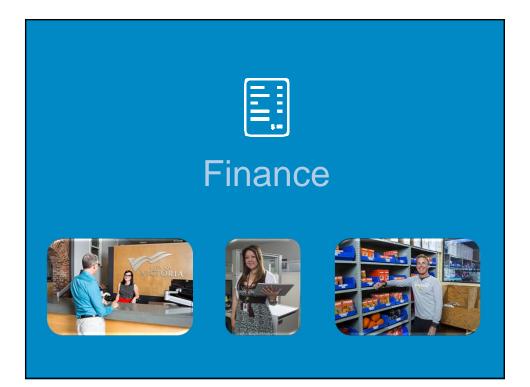
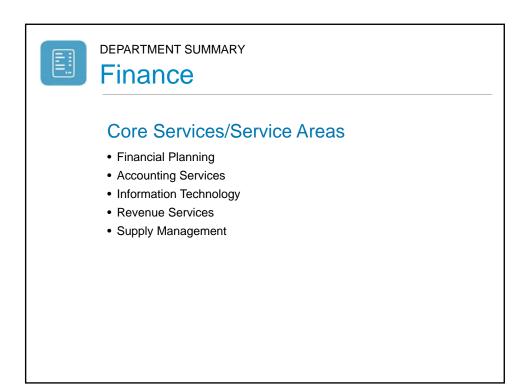


### Overview

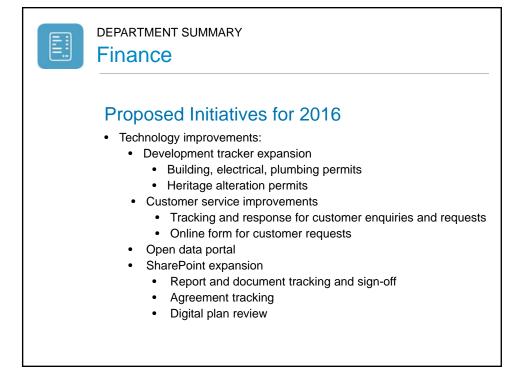
- Council direction for a maximum tax increase of inflation plus 1%; current inflation is 1.4% (September)
- The draft operating budget totals \$221 million and the draft capital budget totals \$51 million
- The overall tax increase based on the draft financial plan as presented by staff is 2.31%
- Factoring in the VicPD request recently approved by the Police Board, the overall tax increase is 2.51%
- Factoring in proposed increases for the Water Utility and Solid Waste, the estimated increase for residential properties is 2.21% and for a typical business is 2.38%
- Total full-time equivalent employee count is 796 excluding VicPD

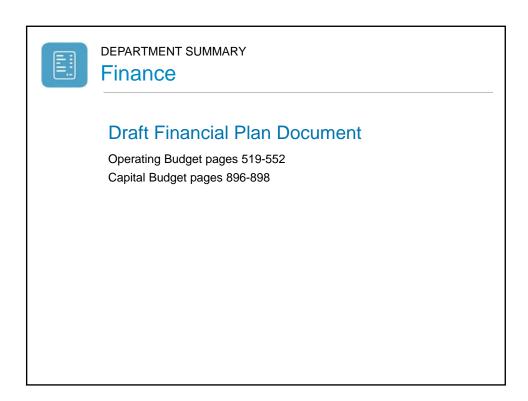


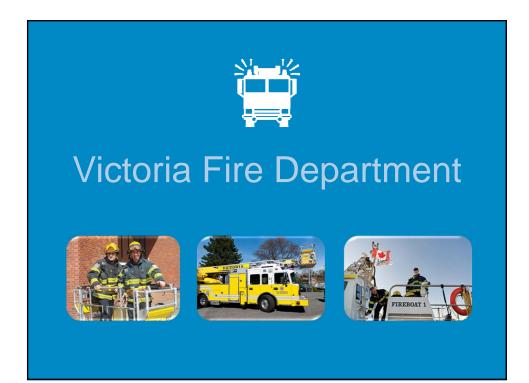


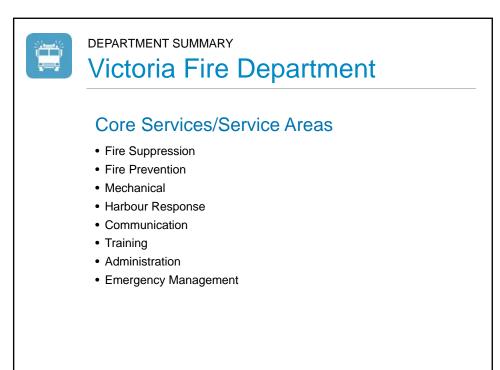
DEPARTMENT SUMMARY		
Operating Budget Su	Immary	
2016 Proposed Expenditures	6,928,008	
2015 Approved Expenditures	6,641,700	
Budget Change	286,308	
Change by %	4.31%	
2016 FTE	63.21	
2015 FTE	63.21	
Change	0	
Change by %	0.00%	

DEPARTMENT SUMMARY **Finance** Proposed Initiatives for 2016 Financial Plan improvements: Metrics ٠ Long-range capital planning Further development of budget simulator Participatory budgeting ٠ Reserve Fund Policy: calculate target balances for reserves **Development Cost Charge review** ٠ Implementation of Stormwater Utility billing Provide finance support for: Water meter replacement project • Johnson Street Bridge replacement ٠ Fire Station No. 1 procurement process

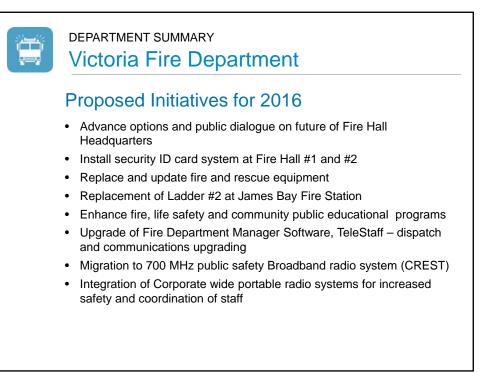


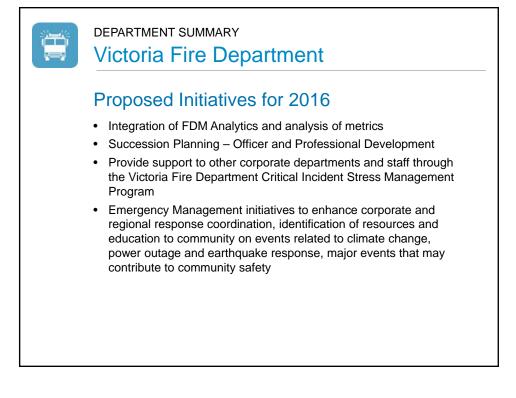


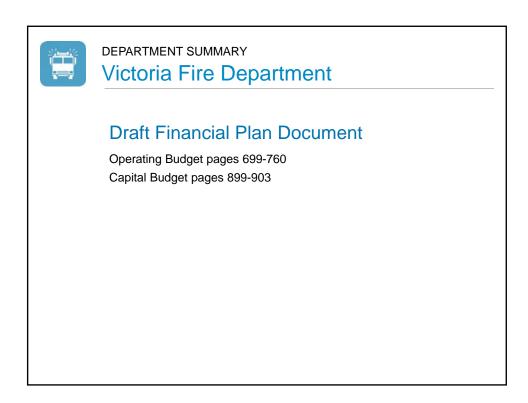




DEPARTMENT SUMMARY Victoria Fire Department		
Operating Budget Summary		
2016 Proposed Expenditures	15,978,258	
2015 Approved Expenditures	15,523,423	
Budget Change	454,835	
Change by %	2.93%	
2016 Proposed Revenues	71,500	
2015 Approved Revenues	56,000	
Budget Change	15,500	
Change by %	27.68%	
2016 FTE	123.09	
2015 FTE	123.09	
Change	0	
Change by %	0.00%	











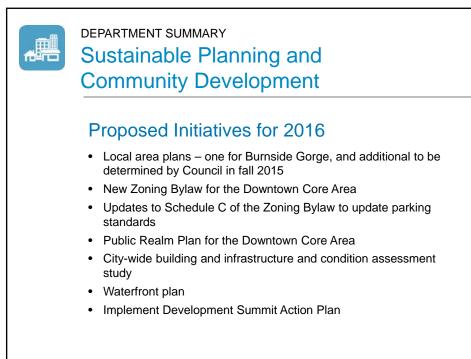
**a** 

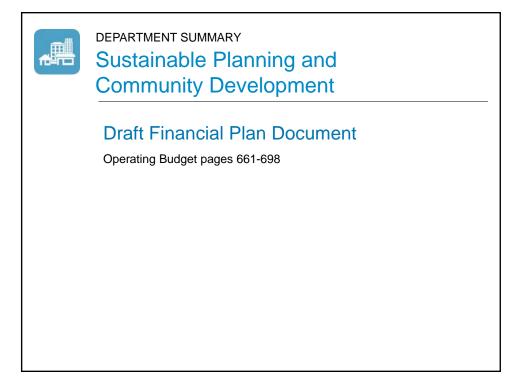
# Sustainable Planning and Community Development

#### Core Services/Service Areas

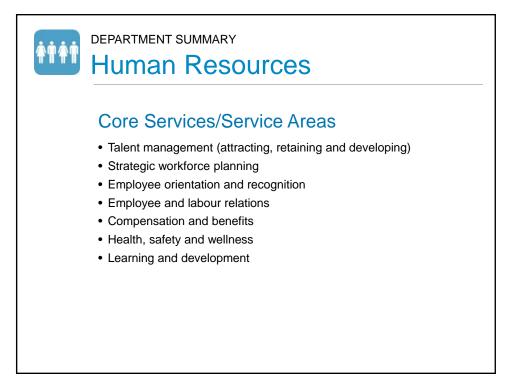
- Community Planning
- Development Services
- Permits and Inspections

DEPARTMENT SUMMARY Sustainable Planning and Community Development		
Operating Budget Summary		
2016 Proposed Expenditures 2015 Approved Expenditures Budget Change Change by % 2016 Proposed Revenues 2015 Approved Revenues Budget Change Change by %	5,193,221 5,004,218 189,004 3.78% 3,434,250 2,853,646 580,604 20.35%	
2016 FTE 2015 FTE Change Change by %	42.43 42.43 0 0.00%	





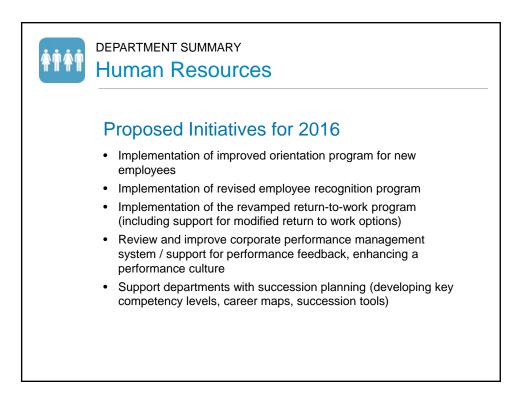


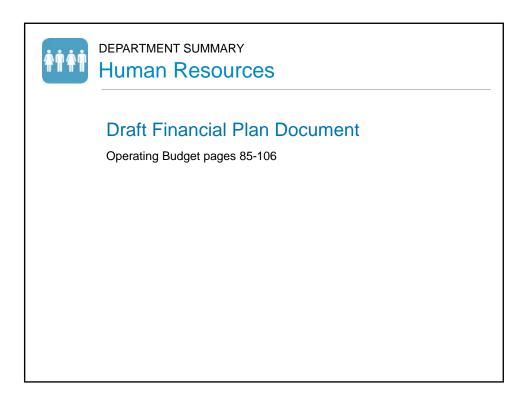


DEPARTMENT SUMMARY Human Resources

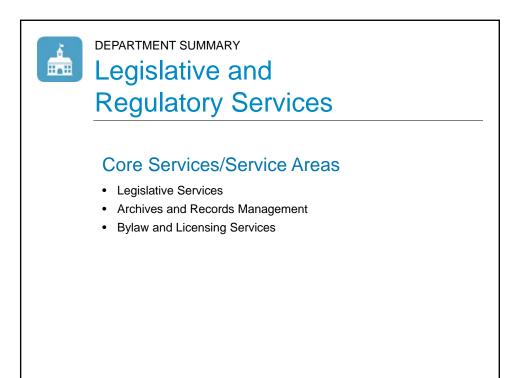
**†††**†

2016 Proposed Expenditures	1,622,270
2015 Approved Expenditures	1,609,246
Budget Change	13,024
Change by %	0.81%
2016 FTE	10
2015 FTE	10
Change	0
Change by %	0.00%





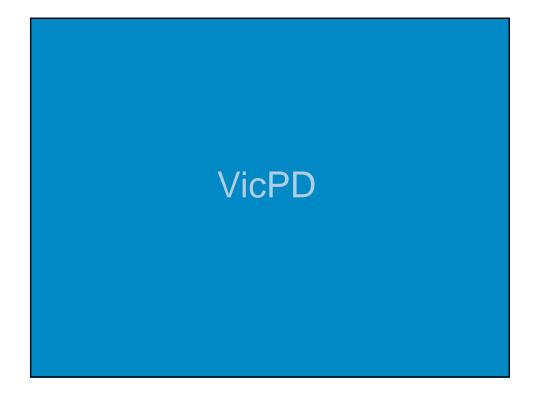




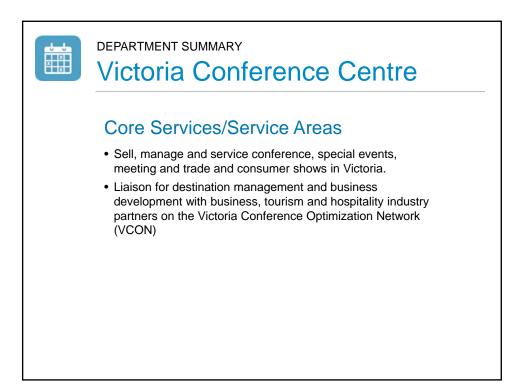
	DEPARTMENT SUMMARY	gulatory \$	Services	
Operating Budget Summary				
	2016 Proposed Expenditures 2,882,779			
	2015 Approved Expenditures	2,839,652		
	Budget Change	43,127		
	Change by %	1.52%		
	2016 Proposed Revenues	212,350		
	2015 Approved Revenues	210,850		
	Budget Change	1,500		
	Change by %	0.71%		
	2016 FTE	21.28		
	2015 FTE	21.28		
	Change	0		
	Change by %	0.00%		



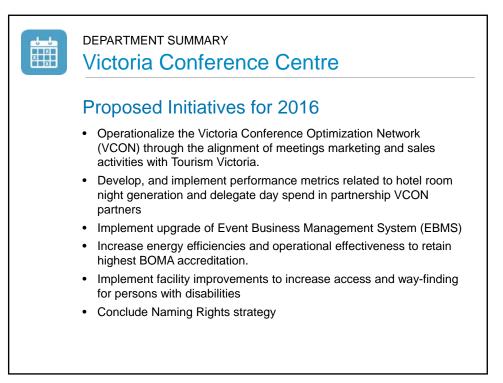


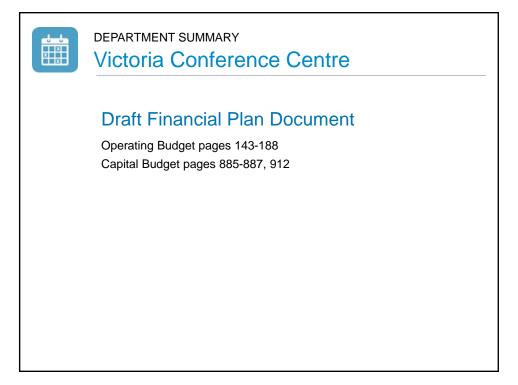






DEPARTMENT SUMMARY Victoria Conference Centre		
Operating Budget Summary		
2016 Proposed Expenditures 3,812,162		
2015 Approved Expenditures	3,955,600	
Budget Change	(143,437)	
Change by %	-3.63%	
2016 Proposed Revenues	3,789,600	
2015 Approved Revenues	3,955,600	
Budget Change	(166,000)	
Change by %	-4.20%	
2016 FTE	14.62	
2015 FTE	14.62	
Change	0	
Change by %	0.00%	





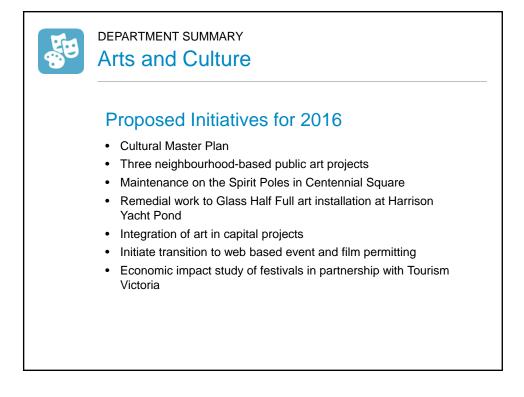


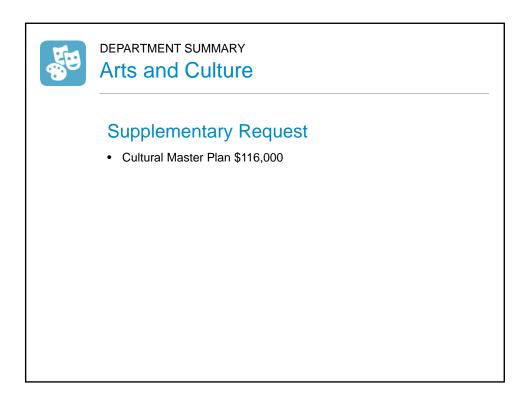


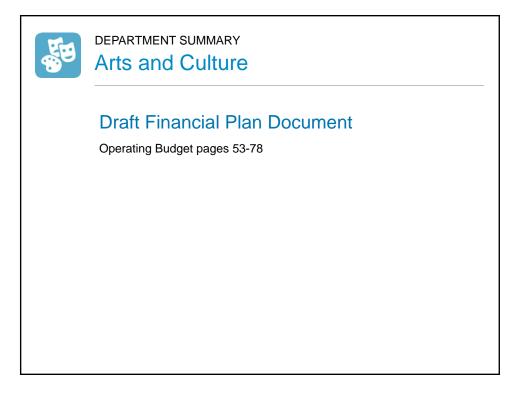
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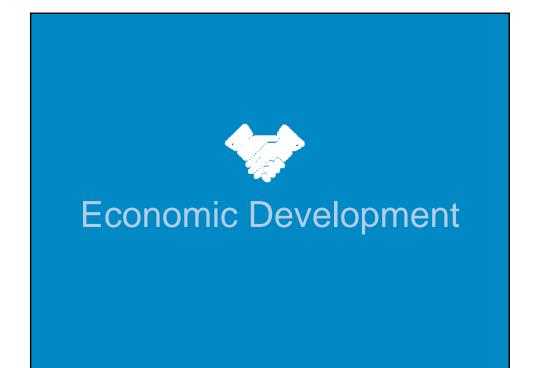
#### DEPARTMENT SUMMARY Arts and Culture

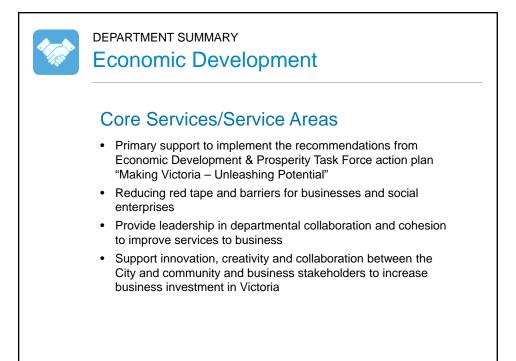
2016 Proposed Expenditures	1,480,773
2015 Approved Expenditures	1,222,962
Budget Change	257,811
Change by %	21.08%
2016 Proposed Revenues	450,350
2015 Approved Revenues	187,850
Budget Change	262,500
Change by %	139.74%
2016 FTE	7
	•
2015 FTE	7
Change	0
Change by %	0.00%





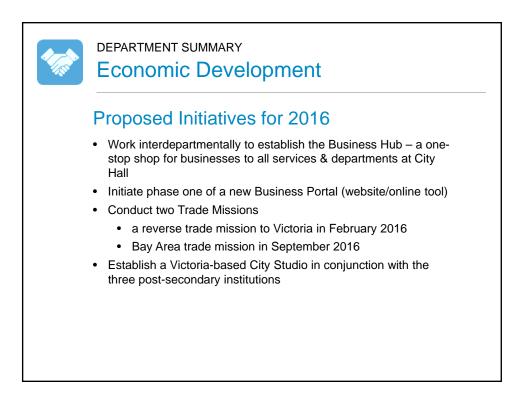






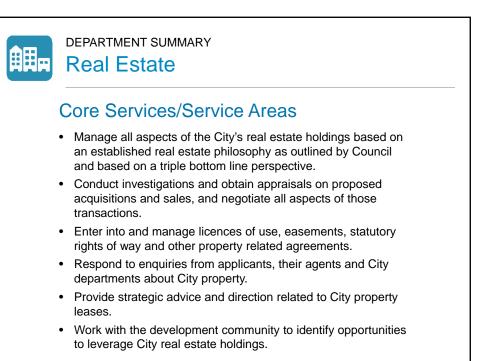
Economic Development

2016 Proposed Expenditures	250,000
2015 Approved Expenditures	250,000
Budget Change	0
Change by %	0.00%
2016 FTE	1.00
2015 FTE	1.00
Change	0
Change by %	0.00%





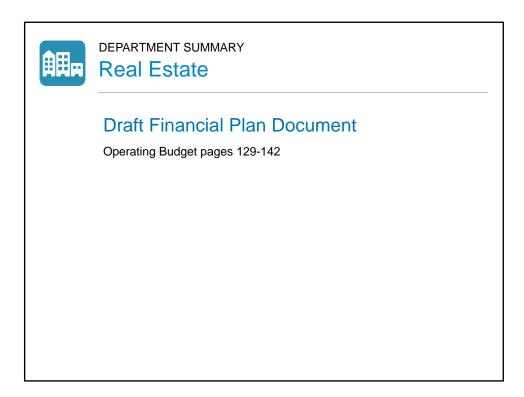


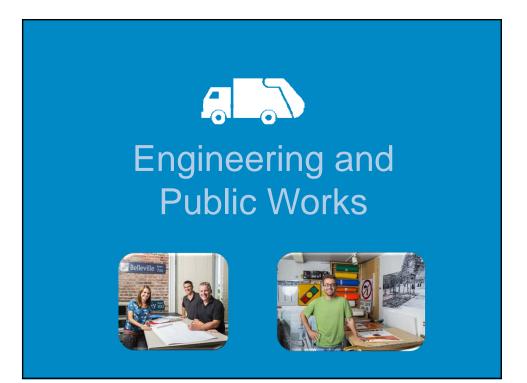


<b>A</b> A	DEPARTMENT SUMMARY		
	Operating Budget Su	ummary	
	2016 Proposed Expenditures	1,528,845	
	2015 Approved Expenditures	1,183,618	
	Budget Change	345,227	
	Change by %	29.17%	
	2016 Proposed Revenues	1,814,181	
	2015 Approved Revenues	1,506,093	
	Budget Change	308,088	
	Change by %	20.46%	
	2016 FTE	2.00	
	2015 FTE	2.00	
	Change	0	
	Change by %	0.00%	









DEPARTMENT SUMMARY

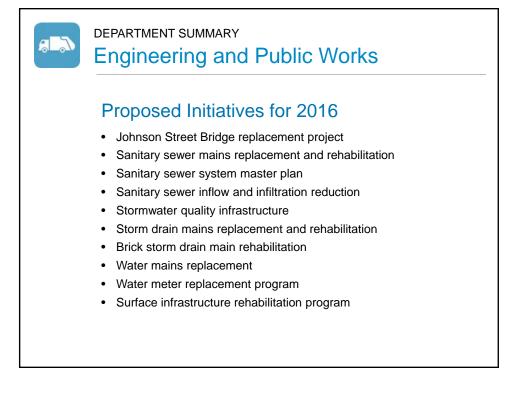
### **Engineering and Public Works**

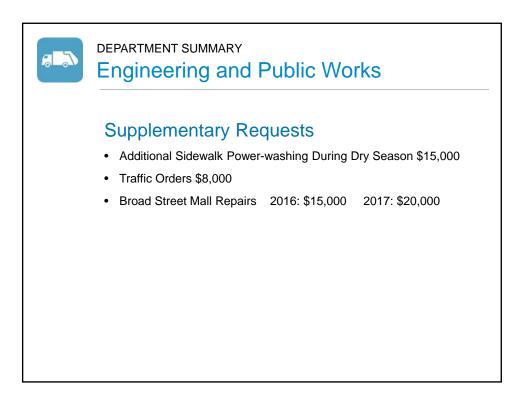
#### Core Services/Service Areas

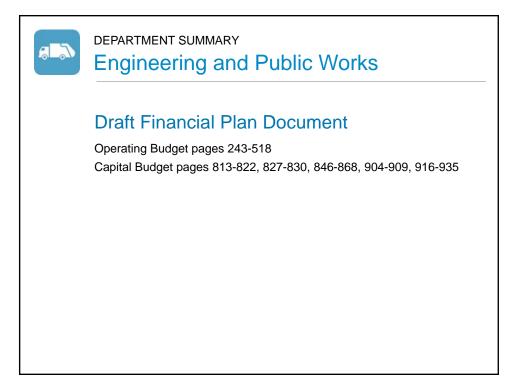
- Transportation
- Underground Utilities
- Public Works
- Asset Management and Land Development
- Climate Action and Environmental Planning

a D	DEPARTMENT SUMMARY Engineering and Public Works			
	Operating Budget Summary			
	2016 Proposed Expenditures 51,260,228			
	2015 Approved Expenditures	47,512,651		
	Budget Change	3,747,578		
	Change by %	7.89%		
	2016 Proposed Revenues	36,697,410		
	2015 Approved Revenues	30,198,787		
	Budget Change	6,498,623		
	Change by %	21.52%		
	2016 FTE	296.72		
	2015 FTE	296.72		
	Change	0		
	Change by %	0.00%		

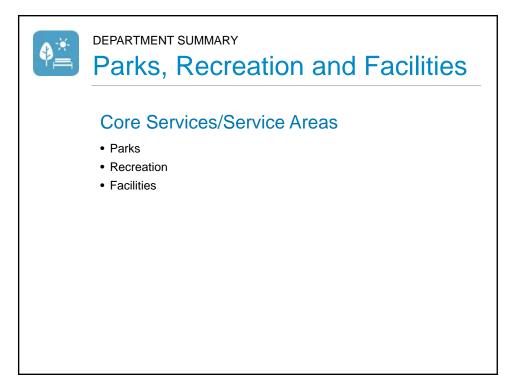








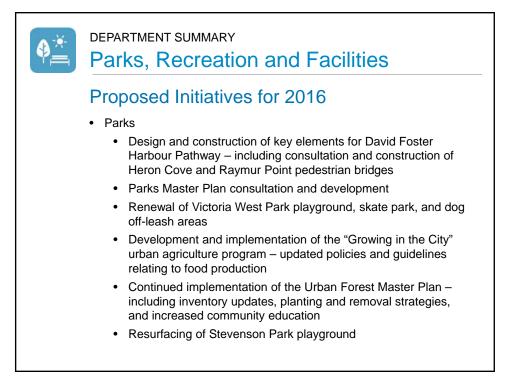


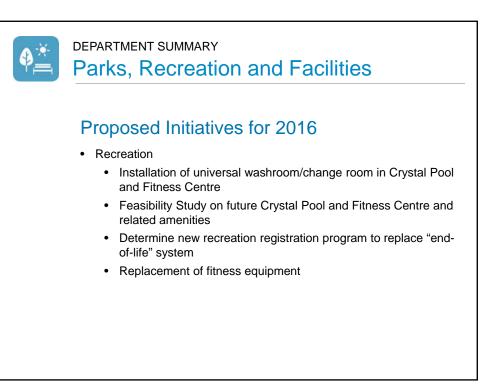


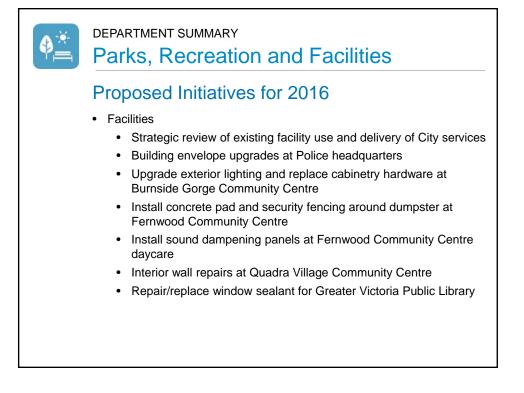
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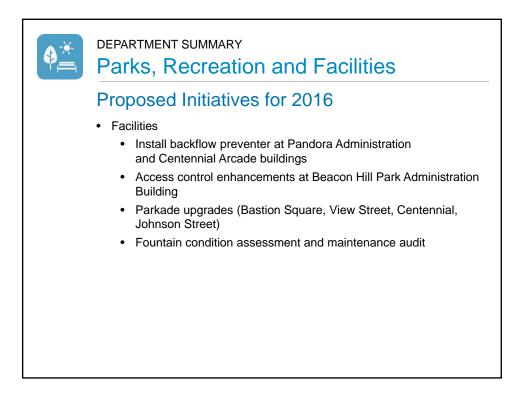
Parks, Recreation and Facilities

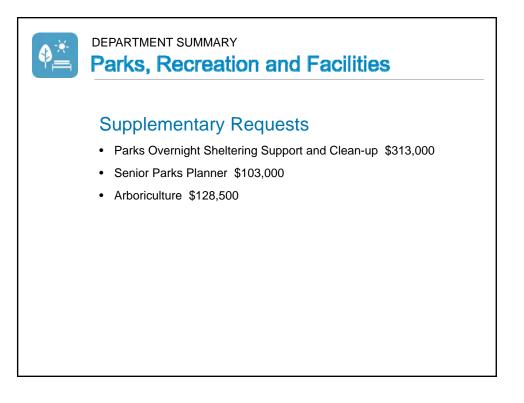
2016 Proposed Expenditures	18,203,288
2015 Approved Expenditures	17,255,114
Budget Change	948,174
Change by %	5.50%
2016 Proposed Revenues	2,803,344
2015 Approved Revenues	2,304,273
Budget Change	499,071
Change by %	21.66%
2016 FTE	149.48
2015 FTE	149.48
Change	0
Change by %	0.00%

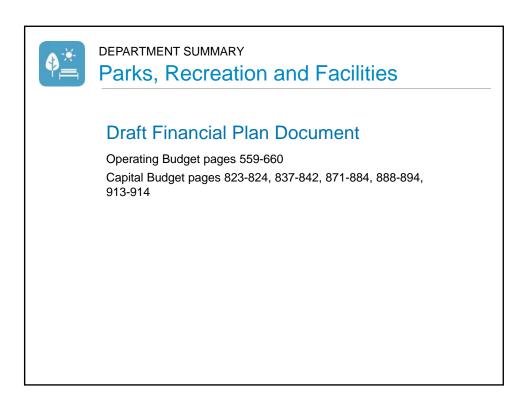














## Citizen Engagement and Strategic Planning

#### **Core Services**

- Strategic and operational planning
- **Executive Administration** •
- **Customer Service** ٠
- Communications
- Citizen Engagement •

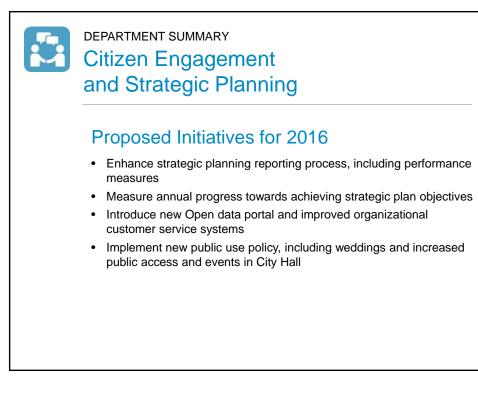
DEPARTMENT SUMMARY Citizen Engagem and Strategic Pla			
Operating Budget Summary			
2016 Proposed Expenditures	9,171,120		
2015 Approved Expenditures	9,603,320		
Budget Change	(432,199)		
Change by %	-4.50%		
2016 Proposed Revenues	15,159,414		
2015 Approved Revenues	15,824,800		
Budget Change	(665,386)		
Change by %	-4.20%		
2016 FTE	59.65		
2015 FTE	59.65		
Change	0		
Change by %	0.00%		

DEPARTMENT SUMMARY

#### Citizen Engagement and Strategic Planning

#### Proposed Initiatives for 2016

- Interdisciplinary leadership on David Foster Harbour Pathway, a new Biketoria network, Crystal Pool and Parks Master Planning processes
- · New project management templates and systems
- Introduce parking ambassador model
- Make capital investments in City parkades, including improve front entrance to View Street parkade and add new "parking counters"
- Improve parking ticketing software and improve financial reporting
- Introducing new Wayfinding program
- New Great Neighbourhoods model with emphasis on placemaking and citizen-led initiatives
- Participatory budgeting pilot
- Youth Engagement Strategy

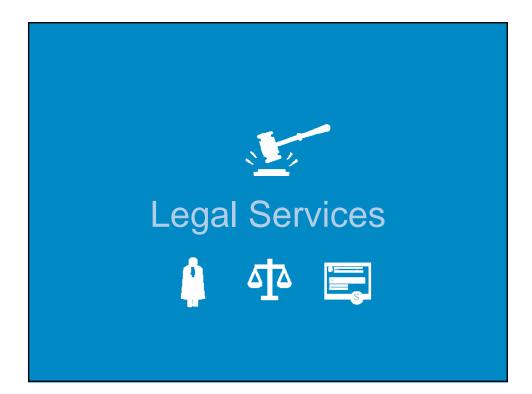




DEPARTMENT SUMMARY Citizen Engagement and Strategic Planning

#### **Draft Financial Plan Document**

Operating Budget pages 189-242 Capital Budget pages 831-833, 910-911





DEPARTMENT SUMMARY

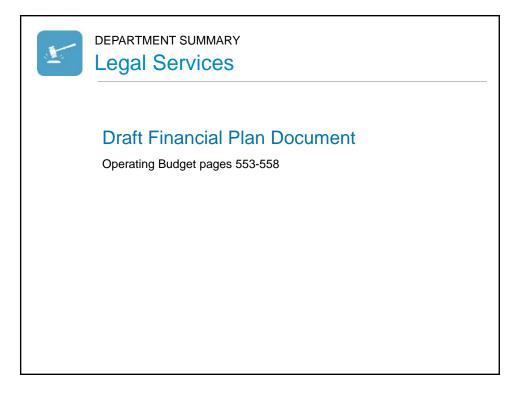
### Legal Services

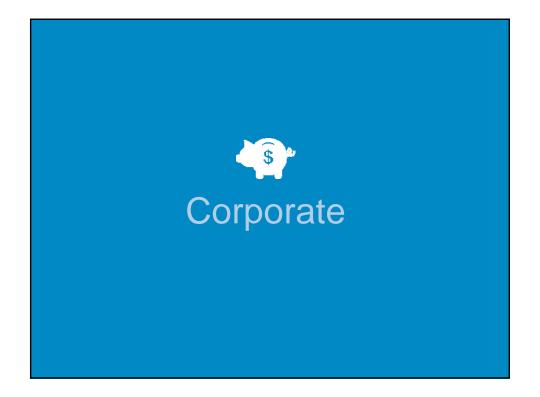
#### Core Services/Service Areas

- Provide legal advice to Council, City Manager and City staff
- Negotiate, prepare and oversee execution of contracts, leases and agreements authorized by Council
- Provide legal assistance related to land use and development projects
- Assistance with real estate transactions
- Represent the City in legal proceedings
- Draft, revise and consolidate City bylaws and assist City staff in bylaw interpretation and application of bylaws and applicable provincial legislation
- Monitor changes and developments in the laws affecting the City and provide proactive advice to mitigate impacts on the City

F	DEPARTMENT SUMMARY		
	Operating Budget Su	mmary	
	2016 Proposed Expenditures	702,023	
	2015 Approved Expenditures	703,241	
	Budget Change	(1,218)	
	Change by %	-0.17%	
	2016 FTE	4	
	2015 FTE	4	
	Change	0	
	Change by %	0.00%	







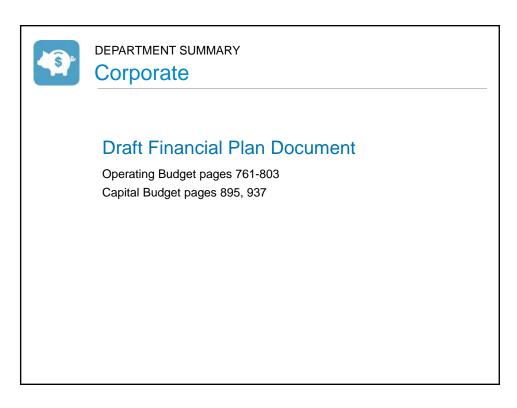


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DEPARTMENT SUMMARY

#### Corporate

2016 Proposed Expenditures	46,419,964
2015 Approved Expenditures	49,477,806
Budget Change	(3,057,842)
Change by %	-6.18%
2016 Proposed Revenues	24,907,383
2015 Approved Revenues	26,833,168
Budget Change	(1,925,785)
Change by %	-7.18%



### Recommendations

#### That Council:

1.	Direct staff to bring forward the Five-year Financial Plan
	Bylaw, 2016 for first reading prior to commencing public
	consultation

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- 2. Approve transferring \$500,000 of assessment growth (non-market change) revenue to the Buildings and Infrastructure Reserve and direct staff to bring forward options for the use of the remainder once public consultation has been completed
- 3. Direct staff to bring forward options for the use of 2015 surplus once public consultation has been completed
- 4. Direct staff to bring forward options for funding supplementary budget requests once public consultation has been completed

NECO	mmendations continued
	That Council:
	<ol> <li>Approve an additional tax increase for capital, if any, and outline for which projects in Appendix A</li> </ol>
	<ol> <li>Allocate \$2,818,000 of the annual gas tax funding to the Storm Drain Brick Main project and direct staff to bring forward options for the allocation of the remainder once public consultation has been completed</li> </ol>
	7. Approve the direct-award grants as outlined in this report

Timeline		
Tentative Dates	Task	
December 10, 2015 Council	First reading of financial plan bylaw	
December/January	Public consultation on the draft financial plan	
Third week of January TBD	Town Hall and e-Town Hall	
February 4, 2016 Governance and Priorities Committee	Consultation results and seek direction on changes to financial plan	
April 7, 2016 Governance and Priorities Committee	Final report of financial plan including incorporated changes; report on 2016 tax rates	
April 14, 2016 Governance and Priorities Committee	Second and third readings of financial plan bylaw; first, second and third readings of tax bylaw	
April 28, 2016	Adoption of financial plan and tax bylaws	
May 2016	Seek direction on 2017 financial planning process	