

DRAFT

Financial Plan

2016 – 2020



Purpose

- Draft Financial Plan was introduced to Council on October 22
- Each department will present operating and capital budgets today and on November 9 and 20
- Opportunity for Council to review and discuss the draft budget

Overview

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



Finance





DEPARTMENT SUMMARY

Finance

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Finance

Operating Budget Summary

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



DEPARTMENT SUMMARY

Finance

Proposed Initiatives for 2016

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



DEPARTMENT SUMMARY

Finance

Proposed Initiatives for 2016

- Technology improvements:
 - Development tracker expansion
 - Building, electrical, plumbing permits
 - Heritage alteration permits
 - Customer service improvements
 - Tracking and response for customer enquiries and requests
 - Online form for customer requests
 - Open data portal
 - SharePoint expansion
 - Report and document tracking and sign-off
 - Agreement tracking
 - Digital plan review



DEPARTMENT SUMMARY

Finance

Draft Financial Plan Document

Operating Budget pages 519-552

Capital Budget pages 896-898



Victoria Fire Department





DEPARTMENT SUMMARY

Victoria Fire Department

Core Services/Service Areas

- Fire Suppression
- Fire Prevention
- Mechanical
- Harbour Response
- Communication
- Training
- Administration
- Emergency Management



DEPARTMENT SUMMARY

Victoria Fire Department

Operating Budget Summary

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



DEPARTMENT SUMMARY

Victoria Fire Department

Proposed Initiatives for 2016

- Advance options and public dialogue on future of Fire Hall Headquarters
- Install security ID card system at Fire Hall #1 and #2
- Replace and update fire and rescue equipment
- Replacement of Ladder #2 at James Bay Fire Station
- Enhance fire, life safety and community public educational programs
- Upgrade of Fire Department Manager Software, TeleStaff – dispatch and communications upgrading
- Migration to 700 MHz public safety Broadband radio system (CREST)
- Integration of Corporate wide portable radio systems for increased safety and coordination of staff



DEPARTMENT SUMMARY

Victoria Fire Department

Proposed Initiatives for 2016

- Integration of FDM Analytics and analysis of metrics
- Succession Planning – Officer and Professional Development
- Provide support to other corporate departments and staff through the Victoria Fire Department Critical Incident Stress Management Program
- Emergency Management initiatives to enhance corporate and regional response coordination, identification of resources and education to community on events related to climate change, power outage and earthquake response, major events that may contribute to community safety



DEPARTMENT SUMMARY

Victoria Fire Department

Draft Financial Plan Document

Operating Budget pages 699-760

Capital Budget pages 899-903



Sustainable Planning and Community Development





DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Core Services/Service Areas

- Community Planning
- Development Services
- Permits and Inspections



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Operating Budget Summary

2016 Proposed Expenditures	5,193,221
2015 Approved Expenditures	5,004,218
Budget Change	189,004
Change by %	3.78%

2016 Proposed Revenues	3,434,250
2015 Approved Revenues	2,853,646
Budget Change	580,604
Change by %	20.35%

2016 FTE	42.43
2015 FTE	42.43
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Proposed Initiatives for 2016

- Local area plans – one for Burnside Gorge, and additional to be determined by Council in fall 2015
- New Zoning Bylaw for the Downtown Core Area
- Updates to Schedule C of the Zoning Bylaw to update parking standards
- Public Realm Plan for the Downtown Core Area
- City-wide building and infrastructure and condition assessment study
- Waterfront plan
- Implement Development Summit Action Plan



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Draft Financial Plan Document

Operating Budget pages 661-698



Human Resources



DEPARTMENT SUMMARY

Human Resources

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Human Resources

Operating Budget Summary

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



DEPARTMENT SUMMARY

Human Resources

Proposed Initiatives for 2016

- Implementation of improved orientation program for new employees
- Implementation of revised employee recognition program
- Implementation of the revamped return-to-work program (including support for modified return to work options)
- Review and improve corporate performance management system / support for performance feedback, enhancing a performance culture
- Support departments with succession planning (developing key competency levels, career maps, succession tools)



DEPARTMENT SUMMARY

Human Resources

Draft Financial Plan Document

Operating Budget pages 85-106



Legislative and Regulatory Services





DEPARTMENT SUMMARY

Legislative and Regulatory Services

Core Services/Service Areas

- Legislative Services
- Archives and Records Management
- Bylaw and Licensing Services



DEPARTMENT SUMMARY

Legislative and Regulatory Services

Operating Budget Summary

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



DEPARTMENT SUMMARY

Legislative and Regulatory Services

Proposed Initiatives for 2016

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



DEPARTMENT SUMMARY

Legislative and Regulatory Services

Draft Financial Plan Document

Operating Budget pages 107-128

VicPD



Victoria Conference Centre





DEPARTMENT SUMMARY

Victoria Conference Centre

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Victoria Conference Centre

Operating Budget Summary

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



DEPARTMENT SUMMARY

Victoria Conference Centre

Proposed Initiatives for 2016

- Operationalize the Victoria Conference Optimization Network (VCON) through the alignment of meetings marketing and sales activities with Tourism Victoria.
- Develop, and implement performance metrics related to hotel room night generation and delegate day spend in partnership VCON partners
- Implement upgrade of Event Business Management System (EBMS)
- Increase energy efficiencies and operational effectiveness to retain highest BOMA accreditation.
- Implement facility improvements to increase access and way-finding for persons with disabilities
- Conclude Naming Rights strategy



DEPARTMENT SUMMARY

Victoria Conference Centre

Draft Financial Plan Document

Operating Budget pages 143-188

Capital Budget pages 885-887, 912



Arts and Culture



DEPARTMENT SUMMARY

Arts and Culture

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Arts and Culture

Operating Budget Summary

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



DEPARTMENT SUMMARY

Arts and Culture

Proposed Initiatives for 2016

- Cultural Master Plan
- Three neighbourhood-based public art projects
- Maintenance on the Spirit Poles in Centennial Square
- Remedial work to Glass Half Full art installation at Harrison Yacht Pond
- Integration of art in capital projects
- Initiate transition to web based event and film permitting
- Economic impact study of festivals in partnership with Tourism Victoria



DEPARTMENT SUMMARY

Arts and Culture

Supplementary Request

- Cultural Master Plan \$116,000



DEPARTMENT SUMMARY

Arts and Culture

Draft Financial Plan Document

Operating Budget pages 53-78



Economic Development



DEPARTMENT SUMMARY

Economic Development

Core Services/Service Areas

- Primary support to implement the recommendations from Economic Development & Prosperity Task Force action plan “Making Victoria – Unleashing Potential”
- Reducing red tape and barriers for businesses and social enterprises
- Provide leadership in departmental collaboration and cohesion to improve services to business
- Support innovation, creativity and collaboration between the City and community and business stakeholders to increase business investment in Victoria



DEPARTMENT SUMMARY

Economic Development

Operating Budget Summary

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



DEPARTMENT SUMMARY

Economic Development

Proposed Initiatives for 2016

- Work interdepartmentally to establish the Business Hub – a one-stop shop for businesses to all services & departments at City Hall
- Initiate phase one of a new Business Portal (website/online tool)
- Conduct two Trade Missions
 - a reverse trade mission to Victoria in February 2016
 - Bay Area trade mission in September 2016
- Establish a Victoria-based City Studio in conjunction with the three post-secondary institutions



DEPARTMENT SUMMARY

Economic Development

Draft Financial Plan Document

Operating Budget pages 79-84



Real Estate



DEPARTMENT SUMMARY

Real Estate

Core Services/Service Areas

- Manage all aspects of the City's real estate holdings based on an established real estate philosophy as outlined by Council and based on a triple bottom line perspective.
- Conduct investigations and obtain appraisals on proposed acquisitions and sales, and negotiate all aspects of those transactions.
- Enter into and manage licences of use, easements, statutory rights of way and other property related agreements.
- Respond to enquiries from applicants, their agents and City departments about City property.
- Provide strategic advice and direction related to City property leases.
- Work with the development community to identify opportunities to leverage City real estate holdings.



DEPARTMENT SUMMARY

Real Estate

Operating Budget Summary

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



DEPARTMENT SUMMARY

Real Estate

Proposed Initiatives for 2016

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



DEPARTMENT SUMMARY

Real Estate

Supplementary Request

- Consulting Studies \$100,000



DEPARTMENT SUMMARY

Real Estate

Draft Financial Plan Document

Operating Budget pages 129-142



Engineering and Public Works





DEPARTMENT SUMMARY

Engineering and Public Works

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Engineering and Public Works

Operating Budget Summary

2016 Proposed Expenditures	51,260,228
2015 Approved Expenditures	47,512,651
Budget Change	3,747,578
Change by %	7.89%
2016 Proposed Revenues	36,697,410
2015 Approved Revenues	30,198,787
Budget Change	6,498,623
Change by %	21.52%
2016 FTE	296.72
2015 FTE	296.72
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Engineering and Public Works

Proposed Initiatives for 2016

- Pedestrian Master Plan implementation
- Bicycle Master Plan implementation
- Bus Shelter installation
- Crosswalk installations
- Pathway upgrades
- Major and local street rehabilitations
- LED streetlight conversion
- Dallas Road Seawall Rehabilitation
- Dallas Cliffs Shoreline Stabilization
- Ship Point retaining wall



DEPARTMENT SUMMARY

Engineering and Public Works

Proposed Initiatives for 2016

- Johnson Street Bridge replacement project
- Sanitary sewer mains replacement and rehabilitation
- Sanitary sewer system master plan
- Sanitary sewer inflow and infiltration reduction
- Stormwater quality infrastructure
- Storm drain mains replacement and rehabilitation
- Brick storm drain main rehabilitation
- Water mains replacement
- Water meter replacement program
- Surface infrastructure rehabilitation program



DEPARTMENT SUMMARY

Engineering and Public Works

Supplementary Requests

- Additional Sidewalk Power-washing During Dry Season \$15,000
- Traffic Orders \$8,000
- Broad Street Mall Repairs 2016: \$15,000 2017: \$20,000



DEPARTMENT SUMMARY

Engineering and Public Works

Draft Financial Plan Document

Operating Budget pages 243-518

Capital Budget pages 813-822, 827-830, 846-868, 904-909, 916-935



Parks, Recreation and Facilities



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Core Services/Service Areas

- Parks
- Recreation
- Facilities



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Operating Budget Summary

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



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Proposed Initiatives for 2016

- Parks
 - Design and construction of key elements for David Foster Harbour Pathway – including consultation and construction of Heron Cove and Raymur Point pedestrian bridges
 - Parks Master Plan consultation and development
 - Renewal of Victoria West Park playground, skate park, and dog off-leash areas
 - Development and implementation of the “Growing in the City” urban agriculture program – updated policies and guidelines relating to food production
 - Continued implementation of the Urban Forest Master Plan – including inventory updates, planting and removal strategies, and increased community education
 - Resurfacing of Stevenson Park playground



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Proposed Initiatives for 2016

- Recreation
 - Installation of universal washroom/change room in Crystal Pool and Fitness Centre
 - Feasibility Study on future Crystal Pool and Fitness Centre and related amenities
 - Determine new recreation registration program to replace “end-of-life” system
 - Replacement of fitness equipment



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Proposed Initiatives for 2016

- Facilities
 - Strategic review of existing facility use and delivery of City services
 - Building envelope upgrades at Police headquarters
 - Upgrade exterior lighting and replace cabinetry hardware at Burnside Gorge Community Centre
 - Install concrete pad and security fencing around dumpster at Fernwood Community Centre
 - Install sound dampening panels at Fernwood Community Centre daycare
 - Interior wall repairs at Quadra Village Community Centre
 - Repair/replace window sealant for Greater Victoria Public Library



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Proposed Initiatives for 2016

- Facilities
 - Install backflow preventer at Pandora Administration and Centennial Arcade buildings
 - Access control enhancements at Beacon Hill Park Administration Building
 - Parkade upgrades (Bastion Square, View Street, Centennial, Johnson Street)
 - Fountain condition assessment and maintenance audit



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Supplementary Requests

- Parks Overnight Sheltering Support and Clean-up \$313,000
- Senior Parks Planner \$103,000
- Arboriculture \$128,500



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Draft Financial Plan Document

Operating Budget pages 559-660

Capital Budget pages 823-824, 837-842, 871-884, 888-894,
913-914



Citizen Engagement and Strategic Planning





DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Core Services

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



DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Operating Budget Summary

2016 Proposed Expenditures	9,171,120
2015 Approved Expenditures	9,603,320
Budget Change	(432,199)
Change by %	-4.50%
2016 Proposed Revenues	15,159,414
2015 Approved Revenues	15,824,800
Budget Change	(665,386)
Change by %	-4.20%
2016 FTE	59.65
2015 FTE	59.65
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Proposed Initiatives for 2016

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



DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Proposed Initiatives for 2016

- Enhance strategic planning reporting process, including performance measures
- Measure annual progress towards achieving strategic plan objectives
- Introduce new Open data portal and improved organizational customer service systems
- Implement new public use policy, including weddings and increased public access and events in City Hall



DEPARTMENT SUMMARY

Citizen Engagement and Strategic Planning

Draft Financial Plan Document

Operating Budget pages 189-242

Capital Budget pages 831-833, 910-911



Legal Services





DEPARTMENT SUMMARY

Legal Services

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Legal Services

Operating Budget Summary

2016 Proposed Expenditures	702,023
2015 Approved Expenditures	703,241
Budget Change	(1,218)
Change by %	-0.17%

2016 FTE	4
2015 FTE	4
Change	0
Change by %	0.00%



DEPARTMENT SUMMARY

Legal Services

Proposed Initiatives for 2016

- Continue development of City templates for standard agreements and legal documents
- Complex land use and development projects
- New downtown zoning bylaw
- Continue review and update of a number of bylaws



DEPARTMENT SUMMARY

Legal Services

Draft Financial Plan Document

Operating Budget pages 553-558



Corporate



DEPARTMENT SUMMARY

Corporate

Core Services/Service Areas

- Grants
- Taxation
- Insurance
- Debt
- Greater Victoria Public Library
- Reserves



DEPARTMENT SUMMARY

Corporate

Operating Budget Summary

2016 Proposed Expenditures	46,419,964
2015 Approved Expenditures	49,477,806
Budget Change	(3,057,842)
Change by %	-6.18%

2016 Proposed Revenues	24,907,383
2015 Approved Revenues	26,833,168
Budget Change	(1,925,785)
Change by %	-7.18%



DEPARTMENT SUMMARY

Corporate

Draft Financial Plan Document

Operating Budget pages 761-803

Capital Budget pages 895, 937

Recommendations



That Council:

1. Direct staff to bring forward the Five-year Financial Plan Bylaw, 2016 for first reading prior to commencing public consultation
2. Approve transferring \$500,000 of assessment growth (non-market change) revenue to the Buildings and Infrastructure Reserve and direct staff to bring forward options for the use of the remainder once public consultation has been completed
3. Direct staff to bring forward options for the use of 2015 surplus once public consultation has been completed
4. Direct staff to bring forward options for funding supplementary budget requests once public consultation has been completed

Recommendations continued



That Council:

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

Timeline

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