pavers Intersection Maintenance	\$ 37,000	India Mele and Dragon Boat Society 80% FIG Grants	\$ 11,200	Install Symbol of Lekwungen People	\$ 75,000
				Parks Master Plan	\$ 250,000	<b>Total</b>	<b>\$ 1,818,421</b>	Adaptive Management Framework	\$ 55,000
				Dallas Road Split Rail Fence	\$ 125,000			Temporary Moveable Child Friendly Play Feature in Centennial Square	\$ 50,000
				Strategic Plan Grants (unused 2014 Greenways)	\$ 25,000			City Studio (2018-2019)	\$ 50,000
				Strategic Plan Grants - additional funding	\$ 36,964			Public Works Master Plan	\$ 50,000
				Strategic Objectives Account (unallocated)	\$ 109,318			Seasonal Special Events	\$ 50,000
				<b>Total</b>	<b>\$ 2,888,482</b>			Traffic Control Support	\$ 50,000
								Solid Waste Management Strategy	\$ 50,000
								City's Truth and Reconciliation Commission Calls to Action Task Force	\$ 50,000
								Car Free Day (2018-2020)	\$ 45,000
								Development Services	\$ 42,000
								Temporary Support	\$ 30,000
								Zoning Updates	\$ 30,000
								Youth Strategy	\$ 30,000
								2017 Canadian Capital Cities Organization Annual Conference	\$ 20,000
								Temporary installation of table tennis and chess tables in Centennial Square	\$ 11,000
								Victoria Community Association Network	\$ 1,200
								Fairfield Community Centre Insurance Administration	\$ 500
								<b>Total</b>	<b>\$ 4,832,800</b>

A conservative early estimate of the 2017 surplus is \$2 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 were calculated based on 2017 assessed property values and 2017 estimated water usage.

<b>Estimated Average Residential</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Property Taxes (\$641,000 assessed value)	\$65	\$52	\$55	\$54	\$56
Water Utility - 80 units	13	7	10	11	11
Sewer Utility - 80 units	-	-	1	6	11
Solid Waste - 120 litre bin	7	4	4	5	5
Stormwater Utility	7	10	7	5	5
<b>Estimated Increase in \$</b>	<b>\$92</b>	<b>\$73</b>	<b>\$77</b>	<b>\$81</b>	<b>\$88</b>
<b>Estimated Increase in %</b>	<b>2.80%</b>	<b>2.17%</b>	<b>2.24%</b>	<b>2.30%</b>	<b>2.45%</b>
<b>Estimated Typical Small Business</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Property Taxes (\$540,000 assessed value)	\$186	\$148	\$157	\$155	\$160
Water Utility - 80 units	13	7	11	11	11
Sewer Utility - 80 units	-	-	1	6	11
Stormwater Utility	16	23	17	12	12
Business Licence	-	-	-	-	-
<b>Estimated Increase in \$</b>	<b>\$215</b>	<b>\$178</b>	<b>\$186</b>	<b>\$184</b>	<b>\$194</b>
<b>Estimated Increase in %</b>	<b>2.80%</b>	<b>2.25%</b>	<b>2.30%</b>	<b>2.22%</b>	<b>2.29%</b>

### **Supplementary Operating Budget Requests**

Before any requests for increased funding is brought to Council for consideration, staff first evaluate each need and possible ways to meet those needs without requesting additional funding from Council; this includes process improvements that create efficiencies and free up existing staff time, shifting resources between areas, or exploring funding opportunities. To ensure only those requests that are the highest priority are brought forward, a rigorous corporate-wide prioritization process is undertaken.

The highest priority areas for 2018 focus largely on building capacity for infrastructure planning, managing growth and new development, housing and homelessness, public safety, and organizational resources to support effective delivery of City projects.

The following table outlines this year's requests:

<b>Supplemental Description</b>	<b>2018 Ongoing</b>	<b>2018 One-Time</b>
<b>Managing Growth and New Development</b>		
Parks Planner	\$103,000	
Transportation Planner	\$104,000	
Secretary Planning		\$67,000
Parks Arboriculture		\$97,000
<b>Managing Public Safety</b>		
Fire Prevention Officer	\$121,000	
<b>Managing Green Spaces</b>		
Overnight Sheltering – Support & Clean Up		\$300,000
Community Garden Program	\$15,000	
Parks Natural Area Support	\$63,000	
High Risk Tree Removal		\$150,000
Pioneer Square Archaeological Reporting		\$37,000
Downtown Public Realm Plan Implementation		\$105,000
<b>Managing Public Engagement</b>		
Graphic Design Support	\$81,000	
Engagement Advisor		\$109,000
<b>Managing Accessibility</b>		
Accessibility Framework		\$40,000
<b>Youth Initiatives</b>		
Youth Leaders in Training Program	\$20,000	
Youth Strategy Liaison		\$30,000
<b>Active Transportation</b>		
Neighbourhood Transportation Management		\$180,000
Speed Reader Boards		\$85,000
<b>Multi-Modal Transportation Network</b>		
Street Occupancy and Parking Support	1 FTE Only	
Traffic Signal Timing Update Study		\$40,000
Extra Bridge Coverage		\$30,000
<b>Asset Management</b>		
Building Project Administrator	\$99,000	
Condition Assessment Pilot Project		\$60,000
Professional Certification/Project Management		\$50,000
<b>Managing Climate Action and Sustainability</b>		
Sustainability Waste Management Engineer	\$99,000	
Step Code Implementation		\$10,000
Environmental Performance Audit		\$50,000
<b>Managing Housing</b>		
Victoria Housing Strategy Implementation		\$20,000
<b>Total</b>	<b>\$705,000</b>	<b>\$1,460,000</b>

Additional details on each are attached as Appendix A.



The City has also committed to the South Island Prosperity Project and for 2018, the City's share is approximately \$220,000. Their Five-Year Strategy is attached as Appendix D.

VicPD has also put forward supplementary budget requests as outlined in their submission.

The public consultation process may result in additional funding needs. Possible funding sources are 2017 surplus, assessment growth (non-market change) property tax revenue or an additional property tax increase. It is recommended that Council consider these requests along with feedback from public consultation on the draft Financial Plan.

## **Capital Budget**

### **Overview**

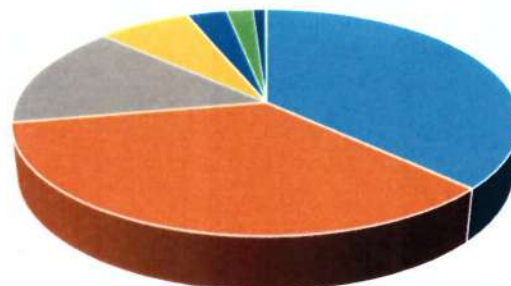
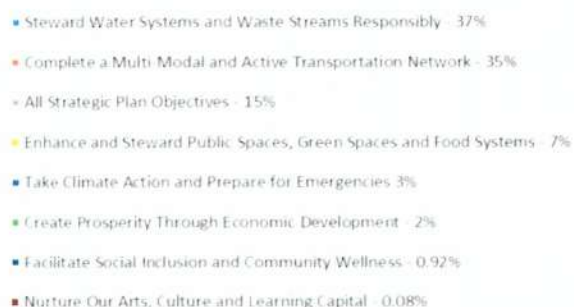
The draft capital budget for 2018 totals \$43.1 million, which is larger than the typical \$30-35 million primarily due to the Johnson Street Bridge replacement, Bicycle Master Plan Implementation and the Wharf Street Revitalization.

For 2018, 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, wayfinding, street and traffic lights
- **Facilitate Social Inclusion and Community Wellness:** Recreation and community centre buildings and infrastructure
- **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
- **Take Climate Action and Prepare for Emergencies:** Energy conservation projects, and emergency management equipment
- **Create Prosperity through Economic Development:** Parkade upgrades, Victoria Conference Centre upgrades, and seasonal animation
- **Nurture Our Arts, Culture and Learning Capital:** Festival equipment
- **All Strategic Plan Objectives:** Equipment, which includes vehicles, information technology and various equipment replacements

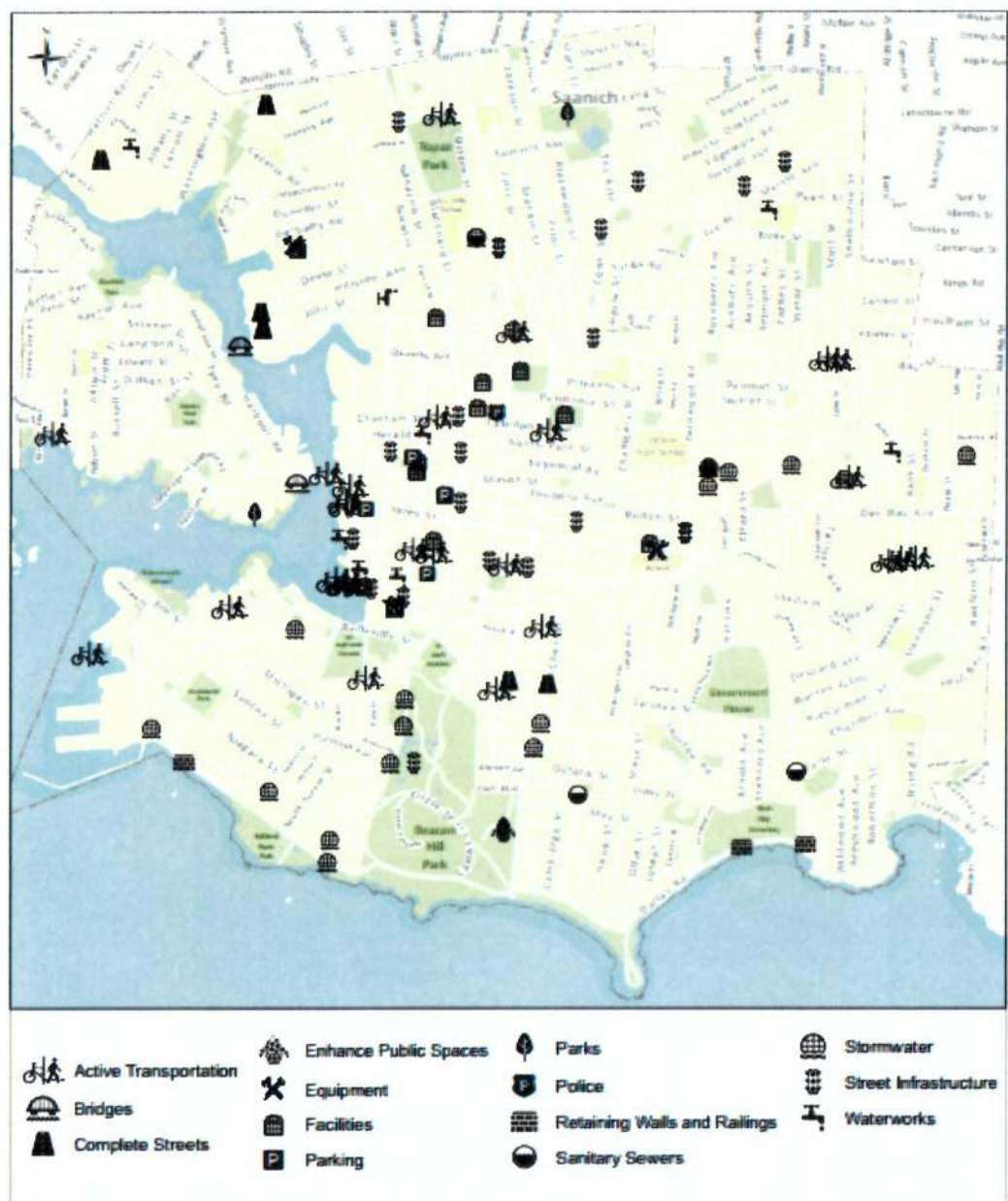
The following chart outlines the proposed capital investment by strategic plan objective:

**Capital Expenditures by Strategic Plan Objectives**  
**2018 Budgeted Strategic Plan Objectives Expenditures (\$43.1 million)**



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

2018 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 capital budget was developed based on the principle that all asset groups are allocated some funding. In addition, 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 require additional analysis to determine the required funding levels (sewer, equipment and surface infrastructure such as street and traffic lights) and some fall short of recommended levels (facilities, roads and fleet).

Identified as a priority in the 2015-2018 Strategic Plan, a Parks Master Plan was approved by Council in 2017 and the proposed next step is to do a full condition assessment in 2018. Together, the Plan and the condition assessment will identify priority areas for parks investment and will inform future capital plans.

A facilities condition assessment was completed in 2015. This was the first step in the process to determine future investment needs. Further work is required to develop tactical plans for significant cost items; one of those, a roofing plan, was completed in 2017. Also, the condition assessment assumed that all buildings would continue to be used as currently operated and did not consider operational needs nor included a "highest and best use" analysis. The 2018 capital plan only includes the "must-do" projects as identified through the facilities assessment process.

The sewer master plan was put on hold pending the Capital Regional District's decision regarding sewage treatment. With the decision for a single plan at McLoughlin Point, the sewer master plan update is now underway. This plan will inform future financial plans and 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. Staff continue to investigate alternative rehabilitation strategies, such as thin asphalt overlays, and mill and fill replacements, to achieve more upgrades within available funding. This year's draft financial plan is proposing increasing the funding in this area by \$250,000 to avoid widening the existing gap in funding.

The City is in process of developing a fleet management master plan that will define the long-term strategy to optimize future fleet utilization. In 2015, the City undertook an industry benchmark review and condition assessment, the result of which confirmed that there is a significant backlog-need for fleet replacement. Work is underway to right-size the fleet, as well as exploring "modular" vehicles where the chassis is the same but the back-end can be changed depending on need, and exploring the used market viability for heavy duty low utilisation vehicles. This multi-pronged approach is part of the strategy to reduce the current funding gap.

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 \$10.2 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 2018, based on the investment needs identified above, it is recommended that \$250,000 of increased funding be provided to roads and this has been factored into draft financial plan. 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 which is consistent with the City's policy on debt.

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 2017. 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. The minimum target balances have already been achieved for all reserves except the stormwater utility reserve which was created in 2016. However, the minimum balances are only one part of the equation and recommended capital budget spend levels also need to be taken into account as outlined in the section above in this report. The following table outlines the estimated uncommitted year-end reserve fund balances based on the assumption that all planned work for 2017 will be completed:

Description	Projected Balance Dec 31, 2017	2018 Budget Transfers In	2018 Budget Transfers out	Projected Balance Dec 31, 2018
<b>Capital Reserves</b>				
<b>Equipment &amp; Infrastructure</b>				
<b>Police</b>				
Police Vehicles, Equipment & Infrastructure	1,929,138	1,056,000	1,953,000	1,032,138
Police Emergency Response Team	263,714		240,000	23,714
<b>City</b>				
VCC Equipment and Infrastructure	1,476			1,476
City Equipment	8,193,727	1,602,500	1,481,000	8,315,227
City Vehicles & Heavy Equipment	2,781,113	1,623,104	2,615,000	1,789,217
City Buildings & Infrastructure	15,190,109	7,535,036	5,988,000	16,737,144
Accessibility Capital	675,002	250,000	56,000	869,002
Parking Services Equipment and Infrastructure	4,289,978	1,849,929	358,000	5,781,907
Multipurpose Equipment and Infrastructure	954,757	140,000	133,000	961,757
Recreation Facilities Equipment and Infrastructure	1,051,887	25,500		1,077,387
Archives Equipment	11,931		10,000	1,931
Artificial Turf Field	977,716	86,700		1,064,416
Gas Tax	3,780,281	3,591,000	5,058,000	2,313,281
Water Utility Equipment and Infrastructure	15,137,565	1,850,000		16,987,565
Sewer Utility Equipment and Infrastructure	25,881,990	771,564	2,040,000	24,613,554
Stormwater Utility Equipment and Infrastructure	99,539			99,539
Tax Sale Lands Fund	4,369,775	50,000	250,000	4,169,775
Parks and Greenways Acquisition Fund	1,846,203		300,000	1,546,203
Local Amenities Reserve	501,008		145,290	355,718
Development Cost Charges	13,479,862			13,479,862
Downtown Core Area Public Realm Improvements	151,034			151,034
<b>Total Capital Reserves</b>	<b>101,567,804</b>	<b>20,431,333</b>	<b>20,627,290</b>	<b>101,371,847</b>
<b>Operating Reserves</b>				
<b>Financial Stability Reserves</b>				
City	6,231,102	100,000	352,000	5,979,102
Police	744,821		100,000	644,821
Debt Reduction	37,780,401	3,025,346		40,805,747
Insurance Claims	3,855,063			3,855,063
Water Utility	682,312			682,312
Sewer Utility	617,688			617,688
Stormwater Utility	235,610			235,610
Victoria Housing Reserve	2,878,280	250,000		3,128,280
Dockside Affordable Housing	254,445			254,445
Climate Action Reserve	653,867	313,961	50,000	917,828
Art in Public Places	399,639	135,000	327,500	207,139
Heritage Buildings Seismic Upgrades	87,709			87,709
<b>Total Operating Reserves</b>	<b>54,420,936</b>	<b>3,824,307</b>	<b>829,500</b>	<b>57,415,743</b>
<b>Total City Reserves</b>	<b>155,988,740</b>	<b>24,255,640</b>	<b>21,456,790</b>	<b>158,787,590</b>

The City currently has \$73.6 million in outstanding debt, with additional authorized but yet to be issued debt of approximately \$700,000 for the Johnson Street Bridge replacement. According to the Financial Sustainability Policy, debt servicing charges should be kept at a maximum of 7% of the prior year's property tax levy. Currently, there is approximately \$3 million of budget room for debt servicing, which is transferred to the Debt Reduction Reserve. This is the funding room that Council has set aside for the replacement of Fire Department Headquarters. There are some smaller debt issuing falling off in 2022; however, the next significant debt issue to retire is in 2031. The following table outlines the current debt issues, year of retirement and the annual debt servicing costs.

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

#### Allocation of Annual Gas Tax Funding

The City receives annual funding from the Federal Government through their gas tax program. The expected amount for 2018 is \$3.59 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. For 2015 to 2017, Council allocated funding for the David Foster Harbour Pathway implementation, storm drain brick main replacement, LED streetlight replacement, and new bike lanes in priority areas. With the expected amount for 2018, the gas tax funding available is \$4.7 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 bike lanes. It is proposed that the Storm Drain Brick Main project (\$2.45 million) continues to be funded through gas tax and that the remaining funding (\$2.3 million) be allocated upon completion of the public consultation process.

#### 20-Year Capital Plan

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 future capital plans. It is proposed that a condition assessment of all parks assets be undertaken in 2018. Together with the goals within the Parks and Open Space Master Plan, this 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, condition assessments and design work underway 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.

### **Outstanding Council Motions**

Council 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 2018-2022 Financial Plan. As per Council direction, the funding for this project will be considered once all terms of the Council motion have been addressed.

### **2015-2018 Strategic Plan Funding**

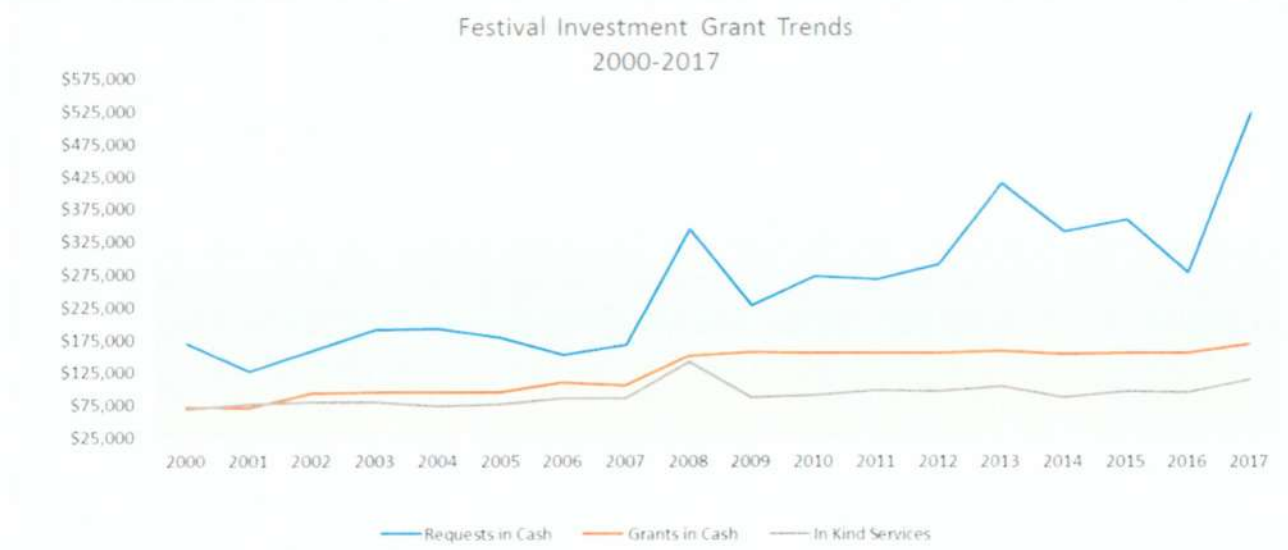
The majority of action items within the Strategic Plan are fully funded. However, some of the items still require funding as follows:

Action Year	Action	Funding Need
2015	Prioritize “special places” along the David Foster Harbour Pathway and identify funding opportunities	Possible funding source is annual gas tax.
2016	Working toward establishing supervised consumption services, in collaboration with Island Health, VicPD and YES2SCS.	City’s funding needs unclear at this point.
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 and priority projects have been identified within this plan and will inform financial plans.
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.

## Grants

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

Starting in 2016, Council directed staff to include inflationary increases for community and seniors centres operating and youth programming grants, as well as the festival investment grant budget. As previously reported to Council, the festival investment grant budget continues to be oversubscribed each year.



This program, that provides cash grants and in-kind support, nurtures the development of high quality, accessible and affordable events, and creates significant economic activity in the city. This program achieves many of the action items within the draft Arts and Culture Master Plan and Official Community Plan. Council may consider increasing the funding for this grant program to meet the increased demand.

For Council's consideration in 2018 is to shift senior's outreach funding (\$30,000) from Strategic Plan grants to direct award. In 2015, Council approved a \$5,000 Strategic Plan grant for Victoria Silver Threads and James Bay New Horizons to pilot a new senior outreach program in the James Bay and Jubilee neighbourhoods. The concept was simple – have an Outreach Worker meet with seniors where they live, make connections, listen to concerns and inform seniors of available services to help them remain independent. By connecting with property and building managers, coffee parties (information sessions) were held in 24 buildings and connections made with 110 seniors. Some of the issues identified included cost of living, housing, food, health care and transportation. A significant concern is loneliness and lack of social connectedness. In 2016, Council approved a second grant of \$10,000 and these two organizations leveraged this funding to get an additional small grant from the provincial government to expand the program. A total of 64 coffee parties were held and connections were made with over 300 seniors. In 2017, Council approved a third grant for \$9,000 for these organizations to take this pilot project into the second stage, keeping these 410 seniors connected to services and programs. Following the success of this pilot program, together the three seniors centres have requested a total of \$30,000 in pooled funding. Should Council approve this shifting, this seniors outreach service would be incorporated into the operating agreements with these organizations and the City.



A few direct award grant organizations have requested additional funding. The Victoria Heritage Foundation has requested a 5.1% or \$10,716 increase in funding and the Victoria Civic Heritage Trust is requesting a 2% or \$2,186 increase (letters attached as Appendix C).

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 and strata fees. These budgets have been increased to reflect expected inflationary increases. All other grant funding is proposed to remain at the 2017 budget level.

The proposed funding for the direct-award grants is as follows. The last column indicates the additional requests some organizations have submitted.

Organization	Type of Grant	2017 Final Budget	2018 Draft Budget	Change	Additional Requests
Victoria Civic Heritage Trust	Building Incentive	420,000	420,000	0	
Victoria Civic Heritage Trust	Operating	109,814	109,814	0	2,186
Victoria Heritage Foundation	Operating	210,125	210,125	0	10,716
Recreation Integration Victoria	Operating	30,656	30,656	0	
Victoria Youth Council	Operating	26,000	26,000	0	
Quadra Village Community Centre	Operating	51,612	52,644	1,032	
Quadra Village Community Centre	Youth Programming	8,323	8,489	166	
Quadra Village Community Centre	Lease Grant	43,200	43,200	0	
Fernwood Community Centre	Operating	51,612	52,644	1,032	
Fernwood Community Centre	Youth Programming	8,323	8,489	166	
Vic West Community Association	Operating	51,612	52,644	1,032	
Vic West Community Association	Youth Programming	8,323	8,489	166	
Vic West Community Association	Facility (janitorial)	34,185	34,869	684	
Fairfield Community Place	Operating	51,612	52,644	1,032	
Fairfield Community Place	Youth Programming	8,323	8,489	166	
Fairfield Community Place	Facility (janitorial, recycling)	45,400	46,308	908	
Fairfield Community Place	Liability Insurance	5,000	5,000	0	
Fairfield Community Place	Youth Outreach	15,000	15,000	0	
Cook Street Village Activity Centre	Operating	51,612	52,644	1,032	
Cook Street Village Activity Centre	Facility (strata fees)	17,260	17,708	448	
Victoria Silver Threads	Operating	51,612	52,644	1,032	
Victoria Silver Threads	Facility (lease)	122,389	122,389	0	
Burnside Gorge Community Centre	Operating	51,612	52,644	1,032	
Burnside Gorge Community Centre	Youth Programming	8,323	8,489	166	
Burnside Gorge Community Centre	Youth Outreach	10,000	10,000	0	
James Bay Community School Centre	Operating	51,612	52,644	1,032	
James Bay Community School Centre	Youth Programming	8,323	8,489	166	
James Bay Community School Centre	Facility (janitorial, recycling)	53,091	54,153	1,062	
James Bay New Horizons	Operating	51,612	52,644	1,032	
James Bay New Horizons	Facility (janitorial)	26,875	27,413	538	
Oaklands Community Centre	Operating	51,612	52,644	1,032	
Oaklands Community Centre	Youth Programming	8,323	8,489	166	
Oaklands Community Centre	Facility (janitorial)	16,595	16,927	332	
Cool Aid Downtown Community Centre	Operating	51,612	52,644	1,032	
Blanshard (Hillside Quadra)	Per capita base (0.75 times population)	5,434	5,684	250	
Burnside/Gorge	Per capita base (0.75 times population)	4,395	5,105	710	
Downtown (incl Harris Green)	Per capita base (0.75 times population)	3,454	4,129	675	
Fairfield Gonzales	Per capita base (0.75 times population)	11,869	12,343	474	
Fernwood	Per capita base (0.75 times population)	7,069	7,358	289	
James Bay	Per capita base (0.75 times population)	8,430	9,032	602	
North Jubilee	Per capita base (0.75 times population)	2,288	2,418	130	
South Jubilee	Per capita base (0.75 times population)	1,643	1,734	91	
North Park	Per capita base (0.75 times population)	2,588	2,680	92	
Oaklands	Per capita base (0.75 times population)	5,119	5,346	227	
Rockland	Per capita base (0.75 times population)	2,618	2,755	137	
Vic West	Per capita base (0.75 times population)	5,104	5,758	654	
		<b>1,871,594</b>	<b>1,892,413</b>	<b>20,819</b>	<b>12,902</b>

The per capita base budget is subject to change based on the final release of the 2016 Canada census figures. The overall increase will not change though the distribution may change.

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 second column of the table above, and consider any funding increase requests upon completion of the public consultation.

## Public Information and Consultation

Public participation in the development of the City of Victoria's budget has exponentially increased in recent years due to a number of measures introduced to improve the budget information and the tools used to solicit greater input and involvement. Prior to the 2015 process, the City would hear from less than 30 people during the budget process. In 2015, 2016 and 2017 the numbers increased to over 2,000, 800 and 950 respectively. The initial rise in 2015 was largely attributed to the alignment with the strategic planning process and the opportunity for the public to inform the investment of unallocated surplus and new assessment revenue.

In the spirit of continuous improvement, efforts that continue to increase engagement and the diversity of input will continue. Budget information and input mechanisms have become more accessible than in years past. Through an improved budget document, summary materials in print and online, the introduction of a budget simulator and the E-Town Hall format, more people are participating than ever before, and greater dialogue is occurring about the budget.

Last year, a budget simulator tool was developed and will be promoted widely during the 2018 budget process to assist in educating taxpayers of the trade-offs of different budget decisions.



### City of Victoria's Budget Simulator

The City of Victoria invites you to use the budget simulator to help better understand the budget process. This exercise allows you to experience the types of decisions City Council and staff make when developing and allocating funds.

Like any business or household, the needs and wants within a municipality are often greater than what the budget can be afforded at one time. Each year as part of the budget process, choices must be made that directly impact the taxes you pay and the level of services the City of Victoria can provide. Our budget looks to balance competing priorities and challenges with the ability to provide high quality services for all our customers.

We welcome you to use our budget simulator to help you understand the budget process and gain insight into the types of decisions City Council and staff face when developing and approving the budget.

#### What you will learn:

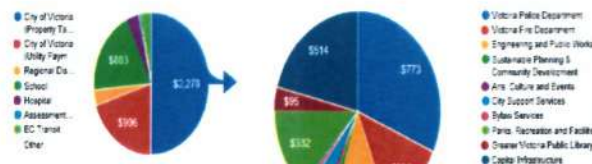
- Learn how the tax dollars are invested in the City of Victoria, based on your property's assessed value.
- Learn how funding changes to services will affect the level of service and your property tax bill.
- Learn the challenges the City faces at budget time, this means finding revenues to pay for what matters to you by either reducing funds from other services or increasing your property taxes, including finding ways to pay for programs and services that are important to taxpayers, by either reducing funds from other services or increasing your property taxes.

#### Let's get started!

This tool is for educational purposes; information is not collected. Feel free to explore as many scenarios as you like.

- Move the sliders to the left or right to indicate the desired amount of tax dollars that you feel should be allocated to that service. You can simulate a budget increase or decrease, or leave the service at the 2016 approved amount.
- Leave the sliders at the spots you like the best and see the overall impact to your property taxes.
- After you have made your choices, check back to see how you did. How does your City budget impact your property taxes and overall tax levy?

Learn more about Victoria's 2016 Budget.



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.



**Did you know...**  
The City of Victoria issued 3,424 permits with a construction value of \$235 million in 2015.



#### ARTS, CULTURE AND EVENTS [LEARN MORE](#)

Your choice

The City coordinates and leads efforts to improve and enhance the social, recreation, economic and cultural health of our community and works to create a city that is vibrant and people centered. Arts, Culture and Events supports, facilitates and coordinates arts and culture initiatives including free events, concerts and programs in Centennial Square and Cameron Sandshell. Merit events, Canada Day celebrations, public art and maintenance, First Nations Artist Forum, annual Butler Book Prize and Film Commission launch.

The City also provides for Festival Investment Grants designed to provide support to organizations producing festivals and celebrations that deliver significant economic impact, vitality and vibrancy within the city, particularly in the downtown core.



**Did you know...**  
The City of Victoria organized over 150 free events and concerts held at Centennial Square and Deacon Hill Park and about 40,000 people attend the Canada Day Celebrations.



The budget simulator provides the taxpayer greater ability to assess how changes to the budget have different impacts.



Although the City has increased participation broadly over the past three years, we continue to add new focus areas to the process. We will continue to reach out to the business community, which represents nearly 50% of taxpayers in Victoria. We will focus on youth outreach, seeking to build a foundation for engagement in this demographic. And we will work to create a greater sense of ownership over the budget process in those who rent in Victoria, as they represent 59% of the population, but have been traditionally underrepresented in budget engagement.

Following first reading of the financial plan bylaw tentatively scheduled for November 9, it is planned that the budget materials and engagement process will commence on November 10. The draft budget and materials will be made available for public review on that date, with the Town Hall session tentatively scheduled for the week of November 27. Input will be collected until December 8, 2017, allowing four weeks of full consultation. City Council will consider the draft financial plan in conjunction with the input at the December 14, 2017 Committee of the Whole meeting.

### **Timeline**

The following table outlines the proposed timeline for this year's process.

<b>Tentative Dates</b>	<b>Task</b>
October 30, 31 and November 7, 2017	Detailed presentations of draft Financial Plan
November 9, 2017 Council	First reading of Financial Plan bylaw
November 2017	Public consultation
Week of November 27, 2017	Town Hall / e-Town Hall meeting
December 14, 2017 Committee of the Whole	Present consultation results and seek direction on changes to Financial Plan
April 2018 Committee of the Whole	Final report on Financial Plan including incorporated changes; report on 2018 tax rates.
April 2018 Council	Second and third reading of Financial Plan bylaw; first, second and third reading of tax bylaw
April 2018 Council	Adoption of Financial Plan bylaw and tax bylaw

### *2015 – 2018 Strategic Plan*

The draft Financial Plan was developed in alignment with the 2015-2018 Strategic Plan.

### *Impacts to the Financial Plan*

The 2018-2022 Financial Plan will replace the current year's plan.

### *Official Community Plan Consistency Statement*

The many initiatives included within the financial plan are consistent with many policies within the Official Community Plan including support for infrastructure asset management objectives, in particular, policy 11.4 to maintain and enhance the allocation of resources for civic infrastructure repairs, upgrades and replacement



## 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,



Jo-Ann O'Connor  
Manager of Financial Planning



Susanne Thompson  
Director of Finance



Jocelyn Jenkyns  
Acting City Manager

### Attachments:

Appendix A: Examples of Cooperative Efforts between Municipalities

Appendix B: Supplementary Operating Budget Requests

Appendix C: Additional Grant Requests

Appendix D: South Island Prosperity Project – Five-Year Strategy



**APPENDIX A**  
**EXAMPLES OF COOPERATIVE EFFORTS BETWEEN MUNICIPALITIES**  
(not intended to be exhaustive list)

	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
1.	Area CAO Meetings	All Local Governments, School District, GVPL, CREST, Islands Trust	28+	Meeting - share info – approx. monthly
2.	Corporate Officers Group	All Local Governments	10+	Meeting - share info
3.	GIS/Natural Areas Atlas	All Local Governments	55+	CRD holds data - access to & input from all municipalities
4.	Refuse Disposal & Recycling	All Local Governments	44	CRD delivers service
5.	Regional Trunk Sewer	Oak Bay, Central Saanich, Saanich, Colwood, Esquimalt, Victoria, Langford, View Royal	50	CRD delivers service
6.	Regional Water Supply	All Local Governments	58+	CRD delivers service
7.	Septage Disposal	All Local Governments	43	CRD delivers service - regulates & contracts for regional provider
8.	Stormwater Quality Management	Oak Bay, Saanich, Colwood, Esquimalt, Victoria, Langford, View Royal	24	CRD delivers service
9.	Emergency repair clamps and couplings (underground infrastructure)	Victoria, Oak Bay, CRD, Saanich	28+	Reciprocal support
10.	Large diameter hot tapping of water mains	Victoria, Oak Bay, CRD, Saanich	28+	Reciprocal support
11.	Pressure test and chlorination of new water mains	Victoria, Oak Bay, CRD, Saanich	23+	Reciprocal support
12.	Cross Border Agreements	Victoria, Oak Bay, Saanich, View Royal	58+	Various road maintenance, street lighting, and utility servicing (water and sewer) functions  Reciprocal support
13.	Snow and Ice Removal	Esquimalt, Oak Bay, Central Saanich, Highlands, View Royal, Victoria	120	Greater Victoria Cooperative Plan, cross jurisdictional transportation corridor snow clearing, sharing of municipal resources if required.  Reciprocal support
14.	E&N Rail Trail	CRD, Esquimalt, View Royal, Victoria	20	Now being coordinated by CRD Parks, initially this was an Esquimalt,

	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
				Victoria, View Royal project. CRD delivers service
15	Local water distribution	Victoria and Esquimalt	88+	Water distribution system – Victoria owns the system in both Victoria and Esquimalt and Victoria provides service to Esquimalt
16	Signage Fabrication Vehicle Identity / Striping	Metchosin View Royal Central Saanich City of Victoria CRD	18+	Fabrication of a variety of specialty signs and striping of vehicles for the purpose of identification.
17	Traffic Safety	Oak Bay, Saanich, Esquimalt, Victoria, Langford, Central Saanich, Sidney, Sooke, Highlands		CRD appoints and funds a traffic safety Commission
18	Inflow and Infiltration Enhancement Program	All Local Governments		CRD Service excludes Sooke and EAs under Liquid Waste Management Plans
19	Regional Source Control Program	All Local Governments		CRD delivers service
20	Liquid Waste Management	All Local Governments		CRD delivers service
21	SCADA – flow monitoring	CRD, Oak Bay, Esquimalt, C. Saanich, N. Saanich, Sidney, View Royal	13+	CRD delivers service under sewer & water
22	Finance Directors	All Local Governments	28+	Meetings - share info
23	Water Consumption data	All Local Governments	11	CRD collects & Municipalities collect & CRD collates
24	Tax Collectors meetings	All Local Governments	20	Meeting - share info
25	Computer training courses	All Local Governments	14	Reciprocal
26	PSAB Working Groups	All Local Governments	9	Joint project - Ad hoc groups to address Public Sector Accounting Board proposed changes
27	Engineering Geodata sharing	All Local Governments	11	
28	Intermunicipal Business Licences	All Local Governments	16	Joint service delivery - common license across region



	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
29	Debt Service	All Local Governments		CRD delivers service through Municipal Finance Authority (MFA)
30	Technology, software, hardware, applications, standards, policies, practices	Victoria, CRD, Nanaimo, Campbell River, Vancouver, Kamloops, Kelowna, Abbotsford, Coquitlam, Langley, North Vancouver, Delta, Richmond, Oak Bay, Central Saanich, Delta, Richmond, New Westminster, White Rock, Esquimalt, Sidney, Colwood, Langford, View Royal	10+	Sharing insights and experiences with other Municipal organizations  Meetings to share information and joint training
31	MISA - Municipal Information Systems Association	All municipal organizations across BC	10+	MISA BC exists to promote greater co-operation among local government staff in the IT field by sharing information and developing common solutions on a broader and cost-effective scale  Training & Courses & Conference
32	IT advice and guidance	Local Government Municipal Association	4	Providing IT related advice to the LGMA
33	GIS related advice and information	CRD, Victoria, Burns Lake, Sidney, Langford, Oak Bay, Esquimalt, View Royal	8	Requests for advice, assistance and opinions on GIS related matters.
34	GIS Municipal Group	CRD, Central Saanich, Colwood, Esquimalt, Highlands, Langford, Metchosin, North Saanich, Oak Bay, Sidney, Sooke, Victoria, View Royal	10+	GIS staff from CRD and Member municipalities meet every 3- 4 months to share information and expertise.
35	Greater Victoria Fire Chiefs Meetings	All local governments	15+	Meetings - share information & coordinate
36	Core Fire Chiefs Meeting	Oak Bay, Saanich, Victoria, Esquimalt	11	Meeting - share information & coordinate
37	Fire Mutual Aid Agreement	Esquimalt, Victoria, Oak Bay, Saanich	25+	The continued focus on integration of serving continues.
38	Greater Victoria Fire Prevention Officers Meetings	All GV Fire Departments	25+	



	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
39	Local Government Emergency Programmers Advisory Committee	All local governments	8	
40	Esquimalt Emergency Programs	Esquimalt, Victoria/Esquimalt ESS, CFB Esquimalt, Victoria Police, Ambulance	13	
41	Regional Emergency Program Advisory Commission	All local governments, provincial government, DND, Hydro, Gas, Coroner, Airport authority, Utilities		CRD Bylaw establishes staff commission to share information and collaborate
42	Critical Incident Stress Management Team	Core Fire Departments	10+	Joint administration
43	Automatic Aid Arrangement for High Rise Incident Response	Core Fire Departments	9	Automatic Aid agreements for review in 2018. Ensure cross training of responding departments and communications policies when responding out of district.
44	Fireworks Regulations	Central Saanich, Colwood, Esquimalt, Highlands, Langford, Metchosin, North Saanich, Oak Bay, Saanich, Sidney, Sooke, View Royal	11	
45	Tower Crane Agreement	Saanich, Victoria Fire Departments	7	
46	Extreme Weather Protocol	Victoria, BC Housing, VIHA, Saanich	9+	
47	Emergency Planning & Response, Volunteer Support	Provincial Emergency Program, All Local Governments	25+	Inclusion of Regional Emergency Management Program through CRD which is aligning a regional response perspective to planning and resource allocations
48	Hazardous Material Incident Response	All Local Governments Hazmat – Oak Bay Lead	10	CRD delivers service (funds local firefighters training for HAZMAT & provides vehicles & equipment)
49	Compensation, job evaluation, job descriptions, policies & procedures, forms, contacts and research.	1. CRD 2. Victoria 3. Nanaimo 4. Kamloops 5. Kelowna 6. Abbotsford 7. Coquitlam 8. Langley	Nos. 1 – 22 30 years	Information sharing – ongoing communication and yearly surveys

	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
		9. North Vancouver 10. Delta 11. Richmond 12. Greater Victoria Public Library 13. Central Saanich 14. Metro Van 15. New Westminster 16. Cowichan Valley 17. White Rock 18. Municipal Human Resources Inc. 19. City of Vancouver 20. West Kelowna 21. LGMA 22. Swan Lake 23. Colwood Fire Hall 24. Rowing Canada 25. Guelf 26. York Region 27. Town of Newmarket	Nos. 23 – 27 within the last 4 years	
50	Accommodation and Return to Work Information	Kelowna, Victoria	Within last 6 years	
51	BC Municipal Safety Association (BCMSA)	All Local Governments	23	Training & Courses - including conference & courses
52	Safety Training	All Local Governments	18	
53	Safety and Disability Management Advisory Services	All Local Governments	18	
54	Victoria Family Court Building/Committee	All Local Governments	49	CRD delivers service - statutory requirement
55	Royal Oak Burial Park	Victoria, Saanich	93	Joint ownership
56	Greater Victoria Public Library	Victoria, Esquimalt, Oak Bay, Saanich, Central Saanich, Colwood, Highlands, Langford, Metchosin, View Royal.	50+	GVPL extends service to the following First Nations in our service area: Esquimalt Nation, Sian'new (Beecher Bay) First Nation, Songhees Nation, Tsartlip First Nation, Tsawout First Nation and to the Juan de Fuca Electoral Area, via a contract for service. Joint Service Provision - Victoria's Library operated by

	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
				the group of municipalities
57	Health Facilities Planning Division administers a 10 year capital plan for development and enhancement of health infrastructure in the Region	All Local Governments		CRD delivers Hospital District service to all 13 municipalities & electoral areas
58	Community Health	All Local Governments		CRD delivers service, includes Health Regulation & Health Bylaws
59	Air spade sharing	Victoria, Oak Bay Parks	11	Joint purchase, shared for tree work by the two municipalities  Joint Ownership of equipment for tree work
60	Staff Training	Oak Bay, VIHA, Victoria, Saanich Parks	10	Staff training/education, pesticide applicators training  Training VIHA provides pesticide applicators training to group
61	VI Parks & Grounds Assoc	All Local Governments, SD, UVIC & Camosun	34+	Training - meeting - share information
62	Parks Managers Meeting	All Local Governments	10	Meeting - share information
63	Equipment Sharing	Saanich, Victoria, Oak Bay Esquimalt Parks and Recreation	28+	Reciprocal support
64	Parks Planner Meetings	All Local Governments, Parks Canada	10	Meeting - share Info
65	Galloping Goose/Lochside Trail Meeting	All Local Governments	13+	CRD Service - includes bylaw enforcement collaboration with municipalities
66	Gorge Waterway Initiative	CRD, Victoria, Saanich, Esquimalt, View Royal & NGOs	13+	CRD Service - includes bylaw enforcement collaboration with municipalities



	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
67	Recreation Integration Victoria (RIV)	Victoria, Oak Bay, Saanich, Esquimalt, Panorama, Westshore	28	Service supported by all municipalities for integration of persons with disabilities into recreation programs; cost share basis.  Joint Service - cost shared - to integrate persons with disabilities into recreation programs
68	Intermunicipal Aquatics Coordinators	All Local Governments	23+	Information and program sharing meetings, 4 – 6 times per year.
69	Intermunicipal Recreation Committee	All local Governments, YM/YWCA, PISE	18+	Programs Involved: <ul style="list-style-type: none"> <li>• Coast Capital Swims/Skates</li> <li>• GROOVY (youth programmers)</li> <li>• Aquatics Program – Regional meetings (Aquatic Coordinators)</li> <li>• Regional Annual Recreation Pass Campaign</li> <li>• Aquatics Bursary Program (Aquatic Coordinators)</li> <li>• May Pass (Active Communities GV)</li> <li>• Young Chefs on the Run Pass (Active Communities GV)</li> <li>• Active Communities Campaign</li> </ul>



	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
				<ul style="list-style-type: none"> <li>• Healthy Food Initiatives – Thrifty Foods</li> <li>• LIFE Program</li> <li>• BC Youth Week</li> <li>• Regional Planning (Youth Programmers)</li> <li>• Fit in Fitness Website</li> <li>• TC 10K Run Clinics</li> <li>• Canadian Tire Jump Start Program</li> <li>• Active Parent Pass</li> <li>• HARA – Health and Recreation (Island Health)</li> <li>• Kidsport</li> <li>• Eat Well Get Moving (Thrifty Foods)</li> <li>• Prescription to Health (Active Communities GV)</li> <li>• Regional Drowning Prevention Campaign</li> <li>• Advanced Aquatics</li> <li>• Joint Recruitment Program</li> <li>• Joint Staff Training</li> <li>• Regional Learn to Skate Program (BCRPA 2015 award recipient)</li> <li>• Positive Ticketing Program in partnership</li> </ul>

	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
				<ul style="list-style-type: none"> <li>with regional police depts./RCMP</li> <li>• Support of annual Island Fitness Conference</li> <li>• Healthy Kids R Us Initiative</li> <li>• Regional Assessment of Drop-in Fees and Charges</li> </ul>
70	Arts	Victoria, Esquimalt, Oak Bay, Saanich, CRD	13+	<ul style="list-style-type: none"> <li>• Public art lectures series</li> <li>• Public art inventory</li> </ul>
71	Regional Parks	All Local Governments	50+	CRD delivers service
72	Royal Theatre	Oak Bay, Saanich, Victoria	44	CRD delivers service
73	Arts Grants/Arts Development Office	Esquimalt, Highlands, Metchosin, Oak Bay, Saanich, Victoria, View Royal	16	CRD delivers service
74	Regional Parks By-Law Enforcement	CRD, Saanich, Victoria, West Shore RCMP, Langford	13+	
75	Sooke Regional Museum	CRD		CRD funds service
76	Vancouver Island Development Officers Group	Vancouver Island Municipalities	9	Information sharing
77	Pesticide Use Reduction Education	All Local Governments	10	
78	Climate Action	All Local Governments		CRD delivers service
79	Environmental Roundtable	All Local Governments	26	CRD delivers service
80	Regional Growth Strategy	All Local Governments	10+	CRD delivers service
81	Regional Housing Trust Fund	Oak Bay, Central Saanich, Saanich, Esquimalt, Sooke, Victoria, View Royal, Metchosin, North Saanich, Highlands	43	CRD delivers service
82	Regional Planning Services	All Local Governments	48	CRD delivers service
83	CRD Development & Planning Advisory (Staff) Committee	All Local Governments	28+	CRD delivers service - staff committee a requirement of service
84	Core Area Planning Directors Meeting	Victoria, Esquimalt, Oak Bay, Saanich, View Royal	10+	Meeting - share information

	Cooperative Effort	Participants	Estimate of Number of Years in Place	Comments
85	Regional Arts (Staff) Meeting	Victoria, Esquimalt, CRD and Saanich	10	CRD Public Art website and Landmarks Lecture Series  CRD delivers service - joint project
86	Planning Lecture Series	Victoria, Saanich (and UVIC)	11	Training
87	Building & Plumbing Officials monthly meeting	All Local Governments	28+	Meeting - share information
88	Regional Information Services	All Local Governments		CRD delivers service
89	Capital Region Emergency Services Telecommunications (CREST) 9-1-1	All Local Governments	7	Joint Service provision & CRD delivers some regional funding
90	Greater Victoria Joint Purchasing Group	All Greater Victoria municipalities, school district and CRD		Joint purchasing opportunities and information sharing
91	Metro Vancouver Municipal Purchasing Group	Lower mainland and Fraser Valley municipalities, Victoria, Saanich, Nanaimo, Campbell River, Kelowna		Information sharing
92	Purchasing card group	Shared Services and all municipalities in BC can partake		Co-operative purchasing opportunities



Supplemental Description	2018 Ongoing	2018 One-Time
<b>Managing Growth and New Development</b>		
Parks Planner	\$103,000	
Transportation Planner	\$104,000	
Secretary Planning		\$67,000
Parks Arboriculture		\$97,000
<b>Managing Public Safety</b>		
Fire Prevention Officer	\$121,000	
<b>Managing Green Spaces</b>		
Overnight Sheltering – Support & Clean Up		\$300,000
Community Garden Program	\$15,000	
Parks Natural Area Support	\$63,000	
High Risk Tree Removal		\$150,000
Pioneer Square Archaeological Reporting		\$37,000
Downtown Public Realm Plan Implementation		\$105,000
<b>Managing Public Engagement</b>		
Graphic Design Support	\$81,000	
Engagement Advisor		\$109,000
<b>Managing Accessibility</b>		
Accessibility Framework		\$40,000
<b>Youth Initiatives</b>		
Youth Leaders in Training Program	\$20,000	
Youth Strategy Liaison		\$30,000
<b>Active Transportation</b>		
Neighbourhood Transportation Management		\$180,000
Speed Reader Boards		\$85,000
<b>Multi-Modal Transportation Network</b>		
Street Occupancy and Parking Support	1 FTE Only	
Traffic Signal Timing Update Study		\$40,000
Extra Bridge Coverage		\$30,000
<b>Asset Management</b>		
Building Project Administrator	\$99,000	
Condition Assessment Pilot Project		\$60,000
Professional Certification/Project Management		\$50,000
<b>Managing Climate Action and Sustainability</b>		
Sustainability Waste Management Engineer	\$99,000	
Step Code Implementation		\$10,000
Environmental Performance Audit		\$50,000
<b>Managing Housing</b>		
Victoria Housing Strategy Implementation		\$20,000
<b>Total</b>	<b>\$705,000</b>	<b>\$1,460,000</b>



# Managing Growth and New Development

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

- Substantial growth in development and building permit applications (value and complexity) over the past four years
- Volumes expected to continue for at least the next 24 months
- Requires staffing resources from multiple departments
- Process improvements have supported improved turnaround times with existing staff resources, however additional resources needed to maintain service levels
- Projected additional revenues from development and permit applications of \$100,000 for 2018 will mitigate costs associated with supplement requests

### 2018 Supplemental Requests

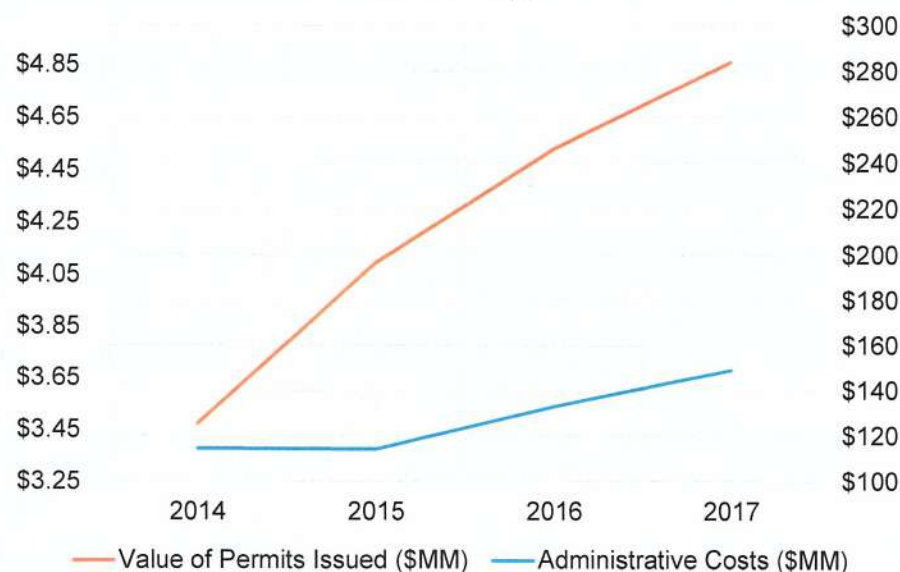
#### Ongoing:

- |                          |           |
|--------------------------|-----------|
| • Parks Planner          | \$103,000 |
| • Transportation Planner | \$104,000 |

#### One Time:

- |                        |          |
|------------------------|----------|
| • Secretary – Planning | \$67,000 |
| • Parks Arboriculture  | \$97,000 |

Permit Value vs. Administrative Costs - 2014-17(f)

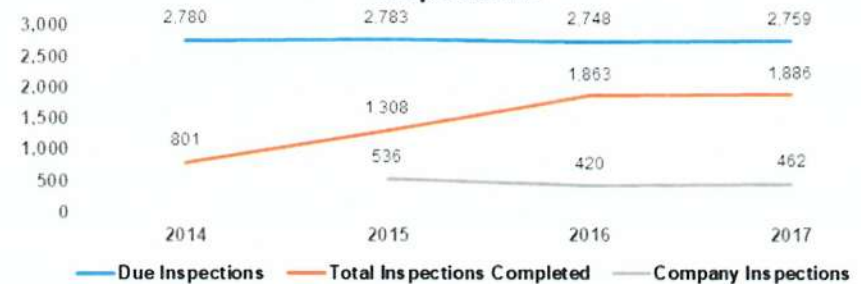


# Managing Public Safety – Fire Prevention Officer

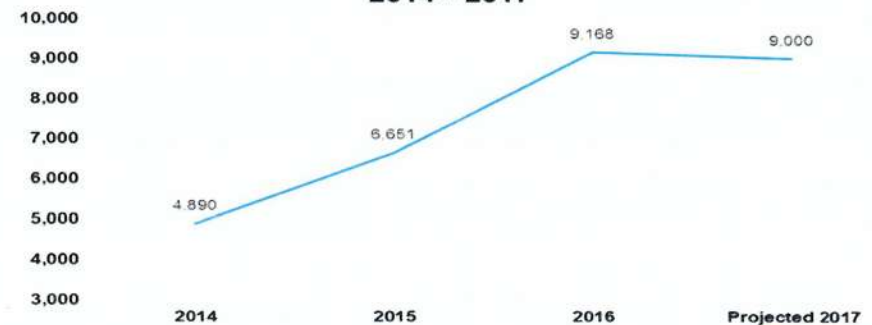
## Strategic Objective: Take Climate Action and Prepare for Emergencies

- Substantial growth in development and density triggering greater demand and more complex fire inspections
- Expected increased gap between actual fire inspections completed to what should be completed as per Fire Prevention Bylaw 14-100
- Substantial growth in calls for services since 1997; directly resulting in a decline of active duty fire fighters able to complete fire inspections
- Significant increase in plan reviews, H.E.A.T Program, oil tank/burner permits and increased focus on School and Community Life and Fire Safety Education in combination with Emergency Management and Earthquake Preparedness since 2017
- Potential decline in life and property service levels to provide effective fire and life safety

**Inspections Due in Comparison to Total Completed Inspections and Company Inspections**



**Life Safety Education Session Attendees 2014 - 2017**



# Managing Public Safety – Fire Prevention Officer

**Strategic Objective:** Take Climate Action and Prepare for Emergencies

## Efficiencies Implemented

- Implementation of a company inspection program where fire fighters are cross trained to conduct commercial fire inspections during their active duty shifts

## 2018 Supplemental Requests

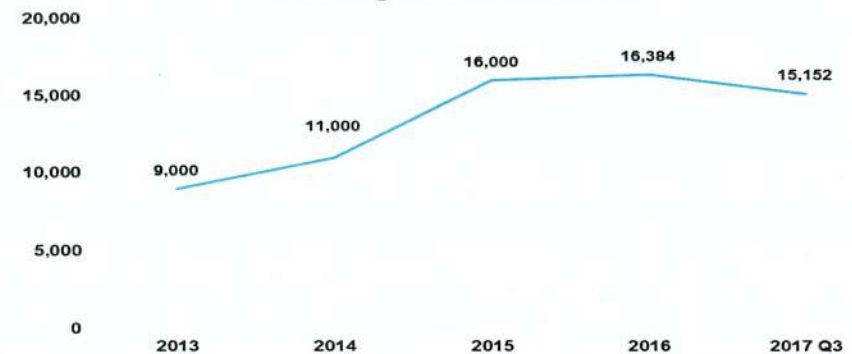
### Ongoing:

- Fire Prevention Officer \$121,000

**Overtime and Training Costs 2013-2017**



**Training Hours 2013-2017**





# Managing Public Green Spaces - Sheltering

**Strategic Objective:** Enhance and Steward Public Spaces and Food Systems

Substantial increase in Parks Bylaw Calls for Service from 2015

The Overnight Sheltering Program responds to demands associated with outdoor sheltering in parks

Costs include extended hours at washrooms at select washrooms, security patrols, cleaning support in parks, adjacent bus shelters and streets

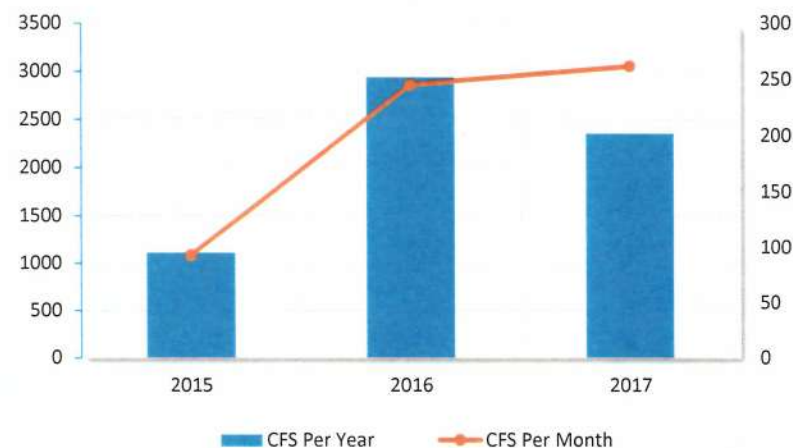
## 2018 Supplemental Requests

### One Time:

- Overnight Sheltering – Support & Clean Up

\$300,000

**Parks Regulation Bylaw Calls for Service**  
(2017 data is current as of September)



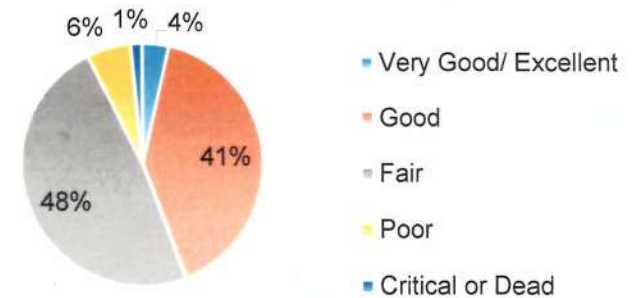


# Managing Public Green Spaces

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

- The City's public spaces and natural assets are a key driver of livability.
- They also support the City's economic development as quality of urban spaces and parks amenities are drivers of business and worker attraction.
- Supporting this quality requires management and refurbishment of some key public spaces as well as management of 33,000 trees on City property.
- Currently there are approximately 900 trees requiring risk assessment and potential hazard mitigation.
- Approximately 400 trees will be assessed in 2018 with the removal of up to 250 trees that have been assessed as hazardous.

2017 Urban Forest Inventory Condition Rating



### 2018 Supplemental Requests

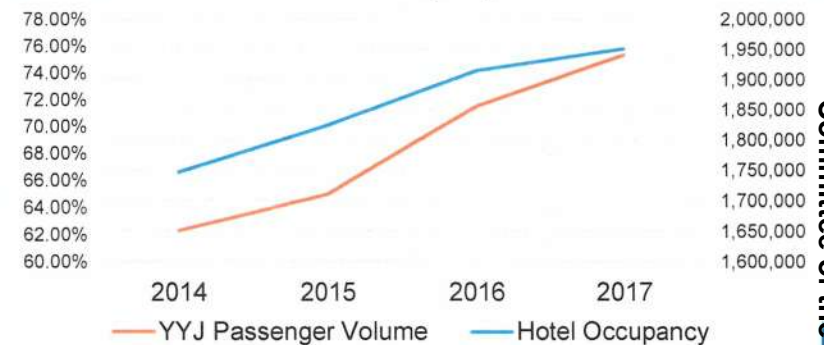
#### Ongoing:

- |                              |          |
|------------------------------|----------|
| • Community Garden Program   | \$15,000 |
| • Parks Natural Area Support | \$63,000 |

#### One Time:

- |   |           |
|---|-----------|
| • High Risk Tree Removal                    | \$150,000 |
| • Pioneer Square Archaeological Reporting   | \$ 37,000 |
| • Downtown Public Realm Plan Implementation | \$105,000 |

YYJ Passenger Volumes and Hotel Occupancy - 2014-17(YTD)



# Managing Public Engagement

## Strategic Objective: Engage and Empower the Community

- Substantial growth in the number of Engagement Initiatives resulting in the substantial increase in the demand for graphic services
- Additional design and engagement resources will increase productivity and reduce outsourcing
- 400% growth in number of engagement activities supporting city decision making
- Additional engagement support identified by departments to complete major corporate initiatives including Neighbourhood Planning, Ship Point, Active Transportation, Climate Leadership, Crystal Pool and implement Engagement Framework

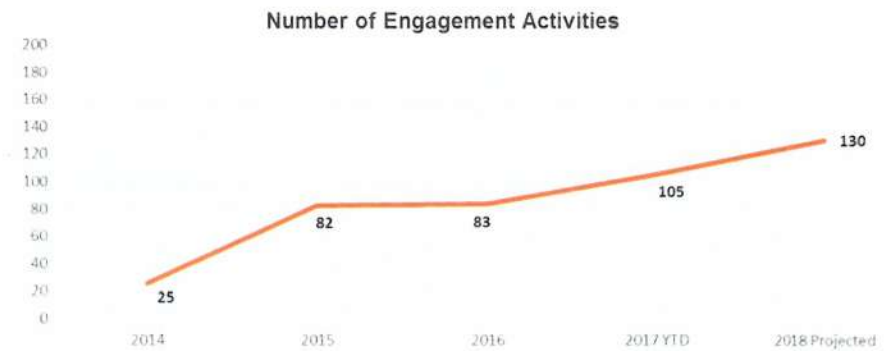
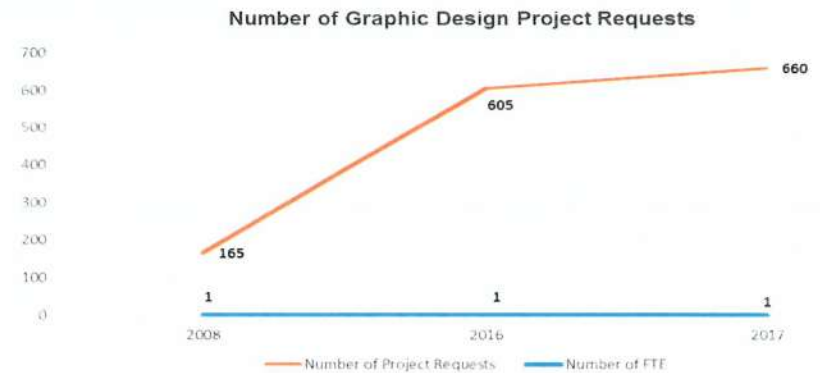
### 2018 Supplemental Requests

#### Ongoing:

- Graphic Design Support \$81,000

#### One Time:

- Engagement Advisor \$109,000



# Managing Accessibility

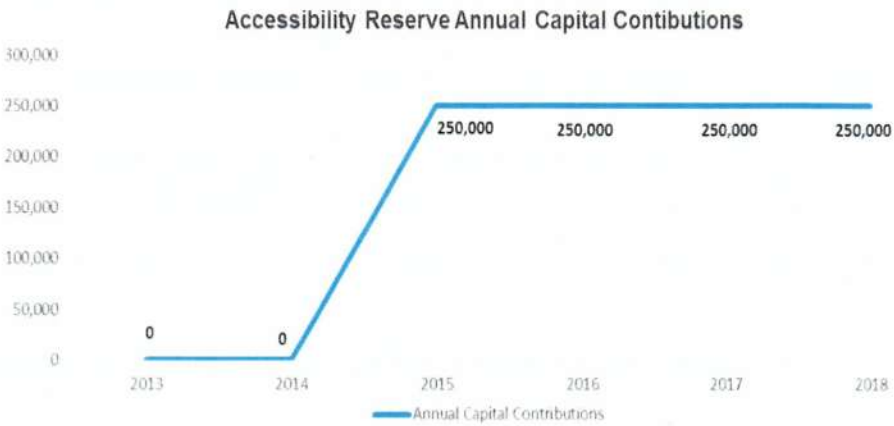
**Strategic Objective:** Facilitate Social Inclusion and Community Wellness

- On January 26, 2017, Council approved that staff report back with resource and timing implications regarding the recommendation that an individual be contracted/hired to work with the AWG in identifying barriers for persons with disabilities, examine existing City accessibility policies and procedures, make policy recommendations, develop an accessibility framework, and provide on-going staff training and support

**2018 Supplemental Requests**

**One Time:**

- Accessibility Framework \$40,000





# Youth Initiatives

## Strategic Objective: Engage and Empower the Community

- The number and percentage of Youth in Victoria has increased since the 2011 census
- Youth Leaders in Training (YLIT) is an employment readiness program for youth that helps individuals gain skills in the fields of childcare, recreation and education
- Implement the Council approved Youth Strategy, including the following:
  - Youth hiring strategy and recruitment brochure
  - Curriculum development to engage youth on what the City does, how decisions will impact them and how they can affect change in their community
  - Launch Youth Hub

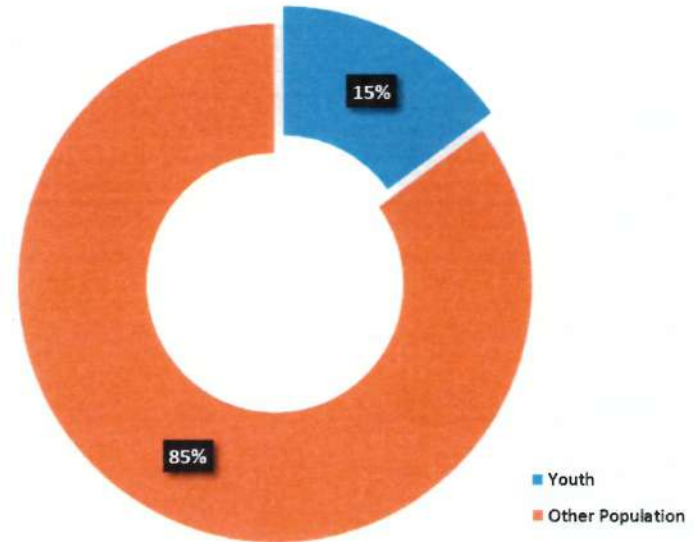
### 2018 Supplemental Requests Ongoing:

- |                                     |          |
|-------------------------------------|----------|
| • Youth Leaders in Training Program | \$20,000 |
|-------------------------------------|----------|

### One Time:

- |                          |          |
|--------------------------|----------|
| • Youth Strategy Liaison | \$30,000 |
|--------------------------|----------|

Percentage of Youth (Ages 12 - 24) in the  
City of Victoria





# Active Transportation – Managing Road Safety

**Strategic Objective:** Complete a Multi-Modal and Active Transportation Network

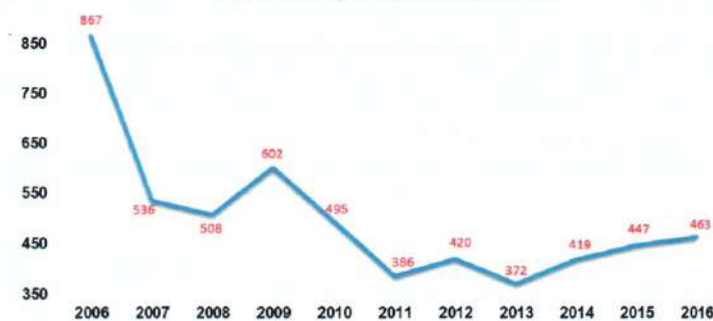
- Annual collisions trends have been rising since 2013
- Pedestrian and Bicycle collisions are on the rise
- Public requests and Council directions have identified the need for additional analysis of neighbourhood transportation analysis, prioritization, planning and implementation. To work aligns directly with the upcoming Local Area Plans
- Speed reader boards are needed to promote safer vehicle behavior throughout the community

## 2018 Supplemental Requests

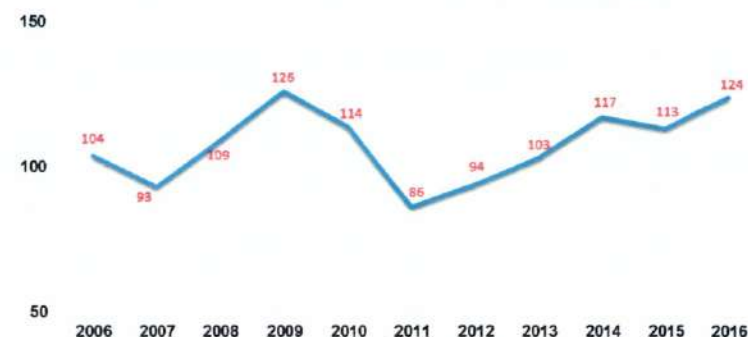
### One Time:

- |   |           |
|---|-----------|
| • Neighbourhood Transportation Management | \$180,000 |
| • Speed Reader Boards                     | \$ 85,000 |

Annual Reportable Collisions



Annual Collisions - Pedestrian and Bicycles



# Multi-Modal Transportation Network – Traffic and Parking

**Strategic Objective:** Complete a Multi-Modal and Active Transportation Network

- Review of existing traffic signal timings is a needed requirement for the City to optimize the demand imposed by changes to traffic patterns, volume, congestion and development
- Resources required to manage the training and operations throughout the transition to the new JSB Bridge
- Ongoing increase in public parking inquiries/street occupancy permits consume significant staff time
- Street Occupancy and Parking Support would improve compliance with permit applications and with set-ups that meet safety requirements

## 2018 Supplemental Requests

### Ongoing:

- Street Occupancy and Parking Support 1 FTE  
(Funded through Permit Fees)

### One Time:

- Traffic Signal Timing Update Study \$ 40,000
- Extra Bridge Coverage \$ 30,000



# Asset Management

## Strategic Objective: Build the Financial Capacity of the Organization/Innovate and Lead

- Facilities Condition Assessment was completed in 2015 that provided investment recommendations for building systems
- Immediate priorities include several major projects across the City, including the Crystal Pool and Firehall 1 Replacement Project
- City surveys are mainly completed by physical observations and surveys of infrastructure, which can be time consuming to complete, and analyze. International best-practice uses a series of automation to quickly and accurately assess infrastructure, allowing staff more time plan and optimize city assets
- Increased demand and complexity of projects requires professional certification and training to develop project management skills resulting in enhanced service quality, delivery and asset management skills

### 2018 Supplemental Requests

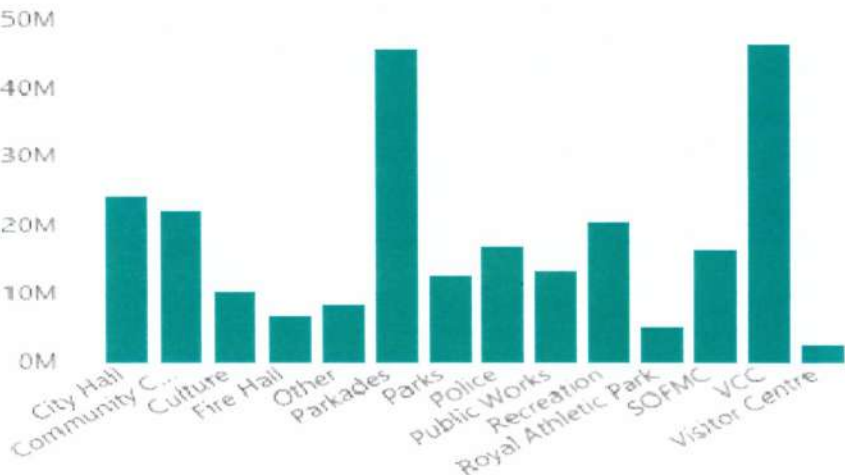
#### Ongoing:

- Building Project Administrator \$99,000

#### One Time:

- Condition Assessment Pilot Project \$60,000
- Professional Certification/Project Management \$50,000

10 Year Capital Projections - Buildings





# Managing Climate Action and Sustainability

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

- The development of the City’s Sustainable Waste Management Strategy has clearly identified a current shortfall in resources required to propel City-wide waste programs to reach sustainability targets and avoid risks
- Sustainable Planning and Community Development aligns with Climate initiatives to deliver step code implementation, energy efficiency strategies and sustainability performance review
- An environmental audit will define current environmental performance, risks and recommended actions to reduce risk to the natural ecosystems across public works and engineering programs. This process will also provide a framework for cross-departmental environmental impacts to define priority actions within the City.

### 2018 Supplemental Requests

#### Ongoing:

- |  |          |
|--|----------|
| • Sustainability Waste Management Engineer | \$99,000 |
|--|----------|

#### One Time:

- |                                   |          |
|-----------------------------------|----------|
| • Step Code Implementation        | \$10,000 |
| • Environmental Performance Audit | \$50,000 |



# Managing Housing

## Strategic Objective: Make Victoria More Affordable

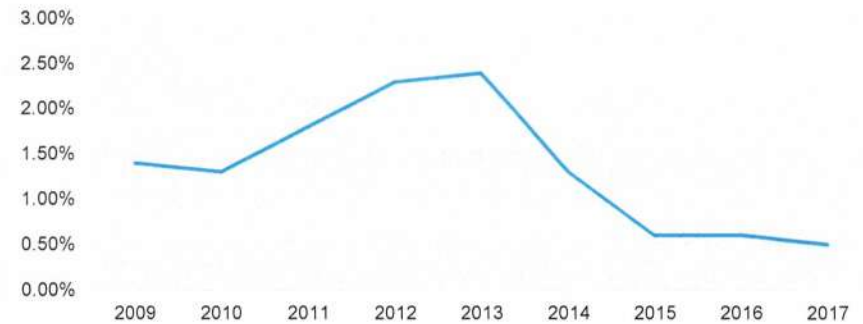
- The Victoria Housing Strategy, approved by Council in 2016, is a 10 year strategy that includes strategic directions to meet housing targets
- The Strategy also includes action items for implementation over a 3 year period
- Support implementation of action items identified in the Strategy for 2018, including the following:
  - Consideration for voluntary guidelines for post-construction accessibility features to encourage adaptable housing
  - Revisiting the secondary suite grant program to encourage accessible suites
  - Hosting workshops on various housing-related topics with external partners and stakeholders to investigate opportunities

### Supplemental requests for 2018

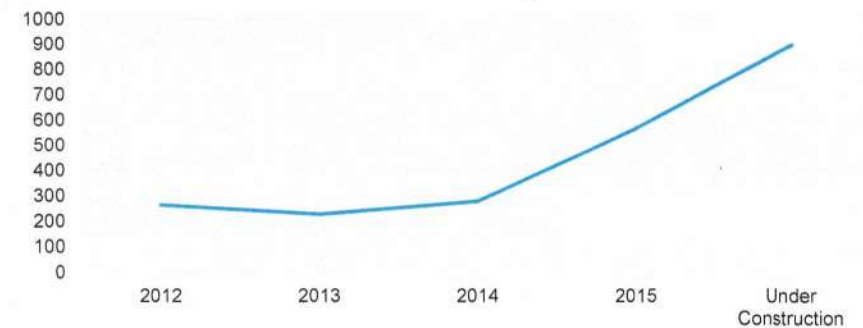
#### One Time:

- Victoria Housing Strategy Implementation \$20,000

Rental Vacancy Rate



Rental Unit Development





September 26, 2017

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

Re: 2018 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. Over the years, the City and VHF have provided financial incentives to over 1,300 projects to stimulate and promote the conservation of 373 Heritage Designated houses. The Victoria Heritage Foundation is appreciative of the continued support from the City of Victoria.

VHF also undertakes educational projects including the VHF website, neighbourhood 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. A great deal of this work is accomplished thanks to the contribution of over 1,000 annual volunteer hours. The costs associated with the reprinting *This Old House* and walking tour brochures are now funded from our annual operating grant.

Enclosed is a copy of VHF's 2016 Annual Report which 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 work makes a significant contribution to the goals and objectives set out in Victoria's *Strategic Plan 2015-18*. Relevant goals and objectives relating to the Strategic Plan are appended for reference. The work of the Victoria Heritage Foundation also supports the goals of the City's recent Victoria Housing Strategy by promoting the retention of existing housing and character homes.

2017 has been a challenging year for owners undertaking work on heritage houses and the VHF House Grants Program. Due to the current building boom, skilled trades with experience working on old houses have been in short supply. Consequently, costs have risen substantially. According to Statistics Canada's construction price index for Victoria, costs in 2016 rose by 5.1%. We believe that in order for heritage incentives to be meaningful, they need to keep pace with rising construction costs. For 2018 the Victoria Heritage Foundation is requesting a 5.1% increase to **\$220,841**.

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

Respectfully,

Doug Koch,  
 Board President

Aureleo Reyes, CFA, CACMA  
 Treasurer

Brigitte Clark,  
 Executive Director

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



## 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



Victoria  
CIVIC  
HERITAGE  
TRUST



Mayor and Council  
City of Victoria  
1 Centennial Square  
Victoria BC V8W 1P6

29 September 2017

**Victoria Civic Heritage Trust  
2018 Expenditure Budget  
2018 Capital and Operating Direct-Award Funding Requests**

Dear Mayor Helps and Council Members:

As requested by the department of Sustainable Planning and Community Development, the Victoria Civic Heritage Trust respectfully submits our **2018 Expenditure Budget**, approved by our Board of Directors on 18 September 2017. The 2018 Capital request is the same as 2017 based on anticipated demand; the 2018 Operating request is the same as 2017 plus a 2% cost of living increase.

The VCHT experienced a sharp increase in demand in 2016 for building rehabilitation applications under the Building Incentive Program (BIP) which carried over in 2017 towards the completion and pay out of numerous projects. More than half of the building conservation projects completed in 2017 were located in Chinatown, with several new projects located in Chinatown projected in 2018. Projects approved to date in 2017 were located outside the downtown core in James Bay and Hillside; several projects located in the downtown and Fernwood are still anticipated to come forward in 2017.

In November 2017 the VCHT plans to host a special luncheon event to recognize property owners and to feature Chinatown projects recently completed using various incentive programs.

The Seismic Parapet Incentive Program introduced in 2015 has successfully completed three projects. This initiative operates through BIP using existing resources and is the first of its kind in Canada. The Seismic Parapet Incentive Program is designed as a pilot program to assess its effectiveness and owner uptake. Owner interest is solid with more projects anticipated in 2018.

In February 2017 the City of Victoria approved a city-wide expansion of the Heritage Tax Incentive Program to encourage more seismic upgrading outside the downtown core. The VCHT is working with City staff and owners on several potential projects under the newly expanded Tax Incentive Program for 2018.

At the request of Mayor Helps in April 2016 and with the support of the VCHT Board, our Executive Director served in 2016-2017 with an advocacy group initiated by Elizabeth May MP to develop a federal program proposal named "Building Resilience in Canada." Members of the advocacy group continue to work on the program proposal. Public Safety Canada has shown interest in this multi-phase proposal.

**PROJECTED APPLICATIONS**

In 2017 Building Incentive Program applications received and projected include **eight Building Incentive Program** and **two Design Assistance Grant** funding awards plus administration of **five extensions** and **thirteen BIP building** site visits and payouts. To date in 2017 the VCHT also reviewed **one Tax Incentive Program** application and conducted final site visits and/or financial reviews for **seven TIP buildings**.

Potential projects for 2018 based on current applications are listed on page two of the attached 2018 Expenditure Budget. This list includes heritage buildings located in various neighbourhoods in the city.

We anticipate very strong demand in 2018. Based on enquiries, VCHT projects the potential for **twenty to forty BIP applications** by 31 December 2018, not including seismic parapet program projects. All potential conservation projects are in keeping with the City's strategic goals to create a vibrant and healthy downtown.



### 2018 CAPITAL REQUEST

We respectfully submit our **2018 Capital** direct-award funding request of **\$420,000.00** for the purposes of Building Incentive Program funds and the City of Victoria's Heritage Tax Incentive Program. This is the same amount that was requested in 2017 (no increase since 2008). The list of potential applications in 2018 translates into a possible deficit of **-\$787,980.33** in the BIP fund by 31 December 2018 if all projects are approved, which substantiates the 2018 capital request of \$420,000.00.

### 2018 OPERATING REQUEST

We respectfully submit our **2018 Operating** direct-award funding request of **\$112,000.00**, which is the amount received in 2017 plus a 2% cost of living adjustment, as per last year. Please note that with the amount requested, the VCHT will continue to operate on a deficit basis as it has for a number of years.

### BACKGROUND

The VCHT was established by the City of Victoria in 1989 as a civic vehicle to administer Building Incentive Program funding, and subsequently the City's Tax Incentive Program, for the conservation and rehabilitation of downtown heritage buildings and to preserve Victoria's community heritage. Modelled on Civic Trusts in Britain that are financially supported by the local municipality, the VCHT is a widely recognized organization that has produced impressive results for the City of Victoria that would not otherwise have been achieved without these programs. To date some of these accomplishments include:

- **\$151.61 million** in private investment in **147 eligible heritage buildings** through **\$5,985,685** in 273 awards of **Building Incentive Program** funds through City Capital funding;
- Average leveraging factor of **\$25.33 private investment** for every **\$1** in BIP funds awarded;
- **80 Heritage Designations** directly related to funding applications, resulting in significantly increased protection of heritage buildings and an improved downtown environment;
- Numerous awards including: **Pinnacle Award** to the City of Victoria and VCHT by the International Downtown Association for the Tax Incentive Program; **Gold CARE Award** to the City of Victoria and VCHT by the Canadian Home Builders' Association for the Tax Incentive Program; **Prince of Wales Prize** to the City of Victoria for its heritage conservation programs; **Outstanding Achievement Award** from Heritage BC and **Communication Award** from the Hallmark Society for **Test of Time**; **BCBIA "Best in the West" Award** and \$125,000.00 funding from the Canada – BC Infrastructure Works Program for the Downtown Heritage Building Lighting Program; **Outstanding Achievement Award** and \$300,000 HARP funding from the BC Heritage Trust for the Broad & Yates Street area.

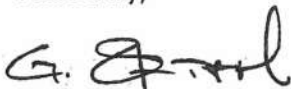
The VCHT is very proud of our strong relationship with the City of Victoria and our long record of distinguished service on behalf of the City and its residents. We look forward to continuing to work with the City of Victoria to further its strategic goals through incentive programs operated by the VCHT which successfully deal with significant community issues on multiple levels using highly cost-effective resources.

On behalf of our Board of Directors, I'd like to thank the City of Victoria for its ongoing financial commitment to Victoria's exceptional heritage programs. It is because of Council's foresight and consistent support that the City of Victoria is widely recognized as a leader in municipal heritage conservation in Canada.

More detailed program information will be included in our 2016/2017 Annual Report following year end.

We would be pleased to discuss our request with Council at any time.

Yours truly,



Greg Ovstaas  
President



SOUTH ISLAND  
**PROSPERITY  
PROJECT**

Appendix D

# Five-Year Strategy for the South Island Prosperity Project

*Embargoed until September 21, 2016*

South Island Prosperity Project  
Strategic Plan August 2016



# Together, better jobs, better communities.

The South Island Prosperity Project is the brainchild of many brains, and many more believers. We would like to begin by acknowledging all of you.

We'd like to thank our members for trusting us to help create the future they envisioned; the Greater Victoria Chamber of Commerce for incubating us; our Board for guiding us; and the countless experts who brainstormed with us without asking anything in return.

We must celebrate the unprecedented cooperation and seamless teamwork between our local governments and the private sector - an effort that enabled this project to have the scope and mandate needed to effect real, impactful economic change.

Finally, we want to celebrate a mutual pride of place that fuels all of us. Thank you for believing in our Region, and devoting your tireless efforts to making it shine.

As we succeed, it is because of you.





# INTRODUCTION

The South Island Prosperity Project was created to reach multiple complementary goals:

- To **support the growth of local entrepreneurial businesses** that bring greater employment and prosperity to our region,
- To **attract businesses** from outside the region within carefully defined sectors,
- To **enable South Island entrepreneurs** to network and work with other businesses in their region,
- To **work with First Nations and champion** economic development initiatives to create greater prosperity for their communities,
- To **grow the \$45,000-\$100,000/year job market** and enable more talent to stay in, or move to, the region,
- To do all of the above with a focus on not only growing the economy, but **enhancing our unique culture**, and safeguarding our **commitment to environmental and social responsibility**.

The South Island Prosperity Project shares many attributes with entrepreneurial businesses. We will stay true to our mission by keeping a narrow focus at the start, and showing results there first before expanding or adding new services. Just like a lean start-up company, we have started testing our business services by working with a few companies that can help us validate and co-design our Business Connector Program. Finally, we are determined to grow as our capacity builds and we will obsessively measure our impact as we progress, proving our value and being accountable at every step.

This report reprises our fundamentals (consultation process, strategic framework, key issues, etc.) and adds new information that reflects our pivots and evolution (business goals and targets, the co-design “pilot” model, etc.).

Most importantly, this report reflects the rapid evolution toward piloting our Business Connector Program, and beyond. Reading this will provide a snapshot not only of where we’re headed, but where we are in the current rollout and the specific steps we’re taking to reach our goals and targets.



# THE WORK BEFORE THE WORK

For our project to effect real change, we first had to ensure it filled a real need, and was driven by real insights. These are some of the market validation measures we undertook:

- We met with every participating municipality and private sector member to determine their vision of the project.
- Additional consultations were then undertaken with sector experts, industry organizations, government agencies, First Nations leaders, academic institutions, business development consultants, and municipal and economic development staff.
- We conducted research around potential gaps and market opportunities.
- We met with businesses that might potentially become Prosperity Project clients, to understand their needs, validate assumptions, and determine what services they found the most value in.
- We did a service analysis to ensure we weren't duplicating services already being provided.
- We set a preliminary budget.





# KEY ISSUES

There are a number of key issues that we have identified that will materially influence our strategy.

It's true that we boast an incredible lifestyle and have a strong, burgeoning technology sector, a highly-educated population, as well as world-class academic institutions... all essential ingredients to stay competitive in our global information age.

But the South Island region is too dependent on a few sectors. As a result, our economy is not diverse enough to attract and retain a workforce that can afford to live and thrive here. That means companies will have to leave the region or languish since they won't be able to attract, or keep, the talent they need to feed their growth.

Companies already cite that workforce issues are their top concern. This situation will only get worse if we don't actively try to influence it, as our population gets older and the workforce shrinks.

The South Island economy will keep growing with or without a strategy, but it is imperative that we plan our development to reflect our values and preserve our quality of life.

The South Island region has never significantly invested in its regional economic development. It was spending \$0.43/per capita. This project represents an increase to \$2/per capita.

This is a perfect start, but we still have a ways to go. As context, Nanaimo spends close to \$17/per capita and Halifax spends approximately \$10/per capita. A median spend for Canadian cities is approximately \$5/per capita.

Economic development doesn't work when it is driven by individuals. To succeed, we need a cohesive team.

First, we need the continued collaboration and vision of our regional municipalities.

Second, we need the continued support of the business community and general public.

Third, we need to enlist more conscripts to our cause - mentors and volunteers with a wide array of skills and experience they can leverage to grow regional businesses.

Fourth, we need to work hand-in-hand and seamlessly with our many industry partners and collaborators in the economic development field.

And, finally, we need to attract financial support and leverage the expertise of Provincial and Federal Governments.

**We are many, but we have one cause: the prosperity of the people of the South Island region.**



**Our Purpose Statement** is *"Together, Better Jobs, Better Communities"*. This means we must create prosperity that can benefit all of us. Facilitating the growth of businesses that create high-quality, household-sustaining jobs that reflect our values, we help build a brighter economic future, so more of us can stay, shop, invest, live and work here.

**Our Constitutional Mandate** is *to promote and facilitate regional sustainable economic development in South Vancouver Island, British Columbia, including:*

- Diversifying and strengthening the regional economy,
- Promoting better employment opportunities and increased quality of life for the citizens of the region,
- Providing support for entrepreneurs and business to increase their ability to prosper and create jobs,
- Maximizing Federal and Provincial funding for regional economic development,
- Collaborating with the initiatives and activities of regional trade associations and municipal economic development officers, and
- Raising the profile of Southern Vancouver Island as a location of choice for new business endeavours.

# STRATEGIC FRAMEWORK

**Our Guiding Principles** are:

- Collaborate,
- Maintain an industry-led Board of Directors,
- Remain a not-for-profit,
- Be inclusive, sustainable, affordable,
- Operate an equitable funding model,
- Align with municipal economic development strategies, and
- Be accountable to our funders.

**Our Governance Model:**

- We have a nine member Board of Directors that is non-elected and industry-driven. This governance model gives us a direct linkage to our business clients. It is also a good check-and-balance as it clearly separates the roles and responsibilities of the Board from the funders.



# GOALS AND TARGETS

With a forecasted annual operating budget of approximately \$800,000, the Prosperity Project will work over the next five years on the following goals and targets. Here are some highlights:

GOALS	TARGETS
More second-stage entrepreneurial businesses in our program.	At least 10 new second-stage businesses (regional or 'outside') entered into our Business Connector Program Pilot in the next 6 months.
More private sector investment in our operations.	30% increase in investment by corporate stakeholders by April 2017.
More jobs in targeted sectors.	500 new direct jobs created over 5 year period.
Higher median household income.	100 jobs created with salaries equivalent to \$80,000/year and above; 200 jobs created with salaries of \$60-80,000/year; and 200 jobs created with salaries of \$45-60,000 (i.e. over the "living wage").
More Provincial, Federal and Private Sector investments in our region.	At least \$6m from Private Sector, Provincial and Federal sources invested in South Island economy and its businesses.
Greater participation of First Nations communities in collaborative economic development initiatives and targeted support for First Nation-owned companies.	Engage First Nation communities in dialogue around economic development initiatives and support self-directed economic development projects and initiatives.



# EFFECTIVE POSITIONING: THE 'FACE' CONCEPT

Key to our success is positioning ourselves in a way that ensures we add **value**, and our services are easily understood. Once successfully positioned, we can also begin to market the Prosperity Project more effectively, using metaphors and easy to grasp concepts.

One such concept is FACE. It **stands** for:

**F**acilitator

**A**ccelerator

**C**onnector

**E**abler

**Facilitator** – If an entrepreneur is frustrated by roadblocks, missing **information** or lack of professional advice, we facilitate and expedite a solution.

**Accelerator** – We help entrepreneurs grow at an ambitious pace. Because **the** entrepreneurs have little tolerance for wasting time.

**Connector** – Oftentimes, the biggest barrier between entrepreneurs and rapid growth is relationships with trusted advisors and peer networks. We facilitate both.

**Enabler** – We eliminate the distractions entrepreneurs hate, so they can focus on what they love – running **their businesses**.

With a single-minded focus on FACE, we will help the businesses that grow our economy.



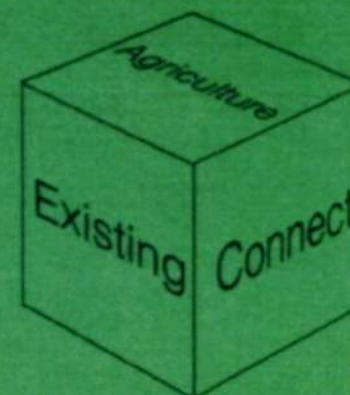
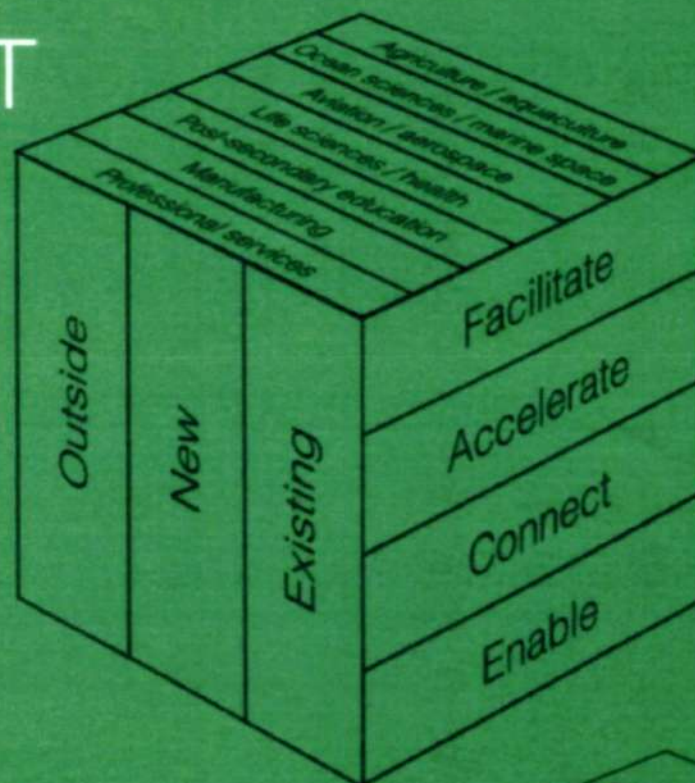
# ACCELERATED UNDERSTANDING: THE CUBE CONCEPT

Imagine what we do in the context of the large cube to the right. On the top, you see the sectors we work in. On the left, the companies we help. And on the right, what we do: FACE.

This simple cube illustrates succinctly what we do, and for whom. The cube 'boxes' our services cleanly, ensuring we don't stray off mission into areas where we don't add the most value.

The mini-cube at lower right illustrates an example. We would partner perfectly with an agriculture-based company that already existed in the South Island region and needed to connect with exporting and marketing expertise.

If we do not offer services to help a specific type of business, we will make every effort to help you through our Connector Program or help an entrepreneur get you in touch with our many partners in our expanding network.





# PERSONALIZED SERVICE: THE BUSINESS CONNECTOR CONCEPT

Every business we help will have individual needs. But every business will appreciate effortless, fast, personalized service. That's why we propose to provide businesses with their own Prosperity Project Business Connector, a concierge who would offer services like these:

**Macro analysis** – We assess the sorts of businesses that would strengthen our economy and provide the highest benefit to all.

**Diagnostic** – We screen individual businesses to assure their 'fitness' for our program. We understand their bottlenecks and growth opportunities.

**Connect and facilitate** – We assess what that business needs to succeed. We ensure the business is connected with trusted providers of solutions and other resources.

**Measure** - We track key metrics as the business grows and succeeds to ensure progress is as effortless as possible. We also measure customer satisfaction.

**Market** - We help our customers promote their success stories, promoting the South Island region to other entrepreneurs.



# 5 YEARS, 5 STRATEGIC PRIORITIES

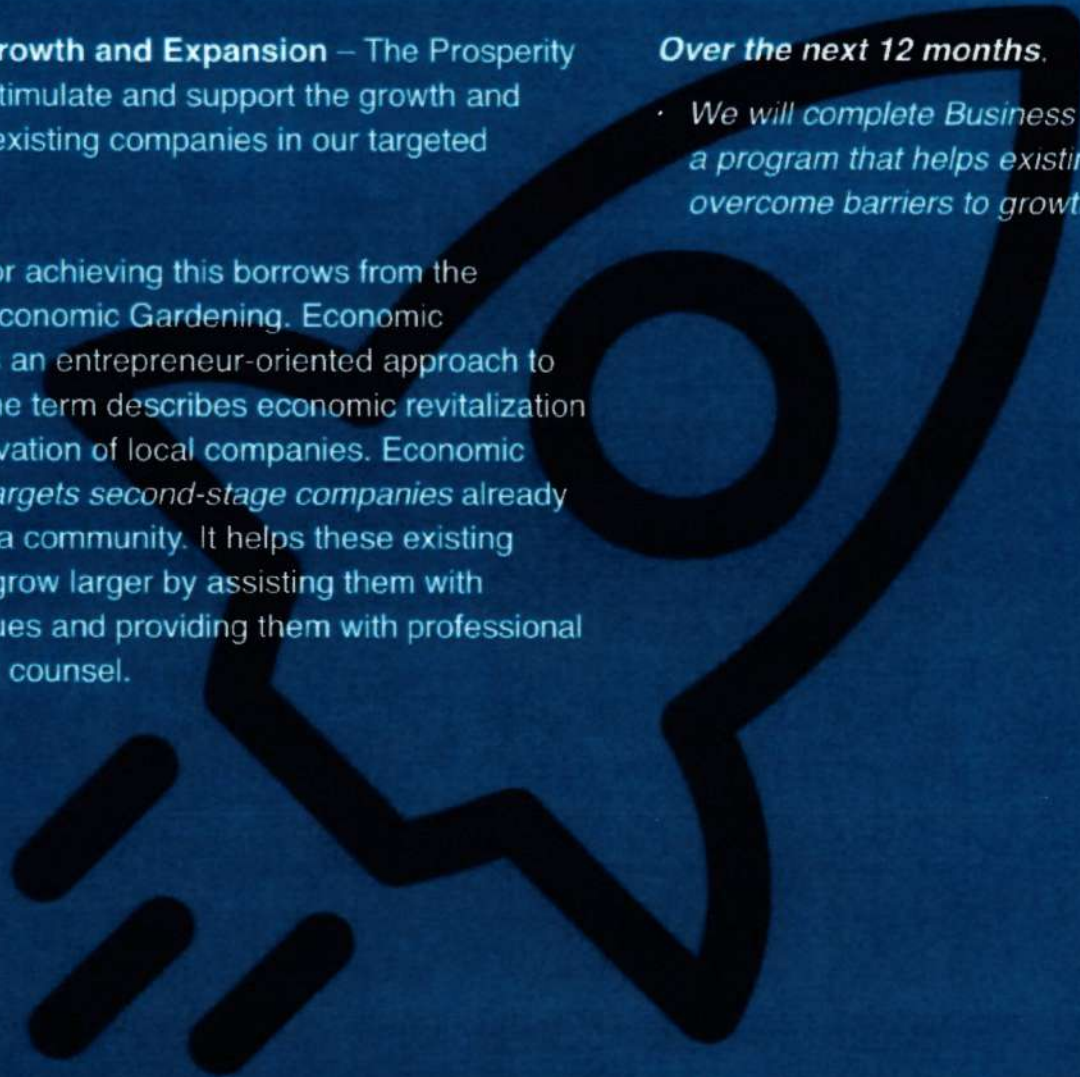
# 1

**Business Growth and Expansion** – The Prosperity Project will stimulate and support the growth and retention of existing companies in our targeted sectors.

Our model for achieving this borrows from the concept of Economic Gardening. Economic Gardening is an entrepreneur-oriented approach to prosperity. The term describes economic revitalization through cultivation of local companies. Economic Gardening *targets second-stage companies* already operating in a community. It helps these existing businesses grow larger by assisting them with strategic issues and providing them with professional services and counsel.

*Over the next 12 months.*

- *We will complete Business Connector Program Pilot, a program that helps existing companies grow and overcome barriers to growth.*





# 5 YEARS, 5 STRATEGIC PRIORITIES

## 2

**Sector Development** – We will work with companies in specific sector areas. As we help local second-stage companies grow and ‘outside’ second-stage companies set up shop, we will identify the sectors that best fit our competitive advantages.

Our projects will be executed in partnership with sector, industry and government partners.

Priority sectors:

- Value-added agriculture and aquaculture,
- Ocean technology and marine space,
- Aviation and aerospace,
- Life sciences and health,
- Post-secondary education,
- Manufacturing,
- Professional services,
- Green tech.

**Over the next 12 months,**

- We will work directly with companies in targeted sectors in the Business Connector Program,
- We will also work with sector and industry partners on the following projects:
  - A website and marketing strategy to attract people to live and work in the region to fill recruitment gaps,
  - A study of the marine sector's supply chain and export readiness capacity,
  - A joint marketing and recruitment campaign called Education Victoria.
  - As external funding sources become available for particular sectors, we will engage in activities to strengthen those sectors.



# 5 YEARS, 5 STRATEGIC PRIORITIES

**3 Attracting Investment and Companies from outside the Region** – With our concierge service, we will work with companies in targeted sectors that are looking to relocate to the South Island region, and encourage greater investment in our regional economy by investors outside our region.

We will develop a pool of regional ambassadors - a network of industry peers and business support professionals (e.g. municipal, provincial, private, and non-profit partners) drawn on as needed to facilitate the growth or attraction of 'outside' companies or investment.

We will track and measure attraction to the region and investigate what draws people, companies and investors to the South Island, what keeps them here, and what might cause them to leave.

*Over the next 12 months,*

- *We will work directly with companies and investors from outside the region, helping them integrate into the community, navigate the business landscape, and leverage local assets.*
- *To address the need for greater investment in local companies by foreign and local investors alike, we will explore (with partners) hosting a Venture Capital (VC) Conference in the next 12 months to attract investors and raise the profile for local entrepreneurs.*
- *We need more to circulate more little-told stories about the many 'faces' of the entrepreneurs in the region. The South Island is an innovative hub, full of creative and enterprising people in many sectors. We need to nurture this so more people follow suit. The Prosperity Project will start to profile the amazing stories of our entrepreneurs to promote Pride of Place, and showcase the region as an incredible place to live, work and do business to the rest of the world.*



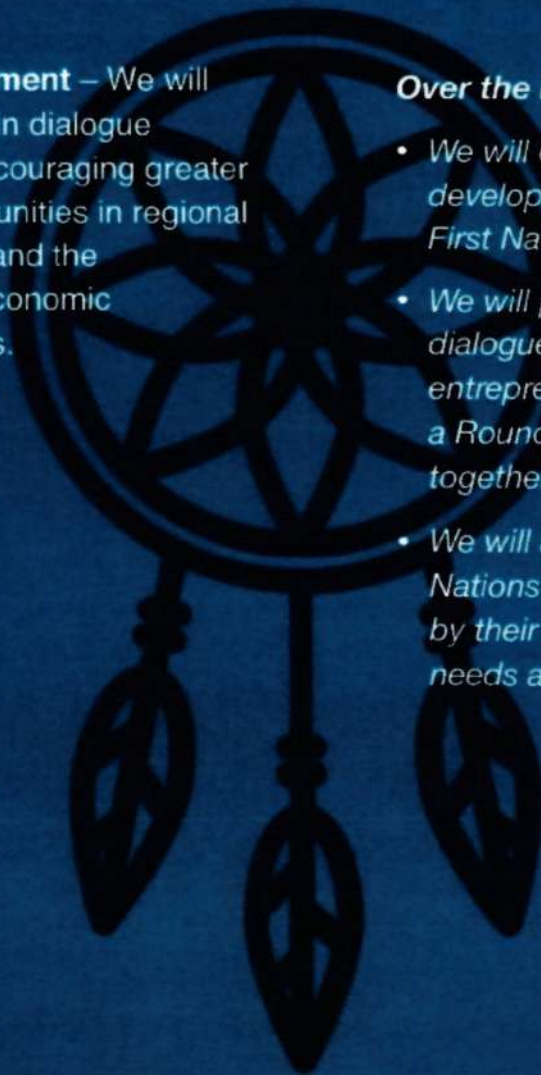
# 5 YEARS, 5 STRATEGIC PRIORITIES

## 4

**First Nations Economic Development** – We will engage First Nations communities in dialogue around economic development, encouraging greater participation of First Nations communities in regional economic development initiatives, and the development of First Nations-led economic development plans for communities.

*Over the next twelve months,*

- *We will explore funding for First Nations economic development, and use our FACE expertise to assist First Nations entrepreneurs,*
- *We will partner with a community partner to deliver a dialogue series with First Nation communities around entrepreneurship and employment, culminating with a Roundtable dialogue that brings communities together.*
- *We will also engage in meaningful dialogue with First Nations leaders to ensure the path forward is defined by their communities to be consistent with their needs and values.*





# 5 YEARS, 5 STRATEGIC PRIORITIES

## 5

### **Collaboration, Communication and Research –**

We will work with partners to support collaboration, communication and research around entrepreneurship.

By working with incubators and angel investors, we will be able to help meet business needs and promote a regional economic development agenda. As opportunities and needs arise, we will work with strategic partners to promote common priorities.

### *Over the next 12 months,*

- *We will work with the University of Victoria and other strategic partners to develop a single mentor network to service the needs of entrepreneurs in the region.*
- *As the single mentor network will support incubator, accelerator and enterprise clients, we will also work with strategic partners to identify current gaps in the eco-system, seek funding, and raise awareness for needs of start-up ventures and entrepreneurs.*





# LOOKING TO THE FUTURE

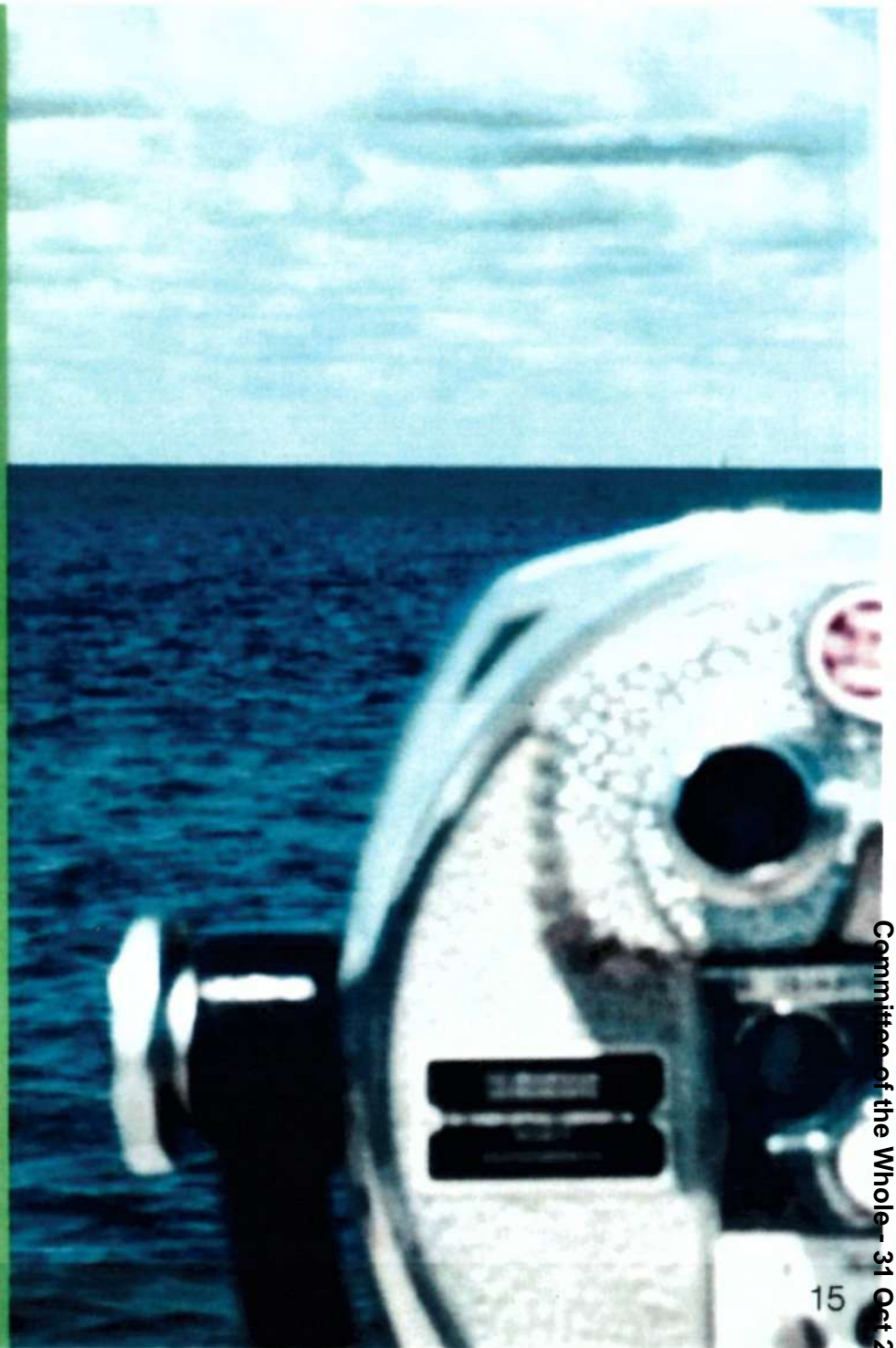
In the future that we envision, a young graduate will see a world of career possibilities in the South Island region. Whether that means taking advantage of the entrepreneur-friendly culture and programs to start a business of their own, or joining one of many growing companies for a promising career.

In the future, the South Island will boast an incredible diversity of businesses, and a robust eco-system that includes businesses, social enterprises, not-for-profits and charities. Our children and their children will have lots of reasons to stay, live, and grow their families and careers here.

In the future, people who want to start families and settle down will feel there is no better place than the South Island region. Jobs are plentiful and careers allow for lifelong advancement.

In the future, our region will grow - but in a way that remains consistent with our environmental, cultural and social values. First Nations communities fully participate and are equal partners in our robust, regional economy.

This is the future we are working toward.





# OUR MEMBERS, OUR ACCOUNTABILITY

We acknowledge our accountability to our members by setting clear goals and targets, then measuring progress and communicating the results back to our membership. Every year, we will create an Annual Report, including organizational and financial metrics. We will be accountable for our performance at our Annual General Meeting and will provide members an additional opportunity every year to meet with the Board and Staff. In the first year, we will regularly communicate on our activities through newsletters to our stakeholders.

## Municipal and First Nations Partners

Songhees Nation  
Town of View Royal  
City of Victoria  
District of Oak Bay  
Town of Sidney  
City of Colwood  
District of Central Saanich  
District of Saanich  
Township of Esquimalt  
District of Highlands  
District of North Saanich

## Private Sector, Institutional and Not for Profit Partners

Butler Brothers  
Greater Victoria Harbour Authority  
Camosun College  
Coast Capital Savings  
Coastal Community Credit Union  
Cube Global Storage  
Greater Victoria Chamber of Commerce  
Knappett Projects  
VIATEC  
Wilson Transportation  
Ralmax  
Royal McPherson Theatres Society  
Royal Roads University  
Tourism Victoria  
University of Victoria  
Victoria Foundation  
Victoria Real Estate Board





# CONTACT

If you have any questions, we'd be happy to chat.  
Call Emilie de Rosenroll at 778-265-8128.

Or, if you'd like to pass along the good news,  
you'll find more of our story at [http://  
www.southislandprosperity.ca/](http://www.southislandprosperity.ca/)

SOUTH ISLAND  
**PROSPERITY**  
**PROJECT**



## Overview

- Council sets service levels and allocates funding through the financial planning process
- Draft Financial Plan was introduced to Council on October 26
- Each department will present operating and capital budgets today and on October 31 and November 7
- Opportunity for Council to review and discuss the draft budget
  
- Council direction for maximum tax increase of inflation plus 1%; most recent inflation is 1.8% (August)
- Draft operating budget totals \$233.3 million and the draft capital budget totals \$43.1 million
- Proposed overall property tax increase 2.77%, including utilities 2.80%





# Achievements

## Innovate and Lead

- Project Management Framework

## Engage and Empower the Community

- Engagement Framework and Roadmap
- Youth Engagement Strategy
- Technology investment - ConnectVictoria App and Open Data Portal



# Achievements

## Strive for Excellence in Planning and Land Use

- Development turnaround times and transparency
- Neighbourhood planning

**Launch the Development Tracker**  
Get up-to-date information on developments happening in your neighbourhood and community.

Launch the App



## Build the Financial Capacity of the Organization

- Infrastructure investment
- Fleet modularity
- Strategic Real Estate Office
- Technology investment – electronic agendas and mobile devices



## Achievements

### Create Prosperity Through Economic Development

- Business Hub
- Parking ambassadors
- Mobile street vending
- Sidewalk patio regulations

#### Business Hub

Looking to open a business in Victoria? Start at the Business Hub!



### Make Victoria More Affordable

- Victoria Housing Strategy



## Achievements

### Facilitate Social Inclusion and Community Wellness

- Crystal Pool and Fitness Centre
- Transgender policy

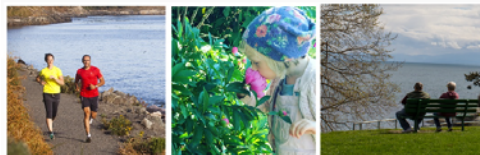
#### Planning for the future of Crystal Pool and Fitness Centre



### Enhance and Steward Public Spaces, Green Spaces and Food Systems

- Parks and Open Spaces Master Plan
- Community gardens
- Urban agriculture

#### Parks and Open Spaces Master Plan





## Achievements

### Complete a Multi-Modal and Active Transportation Network

- Cycling network
- Traffic calming initiatives
- Signage



### Nurture Our Arts, Culture and Learning Capital

- Library branch in James Bay
- Cultural Master Plan
- Indigenous Artist in Residence
- Canada 150



## Achievements

### Steward Water Systems and Waste Streams Responsibly

- Stormwater Utility
- Waste Management

#### Stormwater Management

The stormwater system helps to manage rain and runoff in our city.



### Take Climate Action and Prepare for Emergencies

- LED streetlight replacement
- Climate Action Program and Reserve
- Emergency management
  - VictoriaReady
  - Cloud based information technology
- Fire Department Headquarters



#### Climate Leadership Plan (CLP) Development



## Continuous Improvement

- Service standards and benchmarking
  - Parks and facilities
- Assessment of staffing needs
  - Restructuring without requesting additional funding
- Efficiencies
  - WorkSafeBC claims costs
  - Fire Department scheduling
  - Strategic Real Estate Office negotiating leases
  - Collective bargaining brought in-house
- Calls for service
  - ConnectVictoria App
  - Council correspondence function
  - Pressures in Bylaw Services



## Continuous Improvement

- Service integration with other municipalities
  - Ongoing cooperative efforts
  - Common communication platform for Fire Service



## Service Pressures

- Additional demand on services
- Strategic review of needs, aligned with Council's policy for new or expanded services, the allocation of growth related new tax revenue, and surplus
- This year's supplementary requests are largely focused on building capacity for:
  - infrastructure planning
  - managing growth and development
  - housing and homelessness
  - public safety
  - organizational resources to support effective delivery of projects



## Supplementary Requests





## Managing Growth and New Development

**Strategic Objective:** Strive for Excellence in Planning and Land Use

- Substantial growth in development and building permit applications (value and complexity) over the past four years
- Volumes expected to continue for at least the next 24 months
- Requires staffing resources from multiple departments
- Process improvements have supported improved turnaround times with existing staff resources, however additional resources needed to maintain service levels
- Projected additional revenues from development and permit applications of \$100,000 for 2018 will mitigate costs associated with supplemental requests

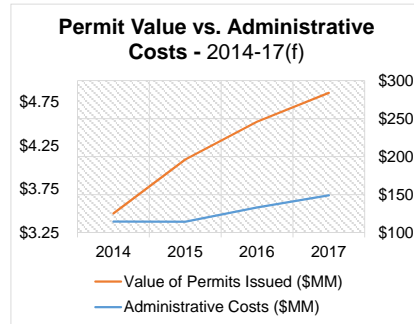
### 2018 Supplemental Requests

#### Ongoing:

- Parks Planner \$103,000
- Transportation Planner \$104,000

#### One Time:

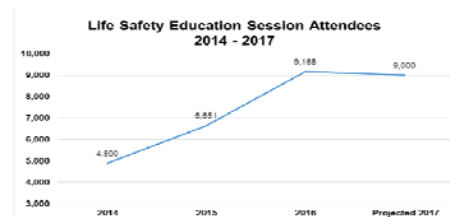
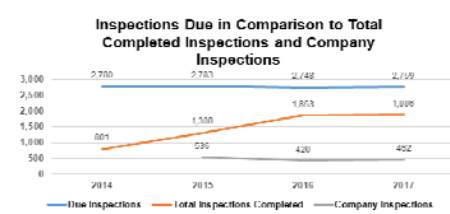
- Secretary – Planning \$67,000
- Parks Arboriculture \$97,000



## Managing Public Safety – Fire Prevention Officer

**Strategic Objective:** Take Climate Action and Prepare for Emergencies

- Substantial growth in development and density triggering greater demand and more complex fire inspections
- Expected increased gap between actual fire inspections completed to what should be completed as per Fire Prevention Bylaw 14-100
- Substantial growth in calls for service since 1997; directly resulting in a decline of active duty fire fighters able to complete fire inspections
- Significant increase in plan reviews, H.E.A.T Program, oil tank/burner permits and increased focus on School and Community Life and Fire Safety Education in combination with Emergency Management and Earthquake Preparedness since 2017
- Potential decline in life and property service levels to provide effective fire and life safety



## Managing Public Safety – Fire Prevention Officer

**Strategic Objective:** Take Climate Action and Prepare for Emergencies

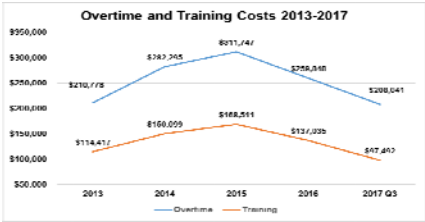
**Efficiencies Implemented**

- Implementation of a company inspection program where fire fighters are cross trained to conduct commercial fire inspections during their active duty shifts

**2018 Supplemental Requests**

**Ongoing:**

- Fire Prevention Officer \$121,000



## Managing Public Green Spaces - Sheltering

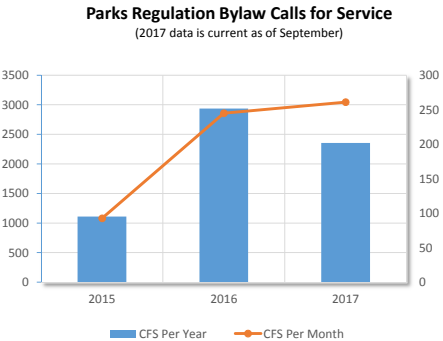
**Strategic Objective:** Enhance and Steward Public Spaces and Food Systems

- Substantial increase in Parks Bylaw Calls for Service from 2015
- The Overnight Sheltering Program responds to demands associated with outdoor sheltering in parks
- Costs include extended washroom hours at select parks, security patrols, cleaning support, adjacent bus shelters and streets

**2018 Supplemental Requests**

**One Time:**

- Overnight Sheltering – Support & Clean Up \$300,000



## Managing Public Green Spaces

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

- The City's public spaces and natural assets are a key driver of livability
- They also support the City's economic development as quality of urban spaces and parks amenities are drivers of business and worker attraction
- Supporting this quality requires management and refurbishment of some key public spaces as well as management of 33,000 trees on City property
- Currently there are approximately 900 trees requiring risk assessment and potential hazard mitigation
- Approximately 400 trees will be assessed in 2018 with the removal of up to 250 trees that have been assessed as hazardous

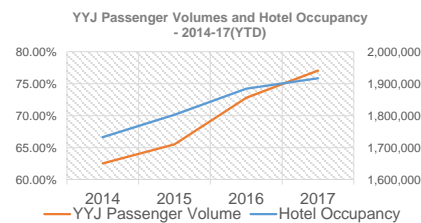
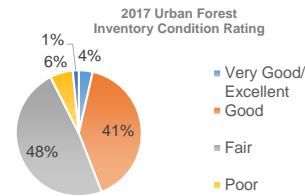
#### 2018 Supplemental Requests

##### Ongoing:

- |                              |          |
|------------------------------|----------|
| • Community Garden Program   | \$15,000 |
| • Parks Natural Area Support | \$63,000 |

##### One Time:

- |   |           |
|---|-----------|
| • High Risk Tree Removal                    | \$150,000 |
| • Pioneer Square Archaeological Reporting   | \$ 37,000 |
| • Downtown Public Realm Plan Implementation | \$105,000 |



## Managing Public Engagement

### Strategic Objective: Engage and Empower the Community

- Substantial growth in the number of Engagement Initiatives resulting in the substantial increase in the demand for graphic services
- Additional design and engagement resources will increase productivity and reduce outsourcing
- 400% growth in number of engagement activities supporting city decision making
- Additional engagement support identified by departments to complete major corporate initiatives including Neighbourhood Planning, Ship Point, Active Transportation, Climate Leadership, Crystal Pool and implement Engagement Framework

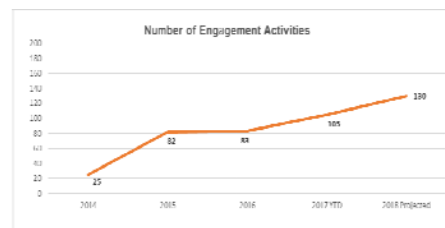
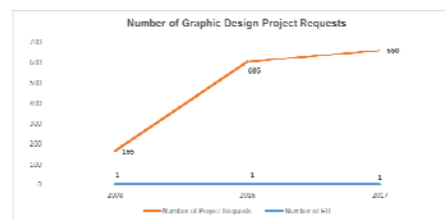
#### 2018 Supplemental Requests

##### Ongoing:

- |                          |          |
|--------------------------|----------|
| • Graphic Design Support | \$81,000 |
|--------------------------|----------|

##### One Time:

- |                      |           |
|----------------------|-----------|
| • Engagement Advisor | \$109,000 |
|----------------------|-----------|





## Managing Accessibility

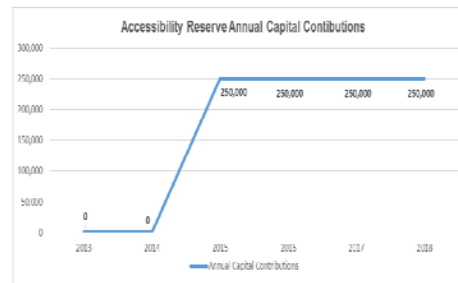
**Strategic Objective:** Facilitate Social Inclusion and Community Wellness

- On January 26, 2017, Council approved that staff report back with resource and timing implications regarding the recommendation that an individual be contracted/hired to work with the AWG in identifying barriers for persons with disabilities, examine existing City accessibility policies and procedures, make policy recommendations, develop an accessibility framework, and provide on-going staff training and support

### 2018 Supplemental Requests

#### One Time:

- Accessibility Framework \$40,000



## Youth Initiatives

**Strategic Objective:** Engage and Empower the Community

- The number and percentage of Youth in Victoria has increased since the 2011 census
- Youth Leaders in Training (YLIT) is an employment readiness program for youth that helps individuals gain skills in the fields of childcare, recreation and education
- Implement the Council approved Youth Strategy, including the following:
  - Youth hiring strategy and recruitment brochure
  - Curriculum development to engage youth on what the City does, how decisions will impact them and how they can affect change in their community
  - Launch Youth Hub

### 2018 Supplemental Requests

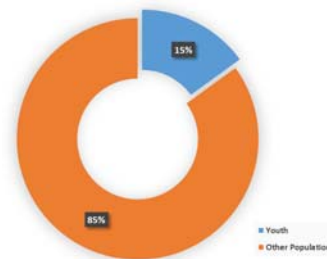
#### Ongoing:

- Youth Leaders in Training Program \$20,000

#### One Time:

- Youth Strategy Liaison \$30,000

Percentage of Youth (Ages 12 - 24) in the City of Victoria



## Active Transportation – Managing Road Safety

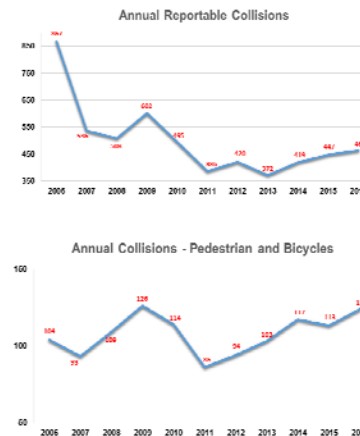
**Strategic Objective:** Complete a Multi-Modal and Active Transportation Network

- Annual collisions trends have been rising since 2013
- Pedestrian and Bicycle collisions are on the rise
- Public requests and Council direction have identified the need for additional analysis of neighbourhood transportation analysis, prioritization, planning and implementation. The work aligns directly with the upcoming Local Area Plans
- Speed reader boards are needed to promote safer vehicle behavior throughout the community

### 2018 Supplemental Requests

#### One Time:

- Neighbourhood Transportation Management \$180,000
- Speed Reader Boards \$85,000



## Multi-Modal Transportation Network – Traffic and Parking

**Strategic Objective:** Complete a Multi-Modal and Active Transportation Network

- Review of existing traffic signal timings is a needed requirement for the City to optimize the demand imposed by changes to traffic patterns, volume, congestion and development
- Resources required to manage the training and operations throughout the transition to the new JSB Bridge
- Ongoing increase in public parking inquiries/street occupancy permits consume significant staff time
- Street Occupancy and Parking Support would improve compliance with permit applications and with set-ups that meet safety requirements

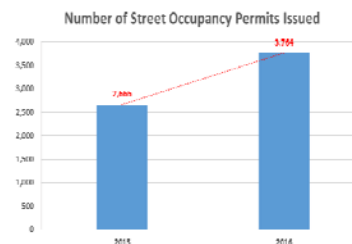
### 2018 Supplemental Requests

#### Ongoing:

- Street Occupancy and Parking Support 1 FTE  
(Funded through Permit Fees)

#### One Time:

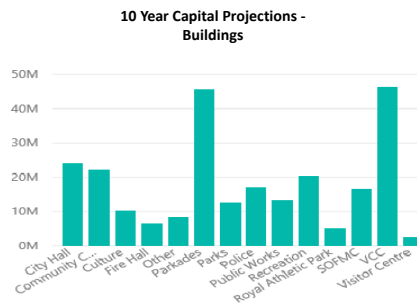
- Traffic Signal Timing Update Study \$40,000
- Extra Bridge Coverage \$30,000



## Asset Management

**Strategic Objective:** Build the Financial Capacity of the Organization/Innovate and Lead

- Facilities Condition Assessment was completed in 2015 that provided investment recommendations for building systems
- Immediate priorities include several major projects across the City, including the Crystal Pool and Firehall 1 Replacement Project
- City surveys are mainly completed by physical observations and surveys of infrastructure, which can be time consuming to complete, and analyze. International best-practice uses a series of automation to quickly and accurately assess infrastructure, allowing staff more time to plan and optimize city assets
- Increased demand and complexity of projects requires professional certification and training to develop project management skills resulting in enhanced service quality, delivery and asset management skills



### 2018 Supplemental Requests

#### Ongoing:

- Building Project Administrator \$99,000

#### One Time:

- Condition Assessment Pilot Project \$60,000
- Professional Certification/Project Management \$50,000

## Managing Climate Action and Sustainability

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

- The development of the City's Sustainable Waste Management Strategy has clearly identified a current shortfall in resources required to propel City-wide waste programs to reach sustainability targets and avoid risks
- Sustainable Planning and Community Development aligns with Climate initiatives to deliver step code implementation, energy efficiency strategies and sustainability performance review
- An environmental audit will define current environmental performance, risks and recommended actions to reduce risk to the natural ecosystems across public works and engineering programs. This process will also provide a framework for cross-departmental environmental impacts to define priority actions within the City

### 2018 Supplemental Requests

#### Ongoing:

- Sustainability Waste Management Engineer \$99,000

#### One Time:

- Step Code Implementation \$10,000
- Environmental Performance Audit \$50,000



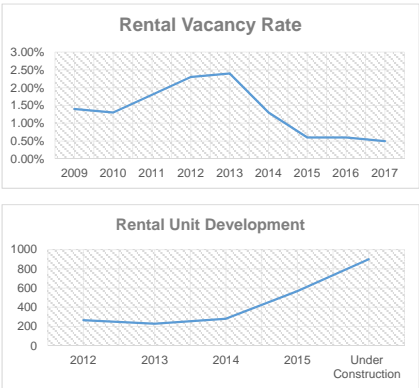
## Managing Housing

### Strategic Objective: Make Victoria More Affordable

- The Victoria Housing Strategy, approved by Council in 2016, is a 10 year strategy that includes strategic directions to meet housing targets
- The Strategy also includes action items for implementation over a 3 year period
- Support implementation of action items identified in the Strategy for 2018, including the following:
  - Consideration for voluntary guidelines for post-construction accessibility features to encourage adaptable housing
  - Revisiting the secondary suite grant program to encourage accessible suites
  - Hosting workshops on various housing-related topics with external partners and stakeholders to investigate opportunities

#### Supplemental requests for 2018

- One Time:**
- Victoria Housing Strategy Implementation \$20,000



## Finance



DEPARTMENT SUMMARY

# Finance

## Core Services/Service Areas

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



DEPARTMENT SUMMARY

# Finance

### Budget Summary

2018 Base Expenditures	15,850,149
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>15,850,149</u>
2017 Base Expenditures	14,923,288
2017 One Time Expenditures	30,000
2017 Approved Expenditures	<u>14,953,288</u>
Base Budget Change	926,861
Change by %	6.21%
2018 Base Revenues	16,882,800
2018 One Time Revenues	0
2018 Proposed Revenues	<u>16,882,800</u>
2017 Base Revenues	16,012,800
2017 One Time Revenues	30,000
2017 Approved Revenues	<u>16,042,800</u>
Base Budget Change	870,000
Change by %	5.43%
2018 FTE	102.26
2017 FTE	102.26
Change	0
Change by %	0.00%

Expanded summaries on pages 516, 541



## DEPARTMENT SUMMARY

## Finance

### Proposed Initiatives for 2018

- Social Procurement Pilot and Framework
- Provide financial advice and support for:
  - Johnson Street Bridge replacement
  - Fire Station No. 1 replacement
  - Crystal Pool and Wellness Centre replacement
- Parking equipment and customer service improvements:
  - Replace parkade gates, security system and pay stations
  - Pilot parkade entry system – entry by smart phone app
- Technology improvements:
  - Online applications for business licences and dog licences
  - Electronic records management solution
  - Continue rollout of asset management solution
  - Continue rollout of business intelligence tools
  - Continue rollout of project management tools
  - Continue rollout of Office 365 collaboration tools



## DEPARTMENT SUMMARY

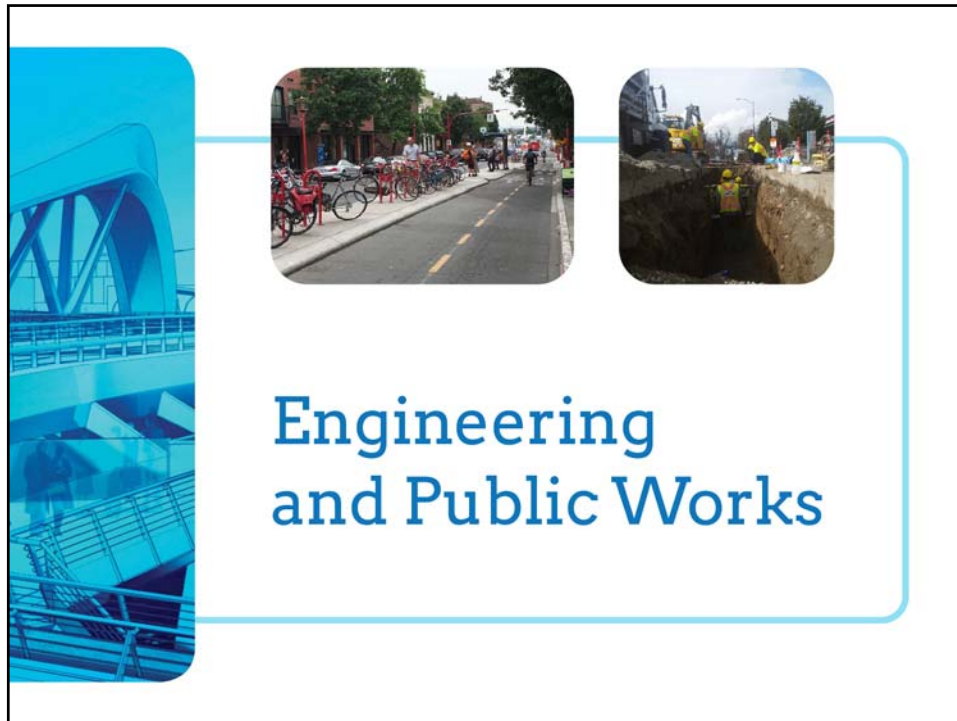
## Finance

### Draft Financial Plan Document

Operating Budget pages 507-574

Capital Budget pages 1047-1051, 1065-1066, 1091





## DEPARTMENT SUMMARY

## Engineering and Public Works

### Core Services/Service Areas

- **Engineering:**
  - Utilities: Design, engineering and asset management for water, sewer and stormwater systems
  - Engineering Corporate Services: Structural, coastal, GIS, assets and climate action programs
- **Transportation:** Engineering, design, construction, planning and operations in support of all transportation assets and network systems
- **Public Works:** Operation, maintenance and construction of all City infrastructure assets in the following groups:
  - Streets: Roads and bridges, concrete, electrical and traffic signals
  - Underground Utilities: Sewer, storm and water operations, maintenance and construction
  - Above-Ground Infrastructure: Fabrication, maintenance and management of all City public assets that are not underground
  - Fleet Management: Management, maintenance of all City fleet assets, including VicPD and support to VFD
  - Sanitation, Solid Waste, Street Cleaning and Special Events support and after hours response
  - Public Works Support Services



## DEPARTMENT SUMMARY

## Engineering and Public Works

## Budget Summary

Engineering and Public Works  
excluding Utilities

2018 Base Expenditures	14,094,685
2018 One Time Expenditures	12,000
2018 Proposed Expenditures	<u>14,106,685</u>

2017 Base Expenditures	13,938,105
2017 One Time Expenditures	789,416
2017 Approved Expenditures	<u>14,727,521</u>

Base Budget Change	156,580
Change by %	1.12%

2018 Base Revenues	857,923
2018 One Time Revenues	12,000
2018 Proposed Revenues	<u>869,923</u>

2017 Base Revenues	856,423
2017 One Time Revenues	639,416
2017 Approved Revenues	<u>1,495,839</u>

Base Budget Change	1,500
Change by %	0.18%



## DEPARTMENT SUMMARY

## Engineering and Public Works

## Utilities

2018 Base Expenditures	37,557,533
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>37,557,533</u>

2017 Base Expenditures	36,542,672
2017 One Time Expenditures	187,000
2017 Approved Expenditures	<u>36,729,672</u>

Base Budget Change	1,014,861
Change by %	2.78%

2018 Base Revenues	37,557,533
2018 One Time Revenues	0
2018 Proposed Revenues	<u>37,557,533</u>

2017 Base Revenues	36,542,672
2017 One Time Revenues	187,000
2017 Approved Revenues	<u>36,729,672</u>

Base Budget Change	1,014,861
Change by %	2.78%

2018 FTE	273.72
2017 FTE	273.72
Change	0
Change by %	0.00%

Expanded summaries on pages 265, 267,  
345, 363, 381, 431, 469



## DEPARTMENT SUMMARY

## Engineering and Public Works

## Proposed Initiatives for 2018

- Major Street Rehabilitation (\$1.75m)
- Critical water, sewer and storm system upgrades, repairs and replacements (\$14m)
- Repairs and Upgrades to Point Ellice (Bay Street) Bridge (TBD)
- Wharf Street Complete Streets Upgrades (\$2m)
- Belleville Street Sidewalk and Plaza improvements
- New Crosswalks, upgrades (in addition to work via implementation of the cycling network)
- Sidewalk and pathway repairs, reconstruction and upgrades (>\$800k)
- Bike Master Plan – Phase I completion (downtown)
- Johnson Street Bridge completion
- Critical fleet asset replacement (\$2.6m)
- Ross Bay Seawall and Dallas Road Ballustrade Design
- Program Delivery:
  - Asset Management Program
  - Accessibility Framework Development
  - Sustainable Mobility / Transportation Strategy
  - Sustainable Waste Management Strategy
  - Climate Leadership Strategy Implementation
  - David Foster Harbour Pathway Program



## DEPARTMENT SUMMARY

## Engineering and Public Works

## Draft Financial Plan Document

Operating Budget pages 247-506

Capital Budget pages 961-983, 995-1018, 1061-1064, 1071-1090





## DEPARTMENT SUMMARY

## Parks, Recreation and Facilities

### Core Services/Service Areas

#### Parks

- Manage and maintain 207 hectares of park and open spaces, including 137 parks:
  - 72 hectares of natural areas
  - Ross Bay Cemetery
  - 33,000 trees on public land
  - 40 playgrounds, 23 tennis courts, 12 dog off-leash areas, a skate park, bike park
  - 500 flower and shrub beds, 1,300 hanging baskets, and nine rain gardens
  - 17 public washrooms
  - Litter pick-up and garbage collection
  - 208,063 m<sup>2</sup> of boulevards
- Plan and design park spaces and features
- Participate in development permit review, tree permit applications and public realm projects across the city



## DEPARTMENT SUMMARY

## Parks, Recreation and Facilities

### Core Services/Service Areas

#### Recreation

- Operation of Crystal Pool and Fitness Centre
- Administer the Leisure Involvement for Everyone (LIFE) program for low-income residents
- Deliver community programs at Save-On-Foods Memorial Centre (SOFMC)
- Administration of bookings for sport fields, sport courts and Royal Athletic Park
- Youth Services
- Partner with Community and Seniors Centre operators in program delivery




## DEPARTMENT SUMMARY


## Parks, Recreation and Facilities

### Core Services/Service Areas

#### Facilities

- Oversee maintenance of the City's inventory of approximately 109 buildings and parking lots, totaling 1.9 million square feet of floor space
- Project manage facility related capital investments
- Long-term planning and analysis of building use, structures and systems
- Oversight of the security program

		DEPARTMENT SUMMARY
		Parks, Recreation and Facilities
Budget Summary		
2018 Base Expenditures	20,464,945	
2018 One Time Expenditures	119,750	
2018 Proposed Expenditures	20,584,695	
2017 Base Expenditures	20,299,318	
2017 One Time Expenditures	745,109	
2017 Approved Expenditures	21,044,427	
Base Budget Change	165,627	
Change by %	0.82%	
2018 Base Revenues	2,678,951	
2018 One Time Revenues	119,750	
2018 Proposed Revenues	2,798,701	
2017 Base Revenues	2,652,857	
2017 One Time Revenues	334,109	
2017 Approved Revenues	2,986,966	
Base Budget Change	26,094	
Change by %	0.98%	
2018 FTE	176.81	Expanded summaries on pages 618, 619, 659, 685, 711, 733
2017 FTE	176.81	
Change	0	
Change by %	0.00%	

		DEPARTMENT SUMMARY
		Parks, Recreation and Facilities
Proposed Initiatives for 2018		
Recreation		
• Crystal Pool and Wellness Centre Replacement Project		





DEPARTMENT SUMMARY

## Parks, Recreation and Facilities

### Draft Financial Plan Document

Operating Budget pages 607-746

Capital Budget pages 987-994, 1019-1044, 1069



## Victoria Fire Department



## DEPARTMENT SUMMARY

## Victoria Fire Department

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### Core Services/Service Areas

- **Fire Suppression:** 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:** Professional, cost-effective and efficient emergency and non-emergency maintenance of fire apparatus, specialty equipment, marine vessels and fleet. Regional fleet maintenance facility. Specialized training relating to vehicle operations, equipment use and marine vessel operation.
- **Harbour Response:** 24 hour emergency harbour response with the Fire Boat Protector and Rapid Response Marine vessel for rescue, environmental and inter-departmental responses




## DEPARTMENT SUMMARY


## Victoria Fire Department

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### Core Services/Service Areas

- **Communication:** 24 hour emergency and non-emergency communications, and monitoring the Public Works after hours line
- **Training:** Responsible for the facilitation and delivery of all training associated with fire department and emergency response to members of the department
- **Administration:** Office of the Fire Chief, two Deputy Fire Chiefs and administrative professionals
- **Emergency Management:** Responsible for training City staff and coordinating an emergency response in the event of a disaster. Responsible for facilitation of Emergency Social Services programs in post incident situations

	DEPARTMENT SUMMARY
	Victoria Fire Department
Budget Summary	
2018 Base Expenditures	16,933,870
2018 One Time Expenditures	0
2018 Proposed Expenditures	16,933,870
2017 Base Expenditures	16,579,168
2017 One Time Expenditures	81,700
2017 Approved Expenditures	16,660,868
Base Budget Change	354,702
Change by %	2.14%
2018 Base Revenues	79,000
2018 One Time Revenues	0
2018 Proposed Revenues	79,000
2017 Base Revenues	78,000
2017 One Time Revenues	81,700
2017 Approved Revenues	159,700
Base Budget Change	1,000
Change by %	1.28%
2018 FTE	123.09
2017 FTE	123.09
Change	0
Change by %	0.00%
Expanded summary on page 778	

	DEPARTMENT SUMMARY
	Victoria Fire Department
Proposed Initiatives for 2018	
<ul style="list-style-type: none"><li>Emergency Management Renewal</li></ul>	





DEPARTMENT SUMMARY

**Victoria Fire Department**

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**Draft Financial Plan Document**

Operating Budget pages 773-834  
Capital Budget pages 1055-1060





**Legislative  
and Regulatory  
Services**



## DEPARTMENT SUMMARY

## Legislative and Regulatory Services

### Core Services/Service Areas

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



## DEPARTMENT SUMMARY

## Legislative and Regulatory Services

### Budget Summary

2018 Base Expenditures	3,053,904
2018 One Time Expenditures	10,000
2018 Elections	279,000
2018 Proposed Expenditures	3,342,904
2017 Base Expenditures	3,035,936
2017 One Time Expenditures	40,000
2017 Approved Expenditures	3,075,936
Base Budget Change	17,968
Change by %	0.58%
2018 Base Revenues	247,350
2018 One Time Revenues	10,000
2018 Proposed Revenues	257,350
2017 Base Revenues	247,350
2017 One Time Revenues	40,000
2017 Approved Revenues	287,350
Base Budget Change	0
Change by %	0.00%
2018 FTE	21.88
2017 FTE	21.88
Change	0
Change by %	0.00%

Expanded summary on page 165



DEPARTMENT SUMMARY

## Legislative and Regulatory Services

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### Proposed Initiatives for 2018

- Archived Material Digitization
- Records Management System
- Election/Referendum
- Enhanced Bylaw Services Review



DEPARTMENT SUMMARY

## Legislative and Regulatory Services

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### Draft Financial Plan Document

Operating Budget pages 157-178





## DEPARTMENT SUMMARY

## Engagement

### Core Services

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



DEPARTMENT SUMMARY

Engagement

Budget Summary	
2018 Base Expenditures	1,855,994
2018 One Time Expenditures	0
2018 Proposed Expenditures	1,855,994
2017 Base Expenditures	
2017 One Time Expenditures	30,000
2017 Approved Expenditures	1,880,718
Base Budget Change	5,276
Change by %	0.29%
2018 FTE	
2017 FTE	15.00
Change	0
Change by %	0.00%

Expanded summary on page 137



DEPARTMENT SUMMARY

Engagement

Proposed Initiatives for 2018

- Implementation of Public Engagement Road Map
- Victoria.ca redevelopment
- Implementation of Youth Strategy



DEPARTMENT SUMMARY

## Engagement

### Draft Financial Plan Document

Operating Budget pages 133-156



## Human Resources





## DEPARTMENT SUMMARY

## Human Resources

## Core Services/Service Areas

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



## DEPARTMENT SUMMARY

## Human Resources

## Budget Summary

2018 Base Expenditures	1,886,988
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>1,886,988</u>
2017 Base Expenditures	1,910,393
2017 One Time Expenditures	0
2017 Approved Expenditures	<u>1,910,393</u>
Base Budget Change	(23,405)
Change by %	-1.23%
2018 FTE	11.00
2017 FTE	11.00
Change	0
Change by %	0.00%

Expanded summary on page 579



DEPARTMENT SUMMARY

## Human Resources

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### Proposed Initiative for 2018

- Corporate Learning Needs Assessment
- Corporate Orientation Program
- Implement People + Performance



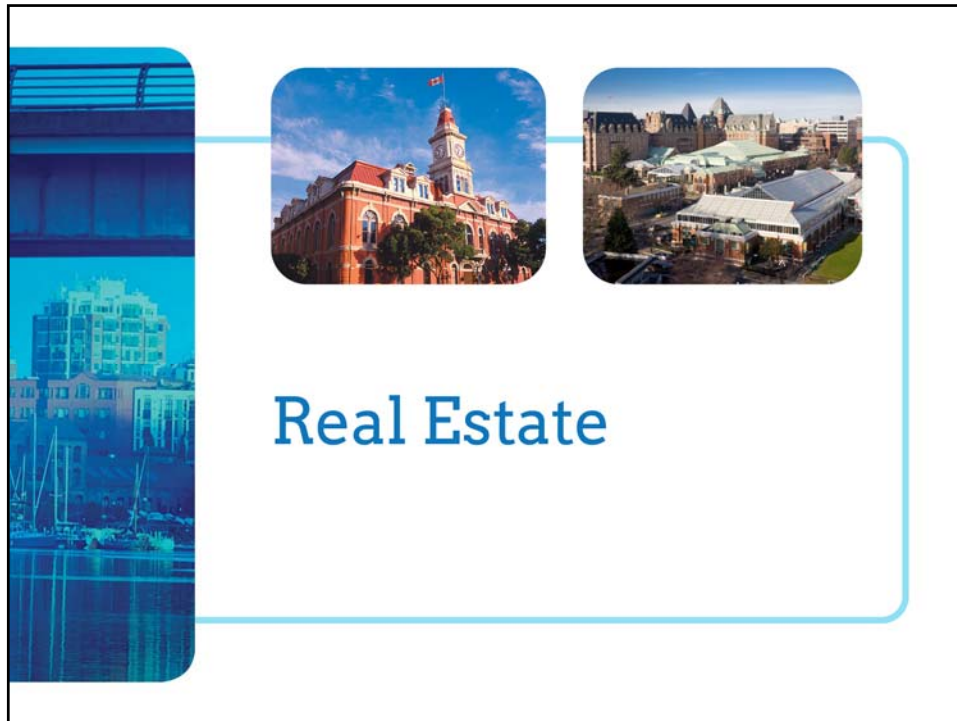
DEPARTMENT SUMMARY

## Human Resources

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### Draft Financial Plan Document

Operating Budget pages 575-596



#### 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 and strategy, based on a triple bottom line perspective
- Provide strategic advice and direction related to real estate transactions involving City interests
- Conduct investigations and obtain appraisals on proposed acquisitions and sales, and negotiate all aspects of those transactions
- Negotiate and ongoing contract management of all lease agreements, licenses of use, easements, statutory rights-of-way and other property-related agreements



## DEPARTMENT SUMMARY

## Real Estate

## Core Services/Service Areas

- Development and ongoing management of a comprehensive real estate inventory
- Respond to enquiries from applicants, their agents and City departments about City-owned property
- Work with the development community to identify opportunities to leverage the City's real estate holdings
- Monitor local real estate industry data and trends



## DEPARTMENT SUMMARY

## Real Estate

## Budget Summary

2018 Base Expenditures	1,568,213
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>1,568,213</u>
2017 Base Expenditures	1,565,903
2017 One Time Expenditures	48,600
2017 Approved Expenditures	<u>1,614,503</u>
Base Budget Change	2,310
Change by %	0.15%
2018 Base Revenues	1,751,085
2018 One Time Revenues	0
2018 Proposed Revenues	<u>1,751,085</u>
2017 Base Revenues	1,738,150
2017 One Time Revenues	48,600
2017 Approved Revenues	<u>1,786,750</u>
Base Budget Change	12,935
Change by %	0.74%
2018 FTE	3.00
2017 FTE	3.00
Change	0
Change by %	0.00%

Expanded summary on page 182





DEPARTMENT SUMMARY

## Real Estate

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### Proposed Initiatives for 2018

- Real Estate Strategic Plan
- Securement of David Foster Harbour Pathway Land Interests
- Completion of Apex Land Competition
- Operational Procedures Improvement
- Review of commercial leasing rates to maximize revenue



DEPARTMENT SUMMARY

## Real Estate

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### Draft Financial Plan Document

Operating Budget pages 179-194





#### DEPARTMENT SUMMARY

### Arts, Culture and Events

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

		DEPARTMENT SUMMARY
		Arts, Culture and Events
		Budget Summary
2018 Base Expenditures		1,384,807
2018 One Time Expenditures		207,500
2018 Proposed Expenditures		1,592,307
2017 Base Expenditures		1,354,957
2017 One Time Expenditures		435,800
2017 Approved Expenditures		1,790,757
Base Budget Change		29,850
Change by %		2.20%
2018 Base Revenues		203,250
2018 One Time Revenues		207,500
2018 Proposed Revenues		410,750
2017 Base Revenues		202,000
2017 One Time Revenues		195,800
2017 Approved Revenues		397,800
Base Budget Change		1,250
Change by %		0.62%
2018 FTE		7.29
2017 FTE		7.29
Change		0
Change by %		0.00%
		Expanded summary on page 95

		DEPARTMENT SUMMARY
		Arts, Culture and Events
		Proposed Initiatives for 2018
		<ul style="list-style-type: none"><li>Arts and Culture Master Plan Implementation</li></ul>

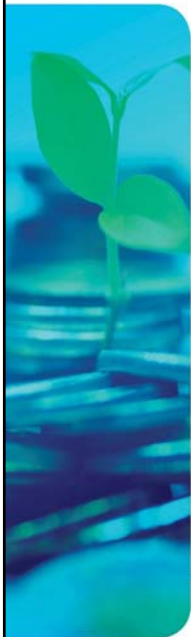


DEPARTMENT SUMMARY

# Arts, Culture and Events

## Draft Financial Plan Document

Operating Budget pages 91-122  
Capital Budget page 986, 1053



## Economic Development





## DEPARTMENT SUMMARY

## Economic Development

## Core Services/Service Areas

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



## DEPARTMENT SUMMARY

## Economic Development

## Budget Summary

2018 Base Expenditures	250,000
2018 One Time Expenditures	25,000
2018 Proposed Expenditures	<u>275,000</u>
2017 Base Expenditures	250,000
2017 One Time Expenditures	245,000
2017 Approved Expenditures	<u>495,000</u>
Base Budget Change	0
Change by %	0.00%
2018 Base Revenues	0
2018 One Time Revenues	25,000
2018 Proposed Revenues	<u>25,000</u>
2017 Base Revenues	0
2017 One Time Revenues	0
2017 Approved Revenues	<u>0</u>
Base Budget Change	0
Change by %	0.00%
2018 FTE	1.00
2017 FTE	1.00
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

## Economic Development

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### Proposed Initiatives for 2018

- Business Hub
- City Studio
- Trade Mission



DEPARTMENT SUMMARY

## Economic Development

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### Draft Financial Plan Document

Operating Budget pages 123-132



#### 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

## Budget Summary

## Victoria Conference Centre (VCC)

2018 Base Expenditures	3,568,591
2018 One Time Expenditures	0
2018 Proposed Expenditures	3,568,591

2017 Base Expenditures	3,503,818
2017 One Time Expenditures	0
2017 Approved Expenditures	3,503,818
Base Budget Change	64,773
Change by %	1.85%

2018 Base Revenues	3,987,405
2018 One Time Revenues	0
2018 Proposed Revenues	3,987,405

2017 Base Revenues	3,739,138
2017 One Time Revenues	0
2017 Approved Revenues	3,739,138
Base Budget Change	248,267
Change by %	6.64%



## DEPARTMENT SUMMARY

## Victoria Conference Centre

## VCC Event Costs Paid by Clients

2018 Base Expenditures	3,460,000
2018 One Time Expenditures	0
2018 Proposed Expenditures	3,460,000

2017 Base Expenditures	3,460,000
2017 One Time Expenditures	0
2017 Approved Expenditures	3,460,000
Base Budget Change	0
Change by %	0.00%

2018 Base Revenues	3,460,000
2018 One Time Revenues	0
2018 Proposed Revenues	3,460,000

2017 Base Revenues	3,460,000
2017 One Time Revenues	0
2017 Approved Revenues	3,460,000
Base Budget Change	0
Change by %	0.00%

2018 FTE	13.62
2017 FTE	13.62
Change	0
Change by %	0%

Expanded summary on page 201





DEPARTMENT SUMMARY

## Victoria Conference Centre

### Draft Financial Plan Document

Operating Budget pages 195-246

Capital Budget page 1067



### Sustainable Planning and Community Development



DEPARTMENT SUMMARY

## Sustainable Planning and Community Development

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### Core Services/Service Areas

**Community Planning:**

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

**Development Services:**

- Zoning/Rezoning including Community Association Land Use Committee processes
- Development and Variance Permits including support to Community Association Land Use Committees, Advisory Design Panel and Board of Variance
- Heritage Alteration Permits, Heritage Designations and Tax Incentive Program Applications



DEPARTMENT SUMMARY

## Sustainable Planning and Community Development

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### Core Services/Service Areas

**Permits and Inspections:**

- Regulation and inspection of new development to ensure compliance with the BC Building Code
- Processing, administration and related inspections for building, plumbing, electrical, sign and liquor licence permit applications



## DEPARTMENT SUMMARY

## Sustainable Planning and Community Development

### Budget Summary

2018 Base Expenditures	4,839,289
2018 One Time Expenditures	393,750
2018 Proposed Expenditures	5,233,039
2017 Base Expenditures	4,833,488
2017 One Time Expenditures	1,131,552
2017 Approved Expenditures	5,965,040
Base Budget Change	5,801
Change by %	0.12%
2018 Base Revenues	2,928,750
2018 One Time Revenues	393,750
2018 Proposed Revenues	3,322,500
2017 Base Revenues	2,915,000
2017 One Time Revenues	604,552
2017 Approved Revenues	3,519,552
Base Budget Change	13,750
Change by %	0.47%
2018 FTE	43.43
2017 FTE	43.43
Change	0
Change by %	0.00%

Expanded summary on page 752



## DEPARTMENT SUMMARY

## Sustainable Planning and Community Development

### Proposed Initiatives for 2018

- New Neighbourhood Plans for Fernwood, North Park, Rockland, as well as North and South Jubilee
- Updates to the Downtown Core Area Plan
- Ongoing implementation of the Housing Strategy
- Finalization of the Ship Point Master Plan
- Implementation of Visual Victoria
- Ongoing Development/Permit Application Process Improvements



DEPARTMENT SUMMARY

# Sustainable Planning and Community Development

## Draft Financial Plan Document

Operating Budget pages 747-772

Capital Budget page 985



## 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
- 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 laws affecting City and provide proactive advice to mitigate impacts on the City



## DEPARTMENT SUMMARY

## Legal Services

### Budget Summary

2018 Base Expenditures	741,615
2018 One Time Expenditures	0
2018 Proposed Expenditures	741,615
2017 Base Expenditures	737,615
2017 One Time Expenditures	0
2017 Approved Expenditures	737,615
Base Budget Change	4,000
Change by %	0.54%
2018 FTE	4.00
2017 FTE	4.00
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

## Legal Services

### Draft Financial Plan Document

Operating Budget pages 597-605



## Corporate



## DEPARTMENT SUMMARY

## Corporate

## Core Services/Service Areas

- Grants
- Taxation
- Insurance
- Debt
- Reserves



## DEPARTMENT SUMMARY

## Corporate

## Budget Summary

2018 Base Expenditures	43,662,642
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>43,662,642</u>
2017 Base Expenditures	40,998,524
2017 One Time Expenditures	2,270,809
2017 Approved Expenditures	<u>43,269,333</u>
Base Budget Change	2,664,118
Change by %	6.50%
2018 Base Revenues	23,855,327
2018 One Time Revenues	0
2018 Proposed Revenues	<u>23,855,327</u>
2017 Base Revenues	23,583,092
2017 One Time Revenues	3,960,809
2017 Approved Revenues	<u>27,543,901</u>
Base Budget Change	272,235
Change by %	1.15%

Expanded summary on page 837, 838



DEPARTMENT SUMMARY

## Corporate

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### Draft Financial Plan Document

Operating Budget pages 835-896

## Recommendations

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**On November 7, staff will recommend that Council:**

1. Direct staff to bring forward the Five-year Financial Plan Bylaw, 2018 to the November 9 Council meeting for consideration of first reading prior to commencing public consultation
2. Direct staff to bring forward bylaws outlining solid waste, stormwater and water utility user fee increases to the November 9 Council meeting for consideration of first, second and third readings
3. Approve the following allocations of assessment growth (non-market change) property tax revenue:
  - a. \$500,000 to the Buildings and Infrastructure Reserve as per the Financial Sustainability Policy
  - b. \$87,000 to maintain the correspondence coordinator position (as directed by Council during 2017 financial planning process)
  - c. Direct staff to bring forward options for the use of the remainder upon completion of public consultation



## Recommendations, continued



4. Direct staff to bring forward options for the use of 2017 surplus upon completion of public consultation
5. Direct staff to bring forward options for funding supplementary budget requests upon completion of public consultation
6. Allocate \$2,450,000 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 upon completion of public consultation
7. Create a direct-award grant for seniors outreach funded by a reallocation of \$30,000 from the Strategic Plan Grant program
8. Approve the direct-award grants as outlined in this report

## Recommendations, continued



9. Direct staff to bring forward options for funding increased grant requests upon completion of public consultation
10. Approve adding 1.0 FTE carpenter currently managed through auxiliary staffing and funded through existing budgets

## Timeline

Tentative Dates	Task
October 30, 31 and November 7	Detailed presentations of draft Financial Plan
November 9 Council	First reading of Financial Plan bylaw
November	Public consultation
Week of November 27	Town Hall / e-Town Hall meeting
First meeting in January 2018 Committee of the Whole	Present consultation results and seek direction on changes to Financial plan
April 2018 Committee of the Whole	Final report on Financial Plan including incorporated changes; report on 2018 tax rates.
April 2018 Council	Second and third reading of Financial Plan bylaw; first, second and third reading of tax bylaw
April 2018 Council	Adoption of Financial Plan bylaw and tax bylaw