

City of Victoria

BRITISH COLUMBIA

DRAFT

2018 – 2022 Financial Plan



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Financial Plan Reader's Guide

The Financial Plan Reader's Guide is intended to provide a basic understanding of the Draft 2018–2022 Financial Plan and describes the contents of each major section of this document.

The document has been divided into the following sections:

Introduction

This section highlights the Distinguished Budget Presentation Award presented to the City of Victoria by the Government Finance Officers Association of the United States and Canada. For the 2018–2022 Final Financial Plan, this section provides a message from both the City Manager and Director of Finance. These key messages provide an overview of the year highlights and accomplishments of the City. The messages also provides the financial context for our Financial Plan and outlines some key initiatives and assumptions in the plan.

City Profile

This section introduces the Mayor and eight City Councillors and provides the reader with a brief overview of the City of Victoria, its location, population, interesting community information, as well as highlights of the services available to citizens and businesses. This section also includes the City of Victoria's organizational structure.

Strategic Priorities

This section provides the detailed road map for Council's decision making. In 2015, a four year Strategic Plan was developed that includes 13 objectives and associated actions and outcomes to guide the City's work moving forward.

Public Input on Financial Planning Process

For the 2018–2022 Final Financial Plan, this section explains the City of Victoria's public engagement strategy that has been developed and implemented to increase public understanding and input to the financial planning process as well as the summary of survey responses that Council considers when informing the Financial Plan.

Financial Plan Framework

This section provides policy and regulatory requirements for the development of both the City's operating and capital budgets. Additionally, it provides an overview of the planning framework used to develop the Financial Plan including the timelines, monitoring and variance reporting and evaluating performance.

This section also identifies the City of Victoria's financial fund structure which is a combination of utility funds and the general fund. It provides a description of each fund and the funding sources either property taxes or user fees or a combination of both.

Financial Plan Overview

This section provides the reader with the City's approach to budgeting and the key priorities that are taken into consideration when developing the Financial Plan. These priorities are from both external and internal sources. Internal sources come directly from city policies, strategic direction from Council and external sources consist of economic factors and policies from outside government agencies such as the Provincial and Federal governments. The property tax and utility cost drivers are explained and the community impacts to households and businesses are shown in percentages as well as dollars over a five year period.

Additionally, this section provides the analysis of the City's revenues by revenue type as well as expenditures by type and function. Additionally, an understanding of the capital budget is presented by category and strategic plan objectives. Information on debt and reserve policy balances are also explained.

Consolidated Financial Plan

For the 2018–2022 Final Financial Plan, this section provides the consolidated Final Financial Plan that outlines the revenues, expenditures, debt servicing, transfers to and from reserves for the operating budget, as well for the capital budget that outlines the funding sources and expenditures.

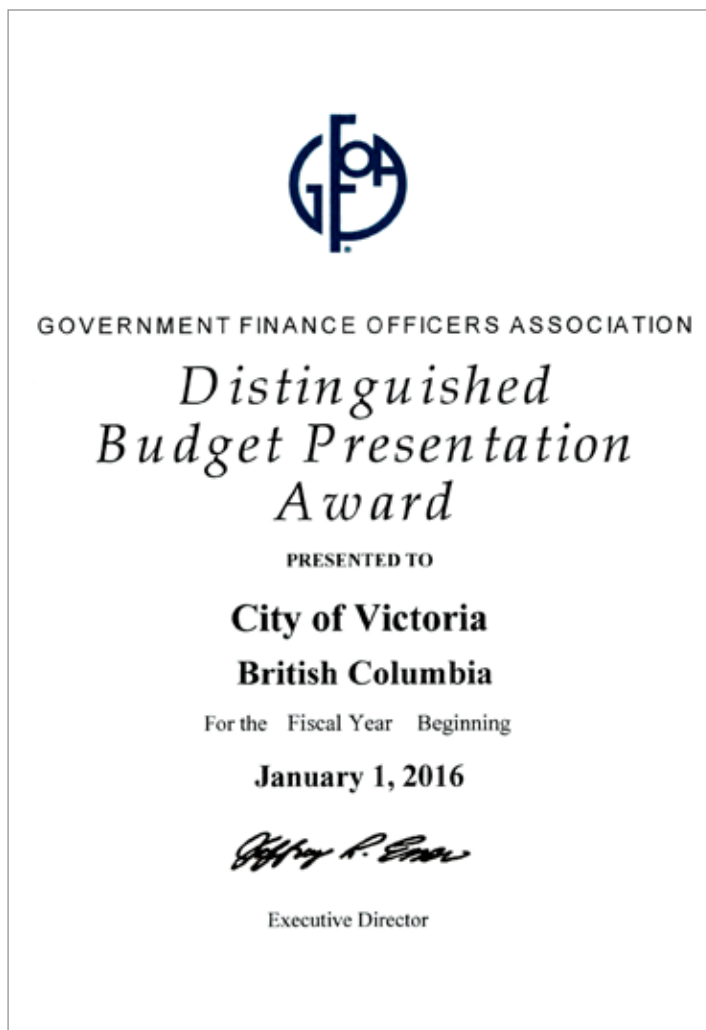
Operating Budget

This section provides a summary of each Department's revenue and expenditure current budget compared to the prior year as well as the employee summary. Further departmental details provide a greater understanding about department operations, key highlights, organizational structure and financial line item summaries for the current budget to prior year budgets, variances between actuals and budget and a five year forecast including graphic illustrations. Performance metrics are also included in this section that explain and measure the what, why and how.

Capital Budget

This section provides an overview of the 20 year Capital Plan including project summary details outlining the overview of the project, the key deliverables and budget line items as well as operating impacts.

DISTINGUISHED BUDGET AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the City of Victoria, BC for its annual budget for the fiscal year beginning January 1, 2016.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and a communications tool.

This award is valid for a period of one year only. The City has submitted the 2017 – 2021 Financial Plan for eligibility as well will be submitting the 2018 – 2022 Financial Plan for eligibility and another award.

CITY MANAGER

Text to come in final document

DIRECTOR OF FINANCE

Text to come in final document

CITY PROFILE

City Council



Lisa Helps
Mayor

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



Marianne Alto
Neighbourhood: Oaklands



Chris Coleman
Neighbourhood: Fairfield



Ben Isitt
Neighbourhoods:
Hillside-Quadra



Jeremy Loveday
Neighbourhoods:
North Park, Victoria West



Margaret Lucas
Neighbourhoods: James Bay,
Downtown/Harris Green



Pamela Madoff
Neighbourhood: South Jubilee,
North Jubilee, Rockland



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



Geoff Young
Neighbourhood:
Burnside-Gorge

CITY PROFILE

Community Overview

Located on the southern tip of Vancouver Island, the City of Victoria is home to 85,792 people, and is the economic and entertainment centre for the 367,770 residents of Greater Victoria. The Capital City of British Columbia, Victoria is a community of choice for its temperate climate, natural beauty, recreational sites and superior economic opportunities.



Anchored by the spectacular Inner Harbour, downtown Victoria is the economic heart of the region that includes 13 municipalities. The region's strategic location as a gateway to the Pacific Rim, its proximity to American markets, and its many sea and air links, make Victoria a hub for tourism, business development and economic investment.

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

Victoria is home to a vibrant and eclectic arts and culture community, from world class performing arts, museums and festivals to local authors and artisans. The juxtaposition of heritage charm and modern urban living is part of what makes Victoria one of the most uniquely special places in Canada.

Victoria at a glance:

- Incorporated on August 2, 1862
- Population: 85,792
- Serves as the metropolitan core for a region of 367,770
- Capital City of British Columbia
- Over 3 million visitors annually
- Average of 2,193 hours of sunshine each year
- Average rainfall is 58.3 centimetres per year

CITY PROFILE

Map of Victoria



CITY PROFILE

City of Victoria at a Glance



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

Assessed Properties[†]

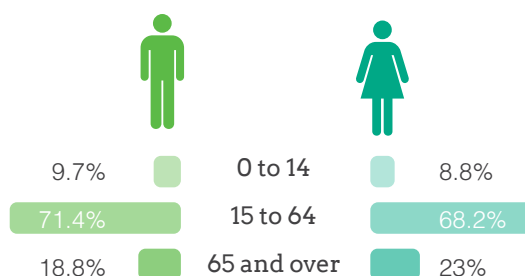


Rent vs Own^{**}



Median household income.... \$53,126

Demographics by age and gender*



Family size*

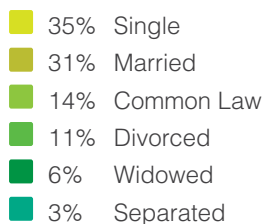


Couples with children..... 5,195

Couples without children..... 11,585



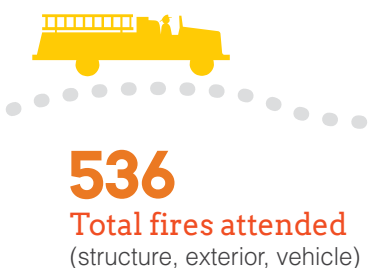
Marital Status*



Source: *Stats Canada, 2016 Census
 **Stats Canada, 2011 Census
 †City of Victoria, 2017

CITY PROFILE

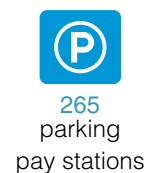
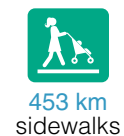
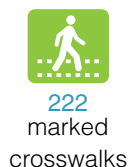
Highlights of City Services



Victoria Emergency Management

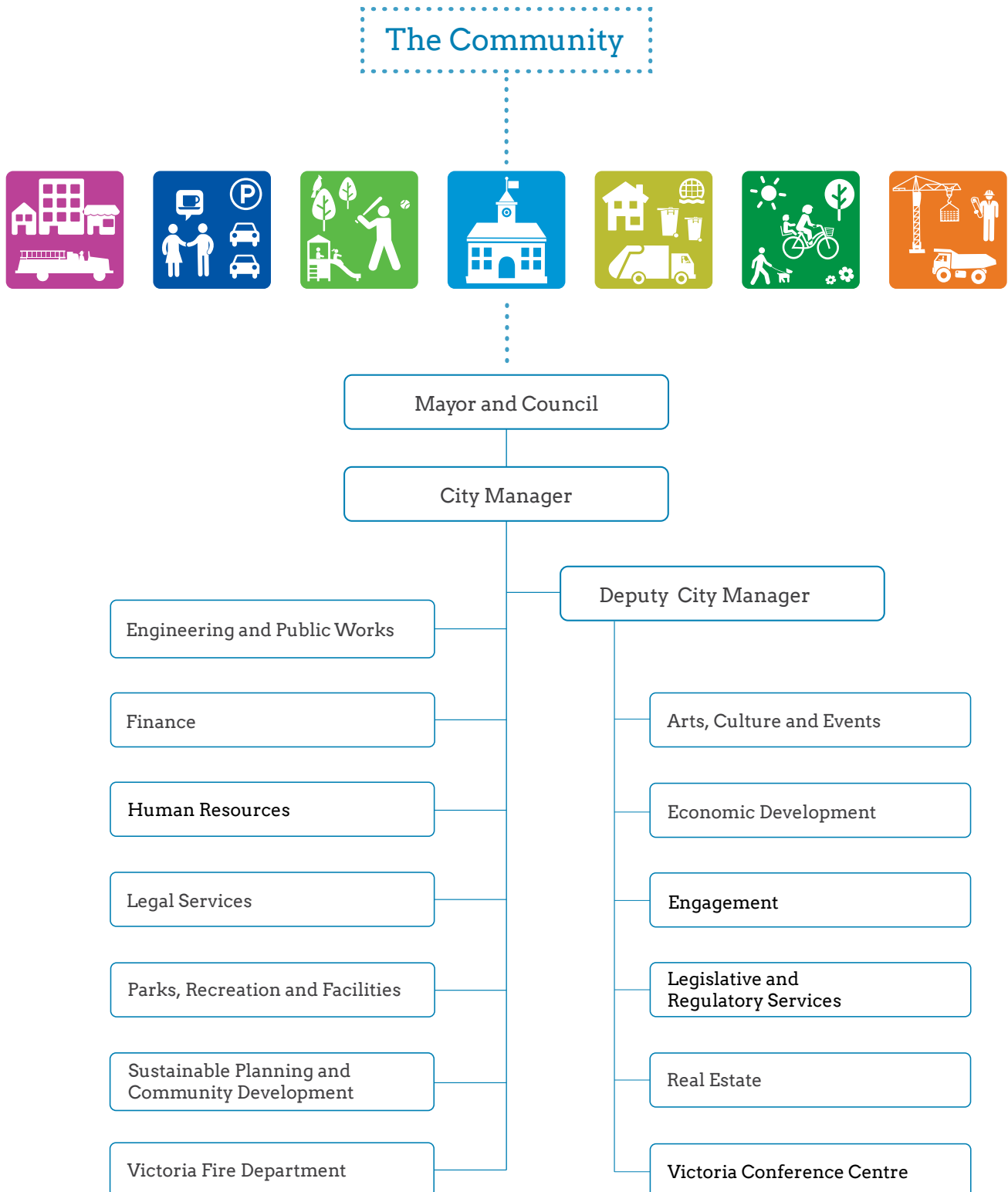


Maintain:

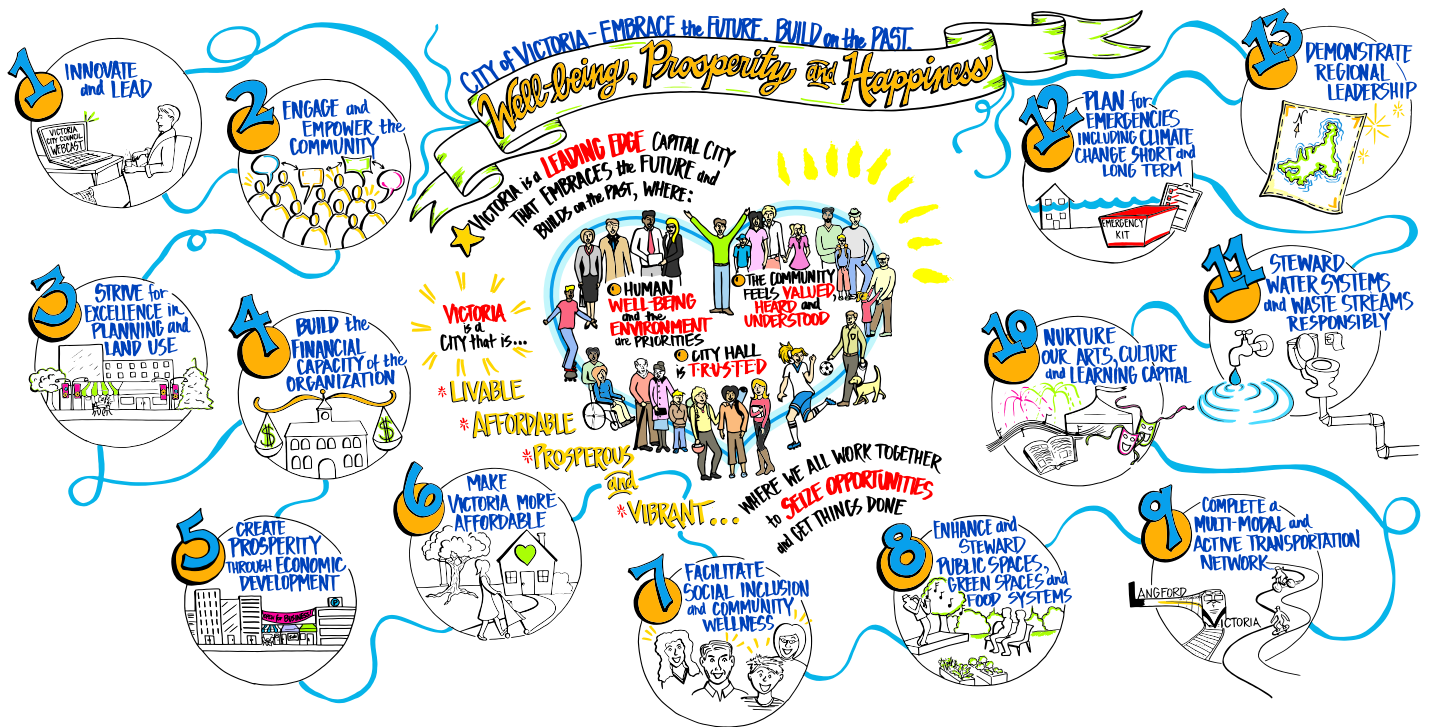


CITY PROFILE

Organizational Chart



STRATEGIC PRIORITIES



Our Goal:

“Victoria is a leading edge capital city that embraces the future and builds on the past, where human well-being and the environment are priorities, where the community feels valued, heard and understood and where City Hall is trusted. Victoria is a city that is liveable, affordable, prosperous and vibrant, where we all work in partnership to create and seize opportunities and get things done.”

Council's Principles for Strategic Planning

In the planning process we are committed to:

1. Starting with an open heart and an open mind
2. Being honest, frank and respectful in our discussions
3. Participating with active listening and respectful challenging
4. Keeping a sense of humour
5. Believing in the process and the outcome
6. Allowing for differences
7. Strong facilitation
8. Learning from the past
9. Making the process visible
10. Making sure that we're starting with a blank slate but also with transparency around priorities
11. Engaging the public

In the plan we are committed to:

1. Creating a clear plan with agreed upon purposes
2. Making sure our stated values are clear
3. Making defining, concrete statements
4. Including timelines, measurables, and budgets for all items
5. Making the plan accessible

In implementation we are committed to:

1. Doing what we say
2. Remaining open to new information, new ideas and public input
3. Scheduling quarterly check in updates with Council on strategic plan execution
4. Creating mechanisms to consider emerging issues
5. Aligning our governance structure with our priorities

Our Strategic Objectives

1. Innovate and Lead
2. Engage and Empower the Community
3. Strive for Excellence in Planning and Land Use
4. Build the Financial Capacity of the Organization
5. Create Prosperity Through Economic Development
6. Make Victoria More Affordable
7. Facilitate Social Inclusion and Community Wellness
8. Enhance and Steward Public Spaces, Green Spaces and Food Systems
9. Complete a Multi-Modal and Active Transportation Network
10. Nurture Our Arts, Culture and Learning Capital
11. Steward Water Systems and Waste Streams Responsibly
12. Take Climate Action and Prepare for Emergencies
13. Demonstrate Regional Leadership

Objective 1: Innovate and Lead

2015–2018 OUTCOMES:

- Council's governance structure reflects its strategic objectives.
- Staff is organized into cross-departmental project teams with strong project management capacity.
- Organizational culture is collaborative, supportive and empowering.

2015 ACTIONS:

- Be bold.
- To enable bold, innovative leadership, invest in City Hall's capacity by creating an interdisciplinary project team to support collaborative, holistic planning and execution, and public engagement. This approach introduces new expertise, project management support and capacity for meeting strategic objectives and delivering within Financial Plan.
- Introduce focused advisory committees and task forces to build capacity and include public input within specific projects and timelines. Focus mandate and meeting frequency of broad topical advisory committees.

2015–2018 ACTION:

- Support the City Manager in developing an organizational culture of collaboration, continuous learning, and employee empowerment.

Objective 2: Engage and Empower the Community

2015 OUTCOME:

- Improved relationship with nearby First Nations. (Ongoing)

2016 OUTCOMES:

- Built capacity of neighbourhood/community associations. (Ongoing)
- Empowered neighbourhood residents, place makers and others to lead and implement projects.

2017 OUTCOME:

- More youth are engaged in City programs, civic issues, and the broader community. (Ongoing)

2018 OUTCOMES:

- Transparent government.
- Rebuilt trust with the public in terms of meaningful public engagement.
- Regional leader in Open and Transparent Government.
- City Hall is engaged in a meaningful, two-way conversation with the public.

2015 ACTIONS:

- Create Councillor Liaison position to support the Mayor in reaching out and working with Esquimalt and Songhees Nations.
- Identify dedicated staff to work with community/ neighbourhood associations to inform and collaborate with community association/ neighbourhood boards and staff on City processes, expectations and opportunities.
- Make open government actions routine – require automatic posting of reports, plans, budgets etc. (Create and implement a plan and timeline for open government enhancements.)
- Create a “great neighbourhoods initiative” based on Edmonton's model; amend to fit our local circumstances.
- Utilize online tools, established youth networks, and learn from other cities, to improve the City's youth engagement.
- Be engaged in a meaningful two-way conversation with the public.

2017 ACTIONS:

- Create a Public Engagement Road Map to accompany 2015–2018 Strategic Plan action items. (previously 2016)
- Implement neighbourhood ambassador program that serves the needs of the neighbourhoods.
- Work with community to design participatory budgeting opportunities. (previously 2015)
- Approve and implement the Youth Strategy.

Objective 3: Strive for Excellence in Planning and Land Use

2016 OUTCOMES:

- Reduced processing time for all types of applications from building permits to rezoning.
- Planning for Phase One of Capital Park is complete.
- Streamlined land use policies.
- Local Area Planning focused on urban villages and transportation corridors.

2017 OUTCOME:

- Created a Development Permit/Heritage Conservation Area on Dallas Road between Cook Street and Clover Point. (previously 2016)

2018 OUTCOMES:

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

2015 ACTIONS:

- Hire City planner to lead our Sustainable Planning and Community Development Department.
- Identify as staff priority in Planning Department: Local Area Planning focused on urban villages and transportation corridors.
- Identify as a staff priority: Work through planning process to deliver acceptable form and density for proponent and community at Capital Park.
- Make a decision with regard to whether we are going to delegate more decision-making authority to staff.
- Empower the City Manager to lead the changes required to streamline our residential and commercial land use processes at City Hall.
- Increase emphasis on placemaking in our planning and support the Greater Victoria Placemaking Network and other citizen-led placemaking initiatives.
- Include active transportation and public realm impacts and opportunities listed in all planning and land use reports.

2016 ACTIONS:

- Work through planning process to deliver acceptable form and density for Capital Park for proponent and community.
- Complete the Douglas/Blanshard Corridor Master Plan and allocate funds in Financial Plan for quality-of-life infrastructure.
- Commence three new urban village centre plans upon completion of Burnside-Gorge/Douglas Street Corridor Plan.
- Initiate Local Area Planning Processes in Fairfield/Gonzales and Vic West neighbourhoods.
- Review Community Association Land-Use Process.
- Establish predictable flat fee for bonus density.

2017 ACTIONS:

- Complete Fairfield Gonzales and Victoria West Neighbourhood Plans.
- Commence Fernwood, North and South Jubilee, North Park, Rockland Neighbourhood Plans and Fort Street Corridor Plan.

2018 ACTIONS:

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

Objective 4: Build the Financial Capacity of the Organization

2015 OUTCOMES:

- A business case for a property acquisitions/real estate management office.
- More revenue and strategic influence for City with implementation of Municipal Property Acquisition and Management Strategy.

2018 OUTCOMES:

- Maximized and where possible (e.g. School Districts and City lands) consolidated City-owned assets, put to best and highest use including market rate commercial leases.
- Full catalogue and list of long-term investment costs/profits for infrastructure and facilities. Increased revenue from property.

2015 ACTIONS:

- Create an integrated facilities and real estate arm at City Hall or in Economic Development Office staffed by people who understand business and the real estate market and respond to the market and the short and long-term economic outlook of the City.
- Complete a full long-term infrastructure and facilities assessment.

2017 ACTION:

- Complete Municipal Property Acquisition, Disposition and Management Strategy.

2018 ACTION:

- Begin to implement Municipal Property Acquisition, Disposition and Management Strategy.

Objective 5: Create Prosperity Through Economic Development

2015 OUTCOME:

- City “Economic Development Office” or “Office of Small Business Services” or something along these lines is set up.

2016 OUTCOMES:

- Downtown is the hub of both large and small business.
- Reduced retail and commercial vacancies downtown.
- Improved health, consumer purchasing power, and social solidarity with implementation of Municipal Incomes Strategy.
- Victoria’s two largest private sector industries – tech and tourism – have grown and Victoria’s social enterprise sector has grown.

2015 ACTION:

- Create an Economic Development and Downtown Prosperity Task Force led by the Mayor, of up to 15 diverse individuals, to advise on how the City can best deliver an economic development function, support small businesses – including social enterprises – and fill downtown vacancies with the aim of creating local and regional prosperity.

2016 ACTIONS:

- Strike a Canada 150 working group to which other community leaders would be invited to plan Victoria activities to recognize Canada’s Sesquicentennial in 2017.
- Advocate for policies to ensure residents have sufficient income and supports to live with dignity and participate in the local economy.
- Implement *Making Victoria: Unleashing Potential* including Year One and Ongoing Actions for Business Hub, and Actions where City is lead or supporting agency in Six Economic Engines.
- Work with Tourism Victoria to modernize relationship between the City of Victoria and Tourism Victoria including removing the grandfathered status of Tourism Victoria with regards to the destination marketing tax.
- Create Mayor’s Task Force on Social Enterprise, as outlined in *Making Victoria: Unleashing Potential*.

Objective 5: Create Prosperity Through Economic Development

2017 OUTCOMES:

- Downtown is vibrant and is a draw for residents and visitors alike.
- Victoria has hosted delegations from each of our Twin City partners.

2018 OUTCOMES:

- Victoria is the heart of commerce and business in the Region and Vancouver Island.
- Taxpayers and businesses perceive tax levels to be fair and reasonable.
- Increased household median income.

2017 ACTIONS:

- Consider and implement recommendations from Mayor's Task Force on Social Enterprise and Social Procurement.
- Develop a living wage policy for the City, including an analysis of the costs resulting from the policy's application to City employees and contractors.
- Work with Downtown Victoria Business Association, BC Transit, VIATEC and private sector to address transportation challenges and opportunities downtown.
- Increase street vending opportunities for both new entrepreneurs and established storefront businesses, while ensuring accessibility for pedestrians.

2016 – 2018 ACTION:

- Work in partnership with Downtown Victoria Business Association to identify marketing initiatives and infrastructure improvements to support the vitality of downtown.

2017 – 2018 ACTION:

- Create and implement a plan to revitalize and brand Douglas Street as our "Main Street".

Objective 6: Make Victoria More Affordable

2016 OUTCOMES:

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

2017 OUTCOME:

- Appropriate solutions in place for all individuals experiencing chronic homelessness with additional or other support needs as identified by the Greater Victoria Coalition to End Homelessness' Priority One Task Force.

2017/2018 OUTCOME:

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

2018 OUTCOMES:

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

2021 OUTCOME:

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

2015 ACTIONS:

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

2016 ACTIONS:

- Continue to push for a National Housing Strategy.
- Develop Municipal Housing Action Plan.
- Work with CRD partners to implement a Housing First Initiative.
- Continue to push for a National Housing Strategy.
- Develop Municipal Housing Action Plan.
- Work with CRD partners to implement a Housing First Initiative.

2017 ACTIONS:

- Continue to implement Municipal Housing Strategy.
- Strengthen policy and regulations related to short-term vacation rentals.

2017/2018 ACTION:

- Continue to support the work of the Greater Victoria Coalition to End Homelessness.

2015 – 2018 ACTION:

- Continue to keep subsidized housing units a focus and work with partners to create/identify new opportunities. (Moved from Objective 7)

2018 ACTION:

- Limit property tax increase to a maximum rate of inflation plus 1%, including police.

Objective 7: Facilitate Social Inclusion and Community Wellness

2016 OUTCOME:

- Accessible health services are available for Victoria's most marginalized people.

2017 OUTCOMES:

- Enhanced quality of life.
- Victoria is closer to ending chronic homelessness.
- Opportunities for accessible sports and fitness by children and adults.

2018 OUTCOMES:

- Public recreation and cultural facilities are first rate.
- City infrastructure and facilities are more accessible for everyone.
- Seniors' centres have increased programming options.
- Crystal Pool issues are resolved by replacing or renovating the facility. Victoria has a modern, inclusive public pool and fitness facility in a central location, with increased revenue. (previously 2017)

2015 ACTIONS:

- Commit to facilitating collaboration among Island Health, VicPD, YES2SCS, and City of Victoria to create supervised consumption services embedded in a continuum of health services, including harm reduction.
- Increase number of subsidized housing units. Deepen partnerships. Lobby upper levels of government and increase investment in the Victoria Housing Reserve.
- Create an Accessibility Capital Fund and Accessibility Advisory Committee to ensure City infrastructure and facilities are accessible to everyone.
- Work with partner agencies and street-involved people to establish increased options for safe and secure storage of the belongings of street-involved people in an area that will not have negative impacts on surrounding neighbours or land uses.

2016 ACTIONS:

- Work toward establishing supervised consumption services, in collaboration with Island Health, VicPD, and YES2SCS.
- Work through Facilities Assessment and community engagement plan, and seek out possible funding partners for Crystal Pool.
- Tender required upgrades and invest in public pool and fitness facility.
- Continue collaborating with Vic High on new/upgraded school and community sports facility at Vic High. Expect \$ expenditure in 2016/2017.
- Develop public engagement plan for Crystal Pool and Fitness Centre, to be implemented in early 2016.
- Initiate discussions with YMCA to explore possibility of a common downtown pool and recreation facility delivering many programs.
- Continue sheltering solutions work including storage of belongings and alternatives to sheltering in the parks.
- Work towards implementation of Municipal Truth and Reconciliation Recommendations.

2017 ACTIONS:

- Make decision whether to refurbish or replace Crystal Pool and hold borrowing referendum.
- Develop and begin to implement transgender inclusion policy.
- Convene Truth and Reconciliation Commission's Call to Action Task Force and consider and begin to implement recommendations.
- Undertake Year of Reconciliation activities and events.
- Review the Liquor Licence Policy to support neighbourhood livability.

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

2016 OUTCOME:

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

2017 OUTCOMES:

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

2018 OUTCOME:

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

2015 ACTIONS:

- Develop, design and make investment to improve Begbie Green in the North Jubilee Neighbourhood.
- Create a micro-grant for volunteer coordination of commons and community gardens.
- Develop long-term policies for food security and boulevard gardening including an inventory of City-owned land for food production and improved coordination of food systems resources and initiatives in the city.
- Learn from Vancouver's success in creating a community garden on Davie Street private property and replicate model on available private properties in Victoria, including downtown.
- Allocate existing resources in Parks and other departments to implement food security initiatives.
- Strengthen the relationship between the City of Victoria and School District 61 in order to maximize the benefit of School lands and facilities.

2016 ACTIONS:

- Introduce new partnerships with citizens and groups to increase food cultivation on public and private land.
- Initiate and complete Parks Master Planning process.
- Hold a placemaking activity at Ship Point to advance a site plan from Harbour Dialogues. Consult public on specific design and allocate money in 2018 capital budget to complete.
- Identify pilot or "pop-up" placemaking and/or projects small scale enterprises that can be undertaken in 2016.
- Monitor the efforts in neighbouring municipalities and create a report regarding a solution the urban deer problem.

2017 ACTIONS:

- Complete and begin implementation of Parks Master Plan.
- Undertake and begin implementation of Ship Point Plan.
- Undertake and begin implementation of Centennial Square Master Plan.
- Participate in development of Lekwungen Trail.
- Support development of Gorge Waterway Loop.
- Support Downtown Residents Association in opening Yates Street Community Garden.
- Finish implementation of Gorge Waterway Zoning Bylaw implementation.
- Create a report on the efforts of the provincial government, neighbouring municipalities and the CRD for deer management, and determine the magnitude of the issue in the City of Victoria and send to the provincial government.

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

2016 OUTCOMES:

- Improved quality of life, public safety, air quality, placemaking, and pedestrian and cycling trips through implementation of neighbourhood-led transportation planning and “complete streets” lens for all transportation projects.
- Public transit is accessible to all and rivals private automobile trip duration.
- Substantial increase in the number of trips by bicycles, with the completion of a skeletal cycling network.
- Bus terminal is replaced.

2017 OUTCOMES:

- Extended Government Street Mall, including periodic closures to vehicle traffic.
- David Foster Harbour Pathway almost completed.
- Johnson Street Bridge is complete.
- Train is running between Victoria and Langford. (previously 2016)

2018 OUTCOMES:

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

2015 ACTIONS:

- Mandate and create a collaborative neighbourhood process and “complete streets” lens for all projects.
- Collaborative design and completion of network of 4–8 high quality cycling corridors by 2016.
- Build protected cycling facilities, more bike parking, and start an Active Transportation Advisory Committee. Begin to see all planning and engineering through multi-modal lens.
- Designate money in 2015, 2016, 2017 and build it (cycling network).
- Explore opportunities for increased safe cycling training in schools.
- Keep the Johnson Street Bridge replacement project moving forward.

LATE 2015 ACTION:

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

2016 ACTIONS:

- Move to full-time bus lanes on Douglas and fewer stops (in accordance with Rapid Bus plans).
- Support replacement of bus terminal.
- Work in partnership with First Nations, Province, ferry operators and others to identify financial opportunities for the Belleville Terminal. Allocate money in 2017 Capital Budget for Belleville Street.
- Designate location for E&N station as close as possible to the new bridge.
- Start an Active Transportation Advisory Committee.
- Sign pedestrian-only lanes just as prominently as streets. Distinguish between “no exit” and “no exit for motor vehicles”.
- Review policy for desired right of way widths for road dedications and statutory right of ways.

2017 ACTIONS:

- Complete two of the “special sites” at Heron Cove along the David Foster Harbour Pathway corridor. (moved from Objective 8)
- Prioritize “special places” along the David Foster Harbour Pathway and identify funding opportunities.
- Work with other municipalities, First Nations and others to get train running between Victoria and Langford.
- Assess 18-month pilot project at Capital City Station.

2017 – 2018 ACTION:

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

Objective 10: Nurture Our Arts, Culture and Learning Capital

2017 OUTCOMES:

- Victoria has an Arts and Culture Master Plan.
- A new Arts Centre serves as a cultural hub.
- A new James Bay Library branch is opened.
- Increased number of funding partners for the McPherson Theatre. (previously 2015)

2018 OUTCOMES:

- Support for arts and culture is increased, inclusive and strategic.
- Successful Western Canada Music Awards/BreakOut West event with Rifflandia sees Region being asked to bid for the JUNOS.

2015 ACTIONS:

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

2016 ACTIONS:

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

2017 ACTIONS:

- Work with the CRD to increase number of funding partners for McPherson Theatre to strengthen the facility's long-term financial sustainability.
- Continue to plan and implement CityStudio Victoria with Camosun, Royal Roads and UVIC.

Objective 11: Steward Water Systems and Waste Streams Responsibly

2017 OUTCOME:

- A sewage treatment plant is under construction. (previously 2018)

2018 OUTCOME:

- The City handles waste in a more responsible way.

2015 ACTION:

- Begin the discussion of sewage treatment sites for different treatment options.

2016 ACTION:

- Create and enact bylaw to phase in the ban on the use of single use plastic bags.

2017 ACTIONS:

- Communicate to CRD desire to see collection of recyclables in closed wheeled totes. Make garbage disposal less convenient than recycling. (previously 2016)
- Consider rezoning of Clover Point for upgraded pump station.
- Develop and implement waste reduction strategies including a phased in ban on single use plastic bags.

Objective 12: Take Climate Action and Prepare for Emergencies

2016 OUTCOME:

- City has increased the capacity of VEMA.

2018 OUTCOMES:

- City heritage buildings can survive a major earthquake. (Ongoing)
- Fire Station issues are resolved.

2020 OUTCOME:

- City and community have reduced greenhouse gas emissions by 33% less than 2007 levels.

2050 OUTCOMES:

- City and community have reduced greenhouse gas emissions by 80% lower than 2007 levels.
- City and community run on 100% renewable energy.

2075 OUTCOME:

- Low-lying areas are protected from flooding.

2015 ACTIONS:

- Begin seismic analysis of privately-owned properties and infrastructure.
- Explore potential for City to require upgrades to heritage buildings for seismic protection even where use is not changed, combined with subsidy program.
- Align Victoria Emergency Management Agency's budget through Victoria Fire Department and work with Sustainable Planning and Community Development Department.
- Initiate public dialogue and market sounding on fire station options.

2016 ACTIONS:

- Move forward with plans for a new fire station.
- Continue to explore options for fossil fuel free investments and financial services.

2017 ACTIONS:

- Review drainage systems in low-lying areas of City in light of ocean rise. Adjust base building elevations as needed.
- Begin to implement Climate Action Program.
- Break ground on new fire hall.

Objective 13: Demonstrate Regional Leadership

2018 OUTCOMES:

- A recommendation about amalgamation is in front of the public in the 2018 Election.
- Enhanced governance is in place in the region, especially with respect to emergency services dispatch.

2015 – 2018 ACTION:

- Support and work with the Provincial government in the study of more effective regional governance in the capital region, including the possibility of amalgamation.

PUBLIC INPUT ON FINANCIAL PLANNING PROCESS



Text to follow in final document

PUBLIC INPUT ON FINANCIAL PLANNING PROCESS



Text to follow in final document

FINANCIAL PLAN FRAMEWORK

Framework and Policies

The City of Victoria's financial plan process framework consists of the following:

Legislative Requirements

The Community Charter requires municipalities to prepare Five Year Financial Plans each year that identify the expenditures, funding sources and transfers to or between funds for both operating and capital expenditures. The City's five year plan must be balanced; therefore the total of expenditures and transfers to other funds must not exceed the total of revenues, funding sources and transfers from other funds for that year. This plan must be adopted before the tax rate bylaw is approved, but before May 15th of each year.

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

City Policies

Financial Sustainability Policy

Purpose

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

Primary Objective

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

Reserve Fund Policy

Purpose

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

Primary Objective

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

Revenue and Tax Policy

Purpose

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

Primary Objectives

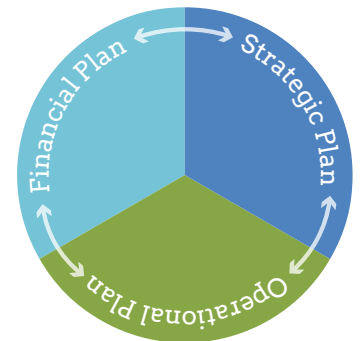
To provide tax payers with stable, equitable and affordable property taxation while at the same time providing high quality services.

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

Financial Planning Framework

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

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



The Strategic Plan

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

The Operational Plan

The Operational Plan identifies the strategies and tasks for each strategic objective to achieve the desired annual outcomes. Work plans are aligned within the 13 strategic objectives. This aims to shift quarterly reporting to objective-based performance reporting, from one based on departmental responsibility. Over the long term this will assist in guiding the

re-organization of the City's financial plan to better articulate the funding allocations for each strategic objective, but is also key to establishing a more inter-disciplinary approach to measuring and communicating progress towards objectives.

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

The Financial Plan

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

The City continues to improve on the new financial planning process introduced in 2015 that focuses on budgeting by priorities, outlining services and projects including the costs, revenues and benefits of each. This new focus will enable the City to better demonstrate the value residents and businesses receive for their tax dollars.

Financial Planning is comprised of the following:

1) Align with the Strategic Plan

City department operational plans are developed according to the Strategic Plan as well as emerging priorities, input from the community and the will of Council.

2) Review Budget Priorities

Operating

Departments review their base service levels and deliverables, who they deliver the service to, why they provide the service and what is the benefit of this service annually.

Capital

Departments review their capital projects to determine investment needs based on asset master plans and condition assessments. Master plans outline the level of funding that is considered sustainable to maintain current service levels and the priorities for infrastructure investment.

For both operating and capital a review of the operational plan will ensure all priorities will be accounted for and align with the City's objectives. Departments will also review all processes to be bold and innovative, identify efficiencies, and if necessary reallocate both financial and human resources to ensure delivery of the project or service.

Supplemental Budget Requests:

Departments that wish to increase service levels and/or employees (FTE) are required to submit a supplemental budget request. Each request will require a business case outlining how they support the City's goals and objectives, the operating and capital impacts and return on investment. Evaluation of the requests are based on the alignment of the operational and strategic plans.

3) Community Engagement and Identify Citizen Priorities

A variety of engagement tools are used to develop participatory budgeting, focusing on improved financial information and public participation. The City's practices, tools and techniques include a Town Hall and E-Town Hall meeting, online surveys, property tax calculator as well as an online educational budget simulator that demonstrate the decisions City Council and staff encounter when developing and approving the budget.

4) Performance Metrics

Identification of key performance metrics to measure City operations to expected deliverables.

Monitoring and Variance Reporting

The City performs monthly variance analysis of the revenues and expenditures as they compare to the approved financial plan and reports the progress quarterly to Council. Quarterly updates on the operational plan is also completed that provide a status update on the progress of each action item identified under the strategic objectives. The status updates are colour coded to indicate the status of each action item.

The quarterly report is a comparison of actual revenues and expenditures for city operations and capital projects as well as staffing levels. The purpose of the quarterly financial report is to provide Council, the community and staff with a continual overview of financial information and staffing levels. Each report highlights any actual to budget variances and recommends adjustments, if any, to the five-year financial plan bylaw. Consistent monitoring identifies issues in a timely manner allowing staff and Council time to make the appropriate decisions to ensure the City is on budget and in alignment with the Strategic Plan.

Performance Metrics and Evaluation

Financial planning is a system of continuous improvement. Performance evaluations exist at multiple levels of the City. Performance metrics demonstrate something important about our services and the processes that produce them. They are a tool to help us understand, manage and improve what our organization does. Performance measures let us know:

- How much did we do?
- How well did we do it?
- Is anyone better off?

They provide us with the information necessary to make informed decisions about what we do. A performance metric is composed of a number and a unit of measure. The number gives us a magnitude (how much) and the unit gives the number a meaning (what). Performance metrics are always tied to a goal or an objective (the target).

Financial Planning Process and Timelines

Date(s)	Task
April – June 30, 2017	Departments develop their 2018 budget and performance metrics
July – September 2017	Operating and Capital reviews with Directors and City Manager
October 26, 2017	Introduction of the 2018 draft financial plan to Council
October 30, 31 and November 7	Detailed department presentations of the 2018 draft financial plan to Council
November 2017	Council to pass 1st reading of the 2018 financial plan bylaw
November 2017	Online survey – Public consultation on the draft financial plan
November 30, 2017	Town Hall and E-Town Hall meeting – Public consultation on the draft financial plan
January 2018	Consultation results presented to Council and Council to provide direction on changes to the draft financial plan
April 2018	Summarize Council direction for the 2018 draft financial plan and passing of the 2nd and 3rd reading of the 2018 financial plan bylaw
April 2018	Adoption of the 2018 – 2022 Financial Plan and Tax Bylaw

Budget Bylaw Amendments

If unanticipated events occur during the year that impact the approved five-year financial plan, staff recommend amendments to the financial plan bylaw to authorize the changes. All budgetary amendments require Council's approval.



FINANCIAL PLAN FRAMEWORK

Fund Structure

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



General Fund

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



Water Utility

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



Sewer Utility

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



Stormwater Utility

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



FINANCIAL PLAN OVERVIEW

Our Approach

This is the fourth year of implementing the new financial planning process that focuses on budgeting by priorities. The new approach provides greater context than in the past by including the deliverables and metrics, benefits, costs and revenues of each service and capital project. The new format better demonstrates the value tax payers receive for their dollars. Greater emphasis is also being placed on staff and community involvement in the planning process.

The 2018 budget process began in April 2017 with the introduction of the budget guidelines to staff. Budget information sessions were held with staff to increase their understanding of the budget process. These sessions helped staff rethink the budget process and align the human and financial resources to service levels delivering community value. The budget was refined and financial metrics are presented in plain language.

The budget process required a team effort involving over 70 staff from across the organization. This new approach has increased collaboration and provided an opportunity for staff to gain a greater understanding of the full scope and variety of City's services and provide continuous feedback to achieve the City's four pillars:

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

The 2018 financial planning process aligns service level deliverables and improves performance metrics. New this year, the City and the Victoria Police have coordinated their budget timelines to present to Council an all-inclusive 2018–2022 Draft Financial Plan that will include the complete Police draft budget. Further, the enhanced Police budget contains a departmental summary, performance metrics and the overview and deliverables for each section providing greater context for the reader. Additional enhancements also include identifying one-time items to each department budget to clearly show budget changes as one-time items which do not impact the tax rate as they have a dedicated funding source.

Detailed reviews of all departmental operating and capital budget submissions were completed by the Senior Leadership Team in July and August. The Draft 2018–2022 Financial Plan was introduced to Council on October 26, 2017 and department presentations on October 30, 31, November 2 and 7. The Financial Plan was developed based on Council's direction for a maximum tax increase of inflation plus one percent, as well as the City's Financial Sustainability Policy, Reserve Fund Policy and Revenue and Tax Policy as the guiding documents for budget development. August 2017 was the latest CPI factor published at 1.8% when the Draft Financial Plan was completed.

Budgets are developed to maintain existing services and service levels; staff will present recommendations to Council on service level changes as supplemental budget requests. Additionally, this budget proposes to increase the capital budget from property taxes by \$250,000 for Major Streets Rehabilitation. In alignment with the Financial Sustainability Policy, staff will outline the potential capital projects for Council consideration.

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

The Financial Plan was prepared based on information available at the time of development and supported by staff estimates. The Financial Plan is not audited.

For comparative purposes, certain prior year figures have been reclassified to match the presentation adopted for the current year.

The City uses the accrual method of accounting where expenses are recognized in the accounting period in which they are incurred, and revenues in the period earned.

FINANCIAL PLAN OVERVIEW

Priorities and Issues

There are a variety of issues that must be considered during the Financial Planning process to ensure a balanced and fiscally solid financial plan. City Policy and the Financial Plan Guidelines provide the direction to inform the financial plan. As well, other factors that impact the budget process are the Economy, Infrastructure Needs, Economic Development, Affordable Housing, Active Transportation, Impacts from Federal and Provincial governments and the Property Tax Base. All these influences are among the challenges the City of Victoria must balance to ensure the best value for the taxpayer..

City Policy

The Draft 2018 – 2022 Financial Plan is based on the following three city policies that guide our Financial Planning process:

1. Financial Sustainability Policy – (Appendix A)
2. Reserve Fund Policy – (Appendix B)
3. Revenue and Tax Policy – (Appendix C)



Key priorities and issues from these policies that form the Financial Plan are:

Growth in Property Tax Base

- The City is seeing additional revenue from development permits
- To balance infrastructure upgrades the first \$500,000 of assessment growth or non-market change property tax revenue will be transferred to infrastructure reserves and the remaining balance allocated as determined by Council

Property Tax Increase

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

New Services and Major Enhancements to Existing Services

- New services or enhancements to existing services will be funded by one or a combination of reduction in the costs of existing services and then reallocated to another service, an increase in non-tax revenues or a further increase in property taxes

Debt Management

- Every attempt should be made to keep the debt servicing charges at the current budget level of 7% of the property tax levy by adding new debt only in the years when other debt issues are retired



Surplus

- Surplus represents non-renewable savings and should only be considered a funding source for one-time expenditures

Capital Projects

- Each capital project submitted for consideration must clearly state the full initial cost as well as future costs, including operating and upgrade/replacement costs

User Pay Funding

- This type of funding will be used for such services that are practical and desirable to fund on a user pay basis

Infrastructure Maintenance and Replacement

- Each year, Council will consider a property tax increase dedicated to increasing capital infrastructure investment

Reserves

- Ensure stable and predictable levies
- Provide for ongoing emergencies
- Finance new capital assets
- Safeguard and maximize existing assets

FINANCIAL PLAN OVERVIEW

Priorities and Issues

Distribution of Property Taxes Among Property Classes

- Maintain the current share of distribution of property taxes among property classes (business property tax class share is 48%), excluding the impact of new assessment revenue, by allocating tax increases equally.
- Tax rates for the light and major industrial tax classes will be equal to the business tax rate to support the City's desire to retain industrial businesses

Financial Plan Guidelines

In addition to the budget issues that are considered from the three guiding policies, Financial Plan Guidelines are distributed to all staff. These guidelines provide the framework and direction to staff in preparation of the 2018 draft budget. Direction provided by the guidelines included the following:

- The Strategic Objective “Make Victoria More Affordable” limits the annual property tax increases to a maximum of the rate of inflation plus 1%
- Priority based budgeting which includes aligning department work plans to the City's 13 Strategic Objectives
- Department budgets to be developed by Priority Based Budgeting as follows:
 - Identify deliverables
 - Identify deliverables between operating and capital
 - Develop work plans that identify resources, revenues, expenditures and human resources to each deliverable
- Departments to adapt a “better is possible” and “continuous improvement” focus which includes a thorough examination of the City's processes and current operations each year to seek efficiencies and better value to the community
- Departments are to develop meaningful Performance Metrics
- Departments are expected to justify all expenses in alignment with the Strategic Objectives
- Supplemental requests include a rationale to support requests for new service levels outlining all expenditures, revenues and required FTE's
- Departments are to make every effort to access external funding from non-City sources including other levels of governments



Other factors affecting the Financial Plan are:

The Economy

In 2018, the Canadian economy is expecting an economic growth domestic product (GDP) expansion of approximately 2.2%, due mainly to the combination of business investment, consumer spending and government spending on infrastructure. Canada's CPI is forecasted to rise to the 2% target in 2018, mainly due to the economy's performance and two Bank of Canada rate hikes that occurred in July and September 2017.¹

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

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

¹ RBC Economic and Financial Market Outlook, September 2017

FINANCIAL PLAN OVERVIEW

Priorities and Issues



Like many other cities, population growth is a key driver of economic activity. Population growth in British Columbia is forecast to track about 1.1% a year through the end of the decade, but the growth of interprovincial movement will decrease specifically as the Alberta economy recovers. This will be offset by higher international inflows.²

Infrastructure Needs

The City's municipal infrastructure is vital in sustaining the economic, environmental, social and cultural life of our community. The quality of life enjoyed by our citizens is directly related to the condition of the infrastructure. The goal of the City is to ensure the resources are available to build and maintain infrastructure assets to provide services to the community.

Funding levels have reached sustainable levels for some assets, such as water infrastructure, though there are some assets that fall short of industry-recommended replacement schedules. The City has completed a facilities assessment, Parks Master Plan and in 2017 will complete the Sewer Master Plan that will help determine future funding requirements to ensure sustainability. The City is currently planning and balancing major investment needs including a fire hall, city pool and sewage projects to align with the new sewage treatment plan.

Since 1999, Council has increased the annual capital budget funding through property taxes from \$2.5 million to over \$10 million. As per the Financial Sustainability Policy, additional funding decisions through an increase in property taxes, will be considered by Council based on proposed projects identified by staff. The Draft 2018 – 2022 Financial Plan proposes an additional \$250,000 increase to capital investment for Major Streets Rehabilitation. The proposed annual capital funding is at \$10.2 million.

Economic Development

Small businesses are the lifeblood of our economy and community. A Mayor's Task Force on Economic Development and Prosperity has worked to develop the City's economic action plan. The action plan is called Making Victoria: Unleashing Potential and outlines how the City, working in partnership, can help to create a strong economic ecosystem in Victoria. The goal is for Victoria to be a place where everyone prospers. In December 2015, the City opened a Business Hub at City Hall to serve the existing businesses as well as people interested in opening businesses or investing in Victoria.

Affordable Housing

As one of the objectives of the Strategic Plan, the goal is to increase overall housing supply in the City and allocate additional city revenue to affordable housing and to create places where everyone wants to live through urban planning principles. The cost of housing has been identified as a significant factor that negatively impacts affordability for many Victoria residents. Traditionally, housing has been the responsibility of the provincial and federal governments; the City of Victoria has taken a leadership role to develop innovative and creative ways to immediately increase the availability of low-end market affordable housing.

While housing and homelessness are not primarily municipal responsibilities, the issues affect the community – housed or unhoused. The City is working with the Province and partners across the region on the Regional Housing First Initiative. This initiative will see up to potentially \$90 million in funding from the regional, provincial and federal governments to build new affordable housing for those who are chronically homeless.

² Central 1 Economic Analysis of British Columbia, September 2017

FINANCIAL PLAN OVERVIEW

Priorities and Issues

Active Transportation

The goal of active transportation is improved quality of life, public safety, air quality, place making, pedestrian and cycling lanes through the implementation of neighbourhood-led transportation planning and a “complete streets” lense for all transportation projects.

Balancing priorities for active transportation include the David Foster Harbour Pathway and the Bicycle Master Plan Implementation. The David Foster Harbour Pathway will be a five kilometre pathway extending from Rock Bay to Ogden Point and will be one of the longest continuous pedestrian harbour pathways in North America.

The City has identified priority cycling routes that focus on providing better connections to and within downtown, public schools, community and senior centres and with existing or proposed cycling routes in other municipalities to ensure that urban villages and town centres are all on, or within one block of a cycling route and to construct “all ages and abilities” routes.

Impacts from Federal and Provincial Governments

The City of Victoria faces challenges due to changing responsibilities of the federal and provincial governments. These challenges include new or expanded service requirements as a result of a shift in responsibility from other levels of governments to the municipal level in addition to the decline of municipal financial support.

Property Tax Base

The primary revenue sources for local governments is property taxes which is not directly related to the performance of the economy. The City of Victoria continues to look at alternative revenue sources and is gradually shifting to a more user-pay approach; which is demonstrated through the implementation of the stormwater utility fee introduced in 2016. User rates and fees are reviewed and updated regularly to avoid major changes and to provide users with adequate notice of any changes.



FINANCIAL PLAN OVERVIEW

Community Impacts

As part of the 2015 – 2018 Strategic Plan, Council set a target maximum tax increase of inflation plus one percent. The Consumer Price Index (CPI) in the Victoria area was 1.8% at the time the 2018 Draft budget was developed. Therefore based on this factor of 1.8%, the maximum property tax increase target is 2.8% and the proposed tax increase for the 2018 – 2022 Draft Financial Plan is within the target at 2.77%.

Overall Impact including both Property Taxes and Utilities

The 2018 Draft Financial Plan includes a property tax increase of 2.77% which is slightly below Council's target maximum increase of inflation plus one percent. Combining property taxes and utilities, the overall impact to the taxpayer is at 2.80%.

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

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



FINANCIAL PLAN OVERVIEW

Community Impacts

The following table summarizes both the proposed property tax increase for 2018:



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

FINANCIAL PLAN OVERVIEW

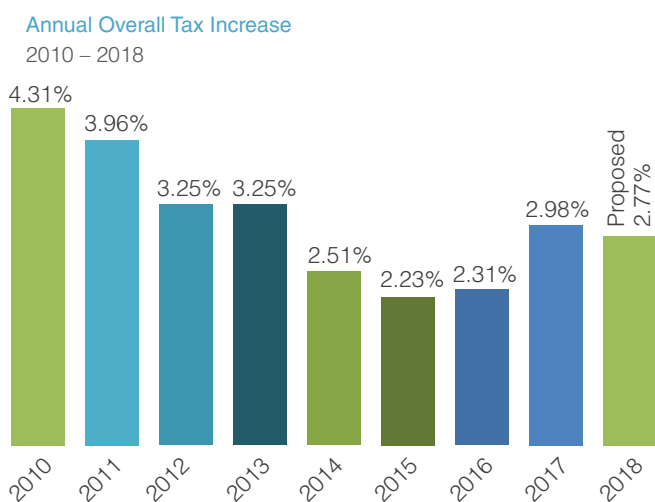
Community Impacts



Property Taxes

The 2018 Financial Plan incorporates a proposed tax increase of 2.77%. This means that the financial plan's tax increase is under by 0.03% or \$37,500 below the maximum target. The overall impact to the taxpayer including both property taxes and utilities is at 2.80%.

The graph below shows that the City of Victoria's annual overall tax rate has decreased by 1.54% from 2010 to 2018, with the lowest tax increase recognized in 2015 at 2.23%.



Utilities

The City of Victoria property owners pay separate utility and property tax bills. The 2018 Draft Financial Plan proposes an increase to the Water Utility budget of \$602,256 or 3.12% over 2017, a Solid Waste Utility budget increase of \$93,625 or 3.07% over 2017, a Stormwater Utility budget increase of \$318,980 or 5.07% over 2017 and a Sewer Utility budget increase of zero.

The tables below show the cost drivers per utility.

Water

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

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

FINANCIAL PLAN OVERVIEW

Community Impacts



Solid Waste and Recycling

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

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

Stormwater

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

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

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

Sewer

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

Sewer Cost Driver	Dollars \$	Percentage %
Reserve transfer	\$ (1,104,142)	-14.02%
Salaries, materials and equipment	104,142	1.32%
Capital investment	1,000,000	12.70%
Total	\$ –	0.00%

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

The recent decision to build the sewage treatment facility in Esquimalt initiated the start of the Sewer Master Plan which will inform future capital projects related to the new sewage treatment plant. The completion of this plan in the fall of 2017, will form the \$2.040 million sewer system upgrades added to the 2018 capital plan that will be funded from the sewer utility reserve.

FINANCIAL PLAN OVERVIEW

Overall Impact to Households






Overall Impact to Households and Businesses

For an average residential home of (\$641,000 assessment), the proposed total municipal property taxes and utility user fees will be approximately \$3,365, an increase of \$92 over 2017. The proposed property tax increase is 2.77%; combined with utility fees, the overall costs to homeowners would result in a 2.8% increase from 2017. This increase is comprised of \$65 for property taxes, \$13 for water, \$7 for solid waste, \$7 for stormwater and \$0 for sewer.






5 year Forecast: Estimated Property Tax and Utility Costs for an Average Victoria Household

(Based on \$641,000 assessed value)






2018

 Property Taxes	\$2,411
 Water Utility – 80 units	\$434
 Sewer Utility – 80 units	\$165
 Solid Waste – 120 litre bin	\$224
 Stormwater Utility	\$131
Total	\$3,365
Estimated Increase.....	2.80%






2019

 Property Taxes	\$2,463
 Water Utility – 80 units	\$441
 Sewer Utility – 80 units	\$165
 Solid Waste – 120 litre bin	\$228
 Stormwater Utility	\$141
Total	\$3,438
Estimated Increase.....	2.17%






2020

 Property Taxes	\$2,518
 Water Utility – 80 units	\$451
 Sewer Utility – 80 units	\$166
 Solid Waste – 120 litre bin	\$232
 Stormwater Utility	\$148
Total	\$3,515
Estimated Increase.....	2.24%

2021

 Property Taxes	\$2,572
 Water Utility – 80 units	\$462
 Sewer Utility – 80 units	\$172
 Solid Waste – 120 litre bin	\$237
 Stormwater Utility	\$153
Total	\$3,596
Estimated Increase.....	2.30%

2022

 Property Taxes	\$2,628
 Water Utility – 80 units	\$473
 Sewer Utility – 80 units	\$183
 Solid Waste – 120 litre bin	\$242
 Stormwater Utility	\$158
Total	\$3,684
Estimated Increase.....	2.45%

FINANCIAL PLAN OVERVIEW






Overall Impact to Businesses

For a typical small business (\$540,000 assessment), the total municipal property taxes, utility fees and business license fee will be approximately \$7,906, an increase of \$215 over 2017. The proposed property tax increase is 2.77%; combined with utility fees, the overall costs to businesses would result in a 2.8% increase from 2017. This increase is comprised of \$186 for property taxes, \$13 for water, \$16 for stormwater and \$0 for both sewer and business license fees.






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

(Based on \$540,000 assessed value)






2018

	Property Taxes	\$6,911
	Water Utility – 80 units	\$437
	Sewer Utility – 80 units	\$165
	Stormwater Utility	\$293
	Business Licence	\$100
	Total	\$7,906
	Estimated Increase.....	2.80%






2019

	Property Taxes	\$7,059
	Water Utility – 80 units	\$444
	Sewer Utility – 80 units	\$165
	Stormwater Utility	\$316
	Business Licence	\$100
	Total	\$8,084
	Estimated Increase.....	2.25%






2020

	Property Taxes	\$7,216
	Water Utility – 80 units	\$455
	Sewer Utility – 80 units	\$166
	Stormwater Utility	\$333
	Business Licence	\$100
	Total	\$8,270
	Estimated Increase.....	2.30%

2021

	Property Taxes	\$7,371
	Water Utility – 80 units	\$466
	Sewer Utility – 80 units	\$172
	Stormwater Utility	\$345
	Business Licence	\$100
	Total	\$8,454
	Estimated Increase.....	2.22%

2022

	Property Taxes	\$7,531
	Water Utility – 80 units	\$477
	Sewer Utility – 80 units	\$183
	Stormwater Utility	\$357
	Business Licence	\$100
	Total	\$8,648
	Estimated Increase.....	2.29%

FINANCIAL PLAN OVERVIEW



Budget at a Glance

The City of Victoria's 2018 – 2022 Draft Financial Plan, introduced to Council on October 26, 2017 provides the detailed plan to address community priorities in a fiscally responsible manner. The Financial Plan is aligned with the Strategic Plan, supports the Operational Plan and is in compliance with the Community Charter. The Financial Plan also provides clear direction and authority to spend funds to provide services for the taxpayers of Victoria.

The 2018 Draft Financial Plan is based on the 2015 – 2018 Strategic Plan that was developed through community input, resulting in 13 priorities:

- Innovate and Lead
- Engage and Empower the Community
- Strive for Excellence in Planning and Land Use
- Build the Financial Capacity of the Organization
- Create Prosperity Through Economic Development
- Make Victoria More Affordable
- Facilitate Social Inclusion and Community Wellness
- Enhance and Steward Public Spaces, Green Spaces and Food Systems
- Complete a Multi-Modal and Active Transportation Network
- Nurture Our Arts, Culture and Learning Capital

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

The proposed operating budget totals \$233.3 million which includes funding for Car Free Day, accelerated local area planning, line painting, downtown tree planting, municipal housing strategy, James Bay library branch, increased investment in capital and continued implementation of the real estate function.

The proposed capital budget totals \$43.1 million and consists of a variety of projects including the completion of the Fort Street all ages and abilities bike lane, installation of two new crosswalks, Wharf Street Revitalization, David Foster Harbour Pathway, sport court improvements and Summit Park Upgrades as well as replacing aging pipes and underground infrastructure, and to ensure clean water and environmental protection for the harbour and City's natural areas.

FINANCIAL PLAN OVERVIEW

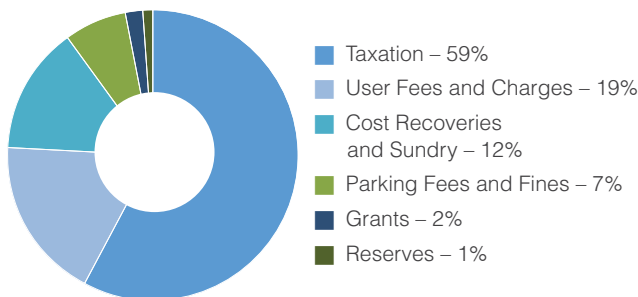
Where Our Money Comes From

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

The City's revenue is generated mainly from taxation at 59%. At 19% of the total revenue, user fees form the next significant portion of revenue collected by the City. In accordance with the Community Charter, municipal governments set fees and charges by bylaw to cover the costs of providing that service to the public. The fees charged must be for the services delivered and designed not to generate a surplus and are supported by bylaws. The remaining revenue is collected from cost recoveries and sundry at 12%, parking fees and fines at 7%, grants at 2% and reserves at 1%.

Consolidated Revenue by Type

2018 Budget Funding Sources (\$233.3 million)

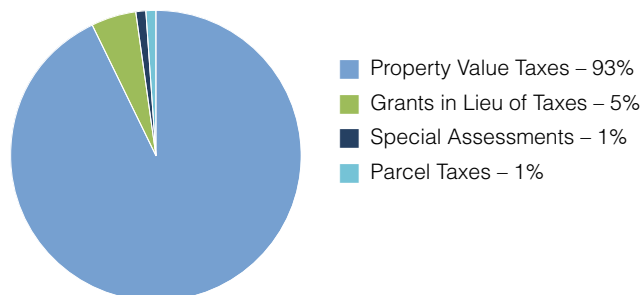


Taxation

Property taxes represent the most significant funding source within taxation at \$129.7 million. Grants in lieu of taxes at \$6.2 million form the next significant portion of taxation, followed by special assessments at \$1.4 million, and parcel taxes at \$1.4 million.

Taxation Revenue by Type

2018 Budget Funding Sources (\$138.7 million)

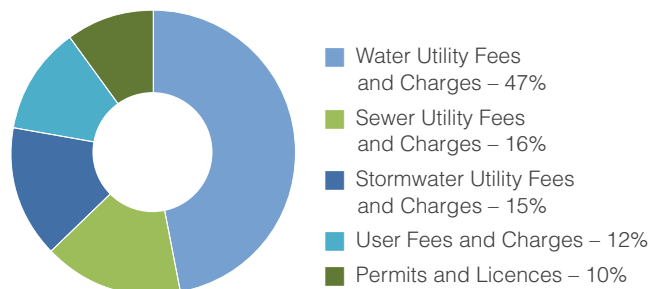


User Fees and Charges

The second largest source of revenue is user fees and charges that are charged for the use of city services. The City operates the water distribution systems for both the City of Victoria and the Township of Esquimalt. Water utility fees and charges represent \$19.9 million out of the total \$43.5 million collected. Sewer utility fees and charges are the second largest source of user fees at \$7.1 million, followed by stormwater utility fees and charges at \$6.6 million, general user fees and charges at \$5.4 million and permits and licenses at \$4.5 million.

User Fees and Charges Revenue by Type

2018 Budget Funding Sources (\$43.5 million)

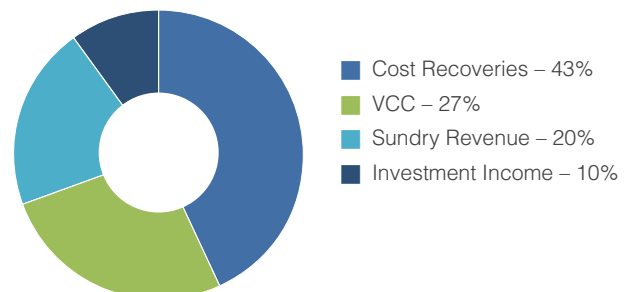


Cost Recoveries and Sundry

The City's cost recovery budget is at \$12.2 million in 2018, with the majority of the recovery at \$7.9 million for Esquimalt's share of policing costs. The Victoria Conference Centre's revenue of \$7.5 million is primarily comprised of event cost recovery paid by event organizers of \$3.5 million, as well as revenue generated from parking and room rentals. Sundry revenue of \$5.5 million, includes revenue such as property leases, tax certificates and penalties, bus shelter advertising and revenue sharing from the City's arena. Investment income for 2018 is budgeted at \$2.7 million.

Cost Recoveries and Sundry Revenues by Type

2018 Budget Funding Sources (\$27.9 million)



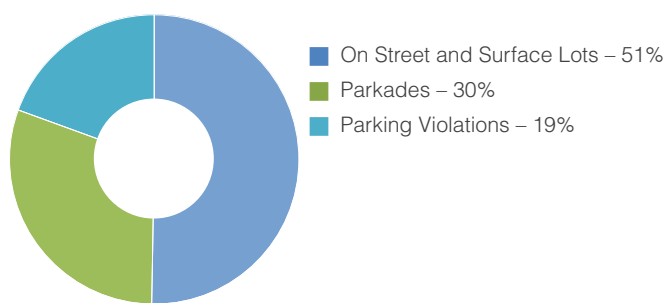
FINANCIAL PLAN OVERVIEW

Where Our Money Comes From

Parking Fees and Fines

The City of Victoria operates five parkades, three surface lots and has nearly 2,000 on-street parking spaces downtown that are budgeted to generate approximately \$16.9 million in revenue in 2018. The 2018 draft budget includes revenue from on street and surface lots at \$8.5 million, which is the largest parking revenue source. This is followed by parkade parking at \$5.1 million and parking violations at \$3.3 million.

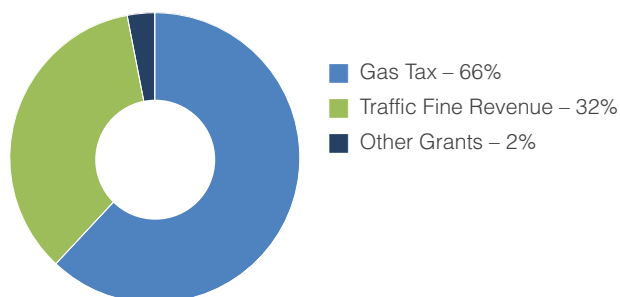
Parking Fees and Fines Revenues by Type
2018 Budget Funding Sources (\$16.9 million)



Grants

The City's budget includes the annual funding from the Federal Government's gas tax program which makes up the majority of grant funding at 66%. In 2018, the City is receiving a total of \$3.6 million in the draft budget which is an increase of \$163,000 from 2017. The second largest grant source is from the Provincial Traffic Fine Revenue at \$1.8 million which is a decrease of \$218,000 from 2017. Other grants amount to \$135,000 that include Climate Action initiative grants and Parks initiative grants from BC Hydro.

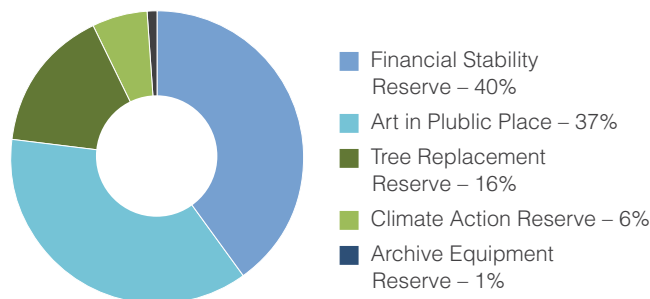
Grants Revenues by Type
2018 Budget Funding Sources (\$5.5 million)



Reserves

The purpose of setting aside reserves is to provide funding for various anticipated future expenditures to ensure sufficient funds are available when required and to smooth the annual tax rate. For 2018, 40% of the reserves funding is from surplus saved in the Financial Stability Reserve that includes a variety of City initiatives such as Car Free Day, City Studio, accelerated local area plans and brick pavers for Malls and Squares. The Art in Public Place reserve provides a source of funds for art in public spaces and expands opportunities for artists and the public to participate in the process. The Tree Replacement Reserve at 16% is funding for additional tree replacement and the Climate Action Reserve at 6% is funding for climate mitigation and adaptation strategies that target energy and GHG reductions. At 1% the Archive Equipment Reserve is funding the Archives Digitization Project.

Reserves Revenues by Type
2018 Budget Funding Sources (\$0.8 million)



FINANCIAL PLAN OVERVIEW

What Our Money Is Spent On

The City of Victoria provides services to the community by incurring operating costs and capital costs. With each service, the capital costs of any equipment, infrastructure or facility needed to deliver the service must be considered in addition to the ongoing operational and labour cost of providing that service.

Like most municipalities, the City is faced with balancing rising costs, limited resources and providing more and higher level of services to its citizens. To achieve this balance through the budget process, departments undertake re-analysis of budget needs, and endeavour to find economies and efficiencies that are expected of a prudent budgeting process. Staff are to explore opportunities to increase efficiencies throughout the City's operations focusing on providing better service to the community and reducing expenditures.

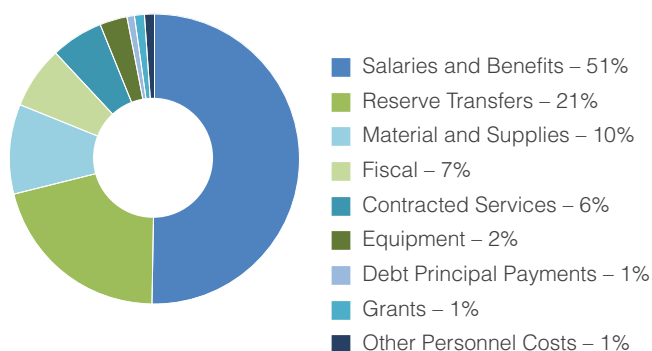
The 2018 draft budget reflects a variety of cost savings and efficiencies including safety and return to work initiatives that translate into WorkSafe BC premium savings, restructuring opportunities that have eliminated additional funding requests for staffing, negotiating key commercial leases and bringing collective bargaining in house; specific to the Fire Department, a multi-pronged approach to scheduling has resulted in savings and more equitable distributed training for staff; the launch of the ConnectVictoria App makes it easier for residents to connect with City; streamlined approach to correspondence resulting in faster turnaround times; service integration with other municipalities and the continuation of the bylaw adjudication process; online employment applicant tracking system and trenchless technology for underground infrastructure.

To promote continuous improvement aimed towards efficiency, effectiveness and accountable government, a new Service Review Policy was introduced. These service reviews will provide recommended improvements to City processes, including benchmarking and best practices from other municipalities. In 2018, 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.

The graph below outlines the operating expenditures by type:

Operating Expenditures by Type

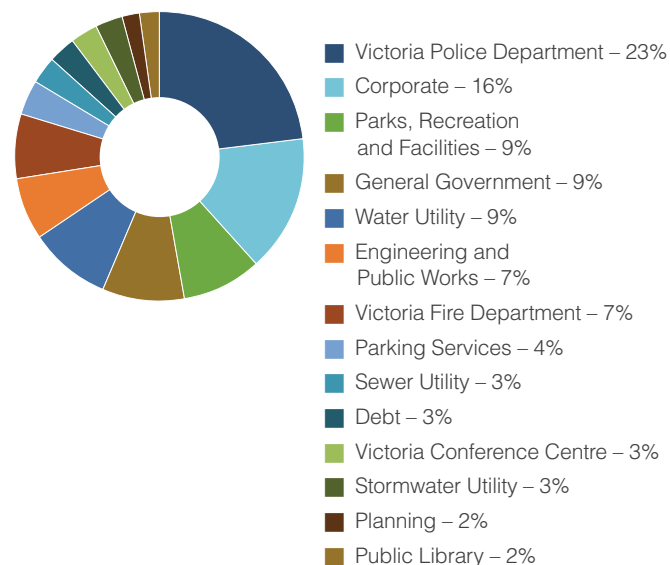
2018 Budget Expenditures (\$233.3 million)



The graph below outlines the 2018 expenditures by function:

Operating Expenditures by Function

2018 Budgeted Function Expenditures (\$233.3 million)



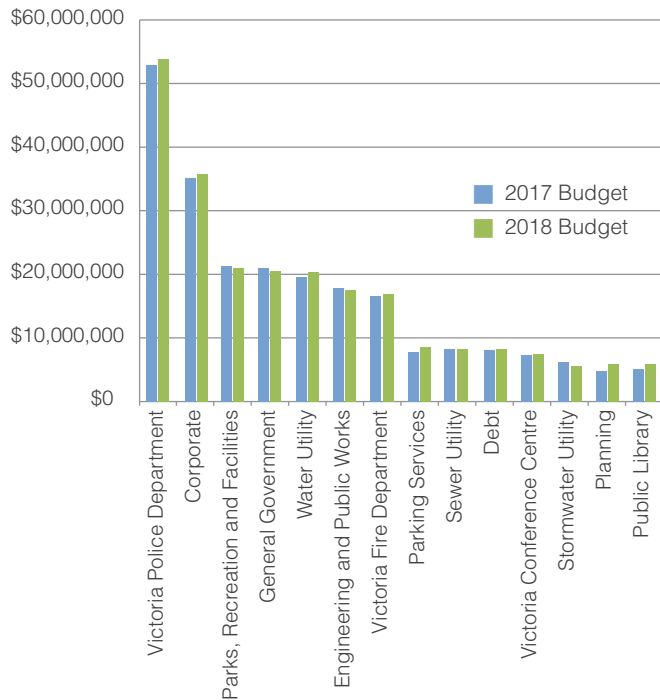
FINANCIAL PLAN OVERVIEW

Capital Budget

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

Operating Expenditures by Function

Budget Trends 2017 – 2018



Capital Budget

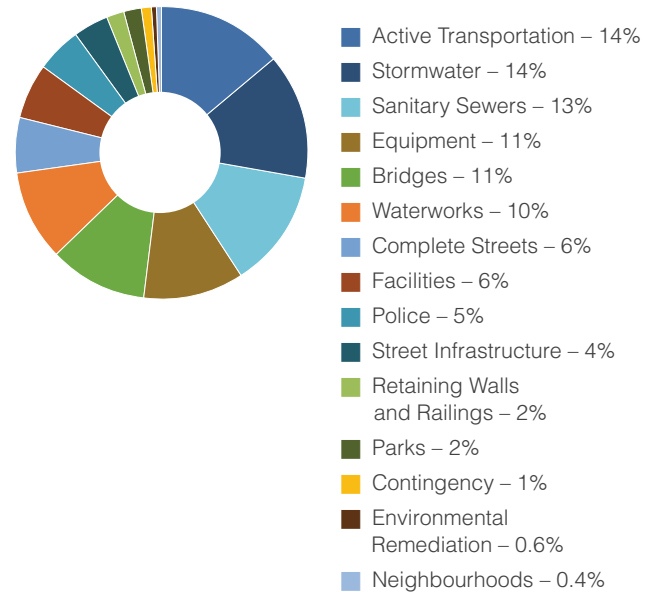
The City's 20 year capital budget is a plan that identifies required projects, related funding and timelines including the impact of multi-year and multi-department projects. Capital requirements are driven by the need to maintain, upgrade or replace existing aging infrastructure, meet industry standards,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

The draft capital budget for 2018 totals \$43.1 million. The annual capital investment needs are determined through asset master plans and condition assessments. Asset master plans outline the level of funding that is considered sustainable to maintain current service levels and the priorities of infrastructure investment.

For 2018, the Capital budget has been grouped into 15 categories which are displayed in the graph below by total expenditures:

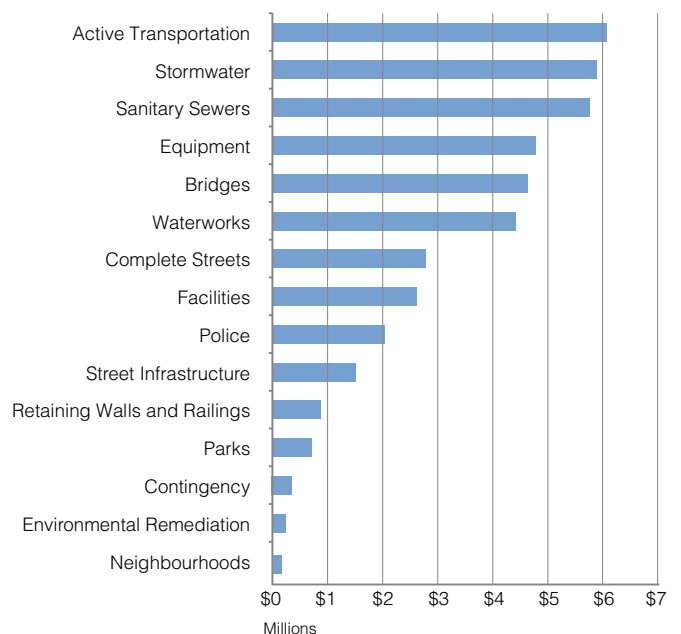
Capital Expenditures by Category

2018 Budgeted Category Expenditures (\$43.1 million)



Capital Budget by Category in Dollars

2018 Budgeted Category Expenditures (\$43.1 million)

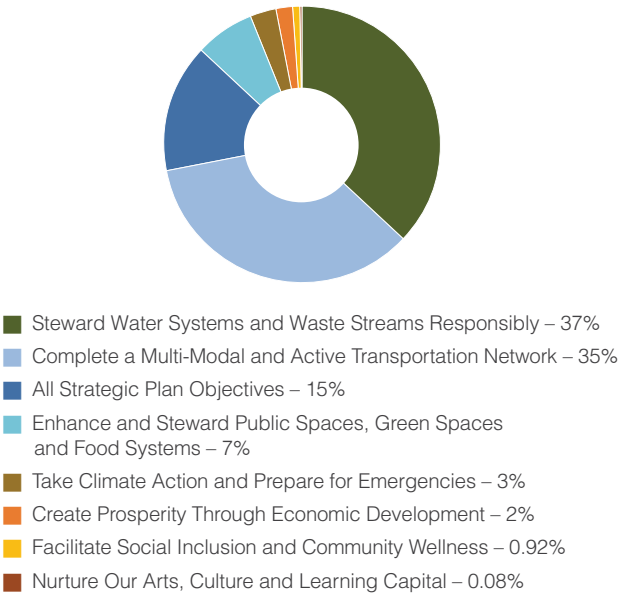


FINANCIAL PLAN OVERVIEW

Capital Budget

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

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



FINANCIAL PLAN OVERVIEW

Debt

Debt

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

Debt should only be incurred for one-time capital expenditures and not for on-going operations. Borrowing for one-time capital expenditures allows the costs of the project to be spread out over the useful life of the asset. This results in the costs being paid by future beneficiaries as well as current taxpayers.

The City currently has \$73.6 million in outstanding debt, with additional authorized but yet to be issued debt of approximately \$700,000 for the Johnson Street Bridge. According to the Financial Sustainability Policy, debt servicing charges should be kept at a maximum of 7% of the prior year's property tax levy. Currently, there is approximately \$3 million of budget room for debt servicing, which is transferred to the Debt Reduction Reserve. This is the funding room that will Council has set aside for the replacement of Fire Department Headquarters.

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



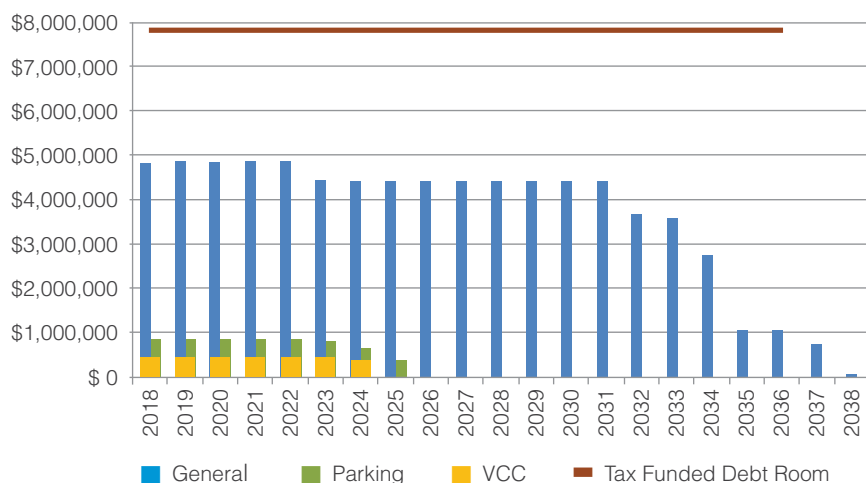
Final Year	Issue	MFA Issue – Purpose	2018 Total
2022	102	Burnside Gorge Community Centre	221,701
2022	102	City Hall Accessibility	220,817
2023	103	Parkades	173,594
2023	105	Parkades	178,094
2024	105	Crystal Gardens	340,359
2025	110	Parkades	493,694
2031	115	Johnson Street Bridge Replacement (CMHC)	743,242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

FINANCIAL PLAN OVERVIEW

Debt

The following table outlines the City's debt payments and estimates for planned debt for the Johnson Street Bridge Replacement Project. As the chart indicates, the City has the opportunity to acquire additional debt within the existing principal and interest payment budget cap.

Debt Principal and Interest Payments



	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Debt Limit*	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583
General	4,802,237	4,839,628	4,839,628	4,839,628	4,839,628	4,397,109	4,397,109	4,397,109	4,397,109	4,397,109	4,397,109
Parking	845,382	845,382	845,382	845,382	845,382	803,532	627,688	376,694	-	-	-
VCC	340,359	340,359	340,359	340,359	340,359	340,359	256,079	-	-	-	-
Debt Room	3,025,346	2,987,955	2,987,955	2,987,955	2,987,955	3,430,474	3,430,474	3,430,474	3,430,474	3,430,474	3,430,474

	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Debt Limit*	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583
General	4,397,109	4,397,109	4,397,109	3,653,868	3,548,868	2,782,839	1,037,228	1,037,228	717,042	37,391
Parking	-	-	-	-	-	-	-	-	-	-
VCC	-	-	-	-	-	-	-	-	-	-
Debt Room	3,430,474	3,430,474	3,430,474	4,173,715	4,278,715	5,044,744	6,790,355	6,790,355	7,110,541	7,790,192

*Per the Financial Stability Policy

FINANCIAL PLAN OVERVIEW

Reserves

Reserves

The City's reserves were established by bylaw under section 188 of the Community Charter. The legislation requires that money in a reserve fund must be used for the purpose for which the fund was established.

In 2016 a review of the City's Reserve Fund Policy was conducted and a methodology for determining target reserve fund balances was approved. The minimum target balances for reserve funds have been achieved where asset management information is available. However, the minimum balances are only one part of the equation and recommended capital budget spend levels also need to be taken into account.

Capital budget spending levels are not sufficient for roads, facilities and fleet to maintain current service levels. Funding needs related to surface infrastructure and equipment are unknown at this point, since inventory and condition assessments for those asset groups are currently underway. Water and stormwater infrastructure have already achieved or are close to achieving recommended annual spend levels, whereas sewer infrastructure will be determined based on the completion of the Sewer Master Plan expected to be completed at the end of 2017.

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



FINANCIAL PLAN OVERVIEW

Reserves

Description	Balance Dec 31, 2017	2018 Budget Transfers In	2018 Budget Transfers out	Projected Balance Dec 31, 2018
Capital Reserves				
Equipment & Infrastructure				
Police				
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
City				
VCC Equipment and Infrastructure	1,476			1,476
City Equipment	8,193,72	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
Debt for Projects	0			0
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
Total Capital Reserves	101,567,804	20,431,333	20,627,290	101,371,847
Operating Reserves				
Financial Stability Reserves				
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
Total Operating Reserves	54,420,936	3,824,307	829,500	57,415,743
Total City Reserves	155,988,740	24,255,640	21,456,790	158,787,590

FINANCIAL PLAN OVERVIEW

Enhancements

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

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

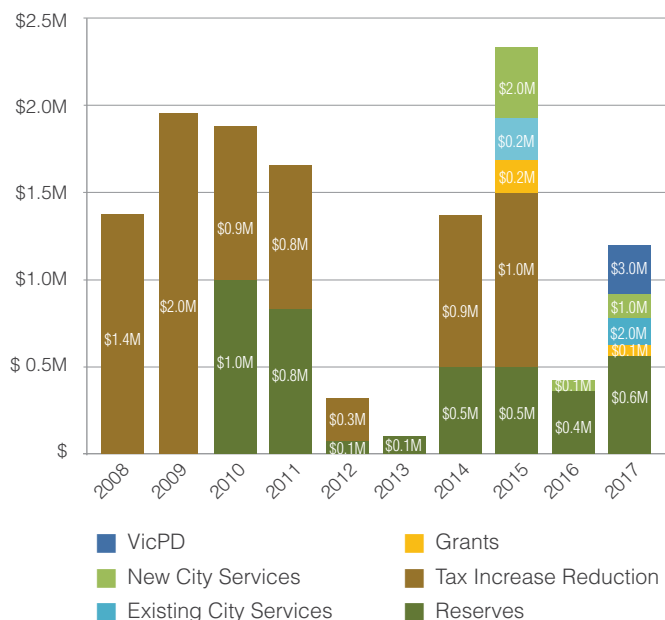
Assessment Growth (Non-Market Change)

As per the Financial Sustainability Policy, to balance infrastructure upgrade needs with ongoing funding requirements, the first \$500,000 of new assessment growth property tax revenue is transferred to reserve.

A conservative early estimate, based on information provided by BC Assessment, excluding the revenue from Capital Park is \$1.9 million. 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.

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

Assessment Growth (Non Market Change) Allocation 2008 to 2017



FINANCIAL PLAN OVERVIEW

Enhancements



The following table outlines the uses of assessment growth revenue in the 2017 Financial Plan.

Ongoing allocation in non-market change revenue

Ongoing Items	\$ Amount
Police Core Budget	277,000
Buildings and Infrastructure Reserve	250,000
Accessibility Reserve	250,000
Real Estate Function	135,000
Tree Care	128,000
Greening of Fleet – Vehicle and Heavy Equipment Reserve	61,722
950 Kings Road Gymnasium Operating Costs	49,000
Arts and Culture Support	25,000
Community Garden Volunteer Coordinator	6,000
Distribution of Mulch to Community Garden Operators	6,000
Victoria Heritage Foundation	5,125
Victoria Civic Heritage Trust	2,153
City of Victoria Medallion Challenge Trophy	500
	\$ 1,195,500

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 in the 2017 Financial Plan.

One-time allocation of 2016 surplus

One Time Items	\$ Amount
Buildings and Infrastructure Reserve	\$1,440,209
Accelerated Local Area Planning (2017 – 2018)	500,000
South Island Prosperity Project (SIPP)	220,000
Vulnerable Population Pilot Project	204,891
Parks Overnight Sheltering	200,000
Parks Infrastructure	158,000
High Risk Tree Removal	150,000
Canada 150 Festivities	150,000
Songhees and Esquimalt First Nations Long House	110,000
Parks Planning Temporary Support	103,000
Victoria Housing Strategy Implementation	100,000
Correspondence Coordinator	87,000
Install Symbol of Lekwungen People	75,000
Adaptive Management Framework	55,000
Temporary Moveable Child Friendly Play Feature In Centennial Square	50,000
City Studio (2017 – 2018)	50,000
Public Works Master Plan	50,000
Seasonal Special Events 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 (2017 – 2019)	45,000
Development Services Temporary Support	42,000
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
	\$ 4,032,800

CONSOLIDATED FINANCIAL PLAN

Operating Budget

Text to come in final document

CONSOLIDATED FINANCIAL PLAN

Operating Budget
Text to come in final document

CONSOLIDATED FINANCIAL PLAN

Operating Budget

Text to come in final document

CONSOLIDATED FINANCIAL PLAN

Capital Budget
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CONSOLIDATED FINANCIAL PLAN

Capital Budget

Text to come in final document

OPERATING BUDGET

Revenues

	2017 Budget	2018 Budget	\$ Change
Deputy City Manager	\$3,000	\$3,000	\$ –
Arts, Culture and Events	397,800	410,750	12,950
Economic Development	–	25,000	25,000
Legislative and Regulatory Services	287,350	257,350	(30,000)
Real Estate	1,786,750	1,751,085	(35,665)
Engineering and Public Works			
Engineering and Public Works	1,495,839	869,923	(625,916)
Solid Waste and Recycling	3,050,454	3,144,079	93,625
Water Utility	19,402,507	19,925,763	523,256
Sewer Utility	7,982,200	7,874,200	(108,000)
Stormwater Utility	6,294,511	6,613,491	318,980
Finance			
Parking Services	16,042,800	16,882,800	840,000
Parks, Recreation and Facilities	2,986,966	2,798,701	(188,265)
Sustainable Planning and Community Development	3,519,552	3,322,500	(197,052)
Victoria Conference Centre	3,739,138	3,987,405	248,267
Victoria Conference Centre Event Flow Through	3,460,000	3,460,000	–
Victoria Fire Department	159,700	79,000	(80,700)
Corporate			
Payment in Lieu of Taxes/Special Assessments	7,416,140	7,620,400	204,260
Fees and Interest	3,490,000	3,490,000	–
Business and Other Licences	1,499,500	1,501,340	1,840
Overhead Recoveries	3,310,160	3,379,109	68,949
Gas Tax	3,428,000	3,591,000	163,000
Fortis Franchise Fee	500,000	540,000	40,000
Traffic Fine Revenue	1,973,000	1,755,000	(218,000)
Miscellaneous	2,099,192	1,978,478	(120,714)
Hotel Tax	–	–	–
Prior Year's Surplus	3,827,909		(3,827,909)
Victoria Police Department	8,736,916	8,289,028	(447,888)
Property Taxes			
Base	124,911,268	124,911,268	–
Assessment Growth Property Tax Revenue		1,347,667	1,347,667
2018 Property Tax Increase		3,462,721	\$ 3,462,721
Total	\$ 231,800,652	\$ 233,271,059	\$ 1,470,407
Total One Time	\$ (6,862,186)	\$ (868,000)	\$ 5,994,186
Total Base Budget	\$ 224,938,466	\$ 232,403,059	\$ 7,464,593

OPERATING BUDGET

Expenditures

	2017 Budget	2018 Budget	\$ Change
City Manager's Office	\$836,980	\$749,980	\$(87,000)
Council	589,875	609,595	19,720
Deputy City Manager	421,470	424,470	3,000
Arts, Culture and Events	1,790,757	1,592,307	(198,450)
Economic Development	495,000	275,000	(220,000)
Engagement	1,880,718	1,855,994	(24,724)
Legislative and Regulatory Services	3,075,936	3,342,904	266,968
Real Estate	1,614,503	1,568,213	(46,290)
Engineering and Public Works			
Engineering and Public Works	14,727,521	14,106,686	(620,835)
Solid Waste and Recycling	3,050,454	3,144,079	93,625
Water Utility	19,402,507	19,925,763	523,256
Sewer Utility	7,982,200	7,874,200	(108,000)
Stormwater Utility	6,294,511	6,613,491	318,980
Finance	7,361,623	7,420,614	58,991
Parking Services	7,591,665	8,429,535	837,870
Human Resources	1,910,393	1,886,988	(23,405)
Legal Services	737,615	741,615	4,000
Parks, Recreation and Facilities	21,044,427	20,584,695	(459,732)
Sustainable Planning and Community Development	5,965,040	5,233,039	(732,001)
Victoria Conference Centre	3,503,818	3,568,591	64,773
Victoria Conference Centre Event Flow Through	3,460,000	3,460,000	–
Victoria Fire Department	16,660,868	16,933,870	273,002
Corporate			–
Contingencies	1,949,387	3,189,400	1,240,013
Debt principal, interest and transfer to reserve	7,827,583	7,827,583	–
Grants	2,834,294	2,871,793	37,499
Hotel Tax		–	–
Miscellaneous	3,057,700	2,717,771	(339,929)
Transfer to Stormwater Utility		–	–
Transfer to Victoria Conference Centre	300,000	300,000	–
Transfer to Reserve Funds	17,139,369	16,591,095	(548,274)
Transfer to Capital Budget			
Base amount	10,100,000	10,100,000	–
Base increase	–	250,000	250,000
One-time surplus	61,000	–	(61,000)
Funding shifted to Operating from Capital	–	(185,000)	(185,000)
Greater Victoria Public Library	4,879,695	5,345,000	465,305
Victoria Police Department	53,253,743	53,921,788	668,045
Total	\$ 231,800,652	\$ 233,271,059	\$ 1,470,407
Total One Time	\$ (6,862,186)	\$ (868,000)	\$ 5,994,186
Total Base Budget	\$ 224,938,466	\$ 232,403,059	\$ 7,464,593

OPERATING BUDGET

Employee Summary

	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
Total	799.98	803.10	803.10	0.00

Note:

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

- 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



Council

City Council as a whole acts as the executive board of the municipal corporation, developing and overseeing policy and the finances of the City of Victoria.

Budget Summary

2018 Base Expenditures	609,595
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>609,595</u>
2017 Base Expenditures	<u>589,875</u>
2017 One Time Expenditures	<u>0</u>
2017 Approved Expenditures	589,875
Base Budget Change	19,720
Change by %	3.34%

Business Unit Summary with Service Areas

Business Unit: 2000 - Council

Department: Council

Budget Year: 2018

Overview:

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

City Council as a whole acts as the executive board of the municipal corporation, developing and overseeing policy and the finances of the City of Victoria.

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

Business Unit Summary with Service Areas

Business Unit: 2000 - Council

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4018	Salaries - Council	429,671	252,493	439,033	447,814	+ 2.00 %
4102	Benefits	17,446	10,197	21,952	22,391	+ 2.00 %
4112	Mileage/Parking	9,404	7,390	11,000	11,000	0.00 %
4116	Conferences/Travel	35,302	26,410	30,000	35,000	+ 16.67 %
4118	Membership Fees	38,412	44,348	39,000	44,500	+ 14.10 %
4312	Office Supplies	2,984	1,882	2,000	2,000	0.00 %
4364	Telecommunications	6,841	3,704	6,000	6,000	0.00 %
4824	Recovery	(8,685)	(365)	0	0	
4867	Mayor's Office Budget	7,600	8,365	12,890	12,890	0.00 %
9211	WO Regular Time	406	0	0	0	
9231	WO Dirty Pay	121	0	0	0	
9321	WO Outside Purchases	21,899	15,221	28,000	28,000	0.00 %
9411	WO Contracted Services	2,602	550	0	0	
Total Expenditures		564,004	370,194	589,875	609,595	
Net Total		(564,004)	(370,194)	(589,875)	(609,595)	

Business Unit Summary with Service Areas

Business Unit: 2000 - Council

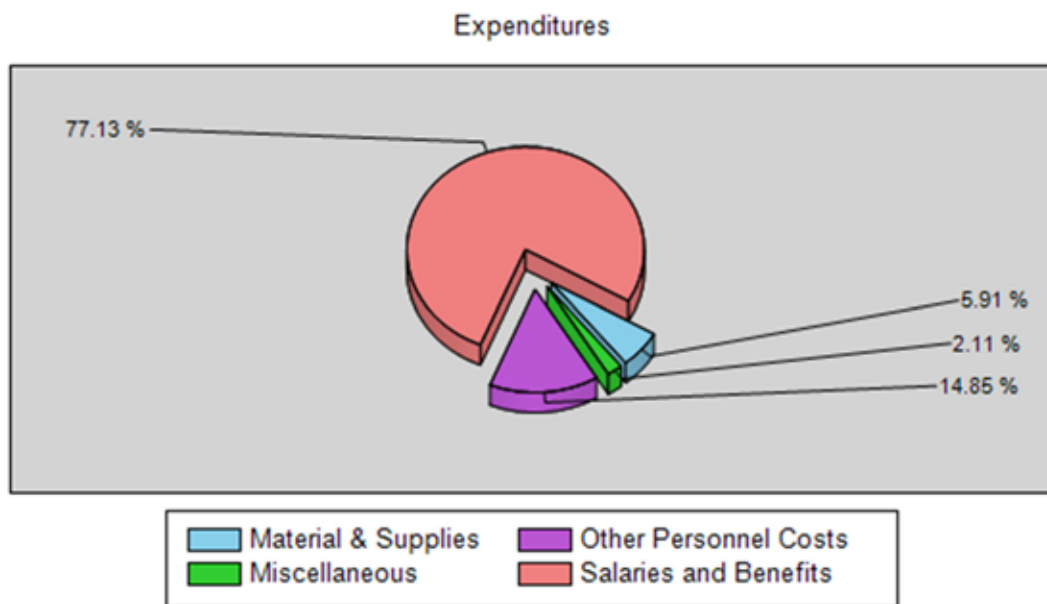
5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4018	Salaries - Council	447,814	456,770	465,906	475,224	484,728
4102	Benefits ¹	22,391	37,839	38,595	39,367	40,155
4112	Mileage/Parking	11,000	11,220	11,444	11,673	11,907
4116	Conferences/Travel	35,000	35,700	36,414	37,142	37,885
4118	Membership Fees	44,500	45,390	46,298	47,224	48,168
4312	Office Supplies	2,000	2,040	2,081	2,122	2,165
4364	Telecommunications	6,000	6,120	6,242	6,367	6,495
4867	Mayor's Office Budget	12,890	13,148	13,411	13,679	13,953
9321	WO Outside Purchases	28,000	28,560	29,131	29,714	30,308
Total Expenditures		609,595	636,786	649,522	662,513	675,763
% Increase			4.46%	2.00%	2.00%	2.00%
Net Total		(609,595)	(636,786)	(649,522)	(662,513)	(675,763)

1. 2015 Council Motion – Health and Dental Benefits

Business Unit Summary with Service Areas

Business Unit: 2000 - Council





City Manager

The City Manager's Office provides strategic leadership to the 1,000 City employees and implements Council policy and direction.

The City Manager is the one employee of Council, providing a liaison between Council and all City staff, monitoring and reporting on the performance of the organization.

The City Manager is accountable to Council for staff performance and responsible for the allocation of all resources to deliver the direction and priorities of Council.

Core Services

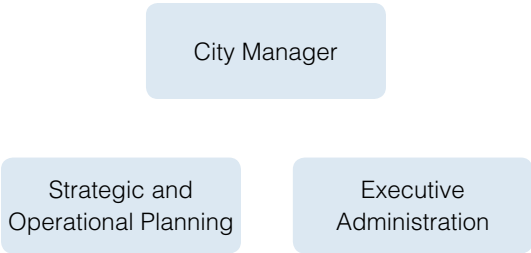
- **Strategic and Operational Planning:** Develop the plan and oversee the quarterly progress reporting and on-going monitoring
- **Executive Administration:** City correspondence, administrative support to City Manager and Mayor's Office

Proposed Initiatives for 2018

- City Day

City Manager

Budget Summary	
2018 Base Expenditures	749,980
2018 One Time Expenditures	0
2018 Proposed Expenditures	749,980
2017 Base Expenditures	749,980
2017 One Time Expenditures	87,000
2017 Approved Expenditures	836,980
Base Budget Change	0
Change by %	0.00%
2018 FTE	5
2017 FTE	5
Change	0
Change by %	0.00%



Business Unit Summary with Service Areas

Business Unit: 2050 - Executive Administration

Department: City Manager's Office **Budget Year:** 2018

Overview:

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

This office provides direct services to the public, senior management and City Council to facilitate responsive communications and services to citizens and taxpayers, as well as City partners and stakeholders.

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

Deliverables:

- Manage meeting requests
- Manage invitations to events and speaking engagements
- Issue proclamations: 65/year
- Manage letters and correspondence
- 30-50 emails/day (including meeting events and speaking requests)
- Letter writing (congratulatory, related to invites or awards, general): 200/year
- Phone calls: 20/day
- Greet and address drop-in citizens
- Mayor's Open Door events
- Schedule Acting Mayor commitments

Business Unit Summary with Service Areas

Business Unit: 2050 - Executive Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	195,135	91,413	242,075	242,075	0.00 %
4016	Salaries – Inside ¹	69,327	30,177	138,184	68,384	- 50.51 %
4070	Overtime	3,463	1,591	0	0	
4080	Auxiliaries/RPT/Seasonal	24,890	66,402	3,500	3,500	0.00 %
4102	Benefits ¹	82,179	41,458	92,100	74,900	- 18.68 %
4112	Mileage/Parking	3,882	1,824	4,000	4,000	0.00 %
4116	Conferences/Travel	0	710	3,100	3,100	0.00 %
4120	Training and Development	0	1,600	1,150	1,150	0.00 %
4312	Office Supplies	2,911	1,685	3,060	3,060	0.00 %
4364	Telecommunications	1,668	904	1,900	1,900	0.00 %
4814	Miscellaneous	2,564	568	5,660	5,660	0.00 %
4824	Recovery	(630)	0	0	0	
Total Expenditures		385,389	238,333	494,729	407,729	
Net Total		(385,389)	(238,333)	(494,729)	(407,729)	

1. 2017 Council Motion - Correspondence Coordinator

Business Unit Summary with Service Areas

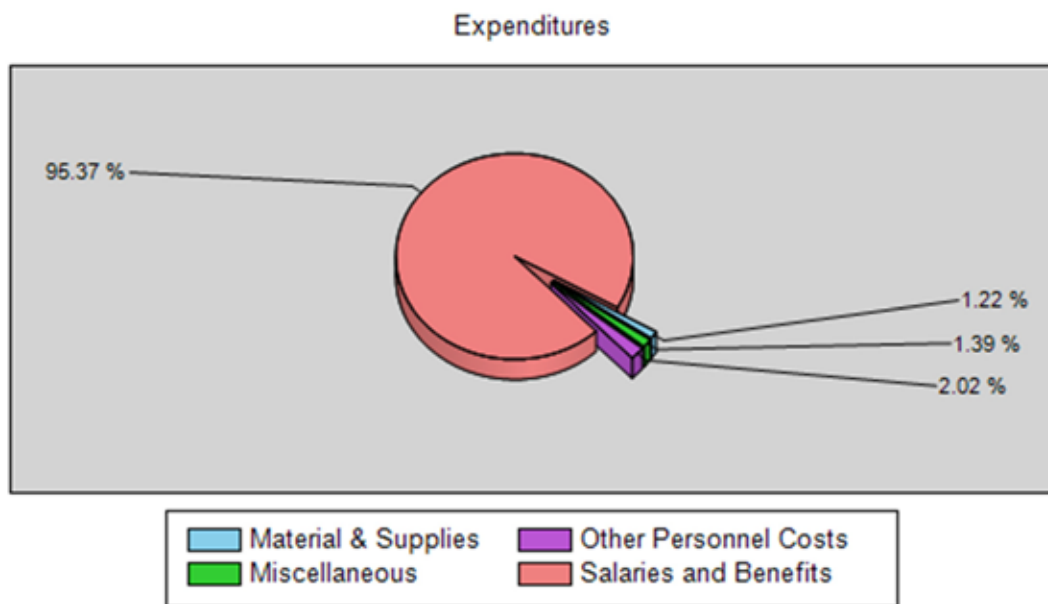
Business Unit: 2050 - Executive Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	242,075	246,917	251,855	256,892	262,030
4016	Salaries – Inside	68,384	69,751	71,146	72,569	74,021
4080	Auxiliaries/RPT/Seasonal	3,500	3,570	3,641	3,714	3,789
4102	Benefits	74,900	76,398	77,926	79,484	81,074
4112	Mileage/Parking	4,000	4,080	4,162	4,245	4,330
4116	Conferences/Travel	3,100	3,162	3,225	3,290	3,356
4120	Training and Development	1,150	1,173	1,196	1,220	1,245
4312	Office Supplies	3,060	3,121	3,184	3,247	3,312
4364	Telecommunications	1,900	1,938	1,977	2,016	2,057
4814	Miscellaneous	5,660	5,773	5,889	6,006	6,127
Total Expenditures		407,729	415,883	424,201	432,685	441,339
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(407,729)	(415,883)	(424,201)	(432,685)	(441,339)

Business Unit Summary with Service Areas

Business Unit: 2050 - Executive Administration



Business Unit Summary with Service Areas

Business Unit: 2060 - City Manager's Office

Department: City Manager's Office **Budget Year:** 2018

Overview:

The City Manager's Office provides strategic leadership to the 1,000 city employees and implements Council policy and direction.

The City Manager is the one employee of Council, who provides a liaison between Council and all City staff, monitoring and reporting on the performance of the organization.

The City Manager is accountable to Council for staff performance and responsible for the allocation of all resources to deliver the direction and priorities of Council.

Deliverables:

- Strategic Planning and Quarterly Reporting
- Budget reporting
- Implementation of the Economic Development Strategy
- Attendance at all Council and committee meetings to provide strategic advice and staff liaison
- Employee outreach to engage and energize staff (e.g. employee forums)

Business Unit Summary with Service Areas

Business Unit: 2060 - City Manager's Office

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	239,744	133,191	239,749	239,749	0.00 %
4102	Benefits	40,388	23,644	57,587	57,587	0.00 %
4116	Conferences/Travel	6,360	802	5,915	5,915	0.00 %
4118	Membership Fees	905	0	500	500	0.00 %
4364	Telecommunications	5,749	1,298	8,000	8,000	0.00 %
4814	Miscellaneous	52	678	500	500	0.00 %
Total Expenditures		293,199	159,614	312,251	312,251	
Net Total		(293,199)	(159,614)	(312,251)	(312,251)	

Business Unit Summary with Service Areas

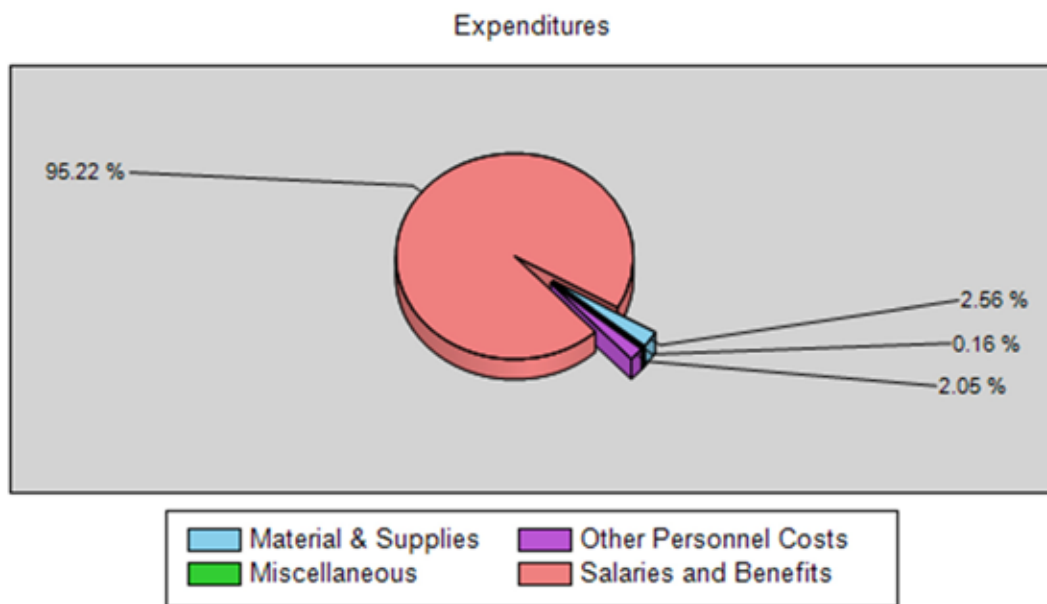
Business Unit: 2060 - City Manager's Office

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	239,749	244,543	249,434	254,422	259,510
4102	Benefits	57,587	58,738	59,913	61,111	62,333
4116	Conferences/Travel	5,915	6,033	6,154	6,277	6,403
4118	Membership Fees	500	510	520	531	541
4364	Telecommunications	8,000	8,160	8,323	8,490	8,659
4814	Miscellaneous	500	510	520	531	541
Total Expenditures		312,251	318,495	324,865	331,361	337,988
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(312,251)	(318,495)	(324,865)	(331,361)	(337,988)

Business Unit Summary with Service Areas

Business Unit: 2060 - City Manager's Office



Business Unit Summary with Service Areas

Business Unit: 2095 - Protocol

Department: City Manager's Office **Budget Year:** 2018

Overview:

The City of Victoria Protocol function provides guidance and support for fostering meaningful First Nations relationships, Twin City and Friendship City relationships, as well as overall cultural and ceremonial support to Council.

The City of Victoria is located on the traditional territories of the Songhees and Esquimalt First Nations.

The Protocol program handles various events, activities and services that benefit, promote, celebrate or enhance the City of Victoria. The program also coordinates the official City delegations to international communities.

As representatives of the Capital City, Mayor and Council are often called upon to act in an official capacity to host dignitaries and interact with the Governor General of Canada, consulates, First Nations and other levels of government.

Deliverables:

- School group visits and number of students
- Mayor's office visits
- First Nations involvement and awareness
- Proclamations
- Half mastings

Business Unit Summary with Service Areas

Business Unit: 2095 - Protocol

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4814	Miscellaneous	8,769	19,615	30,000	30,000	0.00 %
9111	WO Inside Equipment Rent	17	30	0	0	
9211	WO Regular Time	96	136	0	0	
9411	WO Contracted Services	210	0	0	0	
Total Expenditures		9,092	19,780	30,000	30,000	
Net Total		(9,092)	(19,780)	(30,000)	(30,000)	

Business Unit Summary with Service Areas

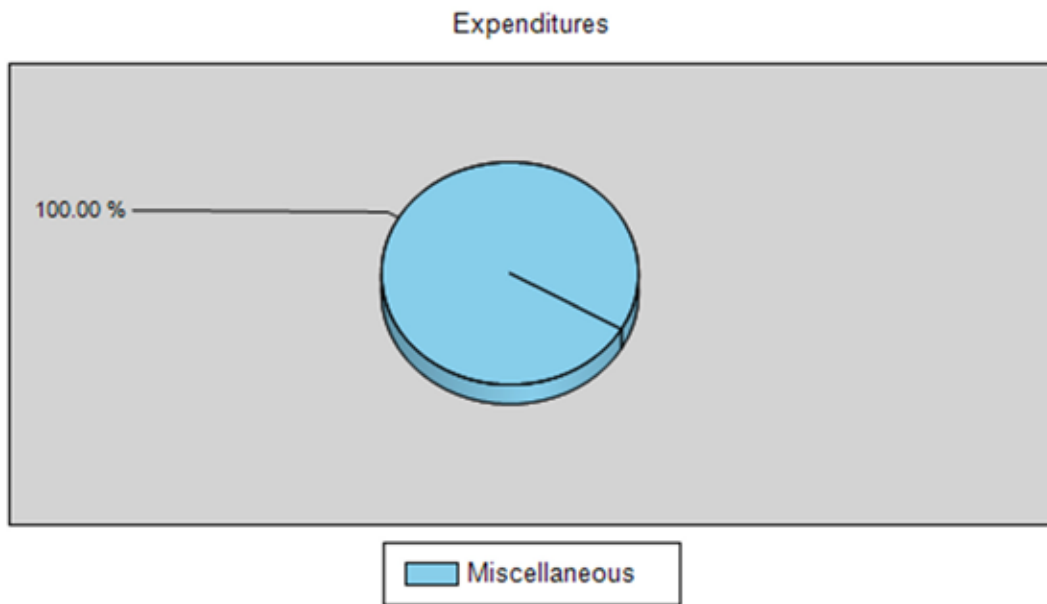
Business Unit: 2095 - Protocol

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
4814 Miscellaneous	30,000	30,600	31,212	31,836	32,473
Total Expenditures	30,000	30,600	31,212	31,836	32,473
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(30,000)	(30,600)	(31,212)	(31,836)	(32,473)

Business Unit Summary with Service Areas

Business Unit: 2095 - Protocol





Deputy City Manager

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

This position is also directly responsible and provides leadership for a number of City departments.

Core Services

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

Proposed Initiatives for 2018

- Land Inventory Property Acquisition, Disposal, Lease
- Real Estate Strategy
- Neighbourhood Grants Program

Deputy City Manager

Budget Summary

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

Deputy
City Manager

Arts, Culture and
Events

Economic
Development

Engagement

Legislative and
Regulatory Services

Real Estate

Victoria Conference
Centre

Business Unit Summary with Service Areas

Business Unit: 2062 - Deputy City Manager

Department: Deputy City Manager **Budget Year:** 2018

Overview:

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

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

Business Unit Summary with Service Areas

Business Unit: 2062 - Deputy City Manager

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
9011	Work Order Revenue	3,000	0	3,000	3,000	0.00 %
Total Revenues		3,000	0	3,000	3,000	
Expenditures						
4010	Salaries - Exempt	324,946	209,797	335,084	335,084	0.00 %
4102	Benefits	65,453	42,417	80,486	80,486	0.00 %
4112	Mileage/Parking	0	0	500	500	0.00 %
4116	Conferences/Travel	517	0	0	3,000	
4118	Membership Fees	245	0	0	0	
4312	Office Supplies	256	47	100	100	0.00 %
4364	Telecommunications	3,007	1,347	2,500	2,500	0.00 %
4814	Miscellaneous	0	0	900	900	0.00 %
9211	WO Regular Time	1,890	0	0	0	
9321	WO Outside Purchases	42	0	1,900	1,900	0.00 %
9411	WO Contracted Services	0	101	0	0	
Total Expenditures		396,356	253,709	421,470	424,470	
Net Total		(393,356)	(253,709)	(418,470)	(421,470)	

Business Unit Summary with Service Areas

Business Unit: 2062 - Deputy City Manager

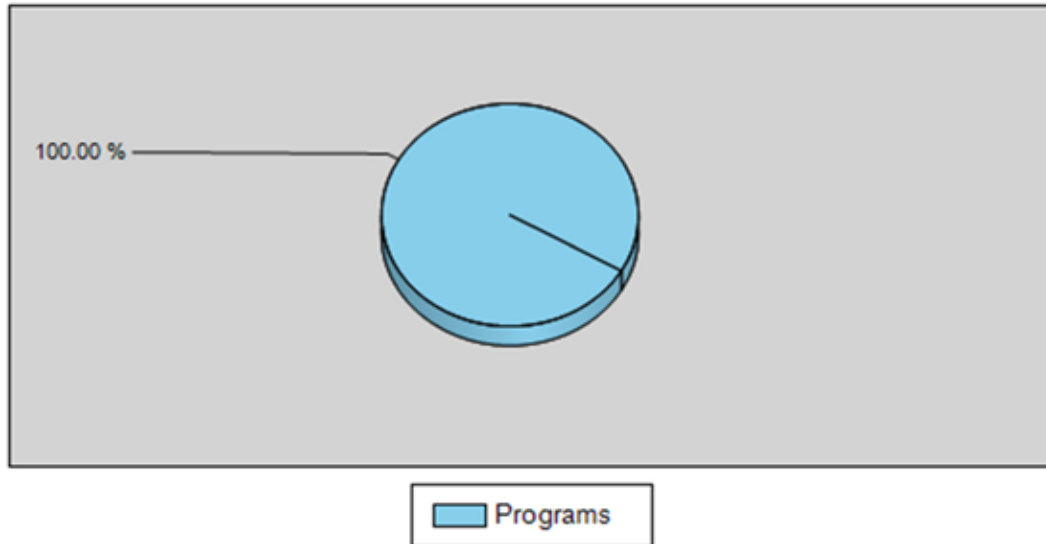
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
9011	Work Order Revenue	3,000	3,000	3,000	3,000	3,000
Total Revenues		3,000	3,000	3,000	3,000	3,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	335,084	341,786	348,622	355,594	362,706
4102	Benefits	80,486	82,096	83,738	85,412	87,121
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	3,000	3,060	3,121	3,184	3,247
4312	Office Supplies	100	102	104	106	108
4364	Telecommunications	2,500	2,550	2,601	2,653	2,706
4814	Miscellaneous	900	918	936	955	974
9321	WO Outside Purchases	1,900	1,938	1,977	2,016	2,057
Total Expenditures		424,470	432,959	441,619	450,451	459,460
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(421,470)	(429,959)	(438,619)	(447,451)	(456,460)

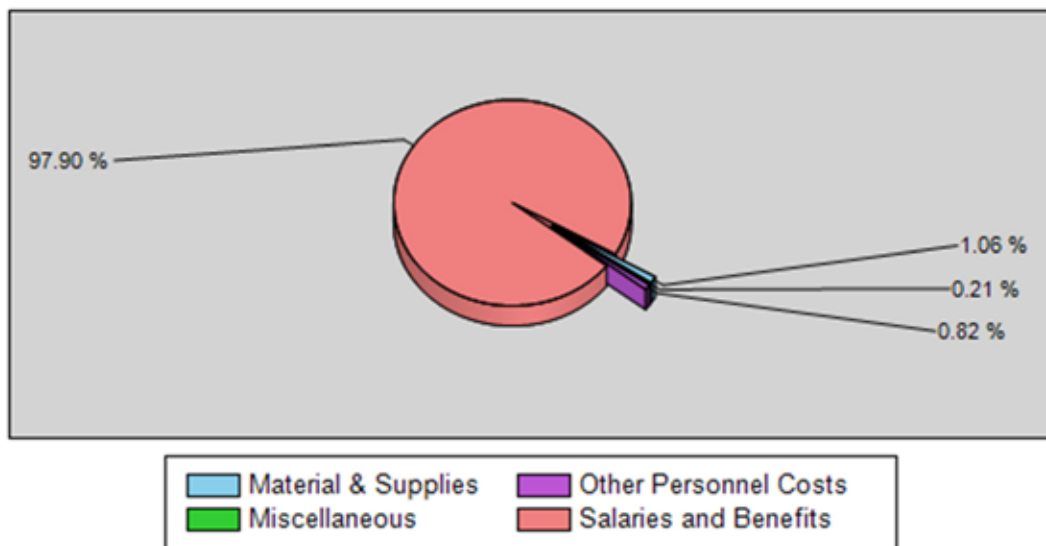
Business Unit Summary with Service Areas

Business Unit: 2062 - Deputy City Manager

Revenues



Expenditures





Arts, Culture and Events

Arts, Culture and Events Services aim to enhance neighbourhoods, foster arts and culture, and work to create a city that is a natural draw for festivals and events. This business unit funds arts, culture and events initiatives to support community vibrancy and economic impact through tourism.

Core Services

- Special event liaison and permitting
- Film permitting, Film Commission liaison and coordination support
- Special Event Technical Committee
- Festival Investment Grant program
- Festival Equipment Loan coordination and maintenance
- Noise bylaw exemptions, special occasion licences, block party permits
- Public art commissioning and maintenance
- Poet Laureate and Youth Poet Laureate programs
- Marketing and promotional support for programming and festivals
- Community development support to arts and culture organizations

Proposed Initiatives for 2018

- Arts and Culture Master Plan Implementation

Arts, Culture and Events

Budget Summary

2018 Base Expenditures	1,384,807
2018 One Time Expenditures	207,500
2018 Proposed Expenditures	<u>1,592,307</u>

2017 Base Expenditures	1,354,957
2017 One Time Expenditures	435,800
2017 Approved Expenditures	<u>1,790,757</u>

Base Budget Change	29,850
Change by %	2.20%

2018 Base Revenues	203,250
2018 One Time Revenues	207,500
2018 Proposed Revenues	<u>410,750</u>

2017 Base Revenues	202,000
2017 One Time Revenues	195,800
2017 Approved Revenues	<u>397,800</u>

Base Budget Change	1,250
Change by %	0.62%

2018 FTE	7.29
2017 FTE	7.29
Change	0
Change by %	0.00%

ARTS, CULTURE AND EVENTS

Performance Metrics

Measuring Success – Community Led Specials Event and Film Permits

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
Number of community led special events and film permits	277	311	315
How well did we do it?			
Event investment per capita	\$5.60	\$5.90	\$6.11
Story behind the data	<p>The City of Victoria recognizes that local, regional, national and international events of all types have an important role to play in contributing to improved quality of life of Victoria residents. Community-based festivals and celebrations reflect the vibrant, distinct and diverse character of Victoria and its residents. Events offer opportunities to create economic, social, health and community benefits. The Festival Investment Grant program is designed to provide support to organizations producing festivals and celebrations that will deliver significant economic impact, vitality and vibrancy within the City of Victoria, particularly the downtown core. The data reflects investment in special event support including Festival Investment Grant allocations, city in kind support such as police, traffic control, and festival equipment labour. Film production is experiencing a slow down on the Island in 2016. 2017 will be a very busy event year as many new events emerge to mark Canada's 150th. Based on 2016 Census data.</p>		

Is anyone better off?

Story behind the data	High quality festivals and celebrations contribute to the community's well-being and economic health. The City places the pursuit of arts, culture and tourism opportunities as one of its primary objectives as a means to strengthen its downtown and enhance the City's livability.
Where do we want to go?	Be a leader in high quality event service delivery for outdoor events, films and festivals to support economic vibrancy and prosperity. The City has embarked on an Arts and Culture Master Plan to identify comprehensive objectives and direction that is complete and strategic.

Measuring Success – City-organized Arts and Culture programs and events

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
Number of free, city-organized arts and culture programs and events	168	176	243
How well did we do it?			
Number of participants and attendees at city produced events and programs	32,000	32,000	32,000
Story behind the data	<p>The City of Victoria provides leadership and support to initiatives related to arts and culture including free events, concerts and programs in Centennial Square and Cameron Bandshell as well as literary events through the poet laureate positions provide a diversity of programs to participate in.</p>		

Is anyone better off?

Story behind the data	Victoria is the regional centre for arts and culture. We lead efforts to enhance our neighbourhoods, foster arts and culture and work to create a City that is vibrant and people centered.
Where do we want to go?	The City's Strategic Plan outcome states the support for arts and culture is increased, inclusive and strategic. The City will embark on an Arts and Culture Master Plan to identify comprehensive objectives and direction that is complete and strategic.

ARTS, CULTURE AND EVENTS

Performance Metrics

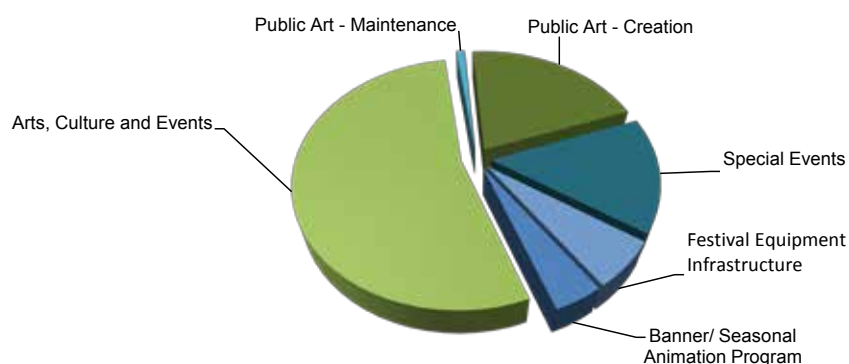
Measuring Success – Number of Public Art Objects Maintained by the City				
Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of public art objects		91	97	112
How well did we do it?				
Number of public art applicants applying to competitions		73	17	65
Dollar value of public art		\$4.57 million	\$4.68 million	\$5.18 million
Story behind the data		Refreshed in 2010, the Art in Public Places Policy commits \$135,000 annually to public art which is placed in a reserve fund. Construction projects will include public art for up to one per cent of the construction costs. The City of Victoria's Art in Public Places Policy reflects current best practices and creates a broad range of opportunities for citizen participation and opportunities for artists. Art in Public Places is a vital ingredient in the cultural fabric and streetscape of a creative city. Every five years the City has the public art professionally appraised. The last appraisal was completed in December 2013.		
Is anyone better off?				
Story behind the data		Greater accessibility to the City's art collection through the public realm and the City's website. Art in its many forms has the power to energize public spaces, make us think and transform where we work, live and play. Artworks in public places increase the livability and artistic richness of our city, by making art a part of our environment and creating a legacy for future generations.		
Where do we want to go?		The City continues to invest in public art commissions attracting emerging and established artists across Canada. The City will embark on an Arts and Culture Master Plan to identify comprehensive objectives and direction that is complete and strategic.		

ARTS, CULTURE AND EVENTS

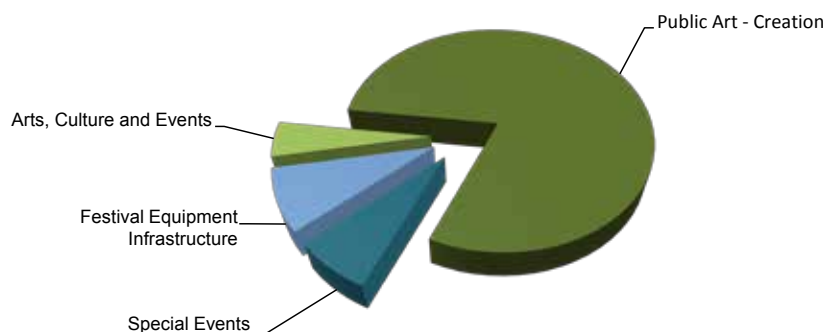
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Arts, Culture and Events	34,300	19,750	(14,550)	-42.42%
Public Art – Creation	315,000	327,500	12,500	3.97%
Special Events	13,500	28,500	15,000	111.11%
Festival Equipment Infrastructure	35,000	35,000	0	0.00%
Total	397,800	410,750	12,950	3.26%
Expenditures				
Banner/Seasonal Animation Program	64,000	64,000	0	0.00%
Arts, Culture and Events	838,778	852,828	14,050	1.68%
Public Art – Maintenance	15,000	15,000	0	0.00%
Canada 150	150,000	0	(150,000)	-100.00%
Public Art – Creation	390,000	327,500	(62,500)	-16.03%
Special Events	237,572	237,572	0	0.00%
Festival Equipment Infrastructure	95,406	95,406	0	0.00%
Total	1,790,757	1,592,307	(198,450)	-11.08%
Net	1,392,957	1,181,557	(211,400)	-15.18%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 4505 - Banner/Seasonal Animation Program

Department: Arts, Culture and Events **Budget Year:** 2018

Overview:

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

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

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

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

Deliverables:

Seasonal Animation Program including:

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

Business Unit Summary with Service Areas

Business Unit: 4505 - Banner/Seasonal Animation Program

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
9011	Work Order Revenue	3,837	0	0	0	
Total Revenues		3,837	0	0	0	
Expenditures						
9111	WO Inside Equipment Rent	25	0	0	0	
9121	WO Outside Equipment Ren	2,390	0	0	0	
9211	WO Regular Time	240	0	0	0	
9321	WO Outside Purchases	2,670	4,381	0	0	
9411	WO Contracted Services	62,091	21,453	64,000	64,000	0.00 %
Total Expenditures		67,416	25,833	64,000	64,000	
Net Total		(63,579)	(25,833)	(64,000)	(64,000)	

Business Unit Summary with Service Areas

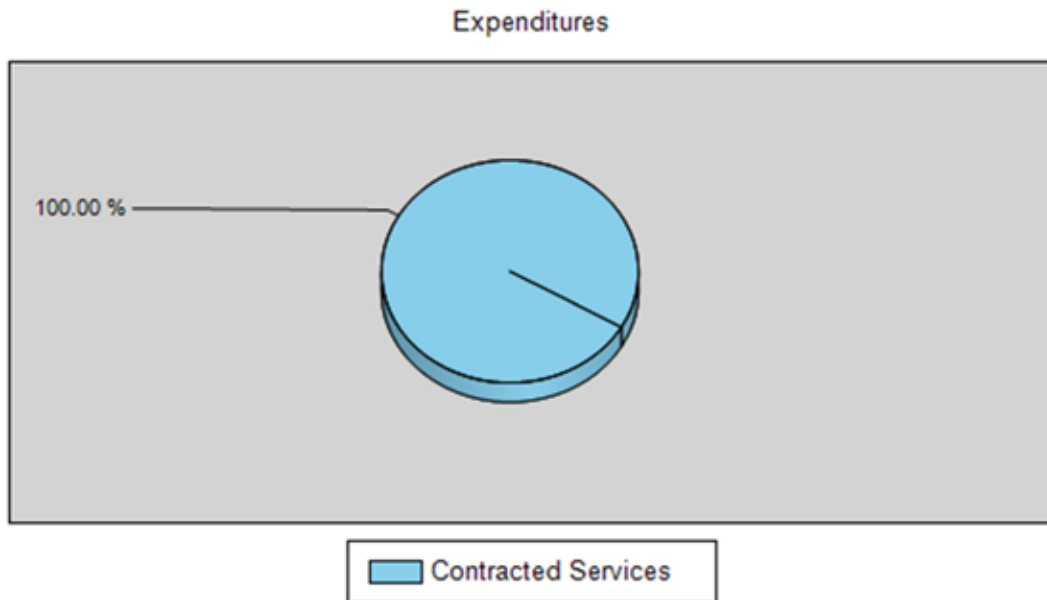
Business Unit: 4505 - Banner/Seasonal Animation Program

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9411	WO Contracted Services	64,000	65,280	66,586	67,917	69,276
Total Expenditures		64,000	65,280	66,586	67,917	69,276
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(64,000)	(65,280)	(66,586)	(67,917)	(69,276)

Business Unit Summary with Service Areas

Business Unit: 4505 - Banner/Seasonal Animation Program



Business Unit Summary with Service Areas

Business Unit: 5240 - Arts, Culture and Events

Department: Arts, Culture and Events **Budget Year:** 2018

Overview:

Funds and programs accessible arts, culture and event initiatives to support community vibrancy. Economic impact is generated through arts, culture and event activities that attract visitors and residents throughout the City.

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

Deliverables:

- Annual Butler Book Prize
- Greater Victoria Performing Art Award: Silver Medallion
- Poet Laureate and Youth Poet Laureate positions
- Arts Victoria website and promotional support to website www.artsvictoria.ca (cultural mapping website and online cultural resource)
- 35,000 City Vibes brochures distributed
- Centennial Square programs: 32 free lunchtime concerts plus (7 Eventide Events, 31 dance instruction in salsa, ballroom and latin dancing, 5 arts and craft activities, 10 hand drumming sessions, 5 fitness classes, 17 chess and board game events)
- Cameron Bandshell programs: 39 lunchtime concerts, 7 folk evening concerts, 6 children concerts, 7 choir and singing sessions, 4 argentine tango lessons, 2 writers in the park series
- 32,000 estimated attendance at free programs (15,000 in Centennial Square, 17,000 at Cameron Bandshell)
- Projected 140 event days in Centennial Square and 60 event days in Cameron Bandshell
- Projected 50 Special Event Permits issued for community use of Centennial Square
- Commercial Alley art installation
- Public Art Symposium
- Create Victoria Initiatives: Quick Wins

Business Unit Summary with Service Areas

Business Unit: 5240 - Arts, Culture and Events

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	19,617	5,228	17,500	17,500	0.00 %
3282	Band Shell	1,336	319	1,000	1,000	0.00 %
3760	Grants	3,700	0	0	0	
3762	Sponsorship	5,250	2,750	0	1,250	
5075	Financial Stability Reserve ¹	0	0	15,800	0	
Total Revenues		29,904	8,296	34,300	19,750	
Expenditures						
4016	Salaries - Inside	387,527	239,102	417,263	425,334	+ 1.93 %
4070	Overtime	16,903	11,883	0	0	
4080	Auxiliaries/RPT/Seasonal	86,217	22,590	25,000	44,801	+ 79.20 %
4102	Benefits	101,101	65,337	100,157	102,135	+ 1.97 %
4112	Mileage/Parking	745	117	400	500	+ 25.00 %
4116	Conferences/Travel	6,508	2,239	9,100	9,500	+ 4.40 %
4118	Membership Fees	435	480	446	500	+ 12.11 %
4120	Training and Development	1,673	1,155	2,500	2,500	0.00 %
4216	Contracted Services ¹	252,155	99,961	273,588	257,000	- 6.06 %
4217	Honorariums	300	0	0	0	
4312	Office Supplies	5,324	2,828	4,000	5,000	+ 25.00 %
4364	Telecommunications	3,618	2,986	3,150	3,850	+ 22.22 %
4814	Miscellaneous	218	85	500	709	+ 41.80 %
4852	Licence Fees	920	371	2,675	1,000	- 62.62 %
6035	Transfer to Financial Stability Reserve	15,827	0	0	0	
9111	WO Inside Equipment Rent	455	25	0	0	
9211	WO Regular Time	8,105	407	0	0	
9321	WO Outside Purchases	2,994	2,898	0	0	
9411	WO Contracted Services	6,799	0	0	0	
Total Expenditures		897,825	452,463	838,778	852,828	
Net Total		(867,921)	(444,166)	(804,478)	(833,078)	

1. 2015 Council Motion – Cultural Master Plan

Business Unit Summary with Service Areas

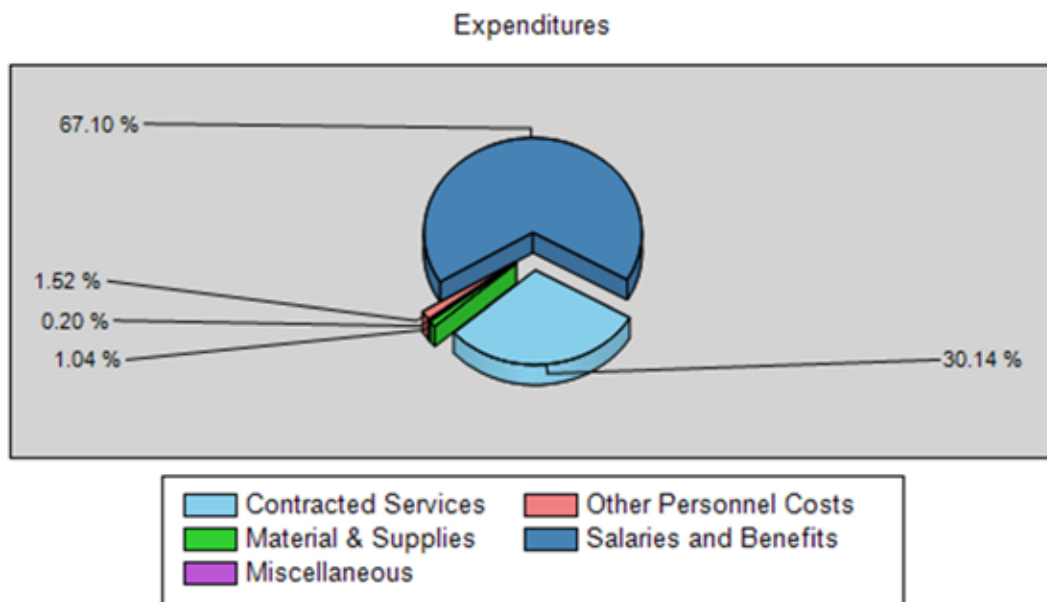
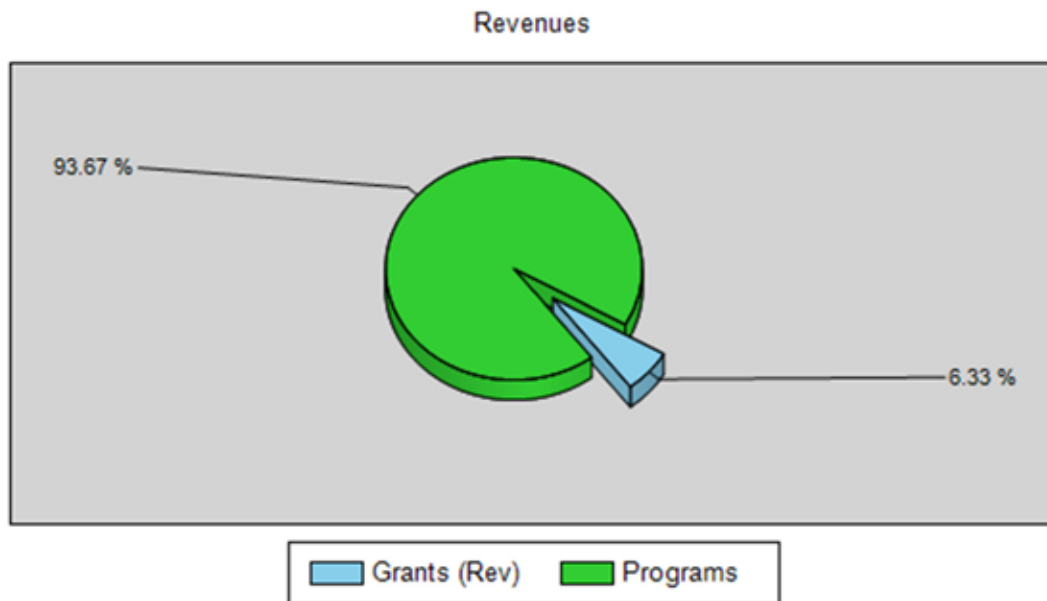
Business Unit: 5240 - Arts, Culture and Events

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3274	Miscellaneous Fees	17,500	17,500	17,500	17,500	17,500
3282	Band Shell	1,000	1,020	1,040	1,061	1,082
3762	Sponsorship	1,250	1,250	1,250	1,250	1,250
Total Revenues		19,750	19,770	19,790	19,811	19,832
% Increase			0.10%	0.10%	0.11%	0.11%
Expenditures						
4016	Salaries - Inside	425,334	433,829	442,506	451,357	460,383
4080	Auxiliaries/RPT/Seasonal	44,801	45,697	46,611	47,543	48,494
4102	Benefits	102,135	104,177	106,261	108,386	110,554
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	9,500	9,690	9,884	10,081	10,283
4118	Membership Fees	500	510	520	531	541
4120	Training and Development	2,500	2,550	2,601	2,653	2,706
4216	Contracted Services	257,000	262,140	267,383	272,730	278,185
4312	Office Supplies	5,000	5,100	5,202	5,306	5,412
4364	Telecommunications	3,850	3,927	4,006	4,086	4,167
4814	Miscellaneous	709	723	738	752	767
4852	Licence Fees	1,000	1,020	1,040	1,061	1,082
Total Expenditures		852,828	869,874	887,271	905,018	923,117
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(833,078)	(850,104)	(867,481)	(885,206)	(903,284)

Business Unit Summary with Service Areas

Business Unit: 5240 - Arts, Culture and Events



Business Unit Summary with Service Areas

Business Unit: 5245 - Public Art - Maintenance

Department: Arts, Culture and Events **Budget Year:** 2018

Overview:

Supports the repair and maintenance of existing public art.

Deliverables:

Priorities are based on a maintenance plan developed from the City's public art conservation report, including:

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

Business Unit Summary with Service Areas

Business Unit: 5245 - Public Art - Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4216	Contracted Services	4,300	0	0	0	
4822	Repairs and Maintenance	3,430	127	15,000	15,000	0.00 %
9111	WO Inside Equipment Rent	492	0	0	0	
9211	WO Regular Time	4,467	0	0	0	
9311	WO Inventory Purchases	34	0	0	0	
9321	WO Outside Purchases	209	0	0	0	
Total Expenditures		12,931	127	15,000	15,000	
Net Total		(12,931)	(127)	(15,000)	(15,000)	

Business Unit Summary with Service Areas

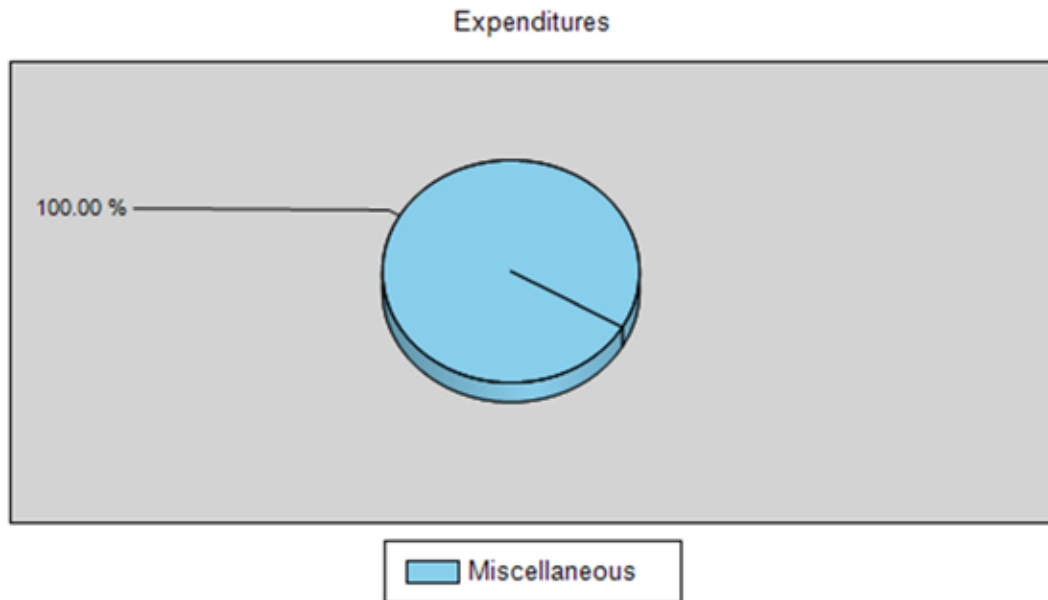
Business Unit: 5245 - Public Art - Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4822	Repairs and Maintenance	15,000	15,300	15,606	15,918	16,236
Total Expenditures		15,000	15,300	15,606	15,918	16,236
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(15,000)	(15,300)	(15,606)	(15,918)	(16,236)

Business Unit Summary with Service Areas

Business Unit: 5245 - Public Art - Maintenance



Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

Department: Arts, Culture and Events **Budget Year:** 2018

Overview:

Funds contracts for the design, production and installation of art in the public realm in accordance with the Art in Public Places Policy from 2010. Funding can be used to incorporate public art into capital project design elements, to create stand-alone artwork or for public art in other appropriate locations. Public art will expand to also include creative placemaking opportunities.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5069	Trf from Public Art ¹	106,625	0	315,000	327,500	+ 3.97 %
Total Revenues		106,625	0	315,000	327,500	
Expenditures						
4216	Contracted Services ¹	7,000	53,350	295,000	327,500	+ 11.02 %
9111	WO Inside Equipment Rent	118	0	0	0	
9211	WO Regular Time	1,856	0	0	0	
9321	WO Outside Purchases	55	0	0	0	
9411	WO Contracted Services ¹	97,595	0	95,000	0	
Total Expenditures		106,625	53,350	390,000	327,500	
Net Total		0	(53,350)	(75,000)	0	

1. Artist in Residence and Neighbourhood Projects

Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

5 Year Forecast:

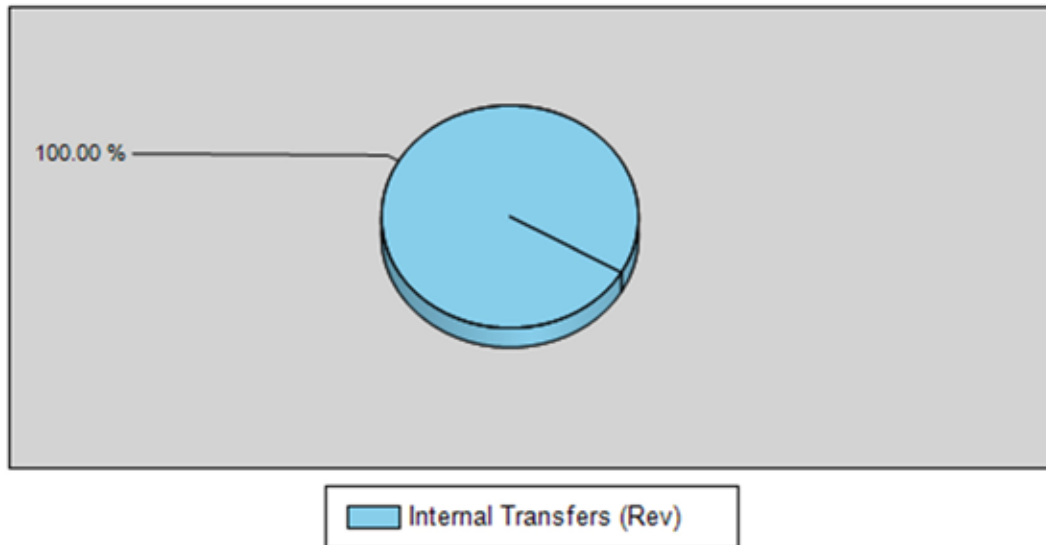
		2018	2019	2020	2021	2022
Revenues						
5069	Trf from Public Art ¹	327,500	135,000	135,000	135,000	135,000
Total Revenues		327,500	135,000	135,000	135,000	135,000
% Increase			(58.78%)	0.00%	0.00%	0.00%
Expenditures						
4216	Contracted Services ¹	327,500	135,000	135,000	135,000	135,000
Total Expenditures		327,500	135,000	135,000	135,000	135,000
% Increase			(58.78%)	0.00%	0.00%	0.00%
Net Total		0	0	0	0	0

1. Artist in Residence and Neighbourhood Projects

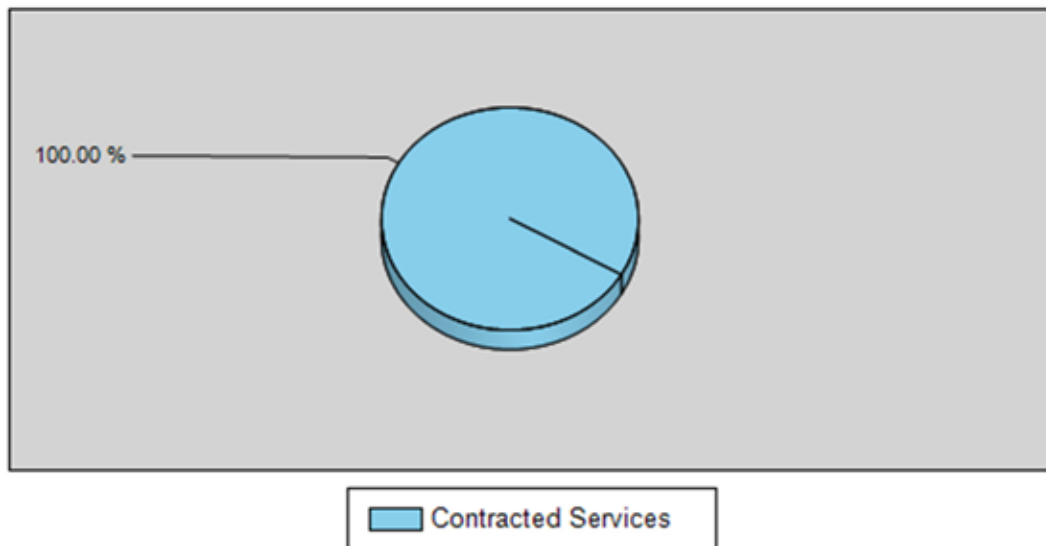
Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5265 - Canada 150

Department: Arts, Culture and Events **Budget Year:** 2018

Overview:

Staff support, city services in-kind and cash contributions toward celebrations related to Canada's 150th in Victoria to complement offsetting funding from Canadian Heritage Canada 150 funding.

Deliverables:

Programming support for City and Spirit Committee on 150th related initiatives and event planning. City service support for activations and related event police support.

Business Unit Summary with Service Areas

Business Unit: 5265 - Canada 150

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3760	Grants	224,000	200,000	0	0	
Total Revenues		224,000	200,000	0	0	
Expenditures						
4016	Salaries - Inside	0	9,104	0	0	
4070	Overtime	0	2,777	0	0	
4080	Auxiliaries/RPT/Seasonal	0	29,484	0	0	
4102	Benefits	0	2,790	0	0	
4216	Contracted Services	224,000	440,000	50,000	0	
9111	WO Inside Equipment Rent	0	2,356	0	0	
9211	WO Regular Time	0	3,351	40,000	0	
9221	WO Overtime	0	7,063	0	0	
9311	WO Inventory Purchases	0	33	0	0	
9321	WO Outside Purchases	0	42,557	60,000	0	
Total Expenditures		224,000	539,515	150,000	0	
Net Total		0	(339,515)	(150,000)	0	

Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events

Department: Arts, Culture and Events **Budget Year:** 2018

Overview:

Victoria hosts a range of events, from world-class competitions and festivals to neighbourhood block parties and weddings.

This business unit reflects the provision of the special event permit function including City services in support of special events, festivals and filming, other than those provided in Centennial Square, including police, fire, public works, barricades, signage, etc.

Signature events supported by this business unit include Canada Day, the Highland Games, Symphony Splash, Moss Street Paint-In, Car Free Day and many others including large and small community events.

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

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3129	Film Permit Fees	6,705	5,037	8,500	8,500	0.00 %
3274	Miscellaneous Fees	5,225	2,975	5,000	5,000	0.00 %
5075	Financial Stability Reserve ¹	0	0	0	15,000	
Total Revenues		11,930	8,012	13,500	28,500	
Expenditures						
4216	Contracted Services	25,000	300	25,000	25,000	0.00 %
4814	Miscellaneous	1,173	136	0	0	
9111	WO Inside Equipment Rent	16,196	5,216	0	0	
9121	WO Outside Equipment Ren	685	0	0	0	
9211	WO Regular Time ¹	38,454	15,752	109,626	109,626	0.00 %
9221	WO Overtime	7,348	5,959	0	0	
9311	WO Inventory Purchases	1,442	1,402	0	0	
9321	WO Outside Purchases ¹	148,763	31,411	9,000	9,000	0.00 %
9411	WO Contracted Services	1,065	367	93,946	93,946	0.00 %
Total Expenditures		240,124	60,542	237,572	237,572	
Net Total		(228,194)	(52,530)	(224,072)	(209,072)	

1. 2017 Council Motion - Car Free Day (2017, 2018 and 2019)

Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events

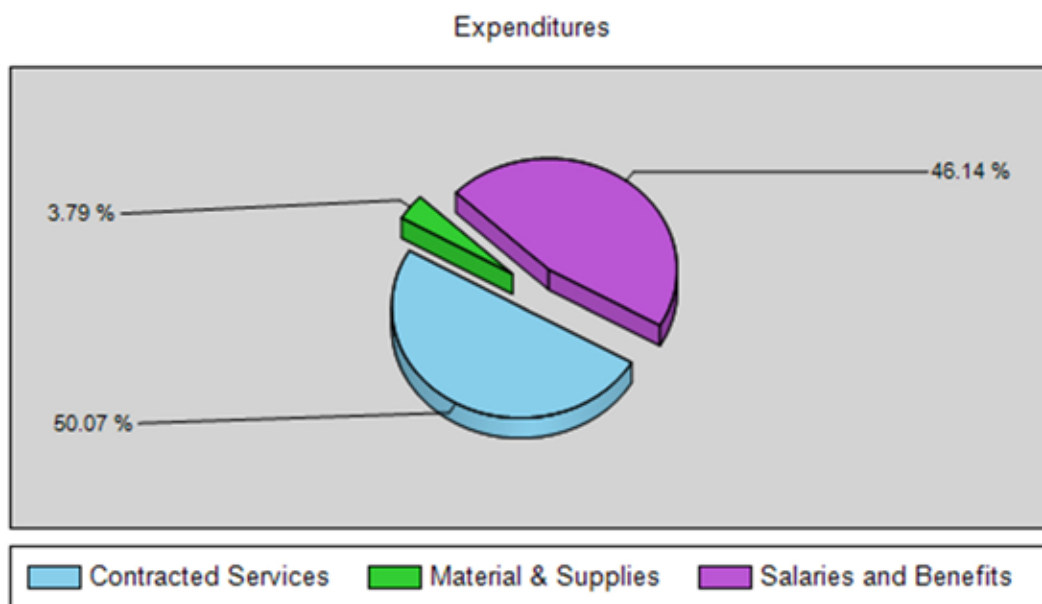
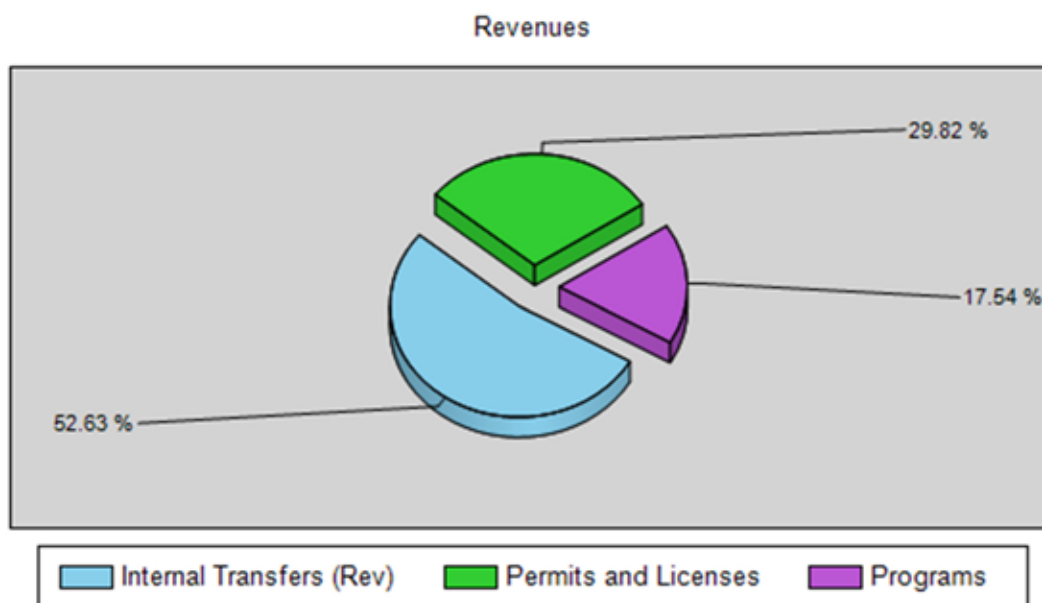
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3129	Film Permit Fees	8,500	8,500	8,500	8,500	8,500
3274	Miscellaneous Fees	5,000	5,000	5,000	5,000	5,000
5075	Financial Stability Reserve ¹	15,000	15,000	0	0	0
Total Revenues		28,500	28,500	13,500	13,500	13,500
% Increase			0.00%	(52.63%)	0.00%	0.00%
Expenditures						
4216	Contracted Services	25,000	25,500	26,010	26,530	27,061
9211	WO Regular Time ¹	109,626	111,699	107,812	109,969	112,168
9321	WO Outside Purchases ¹	9,000	9,000	0	0	0
9411	WO Contracted Services	93,946	95,825	97,741	99,696	101,690
Total Expenditures		237,572	242,023	231,564	236,195	240,919
% Increase			1.87%	(4.32%)	2.00%	2.00%
Net Total		(209,072)	(213,523)	(218,064)	(222,695)	(227,419)

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

Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events



Business Unit Summary with Service Areas

Business Unit: 5555 - Festival Equipment Infrastructure

Department: Arts, Culture and Events **Budget Year:** 2018

Overview:

Provides special event equipment to event organizers to attract special events that bring vibrancy to the community and generate local economic activity. Equipment including stages, bleachers, tables, tents and folding chairs are available for loan/rent to organizations staging festivals and special events within and outside the City. This business unit will also manage the maintenance and replacement of equipment and includes delivery, set up, and teardown services.

Deliverables:

- 115-135 events
- 30 rentals to internal customers

Business Unit Summary with Service Areas

Business Unit: 5555 - Festival Equipment Infrastructure

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3408	Equipment Rental	36,186	17,641	35,000	35,000	0.00 %
Total Revenues		36,186	17,641	35,000	35,000	
Expenditures						
4016	Salaries - Inside	0	11,843	56,149	56,149	0.00 %
4070	Overtime	0	4,691	0	0	
4080	Auxiliaries/RPT/Seasonal	74,892	24,891	0	0	
4102	Benefits	0	5,914	13,757	13,757	0.00 %
4120	Training and Development	0	0	500	500	0.00 %
4216	Contracted Services	60,416	25,762	60,000	60,000	0.00 %
4412	Equipment Rentals	15,600	7,009	16,000	16,000	0.00 %
4418	Equipment	481	371	3,000	3,000	0.00 %
4822	Repairs and Maintenance	5,717	73	6,000	6,000	0.00 %
4824	Recovery	(53,935)	(21,496)	(60,000)	(60,000)	0.00 %
9211	WO Regular Time	758	642	0	0	
9311	WO Inventory Purchases	16	0	0	0	
9321	WO Outside Purchases	375	13	0	0	
9441	WO Insurance-Vehicle	0	172	0	0	
Total Expenditures		104,321	59,887	95,406	95,406	
Net Total		(68,134)	(42,246)	(60,406)	(60,406)	

Business Unit Summary with Service Areas

Business Unit: 5555 - Festival Equipment Infrastructure

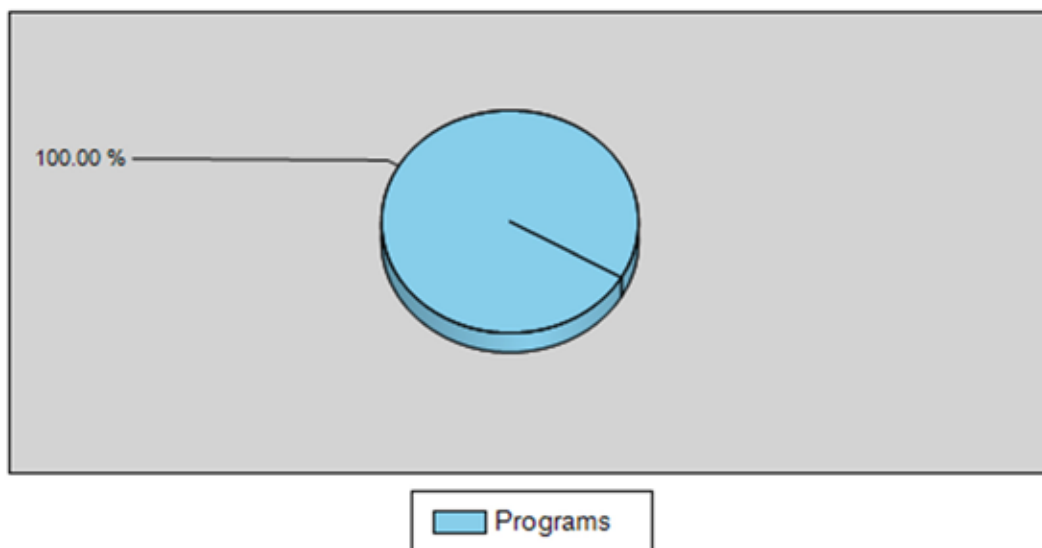
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3408	Equipment Rental	35,000	35,700	36,414	37,142	37,885
Total Revenues		35,000	35,700	36,414	37,142	37,885
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	56,149	57,272	58,418	59,586	60,778
4102	Benefits	13,757	14,032	14,312	14,599	14,891
4120	Training and Development	500	510	520	531	541
4216	Contracted Services	60,000	61,200	62,424	63,672	64,946
4412	Equipment Rentals	16,000	16,320	16,646	16,979	17,319
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4822	Repairs and Maintenance	6,000	6,120	6,242	6,367	6,495
4824	Recovery	(60,000)	(61,200)	(62,424)	(63,672)	(64,946)
Total Expenditures		95,406	97,314	99,261	101,246	103,271
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(60,406)	(61,614)	(62,847)	(64,103)	(65,386)

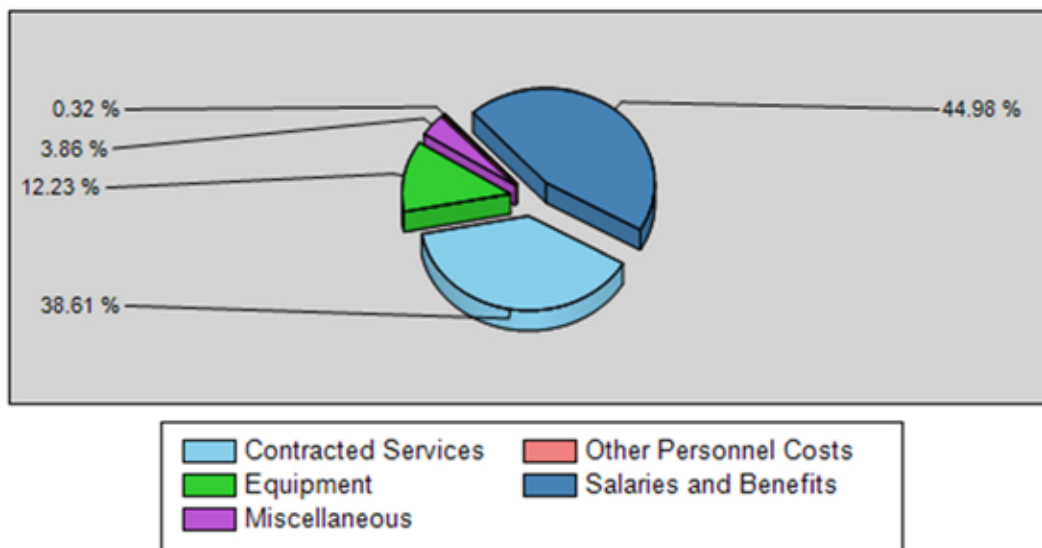
Business Unit Summary with Service Areas

Business Unit: 5555 - Festival Equipment Infrastructure

Revenues



Expenditures





Economic Development

The Economic Development function is guided by recommendations from the Mayor's Task Force on Economic Development and Prosperity. The task force identified six primary “engines” to drive Victoria's businesses, generate jobs, raise household incomes and increase well-being over the next four years. The six engines include: advanced education and research and development; the ocean and marine sector; experiential tourism; government; technology; and entrepreneurship, start-ups and social enterprise.

Core Services

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

Proposed Initiatives for 2018

- Business Hub
- City Studio
- Trade Mission

Economic Development

Budget Summary

2018 Base Expenditures	250,000
2018 One Time Expenditures	25,000
2018 Proposed Expenditures	275,000

2017 Base Expenditures	250,000
2017 One Time Expenditures	245,000
2017 Approved Expenditures	495,000
Base Budget Change	0
Change by %	0.00%

2018 Base Revenues	0
2018 One Time Revenues	25,000
2018 Proposed Revenues	25,000

2017 Base Revenues	0
2017 One Time Revenues	0
2017 Approved Revenues	0
Base Budget Change	0
Change by %	0.00%

2018 FTE	1.00
2017 FTE	1.00
Change	0
Change by %	0.00%

Business Unit Summary with Service Areas

Business Unit: 2461 - City Studio

Department: Economic Development **Budget Year:** 2018

Overview:

City Studio Victoria is a place for authentic community engagement. Located on the traditional territories of the Songhees and Esquimalt nations, City Studio is a joint commitment and a collaboration among the region's three post-secondary institutions, the City of Victoria and the community. It's an inclusive, creative place that inspires and engages students as they learn by working on projects with city staff and community members, playing with ideas, and exploring complex urban systems. City Studio builds civic capacity, gives students opportunities to make a contribution and have an impact in the community and can lead to meaningful employment after graduation.

Deliverables:

City Studio will build relationships between the post-secondary institutions and the community through responsive, innovative programming.

Business Unit Summary with Service Areas

Business Unit: 2461 - City Studio

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve ¹	0	0	0	25,000	
Total Revenues		0	0	0	25,000	
Expenditures						
4364	Telecommunications	0	326	0	0	
4814	Miscellaneous ¹	0	4,902	25,000	25,000	0.00 %
Total Expenditures		0	5,228	25,000	25,000	
Net Total		0	(5,228)	(25,000)	0	

1. 2017 Council Motion - City Studio (2017 and 2018)

Business Unit Summary with Service Areas

Business Unit: 2461 - City Studio

5 Year Forecast:

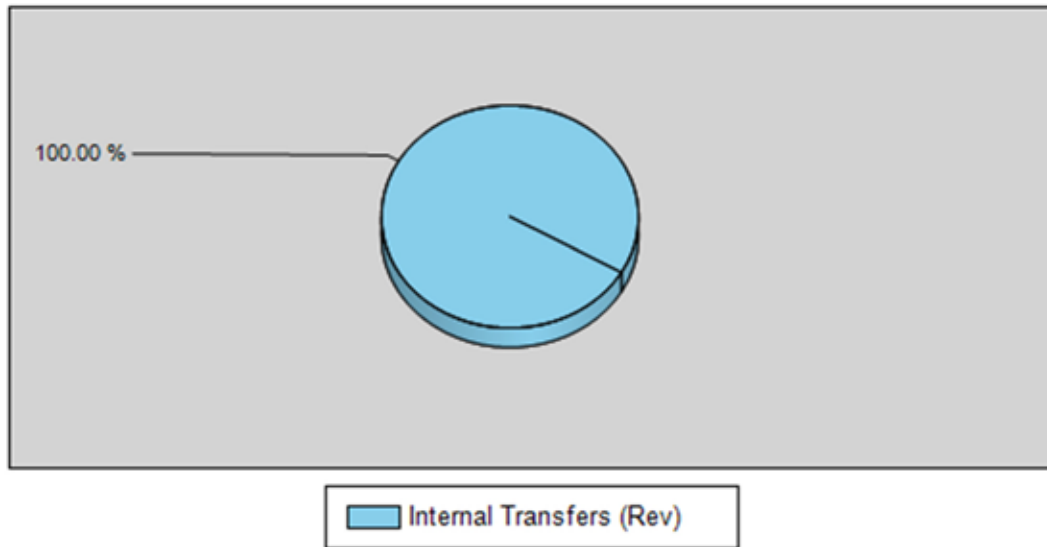
	2018	2019	2020	2021	2022
Revenues					
5075 Financial Stability Reserve ¹	25,000	0	0	0	0
Total Revenues	25,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures					
4814 Miscellaneous ¹	25,000	0	0	0	0
Total Expenditures	25,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	0	0	0	0	0

1. 2017 Council Motion - City Studio

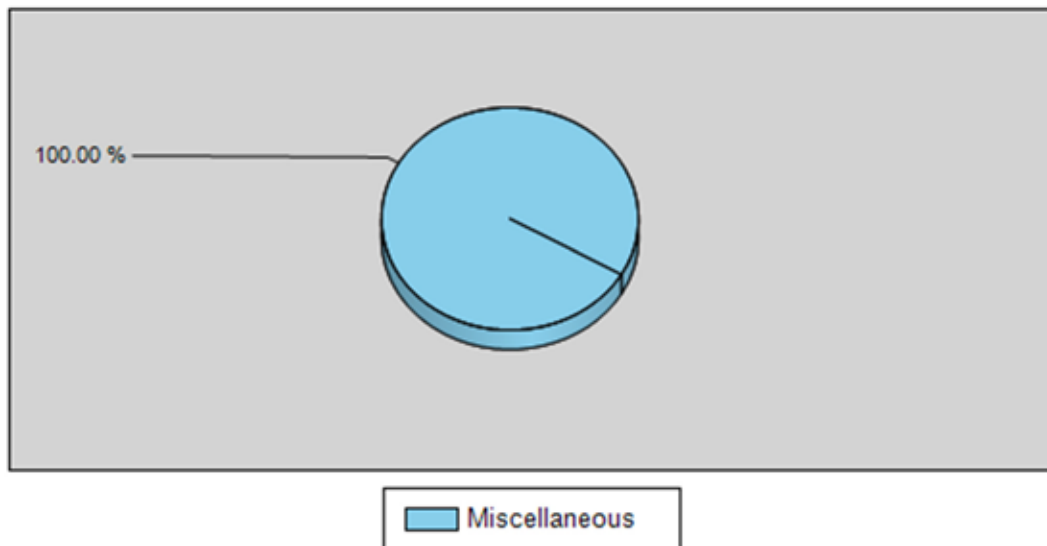
Business Unit Summary with Service Areas

Business Unit: 2461 - City Studio

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation

Department: Economic Development **Budget Year:** 2018

Overview:

This business unit delivers an economic development function that supports and initiates programs to make it easier for business to start and thrive, support entrepreneurs and innovation and increase the genuine well-being of citizens.

The City plays a vital role in fostering a community environment to retain our successful business leaders and innovators while continuing to attract the additional entrepreneurs and talent that we need to grow local prosperity.

Deliverables:

- Plan and deliver a local trade mission to Victoria in partnership is NACO (National Angel Capital Organization) as part of our annual 'Capital Mission' in February, 100+ investors are anticipated from across Canada and the US
- Continue to work with post-secondary institutions on the prototyping of City Studio through course programming aligned with real City projects
- Through the Business Hub, make it easier for new entrepreneurs and existing businesses to do business in Victoria by streamlining all business and development processes at City Hall
- Plan and deliver an international trade mission based on economic indicators, strategic partnerships and alignment with our economic action plan that will garner the strongest return. Past missions have included San Francisco, China, and Japan.
- Target specific business events; Douglas 10 to Watch focusing on new businesses, the Greater Victoria Chamber of Commerce Business Awards highlighting new and existing businesses and the EcoStar Awards recognizing outstanding environmental achievements and leadership

Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve	35,545	0	0	0	
Total Revenues		35,545	0	0	0	
Expenditures						
4016	Salaries - Inside	56,363	33,445	75,396	75,396	0.00 %
4070	Overtime	1,067	263	0	0	
4102	Benefits	14,717	8,968	18,472	18,472	0.00 %
4112	Mileage/Parking	19	0	100	100	0.00 %
4116	Conferences/Travel	24,053	22,337	47,000	47,000	0.00 %
4118	Membership Fees	500	500	500	500	0.00 %
4120	Training and Development	70	1,250	1,000	1,000	0.00 %
4214	Consulting	3,515	5,259	54,183	34,183	- 36.91 %
4312	Office Supplies	1,295	64	1,500	1,500	0.00 %
4364	Telecommunications	787	454	650	650	0.00 %
4642	Economic Development Grant ¹	135,795	218,916	220,000	0	
4814	Miscellaneous	470	(332)	1,200	1,200	0.00 %
4838	Business Promotion	46,250	40,031	50,000	70,000	+ 40.00 %
Total Expenditures		284,900	331,156	470,000	250,000	
Net Total		(249,355)	(331,156)	(470,000)	(250,000)	

1. 2017 Council Motion - South Island Prosperity Project

Business Unit Summary with Service Areas

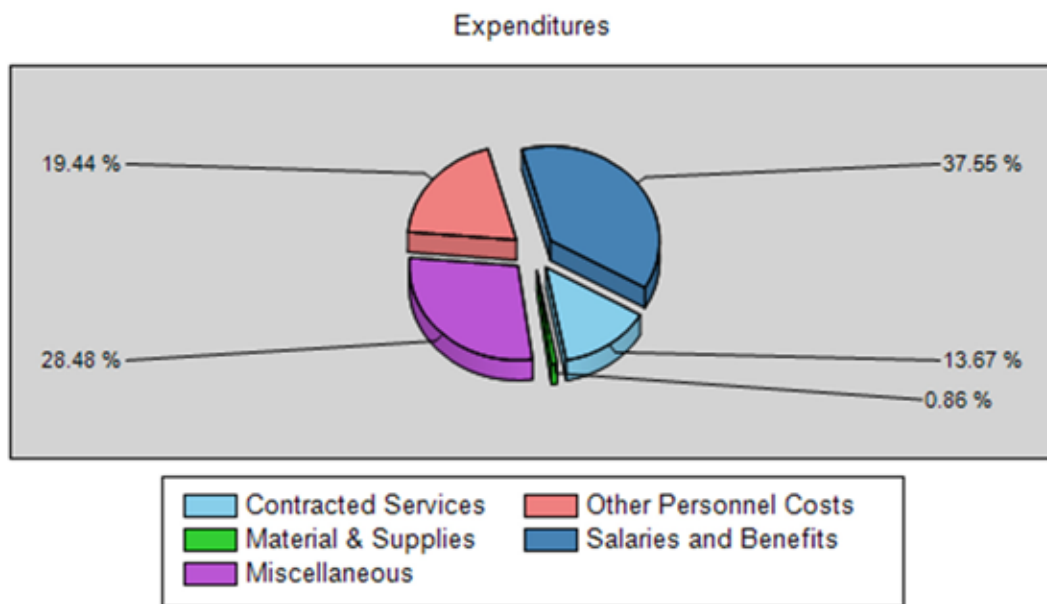
Business Unit: 2462 - Economic Development Implementation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	75,396	76,903	78,442	80,010	81,611
4102	Benefits	18,472	18,841	19,218	19,603	19,995
4112	Mileage/Parking	100	102	104	106	108
4116	Conferences/Travel	47,000	47,940	48,899	49,877	50,874
4118	Membership Fees	500	510	520	531	541
4120	Training and Development	1,000	1,020	1,040	1,061	1,082
4214	Consulting	34,183	34,867	35,564	36,275	37,001
4312	Office Supplies	1,500	1,530	1,561	1,592	1,624
4364	Telecommunications	650	663	676	690	704
4814	Miscellaneous	1,200	1,224	1,248	1,273	1,299
4838	Business Promotion	70,000	71,400	72,828	74,285	75,770
Total Expenditures		250,000	255,000	260,100	265,302	270,608
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(250,000)	(255,000)	(260,100)	(265,302)	(270,608)

Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation





Engagement

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

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

Core Services

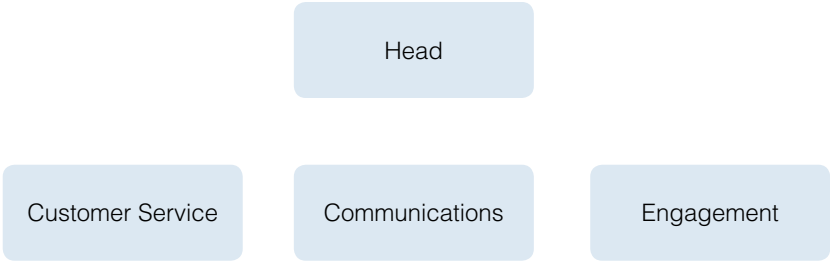
- **Engagement:** leadership and implementation of engagement processes, citizen and business surveying, engagement tools and techniques and the Great Neighbourhoods Initiative
- **Communications:** graphic design, communications planning and implementation to support City services and programs
- **Customer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

Proposed Initiatives for 2018

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

Engagement

Budget Summary	
2018 Base Expenditures	1,855,994
2018 One Time Expenditures	0
2018 Proposed Expenditures	1,855,994
2017 Base Expenditures	1,850,718
2017 One Time Expenditures	30,000
2017 Approved Expenditures	1,880,718
Base Budget Change	5,276
Change by %	0.29%
2018 FTE	15.00
2017 FTE	15.00
Change	0
Change by %	0.00%



ENGAGEMENT

Performance Metrics

Measuring Success – Community Satisfaction with City Engagement Initiatives

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of people engaged through surveys or engagement event attendance		7,429	15,500	19,500
How well did we do it?				
Percentage of engagement participants that were satisfied or very satisfied with their engagement experience		N/A	N/A	TBD
Story behind the data	The Engagement Framework and Roadmap guide the City on how best to inform and involve citizens in priority setting, program development and decision-making. This measure seeks to gauge how effectively the City is communicating with residents and businesses, how involved the community is in decision-making and how engagement can be improved to ensure the community is equipped with the tools and information they need to help shape their city. When engagement is done well, the community feels heard and their voices inform the decision-making.			
Is anyone better off?				
Story behind the data	Through clear, accessible information, and opportunities to engage the City is able to build trust, make it easier for residents and businesses to access the information and services they need and to provide informed feedback on decisions that impact them.			
Where do we want to go?	Develop an Engagement Monitoring, Evaluation and Learning Framework, including the tools, techniques and key performance indicators to effectively assess the results of engagement programs and their contribution to achieving the City's strategic objectives.			

ENGAGEMENT

Performance Metrics

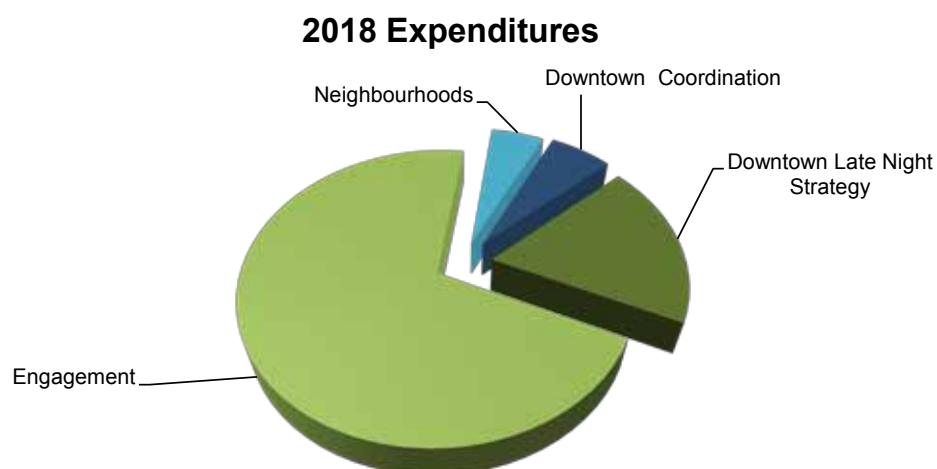
Measuring Success – Great Neighbourhoods

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of eligible grant fund applications received.		22	30	30
How well did we do it?				
Percent of available grant funds disbursed to non-profit and community organizations.		81%	100%	100%
Story behind the data	Feedback from the community indicates a strong desire to improve their neighbourhoods. The financial capacity for these organizations, which are largely volunteer based, is limited and greater support for information on available funds and the process to access funds through a simple process, reflects the City's responsiveness to meet community needs.			
Is anyone better off?				
Story behind the data	The My Great Neighbourhood Grant was created in the spring of 2016 as a result of listening to the neighbourhoods' wishes to build community. Through the creation of this placemaking fund, improved communication, and the establishment of a Neighbourhood Team, a greater level of community improvements will be realized.			
Where do we want to go?	This grant program is intended to create and support strong, connected neighbourhoods by funding projects that bring neighbours together and empower them to shape their community. This program funds community projects that leave a positive physical legacy in the public space. The focus is on building community and changing neighbourhood spaces through placemaking initiatives.			

ENGAGEMENT

Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Expenditures				
Youth Strategy	30,000	0	(30,000)	-100.00%
Engagement	1,297,651	1,302,927	5,276	0.41%
Neighbourhoods	95,817	95,817	0	0.00%
Downtown Coordination	113,088	113,088	0	0.00%
Downtown Late Night Strategy	344,161	344,161	0	0.00%
Total	1,880,718	1,855,994	(24,724)	-1.31%



Business Unit Summary with Service Areas

Business Unit: 2069 - Youth Strategy

Department: Engagement

Budget Year: 2018

Overview:

In April of 2016, the City engaged a team of 10 youth between the ages of 12 and 24 to create a strategy to get youth involved in their local government. Over the course of seven months, the youth team met and surveyed diverse youth, youth serving organizations, teachers, principals, City staff and Councillors to come up with strategies for engaging youth. It requires commitment and understanding across the organization in order to build a culture of inclusivity.

Deliverables:

The youth strategy identifies more than 20 tasks over a three-year period that fall under the following categories:

- openness and inclusivity
- communication and education
- opportunities and support

The tasks include creating tools for City staff to better engage youth, connecting youth with local support services, and developing a curriculum for schools to teach youth about local government.

Business Unit Summary with Service Areas

Business Unit: 2069 - Youth Strategy

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4080	Auxiliaries/RPT/Seasonal	0	10,309	30,000	0	
Total Expenditures		0	10,309	30,000	0	
Net Total		0	(10,309)	(30,000)	0	

Business Unit Summary with Service Areas

Business Unit: 2070 - Engagement

Department: Engagement **Budget Year:** 2018

Overview:

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

Key Service areas:

- Engagement: leadership and implementation of public participation and engagement activities – in person and online, plan and develop engagement tools and techniques
- Strategic and operational planning: support City Manager in the development of new processes and the development of new plans, quarterly progress reporting and on-going monitoring
- Customer Service: front line customer service, www.victoria.ca and City social media channels, employee communications, and physical customer service areas
- Communications: graphic design, communications planning and implementation to support City services and programs

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 2070 - Engagement

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	213,257	121,518	262,062	262,062	0.00 %
4016	Salaries - Inside	556,128	391,233	718,148	718,148	0.00 %
4070	Overtime	26,200	26,372	20,000	20,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	301,594	118,045	3,500	3,500	0.00 %
4102	Benefits	188,441	125,091	238,892	238,892	0.00 %
4112	Mileage/Parking	2,518	1,089	3,524	3,800	+ 7.83 %
4116	Conferences/Travel	3,746	8,515	3,000	3,000	0.00 %
4118	Membership Fees	937	1,891	1,000	1,000	0.00 %
4120	Training and Development	8,538	927	10,000	10,000	0.00 %
4210	Catering	0	927	500	500	0.00 %
4216	Contracted Services	30,322	17,828	25,975	25,975	0.00 %
4228	Printing	3,300	219	0	0	
4308	General Supplies	0	1,219	0	5,000	
4310	Books/Publications	1,235	1,073	1,000	1,000	0.00 %
4312	Office Supplies	12,598	8,698	4,000	4,000	0.00 %
4364	Telecommunications	8,692	4,689	6,050	6,050	0.00 %
4406	Computer Equipment	1,444	0	0	0	
4414	Software	2,472	0	0	0	
9111	WO Inside Equipment Rent	5	0	0	0	
9211	WO Regular Time	24	0	0	0	
9321	WO Outside Purchases	42	401	0	0	
Total Expenditures		1,314,882	829,735	1,297,651	1,302,927	
Net Total		(1,314,882)	(829,735)	(1,297,651)	(1,302,927)	

Business Unit Summary with Service Areas

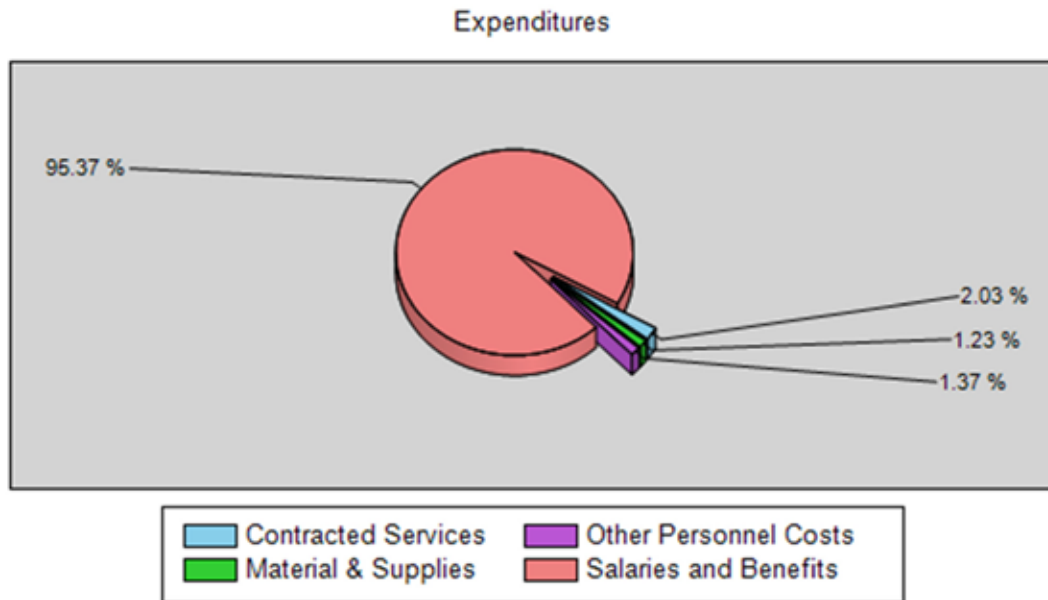
Business Unit: 2070 - Engagement

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	262,062	267,304	272,651	278,104	283,665
4016	Salaries - Inside	718,148	732,510	747,161	762,104	777,346
4070	Overtime	20,000	20,400	20,808	21,224	21,649
4080	Auxiliaries/RPT/Seasonal	3,500	3,570	3,641	3,714	3,789
4102	Benefits	238,892	243,670	248,544	253,515	258,585
4112	Mileage/Parking	3,800	3,876	3,954	4,033	4,113
4116	Conferences/Travel	3,000	3,060	3,121	3,184	3,247
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4120	Training and Development	10,000	10,200	10,404	10,612	10,824
4210	Catering	500	510	520	531	541
4216	Contracted Services	25,975	26,495	27,024	27,565	28,116
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4310	Books/Publications	1,000	1,020	1,040	1,061	1,082
4312	Office Supplies	4,000	4,080	4,162	4,245	4,330
4364	Telecommunications	6,050	6,171	6,294	6,420	6,549
Total Expenditures		1,302,927	1,328,986	1,355,567	1,382,678	1,410,331
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,302,927)	(1,328,986)	(1,355,567)	(1,382,678)	(1,410,331)

Business Unit Summary with Service Areas

Business Unit: 2070 - Engagement



Business Unit Summary with Service Areas

Business Unit: 2079 - Neighbourhoods

Department: Engagement

Budget Year: 2018

Overview:

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

Deliverables:

- Increased understanding of neighbourhood opportunities and concerns
- Improved information developed and routinely provided to support neighborhoods and Councillor Liaisons (maps of planned work, earlier notification, consultation on budget prior to approval)
- Clear points of contact for neighbourhood associations
- New system for tracking questions and concerns
- Reduced customer service demands on council liaisons
- Stronger relationships between City staff and neighborhoods
- Great Neighbourhoods Initiative

Business Unit Summary with Service Areas

Business Unit: 2079 - Neighbourhoods

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4016	Salaries - Inside	70,245	38,527	75,396	75,396	0.00 %
4070	Overtime	7,356	5,104	0	0	
4102	Benefits	18,480	11,291	18,472	18,472	0.00 %
4112	Mileage/Parking	47	102	300	300	0.00 %
4116	Conferences/Travel	363	0	1,000	1,000	0.00 %
4364	Telecommunications	933	438	650	650	0.00 %
Total Expenditures		97,425	55,461	95,817	95,817	
Net Total		(97,425)	(55,461)	(95,817)	(95,817)	

Business Unit Summary with Service Areas

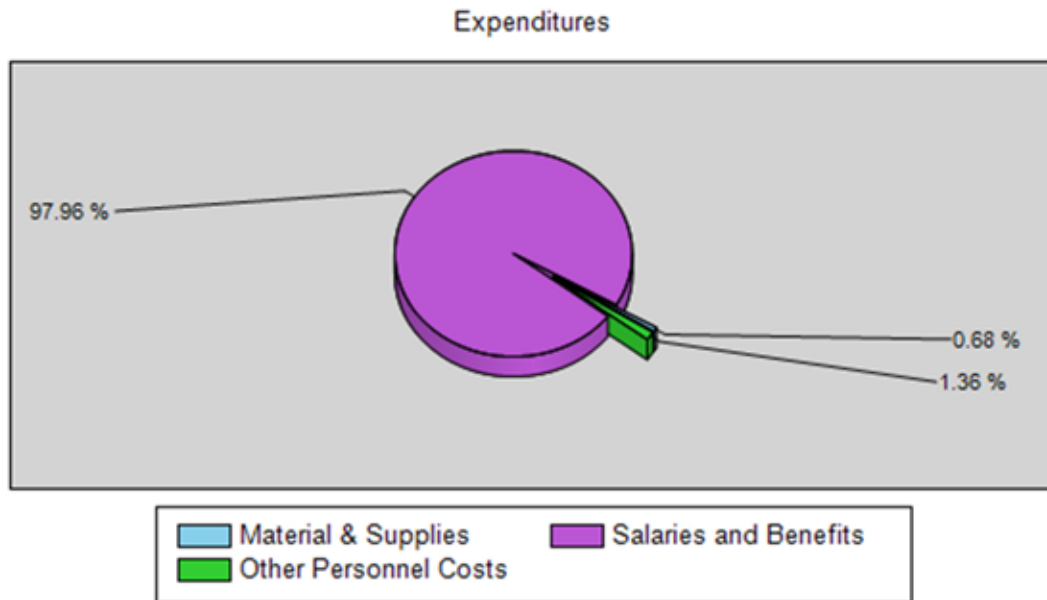
Business Unit: 2079 - Neighbourhoods

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	75,396	76,903	78,442	80,010	81,611
4102	Benefits	18,472	18,841	19,218	19,603	19,995
4112	Mileage/Parking	300	306	312	318	325
4116	Conferences/Travel	1,000	1,020	1,040	1,061	1,082
4364	Telecommunications	650	663	676	690	704
Total Expenditures		95,817	97,734	99,688	101,682	103,716
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(95,817)	(97,734)	(99,688)	(101,682)	(103,716)

Business Unit Summary with Service Areas

Business Unit: 2079 - Neighbourhoods



Business Unit Summary with Service Areas

Business Unit: 5210 - Downtown Coordination

Department: Engagement

Budget Year: 2018

Overview:

This business unit is focused on programs, projects and problem-solving related to downtown vitality. These include:

- Liaising with the Downtown Victoria Business Association (DVBA) and supporting business owners downtown
- Addressing issues with public space use (e.g. vendors, buskers, sidewalk cafes)
- Addressing street furnishing needs (e.g. bike rack designs, new benches, planter pilot)
- Coordinating responses to public space functionality and appearance
- Coordinating washroom needs in the downtown
- Reviewing liquor licence applications
- Addressing social issues affecting downtown vitality (e.g. syringe disposal) and liaising with the Pandora Green Good Neighbour Group

Deliverables:

- Liaise with the Downtown Victoria Business Association and support of downtown business owners

Business Unit Summary with Service Areas

Business Unit: 5210 - Downtown Coordination

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4016	Salaries - Inside	78,201	40,680	79,175	79,175	0.00 %
4070	Overtime	5,301	3,101	0	0	
4102	Benefits	17,808	11,160	19,398	19,398	0.00 %
4112	Mileage/Parking	74	122	500	500	0.00 %
4116	Conferences/Travel	36	0	3,000	3,000	0.00 %
4118	Membership Fees	0	498	500	500	0.00 %
4120	Training and Development	1,150	0	5,700	5,700	0.00 %
4364	Telecommunications	869	517	605	605	0.00 %
4814	Miscellaneous	0	0	500	500	0.00 %
9111	WO Inside Equipment Rent	51	0	0	0	
9211	WO Regular Time	(1,130)	322	0	0	
9321	WO Outside Purchases	4,283	731	3,710	3,710	0.00 %
Total Expenditures		106,642	57,131	113,088	113,088	
Net Total		(106,642)	(57,131)	(113,088)	(113,088)	

Business Unit Summary with Service Areas

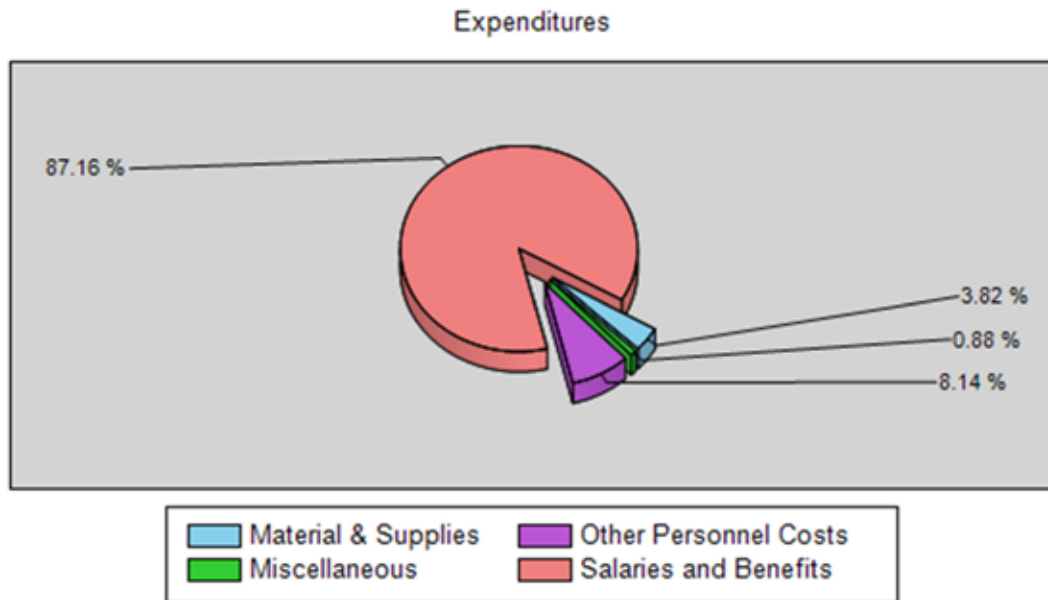
Business Unit: 5210 - Downtown Coordination

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	79,175	80,759	82,374	84,022	85,702
4102	Benefits	19,398	19,786	20,182	20,585	20,997
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	3,000	3,060	3,121	3,184	3,247
4118	Membership Fees	500	510	520	531	541
4120	Training and Development	5,700	5,814	5,930	6,049	6,170
4364	Telecommunications	605	617	629	642	655
4814	Miscellaneous	500	510	520	531	541
9321	WO Outside Purchases	3,710	3,784	3,860	3,937	4,016
Total Expenditures		113,088	115,350	117,657	120,010	122,410
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(113,088)	(115,350)	(117,657)	(120,010)	(122,410)

Business Unit Summary with Service Areas

Business Unit: 5210 - Downtown Coordination



Business Unit Summary with Service Areas

Business Unit: 5211 - Downtown Late Night Strategy

Department: Engagement **Budget Year:** 2018

Overview:

This business unit is directed to the “late night, great night” program.

These include:

- Implementing the late night strategy and coordinating late night programs such as the taxi stands and special duty police officers

Deliverables:

- Reduce late night disorder (e.g. number of police callouts)
- Input from late night patrons
- Annual review

Business Unit Summary with Service Areas

Business Unit: 5211 - Downtown Late Night Strategy

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
9011	Work Order Revenue	7,400	0	0	0	
Total Revenues		7,400	0	0	0	
Expenditures						
4016	Salaries - Inside	68,861	36,601	71,214	71,214	0.00 %
4070	Overtime	5,267	3,756	0	0	
4102	Benefits	14,605	9,045	17,447	17,447	0.00 %
4231	SD-PoliceLateNightTaskForce	218,874	115,513	215,500	215,500	0.00 %
4232	Security	35,463	22,560	35,000	35,000	0.00 %
4364	Telecommunications	605	358	600	600	0.00 %
9111	WO Inside Equipment Rent	110	630	0	0	
9121	WO Outside Equipment Ren	0	154	0	0	
9211	WO Regular Time	579	4,190	0	0	
9321	WO Outside Purchases	260	3,793	4,400	4,400	0.00 %
9411	WO Contracted Services	8,600	0	0	0	
Total Expenditures		353,224	196,599	344,161	344,161	
Net Total		(345,824)	(196,599)	(344,161)	(344,161)	

Business Unit Summary with Service Areas

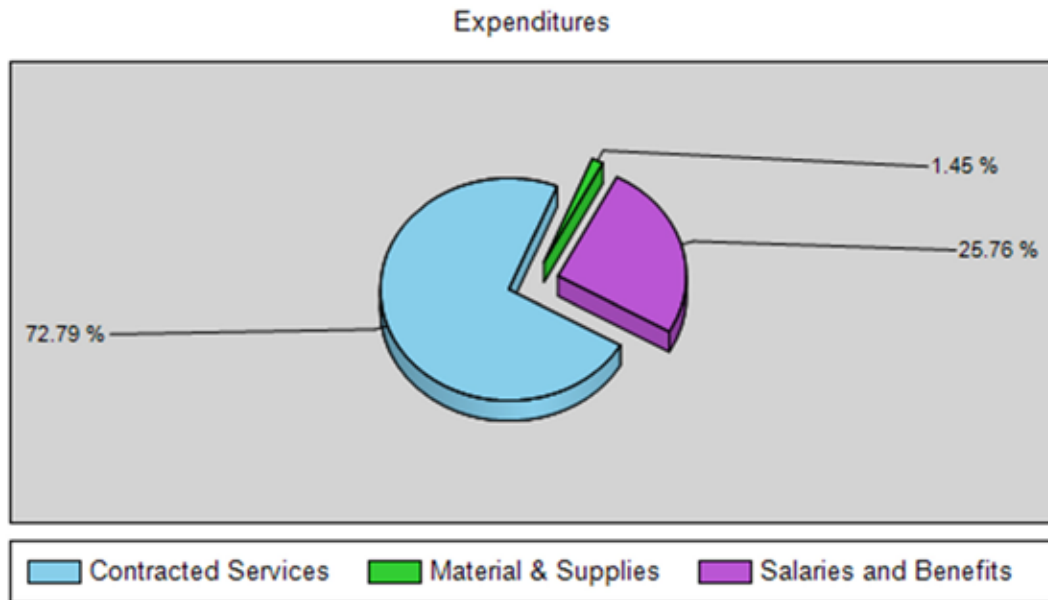
Business Unit: 5211 - Downtown Late Night Strategy

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	71,214	72,638	74,091	75,573	77,084
4102	Benefits	17,447	17,796	18,152	18,515	18,886
4231	SD- PoliceLateNightTaskForce	215,500	219,810	224,206	228,690	233,264
4232	Security	35,000	35,700	36,414	37,142	37,885
4364	Telecommunications	600	612	624	637	649
9321	WO Outside Purchases	4,400	4,488	4,578	4,669	4,763
Total Expenditures		344,161	351,045	358,066	365,227	372,531
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(344,161)	(351,045)	(358,066)	(365,227)	(372,531)

Business Unit Summary with Service Areas

Business Unit: 5211 - Downtown Late Night Strategy





Legislative and Regulatory Services

The Legislative and Regulatory Services Department provides legislative, policy, administrative and regulatory expertise and services to City Council and City departments to ensure that the City conducts its business in a manner consistent with City bylaws and provincial legislation.

The Department also coordinates records management services, public records access requests and operates the City Archives, all of which provide access to important City records. Bylaw enforcement services, including animal control. Provide community patrols and respond to bylaw complaints to ensure compliance with expected community standards.

The City Clerk also performs a variety of Corporate Officer functions, including maintaining and providing access to official records, executing documents and accepting service of documents on the City.

Core Services

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

Proposed Initiatives for 2018

- Archived Material Digitization
- Records Management System
- Election/Referendum

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

City Clerk

Bylaw and Licensing
Services

Legislative
Services

Archives and
Records Management

LEGISLATIVE AND REGULATORY SERVICES

Performance Metrics

Measuring Success – Publication of Electronic Meeting Agendas

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Meeting Agendas Published		93	110	100
How well did we do it?				
Agendas published by 3 p.m. each Friday		97%	98%	100%
Story behind the data	It is the City's goal to publish electronic meeting agendas by 3:00 p.m. each Friday afternoon, in order to give the public and members of Council adequate time to review the agenda materials prior to the meeting. Revamping the City's report writing process will improve the production deadline target.			
Is anyone better off?				
Story behind the data	The introduction of electronic agenda technology to Council in Feb 2015 provided the opportunity to discontinue producing paper copies of all agendas and minutes. This innovation reduced the amount of paper, supplies and staff time to produce the meeting agendas. As a result, electronic agendas can be produced and distributed in a shorter timeframe. In 2016 we further reduced the volume of paper by reducing from 6 to 1 the number of paper copies on hand for the public given all of the electronic advancements and the lack of demand for the paper product.			
Where do we want to go?	The objective is to produce 100% of electronic agendas by the Friday deadline.			

Measuring Success – Virtual Access to Public City Meetings

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of Council and Committee meetings		84	100	100
How well did we do it?				
Public meetings webcast		98%	98%	98%
Story behind the data	Public and accessible Council and Committee meetings are hallmarks of Open Government. Live webcasting of these meetings and publishing video records on the City's website enhances public access to the Council's decision-making process.			
Is anyone better off?				
Story behind the data	When the City began webcasting, it was focused exclusively on Council and Council Committee meetings. Now that the technology is in place, the City has the capability to webcast any meeting or event that takes place in the Council Chambers. Council is also utilizing new meeting formats that are less formal and more accessible for the public, such as Open Houses, Idea Forums and Town Hall meetings. Ensuring these new types of meetings are webcast increases their reach into the community.			
Where do we want to go?	Utilize webcasting for all types of Council, Council Committee and other public City meetings to improve accessibility and the reach of public engagement. We would like to see an increase in viewers each year.			

LEGISLATIVE AND REGULATORY SERVICES

Performance Metrics

Measuring Success – Complaint Response – Bylaw & Licensing Services

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Public complaints received		4,851	5,100	5,500
How well did we do it?				
Bylaw complaints investigated and concluded within 30 days		91%	90%	90%
Story behind the data	When a bylaw complaint is received the person filing the complaint has an expectation for service response. The timeliness of service response is important because most complaints reflect a person's dissatisfaction with an activity in their neighbourhood. Verifying a bylaw complaint, investigating the complaint and resolving the complaint in a timely manner are important factors that drive service effectiveness and customer satisfaction.			
Is anyone better off?				
Story behind the data	The City's first goal is to ensure that valid complaints are investigated and responded to in an effective and timely manner to satisfy the complainant's expectations for service. The second goal is to ensure that the investigation and compliance action undertaken against a person or business that commits a bylaw offence is reasonable and proportionate to the circumstance.			
Where do we want to go?	Reaching a fair and reasonable outcome to a bylaw complaint investigation within thirty days is the City's objective.			

LEGISLATIVE AND REGULATORY SERVICES

Performance Metrics

Measuring Success – Production Volume of Print Shop

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
Pages printed (internal clients)	963,639	1,025,000	1,050,000
Outbound mail processed (pieces)	258,000	259,000	260,000
How well did we do it?			
Turnaround – outbound mail			
Routine mail – same day	100%	100%	100%
Notices (CALUC, Public Hearings, Parking) – same day	98%	100%	100%
Larger mailouts (Tax Bills, Utility Bills – 3 to 5 days)	100%	100%	100%
Turnaround – printing			
Routine size/low complexity – same day	95%	100%	100%
Large/complex jobs – 3 to 5 days	100%	100%	100%
Story behind the data	The City's Print Shop provides customized printing and document production services, and processes and distributes City mail. The printing and document production services include colour production, and document binding in custom sizes and formats. Mail services include folding/inserting, postage metering and customized mail packages.		
Is anyone better off?			
Story behind the data	The City invests in printing and mail processing equipment in an effort to minimize the production cost for these services.		
Where do we want to go?	Make efficient use of printing and mail processing equipment to maximize the value of these equipment investments. Minimize the amount of turnaround time for printing and mail processing jobs. Monitor mail and printing volumes and periodically evaluate the most cost effective methods to perform these services.		

LEGISLATIVE AND REGULATORY SERVICES

Performance Metrics

Measuring Success – Privacy Impact Assessments

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Privacy Impact Assessments completed – existing programs		15	15 – 20	15 – 20
Privacy Impact Assessments completed – new programs		16	8	TBD
How well did we do it?				
Bylaw complaints investigated and concluded within 30 days		90%	90%	90%
Story behind the data	The City is identifying the need for a PIA for most new software and/or systems. However, most programs and activities that manage personal information have not had a PIA completed. Also, there is no process whereby a PIA is initiated for new programs and activities. It is likely that almost all new activities and programs do not receive a privacy review or PIA. However, there have been some successes. For example, privacy procedures are in place for every use of Survey Monkey by the department of Citizen Engagement and Strategic Planning.			
Is anyone better off?				
Story behind the data	Since July 2013 the City has opened 57 PIAs and completed 44. The majority have been identified by the IT Branch or the Information Access and Privacy Analyst. A PIA program benefits the City in these important ways: 1. The City demonstrates compliance with FoIPPA 2. Staff gain awareness of FoIPPA 3. The City does not initiate new programs, systems, bylaws or activities that are not compliant with FoIPPA 4. The City is able to defend itself should there be privacy complaints about new systems, programs etc. (e.g. There was a privacy complaint for Vic Alerts and two for Passport Parking one of which went to the OIPC for review) 5. The public will be confident that the City is managing their personal information in accordance with FoIPPA and continue to provide it (e.g. engagement activities such as neighbourhood plans) 6. The City will avoid negative publicity that results from privacy breaches.			
Where do we want to go?	To improve the efficiency and effectiveness identifying new PIAs to initiate, there needs to be a formal process that triggers a PIA for all new programs, activities, bylaws or software/ systems or any significant changes to any of these. This is the only way in which a public body like the City can achieve compliance with FoIPPA's requirement to complete PIAs. Initiating a formal process through policy and procedures is highly recommended.			

LEGISLATIVE AND REGULATORY SERVICES

Performance Metrics

Measuring Success – Record Access Requests

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Record access requests completed under FoIPPA		148	150	155
How well did we do it?				
Record access requests completed within 30 days		92%	95%	95%
Story behind the data	The City processes requests for access to records under the Freedom of Information and Protection of Privacy Act (FoIPPA). Requests of this nature occur with regularity. The City is committed to continuing to increase public access to records that are not covered under FoIPPA through our Open Data Portal. This open access to records does not prevent requests that the City must consider and our staff review requests and provide records under the legislative requirements that involve protection of personal information while retaining the transparency important to the City. The volume of requests varies and is impacted by the type and magnitude of activities, projects and issues occurring in the City.			
Is anyone better off?				
Story behind the data	As a public body, the City is required by legislation to complete requests within legislated due dates. This could be 30, 60, 90 or more working days depending on whether time extensions are required.			
Where do we want to go?	Further training, more formal access request processes, more proactive release of information, continue with Open and accountability efforts.			

LEGISLATIVE AND REGULATORY SERVICES

Performance Metrics

Measuring Success – Archives Customer Activities

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Archives Customer Contact In person/telephone/email		2,070	2,100	2,200
Archives Customers Virtual visits		53,000	71,550	90,000
How well did we do it?				
Story behind the data	Customers seek access to City services through the most convenient and useful ways to the customer. City Archives is a repository of historical records about the City and the community, which have value to many people for many different reasons. Ensuring that the City Archives' records are accessible to people in their preferred format and access method is an important customer service objective.			
Is anyone better off?				
Story behind the data	Increasing the scope of the Archives' records collection accessible to the public online should increase the number virtual visits. An increase in the number virtual visits overall, and a decrease in the number of in person visits would be a success indicator.			
Where do we want to go?	Increasing virtual access to City Archives record holdings is a primary operational objective. Improving online access to a catalogue of City Archives record holdings is a key objective.			

LEGISLATIVE AND REGULATORY SERVICES

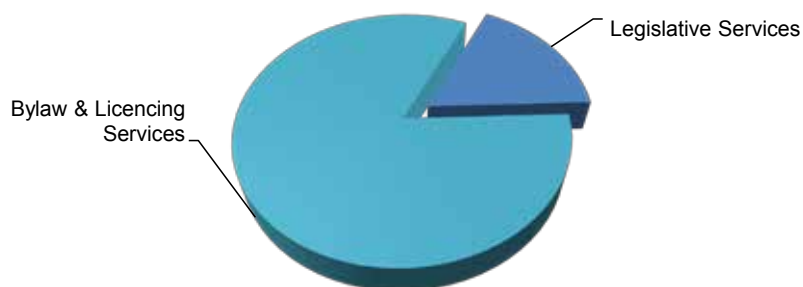
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Legislative Services	75,000	45,000	(30,000)	-40.00%
Bylaw & Licencing Services	212,350	212,350	0	0.00%
Total	287,350	257,350	(30,000)	-10.44%
Expenditures				
Legislative Services	1,680,099	1,656,517	(23,582)	-1.40%
Elections	10,000	289,000	279,000	2790.00%
Bylaw & Licencing Services	1,385,837	1,397,387	11,550	0.83%
Total	3,075,936	3,342,904	266,968	8.68%
Net	2,788,586	3,085,554	296,968	10.65%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Service Area: Legislative Services

Department: Legislative & Regulatory Services. **Budget Year:** 2018

Overview:

Legislative Services provides support to Council and staff in order to facilitate effective Council and committee meetings and informed and timely decision making. This area includes the Print Shop, Archives and the Freedom of Information and Protection of Privacy Act (FIPPA) legislation function.

Deliverables:

- Prepare meeting agendas and minutes for every regular meeting of Council and its committees
- Support Task Forces and other committees established by the Mayor or Council
- Administer recruitment process for Council appointees to internal and external boards and committees
- Conduct policy and bylaw reviews / development, based on approved priorities
- Provide policy advice to Council and staff on a range of matters

Business Unit Summary with Service Areas

Service Area: Legislative Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3258	Rezoning - Hearing Fee	42,205	38,200	35,000	35,000	0.00 %
3760	Grants	0	8,580	0	0	
5079	Archives Equipment Reserve ¹	0	0	40,000	10,000	- 75.00 %
Total Revenues		42,205	46,780	75,000	45,000	
Expenditures						
4010	Salaries - Exempt	293,622	147,637	292,388	292,388	0.00 %
4016	Salaries - Inside	509,014	265,800	613,832	618,258	+ 0.72 %
4070	Overtime	7,028	4,777	8,200	8,200	0.00 %
4080	Auxiliaries/RPT/Seasonal	105,762	47,252	108,790	110,782	+ 1.83 %
4102	Benefits	197,540	109,714	209,690	209,690	0.00 %
4112	Mileage/Parking	3,215	2,515	3,450	3,450	0.00 %
4116	Conferences/Travel	3,964	1,346	6,800	6,800	0.00 %
4118	Membership Fees	1,415	229	1,565	1,565	0.00 %
4120	Training and Development	2,475	4,046	5,000	5,000	0.00 %
4204	Advertising	58,650	29,530	60,000	60,000	0.00 %
4210	Catering	113	0	500	500	0.00 %
4216	Contracted Services ¹	112,355	80,179	147,400	117,400	- 20.35 %
4226	Photocopy	18,564	8,260	14,250	14,250	0.00 %
4228	Printing	2,105	572	1,800	1,800	0.00 %
4308	General Supplies	1,098	256	1,200	3,420	+ 185.00 %
4310	Books/Publications	716	592	760	760	0.00 %
4312	Office Supplies	23,015	12,494	21,520	21,520	0.00 %
4314	Postage	219,140	127,871	270,000	267,500	- 0.93 %
4364	Telecommunications	2,068	1,796	1,535	1,815	+ 18.24 %
4814	Miscellaneous	1,528	258	2,020	2,020	0.00 %
4824	Recovery	(96,911)	(70,284)	(90,600)	(90,600)	0.00 %
Total Expenditures		1,466,475	774,839	1,680,099	1,656,517	
Net Total		(1,424,271)	(728,059)	(1,605,099)	(1,611,517)	

1. 2016 Council Motion - Archives Digitization Project

Business Unit Summary with Service Areas

Service Area: Legislative Services

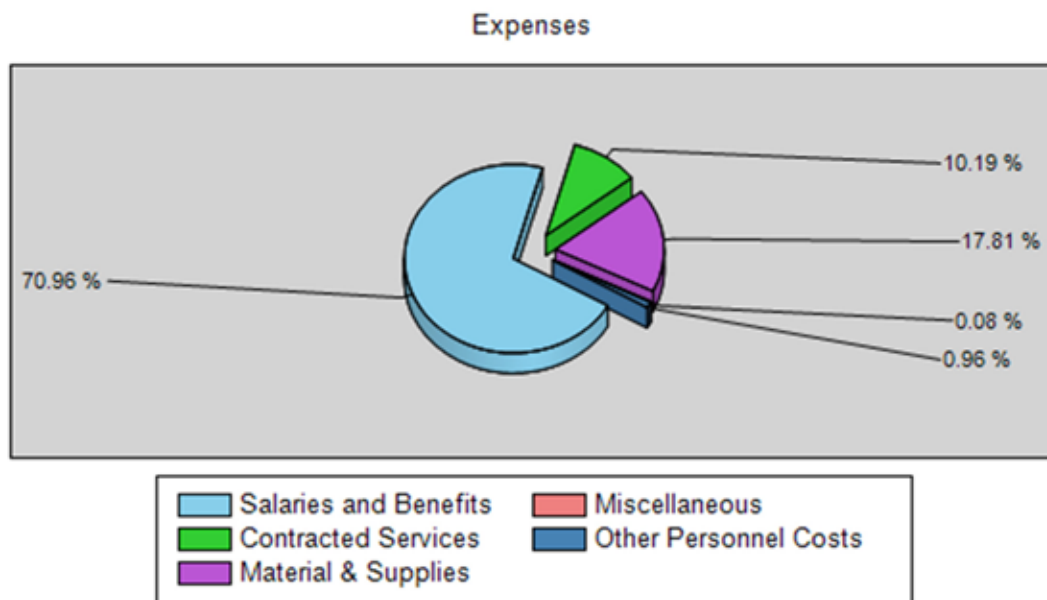
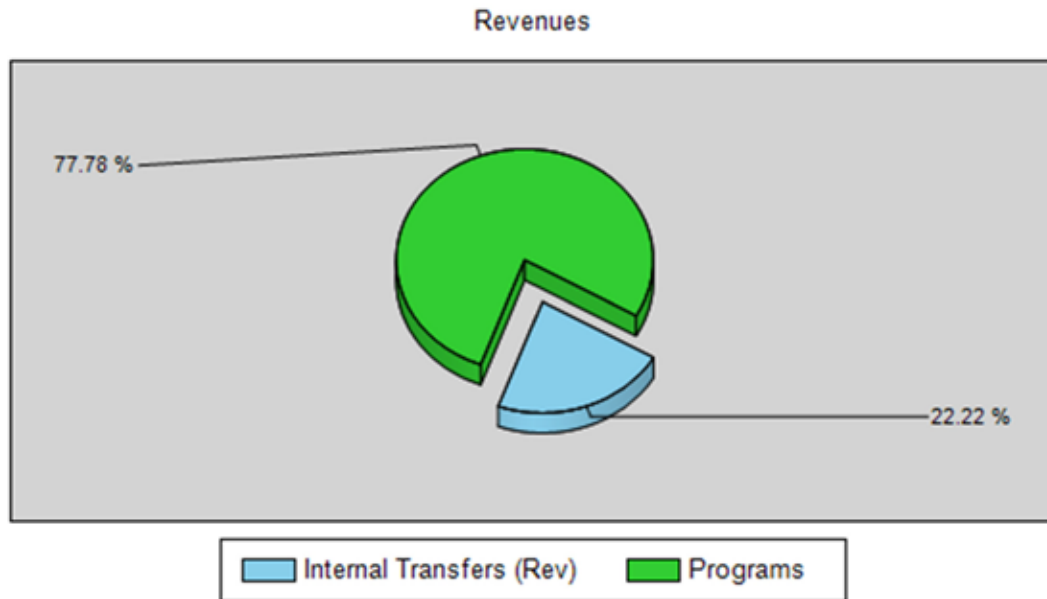
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3258	Rezoning - Hearing Fee	35,000	35,700	36,414	37,142	37,885
5079	Archives Equipment Reserve ¹	10,000	0	0	0	0
Total Revenues		45,000	35,700	36,414	37,142	37,885
% Increase			(20.67%)	2.00%	2.00%	2.00%
Expenditures						
4010	Salaries - Exempt	292,388	298,361	304,334	310,410	316,615
4016	Salaries - Inside	618,258	630,623	643,236	656,100	669,222
4070	Overtime	8,200	8,364	8,531	8,702	8,876
4080	Auxiliaries/RPT/Seasonal	110,782	112,997	115,257	117,563	119,914
4102	Benefits	209,690	213,884	218,164	222,526	226,974
4112	Mileage/Parking	3,450	3,519	3,589	3,661	3,734
4116	Conferences/Travel	6,800	6,936	7,075	7,216	7,361
4118	Membership Fees	1,565	1,596	1,628	1,661	1,694
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
4204	Advertising	60,000	61,200	62,424	63,672	64,946
4210	Catering	500	510	520	531	541
4216	Contracted Services ¹	117,400	109,548	111,739	113,974	116,253
4226	Photocopy	14,250	14,535	14,826	15,122	15,425
4228	Printing	1,800	1,836	1,873	1,910	1,948
4308	General Supplies	3,420	3,488	3,558	3,629	3,702
4310	Books/Publications	760	775	791	807	823
4312	Office Supplies	21,520	21,950	22,389	22,837	23,294
4314	Postage	267,500	272,850	278,307	283,873	289,551
4364	Telecommunications	1,815	1,851	1,888	1,926	1,965
4814	Miscellaneous	2,020	2,060	2,102	2,144	2,187
4824	Recovery	(90,600)	(92,412)	(94,260)	(96,145)	(98,068)
Total Expenditures		1,656,517	1,679,573	1,713,173	1,747,425	1,782,368
% Increase			1.39%	2.00%	2.00%	2.00%
Net Total		(1,611,517)	(1,643,873)	(1,676,759)	(1,710,283)	(1,744,483)

1. 2016 Council Motion - Archives Digitization Project

Business Unit Summary with Service Areas

Service Area: Legislative Services



Business Unit Summary with Service Areas

Business Unit: 2085 - Elections

Department:	Legislative & Regulatory Services	Budget Year:	2018
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Overview:

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

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

Deliverables:

- Maintain service agreements and licences with election service providers

Business Unit Summary with Service Areas

Business Unit: 2085 - Elections

Changes to Service Area:

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

Business Unit Summary with Service Areas

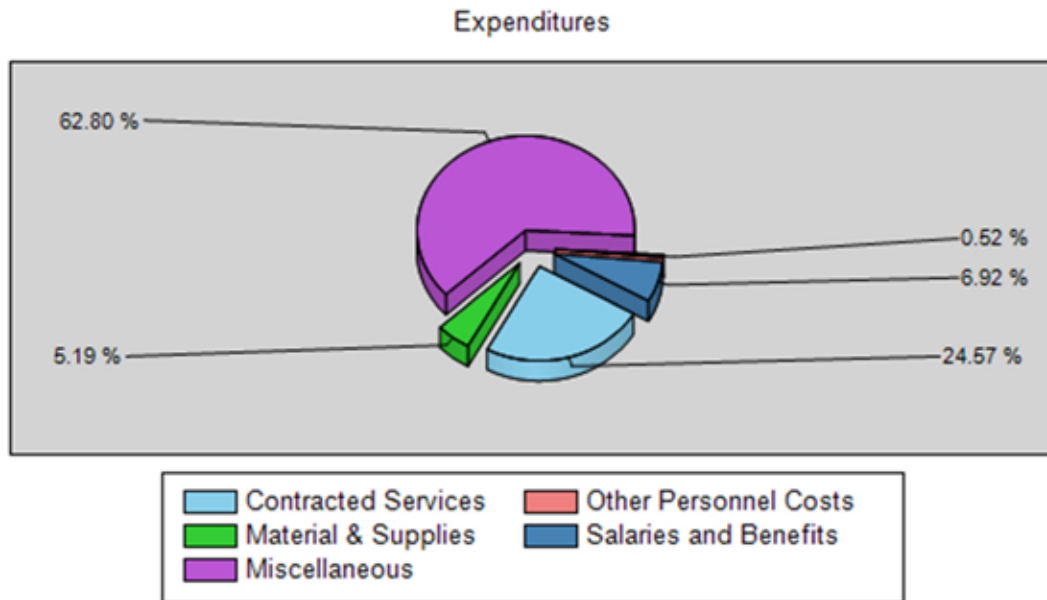
Business Unit: 2085 - Elections

5 Year Forecast:

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

Business Unit Summary with Service Areas

Business Unit: 2085 - Elections



Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw & Licencing Services

Department:	Legislative & Regulatory Services	Budget Year:	2018
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Overview:

The Bylaw and Licensing Services Division oversees the enforcement of most City bylaws and manages the contract for animal control services. City bylaws are enacted to establish community standards and to regulate activities on public and private lands.

Staff provide the following services:

- Proactive parks and public space patrols (teams of 2 Bylaw Officers) to monitor bylaw compliance seven days a week (May to October)
- Respond to all recorded complaints about potential bylaw contraventions (year round)
- Management of the contracted service provider for compliance and enforcement services under the City's Animal Control Bylaw (including City pound operation, dog licence sales and Animal Control Bylaw monitoring and compliance duties)
- Business licence review and compliance monitoring (licence approvals, inspections and compliance actions)
- Liquor licence application review and reporting to Council, as well as administrative approvals
- Policy oversight and management for Business Licensing Program (other than financial)
- Coordinate the City's RESPOND Team, which undertakes a coordinated team approach to address problem properties and businesses
- Review new regulatory bylaws and bylaw amendments to ensure compliance monitoring and enforcement issues are incorporated

Deliverables:

- Annual number of calls for service about alleged bylaw contraventions
- Annual Number of valid bylaw calls for service investigated
- Annual number of public contacts while conducting proactive patrols in the City Parks and other public spaces
- Annual number of illegal shelters found in City Parks and removed by City staff
- Annual number of new business licence applications reviewed
- Annual number of liquor licence applications reviewed
- Annual number of dog licences sold and value
- Annual number of animals impounded for bylaw contraventions
- Annual number of Animal Control Bylaw calls for service
- Annual number of Animal Control Bylaw investigations

Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw & Licencing Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3158	Dog Licences	198,671	181,302	185,000	185,000	0.00 %
3264	Street Vending Fees	2,350	2,350	2,350	2,350	0.00 %
3428	Animal Control	29,351	10,083	20,000	20,000	0.00 %
3430	Bylaw Enforcement Fines	3,134	30,790	5,000	5,000	0.00 %
Total Revenues		233,504	224,525	212,350	212,350	
Expenditures						
4010	Salaries - Exempt	109,515	60,914	121,393	121,393	0.00 %
4016	Salaries - Inside	462,226	292,060	538,944	538,944	0.00 %
4070	Overtime	15,080	6,977	5,000	5,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	105,406	19,930	0	0	
4082	WCB Leave - CUPE 388	0	459	0	0	
4102	Benefits	144,631	97,846	161,199	161,199	0.00 %
4112	Mileage/Parking	1,294	962	1,500	1,750	+ 16.67 %
4114	Clothing/Boot/Cleaning Allowance	4,173	1,795	4,200	4,200	0.00 %
4116	Conferences/Travel	0	358	1,500	1,500	0.00 %
4118	Membership Fees	420	57	1,000	1,000	0.00 %
4120	Training and Development	400	168	16,000	16,000	0.00 %
4216	Contracted Services	469,927	251,283	486,000	486,000	0.00 %
4226	Photocopy	309	111	2,000	2,000	0.00 %
4228	Printing	468	39	1,000	1,000	0.00 %
4312	Office Supplies	3,113	734	3,500	3,500	0.00 %
4316	Protective Clothing/Uniforms	8,170	1,578	8,500	8,500	0.00 %
4364	Telecommunications	4,983	3,261	11,450	11,450	0.00 %
4412	Equipment Rentals	30,000	18,634	20,700	32,000	+ 54.59 %
4418	Equipment	934	240	1,000	1,000	0.00 %
4508	Credit Card Discount Fees	702	(33)	950	950	0.00 %
9111	WO Inside Equipment Rent	6	0	0	0	
9211	WO Regular Time	55	74	0	0	
9311	WO Inventory Purchases	17	92	0	0	
9321	WO Outside Purchases	89	29	0	0	
Total Expenditures		1,361,915	757,568	1,385,837	1,397,387	
Net Total		(1,128,411)	(533,043)	(1,173,487)	(1,185,037)	

Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw & Licencing Services

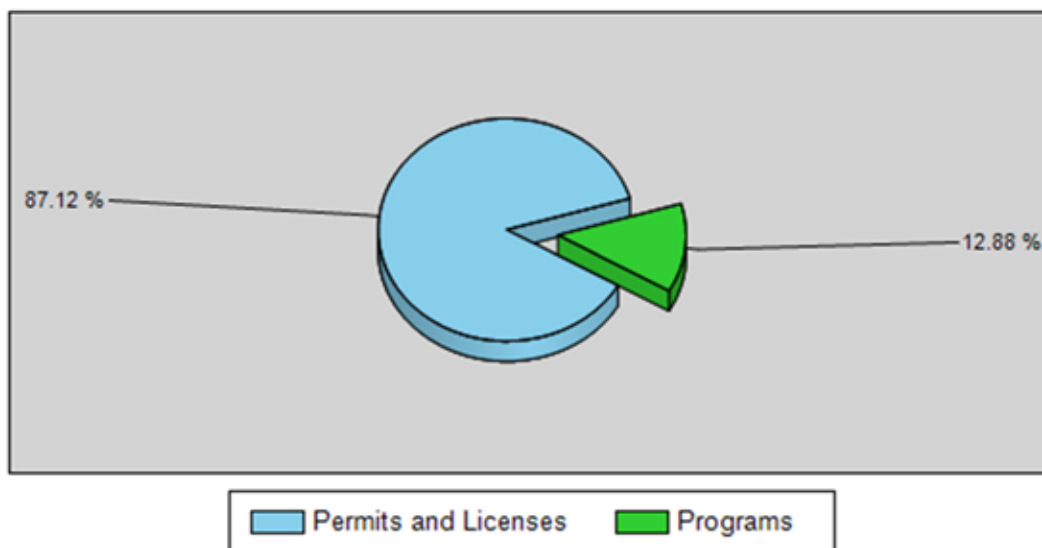
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3158	Dog Licences	185,000	185,000	185,000	185,000	185,000
3264	Street Vending Fees	2,350	2,350	2,350	2,350	2,350
3428	Animal Control	20,000	20,000	20,000	20,000	20,000
3430	Bylaw Enforcement Fines	5,000	5,000	5,000	5,000	5,000
Total Revenues		212,350	212,350	212,350	212,350	212,350
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	121,393	123,821	126,298	128,824	131,400
4016	Salaries - Inside	538,944	549,723	560,717	571,932	583,370
4070	Overtime	5,000	5,100	5,202	5,306	5,412
4102	Benefits	161,199	164,423	167,712	171,066	174,488
4112	Mileage/Parking	1,750	1,785	1,821	1,857	1,894
4114	Clothing/Boot/Cleaning Allowance	4,200	4,284	4,370	4,457	4,546
4116	Conferences/Travel	1,500	1,530	1,561	1,592	1,624
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4120	Training and Development	16,000	16,320	16,646	16,979	17,319
4216	Contracted Services	486,000	495,720	505,634	515,747	526,062
4226	Photocopy	2,000	2,040	2,081	2,122	2,165
4228	Printing	1,000	1,020	1,040	1,061	1,082
4312	Office Supplies	3,500	3,570	3,641	3,714	3,789
4316	Protective Clothing/Uniforms	8,500	8,670	8,843	9,020	9,201
4364	Telecommunications	11,450	11,679	11,913	12,151	12,394
4412	Equipment Rentals	32,000	32,640	33,293	33,959	34,638
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4508	Credit Card Discount Fees	950	969	988	1,008	1,028
Total Expenditures		1,397,387	1,425,335	1,453,841	1,482,918	1,512,576
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,185,037)	(1,212,985)	(1,241,491)	(1,270,568)	(1,300,226)

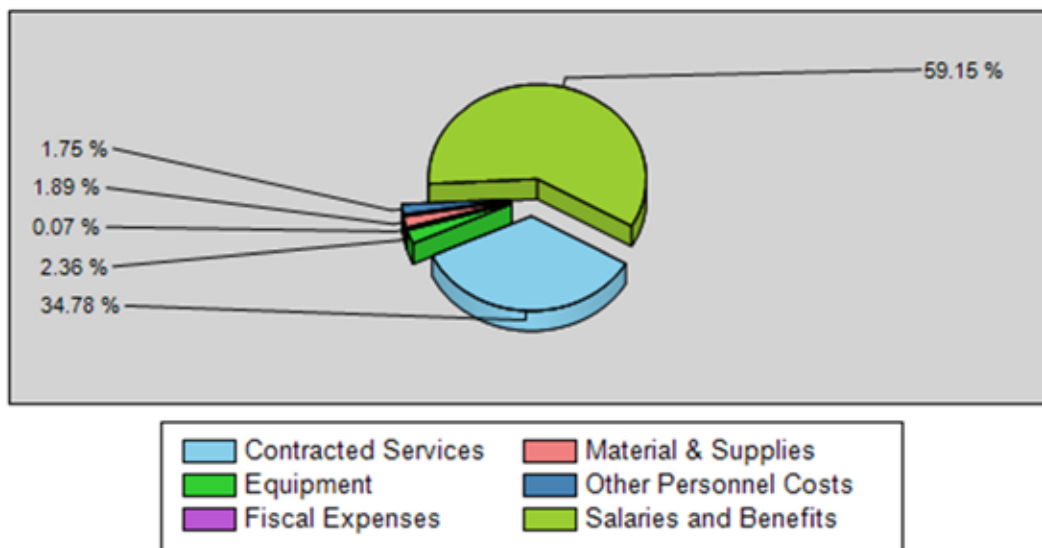
Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw & Licencing Services

Revenues



Expenditures





Real Estate

The Strategic Real Estate business unit administers all aspects of the City's strategic real estate program and holdings including the City's active portfolio of commercial properties. In particular, the business unit seeks to maximize the City's returns from its property holdings and ensure the City has the appropriate real estate portfolio to meet its current and long terms needs.

Core Services

- Manage all aspects of the City's real estate holdings based on an established real estate philosophy and strategy and based on a triple bottom line perspective.
- Provide strategic advice and direction related to real estate transactions involving City interests.
- Conduct investigations and due diligence on proposed acquisitions and sales, and negotiate all aspects of those transactions.
- Negotiate and ongoing contract management of all lease agreements, licenses of use, easements, statutory rights-of-way and other property-related agreements.
- Development and ongoing management of a comprehensive real estate inventory.
- Respond to enquiries from applicants, their agents and City departments about City-owned property.
- Work with the development community to identify opportunities to leverage the City's real estate holdings.
- Monitor local real estate industry data and trends.

Real Estate

Budget Summary

2018 Base Expenditures	1,568,213
2018 One Time Expenditures	0
2018 Proposed Expenditures	1,568,213

2017 Base Expenditures	1,565,903
2017 One Time Expenditures	48,600
2017 Approved Expenditures	1,614,503
Base Budget Change	2,310
Change by %	0.15%

2018 Base Revenues	1,751,085
2018 One Time Revenues	0
2018 Proposed Revenues	1,751,085

2017 Base Revenues	1,738,150
2017 One Time Revenues	48,600
2017 Approved Revenues	1,786,750
Base Budget Change	12,935
Change by %	0.74%

2018 FTE	3.00
2017 FTE	3.00
Change	0
Change by %	0.00%

REAL ESTATE

Performance Metrics

Measuring Success – Arrears Management

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
Reflects number of rental units with arrears >30days	3	2	2
How well did we do it?			
Percentage of units with arrears greater than 30 days	7%	5%	5%
Story behind the data	The rate was higher at start of 2016 and was significantly improved through focused arrears collection and changes to security policies for leases which collectively have reduced percentage of units in arrears by 50% since March 2016. Original goal (forecast in 2016) for 2017 has been further revised from 7% to 5% (due to the better than expected performance in 2016) which would reflect approximately 2 of 44 commercial rental units.		
Is anyone better off?			
Story behind the data	Ensuring billed revenue is collected supports City receives all amounts owing and prevents budgeting shortfalls. Also improves efficient use of staff time as significant resources must be spent when tenants are in arrears to ensure collection. Ensuring tenants stay current can also be a benefit to tenants as the more arrears develop the more difficult it is for a tenant to pay them off.		
Where do we want to go?	COV's goal to decrease arrears rates down to 5% or below.		

Measuring Success – Occupancy Rate

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast	
How much did we do?				
Total vacant months all units: Reflects how much of our total lease stock was vacant in aggregate months during the year.	22 months	24 months	24 months	
How well did we do it?				
Vacancy Rate: Number of months vacant all units compared to total months available for rental.		4.2%	4.5%	4.5%
Story behind the data	2016 actual performance was better than 2016 projected (4.5%). Key corporate focus is to ensure improved communications with tenants to support their business needs, pursuing larger percentage of fixed term leases, finding tenants better suited to locations and marketing locations early to reduce delays between incoming and outgoing tenants. The average vacancy rate for downtown commercial was 6.02% for the 2016 year end.			
Is anyone better off?				
Story behind the data	Maintaining lower vacancy levels improves overall revenues and financial capacity of City (Objective 4), improves commercial setting for surrounding tenants and local businesses (Objective 5) and supports more effective use of staff and Council time.			
Where do we want to go?	COV's goal is to continue reducing the vacancy rates and at a minimum maintain rates below the industry average. (2016 average 6.02%)			

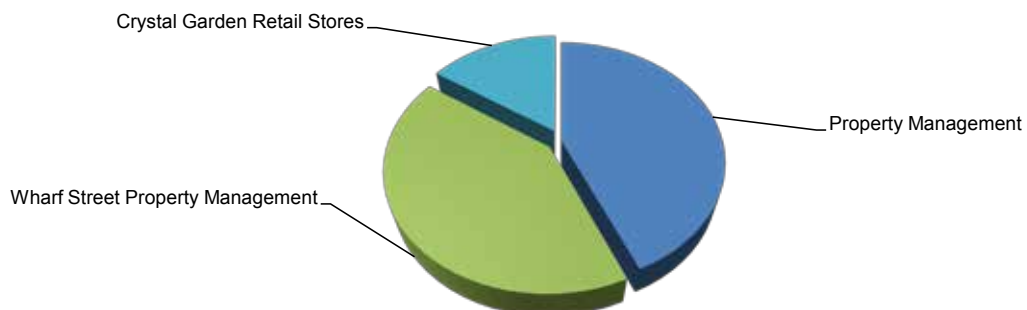
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Property Management	811,600	760,000	(51,600)	-6.36%
Wharf Street Property Management	707,000	720,817	13,817	1.95%
Crystal Garden Retail Stores	268,150	270,268	2,118	0.79%
Total	1,786,750	1,751,085	(35,665)	-2.00%
Expenditures				
Property Management	766,258	700,638	(65,620)	-8.56%
Wharf Street Property Management	707,000	720,817	13,817	1.95%
Crystal Garden Retail Stores	141,245	146,759	5,514	3.90%
Total	1,614,503	1,568,213	(46,290)	-2.87%
Net	(172,247)	(182,872)	(10,625)	6.17%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 2360 - Property Management

Department: Real Estate

Budget Year: 2018

Overview:

The Strategic Real Estate business unit administers all aspects of the City's strategic real estate program and holdings including the City's active portfolio of commercial properties. In particular, the business unit seeks to maximize the City's returns from its property holdings and ensure the City has the appropriate real estate portfolio to meet its current and long terms needs.

This function does the following:

- Manage all aspects of the City's real estate holdings based on an established real estate philosophy and strategy as approved by Council and based on a triple bottom line perspective
- Provide strategic advice and direction related to real estate transactions involving City interests
- Conduct investigations and due diligence on proposed acquisitions and sales and negotiates all aspects of those transactions
- Negotiation and ongoing contract management of all lease agreements, licenses of use, easements, statutory rights of way and other property related agreements
- Development and ongoing management of a comprehensive City Real Estate Inventory
- Respond to enquiries from applicants, their agents and City departments about City property
- Work with the development community to identify opportunities to leverage City real estate holdings
- Monitor local real estate industry data and trends

Deliverables:

- Completion of James Bay Public Library Project
- Develop and refine functions, processes and performance reporting
- Develop a land inventory and initiate development of strategies for acquisition and disposal
- Identify upcoming capital projects and work with other departments to review real estate implications and opportunities (e.g. replacement of Fire Hall Headquarters)
- Develop tools and resources to liaise on real estate and land development needs
- Lead all acquisitions, disposals, lease agreements, and land tenure components (e.g. David Foster Harbour Pathway Project) in support of City initiatives

Business Unit Summary with Service Areas

Business Unit: 2360 - Property Management

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3386	Lease/Rental Properties	725,476	497,432	763,000	760,000	- 0.39 %
5075	Financial Stability Reserve ¹	0	0	48,600	0	
Total Revenues		725,476	497,432	811,600	760,000	
Expenditures						
4010	Salaries - Exempt	129,538	90,161	247,347	247,347	0.00 %
4016	Salaries - Inside	83,345	46,254	83,211	83,211	0.00 %
4102	Benefits	45,944	34,121	79,595	79,595	0.00 %
4112	Mileage/Parking	1,058	943	1,500	3,000	+ 100.00 %
4116	Conferences/Travel	838	303	1,500	3,225	+ 115.00 %
4118	Membership Fees	1,478	1,504	1,500	1,500	0.00 %
4120	Training and Development	1,095	1,125	2,500	3,500	+ 40.00 %
4204	Advertising	0	1,073	5,000	5,000	0.00 %
4214	Consulting ¹	51,424	19,009	48,600	0	
4216	Contracted Services	25,796	10,184	50,000	50,000	0.00 %
4308	General Supplies	0	182	12,000	10,000	- 16.67 %
4358	Gas	301	74	250	250	0.00 %
4360	Hydro	1,794	1,258	2,000	2,000	0.00 %
4364	Telecommunications	1,405	884	1,105	1,860	+ 68.33 %
4366	Water	216	92	300	300	0.00 %
4814	Miscellaneous	975	633	500	500	0.00 %
4816	Lease/Rental	135,707	82,773	200,000	170,000	- 15.00 %
4822	Repairs and Maintenance	17,198	1,295	40,000	50,000	+ 25.00 %
4824	Recovery	(17,992)	(10,289)	(15,000)	(15,000)	0.00 %
6035	Transfer to Financial Stability Reserve	48,576	0	0	0	
9111	WO Inside Equipment Rent	429	61	250	250	0.00 %
9121	WO Outside Equipment Ren	1,274	0	0	0	
9211	WO Regular Time	2,710	733	4,100	4,100	0.00 %
9321	WO Outside Purchases	4,560	0	0	0	
9411	WO Contracted Services	320	1,215	0	0	
Total Expenditures		537,990	283,587	766,258	700,638	
Net Total		187,486	213,846	45,342	59,362	

1. 2016 Council Motion – Real Estate Consulting Support

Business Unit Summary with Service Areas

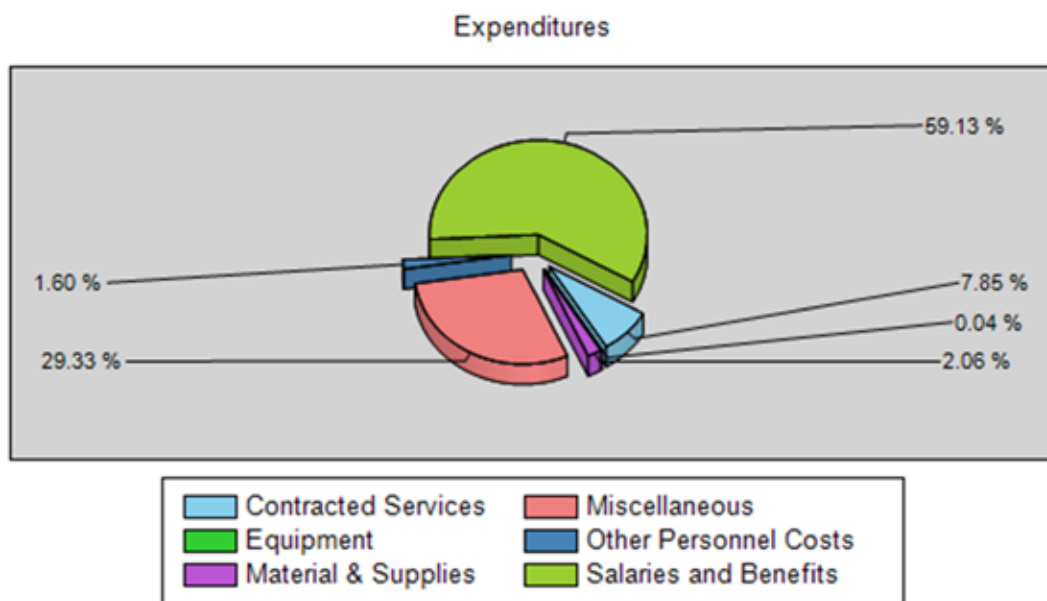
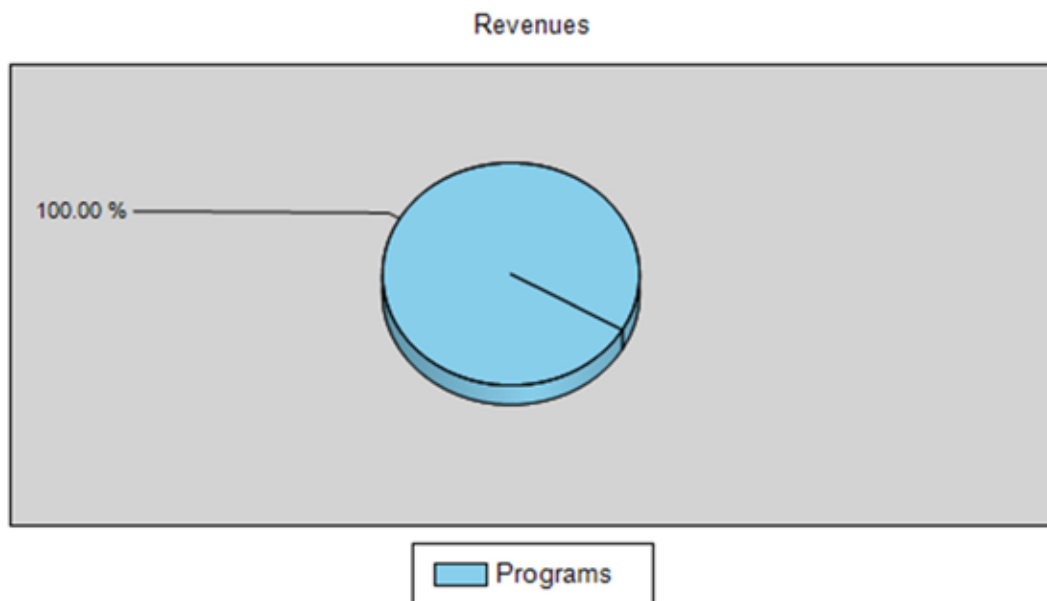
Business Unit: 2360 - Property Management

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3386	Lease/Rental Properties	760,000	775,200	790,704	806,518	822,648
Total Revenues		760,000	775,200	790,704	806,518	822,648
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4010	Salaries - Exempt	247,347	249,614	251,926	254,286	256,690
4016	Salaries - Inside	83,211	84,875	86,573	88,304	90,070
4102	Benefits	79,595	81,187	82,811	84,467	86,156
4112	Mileage/Parking	3,000	3,060	3,121	3,184	3,247
4116	Conferences/Travel	3,225	3,290	3,355	3,422	3,491
4118	Membership Fees	1,500	1,530	1,561	1,592	1,624
4120	Training and Development	3,500	3,540	3,581	3,622	3,665
4204	Advertising	5,000	5,100	5,202	5,306	5,412
4216	Contracted Services	50,000	51,000	52,020	53,060	54,122
4308	General Supplies	10,000	10,200	10,404	10,612	10,824
4358	Gas	250	250	250	250	250
4360	Hydro	2,000	2,070	2,142	2,217	2,295
4364	Telecommunications	1,860	1,885	1,910	1,936	1,962
4366	Water	300	306	312	318	325
4814	Miscellaneous	500	510	520	531	541
4816	Lease/Rental	170,000	173,400	176,868	180,405	184,013
4822	Repairs and Maintenance	50,000	51,000	52,020	53,060	54,122
4824	Recovery	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)
9111	WO Inside Equipment Rent	250	255	260	265	271
9211	WO Regular Time	4,100	4,182	4,266	4,351	4,438
Total Expenditures		700,638	711,953	723,496	735,272	747,282
% Increase			1.62%	1.62%	1.63%	1.63%
Net Total		59,362	63,247	67,208	71,246	75,366

Business Unit Summary with Service Areas

Business Unit: 2360 - Property Management



Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Management

Department: Real Estate **Budget Year:** 2018

Overview:

Management of the property at 812 Wharf Street that includes the Tourism Victoria Visitor Centre, Milestones Restaurant, a whale watching operator and a gift shop. The building also has public washrooms which are operated and maintained by City staff.

Deliverables:

- Maximize tenant occupancy
- Negotiate key leases

Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Management

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3386	Lease/Rental Properties	623,116	441,325	707,000	720,817	+ 1.95 %
Total Revenues		623,116	441,325	707,000	720,817	
Expenditures						
4216	Contracted Services	45,115	16,550	104,000	50,000	- 51.92 %
4222	Janitorial	10,511	4,658	19,800	15,540	- 21.52 %
4232	Security	7,800	4,080	8,700	8,100	- 6.90 %
4360	Hydro	14,256	8,927	18,800	16,000	- 14.89 %
4364	Telecommunications	1,504	887	1,500	1,020	- 32.00 %
4366	Water	11,662	6,007	18,253	18,253	0.00 %
4512	Insurance	13,296	7,811	13,350	13,660	+ 2.32 %
4814	Miscellaneous	420	266	420	480	+ 14.29 %
4822	Repairs and Maintenance	69,759	39,262	74,256	79,323	+ 6.82 %
6042	Buildings and Infrastruct	368,948	0	391,921	462,441	+ 17.99 %
9111	WO Inside Equipment Rent	0	20	0	0	
9211	WO Regular Time	54,284	33,159	50,500	50,500	0.00 %
9221	WO Overtime	2,050	1,493	0	0	
9311	WO Inventory Purchases	0	88	0	0	
9321	WO Outside Purchases	13,024	5,535	5,500	5,500	0.00 %
9411	WO Contracted Services	10,487	2,145	0	0	
Total Expenditures		623,116	130,887	707,000	720,817	
Net Total		0	310,438	0	0	

Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Management

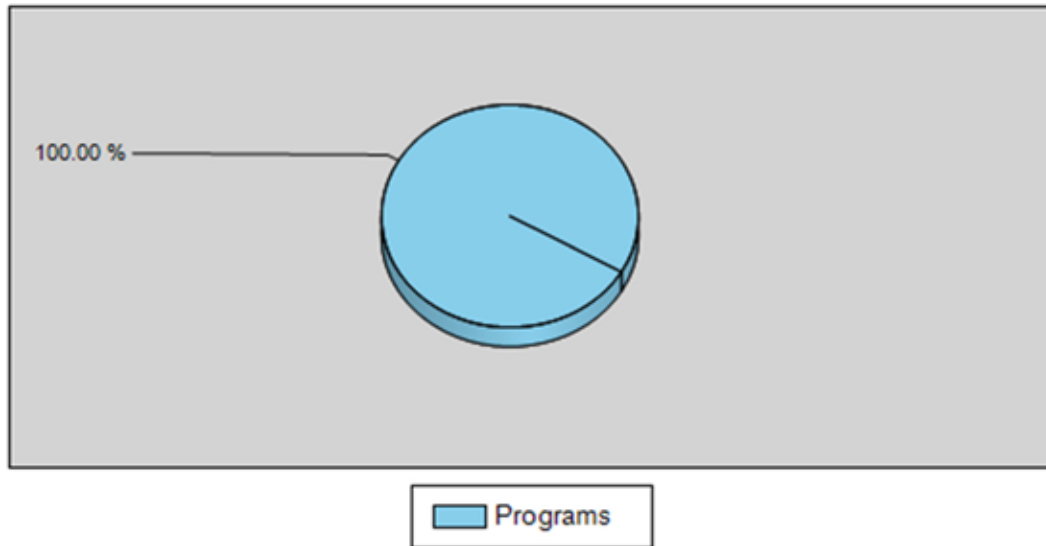
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3386	Lease/Rental Properties	720,817	735,234	749,938	764,937	780,236
Total Revenues		720,817	735,234	749,938	764,937	780,236
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4216	Contracted Services	50,000	51,000	52,020	53,060	54,122
4222	Janitorial	15,540	15,851	16,168	16,491	16,821
4232	Security	8,100	8,262	8,427	8,596	8,768
4360	Hydro	16,000	16,560	17,140	17,739	18,360
4364	Telecommunications	1,020	1,040	1,061	1,082	1,104
4366	Water	18,253	18,618	18,990	19,370	19,758
4512	Insurance	13,660	13,933	14,212	14,496	14,786
4814	Miscellaneous	480	490	499	509	520
4822	Repairs and Maintenance	79,323	80,909	82,528	84,178	85,862
6042	Buildings and Infrastruct	462,441	471,450	480,631	489,986	499,520
9211	WO Regular Time	50,500	51,510	52,540	53,591	54,663
9321	WO Outside Purchases	5,500	5,610	5,722	5,837	5,953
Total Expenditures		720,817	735,234	749,939	764,937	780,236
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		0	0	0	0	0

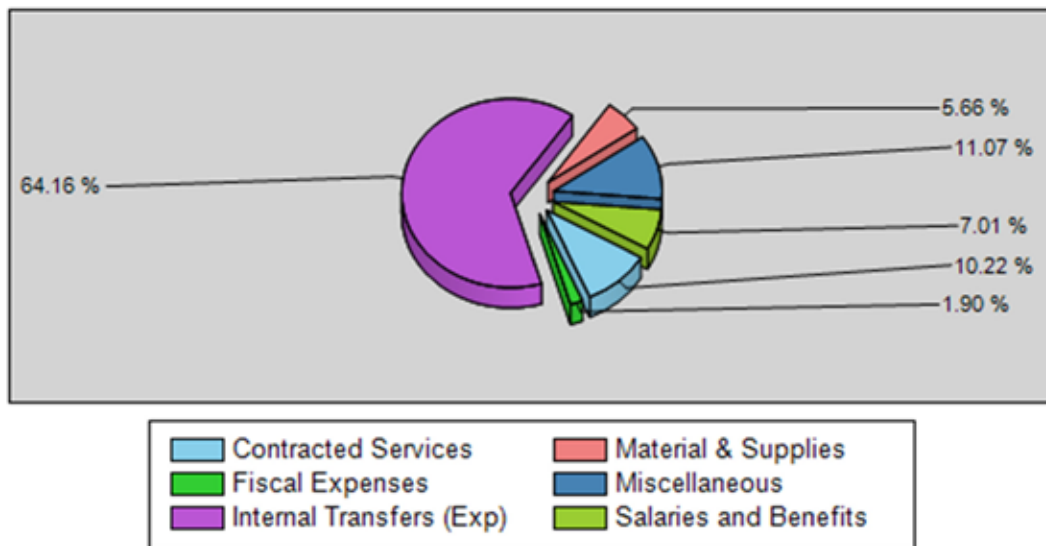
Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Management

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores

Department: Real Estate

Budget Year: 2018

Overview:

This business unit includes the eight retail units on Douglas Street, street level below the Crystal Garden. They are managed by Richmond Property Group (Leasing Agent is DTZ Barnicke).

Retail space at Crystal Garden was acquired by the City on April 1, 2015 as part of the ownership of the Crystal Garden.

Deliverables:

- Maximize tenant occupancy

Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3386	Lease/Rental Properties	254,526	145,001	268,150	270,268	+ 0.79 %
Total Revenues		254,526	145,001	268,150	270,268	
Expenditures						
4216	Contracted Services	14,264	4,943	14,000	13,100	- 6.43 %
4222	Janitorial	8,328	4,858	8,500	8,400	- 1.18 %
4232	Security	7,200	4,200	7,200	13,717	+ 90.51 %
4358	Gas	0	0	25,500	0	
4360	Hydro	3,308	1,887	3,100	4,000	+ 29.03 %
4366	Water	25,781	0	24,300	34,000	+ 39.92 %
4512	Insurance	7,512	4,382	7,300	7,300	0.00 %
4814	Miscellaneous	162	95	145	162	+ 11.72 %
4822	Repairs and Maintenance	55,159	26,236	51,200	66,080	+ 29.06 %
4824	Recovery	0	(9,110)	0	0	
Total Expenditures		121,715	37,491	141,245	146,759	
Net Total		132,811	107,510	126,905	123,509	

Business Unit Summary with Service Areas

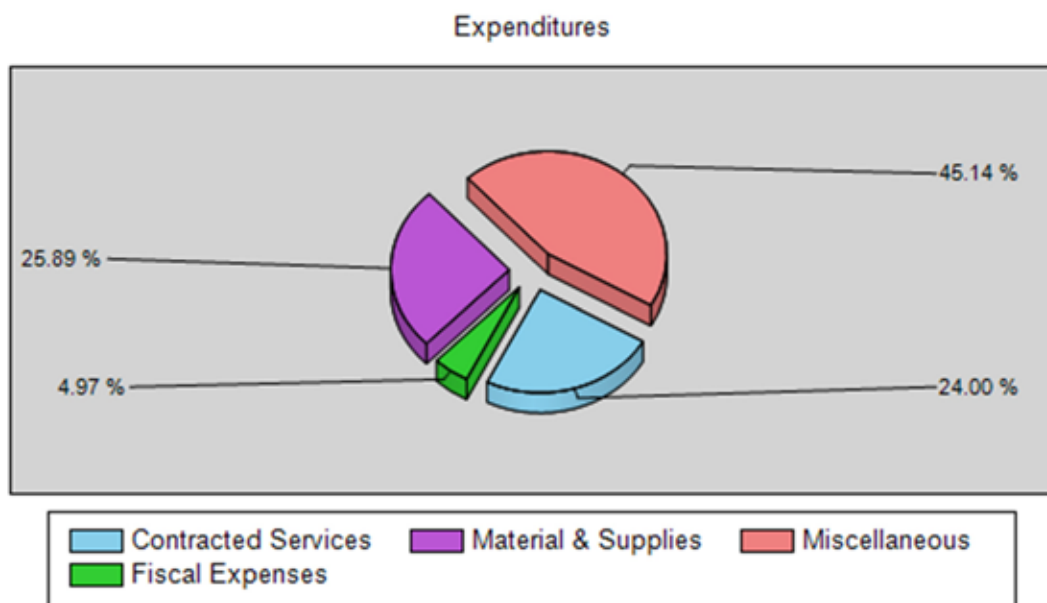
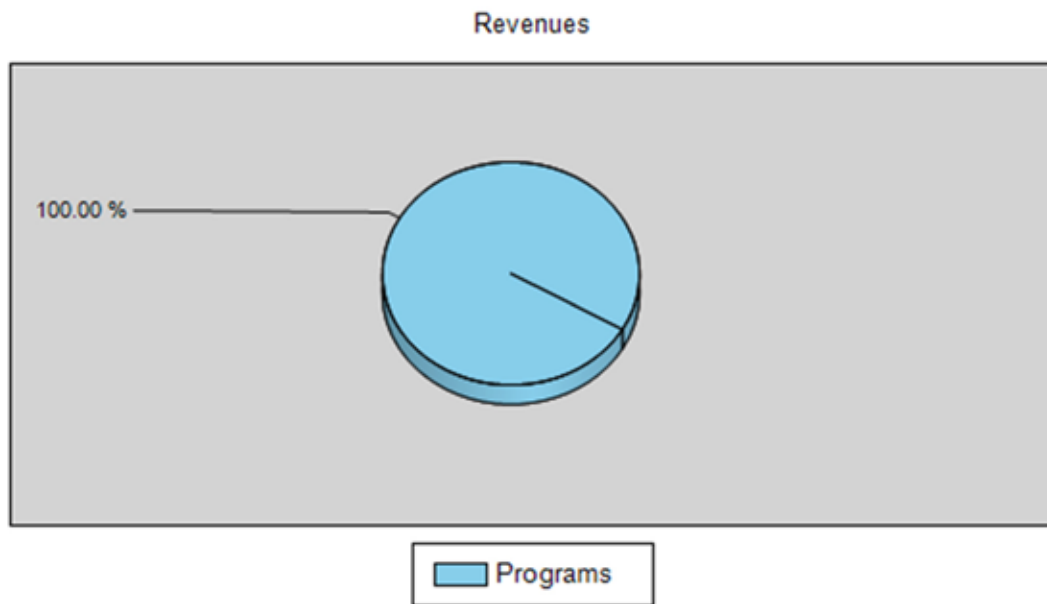
Business Unit: 5975 - Crystal Garden Retail Stores

5 Year Forecast:

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

Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores





Victoria Conference Centre

The Victoria Conference Centre contributes to the community's economic health and to the Victoria community by attracting business to the City, providing high quality convention services and providing sustainable and energy efficient facilities.

The Conference Centre includes 73,000 square feet of meeting space, 19 multi-purpose meeting rooms including a large exhibit hall and a 400-seat lecture theatre. The historic Crystal Garden, across the street, adds 25,000 square feet of space.

Core Services

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

Proposed Initiatives for 2018

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

Victoria Conference Centre

Budget Summary

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%

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%

VICTORIA CONFERENCE CENTRE

Performance Metrics

Measuring Success – City-Wide Conferences

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of city-wide conferences		27	32	32
How well did we do it?				
Delegate days		106,808	116,000	118,000
Story behind the data	The mandate of convention and conference centres is to generate economic impact to their destination. That economic impact is created by conference delegates staying in the city overnight at hotels, eating in local restaurants and shopping downtown while they are in the city. The measure of this activity is the delegate day. Delegate day numbers are the numbers of delegates multiplied by the number of nights that they stay in the city.			
Where do we want to go?	We will continue to emphasize the attributes of the destination which will result in increased delegate attendance.			
Is anyone better off?				
Economic Impact – increase economic impact for the City of Victoria from \$48.06 million in 2016 with conferences and delegates.				
Story behind the data	The average conference size is 402 and each non-resident delegate spends an average of \$450 per day. This economic impact captures the spend related to hotel stays, restaurants, and retail as well as the “production spend” which is the money spent by the event planner through the event on behalf of the delegate (food and beverage, décor and AV). A study was conducted in 2005 by Synovate which sampled spending over a one year period for delegates at the VCC. The spend identified through that work was \$450 per delegate per day. This number is used as the multiplier (with the number of delegate days) to determine the overall economic impact of the centre on an annual basis.			
Where do we want to go?	To continue working collaboratively with our industry colleagues and the Victoria Conference Optimization Network and develop strategic sales & marketing initiatives to bring more conference business to Victoria. Victoria Conference Optimization Network (VCON) has committed to: <ul style="list-style-type: none">• Continue to collaborate and leverage synergies within sales and marketing activities between the hotels, TVIC and VCC to increase hotel room nights to the destination through increased conference and meeting business.• A focus on performance measures and return on investment are key elements of the VCON initiative moving forward.			

VICTORIA CONFERENCE CENTRE

Performance Metrics

Measuring Success – Events including conferences, tradeshow and meetings.

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast	
How much did we do?					
Number of events		209	190	195	
How well did we do it?					
Percent of repeat business		49%	50%	48%	
Percent of space utilization		44.1%	35.8%	40%	
	As a member of Convention Centres of Canada, the VCC is benchmarked against convention centres across the country by HLT Advisory on an annual basis. Part of this benchmarking includes the utilization of the facility to identify levels of occupancy. This information is helpful for future determinants of the most desirable space and when a facility expansion may be required. Over 50% of events at the VCC are repeat events and are a solid base of business for the facility.				
		Exhibit Hall Space	Meeting Room Space	Ballroom Space	Theatre Space
	Occupancy Rate (2016)	63%	51%	11.5. %	51%
Is anyone better off?					
Focus on planning and successful execution of all events. Work closely with the clients and suppliers to increase ancillary revenues, and maximize the utilization of the space.					
Story behind the data	Proactive sales efforts are the focus of the sales department and involve relationship based selling on a multiyear basis. Once the contract has been executed, the events department works with the clients on the details of the events and to rebook the event for future years. Increase events by working closely with clients for repeat business. There is always room for improvement of service levels.				
Where do we want to go?	Offering the best service to the clients by planning and executing their events to ensure that the client's events are successful and they return to the VCC.				

Performance Metrics

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

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
BOMA Accreditation (Platinum is the highest level)	Achieved Platinum Level for 2016 – 2019	Maintain Platinum Level	Maintain Platinum Level

How well did we do it?

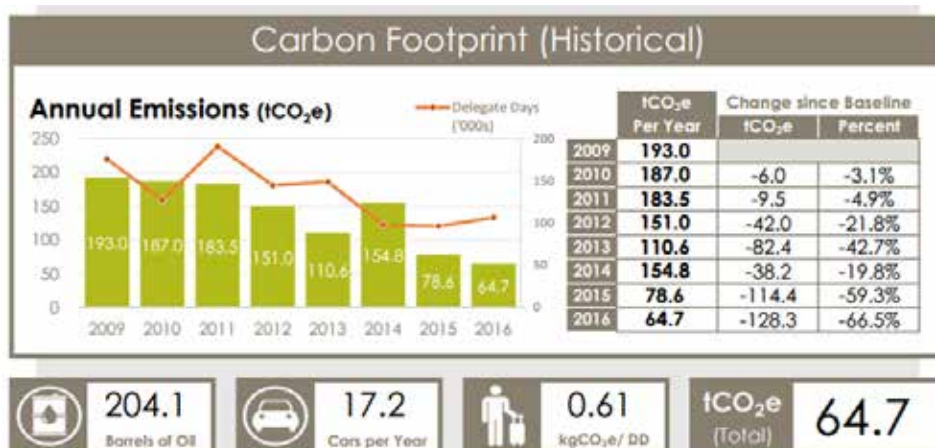
Story behind the data

Building Owners & Managers Association of Canada (BOMA CANADA) is the Canada's largest environmental assessment and certification program for existing buildings in Canada. 2016 VCC has achieved the highest level – BOMA BEST® Canada PLATINUM Accreditation. BOMA BEST® provides a consistent framework for assessing the environmental performance and best building management practices.

The VCC is the only PLATINUM accredited building on Vancouver Island that has this achievement is 1/10 of 331 buildings in BC.

As part of the BOMA BEST program, it is a requirement to facilitate an annual Sustainability Report which the emissions factors are reviewed and approved by Offsetters.

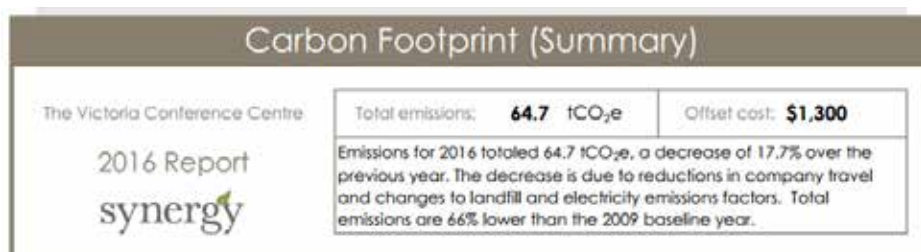
Three charts show the summary of year 2016 – Historical Carbon Footprint, VCC Reduction Summary including Total Emissions, electricity, water, paper, landfill & tCO₂e & Carbon Footprint Summary – a decrease of 66% lower than the 2009 baseline.



VCC Reduction Summary

Year	Reduction in tCO ₂ e	Total Emissions % reduction	Electricity % reduction	Water % reduction	Landfill % reduction	kgCO ₂ e/ Delegate Day
2009	--	--	--	--	--	1.10
2010	6.0	3%	2%	-13%	4%	1.47
2011	3.5	2%	-5%	-24%	41%	0.96
2012	32.5	18%	18%	22%	-16%	1.04
2013	40.4	27%	8%	13%	36%	0.74
2014	-44.2	-40%	11%	48%	6%	1.57
2015	76.2	49%	10%	17%	20%	0.81
2016	13.9	18%	-2%	5%	-2%	0.61
Total reduction since baseline (2009)	128.3	66%	36%	61%	68%	45%

Performance Metrics



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

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
Is anyone better off?			
Continue to manage a safe, clean, cost efficient facility which maintains the level of the event industry standard and creating economic impact for city.			
<p>BOMA BEST®</p> <p>Achievements of the BOMA BEST best practices for the year 2016</p>	<ul style="list-style-type: none"> * 66% reduction in carbon emissions since 2009 * 24% reduction in electricity use since 2012 * 65% reduction in water consumption since 2012 * 64% waste diversion rate, the highest since reporting began * Re-certified BOMA Platinum building in 2016 * Replaced water-cooled units in 2013 reducing water use by ~1000 m³/year (48%) * Installed screen in the atrium to give clients information on their event's energy and water usage * Replaced pneumatic valves in the HVAC system with electric * Installed sensor controlled ventilation in the parkade to reduce HVAC energy use 		
Where do we want to go?	<p>Continue to manage the facility based on best environmental performance and management practices with BOMA BEST®. Maintain the highest accreditation level of PLATINUM.</p> <p>The Annual Sustainability Report will continue to be certified on a yearly schedule to document the Performance Measures of environmental practices.</p>		
Carbon Reduction Strategy	<p>The Victoria Conference Centre (VCC) has been monitoring and reducing their carbon footprint since 2009. Through the use of a real-time energy management system, lighting upgrades, equipment changes and improvements to the HVAC system, The VCC has reduced their total carbon footprint by 66.5%. In 2015, sensor-controlled ventilation, and electronic variable air flow units were installed in the parkade. These improvements contributed to a 11% decrease in the electricity use per Delegate Day. Continued improvements to waste management have also resulted in an increased waste diversion rate from 48% in 2009, to 64% in 2016.</p> <p>Facing increasing utility costs, and an ageing boiler, the VCC has commissioned a carbon impact and cost review of installing a natural gas boiler. The carbon impact is being considered along side financial implications to ensure the VCC minimizes impact while managing costs. The purchase of Renewable Natural Gas (RNG) would help limit the increase in VCC's carbon footprint.</p>		

Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Sales	1,351,538	1,373,930	22,392	1.66%
Client Services	468,000	569,904	101,904	21.77%
Crystal Garden	518,300	536,049	17,749	3.42%
Parkade	1,101,000	1,183,000	82,000	7.45%
Retail Stores	300,300	324,522	24,222	8.07%
Event Flow Through	3,460,000	3,460,000	0	0.00%
Total	7,199,138	7,447,405	248,267	3.45%
Expenditures				
Marketing	128,755	128,755	0	0.00%
Sales	225,930	225,930	0	0.00%
Event Planning	358,248	360,318	2,070	0.58%
Building Maintenance	478,331	486,636	8,305	1.74%
Building Services	535,589	537,989	2,400	0.45%
Client Services	368,624	375,121	6,497	1.76%
Crystal Garden	555,035	574,902	19,867	3.58%
Parkade	266,830	279,371	12,541	4.70%
Retail Stores	92,598	94,913	2,315	2.50%
Event Flow Through	3,460,000	3,460,000	0	0.00%
Administration	493,879	504,656	10,777	2.18%
Total	6,963,818	7,028,591	64,773	0.93%
Net	(235,320)	(418,814)	(183,494)	77.98%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 5910 - VCC - Marketing

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

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

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

It also includes association memberships, research and development.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5910 - VCC - Marketing

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4118	Membership Fees	14,213	4,250	20,000	20,000	0.00 %
4314	Postage	1,739	0	2,000	2,000	0.00 %
4842	Communications	91,729	25	106,755	106,755	0.00 %
Total Expenditures		107,681	4,275	128,755	128,755	
Net Total		(107,681)	(4,275)	(128,755)	(128,755)	

Business Unit Summary with Service Areas

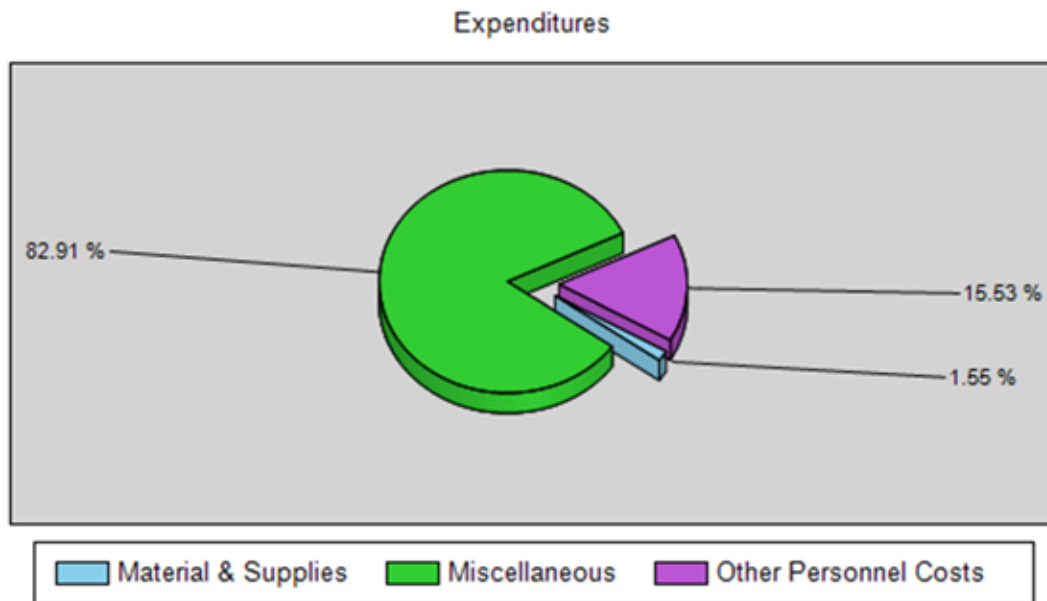
Business Unit: 5910 - VCC - Marketing

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4118	Membership Fees	20,000	20,400	20,808	21,224	21,649
4314	Postage	2,000	2,040	2,081	2,122	2,165
4842	Communications	106,755	108,890	111,068	113,289	115,555
Total Expenditures		128,755	131,330	133,957	136,636	139,369
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(128,755)	(131,330)	(133,957)	(136,636)	(139,369)

Business Unit Summary with Service Areas

Business Unit: 5910 - VCC - Marketing



Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

The primary objective of the VCC sales department is to proactively identify and contract City wide conferences (400+ delegates) to Victoria creating economic impact for the Conference Centre and the City. The Sales Department sells the Victoria market in Canada and the US through participation in industry trade shows, meeting planner conferences, market sales calls, events and trade shows. It offers 73,000 square feet of meeting space comprised of 19 multi-purpose meeting rooms including a large exhibit hall and a 400-seat lecture theatre.

The VCC is the second largest facility of its kind in BC and is capable of hosting meetings, conventions, conferences, exhibits and trade shows.

The VCC business model is to create economic impact by showcasing Victoria as an exciting and viable destination for corporate and association meetings. This will have a direct economic impact through the revenues generated by the delegate spending at hotels, shops, restaurants and attractions.

Deliverables:

- Number of city wide conferences per year (27 in 2016)
- Number of delegate (106,808 non-resident delegate days in 2016 resulting in \$48 million in estimated economic impact)
- % of repeat business versus new business (49% was repeat business and 51% was new business in 2016)
- Number of programmed sales trips per Account Executive (8-16 in 2016)
- Space rental revenue generated by booked business

Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3394	Room Rental	968,101	513,772	1,129,165	1,148,000	+ 1.67 %
3515	Tourism Victoria Recovery	0	114,601	222,373	225,930	+ 1.60 %
Total Revenues		968,101	628,373	1,351,538	1,373,930	
Expenditures						
4010	Salaries - Exempt	184,462	99,978	182,173	182,173	0.00 %
4102	Benefits	50,618	31,050	43,757	43,757	0.00 %
4112	Mileage/Parking	3,122	1,799	0	0	
4118	Membership Fees	2,825	704	0	0	
4120	Training and Development	10,164	0	0	0	
4216	Contracted Services	39,595	0	0	0	
4814	Miscellaneous	24	0	0	0	
4838	Business Promotion	4,683	0	0	0	
4844	Sales Activities	170,474	0	0	0	
Total Expenditures		465,967	133,531	225,930	225,930	
3062	2% Hotel Tax	595,821	0	0	0	
Net Total		1,097,955	494,842	1,125,608	1,148,000	

Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

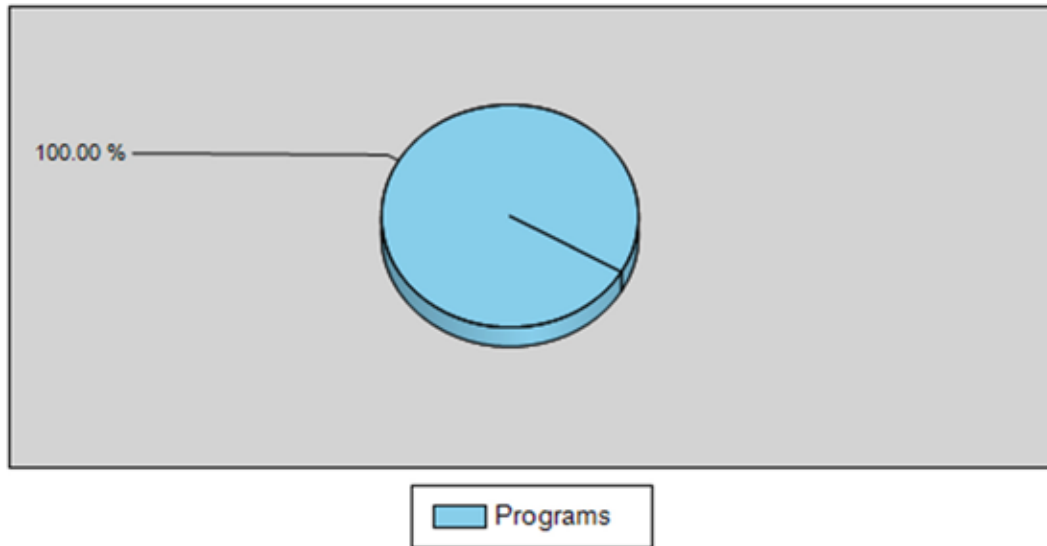
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3394	Room Rental	1,148,000	995,000	995,000	995,000	995,000
3515	Tourism Victoria Recovery	225,930	230,449	235,058	239,759	244,554
Total Revenues		1,373,930	1,225,449	1,230,058	1,234,759	1,239,554
% Increase			(10.81%)	0.38%	0.38%	0.39%
Expenditures						
4010	Salaries - Exempt	182,173	185,817	189,533	193,324	197,190
4102	Benefits	43,757	44,632	45,525	46,436	47,364
Total Expenditures		225,930	230,449	235,058	239,759	244,554
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		1,148,000	995,000	995,000	995,000	995,000

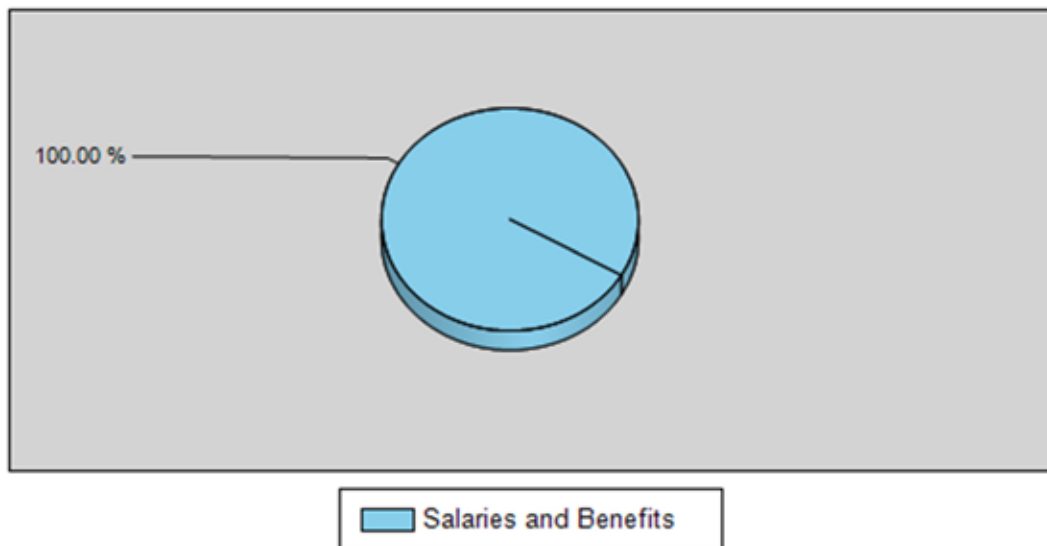
Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5930 - VCC - Event Planning

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

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

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

Deliverables:

- 209 events in 2016, 57 conferences, 14 consumer and tradeshow and 138 single day meetings and special events

Business Unit Summary with Service Areas

Business Unit: 5930 - VCC - Event Planning

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	287,481	168,915	284,010	284,010	0.00 %
4080	Auxiliaries/RPT/Seasonal	79,696	47,750	0	0	
4102	Benefits	68,285	45,245	68,218	68,218	0.00 %
4112	Mileage/Parking	3,084	1,928	2,500	2,500	0.00 %
4116	Conferences/Travel	452	0	0	2,000	
4120	Training and Development	396	0	0	0	
4814	Miscellaneous	0	155	1,020	1,040	+ 1.96 %
4838	Business Promotion	523	152	2,500	2,550	+ 2.00 %
Total Expenditures		439,919	264,144	358,248	360,318	
Net Total		(439,919)	(264,144)	(358,248)	(360,318)	

Business Unit Summary with Service Areas

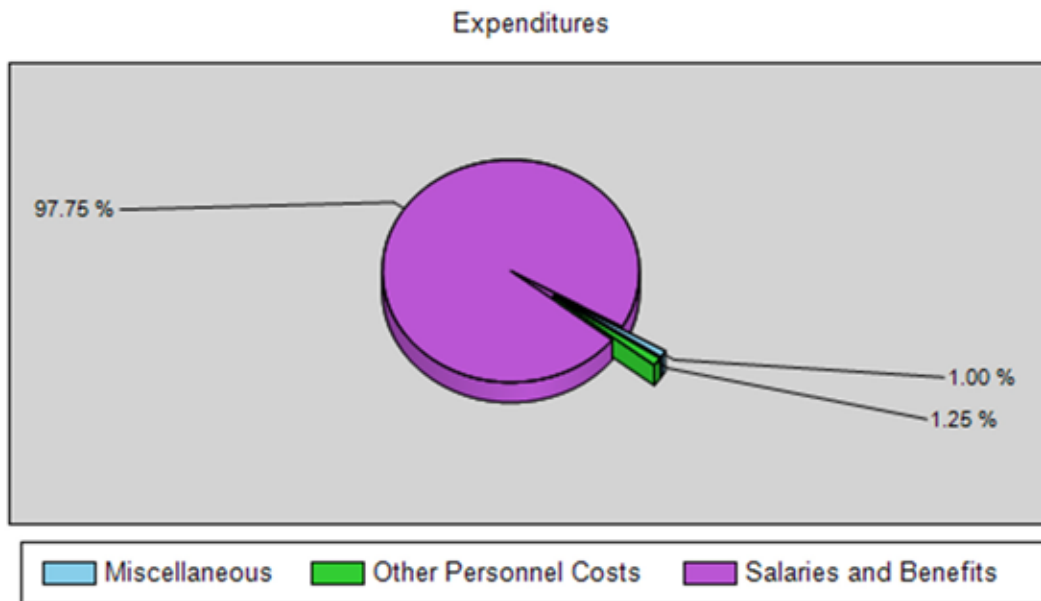
Business Unit: 5930 - VCC - Event Planning

5 Year Forecast:

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

Business Unit Summary with Service Areas

Business Unit: 5930 - VCC - Event Planning



Business Unit Summary with Service Areas

Business Unit: 5935 - VCC - Building Maintenance

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

The function of this Business Unit is to provide day to day preventative and corrective maintenance for the Victoria Conference Centre.

- This business unit has a proactive role in the management of the VCC as a City asset and as a venue that needs to be highly competitive in the conference industry where other Centres are experiencing expansions or new builds.
- Maintain, service and operate lighting, plumbing, cross connection control, heating, boilers, building automation systems, asset software, ventilating and air conditioning systems and fixtures by checking and adjusting pressures, lubricating pumps and motors, replacing belts, filters and gaskets and checking temperatures.
- Test and adjust chemical balance in heating system water, test life safety equipment such as emergency lighting, fire extinguishers and back-up generators.
- Coordinate fire alarm preventative maintenance and repair.
- Perform routine repairs and adjustments to building fabric and related systems such as interior walls, ceilings, flooring, furniture, roofing, windows, and overhead/interior/exterior doors.
- Issue and modify electronic staff access fobs; create and print building access activity reports.
- Respond to service request which include such things as malfunctioning light fixtures, temperature adjustments, vandalism, plumbing repairs etc.
- Maintenance and repair of 6 elevators and 2 lifts.
- Perform routine plumbing and electrical repairs while coordinating larger repairs.
- This Business Unit also funds the utility costs associated with the Conference Centre. This includes electricity, gas, operating permits etc.

Deliverables:

- Weekly lighting, heating, ventilation and building system inspections.
- Monthly life safety equipment checks including emergency lighting, exit signage and fire alarm systems.
- Monthly back-up generator test inspections.
- Over 70,000 sq./ft. of rentable space maintained
- Approximately 75% of maintenance is scheduled/routine maintenance and 25% of the maintenance is reactive (in response to breakdowns).
- The facility has been active with BOMA since 2008 and has achieved the top level of BOMA BEST Platinum accreditation and is 1 of 10 buildings out of 331 certified buildings in BC.

Business Unit Summary with Service Areas

Business Unit: 5935 - VCC - Building Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4016	Salaries - Inside	106,068	59,057	104,648	104,648	0.00 %
4070	Overtime	0	379	0	0	
4080	Auxiliaries/RPT/Seasonal	52,910	33,967	48,850	48,850	0.00 %
4102	Benefits	29,125	16,902	25,639	25,639	0.00 %
4320	Building Supplies	0	300	1,500	1,530	+ 2.00 %
4354	Cable	1,861	712	950	969	+ 2.00 %
4358	Gas ¹	131	174	150	70,000	+ 46566.67 %
4360	Hydro ¹	172,813	110,047	176,800	113,000	- 36.09 %
4822	Repairs and Maintenance ²	98,219	44,024	119,794	61,000	- 49.08 %
9411	WO Contracted Services ²	0	0	0	61,000	
Total Expenditures		461,126	265,562	478,331	486,636	
Net Total		(461,126)	(265,562)	(478,331)	(486,636)	

1. Reallocation from Hydro to Gas due to boiler conversion

2. Reallocation from Repairs and Maintenance to WO Contracted Services

Business Unit Summary with Service Areas

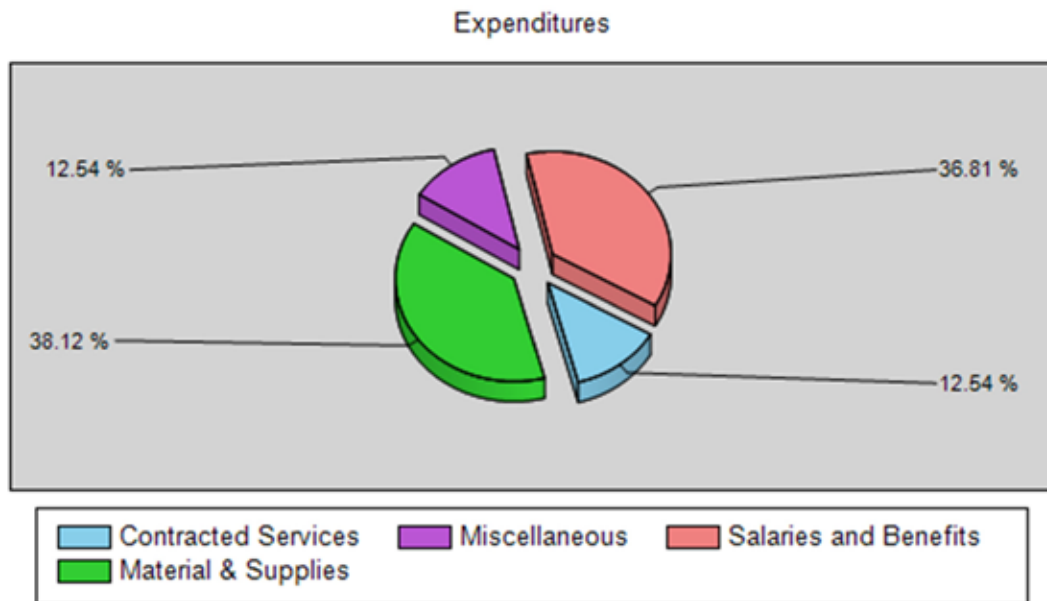
Business Unit: 5935 - VCC - Building Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	104,648	106,741	108,876	111,053	113,274
4080	Auxiliaries/RPT/Seasonal	48,850	49,827	50,824	51,840	52,877
4102	Benefits	25,639	26,152	26,675	27,208	27,752
4320	Building Supplies	1,530	1,561	1,592	1,624	1,656
4354	Cable	969	988	1,008	1,028	1,049
4358	Gas	70,000	71,850	73,753	75,710	77,723
4360	Hydro	113,000	116,955	121,048	125,285	129,670
4822	Repairs and Maintenance	61,000	62,220	63,464	64,734	66,028
9411	WO Contracted Services	61,000	62,220	63,464	64,734	66,028
Total Expenditures		486,636	498,514	510,704	523,216	536,058
% Increase			2.44%	2.45%	2.45%	2.45%
Net Total		(486,636)	(498,514)	(510,704)	(523,216)	(536,058)

Business Unit Summary with Service Areas

Business Unit: 5935 - VCC - Building Maintenance



Business Unit Summary with Service Areas

Business Unit: 5940 - VCC - Building Services

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

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

The VCC is a national green building certified by BOMA Canada which is based on the internationally recognized and accepted Green Globes TM environmental assessment platform. It is a unique, voluntary, national program designed to assess environmental performance and management of existing buildings and is offered by the Building Owners and Managers Association of Canada (BOMA Canada). The facility has been active with BOMA since 2008 and has achieved Level 4 – the highest accreditation and is 1 of 7 buildings out of 261 certified buildings in BC.

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

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

Deliverables:

- Continue to participate in annual Sustainability Audit to maintain BOMA level 4 rating
- 66% reduction in carbon emissions since 2009
- 24% reduction in electricity use since 2012
- 65% reduction in water consumption since 2012
- 64% waste diversion rate, the highest since reporting began

Business Unit Summary with Service Areas

Business Unit: 5940 - VCC - Building Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4120	Training and Development	418	0	2,000	2,000	0.00 %
4216	Contracted Services	14,548	11,100	28,000	28,000	0.00 %
4222	Janitorial	164,586	76,625	183,600	183,600	0.00 %
4232	Security	112,845	76,957	117,422	117,422	0.00 %
4308	General Supplies	130	44	1,000	1,000	0.00 %
4364	Telecommunications	811	658	3,000	3,000	0.00 %
4366	Water	9,675	5,617	17,850	17,850	0.00 %
4418	Equipment	5,597	0	3,000	3,000	0.00 %
4512	Insurance	97,062	56,877	103,160	105,560	+ 2.33 %
4822	Repairs and Maintenance	106,533	31,081	84,206	84,206	0.00 %
4824	Recovery	(7,446)	(4,344)	(7,650)	(7,650)	0.00 %
Total Expenditures		504,760	254,615	535,589	537,989	
Net Total		(504,760)	(254,615)	(535,589)	(537,989)	

Business Unit Summary with Service Areas

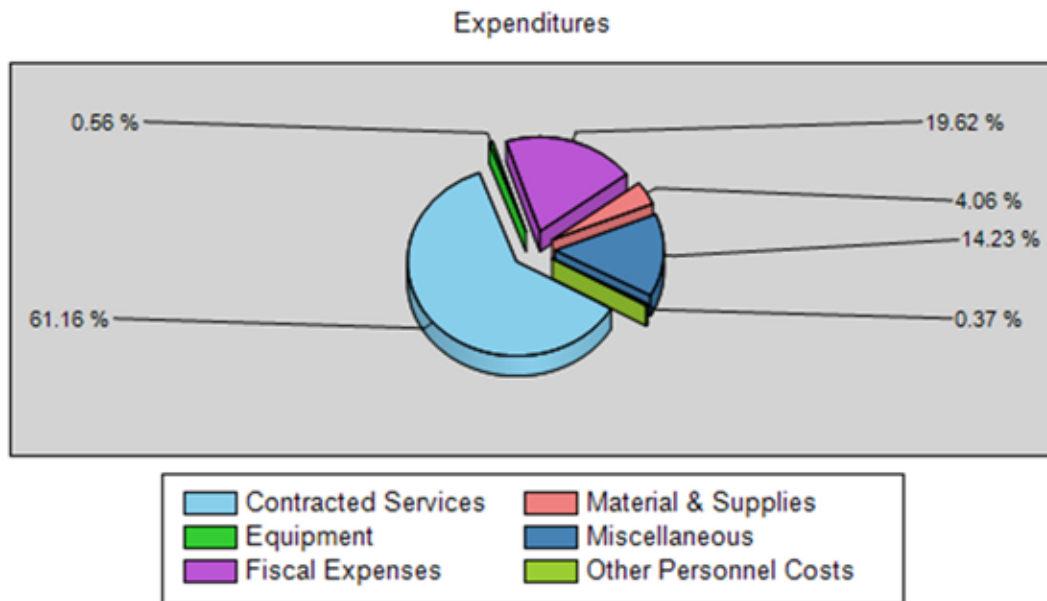
Business Unit: 5940 - VCC - Building Services

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4120	Training and Development	2,000	2,040	2,081	2,122	2,165
4216	Contracted Services	28,000	28,560	29,131	29,714	30,308
4222	Janitorial	183,600	187,272	191,017	194,838	198,735
4232	Security	117,422	119,771	122,166	124,610	127,102
4308	General Supplies	1,000	1,001	1,002	1,003	1,004
4364	Telecommunications	3,000	3,060	3,121	3,184	3,247
4366	Water	17,850	18,743	19,680	20,664	21,697
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4512	Insurance	105,560	107,671	109,825	112,021	114,262
4822	Repairs and Maintenance	84,206	85,890	87,608	89,360	91,148
4824	Recovery	(7,650)	(7,803)	(7,959)	(8,118)	(8,281)
Total Expenditures		537,989	549,265	560,794	572,581	584,633
% Increase			2.10%	2.10%	2.10%	2.10%
Net Total		(537,989)	(549,265)	(560,794)	(572,581)	(584,633)

Business Unit Summary with Service Areas

Business Unit: 5940 - VCC - Building Services



Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

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

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

Deliverables:

- Customer Satisfaction Survey results (Client Services received a 95% average customer satisfaction rating)

Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	12,286	3,777	14,000	14,280	+ 2.00 %
3352	Audio Visual	190,863	65,730	162,000	163,464	+ 0.90 %
3358	Food	164,548	28,060	157,000	166,000	+ 5.73 %
3360	Miscellaneous Commission	1,437	0	0	0	
3362	Security	16,633	7,200	12,000	14,000	+ 16.67 %
3366	Vending Machines	90	0	0	0	
3400	Telephone Rental	9,121	5,518	8,000	8,160	+ 2.00 %
3408	Equipment Rental	54,775	36,585	36,000	43,000	+ 19.44 %
3474	Electrical Service	88,541	51,889	30,000	85,000	+ 183.33 %
3476	Display Revenue	75,400	47,343	49,000	76,000	+ 55.10 %
3494	Photocopy	0	27	0	0	
Total Revenues		613,695	246,129	468,000	569,904	
Expenditures						
4010	Salaries - Exempt	77,110	42,837	76,602	76,602	0.00 %
4080	Auxiliaries/RPT/Seasonal	177,666	127,936	144,797	144,797	0.00 %
4102	Benefits	22,790	13,998	18,399	18,399	0.00 %
4112	Mileage/Parking	1,478	0	0	0	
4120	Training and Development	345	70	0	0	
4216	Contracted Services	73,052	33,474	61,761	60,915	- 1.37 %
4308	General Supplies	4,509	2,793	5,100	5,202	+ 2.00 %
4814	Miscellaneous	8,462	1,145	0	3,000	
4838	Business Promotion	49	0	0	0	
9121	WO Outside Equipment Ren	9,974	13,013	6,763	9,900	+ 46.39 %
9311	WO Inventory Purchases	5,539	2,377	5,202	5,306	+ 2.00 %
9321	WO Outside Purchases	27	0	0	0	
9411	WO Contracted Services	40,373	24,240	50,000	51,000	+ 2.00 %
Total Expenditures		421,374	261,882	368,624	375,121	
Net Total		192,321	(15,753)	99,376	194,783	

Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

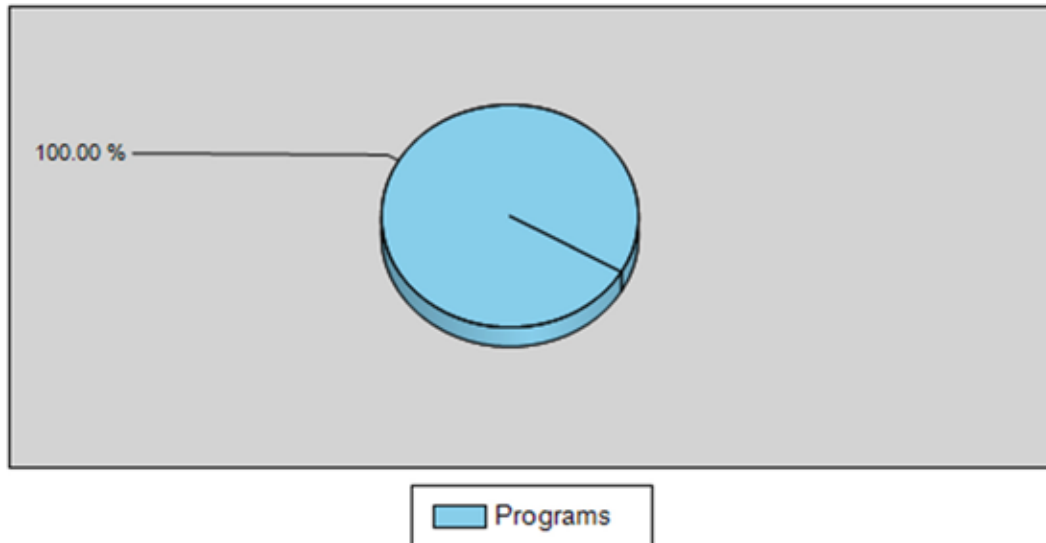
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3274	Miscellaneous Fees	14,280	14,566	14,857	15,154	15,457
3352	Audio Visual	163,464	166,733	170,068	173,469	176,939
3358	Food	166,000	169,320	172,706	176,161	179,684
3362	Security	14,000	14,280	14,566	14,857	15,154
3400	Telephone Rental	8,160	8,323	8,490	8,659	8,833
3408	Equipment Rental	43,000	43,860	44,737	45,632	46,545
3474	Electrical Service	85,000	86,700	88,434	90,203	92,007
3476	Display Revenue	76,000	77,520	79,070	80,652	82,265
Total Revenues		569,904	581,302	592,928	604,787	616,882
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4010	Salaries - Exempt	76,602	78,134	79,696	81,290	82,916
4080	Auxiliaries/RPT/Seasonal	144,797	147,693	150,647	153,660	156,733
4102	Benefits	18,399	18,767	19,143	19,526	19,916
4216	Contracted Services	60,915	62,133	63,376	64,643	65,936
4308	General Supplies	5,202	5,306	5,412	5,520	5,631
4814	Miscellaneous	3,000	3,060	3,121	3,184	3,247
9121	WO Outside Equipment Ren	9,900	10,098	10,300	10,506	10,716
9311	WO Inventory Purchases	5,306	5,412	5,520	5,631	5,743
9411	WO Contracted Services	51,000	52,020	53,060	54,122	55,204
Total Expenditures		375,121	382,624	390,276	398,082	406,043
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		194,783	198,679	202,652	206,705	210,839

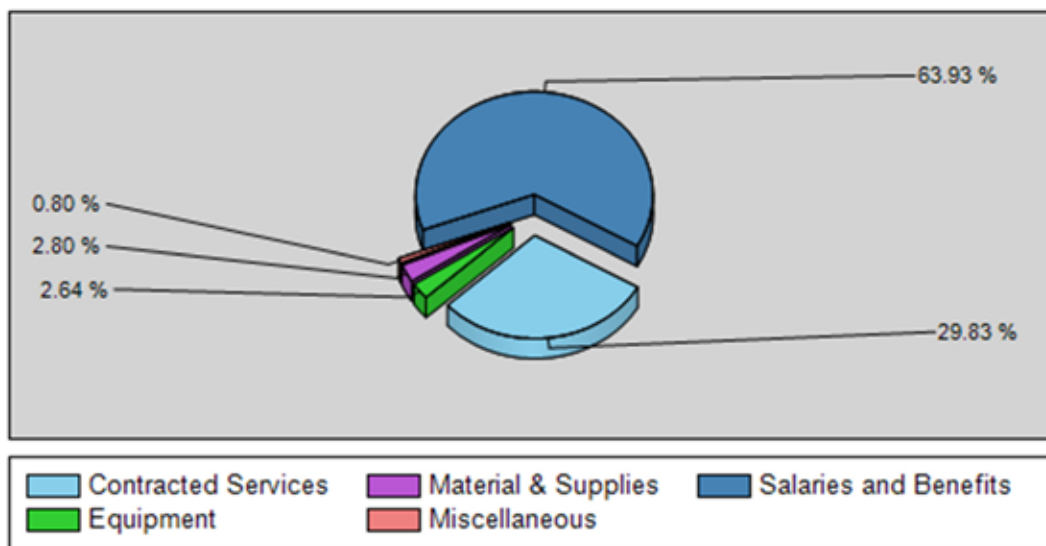
Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

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

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

Deliverables:

- Additional space provided by the facility contributes to the estimated economic impact for the City of Victoria
- Economic Impact – 3,829 delegate days for estimated economic impact of \$ 1.7 million
- Space Rental

Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	1,781	1,014	2,000	2,040	+ 2.00 %
3352	Audio Visual	6,871	3,929	12,000	10,434	- 13.05 %
3358	Food	19,016	1,512	23,000	22,074	- 4.03 %
3362	Security	1,693	366	3,000	4,225	+ 40.83 %
3394	Room Rental	177,383	143,483	110,000	125,552	+ 14.14 %
3400	Telephone Rental	0	0	300	300	0.00 %
3408	Equipment Rental	9,033	4,225	6,000	7,743	+ 29.05 %
3474	Electrical Service	23,997	19,356	30,000	29,155	- 2.82 %
3476	Display Revenue	21,894	22,338	32,000	34,526	+ 7.89 %
Total Revenues		261,668	196,223	218,300	236,049	
Expenditures						
4216	Contracted Services	173	0	0	0	
4222	Janitorial	23,867	13,004	11,000	13,000	+ 18.18 %
4232	Security	8,610	7,607	15,000	15,300	+ 2.00 %
4354	Cable	0	0	1,000	1,020	+ 2.00 %
4358	Gas	10,213	17,559	14,500	18,000	+ 24.14 %
4360	Hydro	24,852	14,971	17,980	27,500	+ 52.95 %
4364	Telecommunications	1,782	1,112	2,000	2,040	+ 2.00 %
4366	Water	4,401	13,428	4,725	9,000	+ 90.48 %
4512	Insurance	31,985	18,701	39,490	40,365	+ 2.22 %
4516	Interest - Debenture	168,561	84,280	168,561	168,561	0.00 %
4822	Repairs and Maintenance	81,412	37,625	116,981	116,318	- 0.57 %
4824	Recovery	(8,000)	(4,667)	(8,000)	(8,000)	0.00 %
6020	Debt repayments	171,798	171,798	171,798	171,798	0.00 %
9211	WO Regular Time	1,086	1,048	0	0	
Total Expenditures		520,740	376,466	555,035	574,902	
5042	Transfer from Business Licence Revenue	300,000	0	300,000	300,000	0.00 %
Net Total		40,928	(180,243)	(36,735)	(38,853)	

Business Unit Summary with Service Areas

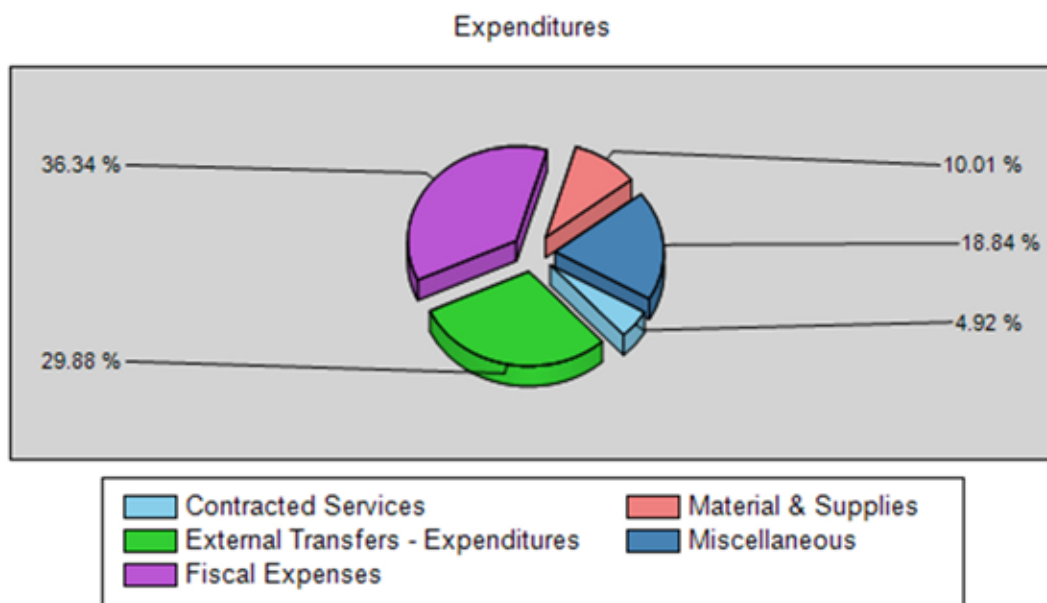
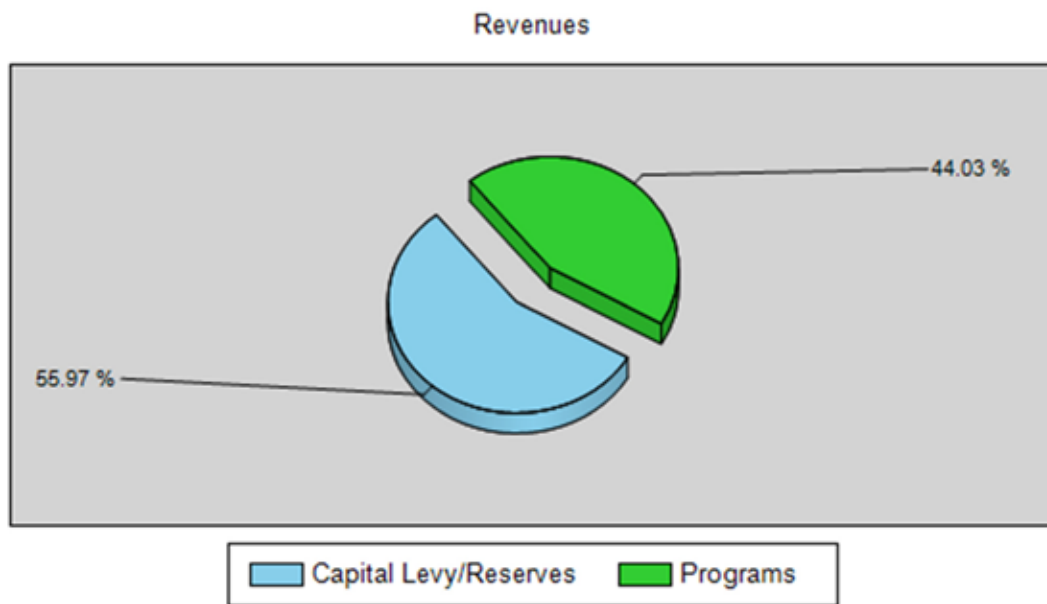
Business Unit: 5955 - VCC - Crystal Garden

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3274	Miscellaneous Fees	2,040	2,081	2,122	2,165	2,208
3352	Audio Visual	10,434	10,643	10,856	11,073	11,294
3358	Food	22,074	22,515	22,966	23,425	23,894
3362	Security	4,225	4,310	4,396	4,484	4,573
3394	Room Rental	125,552	128,063	130,624	133,237	135,902
3400	Telephone Rental	300	306	312	318	325
3408	Equipment Rental	7,743	7,898	8,056	8,217	8,381
3474	Electrical Service	29,155	29,738	30,333	30,940	31,558
3476	Display Revenue	34,526	35,217	35,921	36,639	37,372
Total Revenues		236,049	240,770	245,585	250,497	255,507
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4222	Janitorial	13,000	13,260	13,525	13,796	14,072
4232	Security	15,300	15,606	15,918	16,236	16,561
4354	Cable	1,020	1,040	1,061	1,082	1,104
4358	Gas	18,000	18,360	18,727	19,102	19,484
4360	Hydro	27,500	28,463	29,459	30,490	31,557
4364	Telecommunications	2,040	2,081	2,122	2,165	2,208
4366	Water	9,000	9,180	9,364	9,551	9,742
4512	Insurance	40,365	41,172	41,996	42,836	43,692
4516	Interest - Debenture	168,561	168,561	168,561	168,561	168,561
4822	Repairs and Maintenance	116,318	118,644	121,017	123,438	125,906
4824	Recovery	(8,000)	(8,160)	(8,323)	(8,490)	(8,659)
6020	Debt repayments	171,798	171,798	171,798	171,798	171,798
Total Expenditures		574,902	580,005	585,225	590,564	596,026
% Increase			0.89%	0.90%	0.91%	0.92%
5042	Transfer from Business Licence Revenue	300,000	300,000	300,000	300,000	300,000
Net Total		(38,853)	(39,235)	(39,640)	(40,067)	(40,519)

Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden



Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

The underground parkade of the VCC offers 377 parking stalls and provides a convenient service to clients of the facility as well as to the Empress Hotel. Parkade revenues are an integral part of the business revenues of the VCC and is managed by Robbins Parking on behalf of the VCC.

Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3310	Parking - VCC	1,095,461	405,299	1,101,000	1,183,000	+ 7.45 %
Total Revenues		1,095,461	405,299	1,101,000	1,183,000	
Expenditures						
4216	Contracted Services	272,788	131,343	238,198	247,519	+ 3.91 %
4308	General Supplies	12,058	8,999	10,400	11,780	+ 13.27 %
4316	Protective Clothing/Uniforms	844	556	800	1,200	+ 50.00 %
4806	Claims	0	0	800	800	0.00 %
4822	Repairs and Maintenance	29,546	9,580	25,200	26,640	+ 5.71 %
4824	Recovery	(7,647)	(3,663)	(8,568)	(8,568)	0.00 %
Total Expenditures		307,588	146,816	266,830	279,371	
Net Total		787,873	258,483	834,170	903,629	

Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

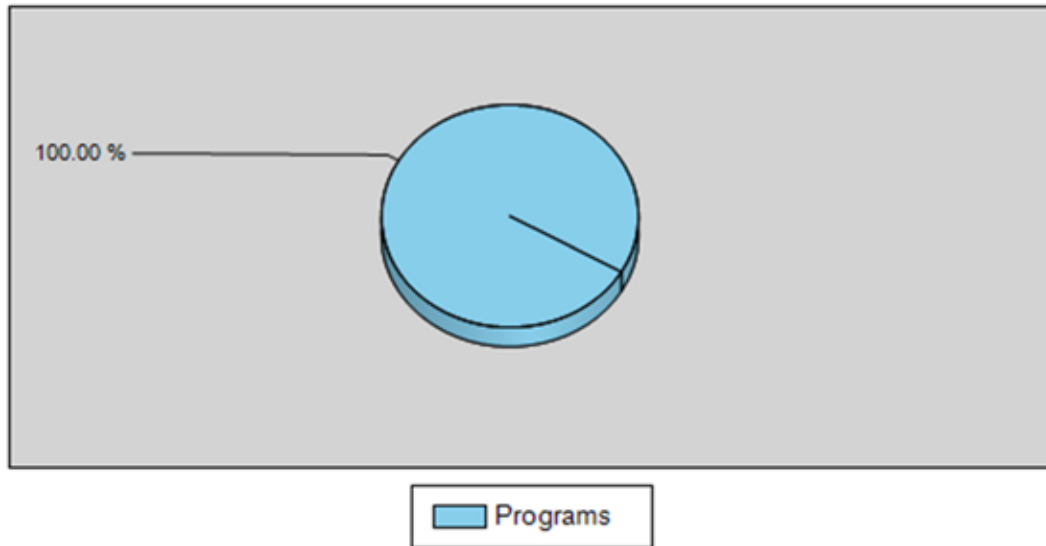
5 Year Forecast:

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

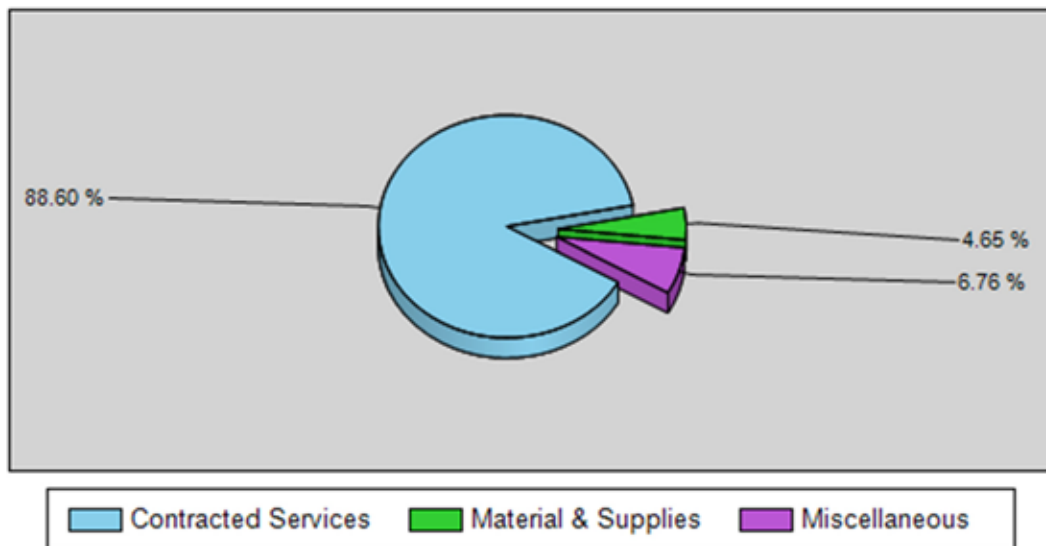
Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

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

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3386	Lease/Rental Properties	313,999	180,412	300,300	324,522	+ 8.07 %
Total Revenues		313,999	180,412	300,300	324,522	
Expenditures						
4216	Contracted Services	20,450	9,522	27,240	27,170	- 0.26 %
4232	Security	7,200	4,200	7,344	7,344	0.00 %
4360	Hydro	4,092	2,601	4,950	5,000	+ 1.01 %
4366	Water	720	420	734	3,252	+ 342.83 %
4512	Insurance	5,985	3,491	6,120	6,120	0.00 %
4814	Miscellaneous	252	151	510	1,377	+ 170.00 %
4822	Repairs and Maintenance	46,604	25,266	45,700	44,650	- 2.30 %
Total Expenditures		85,304	45,651	92,598	94,913	
Net Total		228,696	134,760	207,702	229,609	

Business Unit Summary with Service Areas

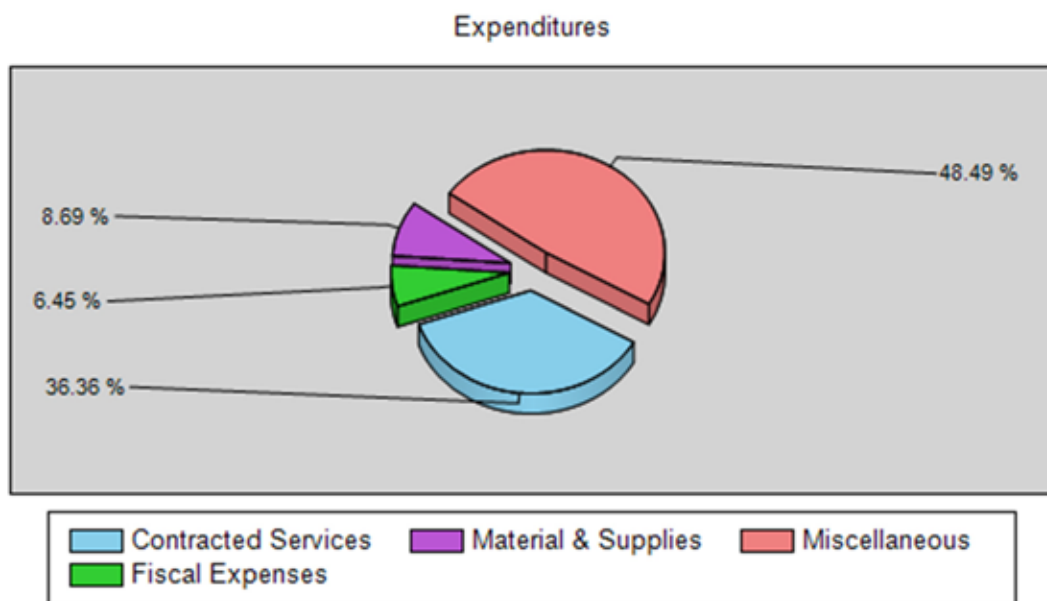
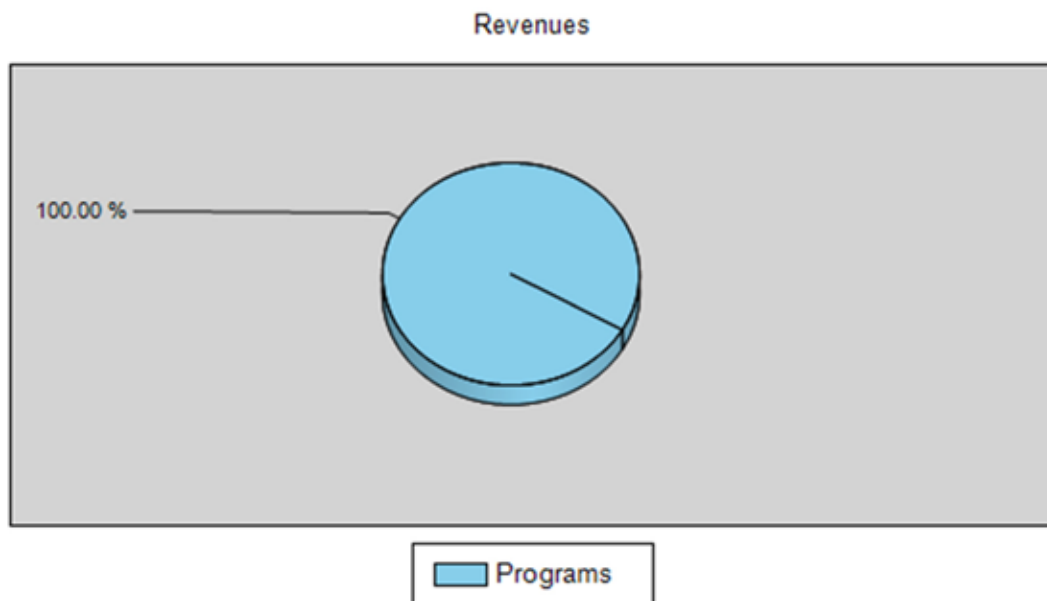
Business Unit: 5970 - VCC - Retail Stores

5 Year Forecast:

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

Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores



Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through

Department:	Victoria Conference Centre	Budget Year:	2018
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Overview:

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

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

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3510	VCC Event Recovery	4,449,137	2,529,565	3,460,000	3,460,000	0.00 %
Total Revenues		4,449,137	2,529,565	3,460,000	3,460,000	
Expenditures						
4232	Security	61,389	26,983	40,000	40,000	0.00 %
4304	Food and Beverage	3,700,176	1,113,572	3,048,000	3,048,000	0.00 %
4814	Miscellaneous	34,559	12,441	29,000	29,000	0.00 %
4824	Recovery	0	(6,070)	0	0	
4846	Audio Visual	653,013	310,251	343,000	343,000	0.00 %
Total Expenditures		4,449,137	1,457,177	3,460,000	3,460,000	
Net Total		0	1,072,388	0	0	

Business Unit Summary with Service Areas

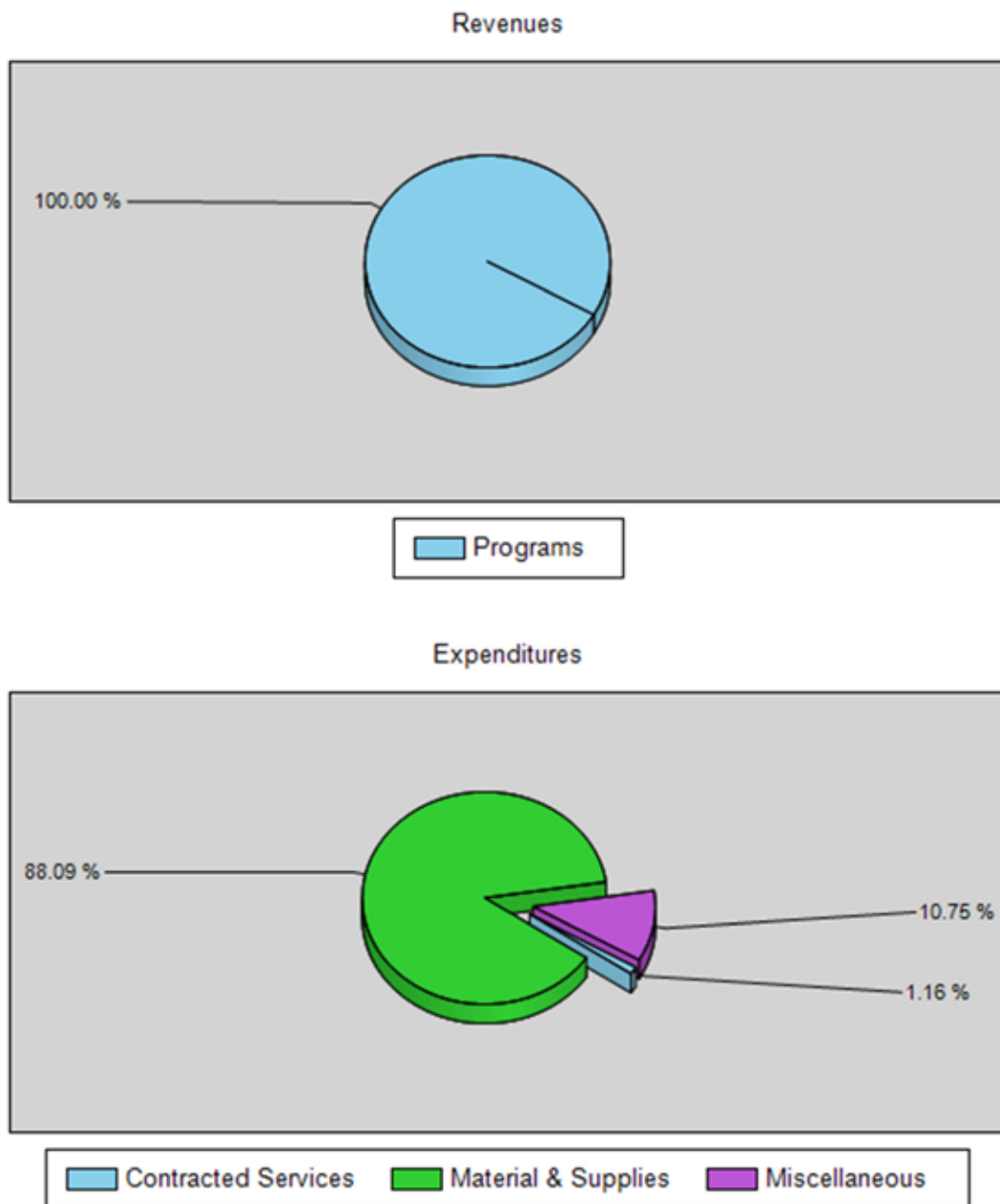
Business Unit: 5980 - VCC - Event Flow Through

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3510	VCC Event Recovery	3,460,000	3,529,200	3,599,784	3,671,780	3,745,215
Total Revenues		3,460,000	3,529,200	3,599,784	3,671,780	3,745,215
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4232	Security	40,000	40,800	41,616	42,448	43,297
4304	Food and Beverage	3,048,000	3,108,960	3,171,139	3,234,562	3,299,253
4814	Miscellaneous	29,000	29,580	30,172	30,775	31,391
4846	Audio Visual	343,000	349,860	356,857	363,994	371,274
Total Expenditures		3,460,000	3,529,200	3,599,784	3,671,780	3,745,215
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		0	0	0	0	0

Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through



Business Unit Summary with Service Areas

Service Area: VCC - Administration

Department: Victoria Conference
Centre

Budget Year: 2018

Overview:

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

Deliverables:

- Support the efficiency and effectiveness of all the VCC business processes both internal and client facing
- Provides support to contracted partners (Empress Hotel and others) with regard to the centralized VCC accounting and to ensure business continuity
- Continue to implement resources in the Event Business Management System (EBMS) to streamline and improve business processes

Business Unit Summary with Service Areas

Service Area: VCC - Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4016	Salaries - Inside	51,250	28,473	123,018	123,018	0.00 %
4070	Overtime	547	0	0	0	
4080	Auxiliaries/RPT/Seasonal	67,675	37,524	77,472	77,472	0.00 %
4102	Benefits	15,627	8,947	30,139	30,139	0.00 %
4206	Armoured Car Service	600	200	600	600	0.00 %
4216	Contracted Services	0	0	60,000	60,000	0.00 %
4218	Courier Service	140	27	500	510	+ 2.00 %
4226	Photocopy	12,885	6,756	3,000	12,000	+ 300.00 %
4228	Printing	0	0	250	255	+ 2.00 %
4230	Professional	41,625	35,109	52,700	53,754	+ 2.00 %
4245	Software Licencing/Mtce/Support	1,697	990	0	0	
4310	Books/Publications	544	0	800	300	- 62.50 %
4312	Office Supplies	2,566	520	3,500	3,570	+ 2.00 %
4314	Postage	210	0	200	204	+ 2.00 %
4364	Telecommunications	35,798	18,780	35,000	35,700	+ 2.00 %
4412	Equipment Rentals	4,355	2,647	0	0	
4418	Equipment	41,441	1,489	17,700	18,054	+ 2.00 %
4508	Credit Card Discount Fees	23,502	13,333	25,000	25,000	0.00 %
4814	Miscellaneous	2,511	3,164	3,000	3,060	+ 2.00 %
4821	Recoveries and Services	60,000	35,000	60,000	60,000	0.00 %
4826	Uncollectable A/R	7,726	328	0	0	
4838	Business Promotion	0	0	1,000	1,020	+ 2.00 %
Total Expenditures		370,700	193,285	493,879	504,656	
Net Total		(370,700)	(193,285)	(493,879)	(504,656)	

Business Unit Summary with Service Areas

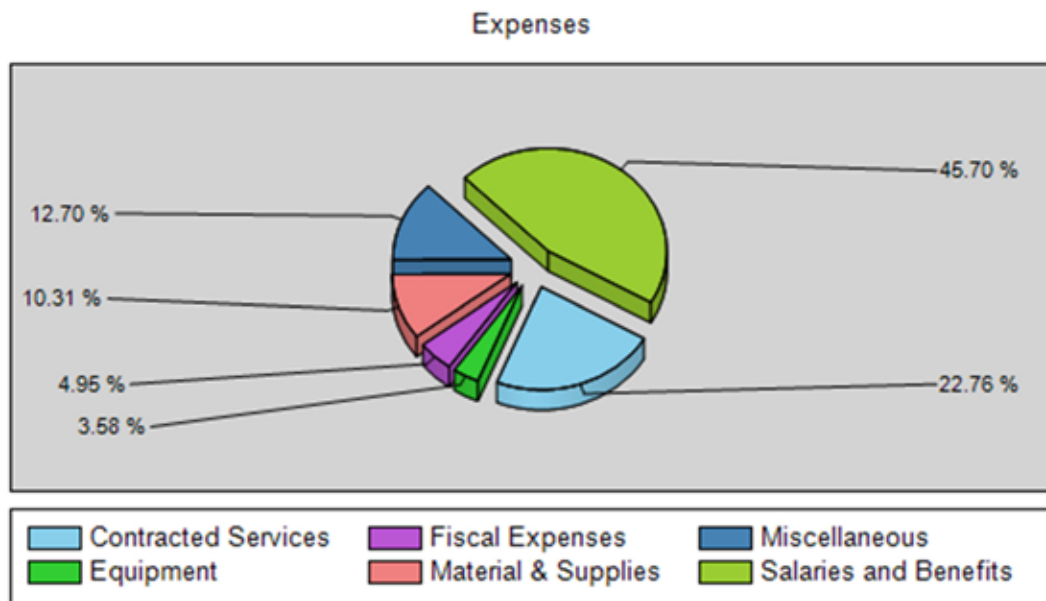
Service Area: VCC - Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	123,018	125,478	127,988	130,547	133,158
4080	Auxiliaries/RPT/Seasonal	77,472	79,021	80,602	82,214	83,858
4102	Benefits	30,139	30,742	31,357	31,984	32,624
4206	Armoured Car Service	600	612	624	637	649
4216	Contracted Services	60,000	61,200	62,424	63,672	64,946
4218	Courier Service	510	520	531	541	552
4226	Photocopy	12,000	12,240	12,485	12,734	12,989
4228	Printing	255	260	265	271	276
4230	Professional	53,754	54,829	55,926	57,044	58,185
4310	Books/Publications	300	306	312	318	325
4312	Office Supplies	3,570	3,641	3,714	3,789	3,864
4314	Postage	204	208	212	216	221
4364	Telecommunications	35,700	36,414	37,142	37,885	38,643
4418	Equipment	18,054	18,415	18,783	19,159	19,542
4508	Credit Card Discount Fees	25,000	25,500	26,010	26,530	27,061
4814	Miscellaneous	3,060	3,121	3,184	3,247	3,312
4821	Recoveries and Services	60,000	60,000	60,000	60,000	60,000
4838	Business Promotion	1,020	1,040	1,061	1,082	1,104
Total Expenditures		504,656	513,549	522,620	531,872	541,310
% Increase			1.76%	1.77%	1.77%	1.77%
Net Total		(504,656)	(513,549)	(522,620)	(531,872)	(541,310)

Business Unit Summary with Service Areas

Service Area: VCC - Administration





Engineering and Public Works

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

The department is also responsible for organizational and community climate action and environmental programs.

Core Services

- **Underground Utilities:** Water, Sewer and Stormwater
- **Public Works:** Solid waste and recycling, Street cleaning, Snow and ice response, Water, Sewer and Stormwater Utilities, Carpentry shop, Fabrication shop, Paint shop, Tool depot, Fleet operations, Construction coordination, Roads and bridges, Concrete and sidewalks, Signs and road markings, Electrical, Signals and Support services
- Corporate Engineering Services
- Transportation
- Climate Action

Proposed Initiatives for 2018

- Asset Management Program
- Accessibility Framework
- Belleville Street Improvements
- Bike Master Plan
- Johnson Street Bridge Replacement
- Johnson Street Bridge Pathway and Public Realm
- Transportation Strategy
- Waste Reduction Strategy
- Climate Leadership Strategy
- David Foster Harbour Pathway Program
- Ross Bay Seawall

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	14,106,685

2017 Base Expenditures	13,938,105
2017 One Time Expenditures	789,416
2017 Approved Expenditures	14,727,521

Base Budget Change	156,580
Change by %	1.12%

2018 Base Revenues	857,923
2018 One Time Revenues	12,000
2018 Proposed Revenues	869,923

2017 Base Revenues	856,423
2017 One Time Revenues	639,416
2017 Approved Revenues	1,495,839

Base Budget Change	1,500
Change by %	0.18%

Utilities

2018 Base Expenditures	37,557,533
2018 One Time Expenditures	0
2018 Proposed Expenditures	37,557,533

2017 Base Expenditures	36,542,672
2017 One Time Expenditures	187,000
2017 Approved Expenditures	36,729,672

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

2018 Base Revenues	37,557,533
2018 One Time Revenues	0
2018 Proposed Revenues	37,557,533

2017 Base Revenues	36,542,672
2017 One Time Revenues	187,000
2017 Approved Revenues	36,729,672

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

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

Director

Underground
Utilities

Public Works

Corporate
Engineering Services

Transportation

TRANSPORTATION

Performance Metrics

Measuring Success – Reported Collisions

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Reported collisions		447	425	420
How well did we do it?				
Number of reported collisions compared to previous year (%)		Increase 7%	Decrease by 5%	Decrease 1%
Story behind the data	Collision statistics vary year to year and are typically looked at over a 5–10 year period to account for fluctuations due to external factors such as weather. The 5 year average of collisions from 2012 to 2016 is 408.			
Is anyone better off?				
Story behind the data	Improvements to the street network are intended to facilitate the safe and efficient movement of people, services, and goods. A reduction in reported accidents indicate improvements have been effective in reducing collisions for all users. Collision history is based on many factors including road improvements, safety campaigns, police enforcement and age of population to name a few.			
Where do we want to go?	Continue to reduce reported collisions annually. Continue to partner with ICBC on capital improvements targeted at reducing conflicts/collisions. Support other safety improvement initiatives through other departments or organizations			

PUBLIC WORKS MECHANIC SHOP

Performance Metrics

Measuring Success – Planned Maintenance

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Annual cost		\$335,932	\$340,000	\$350,000
How well did we do it?				
System generated Work Orders		1,054	1,100	1,125
Story behind the data	By improving our preventative maintenance program trigger to fuel used (i.e. work done) system as opposed to time based servicing; scheduled maintenance only occurs when asset has completed required work.			
Is anyone better off?				
Story behind the data	Fuel based versus time (days) based preventative maintenance program has reduced the amount of down time for many assets, increasing productivity and asset utilisation for operational activity.			
Where do we want to go?	Transition all assets in the fleet to a form of fuel based/work complete preventative maintenance schedules. Developing a fluid analysis program to monitor and reduce the amount of fluid changes where possible, further reducing costs and increasing our efficiencies.			

Measuring Success – Unplanned Maintenance

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Annual cost		\$995,540	\$975,000	\$950,000
How well did we do it?				
Repair Work Orders		1,896	1,875	1,850
Story behind the data	Efficiencies in preventative maintenance program contributes to catching smaller issues earlier (prior to escalation of fault) due to more controlled servicing.			
Is anyone better off?				
Story behind the data	Continuous improvements in the corrective repair program to further reduce asset down time will further increase availability of the fleet assets.			
Where do we want to go?	Continue to improve customer service and further reduce downtime through failure trend analysis to improve the preventative maintenance program – transition ‘reactionary repairs’ to planned repairs. Develop a Customer Service Index (CSI) survey to benchmark workshop performance and measure future improvements.			

PUBLIC WORKS MECHANIC SHOP

Performance Metrics

Measuring Success – Tire Program

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

WASTE MANAGEMENT, SOLID WASTE AND RECYCLING

Performance Metrics

Measuring Success – Residential Waste Collected and Transported to Hartland Landfill

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Waste collected and transported in tonnes		4,079t	4,100t	4,200t
How well did we do it?				
Number of bins in service		13,998	14,020	14,040
Number of 180-litre bins in service		1,873	1,900	1,910
Story behind the data	Volume of the collected residential waste has increased continuously since 2013. A high number of 80-liter or 120-liter bins were replaced with 180-liter bins. Therefore, we were able to collect more volume with less number of bins.			
Is anyone better off?				
Story behind the data	This is an important service to our residents and they are happy with it. We need to maintain this service.			
Where do we want to go?	Seeking some solutions to improve efficiency and minimize the environmental impacts.			

Measuring Success – Organic Materials Diverted from Landfill

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Materials diverted from landfill in tonnes		2,125t	2,100t	2,125t
How well did we do it?				
Diversion rate		33%	33%	33%
Story behind the data	Volume of the collected residential organic material has increased since 2013 as the volume of waste collection has increased. The diversion rate has stayed the same which is above the initial target, and it means our residents have maintained supporting the sorting activities.			
Is anyone better off?				
Story behind the data	Our residents are participating and supporting the sorting of organic materials from waste stream.			
Where do we want to go?	To provide more education in regards to contamination, bin cleanliness and overall participation to increase diversion percentage. Research options to allow garden waste into the organic bins.			

WASTE MANAGEMENT, SOLID WASTE AND RECYCLING

Performance Metrics

Measuring Success – Garden Waste Drop off (Saturdays only)

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Garden waste dropped off in tonnes		1,212t	1,240t	1,200t
How well did we do it?				
Number of vehicles served		23,716	24,000	24,000
Story behind the data	Residents are using this service more than before. The number of vehicles served and the volume of material collected has increased continuously since 2011. They are satisfied with the existing services, but some are asking for the Saanich model, which is collecting from residential houses combined with organic materials.			
Is anyone better off?				
Story behind the data	More service user, higher frequency of use and volume has increased the overall use. The service is important to our residents but we are reaching our maximum capacity and need to be able accommodate their needs.			
Where do we want to go?	Research options to increase capacity and relieve the lineups that occur, as the demand continues to grow.			

PUBLIC WORKS ADMINISTRATION

Performance Metrics

Measuring Success – Students', teachers' and seniors' participation in Public Works Day

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of participants		708	750	780
How well did we do it?				
Percent increase/decrease of participants (700 is the benchmark)		5% decrease from 2015	6% increase	4% increase
Story behind the data	<p>Each year the City of Victoria supports National Public Works Week. The event takes place every 3rd week in May. We have seen a steady increase and demand in participation since 1999.</p> <p>Students in grade 4 and 5, teachers, parents and seniors have attended Public Works Day. Through interactive displays and activities, participants learned about above ground (traffic signals, roads, sidewalks, etc.) and underground (storm water, sewers, wires, etc.) and leave feeling better informed.</p> <p>It is also a great opportunity for staff to show and explain the work they do on a daily basis. Staff are able to show what they do to ensure a good quality of life, to build safe and beautiful spaces, to support accessibility and mobility, and to build sustainable infrastructures and communities.</p> <p>It is hoped that through the learning at Public Works Day, adults see the value they get for their tax dollars and kids understand what it takes to run a city.</p> <p>This event also acts as an outreach to students who may consider a career in the Engineering and Public Works profession in the future.</p>			
Is anyone better off?				
Story behind the data	<p>Attendees have expressed their appreciation and learning through surveys and letters. They have praised the educational and fun components of the event. Students have expressed what they have learned through the Art Contest.</p> <p>Participants who attend would likely share their experience and information with others in their community.</p> <p>Students who attended Public Works Day may choose a profession in the Public Sector.</p>			
Where do we want to go?	<p>Expand the program to educate the community and raise awareness of the public works profession. Continue to maximize participation.</p>			

PUBLIC WORKS ADMINISTRATION

Performance Metrics

Measuring Success – Calls for Service from the public

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of calls for service		4,299	4,500	4,500
How well did we do it?				
Number of calls for service resolved		4,299	4,500	4,500
Story behind the data		We are seeing an increase in the number of calls each year, all of which get resolved over a reasonable time period.		
Is anyone better off?				
Story behind the data		Staff attend to customer inquiries and requests on a daily basis and customers have expressed their gratitude to staff through post-construction surveys, telephone calls, and letters. Staff have been described as polite, helpful, diligent and efficient.		
Where do we want to go?		Expand Calls for Service to include other areas in the City. Utilize online tools to engage and empower the community to raise their concerns directly into the City of Victoria website.		

TOOL DEPOT

Performance Metrics

Measuring Success – Tool Depot

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Mechanical equipment serviced, maintained and repaired by Public Works Tool Depot		175 Pieces	190 Pieces	200 Pieces
Mechanical equipment serviced, maintained and repaired by the Parks Mechanics shop		300 Pieces	300 Pieces	300 Pieces
All equipment managed by Tool Depot		121 Pieces	125 Pieces	130 Pieces
How well did we do it?				
Mechanical equipment serviced, maintained and repaired by the Public Works Tool Depot				
Story behind the data	There has been an increase in the City owned equipment inventory maintained by the Tool Depot program. 2016 saw the introduction of six Parking Ambassador Scooters in addition to our incumbent Public Works non ICBC registered equipment, tow behind compressors and pressure washers.			
Mechanical equipment serviced, maintained and repaired by the Parks Mechanics shop.				
Story behind the data	We continue to maintain all non – ICBC registered equipment used by the Parks Department as well as all equipment under the Restricted license plate program. We've been working closely with the Public Works Fleet department and help with maintenance and repairs of some ICBC registered equipment that is primarily located at the Parks Yard.			
All mechanical equipment managed by Tool Depot				
Story behind the data	In 2015 the inventory levels were adjusted to better align with the demand of the Public Works crews with the equipment they need. Improved communication with end users groups regarding the equipment in the inventory, resulted in a reduction in the amount of equipment that has to be rented from outside vendors.			
Is anyone better off?				
Mechanical equipment serviced, maintained and repaired by Public Works Tool Depot	Our services have expanded to now include the support and ongoing maintenance of the six Parking Ambassador scooters.			
Story behind the data	Other Public Works sections have benefited from improved communication and understanding what equipment we support and what equipment we carry in inventory.			
Where do we want to go?	There are some area of equipment that would benefit from having a spare in inventory – improving customer service in the event of equipment failure. In 2017 the inventory levels of the small plate tampers and jumping jack tampers will be increased by two units to better serve the demands of PW crews.			

TOOL DEPOT

Performance Metrics

Measuring Success – Tool Depot, continued

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
Mechanical equipment serviced, maintained and repaired by the Parks Mechanics shop	All Parks Equipment repairs are now documented in JD Edwards on work orders.			
Story behind the data	The improvement of asset management of Parks Mechanical Equipment continues to improve record keeping, making it easier to understand when equipment requires major repairs or replacement.			
Where do we want to go?	By 2017 all Public Works Tool Depot repairs will be documented in JD Edwards. By 2018 the goal is to have all of the City's mechanical and larger electrical equipment logged in the asset management database.			
All equipment managed by Tool Depot	The Tool Depot now supports the maintenance of equipment that was historically repaired within other sections – increasing the scope of the customer service levels provided.			
Story behind the data	When requests for equipment cannot be satisfied, either not stocked or insufficient inventory, the shortfall is recorded. E.g. As a result of the demand tracking and analysis, it has been identified that two additional plate tampers and two additional jumping jack tampers are required to increase our inventory.			
Where do we want to go?	Constant review of the latest technology and alternative fuel to further reduce emissions and improve air quality. E.g. working with Building Services to test battery powered debris blowers and identify if they can be effective, replacing mixed gas models.			

UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

Performance Metrics

Measuring Success – Storm Drain Lateral Maintenance

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Condition of storm drain laterals assessed (% of total system)		131 (.02%)	90 (.03%)	125 (.02%)
Storm drain laterals maintained (% of laterals assessed)		50 (38%)	42 (46%)	40 (35%)
Storm drain laterals repaired (% of laterals assessed)		14 (11%)	29 (24%)	29 (24%)
How well did we do it?				
Claims		22 Claims 50% reduction	15 Claims 32% reductions	15 Claims 32% reductions
Story behind the data	<p>Actual claims in 2015 can be attributed to the major flooding event in late October. Forecast for 2016 and 2017 is a reduction due to improvements to the drainage system made in areas subject to flooding, notwithstanding possible extreme weather events that overload the storm water system.</p> <p>City staff maintain and repair storm service laterals to minimize flooding and deleterious impacts to the high quality of life in Victoria. This also results in reduced claims. Our goal is to identify problems and deal with them before they cause flooding.</p> <p>There are a total of 10,939 service connections.</p>			
Is anyone better off?				
Story behind the data	<p>The October 30–31, 2015 storm event revealed some capacity and condition issues within the drainage system. Engineering and Public Works are currently repairing and rehabilitating these locations through spot repairs, lining and replacement.</p> <p>In 2017, the city rehabilitated 1.8 km and replaced 1.3 km of storm drain pipe due to our findings in 2015. As part of our ongoing lateral maintenance program, the city repaired 14 and replaced 1 service lateral in 2017.</p>			
Where do we want to go?	<p>A 50% reduction in flooding damage/claims due to damaged and failing laterals through condition assessment, repairs and relining.</p>			

UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

Performance Metrics

Measuring Success – Flushing and Cleaning of Storm Mains

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Cleaned storm drains in km (% of system)		55.2km (21%)	50km (20%)	40km (16%)
Repaired storm drains locations		14	12	12
How well did we do it?				
Service levels of cleaned storm drains		3% increase in cleaning due to cleaning of downtown core.	8.5% decrease based on condition reviews resulting in reduced frequency of cleaning.	15% decrease based on condition reviews resulting in reduced frequency of cleaning.
Story behind the data	City staff flush and clean the storm mains to ensure the system is operating effectively. This removes gravel and debris from storm drain mains to maintain capacity and reduce blockages that cause flooding of homes, businesses and City streets, and can result in claims. The downtown core was flushed in 2016 for the first time in seven years. Overall condition was good. Program goal is to flush proactively in remaining sectors of the City based on condition reports, and reduce number of hours in emergency response cleaning blocked lines. There are 259 km of storm drain mains			
Is anyone better off?				
Story behind the data	We want to ensure that the storm water collection system is operating efficiently by reducing flooding calls. This will be achieved by prioritizing drain mains based on condition reports so that mains can be cleaned at optimal times. This will reduce unit cost. Work is carried out by City staff on storm sewer mains in the City of Victoria servicing all properties.			
Where do we want to go?	Identified areas that require ongoing maintenance or repairs to mitigate future blockages.			

UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

Performance Metrics


Measuring Success – Catch Basin Cleaning

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of catch basins cleaned		3,550	4,500	4,600
How well did we do it?				
Percent cleaned & unit cost of catch basins		51% \$36.13/unit	5% increase in total catch basins cleaned \$36.55/unit	5% increase in total catch basins cleaned \$37/unit
Story behind the data	City staff clean catch basin's year round to minimize or eliminate flooding of roadways and reduce impact on traffic and private property due to flooding. It also helps to prevent contaminants from entering waterways and increases the life of asphalt surfaces. The goal is to clean 100% of CB's in an 18 month cycle at a unit cost of \$36.55. There are approximately 6,900 catch basins in the City. Work is carried out by City staff on catch basins that service roadways, parks, boulevards.			
Is anyone better off?				
Story behind the data	Minimize or eliminate flooding of roadways and reduce impact on traffic and private property due to flooding. Prevent contaminants from entering waterways.			
Where do we want to go?	Identify areas that require ongoing maintenance or repairs to mitigate future flooding.			

UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

Performance Metrics

Measuring Success – Sanitary Sewer Lateral Maintenance

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Conditions of sanitary sewer laterals assessed		287 (1.9% of total laterals)	375 (2.5% of total laterals). Request driven 200 (70% of laterals assessed)	177 (1% of total laterals). Request driven 200 (70% of laterals assessed)
Maintained sanitary sewer laterals		200 (70% of laterals assessed)	190 (50% of laterals assessed)	151 (40% of laterals assessed)
Repaired sanitary sewer laterals		37 (21%)	53 (27%)	45 (42%)
How well did we do it?				
Number of claims Percent reduction		25 claims 22% reduction	20 claims 20% reduction	20 claims 20% reduction
Story behind the data		A video camera (CCTV) is used to inspect and assess the condition of sanitary sewer mainlines. The results of the pipe assessment allow City crews to take corrective measures to ensure wastewater collection system is operating efficiently and reduce the number of blockages.		
Is anyone better off?				
Story behind the data		Our goal is to reduce the number of backups caused by blockages in City pipes, and the number of claims against the City due to blockages on City property. Usually these are complaint driven by property owners that notice problems occurring on the private property. We have a lateral maintenance program to inspect and clean known problem laterals as scheduled, and repair when necessary. There are 15,105 sanitary sewer laterals. Work is carried out by City staff on sewer lateral services to all property owners in the City of Victoria as required.		
				
Where do we want to go?		Condition assessment of the sanitary system has been completed by Utilities Engineering which have identified areas that require ongoing maintenance or repairs to mitigate future blockages. Our goal is to reduce the number of blockages and claims.		

UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

Performance Metrics

Measuring Success – Flushing and Cleaning of Sewer Mains

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Cleaning of sewer mains as % of the whole system		117 km 46%	75 km 30%	50 km 20%
Repaired locations of sewer mains		13	40	35
How well did we do it?				
Percent increase of sewer main cleaning		6% increase compared to 2015 actual (101km 39%)	17% decrease based on condition reviews resulting in reduced frequency of cleaning.	10% decrease based on condition reviews resulting in reduced frequency of cleaning.
Story behind the data	City staff flush and clean the sewer mains to optimize capacity and flow, reduce odor and to ensure the wastewater collection system is operating efficiently. This reduces the amount of blockages in the system that cause sewer backups affecting multiple homes and businesses. There are 254 km of sewer mains.			
Is anyone better off?				
Story behind the data	Scheduled cleaning of sanitary mains is a recognized best practice that increased the service life of the asset and reduces potential for blockages, odor complaints and disrupted service, which can adversely impact health and quality of life for citizens. Work is carried out by City staff on sanitary sewer mains in the City of Victoria servicing all properties.			
Where do we want to go?	Condition assessment of the sanitary system has been completed by Utilities Engineering which have identified areas that require ongoing maintenance or repairs to mitigate future blockages.			

UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

Performance Metrics

Measuring Success – Inspection of Sanitary Sewer Mains using CCTV

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Conditions assessed by CCTV in km (% of total system); cost per meter		11km (4.3%) \$4.65/m	70km (28%) \$4.30/m	50km (20%) \$4.77/m
How well did we do it?				
Percent increase of conditions assessed by CCTV		Data has been reviewed and validated for 2016	CCTV 2% increase	-20% decrease due to new technology
Story behind the data	A video camera (CCTV) is used to inspect and assess the condition of sanitary sewer mainlines. The results of the pipe assessment allow City crews to take corrective measures to ensure wastewater collection system is operating efficiently and reduce the number of blockages.			
Is anyone better off?				
Story behind the data	With the CCTV work, our goal is to reduce disruptions in the wastewater collection system by identifying problem areas and taking corrective measures to eliminate blockages causing backups. Continued CCTV Maintenance program to reduce claims against the City. Work is carried out by City staff on sanitary sewer mains in the City of Victoria servicing all properties.			
Where do we want to go?	Condition assessment of the sanitary system has been completed by Utilities Engineering which have identified areas that require ongoing maintenance or repairs to mitigate future blockages. CCTV will continue by City staff.			

UNDERGROUND UTILITIES OPERATIONS, MAINTENANCE SECTION

Performance Metrics

Measuring Success – Waterworks Hydrant Maintenance

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of hydrants serviced cost / unit		1,110 (63%)	1,350 (74%)	1,500 (82%)
How well did we do it?				
Percent reduced hydrants serviced		13% decrease due to reorganization of maintenance program	11% increase due to preventive maintenance program improvements	10% increase due to preventive maintenance program improvements
Story behind the data		The maintenance and repair of fire hydrants in the City of Victoria and the Township of Esquimalt ensures adequate fire protection. Hydrants are also used to flush water mains for optimal water quality. Regular inspections are carried out to identify deficiencies and take corrective measures. Cost per hydrant is budgeted at \$85/unit. City staff maintain and operate fire hydrants in the City of Victoria and the Township of Esquimalt. There are 1,828 Hydrants maintained by the City.		
Is anyone better off?				
Story behind the data		Water works infrastructure service life varies from 60–100+ years. Regular, planned servicing of fire hydrants, valves and pumps extends each asset's useful life. This is the goal of all preventive maintenance programming.		
Where do we want to go?		Fire hydrant inspection, maintenance and repair is essential to protect public and private property in the event of a fire. The program aims to complete as close to 100% of the inventory annually, however historical service level has been 65%. Incorporating hydrant servicing with annual flush programs will allow for increased service. Target for 2017 is 75%.		

Measuring Success – Waterworks Mains Maintenance

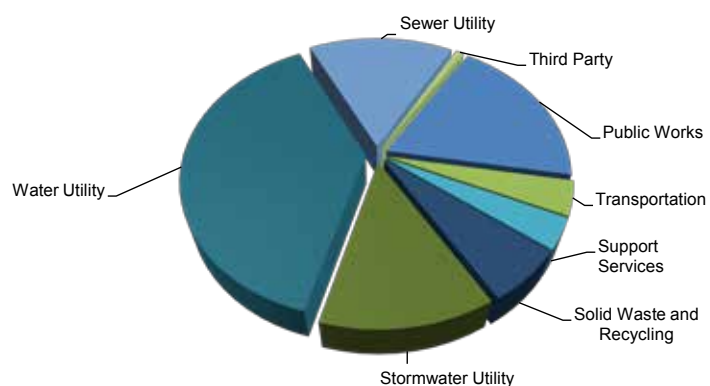
Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of water main maintenance breaks		14.5 breaks/100 km of water mains	≤ 6 breaks/00 km of water mains	≤ 4 breaks/00 km of water mains
How well did we do it?				
Reduced number of main breaks		Increase due to weather that was colder than normal	TBD	TBD
Story behind the data		Water main and service repairs are usually reactive, unless a system wide audit is conducted to reveal possible leakage.		
Is anyone better off?				
Story behind the data		Water works infrastructure service life varies from 60–100+ years. Regular planned servicing of fire hydrants, valves and pumps extends each asset's useful life. This is the goal of all preventive maintenance programming.		
Where do we want to go?		Calculating the number of water main breaks per 100km will allow for analysis of capital replacement and pressure management efforts year over year.		

ENGINEERING AND PUBLIC WORKS

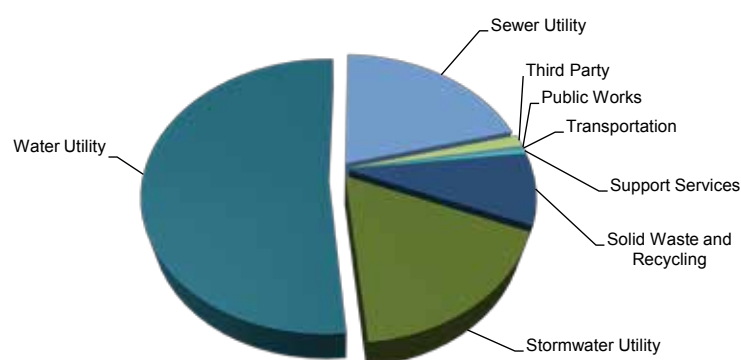
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Public Works	99,500	98,000	(1,500)	-1.51%
Transportation	492,416	20,000	(472,416)	-95.94%
Support Services	375,523	223,523	(152,000)	-40.48%
Solid Waste and Recycling	3,050,454	3,144,079	93,625	3.07%
Stormwater Utility	6,294,511	6,613,491	318,980	5.07%
Water Utility	19,402,507	19,925,763	523,256	2.70%
Sewer Utility	7,982,200	7,874,200	(108,000)	-1.35%
Third Party	528,400	528,400	0	0.00%
Total	38,225,511	38,427,456	201,945	0.53%
Expenditures				
Public Works	9,771,264	9,770,745	(519)	-0.01%
Transportation	2,530,914	2,056,398	(474,516)	-18.75%
Support Services	1,996,942	1,851,142	(145,800)	-7.30%
Solid Waste and Recycling	3,050,454	3,144,079	93,625	3.07%
Stormwater Utility	6,294,511	6,613,491	318,980	5.07%
Water Utility	19,402,507	19,925,763	523,256	2.70%
Sewer Utility	7,982,200	7,874,200	(108,000)	-1.35%
Third Party	428,400	428,400	0	0.00%
Total	51,457,193	51,664,219	207,026	0.40%
Net	13,231,681	13,236,763	5,081	0.04%

2018 Expenditures



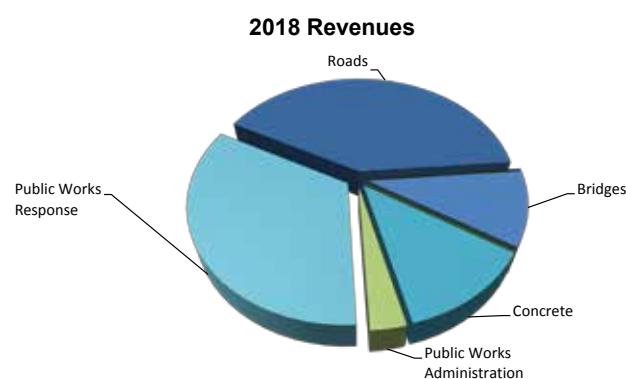
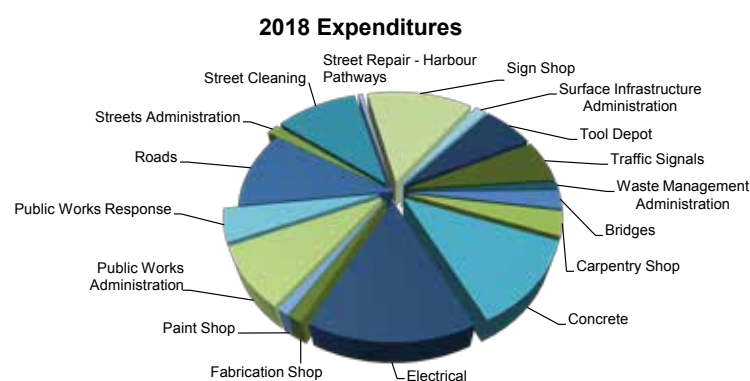
2018 Revenues



PUBLIC WORKS

Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Bridges	8,500	10,000	1,500	17.65%
Concrete	15,000	12,000	(3,000)	-20.00%
Public Works Administration	3,000	3,000	0	0.00%
Public Works Response	33,000	33,000	0	0.00%
Roads	40,000	40,000	0	0.00%
Total	99,500	98,000	(1,500)	-1.51%
Expenditures				
Bridges	262,549	260,093	(2,456)	-0.94%
Carpentry Shop	286,048	334,278	48,230	16.86%
Concrete	1,110,194	1,168,695	58,501	5.27%
Electrical	1,410,369	1,434,108	23,739	1.68%
Fabrication Shop	140,489	130,669	(9,820)	-6.99%
Fleet	0	0	0	0.00%
Paint Shop	103,385	103,332	(53)	-0.05%
Public Works Administration	987,059	840,261	(146,798)	-14.87%
Public Works Response	479,095	446,523	(32,572)	-6.80%
Roads	1,137,685	1,086,684	(51,001)	-4.48%
Streets Administration	156,183	146,183	(10,000)	-6.40%
Street Cleaning	982,556	1,006,956	24,400	2.48%
Street Repair – Harbour Pathways	51,714	52,949	1,235	2.39%
Sign Shop	1,189,351	1,301,944	112,593	9.47%
Surface Infrastructure Administration	135,283	138,383	3,100	2.29%
Tool Depot	606,965	627,881	20,916	3.45%
Traffic Signals	585,049	587,516	2,467	0.42%
Waste Management Administration	147,290	104,290	(43,000)	-29.19%
Total	9,771,264	9,770,745	(519)	-0.01%
Net	9,671,764	9,672,745	981	0.01%



Business Unit Summary with Service Areas

Service Area: Bridges

Department: Engineering & PW

Budget Year: 2018

Overview:

The Bridges service area funds the on-going maintenance and operation of the City's six bridges, including the Johnson Street Bridge, Point Ellice Street Bridge and the Gorge, Burnside, Hereward (rail) bridges, and E&N .2 mile Bridge to ensure safe travel by all users.

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

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

Point Ellice Bridge carries Bay Street over Victoria's Upper Harbour. The bridge provides access to 21,000 vehicle trips commuting back and forth on a daily basis. This bridge is critical to the City's network, as it provides the only other access to VicWest if the Johnson Street Bridge is out of service.

Deliverables:

- 750 Johnson Street Bridge lifts
- Maintenance and quarterly inspections of bridges for safety and bridge integrity

Business Unit Summary with Service Areas

Service Area: Bridges

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3488	Johnson St Bridge Opening	12,975	7,200	8,500	10,000	+ 17.65 %
Total Revenues		12,975	7,200	8,500	10,000	
Expenditures						
9111	WO Inside Equipment Rent	1,456	1,015	2,075	2,000	- 3.61 %
9121	WO Outside Equipment Ren	247	0	0	300	
9211	WO Regular Time	167,277	90,215	212,424	211,660	- 0.36 %
9221	WO Overtime	20,844	16,579	7,000	7,000	0.00 %
9311	WO Inventory Purchases	3,404	1,185	1,200	2,248	+ 87.33 %
9321	WO Outside Purchases	11,455	1,002	34,775	15,885	- 54.32 %
9411	WO Contracted Services	17,522	7,804	5,075	21,000	+ 313.79 %
9421	WO Consulting Services	794	2,937	0	0	
Total Expenditures		223,000	120,737	262,549	260,093	
Net Total		(210,025)	(113,537)	(254,049)	(250,093)	

Business Unit Summary with Service Areas

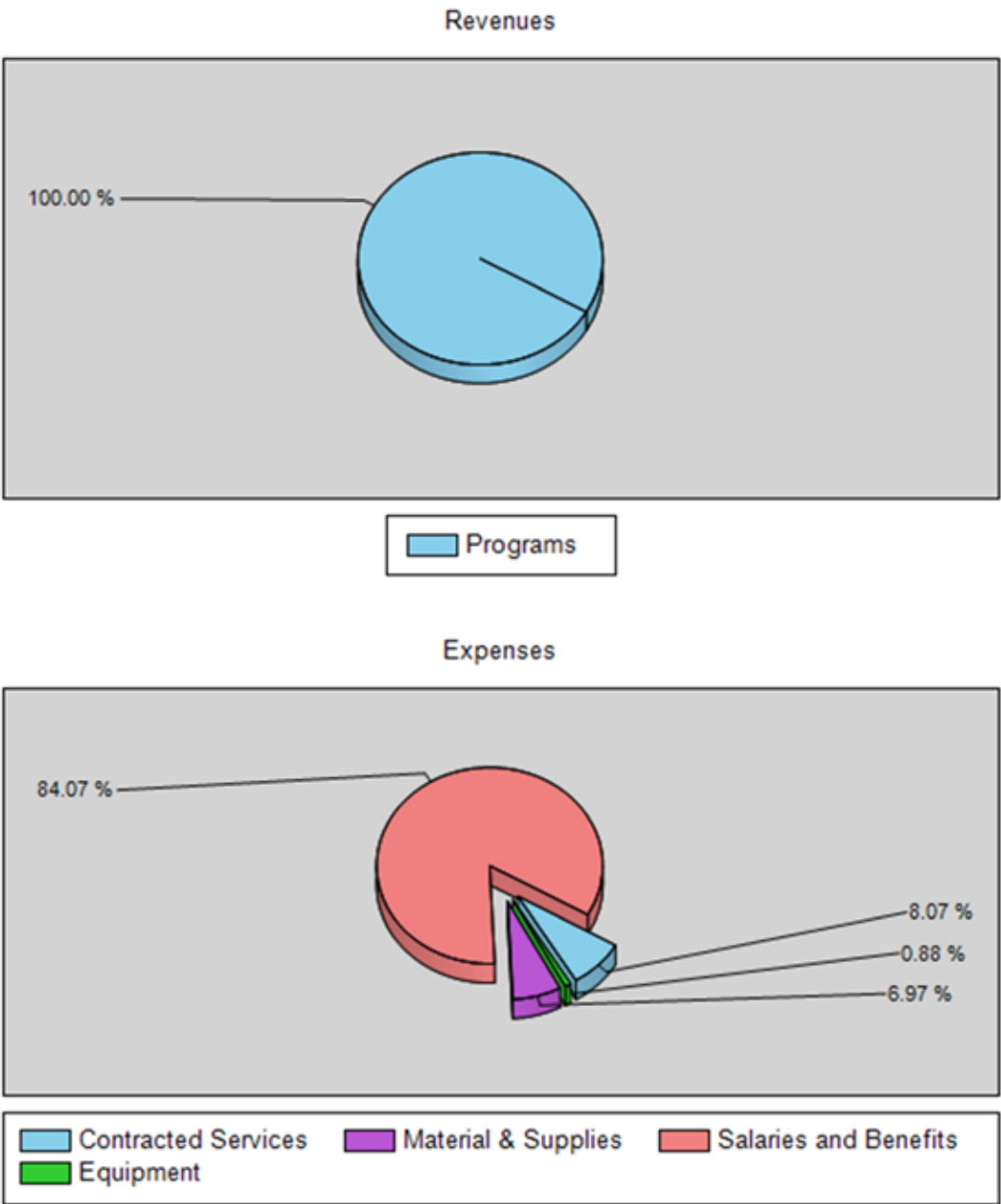
Service Area: Bridges

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3488	Johnson St Bridge Opening	10,000	10,000	10,000	10,000	10,000
Total Revenues		10,000	10,000	10,000	10,000	10,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
9111	WO Inside Equipment Rent	2,000	2,040	2,081	2,122	2,165
9121	WO Outside Equipment Ren	300	306	312	318	325
9211	WO Regular Time	211,660	215,893	220,211	224,615	229,108
9221	WO Overtime	7,000	7,140	7,283	7,428	7,577
9311	WO Inventory Purchases	2,248	2,293	2,339	2,386	2,433
9321	WO Outside Purchases	15,885	16,203	16,527	16,857	17,194
9411	WO Contracted Services	21,000	21,420	21,848	22,285	22,731
Total Expenditures		260,093	265,295	270,601	276,013	281,533
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(250,093)	(255,295)	(260,601)	(266,013)	(271,533)

Business Unit Summary with Service Areas

Service Area: Bridges



Business Unit Summary with Service Areas

Service Area: Carpentry Shop

Department: Engineering & PW

Budget Year: 2018

Overview:

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

Deliverables:

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

Business Unit Summary with Service Areas

Service Area: Carpentry Shop

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4020	Salaries - Carpenters	93,491	49,657	90,492	90,492	0.00 %
4102	Benefits	22,643	13,712	22,171	22,171	0.00 %
4120	Training and Development	500	1,800	1,500	2,000	+ 33.33 %
4316	Protective Clothing/Uniforms	4,561	2,039	7,884	5,000	- 36.58 %
4318	Lumber and Tools	0	19	0	0	
4412	Equipment Rentals	6,000	3,761	5,100	7,200	+ 41.18 %
9111	WO Inside Equipment Rent	4,890	3,102	7,536	8,000	+ 6.16 %
9121	WO Outside Equipment Ren	1,816	0	0	0	
9211	WO Regular Time	122,186	73,722	125,185	171,235	+ 36.79 %
9221	WO Overtime	986	1,012	0	1,000	
9311	WO Inventory Purchases	4,249	3,933	6,456	6,456	0.00 %
9321	WO Outside Purchases	21,275	6,131	17,724	17,724	0.00 %
9411	WO Contracted Services	420	0	1,000	1,000	0.00 %
9511	WO Gas	2,196	1,043	1,000	2,000	+ 100.00 %
Total Expenditures		285,213	159,930	286,048	334,278	
Net Total		(285,213)	(159,930)	(286,048)	(334,278)	

Business Unit Summary with Service Areas

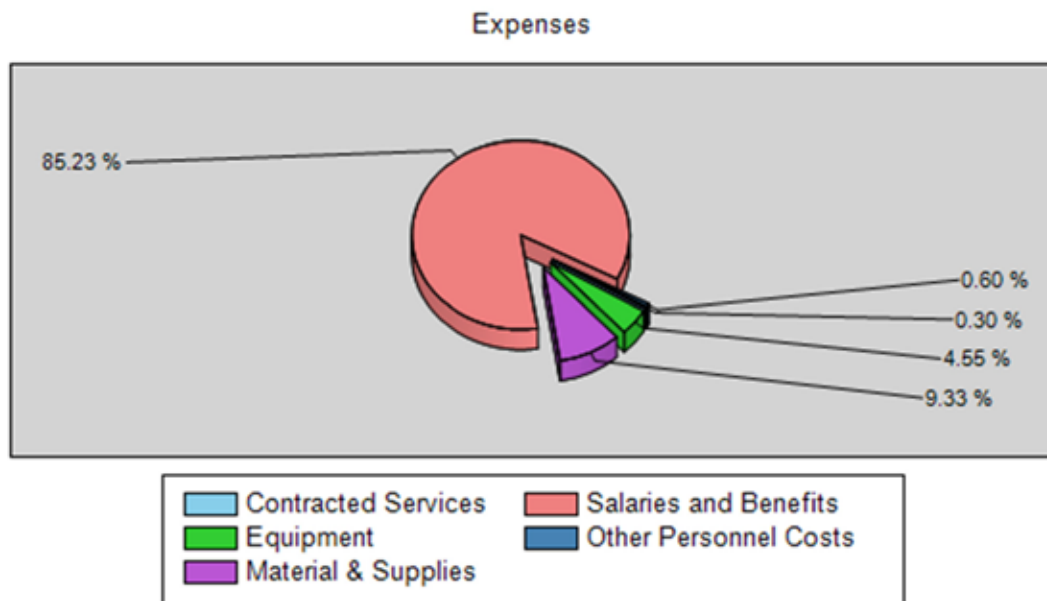
Service Area: Carpentry Shop

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4020	Salaries - Carpenters	90,492	92,302	94,148	96,031	97,952
4102	Benefits	22,171	22,614	23,066	23,528	23,998
4120	Training and Development	2,000	2,040	2,081	2,122	2,165
4316	Protective Clothing/Uniforms	5,000	5,100	5,202	5,306	5,412
4412	Equipment Rentals	7,200	7,344	7,491	7,641	7,794
9111	WO Inside Equipment Rent	8,000	8,160	8,323	8,490	8,659
9211	WO Regular Time	171,235	174,660	178,153	181,716	185,350
9221	WO Overtime	1,000	1,020	1,040	1,061	1,082
9311	WO Inventory Purchases	6,456	6,585	6,717	6,851	6,988
9321	WO Outside Purchases	17,724	18,078	18,440	18,809	19,185
9411	WO Contracted Services	1,000	1,020	1,040	1,061	1,082
9511	WO Gas	2,000	2,040	2,081	2,122	2,165
Total Expenditures		334,278	340,963	347,783	354,738	361,833
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(334,278)	(340,963)	(347,783)	(354,738)	(361,833)

Business Unit Summary with Service Areas

Service Area: Carpentry Shop



Business Unit Summary with Service Areas

Service Area: Concrete & Sidewalks

Department: Engineering & PW

Budget Year: 2018

Overview:

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

Deliverables:

- 1600 cubic meters of concrete placed and finished
- 600 calls for service requests
- 300 complaints response, of these 50 trip and fall complaints response
- 1200 square meters sidewalk replacement and repair
- 360 square meters driveway replacement and repair
- 165 lineal meters of lip grinding (tree root damage)
- 15 to 20 tree wells replacement and repair
- 350 square meters of sidewalks lifted by trees replacement and repair
- Upgrading brick crosswalks on Government Street Mall
- Repair concrete on Broad Street Mall
- Upgrade bus stops roadway to concrete from asphalt
- 300 square meters concrete pavers and brick pavers replacement and repair
- 360 square meters of driveways replaced (approx. 36 driveways)
- 200 square meters rock wall repairs
- 120 lineal meters of curb and gutter replacement and repair

Business Unit Summary with Service Areas

Service Area: Concrete & Sidewalks

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve ¹	0	0	15,000	12,000	- 20.00 %
9011	Work Order Revenue	9,300	3,800	0	0	
Total Revenues		9,300	3,800	15,000	12,000	
Expenditures						
4014	Salaries - Outside	26,483	46,229	86,172	86,172	0.00 %
4102	Benefits	9,253	12,851	21,112	21,112	0.00 %
4112	Mileage/Parking	0	0	200	0	
4116	Conferences/Travel	686	0	1,930	5,000	+ 159.07 %
4120	Training and Development	182	450	0	6,000	
4236	Land Services	11,500	0	0	0	
4316	Protective Clothing/Uniforms	10,022	4,455	10,500	11,000	+ 4.76 %
4318	Lumber and Tools	46,578	32,056	60,775	50,000	- 17.73 %
4412	Equipment Rentals	24,000	9,574	13,400	21,000	+ 56.72 %
4512	Insurance	0	60	0	0	
4816	Lease/Rental	0	20	0	0	
9111	WO Inside Equipment Rent	105,630	51,589	81,149	80,000	- 1.42 %
9121	WO Outside Equipment Ren	42,636	27,788	73,718	43,000	- 41.67 %
9211	WO Regular Time ¹	731,384	300,841	603,550	695,111	+ 15.17 %
9221	WO Overtime	9,028	4,011	19,200	13,500	- 29.69 %
9311	WO Inventory Purchases	16,814	14,033	17,750	16,900	- 4.79 %
9321	WO Outside Purchases	259,597	71,753	109,038	108,500	- 0.49 %
9411	WO Contracted Services	13,271	3,149	11,700	11,400	- 2.56 %
9824	Work Order Recoveries	(28,960)	0	0	0	
Total Expenditures		1,278,105	578,860	1,110,194	1,168,695	
Net Total		(1,268,805)	(575,060)	(1,095,194)	(1,156,695)	

1. 2015 Council Motion - Brick Pavers

Business Unit Summary with Service Areas

Service Area: Concrete & Sidewalks

5 Year Forecast:

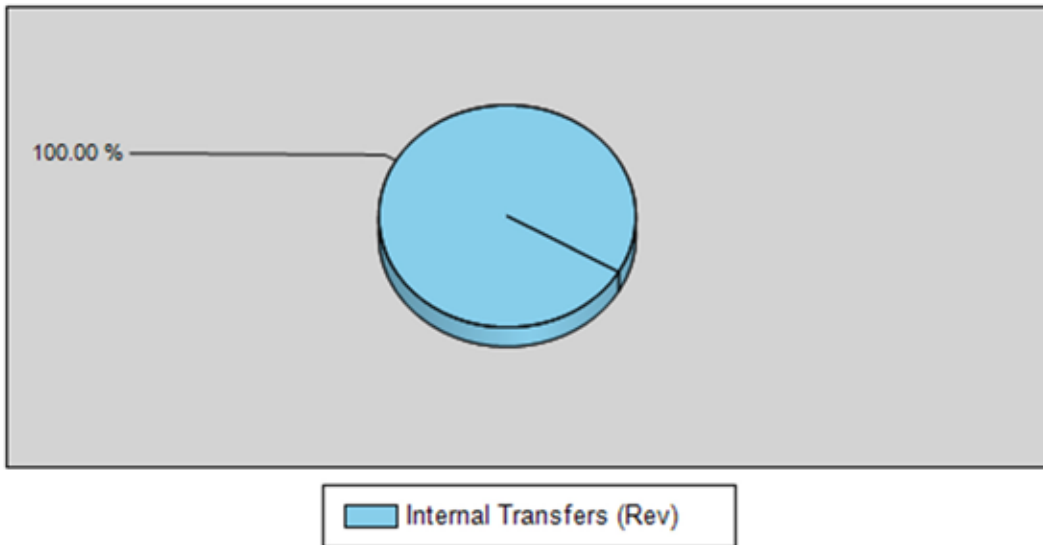
		2018	2019	2020	2021	2022
Revenues						
5075	Financial Stability Reserve ¹	12,000	0	0	0	0
Total Revenues		12,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Expenditures						
4014	Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4102	Benefits	21,112	21,534	21,965	22,404	22,853
4116	Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	6,000	6,120	6,242	6,367	6,495
4316	Protective Clothing/Uniforms	11,000	11,220	11,444	11,673	11,907
4318	Lumber and Tools	50,000	51,000	52,020	53,060	54,122
4412	Equipment Rentals	21,000	21,420	21,848	22,285	22,731
9111	WO Inside Equipment Rent	80,000	81,600	83,232	84,897	86,595
9121	WO Outside Equipment Ren	43,000	43,860	44,737	45,632	46,545
9211	WO Regular Time ¹	695,111	696,773	710,709	724,923	739,421
9221	WO Overtime	13,500	13,770	14,045	14,326	14,613
9311	WO Inventory Purchases	16,900	17,238	17,583	17,934	18,293
9321	WO Outside Purchases	108,500	110,670	112,883	115,141	117,444
9411	WO Contracted Services	11,400	11,628	11,861	12,098	12,340
Total Expenditures		1,168,695	1,179,829	1,203,426	1,227,494	1,252,044
% Increase			0.95%	2.00%	2.00%	2.00%
Net Total		(1,156,695)	(1,179,829)	(1,203,426)	(1,227,494)	(1,252,044)

1. 2015 Council Motion - Brick Pavers

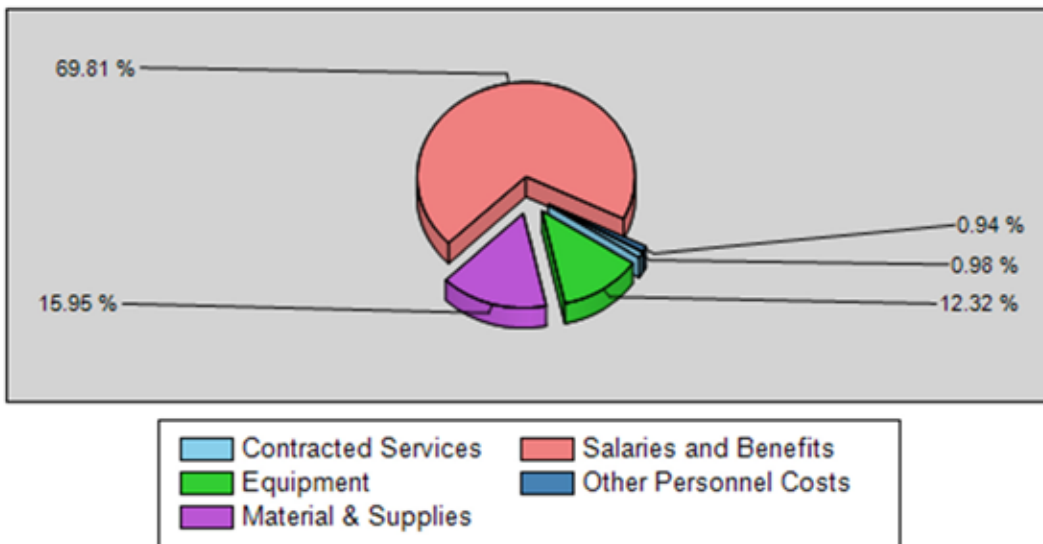
Business Unit Summary with Service Areas

Service Area: Concrete & Sidewalks

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Electrical

Department: Engineering & PW **Budget Year:** 2018

Overview:

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

Work involves BC One utility locates for City construction, reviewing drawings, coordinating with other City crews and service areas, and developing job estimates. Staff review and generate maps and asset inventory for the City's outdoor electrical infrastructure.

Deliverables:

- 6900 Street Lights
- 900 Lamp Clusters (annual maintenance of 450 each year)
- 62 Power Kiosks (annual maintenance)
- Underground Vaults/Manholes and Sidewalk Pits (annual maintenance)
- Specialty Street Lighting (Chinatown Poles, Heritage Poles, Rail Yards Poles, Pathway Poles etc)
- Specialty Lighting (Bollards, Steps, Side of buildings, Art work)
- Calls for Service – 570
- BC Hydro Pole change-outs -135
- On average 42 Douglas Street information Banner installations per year
- BC One utility locates

Business Unit Summary with Service Areas

Service Area: Electrical

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4012	Salaries - Electricians	90,447	48,006	86,266	86,266	0.00 %
4070	Overtime	(8)	15	0	0	
4102	Benefits	19,625	12,120	21,201	21,201	0.00 %
4116	Conferences/Travel	1,042	(394)	2,000	8,000	+ 300.00 %
4118	Membership Fees	0	0	0	780	
4120	Training and Development	5,431	0	0	4,000	
4236	Land Services	3,851	0	0	0	
4308	General Supplies	350	0	0	0	
4312	Office Supplies	264	0	200	1,000	+ 400.00 %
4412	Equipment Rentals	17,878	3,590	12,100	10,600	- 12.40 %
6045	Trf to Climate Action Reserve	0	0	0	223,961	
9111	WO Inside Equipment Rent	66,587	38,847	73,917	76,750	+ 3.83 %
9121	WO Outside Equipment Ren	1,470	0	0	0	
9211	WO Regular Time	516,309	320,483	400,224	347,383	- 13.20 %
9221	WO Overtime	5,339	4,632	5,000	8,000	+ 60.00 %
9311	WO Inventory Purchases	108,769	76,252	155,546	92,000	- 40.85 %
9321	WO Outside Purchases	94,687	51,638	57,357	73,000	+ 27.27 %
9360	WO Utility-BC Hydro	573,703	344,764	593,008	473,008	- 20.24 %
9411	WO Contracted Services	12,692	9,142	3,550	8,159	+ 129.83 %
Total Expenditures		1,518,435	909,095	1,410,369	1,434,108	
Net Total		(1,518,435)	(909,095)	(1,410,369)	(1,434,108)	

Business Unit Summary with Service Areas

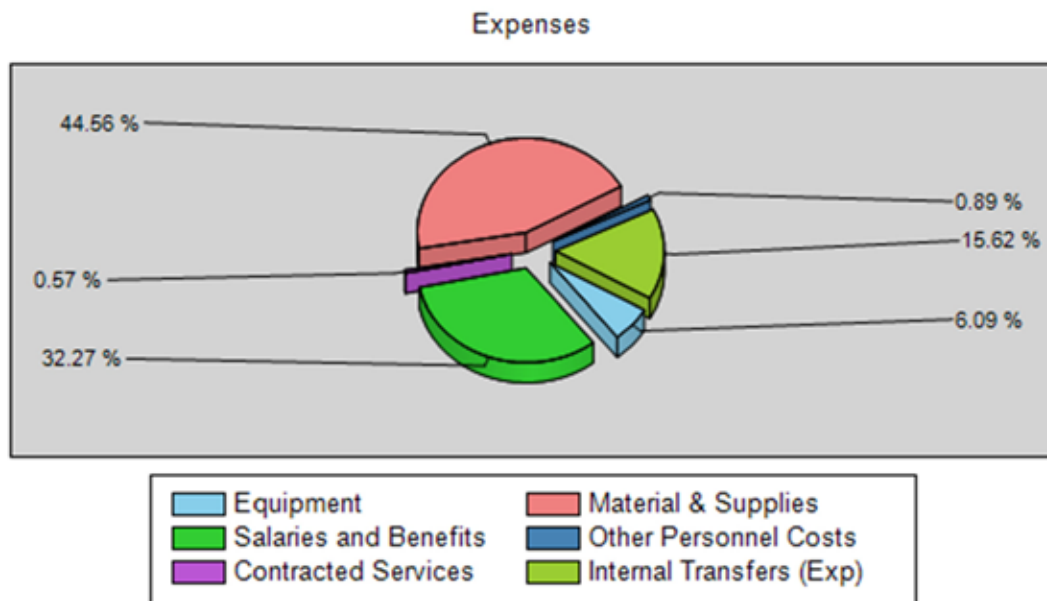
Service Area: Electrical

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4012	Salaries - Electricians	86,266	87,992	89,751	91,547	93,377
4102	Benefits	21,201	21,624	22,058	22,498	22,949
4116	Conferences/Travel	8,000	8,160	8,323	8,490	8,659
4118	Membership Fees	780	796	812	828	844
4120	Training and Development	4,000	4,080	4,162	4,245	4,330
4312	Office Supplies	1,000	1,020	1,040	1,061	1,082
4412	Equipment Rentals	10,600	10,812	11,028	11,249	11,474
6045	Trf to Climate Action Reserve	223,961	226,040	228,161	230,324	232,531
9111	WO Inside Equipment Rent	76,750	78,285	79,851	81,448	83,077
9211	WO Regular Time	347,383	354,331	361,417	368,646	376,019
9221	WO Overtime	8,000	8,160	8,323	8,490	8,659
9311	WO Inventory Purchases	92,000	93,840	95,717	97,631	99,584
9321	WO Outside Purchases	73,000	74,460	75,949	77,468	79,018
9360	WO Utility-BC Hydro	473,008	493,763	515,245	537,479	560,490
9411	WO Contracted Services	8,159	8,322	8,489	8,658	8,832
Total Expenditures		1,434,108	1,471,686	1,510,326	1,550,061	1,590,925
% Increase			2.62%	2.63%	2.63%	2.64%
Net Total		(1,434,108)	(1,471,686)	(1,510,326)	(1,550,061)	(1,590,925)

Business Unit Summary with Service Areas

Service Area: *Electrical*



Business Unit Summary with Service Areas

Service Area: Fabrication Shop

Department: Engineering & PW

Budget Year: 2018

Overview:

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

Deliverables:

- On demand fabrication and support
- Park benches: 15 sets
- Railings: 350 feet
- Vehicle customization prep time: 600 hours

Business Unit Summary with Service Areas

Service Area: Fabrication Shop

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4120	Training and Development	0	600	505	3,000	+ 494.06 %
4308	General Supplies	0	102	0	0	
9111	WO Inside Equipment Rent	10,852	5,766	12,220	12,400	+ 1.47 %
9121	WO Outside Equipment Ren	100	0	0	0	
9211	WO Regular Time	91,843	61,206	86,564	86,564	0.00 %
9221	WO Overtime	135	0	0	0	
9311	WO Inventory Purchases	4,724	1,444	4,000	4,000	0.00 %
9321	WO Outside Purchases	25,496	18,543	31,200	28,705	- 8.00 %
9411	WO Contracted Services	4,083	1,434	6,000	6,000	0.00 %
9824	Work Order Recoveries	(10,272)	(1,875)	0	(10,000)	
Total Expenditures		126,962	87,220	140,489	130,669	
Net Total		(126,962)	(87,220)	(140,489)	(130,669)	

Business Unit Summary with Service Areas

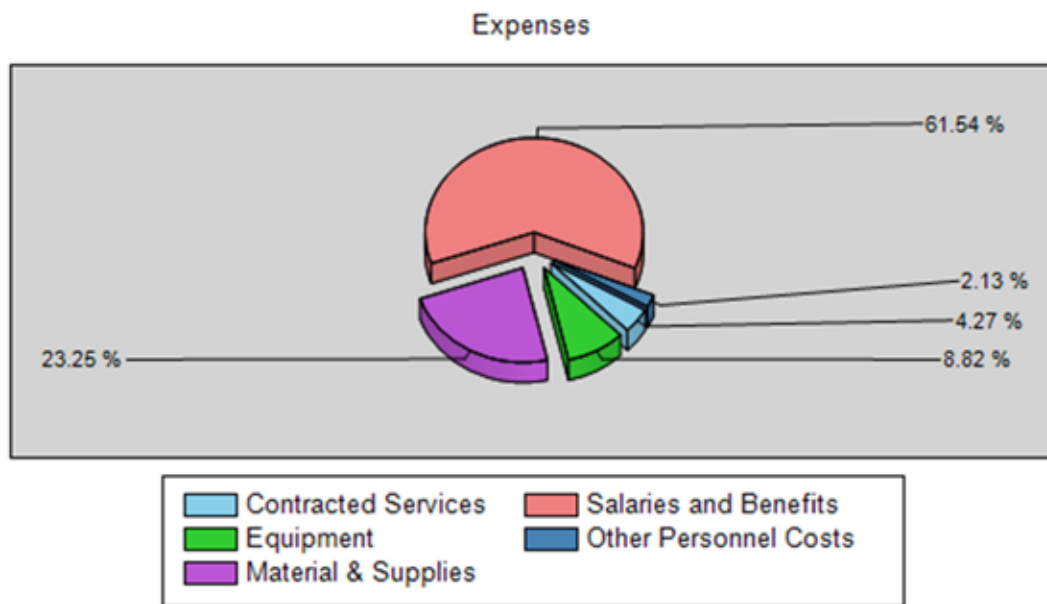
Service Area: Fabrication Shop

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4120	Training and Development	3,000	3,060	3,121	3,184	3,247
9111	WO Inside Equipment Rent	12,400	12,648	12,901	13,159	13,422
9211	WO Regular Time	86,564	88,295	90,061	91,862	93,700
9311	WO Inventory Purchases	4,000	4,080	4,162	4,245	4,330
9321	WO Outside Purchases	28,705	29,279	29,865	30,462	31,071
9411	WO Contracted Services	6,000	6,120	6,242	6,367	6,495
9824	Work Order Recoveries	(10,000)	(10,200)	(10,404)	(10,612)	(10,824)
Total Expenditures		130,669	133,282	135,948	138,667	141,440
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(130,669)	(133,282)	(135,948)	(138,667)	(141,440)

Business Unit Summary with Service Areas

Service Area: Fabrication Shop



Business Unit Summary with Service Areas

Service Area: Fleet

Department: Engineering & PW

Budget Year: 2018

Overview:

Fleet Operations provides service, repair, and maintenance of all ICBC licensed City and Police vehicles according to Provincial and Federal regulations as per the Commercial Vehicle Inspection Program (provincial) and Transport Canada (federal). This service maintains 441 City vehicles, 88 Police vehicles and approximately 50 pieces of specialized equipment.

Staff ensure Aerial Device (truck cranes and aerial devices) Non-Destruct and Dielectric Maintenance, testing and certification regulations are current and satisfied. This includes maintenance to ensure safe and maximized performance, and to satisfy Commercial Vehicle Safety Enforcement requirements. All on-demand maintenance requests are completed daily in order of importance. Work also includes all prep work on new vehicles for service including adding any necessary specialized equipment, fabrications needs, first aid equipment, lighting needs.

Staff also strip and prepare vehicles and equipment for trade-in or disposal through public auction.

Deliverables:

Fleet operations is currently tracked in the Operations/Maintenance module within JDE via Assets and work orders for Fleet and Police. Annual Benchmark reports.

Business Unit Summary with Service Areas

Service Area: Fleet

Changes to Service Area:

Account	Description	December 31, 2016 Actual	August 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
9011	Work Order Revenue	4,611	4,785	0	0	
Total Revenues		4,611	4,785	0	0	
Expenditures						
4010	Salaries - Exempt	112,573	68,256	109,082	109,082	0.00 %
4014	Salaries - Outside	98,973	59,820	86,172	86,172	0.00 %
4016	Salaries – Inside ¹	62,454	50,301	63,179	152,903	+ 142.02 %
4070	Overtime	644	663	0	0	
4102	Benefits ¹	67,470	46,882	62,792	84,775	+ 35.01 %
4116	Conferences/Travel	0	1,097	12,000	12,240	+ 2.00 %
4118	Membership Fees	0	660	800	2,016	+ 152.00 %
4120	Training and Development	0	961	28,100	28,662	+ 2.00 %
4412	Equipment Rentals	55,839	31,399	50,200	56,204	+ 11.96 %
4512	Insurance	0	350	1,000	1,020	+ 2.00 %
4808	Contingencies	0	0	5,925	8,496	+ 43.40 %
4824	Recovery	(954,646)	(534,881)	(946,106)	(1,135,844)	+ 20.05 %
9111	WO Inside Equipment Rent	1,836,903	1,116,388	1,831,106	2,130,838	+ 16.37 %
9121	WO Outside Equipment Ren	3,536	240	0	0	
9211	WO Regular Time	1,027,867	636,229	1,127,353	1,033,323	- 8.34 %
9221	WO Overtime	10,200	5,827	0	0	
9311	WO Inventory Purchases	63,206	45,345	66,499	60,709	- 8.71 %
9321	WO Outside Purchases	562,346	296,768	582,000	526,354	- 9.56 %
9411	WO Contracted Services	189,497	99,792	241,516	171,201	- 29.11 %
9441	WO Insurance-Vehicle	208,605	136,395	195,328	233,089	+ 19.33 %
9511	WO Gas	188,244	144,466	424,879	469,714	+ 10.55 %
9521	WO Natural Gas	31,429	17,932	0	0	
9541	WO Propane	4,736	1,476	0	0	
9551	WO Bio Diesel	236,136	142,511	0	0	
9561	WO Motor Oil	18,976	9,939	0	0	
9571	Marked Gas	1,672	(1,780)	0	0	
9824	Work Order Recoveries	(1,785,699)	(1,143,434)	(1,900,242)	(1,734,769)	- 8.71 %
9826	WO Equipment Recoveries	(2,126,595)	(1,206,790)	(2,041,583)	(2,296,186)	+ 12.47 %
Total Expenditures		(85,637)	26,812	0	0	
Net Total		90,248	(22,027)	0	0	

1. Reallocation of Project Coordinator Position from PW Admin

Business Unit Summary with Service Areas

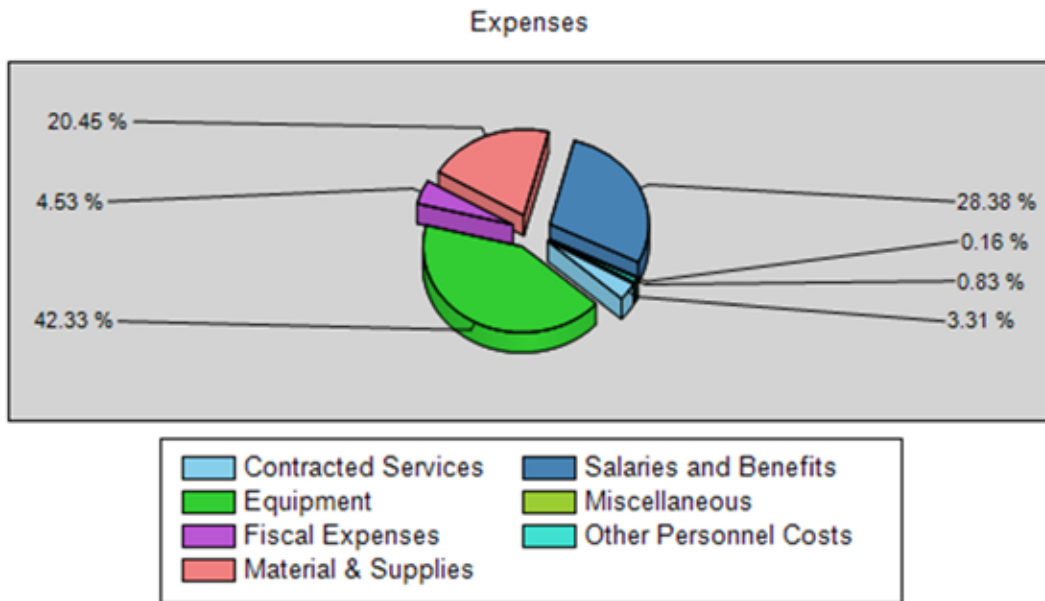
Service Area: Fleet

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4014	Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4016	Salaries - Inside	152,903	155,961	159,080	162,262	165,507
4102	Benefits	84,775	86,470	88,199	89,963	91,763
4116	Conferences/Travel	12,240	12,485	12,734	12,989	13,249
4118	Membership Fees	2,016	2,056	2,097	2,139	2,182
4120	Training and Development	28,662	29,235	29,820	30,416	31,025
4412	Equipment Rentals	56,204	57,228	58,273	59,338	60,425
4512	Insurance	1,020	1,040	1,061	1,082	1,104
4808	Contingencies	8,496	0	0	0	0
4824	Recovery	(1,135,844)	(1,136,006)	(1,136,172)	(1,136,340)	(1,136,513)
9111	WO Inside Equipment Rent	2,130,838	2,130,838	2,130,838	2,130,838	2,130,838
9211	WO Regular Time	1,033,323	1,053,990	1,075,069	1,096,571	1,118,502
9311	WO Inventory Purchases	60,709	61,923	63,162	64,425	65,713
9321	WO Outside Purchases	526,354	536,881	547,619	558,571	569,742
9411	WO Contracted Services	171,201	174,625	178,117	181,680	185,313
9441	WO Insurance-Vehicle	233,089	237,751	242,506	247,356	252,303
9511	WO Gas	469,714	479,108	488,690	498,464	508,434
9824	Work Order Recoveries	(1,734,769)	(1,740,636)	(1,755,286)	(1,770,230)	(1,785,472)
9826	WO Equipment Recoveries	(2,296,186)	(2,342,110)	(2,388,952)	(2,436,731)	(2,485,466)
Total Expenditures		0	0	0	0	0
% Increase			0	0	0	0
Net Total		0	0	0	0	0

Business Unit Summary with Service Areas

Service Area: Fleet



Business Unit Summary with Service Areas

Service Area: Paint Shop

Department: Engineering & PW

Budget Year: 2018

Overview:

The Paint Shop service area provides painting services to Civic facilities and protects and enhances City infrastructure for streets, squares and parks. This service maintains the surfaces of existing infrastructure and responds to the more complex graffiti removal issues.

Deliverables:

- Support demands and needs of City infrastructure maintenance
- Attractive beautification for tourism and support to downtown businesses

Business Unit Summary with Service Areas

Service Area: Paint Shop

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4120	Training and Development	0	200	1,500	1,500	0.00 %
9111	WO Inside Equipment Rent	2,696	3,965	4,200	3,000	- 28.57 %
9211	WO Regular Time	87,552	46,864	81,332	81,332	0.00 %
9311	WO Inventory Purchases	7,176	3,736	5,853	7,000	+ 19.60 %
9321	WO Outside Purchases	19,261	6,764	10,000	10,000	0.00 %
9411	WO Contracted Services	102	0	500	500	0.00 %
9511	WO Gas	131	50	0	0	
9571	Marked Gas	34	0	0	0	
Total Expenditures		116,952	61,580	103,385	103,332	
Net Total		(116,952)	(61,580)	(103,385)	(103,332)	

Business Unit Summary with Service Areas

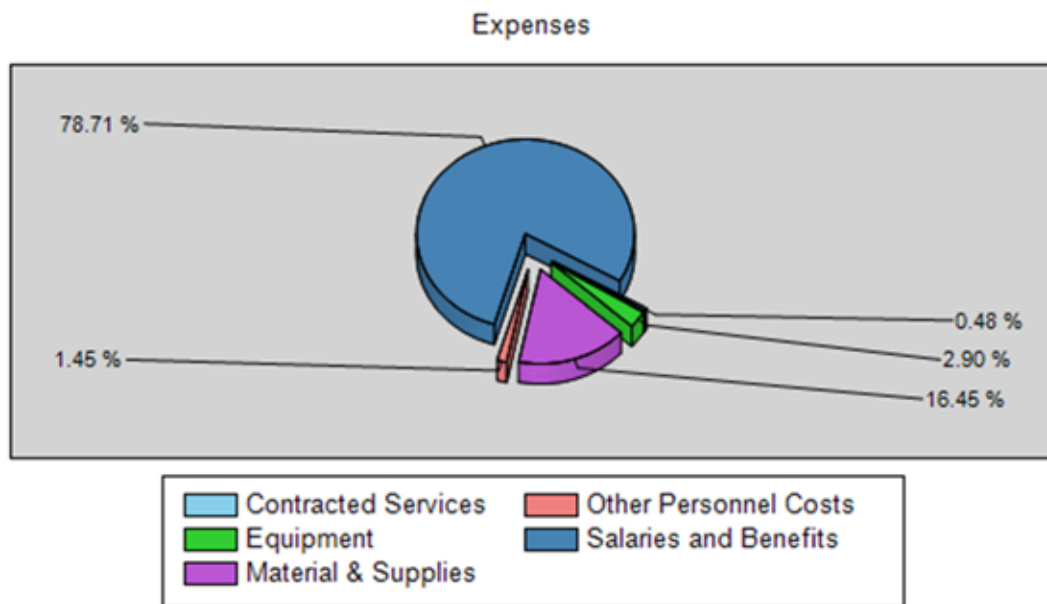
Service Area: Paint Shop

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4120	Training and Development	1,500	1,530	1,561	1,592	1,624
9111	WO Inside Equipment Rent	3,000	3,060	3,121	3,184	3,247
9211	WO Regular Time	81,332	82,959	84,618	86,310	88,036
9311	WO Inventory Purchases	7,000	7,140	7,283	7,428	7,577
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
9411	WO Contracted Services	500	510	520	531	541
Total Expenditures		103,332	105,399	107,507	109,657	111,850
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(103,332)	(105,399)	(107,507)	(109,657)	(111,850)

Business Unit Summary with Service Areas

Service Area: Paint Shop



Business Unit Summary with Service Areas

Service Area: Public Works Administration

Department: Engineering & PW **Budget Year:** 2018

Overview:

The Public Works Administration (PWA) service area provides administrative, BC One and dispatch support to the Engineering and Public Works Department and some other divisions in the City.

Staff perform clerical functions, respond to internal and external customer inquiries, enter timesheets, enter and receive invoices or purchase card entry, perform accounting functions, inform Alarm Room of confined space entry and fall protection activity, record and direct MIA claims and plumbing reimbursements to appropriate areas, and order equipment and materials for crews.

PWA is responsible for emergency management for the Public Works Facility, event planning and execution, traffic management plans for all special events and films in the City, research and development, reports, plans, job procedures, facility maintenance, safety and security, special projects, etc.

Deliverables:

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

- Total # BC1 Locates Calls 1757
- Total # Traffic Management Plans for Special Events 130
- Total # Traffic Management Plans for Film Permits 50
- Total # of Plumbing Reimbursements prepared 48
- Total # of Municipal Insurance Association Claims prepared 73
- Total number of banner confirmations prepared 34
- Total # Calls for Service entered by Support Staff 4,299

Business Unit Summary with Service Areas

Service Area: Public Works Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
9011	Work Order Revenue	3,935	2,425	3,000	3,000	0.00 %
Total Revenues		3,935	2,425	3,000	3,000	
Expenditures						
4010	Salaries - Exempt	49,745	28,790	53,380	53,380	0.00 %
4016	Salaries – Inside ²	364,363	249,295	450,137	366,926	- 18.49 %
4070	Overtime	6,436	3,640	3,000	3,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	51,551	17,800	51,292	51,292	0.00 %
4102	Benefits ²	104,326	76,744	123,105	102,719	- 16.56 %
4112	Mileage/Parking	924	697	1,000	1,000	0.00 %
4116	Conferences/Travel	1,288	5	1,800	1,800	0.00 %
4118	Membership Fees	245	0	0	0	
4120	Training and Development	640	127	2,000	2,000	0.00 %
4216	Contracted Services	7,121	1,247	5,480	5,480	0.00 %
4226	Photocopy	6,588	2,276	5,500	5,500	0.00 %
4308	General Supplies	0	39	1,500	1,500	0.00 %
4312	Office Supplies	24,198	9,808	19,883	19,883	0.00 %
4364	Telecommunications	104,449	65,495	81,550	81,550	0.00 %
4814	Miscellaneous	0	100	0	0	
9111	WO Inside Equipment Rent	4,302	4,952	5,200	6,000	+ 15.38 %
9121	WO Outside Equipment Ren	999	32,306	0	0	
9211	WO Regular Time	88,479	84,844	108,720	108,720	0.00 %
9221	WO Overtime	1,353	927	1,000	1,000	0.00 %
9311	WO Inventory Purchases	226	3,761	0	0	
9321	WO Outside Purchases	19,025	14,275	11,042	11,042	0.00 %
9411	WO Contracted Services	3,046	1,910	11,470	11,470	0.00 %
9421	WO Consulting Services ¹	0	0	50,000	6,000	- 88.00 %
Total Expenditures		839,303	599,039	987,059	840,261	
Net Total		(835,368)	(596,614)	(984,059)	(837,261)	

1. 2017 Council Motion - Public Works Master Plan

2. Reallocation of Project Coordinator Position to Fleet

Business Unit Summary with Service Areas

Service Area: Public Works Administration

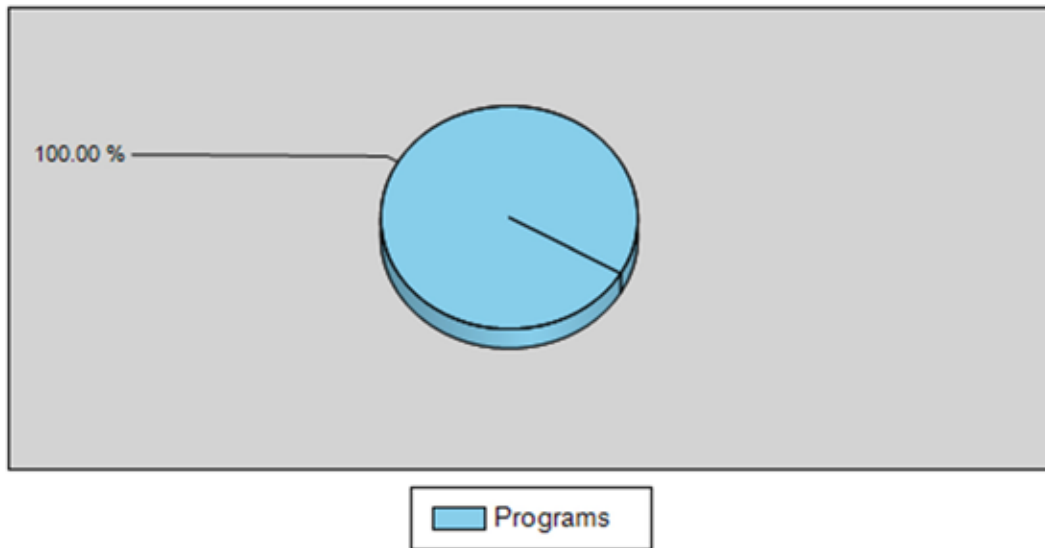
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
9011	Work Order Revenue	3,000	3,500	3,500	3,500	3,500
Total Revenues		3,000	3,500	3,500	3,500	3,500
% Increase			16.67%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	53,380	54,448	55,537	56,647	57,780
4016	Salaries - Inside	366,926	374,265	381,750	389,385	397,173
4070	Overtime	3,000	3,060	3,121	3,184	3,247
4080	Auxiliaries/RPT/Seasonal	51,292	52,317	53,364	54,431	55,520
4102	Benefits	102,719	104,773	106,868	109,006	111,186
4112	Mileage/Parking	1,000	1,020	1,040	1,061	1,082
4116	Conferences/Travel	1,800	1,836	1,873	1,910	1,948
4120	Training and Development	2,000	2,040	2,081	2,122	2,165
4216	Contracted Services	5,480	5,590	5,701	5,815	5,932
4226	Photocopy	5,500	5,610	5,722	5,837	5,953
4308	General Supplies	1,500	1,530	1,561	1,592	1,624
4312	Office Supplies	19,883	20,281	20,686	21,100	21,522
4364	Telecommunications	81,550	83,181	84,845	86,542	88,272
9111	WO Inside Equipment Rent	6,000	6,120	6,242	6,367	6,494
9211	WO Regular Time	108,720	110,894	113,112	115,375	117,682
9221	WO Overtime	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	11,042	11,263	11,488	11,718	11,952
9411	WO Contracted Services	11,470	11,699	11,933	12,172	12,415
9421	WO Consulting Services	6,000	6,120	6,242	6,367	6,495
Total Expenditures		840,261	857,067	874,208	891,692	909,526
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(837,261)	(853,567)	(870,708)	(888,192)	(906,026)

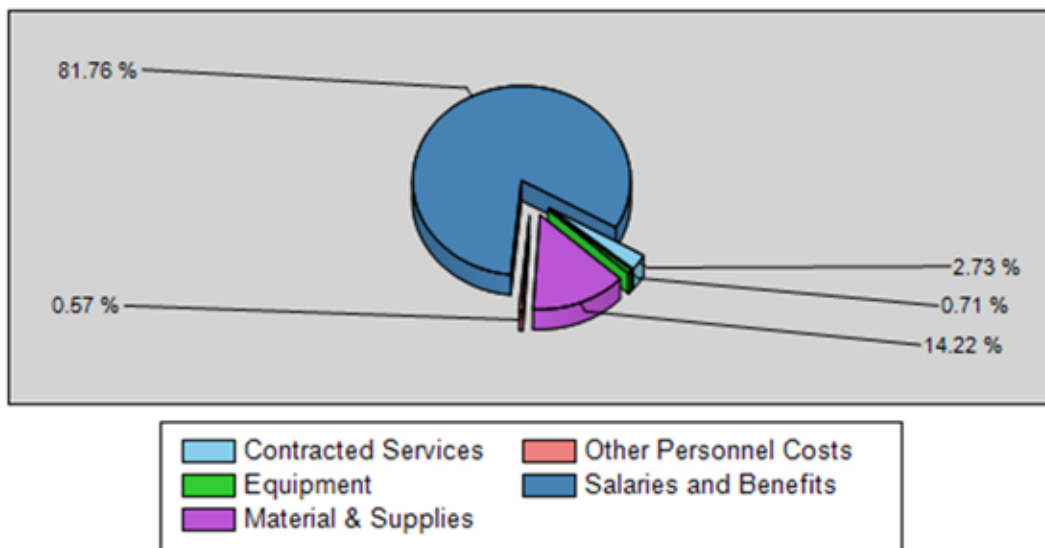
Business Unit Summary with Service Areas

Service Area: Public Works Administration

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Public Works Response

Department: Engineering & PW

Budget Year: 2018

Overview:

The City maintains a 24/7 emergency response for unexpected or unplanned events and incidents in the City. Public works service persons provide traffic control and emergency response.

- 24 hour, 7 day a week service to respond to all non-Police and Fire City emergencies, such as sewer, stormwater and water main breaks, flooding, traffic barricades, and special events
- First responders for MVI emergencies and all other emergencies
- Manage all after hour calls for Public works, and determine who is needed to do the work
- Set up barricades for all city work
- Security for City Facilities
- Special events signage
- Snow removal
- Hydrant adapters

Deliverables:

- Estimated 45 calls per day for Emergency Response and Traffic Control combined and 16,425 calls annually
- Call response = Priority and emergency calls are responded to within 2 hours and all calls are responded to within 24 hours

Business Unit Summary with Service Areas

Service Area: Public Works Response

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3128	Development Traffic Perm	37,092	22,909	33,000	33,000	0.00 %
Total Revenues		37,092	22,909	33,000	33,000	
Expenditures						
4120	Training and Development	281	0	3,500	3,500	0.00 %
4236	Land Services	3,850	0	0	0	
4308	General Supplies	17	0	0	0	
4821	Recoveries and Services	(21,765)	0	(90,935)	(90,935)	0.00 %
9111	WO Inside Equipment Rent	36,713	20,682	35,000	36,000	+ 2.86 %
9211	WO Regular Time ¹	375,855	193,255	402,680	374,458	- 7.01 %
9221	WO Overtime	112,650	90,500	89,500	89,500	0.00 %
9311	WO Inventory Purchases	18,230	9,828	22,500	22,500	0.00 %
9321	WO Outside Purchases	1,791	1,359	8,350	3,000	- 64.07 %
9411	WO Contracted Services	14,590	9,748	8,500	8,500	0.00 %
Total Expenditures		542,213	325,372	479,095	446,523	
Net Total		(505,121)	(302,463)	(446,095)	(413,523)	

1. 2017 Council Motion – Special Event Support

Business Unit Summary with Service Areas

Service Area: Public Works Response

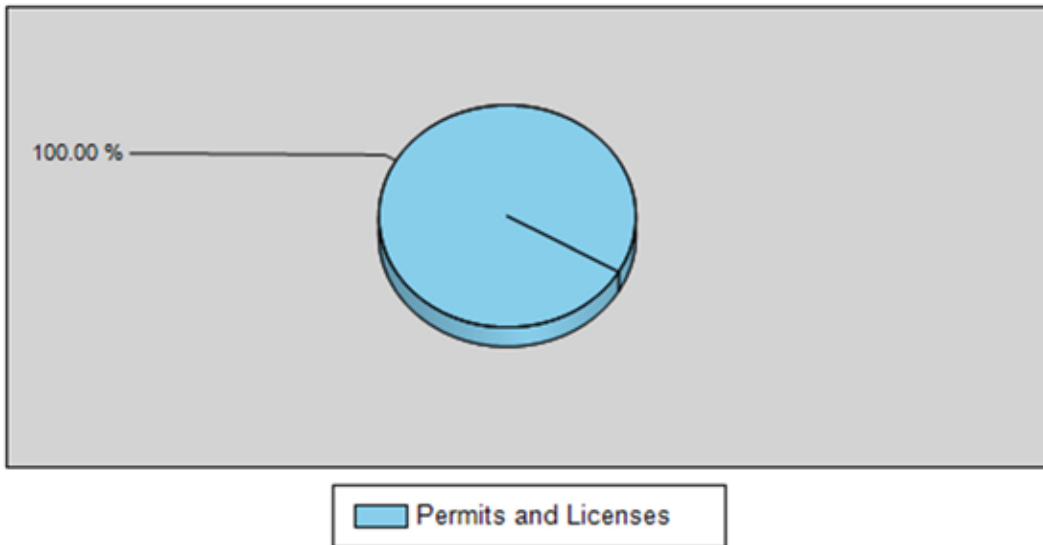
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3128	Development Traffic Perm	33,000	34,000	35,000	36,000	37,000
Total Revenues		33,000	34,000	35,000	36,000	37,000
% Increase			3.03%	2.94%	2.86%	2.78%
Expenditures						
4120	Training and Development	3,500	3,570	3,641	3,714	3,789
4821	Recoveries and Services	(90,935)	(90,935)	(90,935)	(90,935)	(90,935)
9111	WO Inside Equipment Rent	36,000	36,720	37,454	38,203	38,968
9211	WO Regular Time	374,458	381,947	389,586	397,378	405,325
9221	WO Overtime	89,500	91,290	93,116	94,978	96,878
9311	WO Inventory Purchases	22,500	22,950	23,409	23,877	24,355
9321	WO Outside Purchases	3,000	3,060	3,121	3,184	3,247
9411	WO Contracted Services	8,500	8,670	8,843	9,020	9,201
Total Expenditures		446,523	457,272	468,236	479,420	490,827
% Increase			2.41%	2.40%	2.39%	2.38%
Net Total		(413,523)	(423,272)	(433,236)	(443,420)	(453,827)

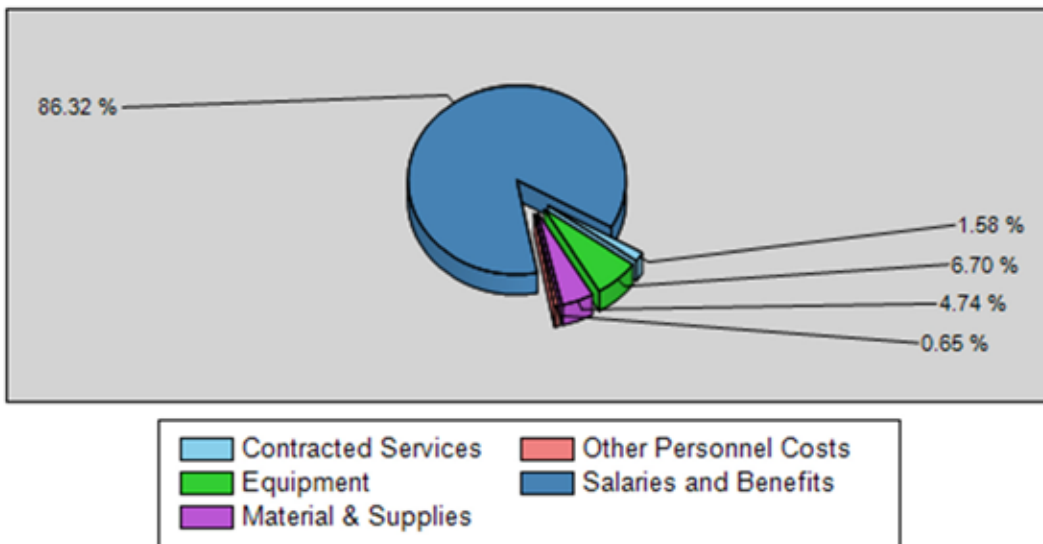
Business Unit Summary with Service Areas

Service Area: Public Works Response

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Roads

Department: Engineering & PW

Budget Year: 2018

Overview:

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

During winter weather conditions this service area provides snow and ice control when needed.

Recycle asphalt for patching on City projects is provided, and is made available for sale to other municipalities, and contractors.

Deliverables:

Annual deliverables-

- Pothole filling – 450 sq. meters
- Milling of roads – 3,500 sq. meters
- Crack sealing of roads – 20,000 lineal meters
- Skin patching of roads and some sidewalk areas – 2,000 sq. meters
- Bus stop repairs – 180 sq. meters
- Concrete road base repairs – 150 sq. meters
- Lane paving – 50 sq. meters
- Asphalt curb and water control installation – 50 lineal meters
- Harbour pathways maintained – 250 sq. meters
- Asphalt Plant production – 1,500 tonnes
- Contract paving – 1,000 sq. meters
- Granular road base repairs – 150 meters

Business Unit Summary with Service Areas

Service Area: Roads

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3464	Mix Sales	10,164	11,635	40,000	40,000	0.00 %
9011	Work Order Revenue	0	538	0	0	
Total Revenues		10,164	12,173	40,000	40,000	
Expenditures						
4014	Salaries - Outside	71,048	41,154	86,172	86,172	0.00 %
4102	Benefits	16,474	4,668	21,112	21,112	0.00 %
4112	Mileage/Parking	330	223	500	400	- 20.00 %
4116	Conferences/Travel	240	0	2,300	5,300	+ 130.43 %
4120	Training and Development	3,014	2,144	0	6,000	
4236	Land Services	4,827	0	0	0	
4318	Lumber and Tools	7,781	8,776	15,400	10,000	- 35.06 %
4412	Equipment Rentals	6,000	3,761	3,700	7,000	+ 89.19 %
4824	Recovery	(72,840)	(23,737)	(100,000)	(100,000)	0.00 %
9111	WO Inside Equipment Rent	237,815	140,100	216,142	230,000	+ 6.41 %
9121	WO Outside Equipment Ren	14,120	6,410	12,499	9,000	- 27.99 %
9211	WO Regular Time	588,195	432,189	599,336	561,305	- 6.35 %
9221	WO Overtime	62,455	83,064	14,020	13,680	- 2.43 %
9311	WO Inventory Purchases	19,884	20,437	15,910	17,250	+ 8.42 %
9321	WO Outside Purchases	201,165	107,383	178,311	155,252	- 12.93 %
9358	WO Utility-Gas-Fortis	37,940	16,854	58,038	58,083	+ 0.08 %
9411	WO Contracted Services	63,128	52,655	68,215	60,550	- 11.24 %
9531	WO Diesel	0	0	500	0	
9541	WO Propane	0	75	100	100	0.00 %
9551	WO Bio Diesel	1,811	480	2,550	2,550	0.00 %
9561	WO Motor Oil	82	0	0	50	
9824	Work Order Recoveries	(30,926)	(13,024)	(57,120)	(57,120)	0.00 %
Total Expenditures		1,232,543	883,611	1,137,685	1,086,684	
Net Total		(1,222,379)	(871,438)	(1,097,685)	(1,046,684)	

Business Unit Summary with Service Areas

Service Area: Roads

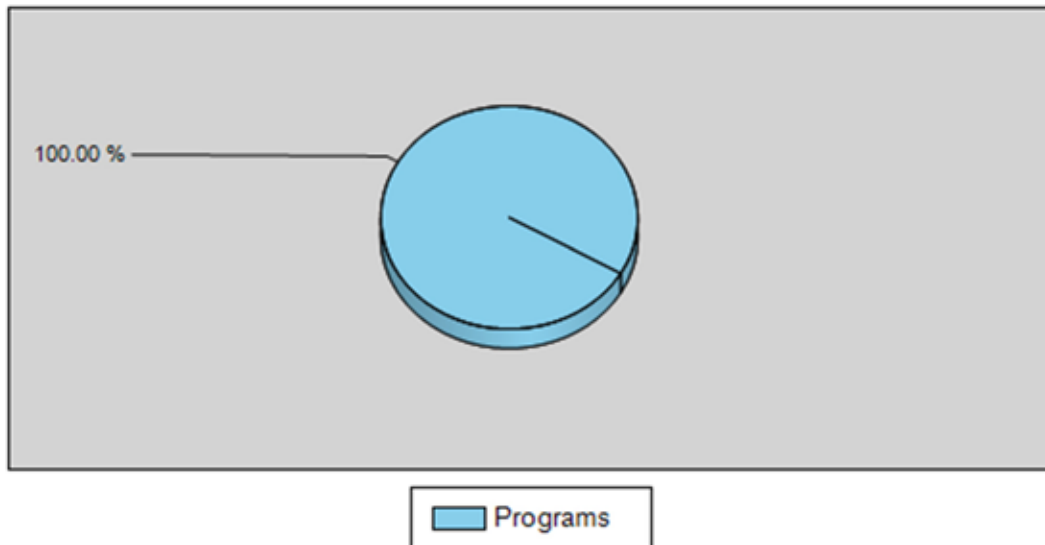
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3464	Mix Sales	40,000	40,000	40,000	40,000	40,000
Total Revenues		40,000	40,000	40,000	40,000	40,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4014	Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4102	Benefits	21,112	21,534	21,965	22,404	22,853
4112	Mileage/Parking	400	408	416	424	433
4116	Conferences/Travel	5,300	5,406	5,514	5,624	5,737
4120	Training and Development	6,000	6,120	6,242	6,367	6,495
4318	Lumber and Tools	10,000	10,200	10,404	10,612	10,824
4412	Equipment Rentals	7,000	7,140	7,283	7,428	7,577
4824	Recovery	(100,000)	(102,000)	(104,040)	(106,121)	(108,243)
9111	WO Inside Equipment Rent	230,000	234,600	239,292	244,078	248,959
9121	WO Outside Equipment Ren	9,000	9,180	9,364	9,551	9,742
9211	WO Regular Time	561,305	572,531	583,982	595,661	607,575
9221	WO Overtime	13,680	13,954	14,233	14,517	14,808
9311	WO Inventory Purchases	17,250	17,595	17,947	18,306	18,672
9321	WO Outside Purchases	155,252	158,357	189,615	164,755	168,050
9358	WO Utility-Gas-Fortis	58,083	59,245	60,430	61,638	62,871
9411	WO Contracted Services	60,550	61,761	62,996	64,256	65,541
9541	WO Propane	100	102	104	106	108
9551	WO Bio Diesel	2,550	2,601	2,653	2,706	2,760
9561	WO Motor Oil	50	51	52	53	54
9824	Work Order Recoveries	(57,120)	(58,262)	(59,428)	(60,616)	(61,829)
Total Expenditures		1,086,684	1,108,418	1,158,678	1,153,198	1,176,262
% Increase			2.00%	4.53%	(0.47%)	2.00%
Net Total		(1,046,684)	(1,068,418)	(1,118,678)	(1,113,198)	(1,136,262)

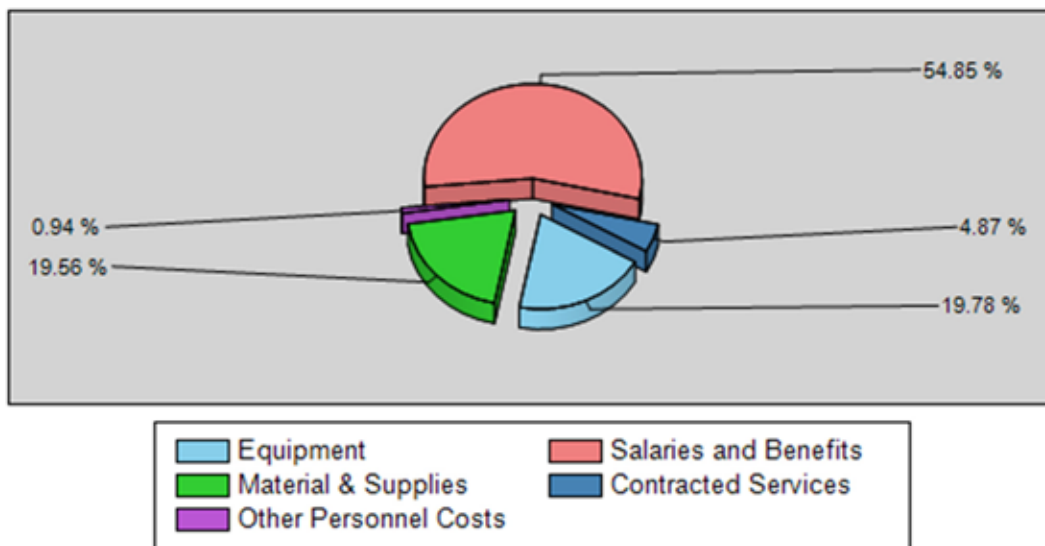
Business Unit Summary with Service Areas

Service Area: Roads

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Solid Waste and Recycling

Department: Engineering & PW

Overview:

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

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

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

Deliverables:

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

Business Unit Summary with Service Areas

Service Area: Solid Waste and Recycling

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3604	Garbage Flat Rate	2,962,706	1,760,673	3,011,454	3,105,079	+ 3.11 %
3606	Residential Garbage Tick	20,188	11,396	14,000	14,000	0.00 %
3609	Composting Bags	25,020	13,840	25,000	25,000	0.00 %
3906	Fines and Fees	7,122	3,805	0	0	
Total Revenues		3,015,036	1,789,714	3,050,454	3,144,079	
Expenditures						
4010	Salaries - Exempt	58,721	34,118	62,772	62,772	0.00 %
4014	Salaries - Outside	88,798	49,548	86,172	86,172	0.00 %
4102	Benefits	33,275	20,920	36,190	36,190	0.00 %
4112	Mileage/Parking	112	75	0	0	
4116	Conferences/Travel	92	176	700	700	0.00 %
4118	Membership Fees	44	0	510	510	0.00 %
4120	Training and Development	1,235	35	1,000	3,000	+ 200.00 %
4228	Printing	43	0	5,000	5,000	0.00 %
4308	General Supplies	857	384	2,000	2,000	0.00 %
4316	Protective Clothing/Uniforms	11,673	8,998	16,300	16,300	0.00 %
4364	Telecommunications	1,628	781	0	0	
4412	Equipment Rentals	74,460	31,764	59,159	59,159	0.00 %
4718	Corporate Overhead	191,284	113,750	195,000	198,900	+ 2.00 %
4808	Contingencies	0	0	31,775	66,500	+ 109.28 %
4824	Recovery	(282,015)	(163,837)	(280,000)	(280,000)	0.00 %
6042	Buildings and Infrastructure	100,000	0	100,000	100,000	0.00 %
9111	WO Inside Equipment Rent	290,662	177,845	311,926	311,926	0.00 %
9211	WO Regular Time	1,380,408	777,483	1,443,900	1,443,900	0.00 %
9221	WO Overtime	93,887	61,636	96,500	94,500	- 2.07 %
9311	WO Inventory Purchases	22,502	11,251	22,500	22,500	0.00 %
9321	WO Outside Purchases	60,836	11,330	68,250	68,250	0.00 %
9411	WO Contracted Services	877,127	467,896	790,800	845,800	+ 6.95 %
Total Expenditures		3,005,628	1,604,155	3,050,454	3,144,079	
Net Total		9,408	185,559	0	0	

Business Unit Summary with Service Areas

Service Area: Solid Waste and Recycling

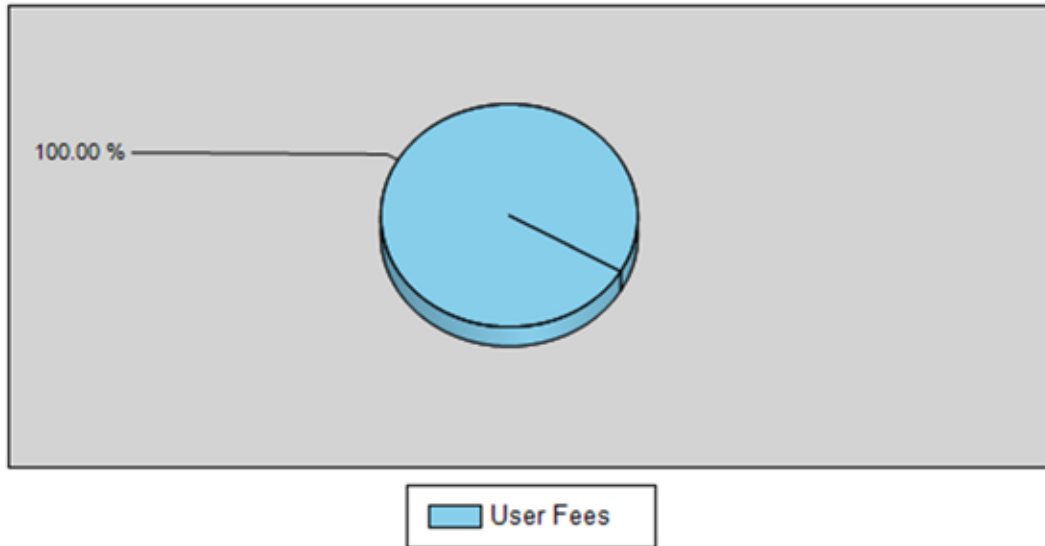
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3604	Garbage Flat Rate	3,105,079	3,165,961	3,228,060	3,291,401	3,356,009
3606	Residential Garbage Tick	14,000	14,000	14,000	14,000	14,000
3609	Composting Bags	25,000	25,000	25,000	25,000	25,000
Total Revenues		3,144,079	3,204,961	3,267,060	3,330,401	3,395,009
% Increase			1.94%	1.94%	1.94%	1.94%
Expenditures						
4010	Salaries - Exempt	62,772	64,028	65,308	66,614	67,947
4014	Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4102	Benefits	36,190	36,914	37,652	38,405	39,173
4116	Conferences/Travel	700	714	728	743	758
4118	Membership Fees	510	520	531	541	552
4120	Training and Development	3,000	3,060	3,121	3,184	3,247
4228	Printing	5,000	5,100	5,202	5,306	5,412
4308	General Supplies	2,000	2,040	2,081	2,122	2,165
4316	Protective Clothing/Uniforms	16,300	16,626	16,959	17,298	17,644
4412	Equipment Rentals	59,159	60,342	61,549	62,780	64,036
4718	Corporate Overhead	198,900	202,878	206,936	211,074	215,296
4808	Contingencies	66,500	67,830	69,187	70,570	71,982
4824	Recovery	(280,000)	(285,600)	(291,312)	(297,138)	(303,081)
6042	Buildings and Infrastructure	100,000	100,000	100,000	100,000	100,000
9111	WO Inside Equipment Rent	311,926	318,165	324,528	331,018	337,639
9211	WO Regular Time	1,443,900	1,472,778	1,502,234	1,532,278	1,562,924
9221	WO Overtime	94,500	96,390	98,318	100,284	102,290
9311	WO Inventory Purchases	22,500	22,950	23,409	23,877	24,355
9321	WO Outside Purchases	68,250	69,615	71,007	72,427	73,876
9411	WO Contracted Services	845,800	862,716	879,970	897,570	915,521
Total Expenditures		3,144,079	3,204,961	3,267,060	3,330,401	3,395,009
% Increase			1.94%	1.94%	1.94%	1.94%
Net Total		0	0	0	0	0

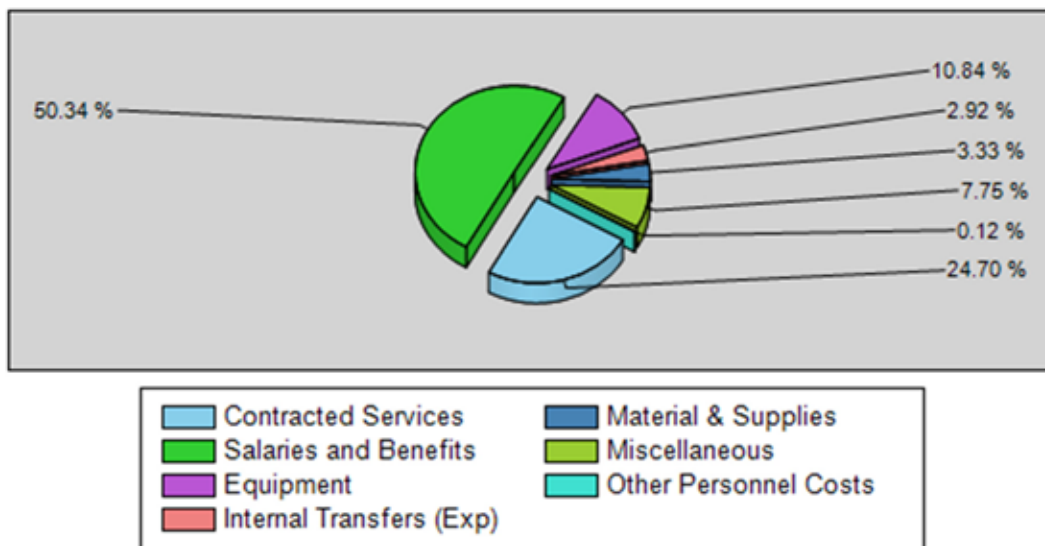
Business Unit Summary with Service Areas

Service Area: Solid Waste and Recycling

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Streets Administration

Department: Engineering & PW

Budget Year: 2018

Overview:

Streets Administration oversees the area of Concrete, Electrical, Roads and Bridges, and Traffic Signals. This service area provides safe roads, bridges, sidewalks, street lighting, traffic signals, traffic signage, road marking, snow removal, pathways, walkways and malls & squares in addition to supplying asphalt to other municipalities and contractors.

Deliverables:

Electrical:

- Annual maintenance of electrical infrastructure: 6,900 street lights, 900 lamp clusters, specialty lighting, underground vaults, manholes, and sidewalk pits

Traffic Signals:

- Annual maintenance and testing of traffic signal infrastructure: 128 traffic signal cabinets and traffic controller cabinets, pedestrian and overhead flashing beacons, UPS (un-interruptible power supply), traffic signals and underground wiring

Concrete:

- Annual maintenance of concrete infrastructure: 460 km of curb and gutter, 450 km of sidewalks, lip grinding repair (from tree root damage), tree wells, driveway repair, brickwork, concrete pavers, wooden block pavers, and rock wall repairs

Roads:

- Annual maintenance of road infrastructure: 100 km of major roads, 178 km of local roads, pothole filling, road milling, crack sealing, patching, road paving, bus stop repairs, lane paving, asphalt curbs, and pathways repairs

Bridges:

- Annual maintenance and inspection of bridge infrastructure: Johnson Street Bridge, Point Ellice Bridge, Gorge, Burnside, and Hereward rail bridges, and E&N 0.2 Mile Bridge

Business Unit Summary with Service Areas

Service Area: Streets Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	82,062	59,881	109,082	109,082	0.00 %
4102	Benefits	23,513	17,040	26,201	26,201	0.00 %
4116	Conferences/Travel	0	3,532	3,600	3,600	0.00 %
4120	Training and Development	1,285	3,510	15,030	5,030	- 66.53 %
4308	General Supplies	0	0	800	800	0.00 %
9211	WO Regular Time	0	0	1,470	1,470	0.00 %
Total Expenditures		106,860	83,963	156,183	146,183	
Net Total		(106,860)	(83,963)	(156,183)	(146,183)	

Business Unit Summary with Service Areas

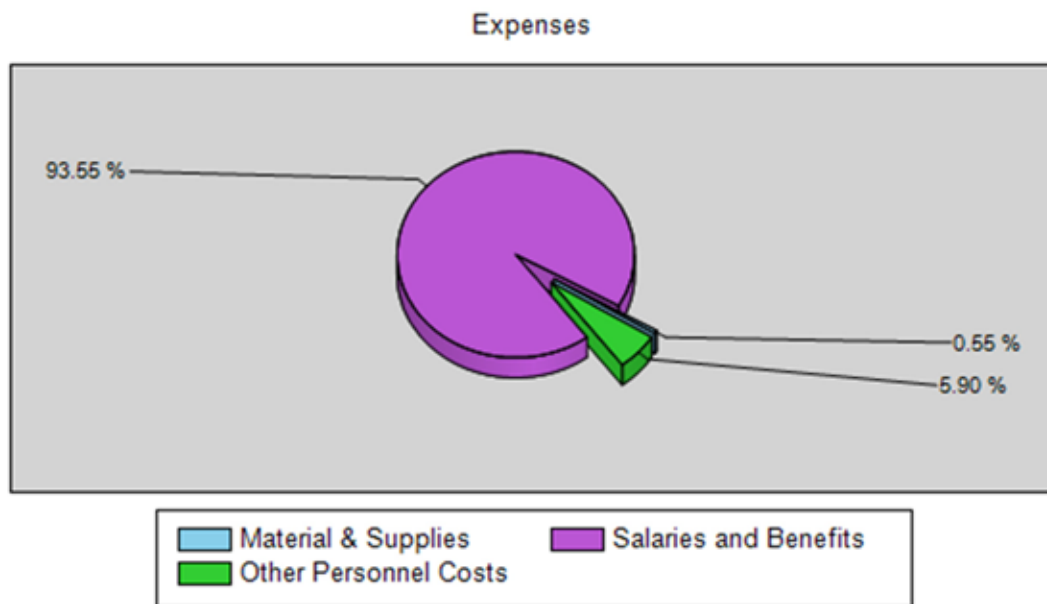
Service Area: Streets Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4102	Benefits	26,201	26,725	27,260	27,805	28,361
4116	Conferences/Travel	3,600	3,672	3,745	3,820	3,897
4120	Training and Development	5,030	5,131	5,233	5,338	5,445
4308	General Supplies	800	816	832	849	866
9211	WO Regular Time	1,470	1,499	1,529	1,560	1,591
Total Expenditures		146,183	149,107	152,089	155,131	158,234
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(146,183)	(149,107)	(152,089)	(155,131)	(158,234)

Business Unit Summary with Service Areas

Service Area: Streets Administration



Business Unit Summary with Service Areas

Service Area: Street Cleaning

Department: Engineering & PW

Budget Year: 2018

Overview:

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

- Sweep downtown core streets during the early morning hours, 7 days per week, 364 days per year. Residential areas are swept in a 40 day rotation
- Sweep City Parkades once a week
- Collection and disposal of cardboard and recycling for City facilities
- Prepare and cleanup after Special events and Block Parties
- Collection and disposal of bio-medical waste (needles)
- Clean up after motor vehicle accidents and oil spills
- Additional cleaning for leaf season in the Fall
- Extra garbage collection and cleaning for special events
- Collect garbage from cans in downtown daily
- Extra daily garbage collection for downtown core during the summer months
- Collect abandoned street furniture and deceased animals, etc.
- Clean and maintain City owned bus shelters and medians

Deliverables:

- Garbage collected from City operations - street cleaning and furniture pickup = 100 tonnes
- Total litter tubs collected for the City = 1000, including 200 in the downtown core
- Downtown litter containers collected 2 to 3 times/day and other area once a day

Business Unit Summary with Service Areas

Service Area: Street Cleaning

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4014	Salaries - Outside	21,925	11,562	21,543	21,543	0.00 %
4102	Benefits	4,331	1,808	5,278	5,278	0.00 %
4120	Training and Development	95	0	0	0	
4316	Protective Clothing/Uniforms	0	0	1,000	1,000	0.00 %
4412	Equipment Rentals	122,880	128,304	130,000	135,000	+ 3.85 %
4824	Recovery	0	(33)	0	0	
9111	WO Inside Equipment Rent	4,854	2,002	6,500	7,000	+ 7.69 %
9121	WO Outside Equipment Ren	1,027	0	5,800	500	- 91.38 %
9211	WO Regular Time	669,483	370,185	603,925	629,125	+ 4.17 %
9221	WO Overtime	55,388	25,131	14,750	27,250	+ 84.75 %
9311	WO Inventory Purchases	5,516	2,465	6,250	6,250	0.00 %
9321	WO Outside Purchases	6,966	899	12,010	7,010	- 41.63 %
9331	WO Materials Disposal	197,937	115,463	165,250	165,250	0.00 %
9411	WO Contracted Services	664	1,056	9,250	1,750	- 81.08 %
9511	WO Gas	0	530	0	0	
9551	WO Bio Diesel	0	72	1,000	0	
Total Expenditures		1,091,066	659,444	982,556	1,006,956	
Net Total		(1,091,066)	(659,444)	(982,556)	(1,006,956)	

Business Unit Summary with Service Areas

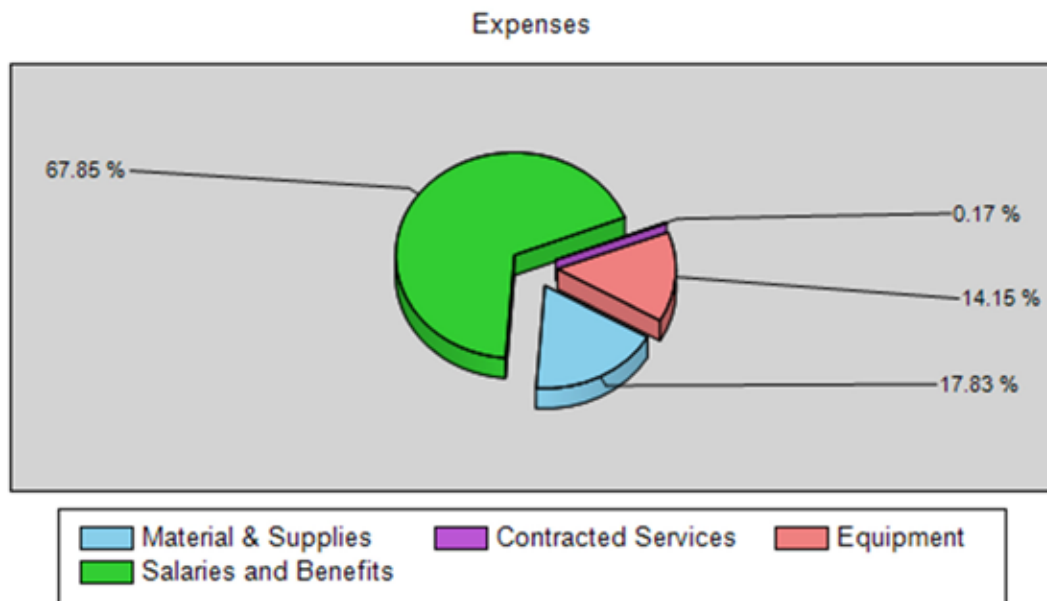
Service Area: Street Cleaning

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4014	Salaries - Outside	21,543	21,974	22,413	22,862	23,319
4102	Benefits	5,278	5,384	5,491	5,601	5,713
4316	Protective Clothing/Uniforms	1,000	1,020	1,040	1,061	1,082
4412	Equipment Rentals	135,000	137,700	140,454	143,263	146,128
9111	WO Inside Equipment Rent	7,000	7,140	7,283	7,428	7,577
9121	WO Outside Equipment Ren	500	510	520	531	541
9211	WO Regular Time	629,125	641,708	654,542	667,632	680,985
9221	WO Overtime	27,250	27,795	28,351	28,918	29,496
9311	WO Inventory Purchases	6,250	6,375	6,503	6,633	6,765
9321	WO Outside Purchases	7,010	7,150	7,293	7,439	7,588
9331	WO Materials Disposal	165,250	168,555	171,926	175,365	178,872
9411	WO Contracted Services	1,750	1,785	1,821	1,857	1,894
Total Expenditures		1,006,956	1,027,095	1,047,637	1,068,590	1,089,962
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,006,956)	(1,027,095)	(1,047,637)	(1,068,590)	(1,089,962)

Business Unit Summary with Service Areas

Service Area: Street Cleaning



Business Unit Summary with Service Areas

Business Unit: 4801 - Streets Repair - Harbour Pathways

Department: Engineering & PW **Budget Year:** 2018

Overview:

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

Deliverables:

This business unit takes care of all the maintenance required for the walkway and bridges associated with the harbour. Work entails asphalt repair, wooden walkway repair, bridge repair and other related work

Business Unit Summary with Service Areas

Business Unit: 4801 - Streets Repair - Harbour Pathways

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	2,119	83	5,000	5,200	+ 4.00 %
9211	WO Regular Time	16,385	1,479	42,330	43,277	+ 2.24 %
9311	WO Inventory Purchases	2,177	0	1,500	1,530	+ 2.00 %
9321	WO Outside Purchases	507	0	2,884	2,942	+ 2.01 %
9411	WO Contracted Services	7,715	0	0	0	
Total Expenditures		28,903	1,561	51,714	52,949	
Net Total		(28,903)	(1,561)	(51,714)	(52,949)	

Business Unit Summary with Service Areas

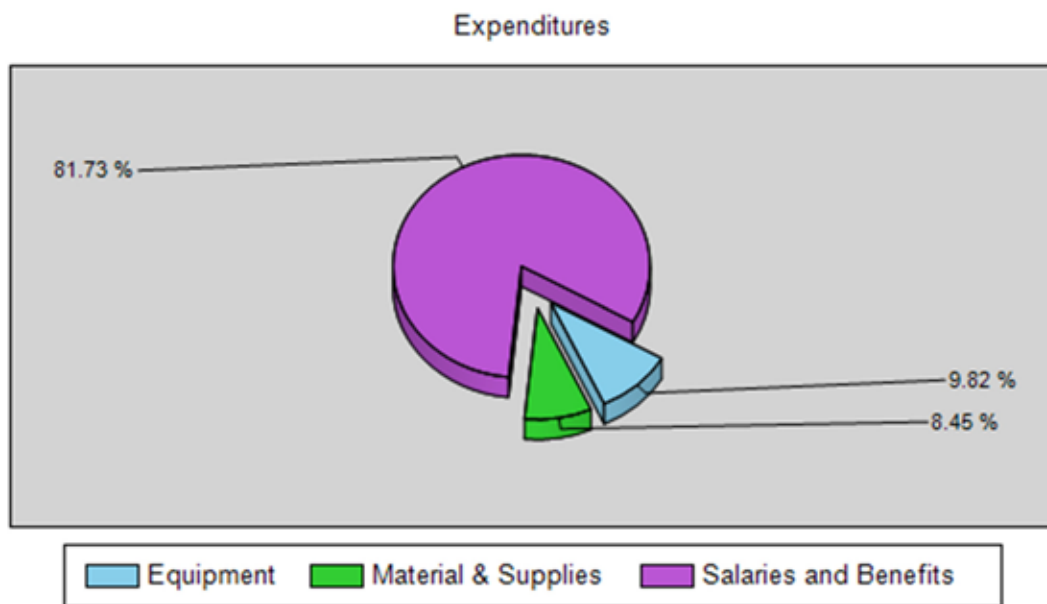
Business Unit: 4801 - Streets Repair - Harbour Pathways

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	5,200	5,304	5,410	5,518	5,629
9211	WO Regular Time	43,277	44,143	45,025	45,926	46,844
9311	WO Inventory Purchases	1,530	1,561	1,592	1,624	1,656
9321	WO Outside Purchases	2,942	3,001	3,061	3,122	3,185
Total Expenditures		52,949	54,008	55,088	56,190	57,314
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(52,949)	(54,008)	(55,088)	(56,190)	(57,314)

Business Unit Summary with Service Areas

Business Unit: 4801 - Streets Repair - Harbour Pathways



Business Unit Summary with Service Areas

Service Area: Sign & Road Markings Shop

Department: Engineering & PW

Budget Year: 2018

Overview:

The Sign & Road Markings Shop manages design, manufacturing and installation of signage and provides road markings to improve safety for motorists, cyclists and pedestrians. This service also maintains and paints lamp standards, street furniture, provides graffiti removal and vehicle decaling. Special anti-graffiti signage is created for kiosks. Also provides signage assistance for City buildings and public information events.

Deliverables:

Annual program:

- Maintain existing Street Surface Infrastructure and maximizing life span of assets
- 45 lamp posts repainted
- Signs - 1,500 signs were made and installed, and 955 sign posts repaired or installed
- 70 kilometers of centre lines
- 75 kilometers of lane lines
- 45 kilometers of bike lanes
- 60 crosswalks
- 120 stop bars
- 60 arrows
- 50 shark teeth
- 2,500 meters of loading zones
- 21,950 meters of no stopping zones

Business Unit Summary with Service Areas

Service Area: Sign & Road Markings Shop

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
9011	Work Order Revenue	5,384	0	0	0	
Total Revenues		5,384	0	0	0	
Expenditures						
4014	Salaries - Outside	87,152	47,902	86,172	86,172	0.00 %
4102	Benefits	18,311	9,893	21,112	21,112	0.00 %
4116	Conferences/Travel	170	0	0	0	
4120	Training and Development	45	600	2,000	4,500	+ 125.00 %
4318	Lumber and Tools	3,435	3,290	6,725	4,000	- 40.52 %
4412	Equipment Rentals	6,000	3,761	4,000	6,000	+ 50.00 %
9111	WO Inside Equipment Rent	105,199	55,503	112,110	114,000	+ 1.69 %
9211	WO Regular Time	495,490	199,873	609,308	562,258	- 7.72 %
9221	WO Overtime	2,132	933	0	0	
9311	WO Inventory Purchases	80,210	21,965	92,590	92,183	- 0.44 %
9321	WO Outside Purchases	87,282	67,695	141,060	137,445	- 2.56 %
9411	WO Contracted Services ¹	120,144	8,612	161,074	321,074	+ 99.33 %
9441	WO Insurance-Vehicle	0	112	0	0	
9511	WO Gas	120	0	200	200	0.00 %
9541	WO Propane	1,803	0	3,000	3,000	0.00 %
9824	Work Order Recoveries	(67,422)	(42,545)	(50,000)	(50,000)	0.00 %
Total Expenditures		940,071	377,595	1,189,351	1,301,944	
		(934,687)	(377,595)	(1,189,351)	(1,301,944)	

1. Forced Growth –Bike Lane Road Marking, and Annual Line Painting

Business Unit Summary with Service Areas

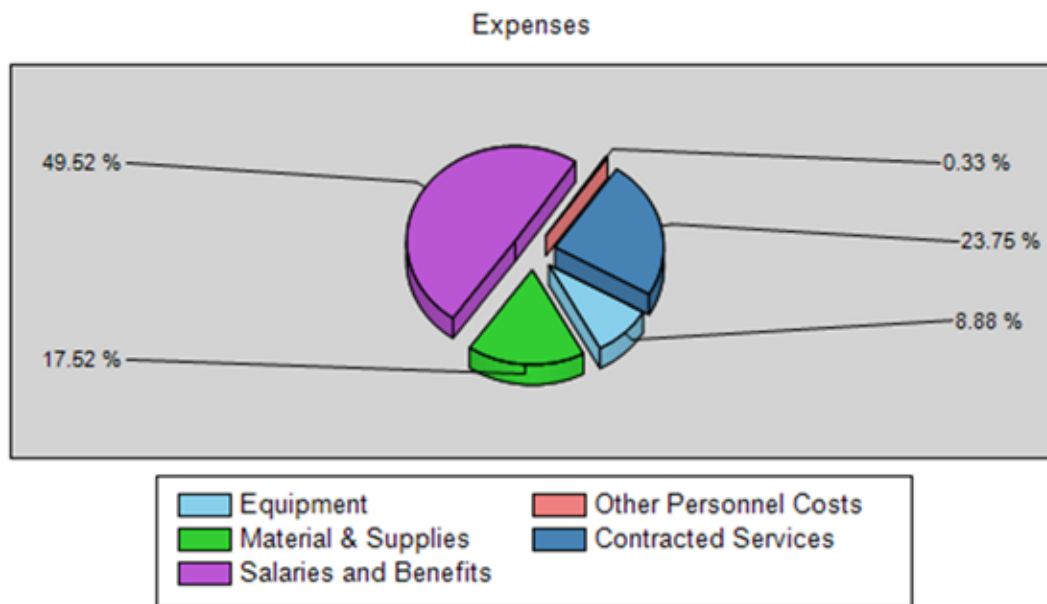
Service Area: Sign & Road Markings Shop

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4014	Salaries - Outside	86,172	87,896	89,654	91,447	93,276
4102	Benefits	21,112	21,534	21,965	22,404	22,853
4120	Training and Development	4,500	4,590	4,682	4,775	4,871
4318	Lumber and Tools	4,000	4,080	4,162	4,245	4,330
4412	Equipment Rentals	6,000	6,120	6,242	6,367	6,495
9111	WO Inside Equipment Rent	114,000	116,280	118,606	120,978	123,397
9211	WO Regular Time	562,258	573,503	584,973	596,673	608,606
9311	WO Inventory Purchases	92,183	94,027	95,907	97,825	99,782
9321	WO Outside Purchases	137,445	140,194	142,998	145,858	148,775
9411	WO Contracted Services	321,074	327,495	334,045	340,726	347,541
9511	WO Gas	200	204	208	212	216
9541	WO Propane	3,000	3,060	3,121	3,184	3,247
9824	Work Order Recoveries	(50,000)	(51,000)	(52,020)	(53,060)	(54,122)
Total Expenditures		1,301,944	1,327,983	1,354,543	1,381,634	1,409,267
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,301,944)	(1,327,983)	(1,354,543)	(1,381,634)	(1,409,267)

Business Unit Summary with Service Areas

Service Area: Sign & Road Markings Shop



Business Unit Summary with Service Areas

Service Area: Surface Infrastructure Administration

Department: Engineering & PW **Budget Year:** 2018

Overview:

Surface Infrastructure oversees Carpentry, Sign, Fabrication, and Paint service areas. This service area provides maintenance and manufacturing of City surface infrastructure inventory, increasing the lifespan of assets.

Deliverables:

Carpentry:

- Provides construction and maintenance support services for all City buildings, bus shelters, benches, street furniture, information kiosks, bike racks, walkways, wooden staircases and specialized office furniture

Sign & Road Markings:

- Manage design, manufacturing and installation of signage to improve safety for motorists, cyclists and pedestrians, graffiti removal, special anti-graffiti signage is created for kiosks, and this unit oversees vehicle decaling
- Provide signage assistance for City buildings and public information events

Fabrication:

- Provides welding services, aluminum fabrication, steel materials, assists with the customization of vehicles and equipment and fabricates and repairs the railings and staircases owned by the City
- Provides maintenance support to many Public Works' and Parks' stakeholders

Paint:

- Provides painting services within Civic facilities and protects and enhances City infrastructure for streets, squares and parks
- Maintains the surfaces of existing infrastructure and responds to the more complex graffiti removal issues

Business Unit Summary with Service Areas

Service Area: Surface Infrastructure Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	49,162	50,591	109,082	109,082	0.00 %
4102	Benefits	13,220	15,813	26,201	26,201	0.00 %
4112	Mileage/Parking	9	11	0	100	
4116	Conferences/Travel	0	60	0	2,000	
4120	Training and Development	7	235	0	1,000	
4312	Office Supplies	0	26	0	0	
Total Expenditures		62,397	66,736	135,283	138,383	
Net Total		(62,397)	(66,736)	(135,283)	(138,383)	

Business Unit Summary with Service Areas

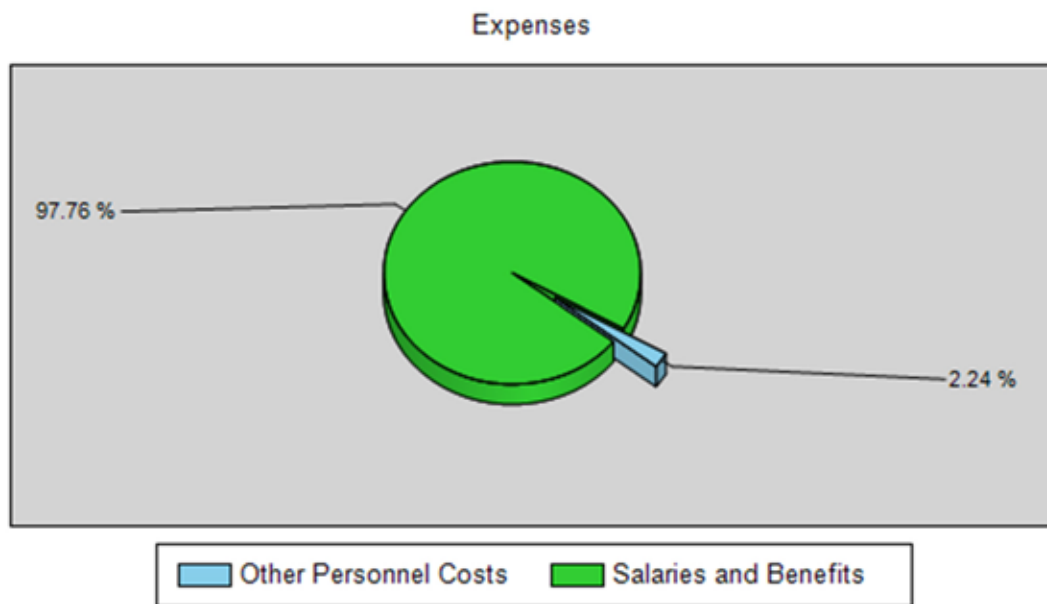
Service Area: Surface Infrastructure Administration

5 Year Forecast:

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

Business Unit Summary with Service Areas

Service Area: Surface Infrastructure Administration



Business Unit Summary with Service Areas

Service Area: Tool Depot

Department: Engineering & PW

Budget Year: 2018

Overview:

The Tool Depot service supports equipment needs of City sections undertaking infrastructure maintenance; ensuring tools are available and operating efficiently on a daily basis for maximized productivity.

The Tool Depot supplies tools, small equipment and restricted license motorized equipment for Public Works and Parks. This includes items such as: small hand tools, saws, jackhammers, small trimmers, weeders, mid-sized tractors, large mowers and loaders. Service and repair all tools and small equipment for Public Works and Parks. Itemize all asset listings in JDE for tracking of costs and maintenance scheduling. Build and maintain approximately 100 Traffic Control barricades annually.

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

Deliverables:

- List the number of barricades built per year
- Tracking hourly meters for all small equipment
- Track inventory for cost per unit to maintain

Business Unit Summary with Service Areas

Service Area: Tool Depot

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4014	Salaries - Outside	361,135	205,820	360,547	360,547	0.00 %
4070	Overtime	3,172	1,830	0	0	
4084	WCB Leave - CUPE 50	813	1,608	0	0	
4102	Benefits	97,119	56,844	87,726	87,726	0.00 %
4116	Conferences/Travel	0	957	0	5,500	
4120	Training and Development	0	1,101	0	9,400	
4154	Recovery - WCB	(914)	0	0	0	
4306	Fuel	3,277	2,828	3,530	3,530	0.00 %
4412	Equipment Rentals	6,000	3,761	3,800	8,000	+ 110.53 %
9111	WO Inside Equipment Rent	12,625	7,180	10,684	12,000	+ 12.32 %
9211	WO Regular Time	10,055	12,666	3,000	3,500	+ 16.67 %
9311	WO Inventory Purchases	34,341	15,158	36,000	36,000	0.00 %
9321	WO Outside Purchases	117,694	63,812	95,978	95,978	0.00 %
9411	WO Contracted Services	6,498	3,138	5,700	5,700	0.00 %
Total Expenditures		651,813	376,702	606,965	627,881	
Net Total		(651,813)	(376,702)	(606,965)	(627,881)	

Business Unit Summary with Service Areas

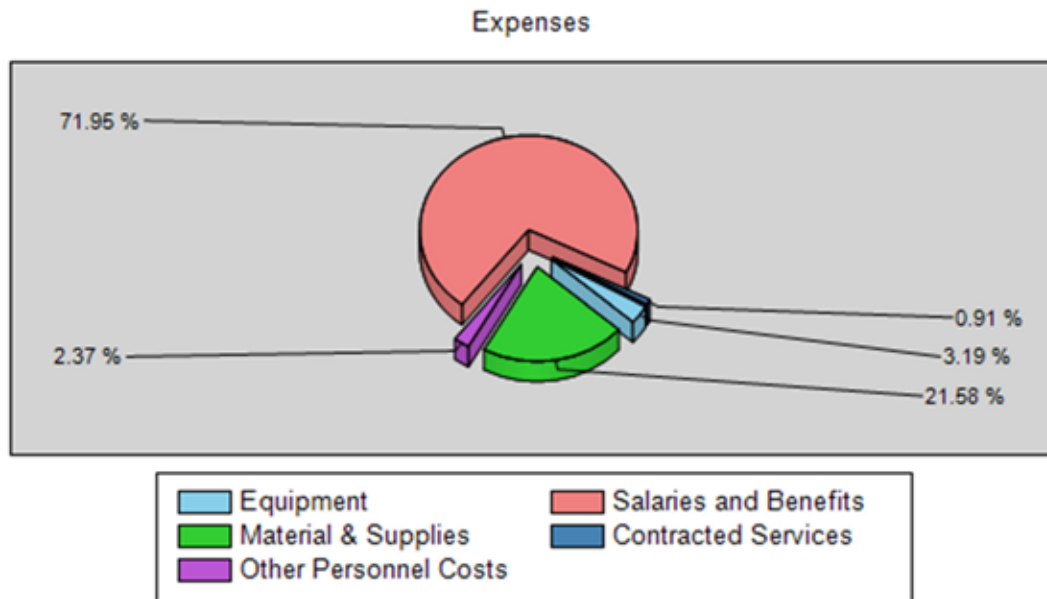
Service Area: Tool Depot

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4014	Salaries - Outside	360,547	367,758	375,113	382,615	390,267
4102	Benefits	87,726	89,481	91,270	93,096	94,958
4116	Conferences/Travel	5,500	5,610	5,722	5,837	5,953
4120	Training and Development	9,400	9,588	9,780	9,975	10,175
4306	Fuel	3,530	3,601	3,673	3,746	3,821
4412	Equipment Rentals	8,000	8,160	8,323	8,490	8,659
9111	WO Inside Equipment Rent	12,000	12,240	12,485	12,734	12,989
9211	WO Regular Time	3,500	3,570	3,641	3,714	3,789
9311	WO Inventory Purchases	36,000	36,720	37,454	38,203	38,968
9321	WO Outside Purchases	95,978	97,898	99,856	101,853	103,890
9411	WO Contracted Services	5,700	5,814	5,930	6,049	6,170
Total Expenditures		627,881	640,439	653,247	666,312	679,638
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(627,881)	(640,439)	(653,247)	(666,312)	(679,638)

Business Unit Summary with Service Areas

Service Area: Tool Depot



Business Unit Summary with Service Areas

Service Area: Traffic Signals

Department: Engineering & PW

Budget Year: 2018

Overview:

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

Deliverables:

- Annual maintenance program of Traffic Controller Cabinets
- Annual maintenance program of 128 Traffic Signal Cabinets, including Conflict Monitors
- Annual maintenance program for Pedestrian Flashing Beacons and Overhead flashing Beacons
- Annual UPS (Un-interruptible Power Supply) maintenance and testing
- 3 times per year - Traffic Signal display equipment maintenance
- 2 times per year - Pre-emption test for all Traffic Signals (for fire trucks)
- Annually - 3 Traffic Signal rewires – replacing old wires (30 yr. old) reduces emergency maintenance cost and improve traffic safety
- Annually - 1 Span wire replacement (Traffic Signal rebuild - replace all overhead cables, install road crossings c/w conduit for signal wires, install new bases and poles - for reduced emergency maintenance costs, and improved traffic safety)

Business Unit Summary with Service Areas

Service Area: Traffic Signals

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
9011	Work Order Revenue	23,940	0	0	0	
Total Revenues		23,940	0	0	0	
Expenditures						
4012	Salaries - Electricians	82,551	41,564	84,030	87,237	+ 3.82 %
4070	Overtime	12	1	0	0	
4102	Benefits	20,935	10,324	20,652	21,373	+ 3.49 %
4116	Conferences/Travel	0	1,838	0	5,000	
4120	Training and Development	0	0	0	3,000	
4360	Hydro	26,381	13,460	26,000	29,000	+ 11.54 %
4412	Equipment Rentals	11,250	3,590	6,500	15,000	+ 130.77 %
9111	WO Inside Equipment Rent	17,302	10,525	30,250	31,000	+ 2.48 %
9121	WO Outside Equipment Ren	5,901	1,243	5,000	6,000	+ 20.00 %
9211	WO Regular Time	187,270	160,356	174,728	174,806	+ 0.04 %
9221	WO Overtime	11,074	3,511	16,000	16,000	0.00 %
9311	WO Inventory Purchases	47,865	14,848	66,950	50,000	- 25.32 %
9321	WO Outside Purchases	30,182	70,554	124,489	114,000	- 8.43 %
9411	WO Contracted Services	28,685	46,386	30,450	35,000	+ 14.94 %
9511	WO Gas	14	14	0	100	
9824	Work Order Recoveries	(9,731)	0	0	0	
Total Expenditures		459,692	378,214	585,049	587,516	
Net Total		(435,752)	(378,214)	(585,049)	(587,516)	

Business Unit Summary with Service Areas

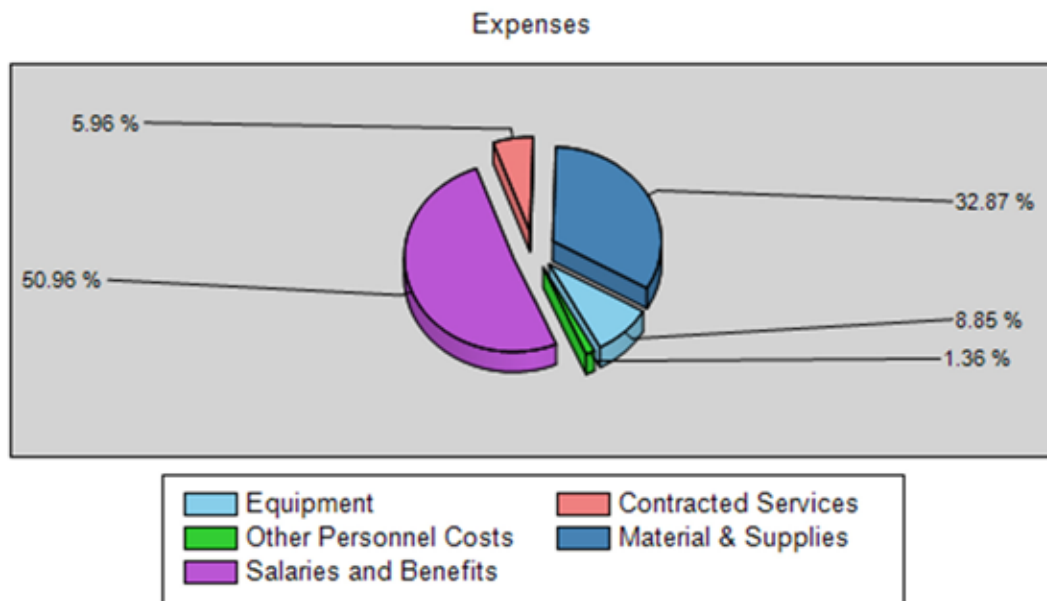
Service Area: Traffic Signals

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4012	Salaries - Electricians	87,237	88,981	90,761	92,576	94,428
4102	Benefits	21,373	21,800	22,236	22,681	23,135
4116	Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	3,000	3,060	3,121	3,184	3,247
4360	Hydro	29,000	30,015	31,066	32,153	33,278
4412	Equipment Rentals	15,000	15,300	15,606	15,918	16,236
9111	WO Inside Equipment Rent	31,000	31,620	32,252	32,897	33,555
9121	WO Outside Equipment Ren	6,000	6,120	6,242	6,367	6,495
9211	WO Regular Time	174,806	178,302	181,868	185,506	189,216
9221	WO Overtime	16,000	16,320	16,646	16,979	17,319
9311	WO Inventory Purchases	50,000	51,000	52,020	53,060	54,122
9321	WO Outside Purchases	114,000	116,280	118,606	120,978	123,397
9411	WO Contracted Services	35,000	35,700	36,414	37,142	37,885
9511	WO Gas	100	0	0	0	0
Total Expenditures		587,516	599,599	612,041	624,748	637,725
% Increase			2.06%	2.08%	2.08%	2.08%
Net Total		(587,516)	(599,599)	(612,041)	(624,748)	(637,725)

Business Unit Summary with Service Areas

Service Area: Traffic Signals



Business Unit Summary with Service Areas

Business Unit: 3600 - Waste Management Administration

Department: Engineering & PW **Budget Year:** 2018

Overview:

Waste Management Administration is responsible for overseeing Solid Waste and Recycling, Street Cleaning, Traffic Control, and Emergency services.

- Solid Waste & Recycling - administration and operations of the solid waste and recycling residential program, transfer station for the organics kitchen scraps, and Saturday yard and garden drop off
- Street cleaning - sweep downtown core 24 hours, 7 days per week, 364 days per year service, and residential areas are swept in a 40 days rotation
- Public works response - providing traffic control and emergency response; 24 hours, 7 days per week service to respond to all City emergencies, sewer and water breaks, traffic barricades, VMI and events

Deliverables:

Solid Waste:

- Collecting residential waste and compostable material from 30 sections on a 10 business day rotation
- Garbage is picked up once every 2 weeks
- Annual collection of 3,800 tons of waste & 2,200 tons of organic materials from close to 13,750 households
- Annual collection of 1,200 tons of garden waste materials from close to 7,000 customers

Street Cleaning:

- Sweeping downtown streets once daily, and residential areas on a 40 day rotation
- Sweeping City's parkades once daily
- Annual collection of 1,400 tons waste from public spaces and 1,600 tons of leaves from streets
- Garbage collection and cleaning for Special events
- Extra daily collection for downtown core during the high tourist season (May-September)
- 1250 response to Calls for Service from the public on an annual basis

Business Unit Summary with Service Areas

Business Unit: 3600 - Waste Management Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	75,591	41,572	73,085	73,085	0.00 %
4102	Benefits	18,634	11,771	17,555	17,555	0.00 %
4112	Mileage/Parking	954	473	450	450	0.00 %
4116	Conferences/Travel	5,533	1,048	5,000	5,000	0.00 %
4120	Training and Development	817	0	1,000	8,000	+ 700.00 %
4214	Consulting ¹	0	7,678	50,000	0	
4312	Office Supplies	2,014	121	200	200	0.00 %
Total Expenditures		103,542	62,662	147,290	104,290	
Net Total		(103,542)	(62,662)	(147,290)	(104,290)	

1. 2017 Council Motion – Solid Waste Management Strategy

Business Unit Summary with Service Areas

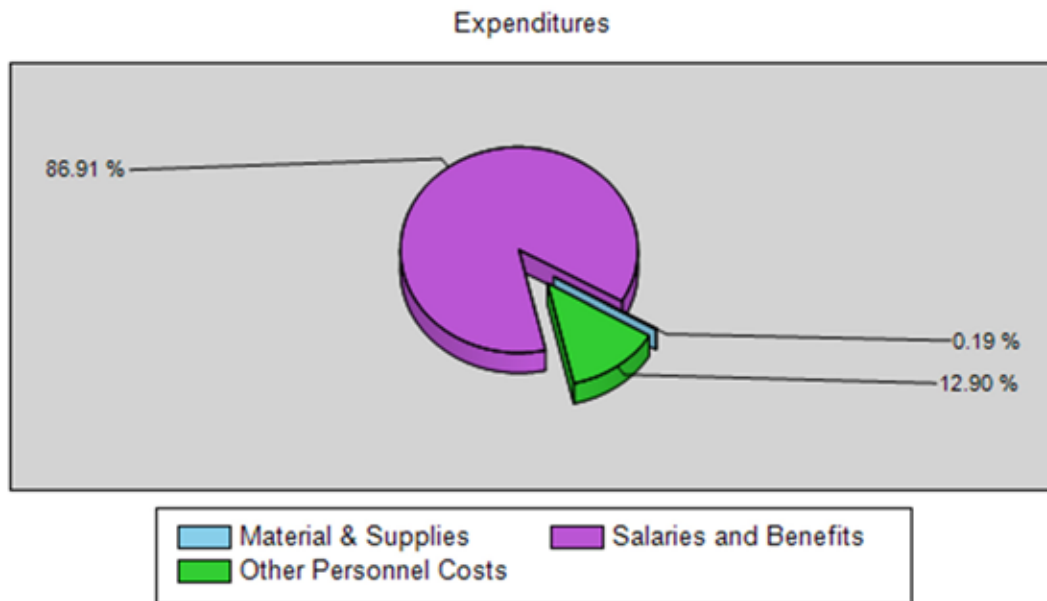
Business Unit: 3600 - Waste Management Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	73,085	74,547	76,038	77,558	79,110
4102	Benefits	17,555	17,906	18,264	18,629	19,002
4112	Mileage/Parking	450	459	468	478	487
4116	Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	8,000	8,160	8,323	8,490	8,659
4312	Office Supplies	200	204	208	212	216
Total Expenditures		104,290	106,376	108,503	110,673	112,887
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(104,290)	(106,376)	(108,503)	(110,673)	(112,887)

Business Unit Summary with Service Areas

Business Unit: 3600 - Waste Management Administration

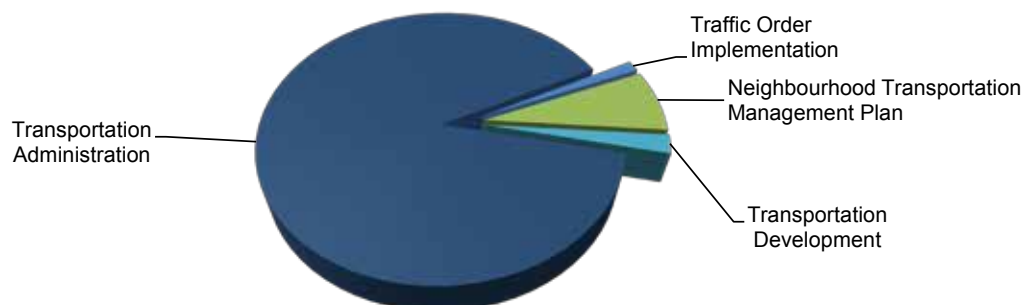


TRANSPORTATION

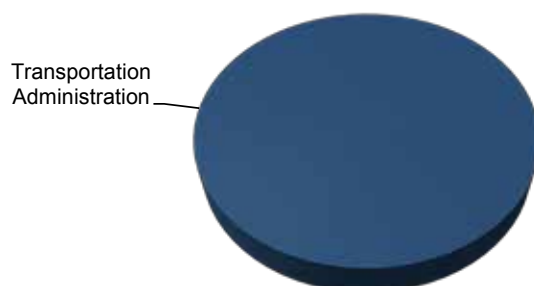
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Neighbourhood Transportation Management Plan	287,416	0	(287,416)	-100.00%
Transportation Administration	205,000	20,000	(185,000)	-90.24%
Total	492,416	20,000	(472,416)	-95.94%
Expenditures				
Traffic Order Implementation	26,367	26,367	0	0.00%
Neighbourhood Transportation Management Plan	439,538	152,122	(287,416)	-65.39%
Transportation Development	44,755	44,855	100	0.22%
Transportation Administration	2,020,254	1,833,054	(187,200)	-9.27%
Total	2,530,914	2,056,398	(474,516)	-18.75%
Net	2,038,498	2,036,398	(2,100)	-0.10%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

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

Division: Transportation **Budget Year:** 2018

Overview:

This business unit funds changes to on-street traffic control and parking regulations (signs/painting) on an annual basis. Requests from the public and changing traffic patterns drive demand for modifications/new regulations.

Deliverables:

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

Business Unit Summary with Service Areas

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

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	3,200	1,716	2,000	2,000	0.00 %
9211	WO Regular Time	30,659	25,876	15,367	15,367	0.00 %
9221	WO Overtime	0	257	0	0	
9311	WO Inventory Purchases	4,248	1,906	5,000	5,000	0.00 %
9321	WO Outside Purchases	4,693	4,221	4,000	4,000	0.00 %
9411	WO Contracted Services	784	2,264	0	0	
Total Expenditures		43,584	36,241	26,367	26,367	
Net Total		(43,584)	(36,241)	(26,367)	(26,367)	

Business Unit Summary with Service Areas

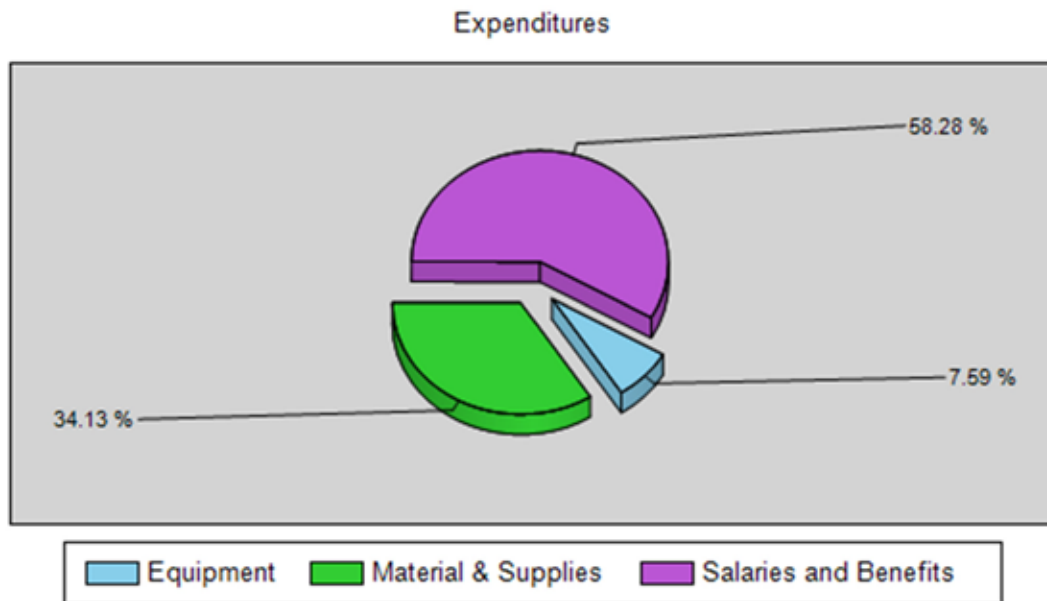
Business Unit: 4305 - T&D - Traffic Order Implementation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	15,367	15,674	15,988	16,308	16,634
9311	WO Inventory Purchases	5,000	5,100	5,202	5,306	5,412
9321	WO Outside Purchases	4,000	4,080	4,162	4,245	4,330
Total Expenditures		26,367	26,894	27,432	27,981	28,540
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(26,367)	(26,894)	(27,432)	(27,981)	(28,540)

Business Unit Summary with Service Areas

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



Business Unit Summary with Service Areas

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

Budget Year: 2018

Division: Transportation

Overview:

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

Deliverables:

Reno/Belton - \$50,000 (Victoria West Neighbourhood). Replace temporary planters with permanent diagonal diverter.

Kings/Fifth - \$50,000 (Hillside/Quadra Neighbourhood). Replace temporary diverter with permanent installation.

Bourchier/Redfern - \$10,000 (Jubilee Neighbourhood). Install raised crosswalk.

Various Local Area Plan improvements - \$42,122. Various improvements - TBD based on outcomes of plans.

Business Unit Summary with Service Areas

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

Changes to Service Area:

Account Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues					
5075 Financial Stability Reserve ¹	0	0	287,416	0	
Total Revenues	0	0	287,416	0	
Expenditures					
6035 Transfer to Financial Stability Reserve	179,701	0	0	0	
9111 WO Inside Equipment Rent	7,718	7,521	0	0	
9121 WO Outside Equipment Ren	7,397	7,016	0	0	
9211 WO Regular Time ¹	47,277	49,812	150,435	52,122	- 65.35 %
9221 WO Overtime	976	495	0	0	
9311 WO Inventory Purchases	238	2,799	0	0	
9321 WO Outside Purchases ¹	13,679	81,219	289,103	100,000	- 65.41 %
9411 WO Contracted Services	818	1,920	0	0	
9421 WO Consulting Services	0	51,900	0	0	
Total Expenditures	257,804	202,682	439,538	152,122	
Net Total	(257,804)	(202,682)	(152,122)	(152,122)	

1. 2015 Council Motion – Traffic calming and install new raised crosswalk

Business Unit Summary with Service Areas

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

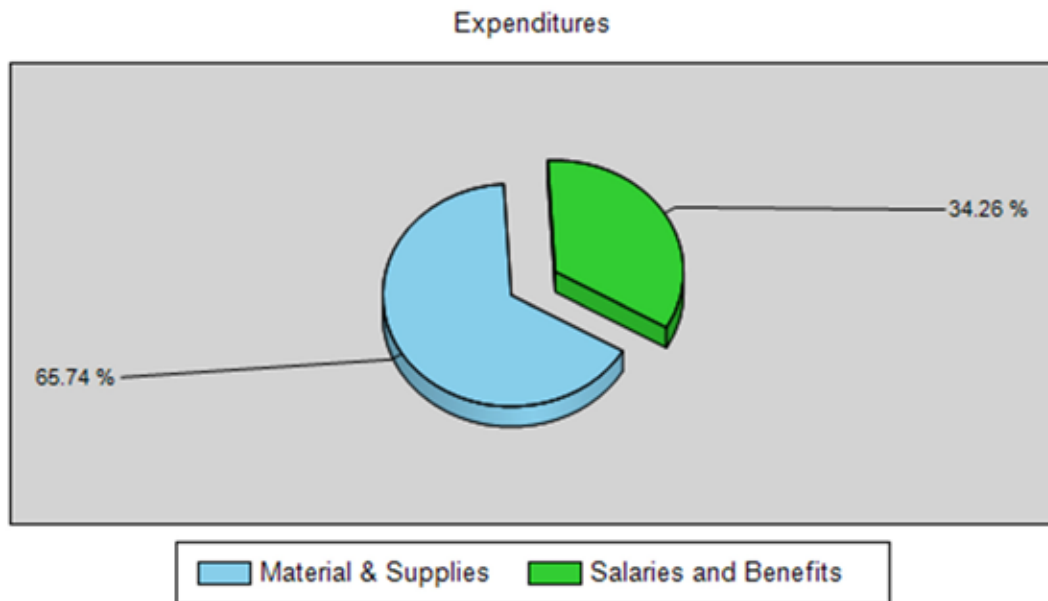
5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9211	WO Regular Time ¹	52,122	42,964	43,824	44,700	45,594
9321	WO Outside Purchases	100,000	102,000	104,040	106,121	108,243
Total Expenditures		152,122	144,964	147,864	150,821	153,837
% Increase			(4.71%)	2.00%	2.00%	2.00%
Net Total		(152,122)	(144,964)	(147,864)	(150,821)	(153,837)

1. Install new raised crosswalk – Redfern/Bourchier (Jubilee Neighbourhood)

Business Unit Summary with Service Areas

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



Business Unit Summary with Service Areas

Business Unit: 4810 - Transportation - Development

Division: Transportation **Budget Year:** 2018

Overview:

This business unit funds minor transportation works adjacent development sites, to ensure continuity of service/consistent quality of improvement to the public right-of-way. This work is triggered from development site frontage works.

Deliverables:

- Improved frontage work on properties adjacent to developed sites

Business Unit Summary with Service Areas

Business Unit: 4810 - Transportation - Development

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4216	Contracted Services	835	0	0	0	
9111	WO Inside Equipment Rent	0	0	7,900	8,000	+ 1.27 %
9211	WO Regular Time	0	0	4,625	4,625	0.00 %
9311	WO Inventory Purchases	0	0	2,140	2,140	0.00 %
9321	WO Outside Purchases	122	0	0	0	
9411	WO Contracted Services	43,071	12,237	30,090	30,090	0.00 %
Total Expenditures		44,029	12,237	44,755	44,855	
Net Total		(44,029)	(12,237)	(44,755)	(44,855)	

Business Unit Summary with Service Areas

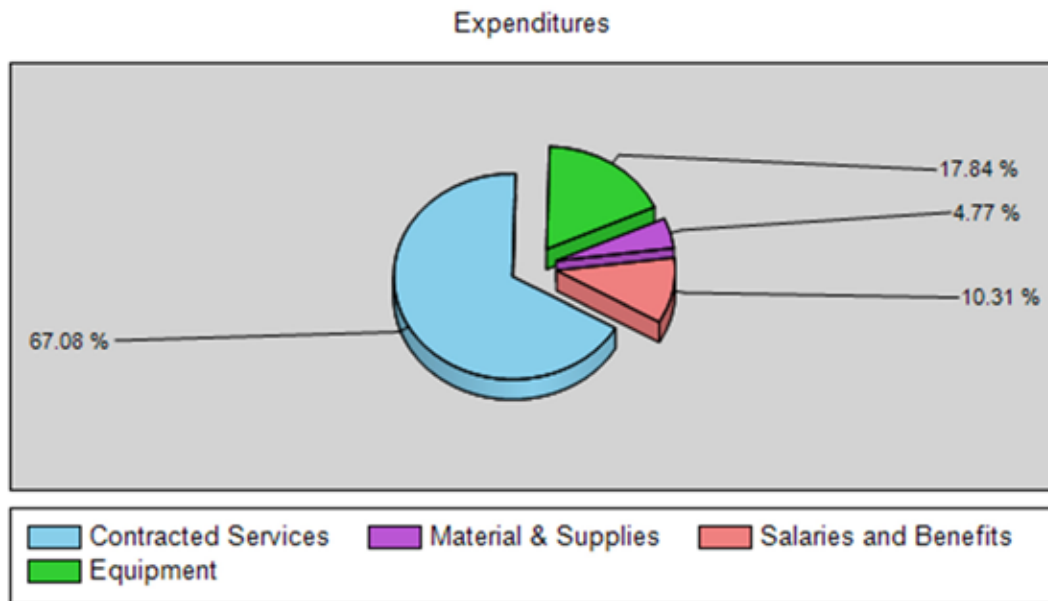
Business Unit: 4810 - Transportation - Development

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	8,000	8,160	8,323	8,490	8,659
9211	WO Regular Time	4,625	4,718	4,812	4,908	5,006
9311	WO Inventory Purchases	2,140	2,183	2,226	2,271	2,316
9411	WO Contracted Services	30,090	30,692	31,306	31,932	32,570
Total Expenditures		44,855	45,752	46,667	47,600	48,552
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(44,855)	(45,752)	(46,667)	(47,600)	(48,552)

Business Unit Summary with Service Areas

Business Unit: 4810 - Transportation - Development



Business Unit Summary with Service Areas

Service Area: Transportation Administration

Budget Year: 2018

Division: Transportation

Overview:

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

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

Staff in the Transportation Section:

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

Deliverables:

- 50+ capital projects - concept and design drawings produced
- >1000 street occupancy permits issued
- Responses to general public letters/emails in a timely manner, consistent with expectations
- 80 traffic order approvals/installations of new/revised parking regulations
- 35 manual intersection counts reviewed/analyzed
- Data from 65 volume/speed study data sites reviewed/analyzed
- All submitted rezoning/development applications reviewed
- All building permit applications with impacts to the public realm reviewed

Business Unit Summary with Service Areas

Service Area: Transportation Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	26,850	19,915	20,000	20,000	0.00 %
5075	Financial Stability Reserve ¹	0	0	185,000	0	
Total Revenues		26,850	19,915	205,000	20,000	
Expenditures						
4010	Salaries - Exempt	176,192	135,560	246,501	246,501	0.00 %
4016	Salaries - Inside	1,002,480	543,837	1,127,518	1,127,518	0.00 %
4070	Overtime	22,596	13,768	0	0	
4080	Auxiliaries/RPT/Seasonal	46,691	45,655	38,243	38,243	0.00 %
4102	Benefits	297,903	187,325	335,451	335,451	0.00 %
4112	Mileage/Parking	1,429	748	3,430	3,430	0.00 %
4116	Conferences/Travel	3,190	5,453	2,150	2,150	0.00 %
4118	Membership Fees	105	0	2,060	2,060	0.00 %
4120	Training and Development	7,232	3,052	8,050	8,050	0.00 %
4214	Consulting ¹	0	38,135	185,000	0	
4216	Contracted Services	14,434	2,574	32,152	32,152	0.00 %
4236	Land Services	4,700	0	0	0	
4312	Office Supplies	3,813	1,853	7,100	7,100	0.00 %
4364	Telecommunications	9,193	5,532	3,400	3,400	0.00 %
4412	Equipment Rentals	30,000	16,868	24,200	22,000	- 9.09 %
4418	Equipment	906	1,633	5,000	5,000	0.00 %
6035	Transfer to Financial Stability Reserve	185,000	0	0	0	
Total Expenditures		1,805,865	1,001,993	2,020,254	1,833,054	
Net Total		(1,779,016)	(982,078)	(1,815,254)	(1,813,054)	

1. Transportation Strategy

Business Unit Summary with Service Areas

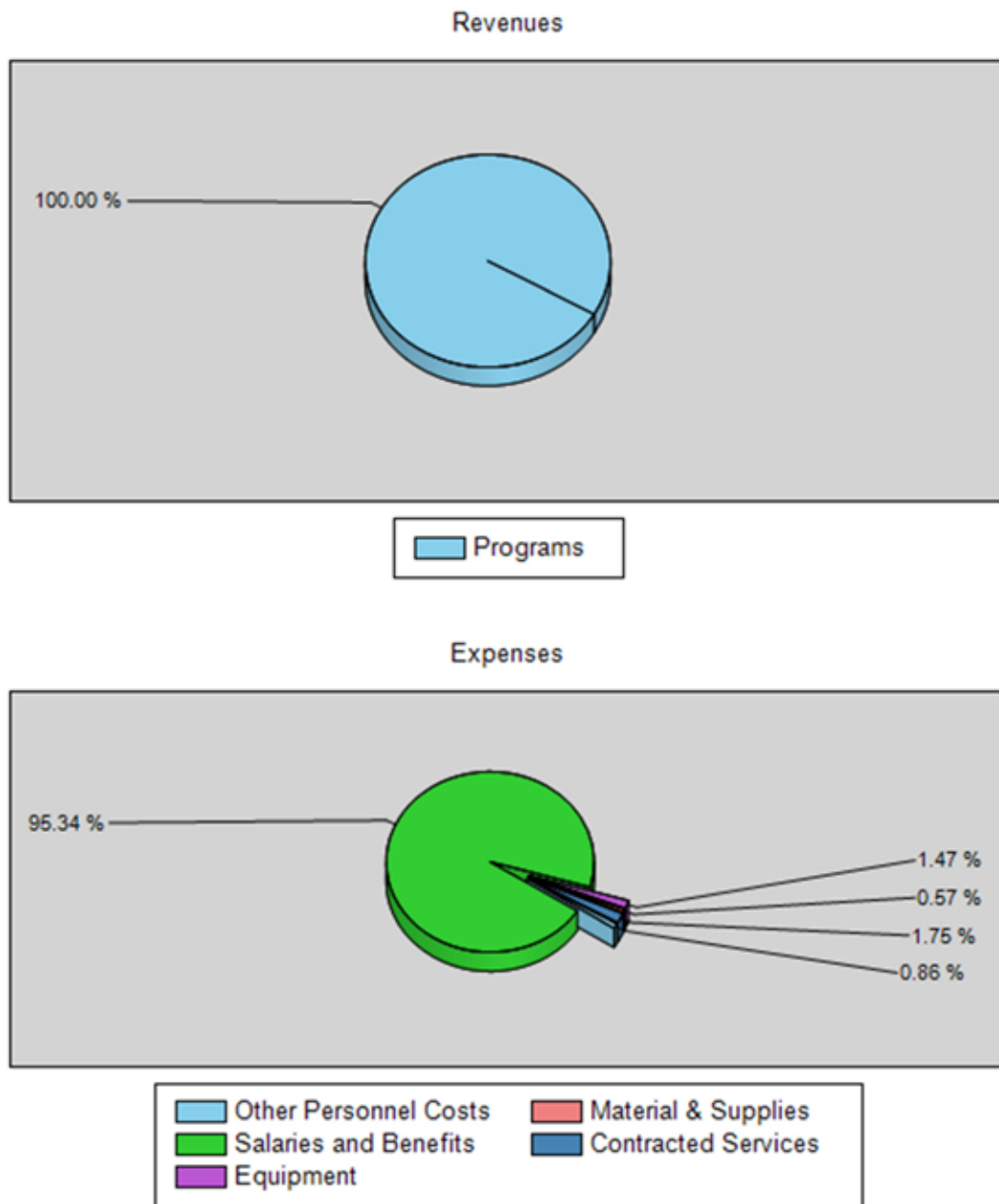
Service Area: Transportation Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3274	Miscellaneous Fees	20,000	20,000	20,000	20,000	20,000
Total Revenues		20,000	20,000	20,000	20,000	20,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	246,501	251,431	256,459	261,589	266,820
4016	Salaries - Inside	1,127,518	1,150,069	1,173,070	1,196,532	1,220,462
4080	Auxiliaries/RPT/Seasonal	38,243	39,007	39,788	40,583	41,395
4102	Benefits	335,451	342,160	349,003	355,983	363,102
4112	Mileage/Parking	3,430	3,499	3,569	3,640	3,713
4116	Conferences/Travel	2,150	2,193	2,237	2,282	2,327
4118	Membership Fees	2,060	2,101	2,143	2,186	2,230
4120	Training and Development	8,050	8,211	8,375	8,543	8,714
4216	Contracted Services	32,152	32,795	33,451	34,120	34,802
4312	Office Supplies	7,100	7,242	7,387	7,535	7,685
4364	Telecommunications	3,400	3,468	3,537	3,608	3,680
4412	Equipment Rentals	22,000	22,440	22,889	23,347	23,814
4418	Equipment	5,000	5,100	5,202	5,306	5,412
Total Expenditures		1,833,054	1,869,715	1,907,110	1,945,252	1,984,157
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,813,054)	(1,849,715)	(1,887,110)	(1,925,252)	(1,964,157)

Business Unit Summary with Service Areas

Service Area: Transportation Administration

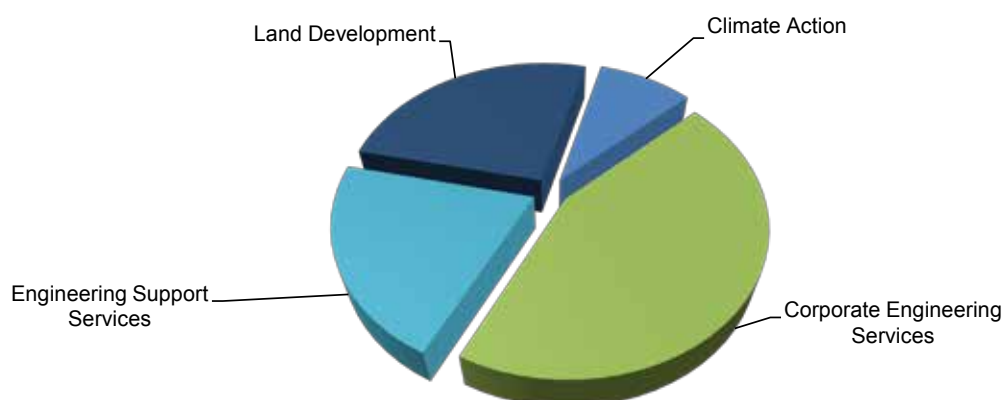


SUPPORT SERVICES

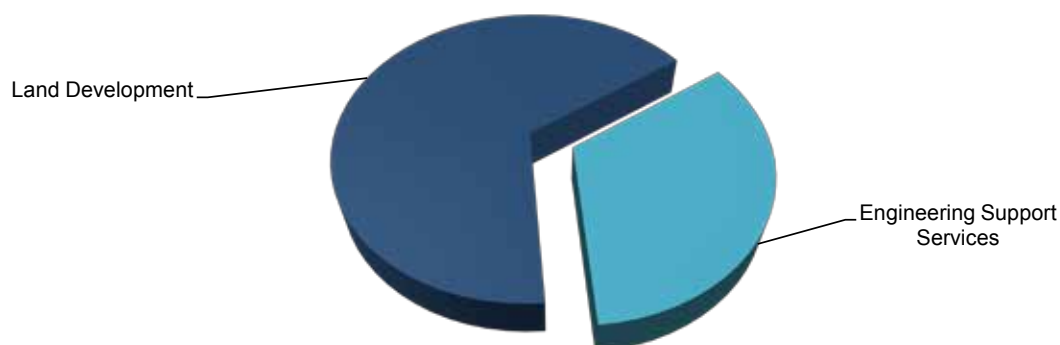
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Climate Action	152,000	0	(152,000)	-100.00%
Engineering Support Services	74,623	74,623	0	0.00%
Land Development	148,900	148,900	0	0.00%
Total	375,523	223,523	(152,000)	-40.48%
Expenditures				
Climate Action	320,933	168,933	(152,000)	-47.36%
Corporate Engineering Services	812,590	817,390	4,800	0.59%
Engineering Support Services	389,675	389,675	0	0.00%
Land Development	473,744	475,144	1,400	0.30%
Total	1,996,942	1,851,142	(145,800)	-7.30%
Net	1,621,419	1,627,619	6,200	0.38%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Service Area: Climate Action

Department: Engineering & PW **Budget Year:** 2018

Overview:

The City of Victoria has reinforced its commitment to climate action by endorsing a 100% renewable energy target for 2050. This supports the existing targets of 33% reduction in community GHG emissions and in municipal operations by 2020. The City's OCP also includes a strong commitment to Climate Change and Energy goals through policies that include:

- 1) Climate Change and Energy Resiliency
- 2) Sustainable Energy Principles
- 3) Energy Conservation and Efficiency
- 4) Renewable Energy
- 5) Building Performance
- 6) Measuring Progress

The Climate Action Program leads implementation of these goals by supporting departments across the organization and community partners to reduce GHG emissions throughout the City.

Deliverables:

- Implement actions in the updated Climate Action Plan presented to Council in December 2016
- Climate action progress will be reported to Council on an annual basis. Asset management performance metrics will be tracked against a variety of industry standards and standards set by other municipalities. The asset management program also includes biennial auditing to ensure performance standards are being met.

Business Unit Summary with Service Areas

Service Area: Climate Action

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3760	Grants	0	124,687	0	0	
5063	Trf from Climate Action Reserve ¹	0	12,000	152,000	0	
Total Revenues		0	136,687	152,000	0	
Expenditures						
4016	Salaries - Inside	71,329	48,558	91,830	91,830	0.00 %
4070	Overtime	7,067	0	0	0	
4080	Auxiliaries/RPT/Seasonal	0	1,988	0	0	
4102	Benefits	12,625	13,484	22,498	22,498	0.00 %
4116	Conferences/Travel	1,715	1,565	4,000	4,000	0.00 %
4118	Membership Fees	2,076	1,712	1,000	1,000	0.00 %
4214	Consulting	2,125	0	0	0	
4216	Contracted Services ¹	42,668	20,836	190,000	38,000	- 80.00 %
4226	Photocopy	41	0	0	0	
4364	Telecommunications	731	352	605	605	0.00 %
4638	Miscellaneous Grants	0	89,073	0	0	
4814	Miscellaneous	6,607	2,449	1,000	1,000	0.00 %
4843	Research, Info & Analysis	3,992	0	10,000	10,000	0.00 %
9111	WO Inside Equipment Rent	0	8	0	0	
9211	WO Regular Time	0	679	0	0	
9311	WO Inventory Purchases	0	37	0	0	
9321	WO Outside Purchases	0	2,244	0	0	
Total Expenditures		150,976	182,984	320,933	168,933	
Net Total		(150,976)	(46,297)	(168,933)	(168,933)	

1. 2017 Council Motion – Climate Action Reserve Fund to support GHG reduction

Business Unit Summary with Service Areas

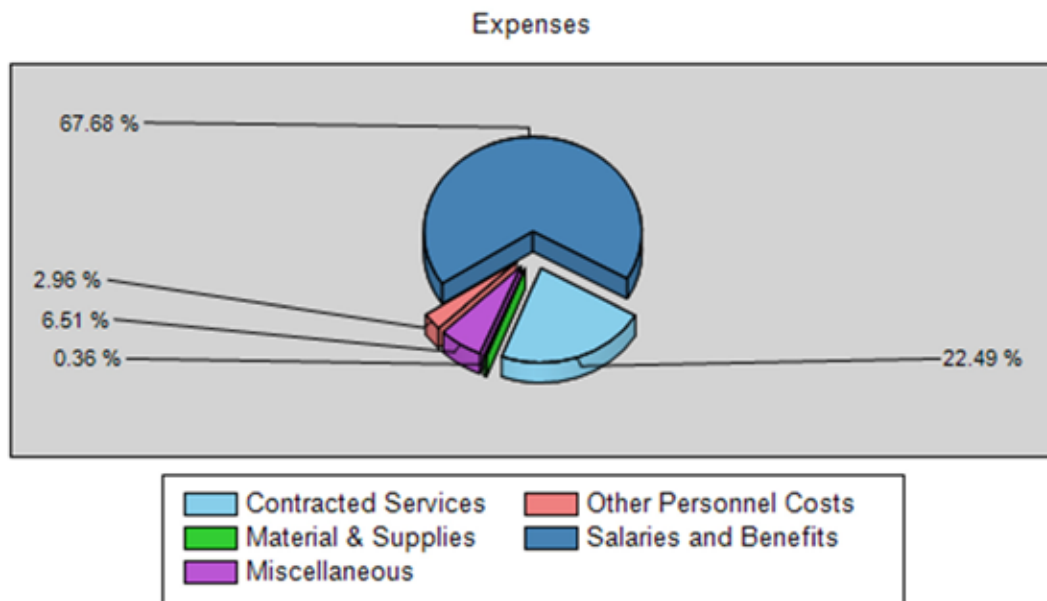
Service Area: Climate Action

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	91,830	93,666	95,539	97,450	99,399
4102	Benefits	22,498	22,948	23,407	23,875	24,353
4116	Conferences/Travel	4,000	4,080	4,162	4,245	4,330
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4216	Contracted Services	38,000	38,760	39,535	40,326	41,132
4364	Telecommunications	605	617	629	642	655
4814	Miscellaneous	1,000	1,020	1,040	1,061	1,082
4843	Research, Info & Analysis	10,000	10,200	10,404	10,612	10,824
Total Expenditures		168,933	172,311	175,758	179,273	182,858
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(168,933)	(172,311)	(175,758)	(179,273)	(182,858)

Business Unit Summary with Service Areas

Service Area: *Climate Action*



Business Unit Summary with Service Areas

Service Area: Corporate Engineering Services

Department: Engineering & PW **Budget Year:** 2018

Overview:

The service area provides support for all other departments in the organization through asset and information management services which includes:

- Operating and maintaining Vicmap and GIS databases, infrastructure databases, engineering information management, mapping requests, open data requests, and land management databases
- Maintain City's cadastral fabric (the continuous surface of connected map parcels)
- Represent the City at a variety of provincial and regional groups (IMGIS, URISA, Tempest)
- Survey and map city facilities and infrastructure
- Provide accurate, detailed engineering data to a variety of internal customers and external agencies
- Implement and operate the corporate maintenance management and asset management software system

Deliverables:

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

Business Unit Summary with Service Areas

Service Area: Corporate Engineering Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4016	Salaries - Inside	493,862	312,513	592,117	592,117	0.00 %
4070	Overtime	2,444	2,059	0	0	
4082	WCB Leave - CUPE 388	174	0	0	0	
4102	Benefits	121,775	83,566	145,069	145,069	0.00 %
4112	Mileage/Parking	231	0	0	0	
4116	Conferences/Travel	9,854	210	6,000	6,000	0.00 %
4120	Training and Development	2,148	224	4,280	4,280	0.00 %
4154	Recovery - WCB	(174)	0	0	0	
4216	Contracted Services	2,024	4,811	2,500	2,500	0.00 %
4226	Photocopy	5,586	1,969	4,000	4,000	0.00 %
4236	Land Services	915	372	0	0	
4308	General Supplies	17,109	886	18,424	18,424	0.00 %
4412	Equipment Rentals	19,800	12,651	15,200	20,000	+ 31.58 %
4824	Recovery	(179,891)	0	0	0	
4852	Licence Fees	28,700	6,688	25,000	25,000	0.00 %
Total Expenditures		524,558	425,948	812,590	817,390	
Net Total		(524,558)	(425,948)	(812,590)	(817,390)	

Business Unit Summary with Service Areas

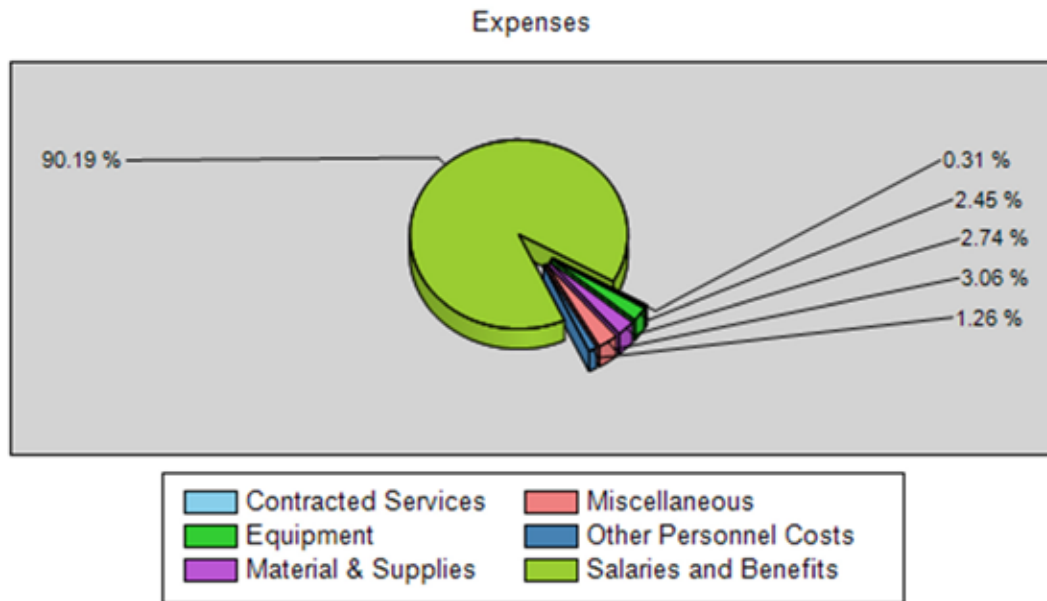
Service Area: Corporate Engineering Services

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	592,117	603,959	616,039	628,359	640,926
4102	Benefits	145,069	147,970	150,929	153,948	157,027
4116	Conferences/Travel	6,000	6,120	6,242	6,367	6,495
4120	Training and Development	4,280	4,366	4,453	4,542	4,633
4216	Contracted Services	2,500	2,550	2,601	2,653	2,706
4226	Photocopy	4,000	4,080	4,162	4,245	4,330
4308	General Supplies	18,424	18,792	19,168	19,552	19,943
4412	Equipment Rentals	20,000	20,400	20,808	21,224	21,649
4852	Licence Fees	25,000	25,500	26,010	26,530	27,061
Total Expenditures		817,390	833,737	850,412	867,420	884,769
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(817,390)	(833,737)	(850,412)	(867,420)	(884,769)

Business Unit Summary with Service Areas

Service Area: Corporate Engineering Services



Business Unit Summary with Service Areas

Service Area: Engineering Support Services

Department: Engineering & PW **Budget Year:** 2018

Overview:

Provide administrative support for all other departments in the organization:

- Staff the Engineering customer service front desk
- Develop legal and utility agreements and contracts
- Administer outside party billing for cost recovery of infrastructure restoration

Deliverables:

Internal and external requests are responded to within 24 hours. Basic data/mapping requests provided within 48 business hours. More complicated requests are given an agreed timeline.

Business Unit Summary with Service Areas

Service Area: Engineering Support Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3235	Lease Fees-Muni Access	76,828	65,552	74,623	74,623	0.00 %
Total Revenues		76,828	65,552	74,623	74,623	
Expenditures						
4010	Salaries - Exempt	131,622	91,627	115,915	115,915	0.00 %
4016	Salaries - Inside	111,628	63,806	112,409	112,409	0.00 %
4080	Auxiliaries/RPT/Seasonal	42,384	24,643	37,134	37,134	0.00 %
4102	Benefits	60,542	43,129	55,382	55,382	0.00 %
4112	Mileage/Parking	1,149	1,013	500	500	0.00 %
4116	Conferences/Travel	6,923	4,538	11,500	11,500	0.00 %
4118	Membership Fees	3,981	10,284	15,000	15,000	0.00 %
4120	Training and Development	1,377	94	1,000	1,000	0.00 %
4214	Consulting	16,102	0	20,233	20,233	0.00 %
4216	Contracted Services	10,615	0	3,462	3,462	0.00 %
4218	Courier Service	706	160	1,000	1,000	0.00 %
4226	Photocopy	2,831	2,418	6,140	6,140	0.00 %
4312	Office Supplies	11,343	3,790	10,000	10,000	0.00 %
4364	Telecommunications	555	0	0	0	
4814	Miscellaneous	403	424	0	0	
9211	WO Regular Time	2,678	1,529	0	0	
9321	WO Outside Purchases	3,176	1,418	0	0	
Total Expenditures		408,014	248,873	389,675	389,675	
Net Total		(331,187)	(183,321)	(315,052)	(315,052)	

Business Unit Summary with Service Areas

Service Area: Engineering Support Services

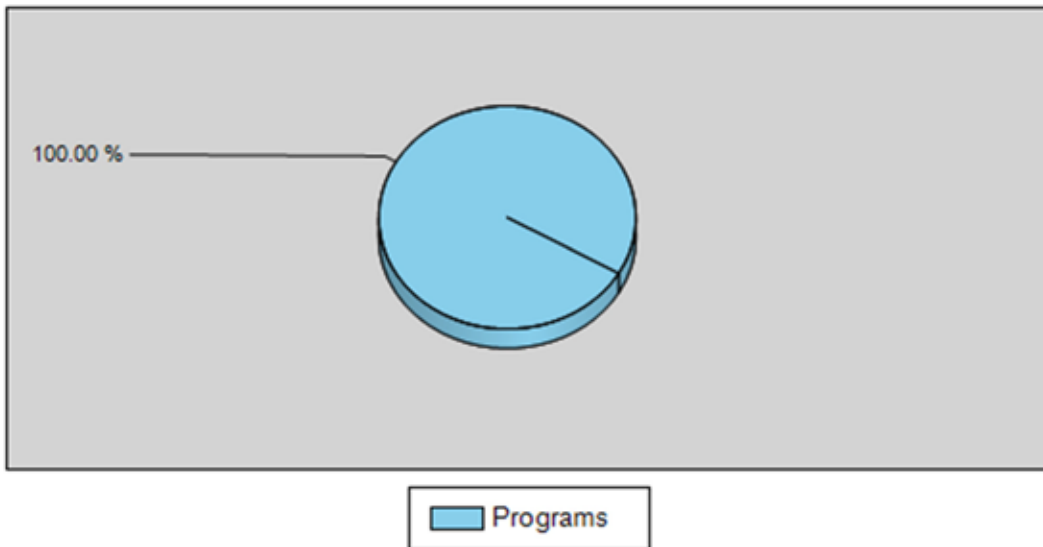
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3235	Lease Fees-Muni Access	74,623	74,623	74,623	74,623	74,623
Total Revenues		74,623	74,623	74,623	74,623	74,623
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	115,915	118,233	120,598	123,010	125,470
4016	Salaries - Inside	112,409	114,657	116,950	119,289	121,675
4080	Auxiliaries/RPT/Seasonal	37,134	37,877	38,634	39,407	40,195
4102	Benefits	55,382	56,490	57,620	58,772	59,948
4112	Mileage/Parking	500	510	520	531	541
4116	Conferences/Travel	11,500	11,730	11,965	12,204	12,448
4118	Membership Fees	15,000	15,300	15,606	15,918	16,236
4120	Training and Development	1,000	1,020	1,040	1,061	1,082
4214	Consulting	20,233	20,638	21,050	21,471	21,901
4216	Contracted Services	3,462	3,531	3,602	3,674	3,747
4218	Courier Service	1,000	1,020	1,040	1,061	1,082
4226	Photocopy	6,140	6,263	6,388	6,516	6,646
4312	Office Supplies	10,000	10,200	10,404	10,612	10,824
Total Expenditures		389,675	397,468	405,417	413,526	421,796
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(315,052)	(322,845)	(330,794)	(338,903)	(347,173)

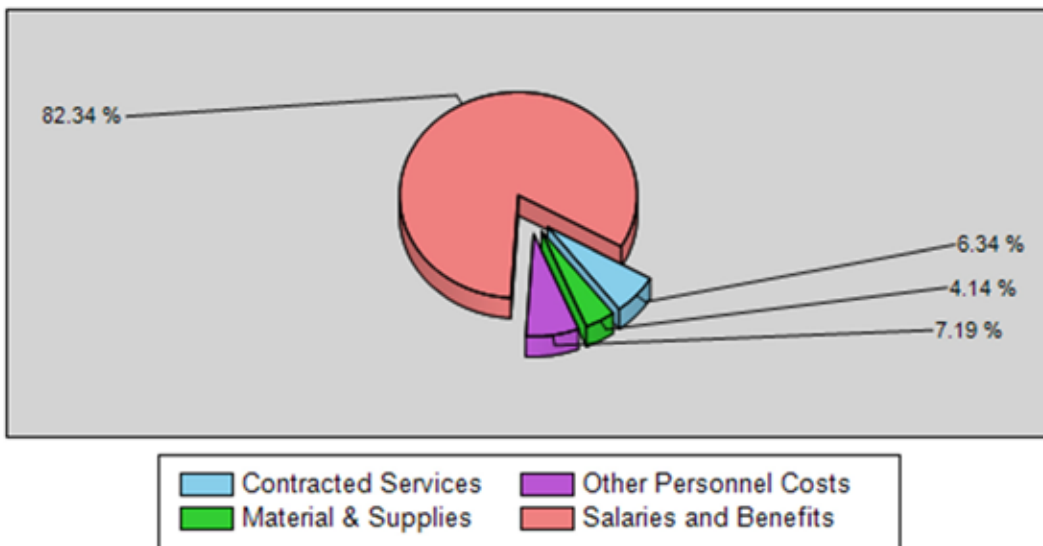
Business Unit Summary with Service Areas

Service Area: Engineering Support Services

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Land Development

Department: Engineering & PW

Budget Year: 2018

Overview:

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

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

- Develops bylaws and policies for subdivisions
- Represents the City at Urban Development Institute
- Liaison for developers and stakeholders
- Over-arching file manager for applications in the City, processed by other depts.
- Coordinate the Engineering review of the land use process
- Coordinate the Engineering review of building permit applications
- Development of regulations, such as: flood, stormwater

Deliverables:

Number of applications processed annually :

- 100 sidewalk cafe permits (responsibility transferring to community development)
- 80 contractor permits
- 35 to 40 subdivision and strata permits
- 5 to 10 specialized encroachment permits

Business Unit Summary with Service Areas

Service Area: Land Development

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3126	Contractors' Permits	2,561	1,015	3,500	3,500	0.00 %
3266	Subdivisions and Strata	4,550	2,900	7,500	7,500	0.00 %
3395	Encroachment Fees - Excavation	74,075	0	35,000	35,000	0.00 %
3396	Sidewalk Cafes	48,486	75,475	100,000	100,000	0.00 %
3397	Under Sidewalk Basement	2,991	2,541	2,900	2,900	0.00 %
Total Revenues		132,663	81,931	148,900	148,900	
Expenditures						
4016	Salaries - Inside	372,437	202,511	371,682	371,682	0.00 %
4102	Benefits	90,940	54,407	91,062	91,062	0.00 %
4112	Mileage/Parking	125	630	0	0	
4116	Conferences/Travel	2,922	1,559	4,000	4,000	0.00 %
4118	Membership Fees	0	0	500	500	0.00 %
4120	Training and Development	0	0	2,500	2,500	0.00 %
4312	Office Supplies	144	512	1,000	1,000	0.00 %
4412	Equipment Rentals	4,125	2,906	3,000	4,400	+ 46.67 %
9211	WO Regular Time	137	0	0	0	
9321	WO Outside Purchases	9,165	0	0	0	
Total Expenditures		479,996	262,525	473,744	475,144	
Net Total		(347,333)	(180,594)	(324,844)	(326,244)	

Business Unit Summary with Service Areas

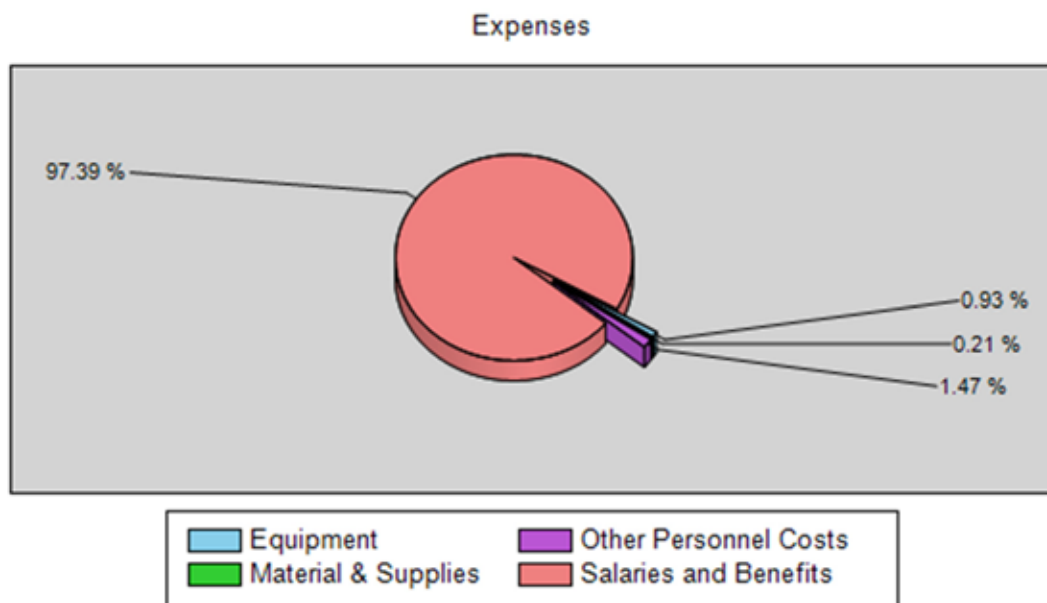
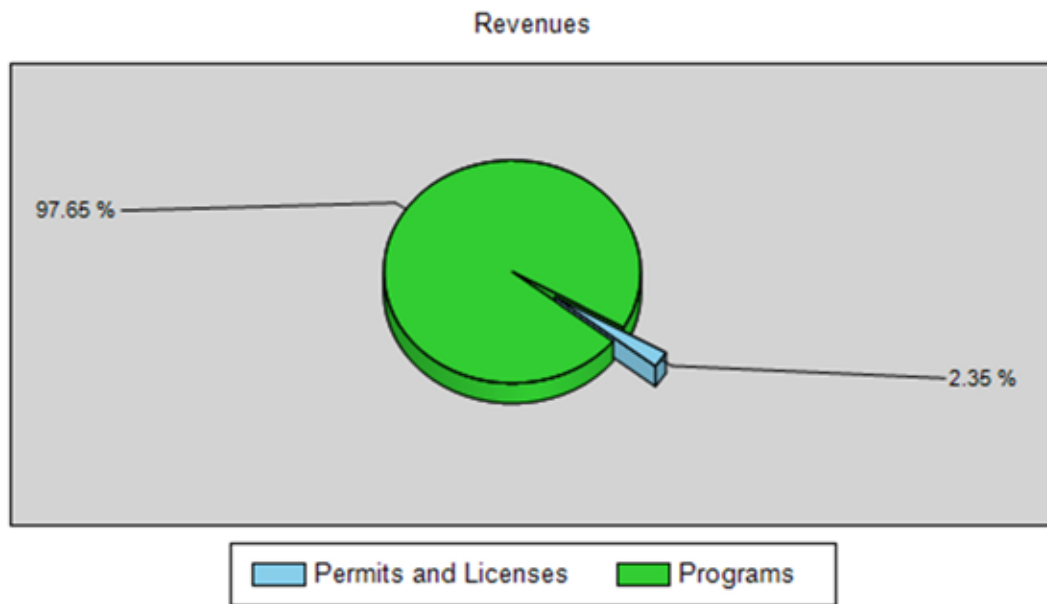
Service Area: Land Development

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3126	Contractors' Permits	3,500	3,500	3,500	3,500	3,500
3266	Subdivisions and Strata	7,500	7,500	7,500	7,500	7,500
3395	Encroachment Fees - Excavation	35,000	35,000	35,000	35,000	35,000
3396	Sidewalk Cafes	100,000	100,000	100,000	100,000	100,000
3397	Under Sidewalk Basement	2,900	2,900	2,900	2,900	2,900
Total Revenues		148,900	148,900	148,900	148,900	148,900
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4016	Salaries - Inside	371,682	379,116	386,698	394,432	402,321
4102	Benefits	91,062	92,883	94,741	96,636	98,569
4116	Conferences/Travel	4,000	4,080	4,162	4,245	4,330
4118	Membership Fees	500	510	520	531	541
4120	Training and Development	2,500	2,550	2,601	2,653	2,706
4312	Office Supplies	1,000	1,020	1,040	1,061	1,082
4412	Equipment Rentals	4,400	4,488	4,578	4,669	4,763
Total Expenditures		475,144	484,647	494,340	504,227	514,312
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(326,244)	(335,747)	(345,440)	(355,327)	(365,412)

Business Unit Summary with Service Areas

Service Area: Land Development

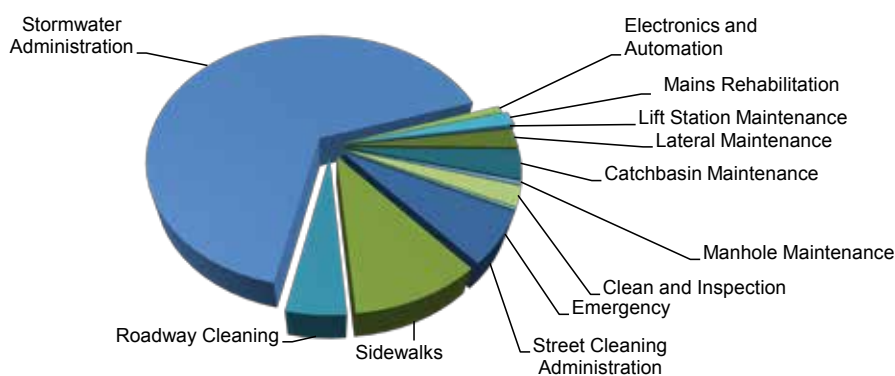


STORMWATER UTILITY

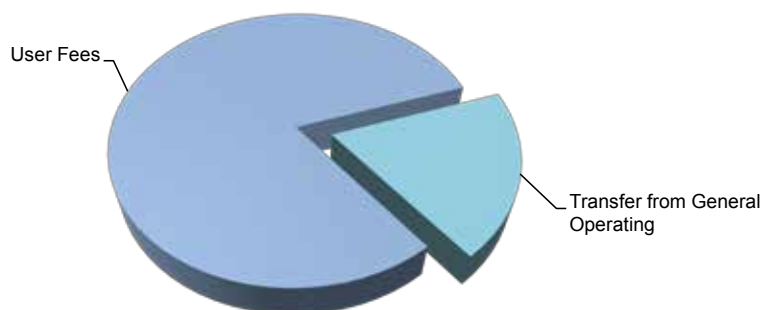
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
User Fees	5,044,511	5,338,491	293,980	5.83%
Transfer from General Operating	1,250,000	1,275,000	25,000	2.00%
Total	6,294,511	6,613,491	318,980	5.07%
Expenditures				
Stormwater Administration	4,064,857	4,406,470	341,613	8.40%
Electronics and Automation	55,328	54,128	(1,200)	-2.17%
Mains Rehabilitation	113,455	114,455	1,000	0.88%
Lift Station Maintenance	30,870	23,458	(7,412)	-24.01%
Lateral Maintenance	154,379	158,642	4,263	2.76%
Catchbasin Maintenance	241,052	243,666	2,614	1.08%
Manhole Maintenance	60,006	31,506	(28,500)	-47.50%
Clean and Inspection	156,345	162,345	6,000	3.84%
Emergency	15,710	15,840	130	0.83%
Street Cleaning Administration	414,753	425,753	11,000	2.65%
Sidewalks	655,750	670,350	14,600	2.23%
Roadway Cleaning	332,006	306,878	(25,128)	-7.57%
Total	6,294,511	6,613,491	318,980	5.07%
Net	0	0	0	0.00%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Service Area: Stormwater Administration

Department: Engineering & PW

Budget Year: 2018

Overview:

This service area supports the overall engineering management of the City's stormwater system.

Effective engineering of the stormwater system aims to maximize the life span of existing assets and mitigate against floods and damage to city infrastructure and private properties. It also plans for impacts of climate change forecasts in sea level rise and increased rainfall intensities and storm durations.

An efficient stormwater system manages run off to reduce contamination and pollution of waters to minimize impacts to marine life. Stormwater management is required by provincial and environmental regulation.

Services include:

Daily customer service enquiries and calls for service, emergencies, support to City departments and review of development applications.

It also includes investigations, capital projects, long-term master planning, regular monitoring of stormwater outfalls and video or condition assessment reports.

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic and hydrologic modeling, coordination of condition assessment program, preparation of conceptual designs, coordination and integration of work with other departments and agencies. Maintenance of stormwater system inventories and databases.

Design and Construction – develop medium and long term capital work plans, prepare detailed design of stormwater projects, prepare tender documents and drawings, prepare construction estimates, construction inspection, monitor project costs, provide contract administration for tendered works. Liaise with and direct the work of consultants and contractors on stormwater projects.

Development Review – provide comments for development projects and building permits as they relate to stormwater. Prepare engineering recommendations and coordinate with other departments to provide stormwater services; review and approve stormwater service applications and engineering designs to ensure conformity to city standards and specifications. Provide technical advice and interpretation to applicants, contractors and consultants on design submissions.

Investigation and Monitoring – Conduct periodic storm water quality samples at outfall locations. Conduct flooding investigations during heavy rain events. Investigate and resolve contamination problems such as oil leaks and spills, spill response and chemical contamination. Investigate and resolve environmental matters such as sewer/storm drain cross-connections. Collect and analyze flow recorder and rain gauge data and install related instruments.

Provide assistance to the public and outside agencies regarding stormwater management practices and policies.

Deliverables:

- Annual development of stormwater capital projects
- Detailed design drawings, tender documents, and rehabilitation strategies
- Development applications requiring stormwater connections review and processing
- Review of projects as part of the planning process.
- Inspection and condition assessment of the stormwater system
- Investigation of contamination, leaks and spill
- Investigation of cross-connection
- Site inspections for Code of Practice compliance
- Processing of customer service requests

Business Unit Summary with Service Areas

Service Area: Stormwater Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3906	Fines and Fees	0	0	6,763	6,763	0.00 %
3909	Stormwater Utility Fee	4,776,058	(34,492)	5,034,178	5,328,158	+ 5.84 %
3916	Test and Clear	0	0	3,570	3,570	0.00 %
5042	Trf from Property Taxes	1,250,000	0	1,250,000	1,275,000	+ 2.00 %
Total Revenues		6,026,058	(34,492)	6,294,511	6,613,491	
Expenditures						
4010	Salaries - Exempt	182,436	92,202	153,793	153,793	0.00 %
4014	Salaries - Outside	36,752	16,713	29,862	29,862	0.00 %
4016	Salaries - Inside	311,799	159,305	288,745	288,745	0.00 %
4070	Overtime	4,614	1,583	4,270	4,355	+ 1.99 %
4080	Auxiliaries/RPT/Seasonal	4,449	6,892	0	0	
4102	Benefits	139,186	76,245	114,999	114,999	0.00 %
4112	Mileage/Parking	1,418	679	1,835	1,872	+ 2.02 %
4116	Conferences/Travel	1,193	89	4,650	4,730	+ 1.72 %
4120	Training and Development	713	510	5,900	5,964	+ 1.08 %
4216	Contracted Services	15,203	7,493	37,875	38,235	+ 0.95 %
4312	Office Supplies	641	124	3,200	3,264	+ 2.00 %
4364	Telecommunications	1,598	936	4,500	4,570	+ 1.56 %
4412	Equipment Rentals	10,250	1,881	6,400	14,000	+ 118.75 %
4418	Equipment	0	0	1,000	1,020	+ 2.00 %
4718	Corporate Overhead	365,680	217,755	387,854	395,611	+ 2.00 %
4808	Contingencies	0	0	35,847	78,350	+ 118.57 %
6032	Transfer to Capital	2,466,764	0	2,936,000	3,192,000	+ 8.72 %
6053	Trf to Utility Reserve	471,220	0	0	0	
9111	WO Inside Equipment Rent	1,454	3,658	4,250	4,600	+ 8.24 %
9211	WO Regular Time	59,063	31,988	42,075	68,662	+ 63.19 %
9221	WO Overtime	46	0	0	0	
9311	WO Inventory Purchases	797	96	300	306	+ 2.00 %
9321	WO Outside Purchases	7,219	3,507	1,500	1,530	+ 2.00 %
9411	WO Contracted Services	465	0	0	0	
Total Expenditures		4,082,959	621,656	4,064,857	4,406,470	
Net Total		1,943,099	(656,148)	2,229,654	2,207,021	

Business Unit Summary with Service Areas

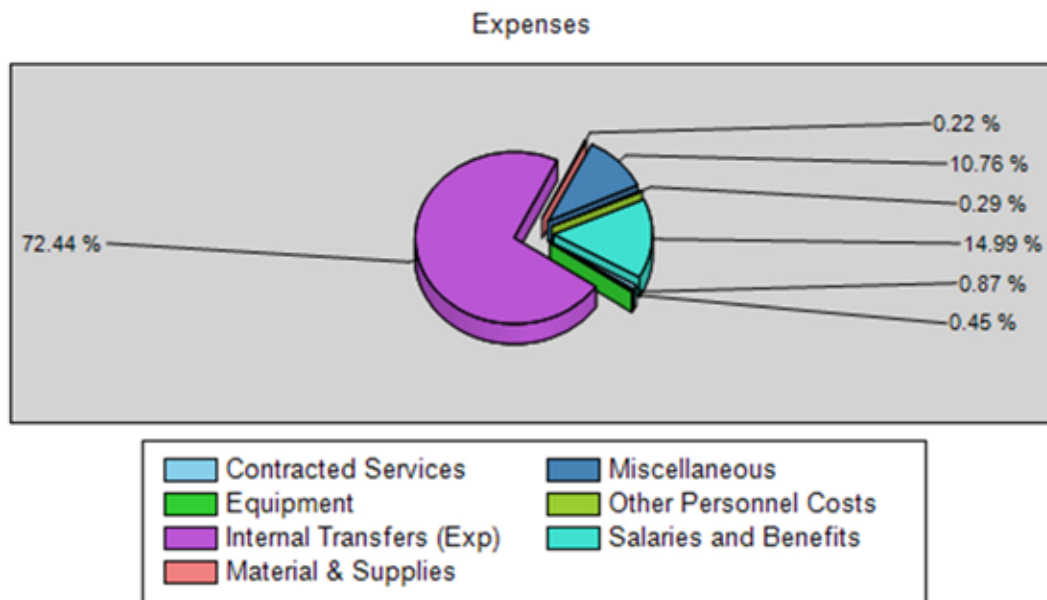
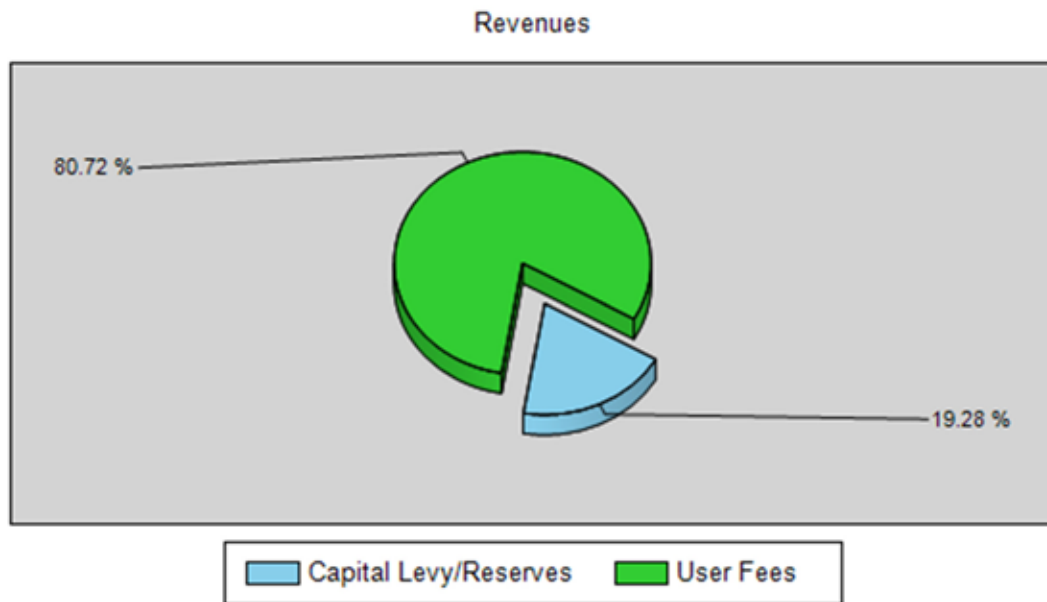
Service Area: Stormwater Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3906	Fines and Fees	6,763	6,763	6,763	6,763	6,763
3909	Stormwater Utility Fee	5,328,158	5,754,120	6,055,941	6,265,639	6,484,923
3916	Test and Clear	3,570	3,570	3,570	3,570	3,570
5042	Trf from Property Taxes	1,275,000	1,300,500	1,326,510	1,353,040	1,380,101
Total Revenues		6,613,491	7,064,953	7,392,784	7,629,012	7,875,357
% Increase			6.83%	4.64%	3.20%	3.23%
Expenditures						
4010	Salaries - Exempt	153,793	156,869	160,007	163,207	166,471
4014	Salaries - Outside	29,862	30,460	31,069	31,690	32,324
4016	Salaries - Inside	288,745	294,520	300,411	306,419	312,547
4070	Overtime	4,355	4,442	4,531	4,622	4,714
4102	Benefits	114,999	117,299	119,645	122,038	124,479
4112	Mileage/Parking	1,872	1,909	1,948	1,987	2,026
4116	Conferences/Travel	4,730	4,825	4,921	5,020	5,120
4120	Training and Development	5,964	6,083	6,205	6,329	6,456
4216	Contracted Services	38,235	39,000	39,780	40,575	41,387
4312	Office Supplies	3,264	3,329	3,396	3,464	3,533
4364	Telecommunications	4,570	4,661	4,755	4,850	4,947
4412	Equipment Rentals	14,000	14,280	14,566	14,857	15,154
4418	Equipment	1,020	1,040	1,061	1,082	1,104
4718	Corporate Overhead	395,611	403,523	411,594	419,826	428,222
4808	Contingencies	78,350	79,917	81,515	83,146	84,809
6032	Transfer to Capital	3,192,000	3,475,000	3,633,000	3,798,000	3,972,000
6053	Trf to Utility Reserve	0	100,000	200,000	200,000	200,000
9111	WO Inside Equipment Rent	4,600	4,692	4,786	4,882	4,979
9211	WO Regular Time	68,662	70,035	71,436	72,865	74,322
9311	WO Inventory Purchases	306	312	318	325	331
9321	WO Outside Purchases	1,530	1,561	1,592	1,624	1,656
Total Expenditures		4,406,470	4,813,759	5,096,534	5,286,805	5,486,581
% Increase			9.24%	5.87%	3.73%	3.78%
Net Total		2,207,021	2,251,194	2,296,250	2,342,207	2,388,776

Business Unit Summary with Service Areas

Service Area: Stormwater Administration



Business Unit Summary with Service Areas

Business Unit: 3715 - SD Electronics and Automation

Department: Engineering & PW **Budget Year:** 2018

Overview:

Routine, daily monitoring of the stormwater system is in place for effective planning and issue mitigation. This ensures continuous and effective operations of storm drain pump stations. It also provides historical data for maintenance, operations and engineering purposes and a “real-time” view of station operations for maintenance staff.

This business unit supports the maintenance, installation and operation of the emergency alarm and collection of real-time data and electronic monitoring systems for the storm drain pump stations. This is commonly known as the SCADA system (Supervisory Control and Data Acquisition).

Deliverables:

- 4 storm drain pump stations
- Pump station operations as per design specifications
- Alarms notification
- Historical database of pumping and condition trends
- Interface on internal network for staff to view and download data

Business Unit Summary with Service Areas

Business Unit: 3715 - SD Electronics and Automation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4012	Salaries - Electricians	31,201	16,657	27,730	27,730	0.00 %
4016	Salaries - Inside	(3,867)	6	0	0	
4102	Benefits	6,070	3,811	6,814	6,814	0.00 %
4412	Equipment Rentals	4,200	2,393	4,700	4,400	- 6.38 %
9111	WO Inside Equipment Rent	4,733	1,197	5,900	5,000	- 15.25 %
9211	WO Regular Time	2,977	2,983	8,300	8,300	0.00 %
9321	WO Outside Purchases	2,797	25	1,884	1,884	0.00 %
Total Expenditures		48,110	27,073	55,328	54,128	
Net Total		(48,110)	(27,073)	(55,328)	(54,128)	

Business Unit Summary with Service Areas

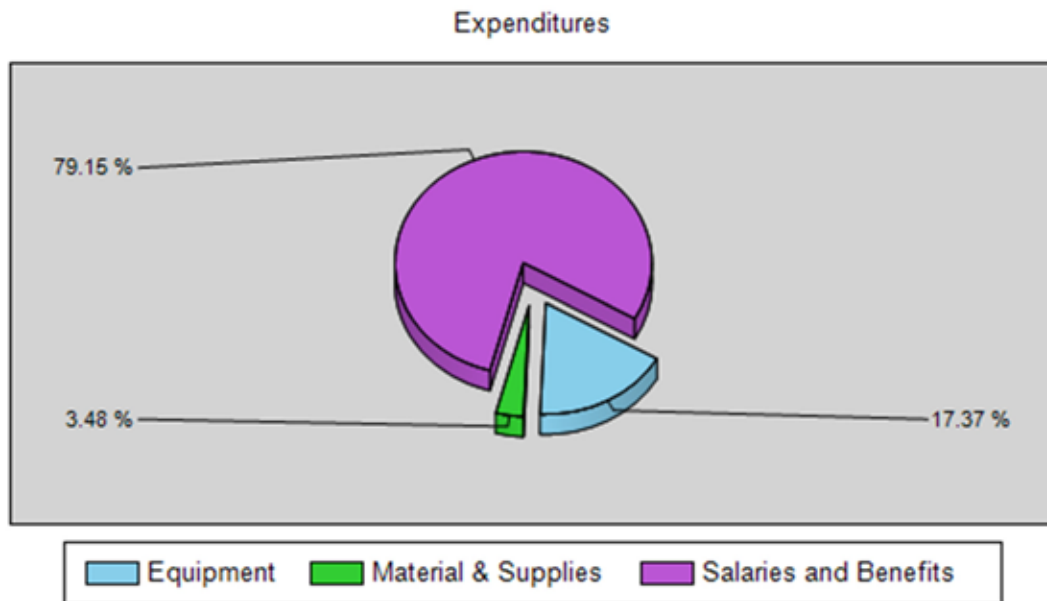
Business Unit: 3715 - SD Electronics and Automation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4012	Salaries - Electricians	27,730	28,285	28,850	29,427	30,016
4102	Benefits	6,814	6,951	7,090	7,232	7,376
4412	Equipment Rentals	4,400	4,488	4,578	4,669	4,763
9111	WO Inside Equipment Rent	5,000	5,100	5,202	5,306	5,412
9211	WO Regular Time	8,300	8,466	8,635	8,808	8,984
9321	WO Outside Purchases	1,884	1,922	1,960	1,999	2,039
Total Expenditures		54,128	55,212	56,315	57,442	58,591
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(54,128)	(55,212)	(56,315)	(57,442)	(58,591)

Business Unit Summary with Service Areas

Business Unit: 3715 - SD Electronics and Automation



Business Unit Summary with Service Areas

Business Unit: 3725 - SD Mains Rehabilitation

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit funds rehabilitation of existing storm drain mains.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 3725 - SD Mains Rehabilitation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	6,987	2,589	15,000	16,000	+ 6.67 %
9121	WO Outside Equipment Ren	8,993	3,161	4,390	4,390	0.00 %
9211	WO Regular Time	35,056	14,083	52,655	52,655	0.00 %
9221	WO Overtime	1,765	0	0	0	
9311	WO Inventory Purchases	17,046	6,395	22,792	22,792	0.00 %
9321	WO Outside Purchases	14,574	3,252	13,518	13,518	0.00 %
9411	WO Contracted Services	6,574	2,165	5,100	5,100	0.00 %
Total Expenditures		90,994	31,645	113,455	114,455	
Net Total		(90,994)	(31,645)	(113,455)	(114,455)	

Business Unit Summary with Service Areas

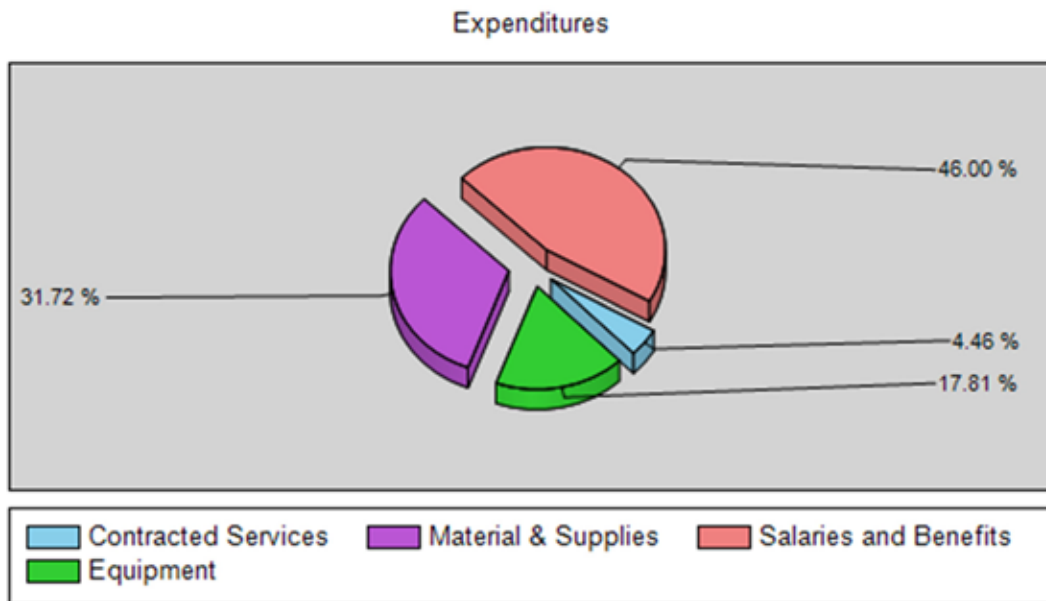
Business Unit: 3725 - SD Mains Rehabilitation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	16,000	16,320	16,646	16,979	17,319
9121	WO Outside Equipment Ren	4,390	4,478	4,567	4,659	4,752
9211	WO Regular Time	52,655	53,708	54,782	55,878	56,995
9311	WO Inventory Purchases	22,792	23,248	23,713	24,187	24,671
9321	WO Outside Purchases	13,518	13,788	14,064	14,345	14,632
9411	WO Contracted Services	5,100	5,202	5,306	5,412	5,520
Total Expenditures		114,455	116,744	119,079	121,461	123,890
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(114,455)	(116,744)	(119,079)	(121,461)	(123,890)

Business Unit Summary with Service Areas

Business Unit: 3725 - SD Mains Rehabilitation



Business Unit Summary with Service Areas

Business Unit: 3735 - SD Lift Station Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit supports the maintenance, inspection, repair and operation of the storm drain pump stations. This work ensures the pump stations are operating efficiently to minimize or eliminate potential flooding.

Deliverables:

- 4 stormwater pump stations
- Stormwater surface area of 19 sq. km

Business Unit Summary with Service Areas

Business Unit: 3735 - SD Lift Station Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4236	Land Services	3,950	0	0	0	
4360	Hydro	0	0	2,775	0	
4366	Water	1,234	313	278	278	0.00 %
9111	WO Inside Equipment Rent	1,238	517	3,750	4,000	+ 6.67 %
9211	WO Regular Time	5,581	1,913	20,980	15,980	- 23.83 %
9321	WO Outside Purchases	0	106	1,700	1,700	0.00 %
9360	WO Utility-BC Hydro	1,301	495	1,387	1,500	+ 8.15 %
Total Expenditures		13,303	3,344	30,870	23,458	
Net Total		(13,303)	(3,344)	(30,870)	(23,458)	

Business Unit Summary with Service Areas

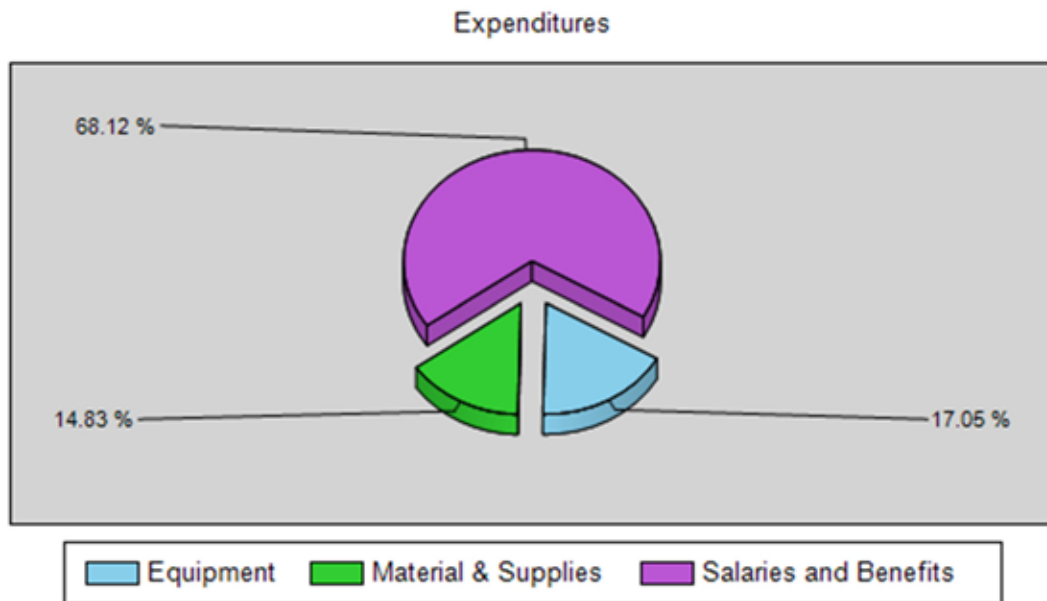
Business Unit: 3735 - SD Lift Station Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4366	Water	278	292	306	322	338
9111	WO Inside Equipment Rent	4,000	4,080	4,162	4,245	4,330
9211	WO Regular Time	15,980	16,300	16,626	16,958	17,297
9321	WO Outside Purchases	1,700	1,734	1,769	1,804	1,840
9360	WO Utility-BC Hydro	1,500	1,553	1,607	1,663	1,721
Total Expenditures		23,458	23,958	24,469	24,992	25,526
% Increase			2.13%	2.13%	2.14%	2.14%
Net Total		(23,458)	(23,958)	(24,469)	(24,992)	(25,526)

Business Unit Summary with Service Areas

Business Unit: 3735 - SD Lift Station Maintenance



Business Unit Summary with Service Areas

Business Unit: 3740 - SD Lateral Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit is in place for repairs to storm drain laterals servicing private properties.

Proactive inspection and cleaning reduces the number of backups caused by blockages in City pipes. Regular maintenance and expedited response to customers mitigates impacts and reduces risk to the City in terms of claims.

Deliverables:

- 10,939 storm drain laterals
- 36 storm drain laterals unplugged
- 34 storm drain clean outs installed
- 25 storm drain laterals repaired
- 5 storm drain laterals replaced
- 44 storm drain laterals on monthly maintenance schedule
- 5 km of lamping
- 578 lamped laterals

Business Unit Summary with Service Areas

Business Unit: 3740 - SD Lateral Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	25,211	14,035	18,737	23,000	+ 22.75 %
9121	WO Outside Equipment Ren	34,010	8,594	14,284	14,284	0.00 %
9211	WO Regular Time	114,848	54,811	87,400	87,400	0.00 %
9221	WO Overtime	507	0	0	0	
9311	WO Inventory Purchases	8,850	4,199	10,781	10,781	0.00 %
9321	WO Outside Purchases	11,612	5,100	12,977	12,977	0.00 %
9411	WO Contracted Services	23,472	7,449	10,200	10,200	0.00 %
Total Expenditures		218,509	94,187	154,379	158,642	
Net Total		(218,509)	(94,187)	(154,379)	(158,642)	

Business Unit Summary with Service Areas

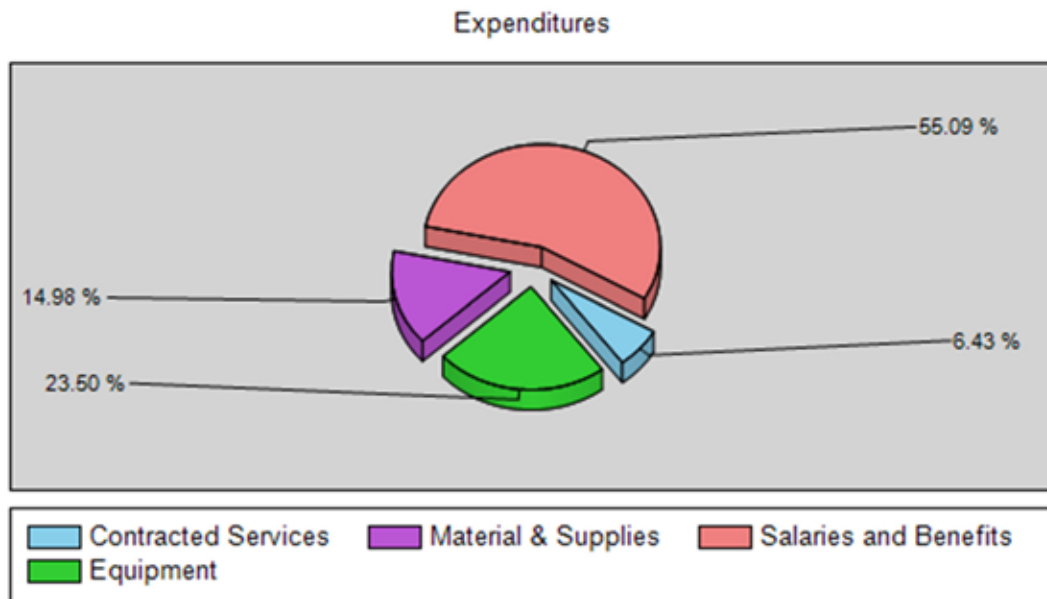
Business Unit: 3740 - SD Lateral Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	23,000	23,460	23,929	24,408	24,896
9121	WO Outside Equipment Ren	14,284	14,570	14,861	15,158	15,461
9211	WO Regular Time	87,400	89,148	90,931	92,750	94,605
9311	WO Inventory Purchases	10,781	10,997	11,217	11,441	11,670
9321	WO Outside Purchases	12,977	13,237	13,501	13,771	14,047
9411	WO Contracted Services	10,200	10,404	10,612	10,824	11,041
Total Expenditures		158,642	161,815	165,051	168,352	171,719
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(158,642)	(161,815)	(165,051)	(168,352)	(171,719)

Business Unit Summary with Service Areas

Business Unit: 3740 - SD Lateral Maintenance



Business Unit Summary with Service Areas

Business Unit: 3745 - SD Catchbasin Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit repairs, installs and inspects the 6,900 storm drain catch basins to minimize or eliminate flooding of roadways, including the subsequent impacts to private property and traffic. Catch basin maintenance reduces water quality impacts to receiving waters. Additionally, catch basins prevent contaminants from entering local waterways. This includes garbage, cigarette butts, chemicals and debris.

Deliverables:

The maintenance program aims to clean 100% in an 18 month cycle

- 20 new catch basins installed
- 4,429 catch basins cleaned
- 13 catch basin repaired

Business Unit Summary with Service Areas

Business Unit: 3745 - SD Catchbasin Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4236	Land Services	10,610	0	0	0	
9111	WO Inside Equipment Rent	49,140	29,978	43,386	46,000	+ 6.02 %
9121	WO Outside Equipment Ren	290	0	9,467	9,467	0.00 %
9211	WO Regular Time	83,764	52,223	92,820	112,820	+ 21.55 %
9311	WO Inventory Purchases	602	114	11,504	6,504	- 43.46 %
9321	WO Outside Purchases	384	495	6,375	6,375	0.00 %
9411	WO Contracted Services	832	0	77,500	62,500	- 19.35 %
Total Expenditures		145,622	82,810	241,052	243,666	
Net Total		(145,622)	(82,810)	(241,052)	(243,666)	

Business Unit Summary with Service Areas

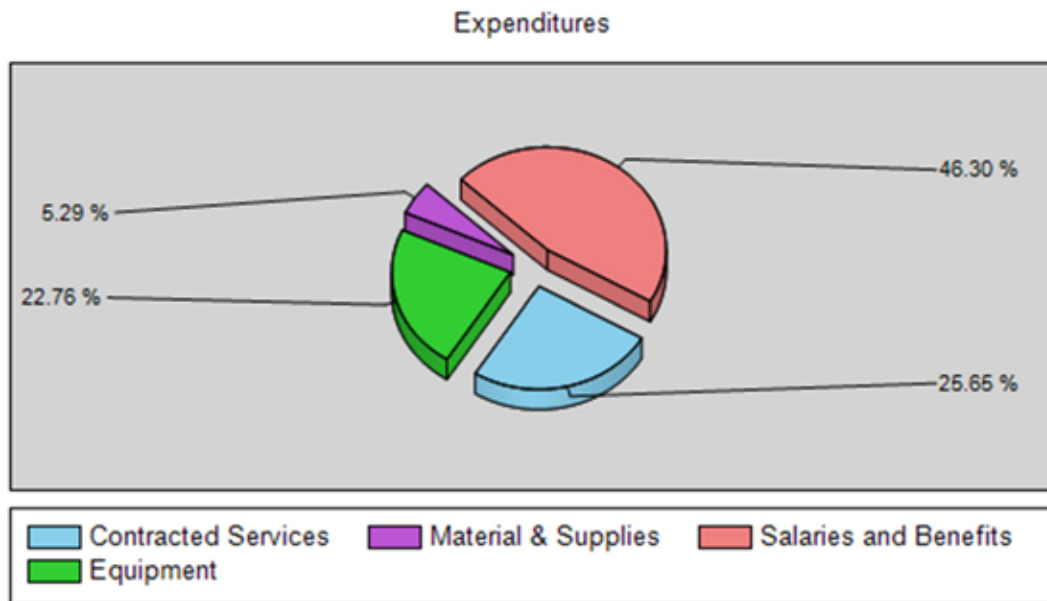
Business Unit: 3745 - SD Catchbasin Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	46,000	46,920	47,858	48,816	49,792
9121	WO Outside Equipment Ren	9,467	9,656	9,849	10,046	10,247
9211	WO Regular Time	112,820	115,076	117,378	119,725	122,120
9311	WO Inventory Purchases	6,504	6,634	6,767	6,902	7,040
9321	WO Outside Purchases	6,375	6,503	6,633	6,765	6,901
9411	WO Contracted Services	62,500	63,750	65,025	66,326	67,652
Total Expenditures		243,666	248,539	253,510	258,580	263,752
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(243,666)	(248,539)	(253,510)	(258,580)	(263,752)

Business Unit Summary with Service Areas

Business Unit: 3745 - SD Catchbasin Maintenance



Business Unit Summary with Service Areas

Business Unit: 3750 - SD Manhole Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit funds the maintenance, inspection, repair and installation of storm drain manholes to reduce inflow and infiltration issues (sewer and storm water pipes incorrectly connected)

Priorities are established responsive to customer complaints and information captured by closed circuit (CCTV) monitoring of the system.

Deliverables:

- Reduction in the inflow and infiltration
- Reduction in the number of public complaints
- 2,956 storm drain manholes
- 6 manholes repaired
- 8 new manholes installed
- 6 new castings installed

Business Unit Summary with Service Areas

Business Unit: 3750 - SD Manhole Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	391	711	7,500	8,000	+ 6.67 %
9121	WO Outside Equipment Ren	0	0	2,000	2,000	0.00 %
9211	WO Regular Time	1,755	3,931	40,670	15,670	- 61.47 %
9311	WO Inventory Purchases	6	0	5,396	2,396	- 55.60 %
9321	WO Outside Purchases	7	0	4,440	3,440	- 22.52 %
Total Expenditures		2,158	4,642	60,006	31,506	
Net Total		(2,158)	(4,642)	(60,006)	(31,506)	

Business Unit Summary with Service Areas

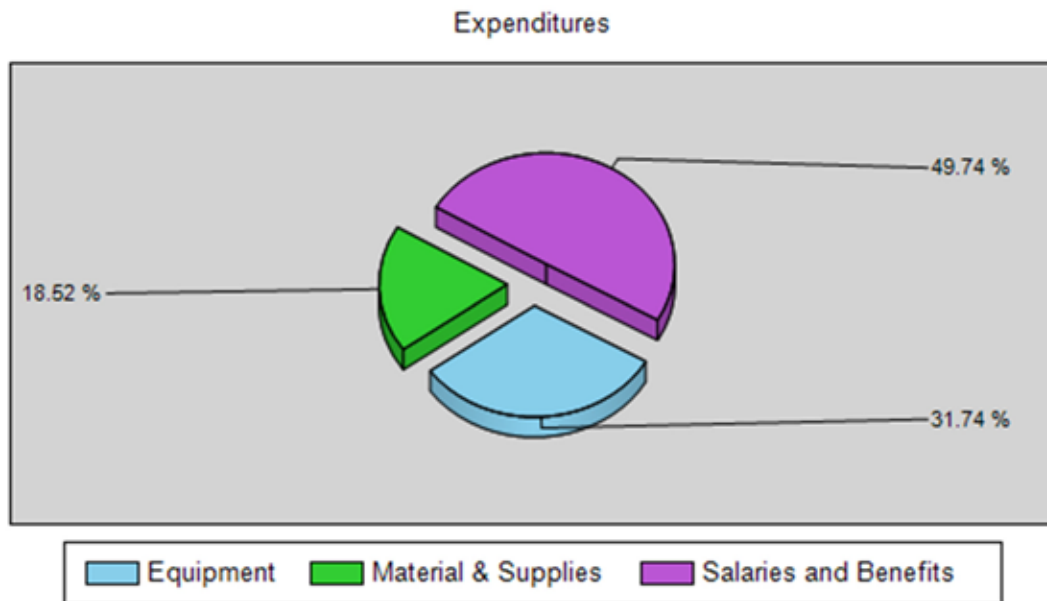
Business Unit: 3750 - SD Manhole Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	8,000	8,160	8,323	8,490	8,659
9121	WO Outside Equipment Ren	2,000	2,040	2,081	2,122	2,165
9211	WO Regular Time	15,670	15,983	16,303	16,629	16,962
9311	WO Inventory Purchases	2,396	2,444	2,493	2,543	2,594
9321	WO Outside Purchases	3,440	3,509	3,579	3,651	3,724
Total Expenditures		31,506	32,136	32,779	33,434	34,103
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(31,506)	(32,136)	(32,779)	(33,434)	(34,103)

Business Unit Summary with Service Areas

Business Unit: 3750 - SD Manhole Maintenance



Business Unit Summary with Service Areas

Business Unit: 3755 - SD Clean and Inspection

Department: Engineering & PW **Budget Year:** 2018

Overview:

To clean, inspect and condition assess (CCTV) storm drain mainlines. Proactive monitoring assists in ensuring the stormwater system is operating effectively, minimizing flooding, blockages and potential impacts or claims.

Deliverables:

To maintain the City's 259 km of storm drain mains

- 53 km cleaned = 20% of system
- 7 km inspected by CCTV = 3% of system

Business Unit Summary with Service Areas

Business Unit: 3755 - SD Clean and Inspection

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	57,821	16,457	55,000	46,000	- 16.36 %
9211	WO Regular Time	110,919	35,893	92,820	107,820	+ 16.16 %
9221	WO Overtime	1,135	0	0	0	
9311	WO Inventory Purchases	0	0	525	525	0.00 %
9321	WO Outside Purchases	446	125	2,000	2,000	0.00 %
9411	WO Contracted Services	21,737	1,366	6,000	6,000	0.00 %
Total Expenditures		192,058	53,842	156,345	162,345	
Net Total		(192,058)	(53,842)	(156,345)	(162,345)	

Business Unit Summary with Service Areas

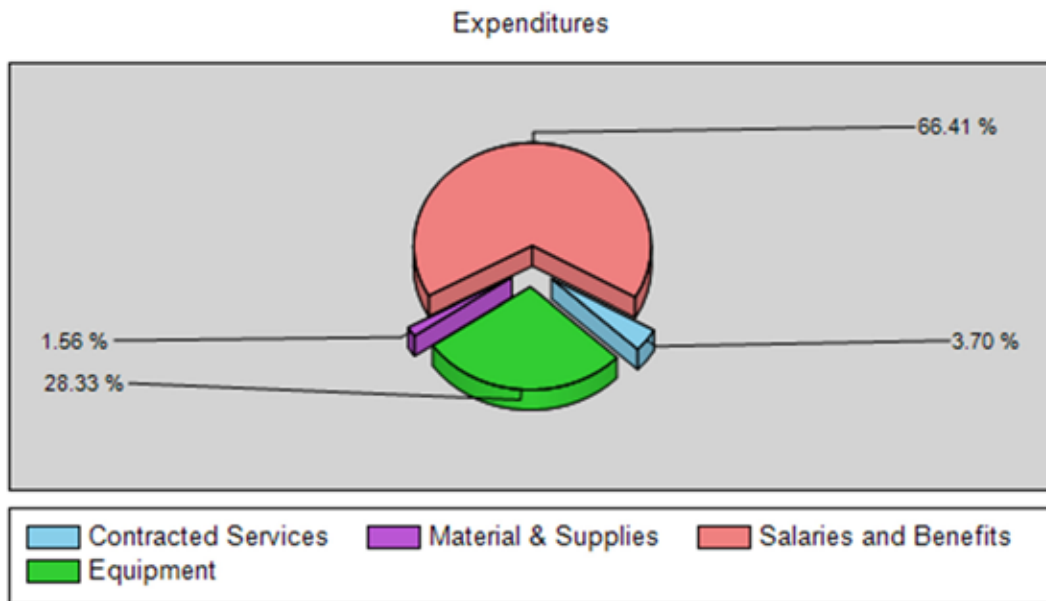
Business Unit: 3755 - SD Clean and Inspection

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	46,000	46,920	47,858	48,816	49,792
9211	WO Regular Time	107,820	109,976	112,176	114,419	116,708
9311	WO Inventory Purchases	525	536	546	557	568
9321	WO Outside Purchases	2,000	2,040	2,081	2,122	2,165
9411	WO Contracted Services	6,000	6,120	6,242	6,367	6,495
Total Expenditures		162,345	165,592	168,904	172,282	175,727
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(162,345)	(165,592)	(168,904)	(172,282)	(175,727)

Business Unit Summary with Service Areas

Business Unit: 3755 - SD Clean and Inspection



Business Unit Summary with Service Areas

Business Unit: 3760 - SD Emergency

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit funds a standby person to deal with after-hours emergencies related to the storm drain system.

A qualified standby person is trained and available to provide immediate response to events outside of regular working hours such as flooding events, blockages and backups on private properties.

Deliverables:

- Respond to emergencies within 30 minutes

Business Unit Summary with Service Areas

Business Unit: 3760 - SD Emergency

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	1,772	360	2,070	2,200	+ 6.28 %
9211	WO Regular Time	8,964	615	13,640	13,640	0.00 %
9221	WO Overtime	4,050	0	0	0	
9311	WO Inventory Purchases	62	0	0	0	
9321	WO Outside Purchases	128	595	0	0	
9411	WO Contracted Services	1,408	(839)	0	0	
Total Expenditures		16,385	730	15,710	15,840	
Net Total		(16,385)	(730)	(15,710)	(15,840)	

Business Unit Summary with Service Areas

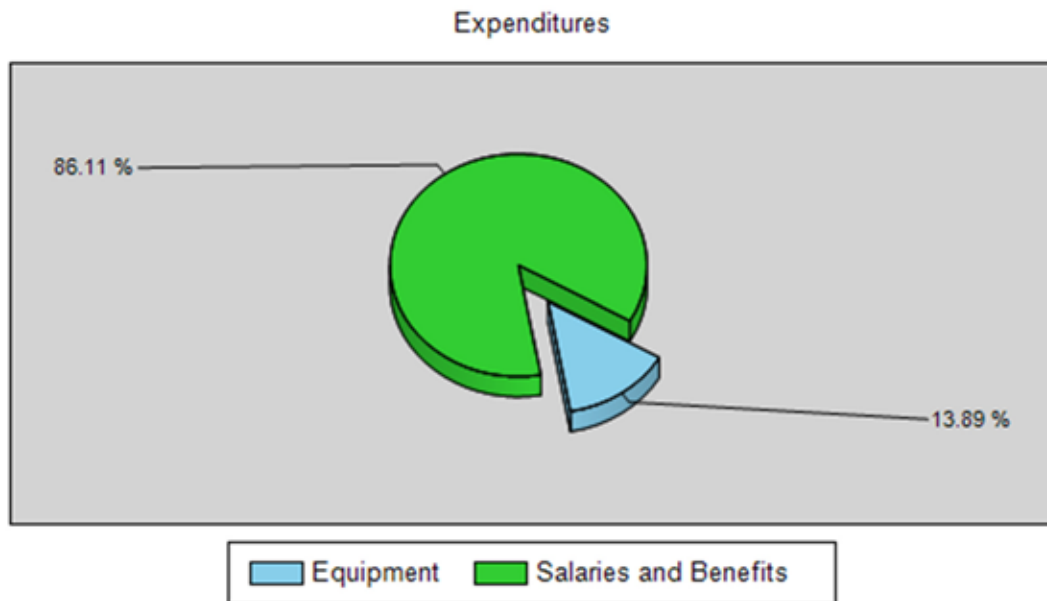
Business Unit: 3760 - SD Emergency

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	2,200	2,244	2,289	2,335	2,381
9211	WO Regular Time	13,640	13,913	14,191	14,475	14,764
Total Expenditures		15,840	16,157	16,480	16,810	17,146
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(15,840)	(16,157)	(16,480)	(16,810)	(17,146)

Business Unit Summary with Service Areas

Business Unit: 3760 - SD Emergency



Business Unit Summary with Service Areas

Business Unit: 3800 - SD - Street Cleaning Administration

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit oversees street cleaning to prevent street debris (dirt, contaminants, and litter) from entering the storm water system and the marine environment.

Clean streets, in particular in the busy downtown core, provides a welcoming environment for all users and supports a healthy downtown business community.

This service area provides:

- Weed control in the roads and curbs throughout the summer
- Sweeping of City parkades
- Collection and disposal of cardboard and recycling for the City facilities
- Bastion Square daily and extra service in summer
- Prepare and cleanup after special events and block parties
- Collection and disposal of bio-medical waste (needles)
- Clean up after vehicle accidents and oil spills
- Calls for service from public, police and fire
- Extra maintenance and cleaning needed of bike lanes
- Additional cleaning during leaf season in the Fall

Deliverables:

- Downtown streets are swept daily
- Residential areas swept in 40 day rotation
- Sweep downtown core streets during morning hours, 7 days per week, 364 days per year
- Extra garbage collection and cleaning for special events
- Extra daily collection for downtown core during the summertime, 5 months
- 3 garbage dumps per 24 hours
- City parkades swept once per day

Business Unit Summary with Service Areas

Business Unit: 3800 - SD - Street Cleaning Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4014	Salaries - Outside	71,721	37,986	64,629	64,629	0.00 %
4070	Overtime	(15)	20	1,000	1,000	0.00 %
4102	Benefits	13,247	6,176	15,834	15,834	0.00 %
4120	Training and Development	529	0	0	0	
4154	Recovery - WCB	(2,536)	0	0	0	
4316	Protective Clothing/Uniforms	2,288	2,682	4,500	4,500	0.00 %
4412	Equipment Rentals	258,720	78,384	265,000	276,000	+ 4.15 %
4418	Equipment	12,882	4,621	0	0	
4816	Lease/Rental	0	1,262	0	0	
9111	WO Inside Equipment Rent	5	5	1,000	1,000	0.00 %
9211	WO Regular Time	17,218	31,933	38,890	38,890	0.00 %
9221	WO Overtime	9,052	3,373	5,900	5,900	0.00 %
9311	WO Inventory Purchases	12,372	4,696	9,000	9,000	0.00 %
9321	WO Outside Purchases	5,331	1,911	9,000	9,000	0.00 %
9411	WO Contracted Services	334	134	0	0	
Total Expenditures		401,147	173,182	414,753	425,753	
Net Total		(401,147)	(173,182)	(414,753)	(425,753)	

Business Unit Summary with Service Areas

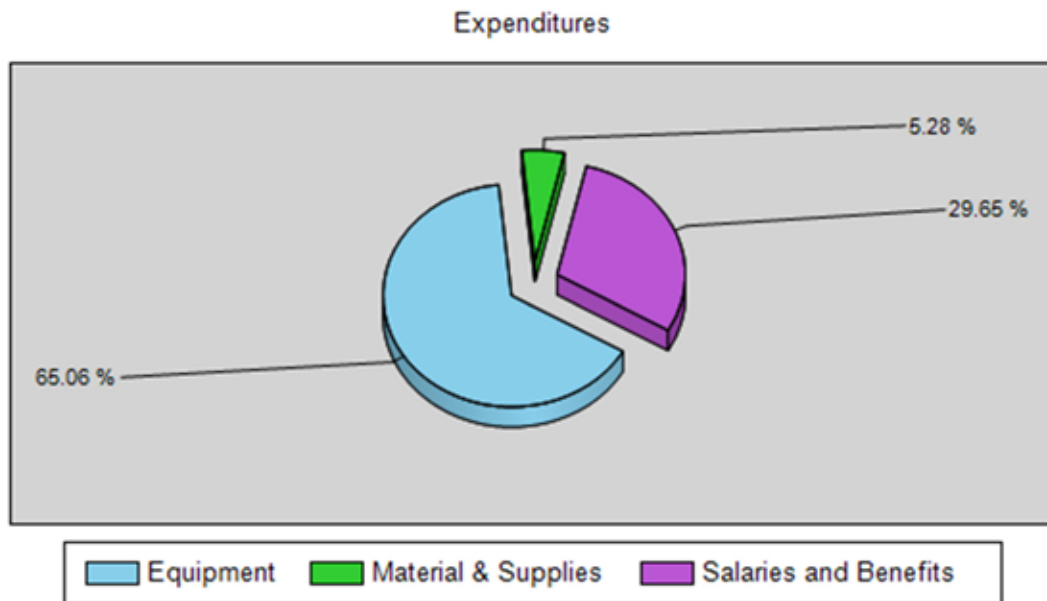
Business Unit: 3800 - SD - Street Cleaning Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4014	Salaries - Outside	64,629	65,922	67,240	68,585	69,957
4070	Overtime	1,000	1,020	1,040	1,061	1,082
4102	Benefits	15,834	16,151	16,474	16,803	17,139
4316	Protective Clothing/Uniforms	4,500	4,590	4,682	4,775	4,871
4412	Equipment Rentals	276,000	281,520	287,150	292,893	298,751
9111	WO Inside Equipment Rent	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	38,890	39,668	40,461	41,270	42,096
9221	WO Overtime	5,900	6,018	6,138	6,261	6,386
9311	WO Inventory Purchases	9,000	9,180	9,364	9,551	9,742
9321	WO Outside Purchases	9,000	9,180	9,364	9,551	9,742
Total Expenditures		425,753	434,268	442,954	451,813	460,849
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(425,753)	(434,268)	(442,954)	(451,813)	(460,849)

Business Unit Summary with Service Areas

Business Unit: 3800 - SD - Street Cleaning Administration



Business Unit Summary with Service Areas

Business Unit: 3830 - SD- Sidewalks

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit oversees the cleaning of 450 km of sidewalks in the City of Victoria.

Deliverables:

- Cleaning downtown sidewalks on a daily basis
- Annual collection of 1,400 tons of waste from garbage bins installed on the sidewalks

Business Unit Summary with Service Areas

Business Unit: 3830 - SD- Sidewalks

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	9,118	6,683	2,000	2,100	+ 5.00 %
9121	WO Outside Equipment Ren	0	0	500	500	0.00 %
9211	WO Regular Time	491,482	313,104	621,500	621,500	0.00 %
9221	WO Overtime	47,511	26,538	22,500	40,000	+ 77.78 %
9311	WO Inventory Purchases	73	37	1,000	1,000	0.00 %
9321	WO Outside Purchases	1,606	1,046	1,000	1,000	0.00 %
9411	WO Contracted Services	194	0	250	250	0.00 %
9511	WO Gas	3,875	1,490	6,000	3,000	- 50.00 %
9551	WO Bio Diesel	0	366	1,000	1,000	0.00 %
9561	WO Motor Oil	20	6	0	0	
Total Expenditures		553,879	349,269	655,750	670,350	
Net Total		(553,879)	(349,269)	(655,750)	(670,350)	

Business Unit Summary with Service Areas

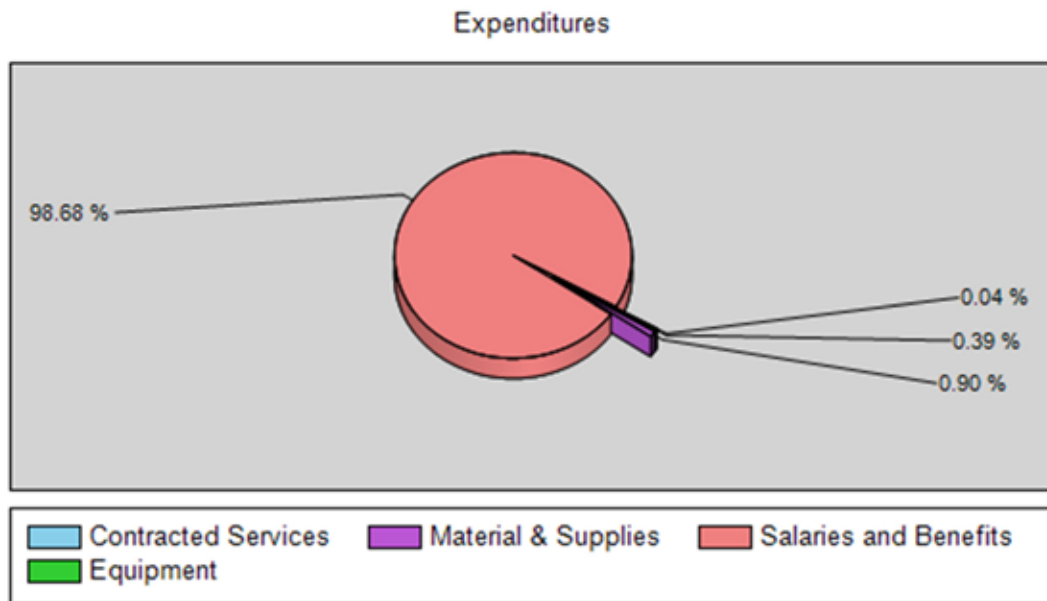
Business Unit: 3830 - SD- Sidewalks

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	2,100	2,142	2,185	2,229	2,273
9121	WO Outside Equipment Ren	500	510	520	531	541
9211	WO Regular Time	621,500	633,930	646,609	659,541	672,421
9221	WO Overtime	40,000	40,800	41,616	42,448	43,297
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	1,000	1,020	1,040	1,061	1,082
9411	WO Contracted Services	250	255	260	265	271
9511	WO Gas	3,000	3,060	3,121	3,184	3,247
9551	WO Bio Diesel	1,000	1,020	1,040	1,061	1,082
Total Expenditures		670,350	683,757	697,432	711,381	725,297
% Increase			2.00%	2.00%	2.00%	1.96%
Net Total		(670,350)	(683,757)	(697,432)	(711,381)	(725,297)

Business Unit Summary with Service Areas

Business Unit: 3830 - SD- Sidewalks



Business Unit Summary with Service Areas

Business Unit: 3850 - SD-Roadway Cleaning

Department: Engineering & PW **Budget Year:** 2018

Overview:

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

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 3850 - SD-Roadway Cleaning

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	502	0	13,128	14,000	+ 6.64 %
9121	WO Outside Equipment Ren	0	0	500	500	0.00 %
9211	WO Regular Time	237,807	133,765	268,878	268,878	0.00 %
9221	WO Overtime	15,687	8,785	6,000	6,000	0.00 %
9311	WO Inventory Purchases	688	1,247	2,500	2,500	0.00 %
9321	WO Outside Purchases	6,641	2,067	10,000	6,000	- 40.00 %
9411	WO Contracted Services	3,328	879	26,000	4,000	- 84.62 %
9441	WO Insurance-Vehicle	0	621	0	0	
9511	WO Gas	575	0	2,000	2,000	0.00 %
9551	WO Bio Diesel	2,251	0	3,000	3,000	0.00 %
9561	WO Motor Oil	105	15	0	0	
9824	Work Order Recoveries	(255)	(30)	0	0	
Total Expenditures		267,330	147,349	332,006	306,878	
Net Total		(267,330)	(147,349)	(332,006)	(306,878)	

Business Unit Summary with Service Areas

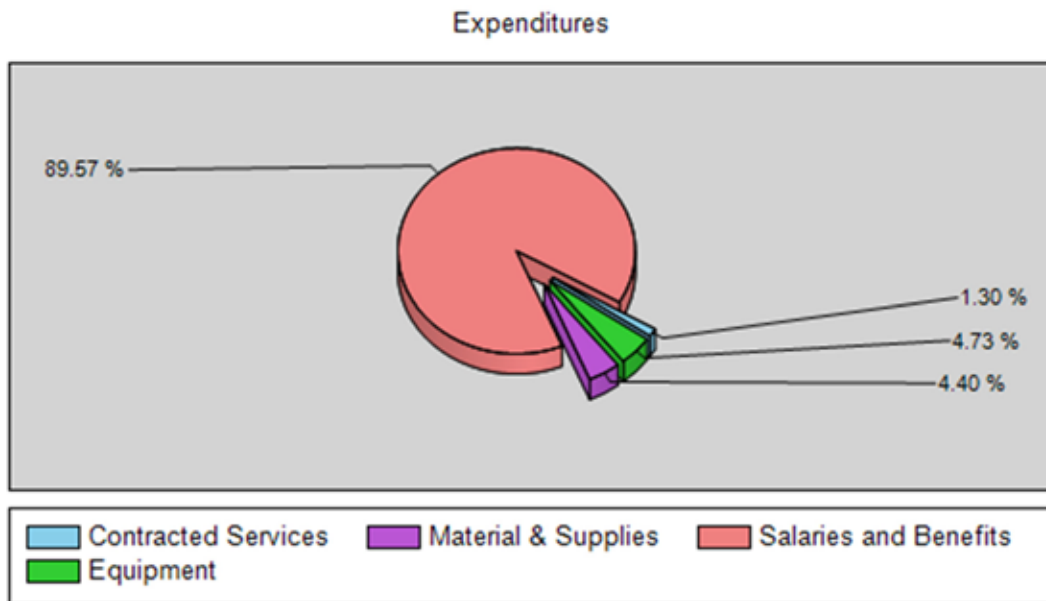
Business Unit: 3850 - SD-Roadway Cleaning

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	14,000	14,280	14,566	14,857	15,154
9121	WO Outside Equipment Ren	500	510	520	531	541
9211	WO Regular Time	268,878	274,256	279,741	285,335	291,042
9221	WO Overtime	6,000	6,120	6,242	6,367	6,495
9311	WO Inventory Purchases	2,500	2,550	2,601	2,653	2,706
9321	WO Outside Purchases	6,000	6,120	6,242	6,367	6,495
9411	WO Contracted Services	4,000	4,080	4,162	4,245	4,330
9511	WO Gas	2,000	2,040	2,081	2,122	2,165
9551	WO Bio Diesel	3,000	3,060	3,121	3,184	3,247
Total Expenditures		306,878	313,016	319,276	325,661	332,175
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(306,878)	(313,016)	(319,276)	(325,661)	(332,175)

Business Unit Summary with Service Areas

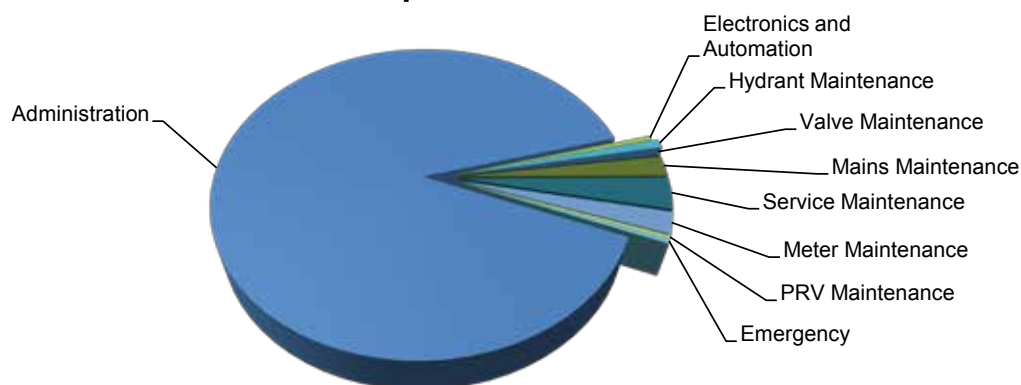
Business Unit: 3850 - SD-Roadway Cleaning



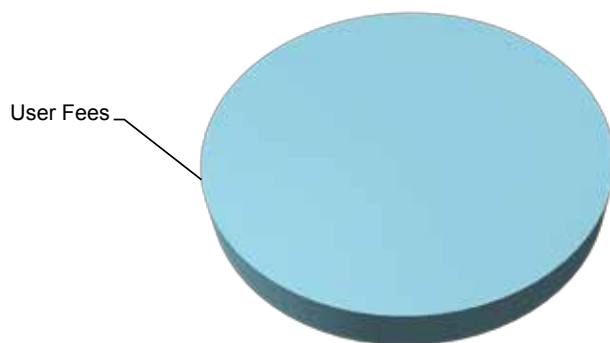
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
User Fees	19,323,507	19,925,763	602,256	3.12%
Transfer from Utility Reserve	79,000	0	(79,000)	-100.00%
Total	19,402,507	19,925,763	523,256	2.70%
Expenditures				
Administration	17,256,669	17,851,460	594,791	3.45%
Electronics and Automation	95,787	96,187	400	0.42%
Hydrant Maintenance	174,171	174,811	640	0.37%
Valve Maintenance	157,012	157,792	780	0.50%
Mains Maintenance	424,318	403,373	(20,945)	-4.94%
Service Maintenance	648,733	651,733	3,000	0.46%
Meter Maintenance	494,230	438,230	(56,000)	-11.33%
PRV Maintenance	76,377	76,466	89	0.12%
Emergency	75,210	75,710	500	0.66%
Total	19,402,507	19,925,763	523,256	2.70%
Net	0	0	0	0.00%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Service Area: Waterworks Administration

Department: Engineering & PW

Budget Year: 2018

Overview:

This service area oversees the engineering management of the City of Victoria and Township of Esquimalt water distribution system.

The water distribution system is essential to provide clean drinking water and meeting fire suppression needs. This service area focuses on maintaining existing infrastructure and maximizing life span of assets for current and future needs.

Lower property insurance rates for residential and commercial properties results from adequate water supply for fire suppression.

The municipality must comply with federal, provincial and municipal regulations and environmental requirements.

Services include:

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic modeling, preparation of conceptual designs, coordination and integration of work with other departments and agencies. Maintenance of water distribution system inventories and databases

Design and Construction Administration – develop medium and long term capital work plans, prepare detailed design of water infrastructure projects, prepare tender documents and drawings, prepare construction estimates, submit designs to Vancouver Island Health Authority for construction approvals, provide construction inspection, monitor project costs, provide contract administration for tendered works. Liaise with and direct the work of consultants and contractors on water projects.

Development Review – provide comments for development projects and building permits as they relate to water. Prepare engineering recommendations and coordinate with other departments to provide water services; review and approve water service applications and engineering designs to ensure conformity to city standards and specifications. Provide technical advice and interpretation to applicants, contractors and consultants on design submissions and required changes.

Investigation and Monitoring – review water quality reports and coordinate additional sampling with CRD Water. Investigate and resolve water flow, leakage and pressure issues. Coordinate fire hydrant flow testing. Track monthly wholesale water usage and annual retail consumption. Conduct cross-connection control program for civic facilities. Liaise with the Regional District on cross-connection control issues and provide data on civic facilities.

Provide assistance to the public and outside agencies regarding water distribution inquiries. Provide technical assistance to help resolve billing problems.

Deliverables:

- Annual development of water distribution capital projects
- Detailed design drawings, tender documents, and rehabilitation strategies
- Development applications requiring water connections review and processing
- Review of projects as part of the planning process
- Investigations
- Customer service/technical assistance requests processing

Business Unit Summary with Service Areas

Service Area: Waterworks Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3232	Administration	36,482	0	0	0	
3812	Hydrants	19,393	11,868	12,000	12,000	0.00 %
3816	Meter Rates	16,565,605	8,630,702	16,165,507	16,767,763	+ 3.73 %
3818	Meter Service Charge	3,100,997	1,819,081	2,981,000	2,981,000	0.00 %
3906	Fines and Fees	227,115	101,523	165,000	165,000	0.00 %
5044	Surplus	(2,243,927)	0	0	0	
Total Revenues		17,705,665	10,563,175	19,323,507	19,925,763	
Expenditures						
4010	Salaries - Exempt	216,857	120,151	272,756	272,756	0.00 %
4014	Salaries - Outside	76,369	43,744	76,014	76,014	0.00 %
4016	Salaries - Inside	302,396	166,901	288,745	288,745	0.00 %
4080	Auxiliaries/RPT/Seasonal	15,558	10,912	15,934	15,934	0.00 %
4102	Benefits	142,255	85,204	154,881	154,881	0.00 %
4112	Mileage/Parking	1,957	807	2,780	2,836	+ 2.01 %
4116	Conferences/Travel	5,811	3,055	8,500	8,620	+ 1.41 %
4118	Membership Fees	4,676	5,103	6,000	6,120	+ 2.00 %
4120	Training and Development	6,742	3,277	24,000	24,320	+ 1.33 %
4154	Recovery - WCB	(1,936)	0	0	0	
4216	Contracted Services	5,000	5,794	16,200	16,300	+ 0.62 %
4312	Office Supplies	8,077	5,983	10,470	10,679	+ 2.00 %
4314	Postage	0	0	23,460	23,929	+ 2.00 %
4364	Telecommunications	4,122	3,837	4,500	4,570	+ 1.56 %
4366	Water	9,345,417	4,329,970	8,807,700	8,983,854	+ 2.00 %
4412	Equipment Rentals	43,475	23,928	38,100	50,000	+ 31.23 %
4418	Equipment	63	0	9,825	10,022	+ 2.01 %
4508	Credit Card Discount Fees	120,485	81,367	64,600	65,892	+ 2.00 %
4512	Insurance	95,000	55,417	95,000	96,900	+ 2.00 %
4718	Corporate Overhead	1,337,646	795,666	1,395,498	1,423,404	+ 2.00 %
4808	Contingencies	0	0	30,674	74,840	+ 143.99 %
4809	Consumption Contingency	0	0	300,000	300,000	0.00 %
4814	Miscellaneous	711	0	0	0	
4816	Lease/Rental	105,000	61,250	105,000	107,100	+ 2.00 %
6032	Transfer to Capital	2,070,740	0	3,572,000	3,899,000	+ 9.15 %
6053	Trf to Utility Reserve	1,850,000	0	1,850,000	1,850,000	0.00 %
9111	WO Inside Equipment Rent	411	161	2,904	3,500	+ 20.52 %
9211	WO Regular Time	83,920	42,735	72,888	72,888	0.00 %
9221	WO Overtime	975	1,246	0	0	
9311	WO Inventory Purchases	0	60	0	0	
9321	WO Outside Purchases	157	41	2,440	2,440	0.00 %
9411	WO Contracted Services	250	3,069	5,800	5,916	+ 2.00 %
Total Expenditures		15,842,135	5,849,677	17,256,669	17,851,460	
Net Total		1,863,530	4,713,497	2,066,838	2,074,303	

Business Unit Summary with Service Areas

Service Area: Waterworks Administration

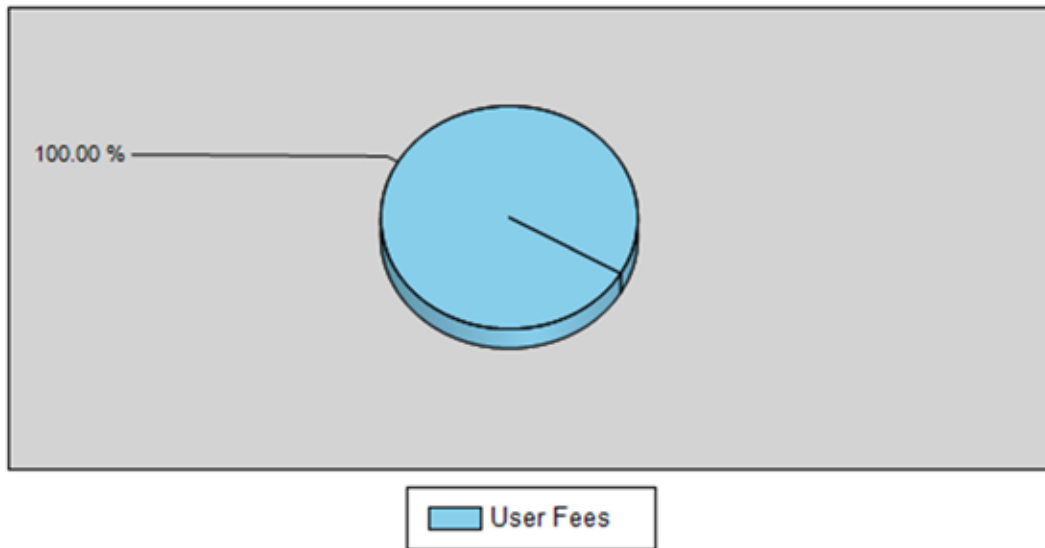
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3812	Hydrants	12,000	12,000	12,000	12,000	12,000
3816	Meter Rates	16,767,763	17,019,459	17,435,618	17,865,192	18,310,260
3818	Meter Service Charge	2,981,000	3,040,620	3,101,432	3,163,461	3,226,730
3906	Fines and Fees	165,000	165,000	165,000	165,000	165,000
Total Revenues		19,925,763	20,237,079	20,714,050	21,205,653	21,713,990
% Increase			1.56%	2.36%	2.37%	2.40%
Expenditures						
4010	Salaries - Exempt	272,756	278,211	283,775	289,451	295,240
4014	Salaries - Outside	76,014	77,534	79,084	80,666	82,280
4016	Salaries - Inside	288,745	294,520	300,411	306,419	312,547
4080	Auxiliaries/RPT/Seasonal	15,934	16,253	16,578	16,910	17,248
4102	Benefits	154,881	157,978	161,138	164,361	167,648
4112	Mileage/Parking	2,836	2,893	2,951	3,010	3,070
4116	Conferences/Travel	8,620	8,792	8,968	9,148	9,331
4118	Membership Fees	6,120	6,242	6,367	6,495	6,624
4120	Training and Development	24,320	24,806	25,303	25,809	26,325
4216	Contracted Services	16,300	16,626	16,959	17,298	17,644
4312	Office Supplies	10,679	10,893	11,110	11,333	11,559
4314	Postage	23,929	24,408	24,896	25,394	25,902
4364	Telecommunications	4,570	4,661	4,755	4,850	4,947
4366	Water	8,983,854	9,163,531	9,346,802	9,533,738	9,724,412
4412	Equipment Rentals	50,000	51,000	52,020	53,060	54,122
4418	Equipment	10,022	10,222	10,427	10,635	10,848
4508	Credit Card Discount Fees	65,892	67,210	68,554	69,925	71,324
4512	Insurance	96,900	98,838	100,815	102,831	104,888
4718	Corporate Overhead	1,423,404	1,451,715	1,480,752	1,510,367	1,540,575
4808	Contingencies	74,840	76,337	77,864	79,421	81,009
4809	Consumption Contingency	300,000	300,000	300,000	300,000	300,000
4816	Lease/Rental	107,100	107,100	107,100	107,100	107,100
6032	Transfer to Capital	3,899,000	3,935,000	4,131,000	4,336,000	4,552,000
6053	Trf to Utility Reserve	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
9111	WO Inside Equipment Rent	3,500	3,560	3,620	3,682	3,745
9211	WO Regular Time	72,888	74,346	75,833	77,349	78,896
9321	WO Outside Purchases	2,440	2,489	2,539	2,589	2,641
9411	WO Contracted Services	5,916	6,034	6,155	6,278	6,404
Total Expenditures		17,851,460	18,121,200	18,555,774	19,004,117	19,468,327
% Increase			1.51%	2.40%	2.42%	2.44%
Net Total		2,074,303	2,115,879	2,158,276	2,201,536	2,245,663

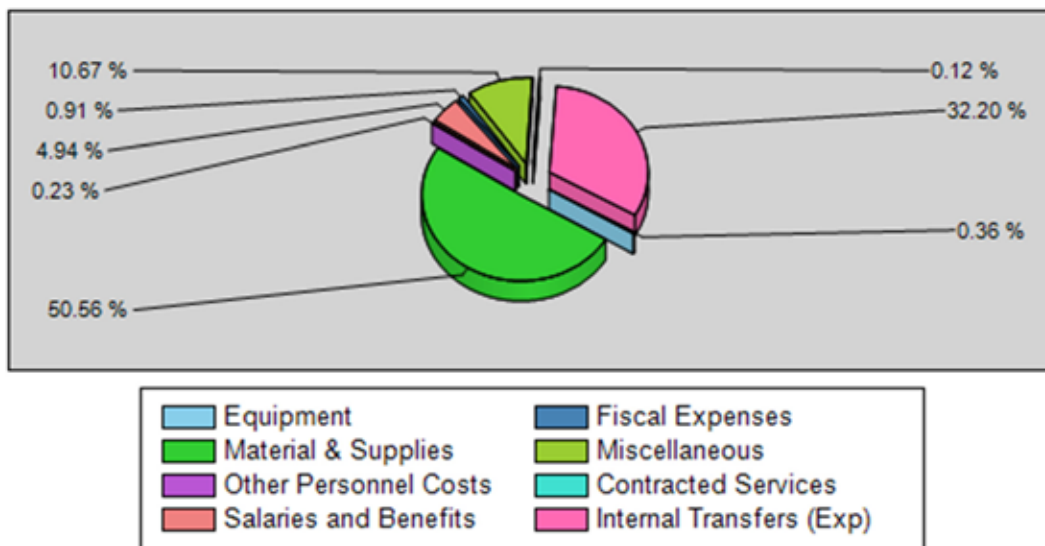
Business Unit Summary with Service Areas

Service Area: Waterworks Administration

Revenues



Expenses



Business Unit Summary with Service Areas

Business Unit: 6020 - WW Electronics and Automation

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit funds the installation, maintenance and enhancement of the emergency alarm and electronic monitoring systems commonly known as SCADA (Supervisory Control and Data Acquisition) for pressure reducing valves and booster pump station.

This ensures the water distribution system is performing to design by monitoring the flows and pressures remotely through the SCADA system. The system allows for collection of data in “real time” for alarm notifications and engineering design purposes.

The City monitors and acquires data and controls 11 PRV sites (24 pressure reducing valves) and 1 booster pump station (Fairfield).

Deliverables:

- 11 PRV stations
- 1 booster pump station
- Collection of data in real time includes, pressure, flow rates, volume
- Alarm notification of abnormal operations
- Historical database
- Interface on internal network for staff to view and download data for analysis

Business Unit Summary with Service Areas

Business Unit: 6020 - WW Electronics and Automation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4012	Salaries - Electricians	32,145	17,160	28,570	28,570	0.00 %
4102	Benefits	6,233	3,819	7,021	7,021	0.00 %
4308	General Supplies	19	0	900	900	0.00 %
4364	Telecommunications	780	390	600	700	+ 16.67 %
4412	Equipment Rentals	4,200	2,393	4,700	5,000	+ 6.38 %
9111	WO Inside Equipment Rent	168	193	0	0	
9211	WO Regular Time	55,035	19,974	49,340	49,340	0.00 %
9311	WO Inventory Purchases	0	343	400	400	0.00 %
9321	WO Outside Purchases	6,121	1,367	4,256	4,256	0.00 %
Total Expenditures		104,700	45,639	95,787	96,187	
Net Total		(104,700)	(45,639)	(95,787)	(96,187)	

Business Unit Summary with Service Areas

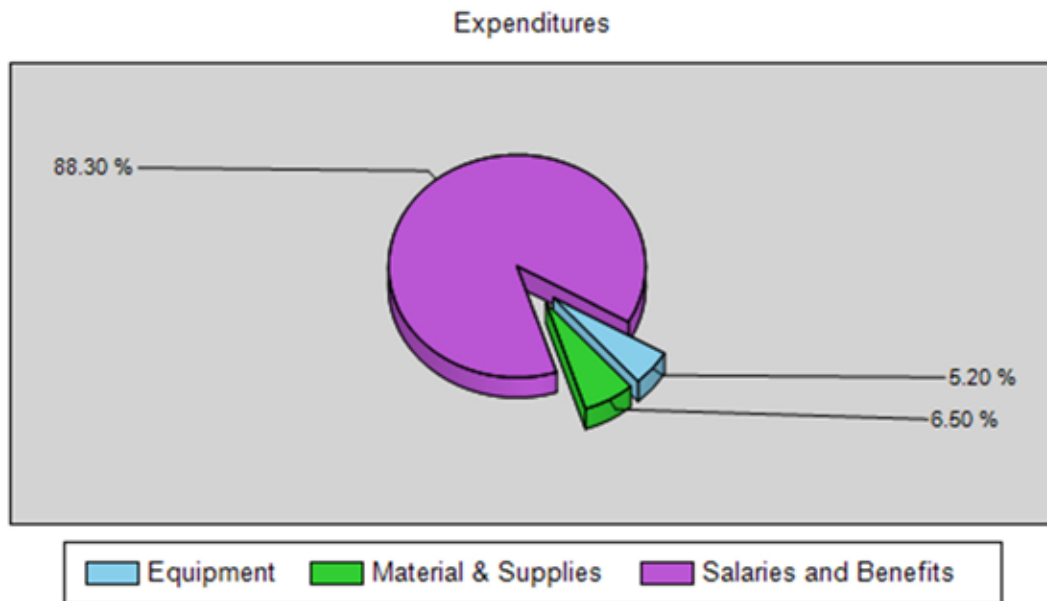
Business Unit: 6020 - WW Electronics and Automation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4012	Salaries - Electricians	28,570	29,142	29,725	30,319	30,925
4102	Benefits	7,021	7,162	7,304	7,452	7,601
4308	General Supplies	900	918	936	955	974
4364	Telecommunications	700	714	728	743	758
4412	Equipment Rentals	5,000	5,100	5,202	5,306	5,412
9211	WO Regular Time	49,340	50,327	51,333	52,360	53,407
9311	WO Inventory Purchases	400	408	416	424	433
9321	WO Outside Purchases	4,256	4,341	4,428	4,517	4,607
Total Expenditures		96,187	98,112	100,073	102,075	104,117
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(96,187)	(98,112)	(100,073)	(102,075)	(104,117)

Business Unit Summary with Service Areas

Business Unit: 6020 - WW Electronics and Automation



Business Unit Summary with Service Areas

Business Unit: 6040 - WW Hydrant Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit funds the ongoing inspection, maintenance and repair of fire hydrants in Victoria and Esquimalt to deliver fire protection.

Deliverables:

- 1,828 hydrants
- Maintained 1276 hydrants
- Replaced 5 hydrants
- Inspected 6 hydrants (after fire use)

Business Unit Summary with Service Areas

Business Unit: 6040 - WW Hydrant Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	16,090	9,086	18,360	19,000	+ 3.49 %
9121	WO Outside Equipment Ren	0	0	1,020	1,020	0.00 %
9211	WO Regular Time	80,739	47,178	107,800	107,800	0.00 %
9221	WO Overtime	334	0	0	0	
9311	WO Inventory Purchases	3,015	987	17,551	17,551	0.00 %
9321	WO Outside Purchases	1,043	338	27,400	27,400	0.00 %
9411	WO Contracted Services	532	165	2,040	2,040	0.00 %
Total Expenditures		101,752	57,754	174,171	174,811	
Net Total		(101,752)	(57,754)	(174,171)	(174,811)	

Business Unit Summary with Service Areas

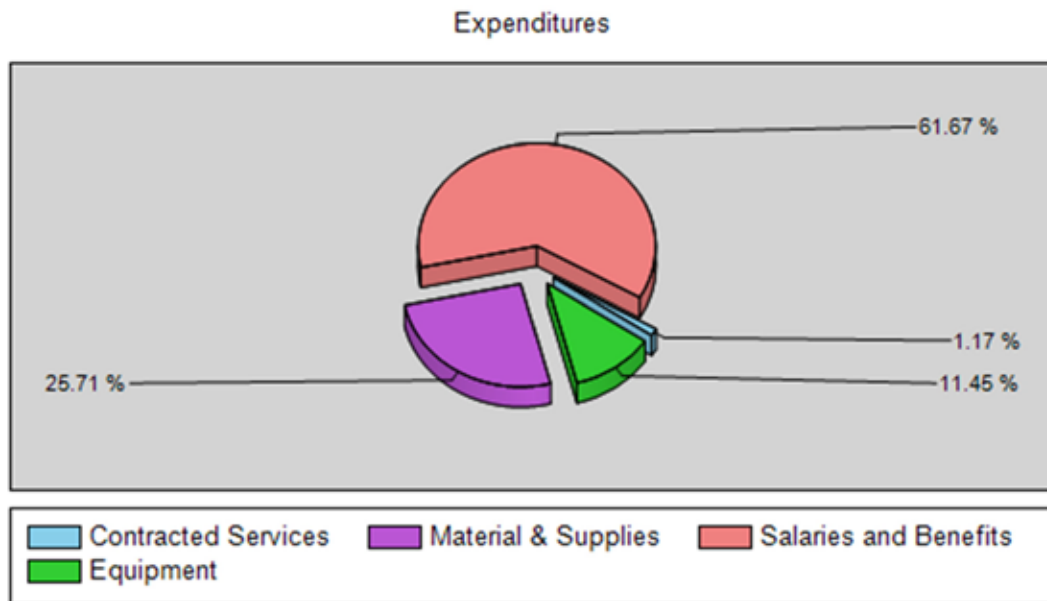
Business Unit: 6040 - WW Hydrant Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	19,000	19,380	19,768	20,163	20,566
9121	WO Outside Equipment Ren	1,020	1,040	1,061	1,082	1,104
9211	WO Regular Time	107,800	109,956	112,155	114,398	116,686
9311	WO Inventory Purchases	17,551	17,902	18,260	18,625	18,998
9321	WO Outside Purchases	27,400	27,948	28,507	29,077	29,659
9411	WO Contracted Services	2,040	2,081	2,122	2,165	2,208
Total Expenditures		174,811	178,307	181,873	185,511	189,221
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(174,811)	(178,307)	(181,873)	(185,511)	(189,221)

Business Unit Summary with Service Areas

Business Unit: 6040 - WW Hydrant Maintenance



Business Unit Summary with Service Areas

Business Unit: 6045 - WW Valve Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

To maintain, inspect and repair water valves within the water distribution system. Valves are normally open and used to isolate portions of the system when dealing with significant leaks and emergency repairs, or during water main flushing.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 6045 - WW Valve Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	18,152	5,635	11,220	12,000	+ 6.95 %
9121	WO Outside Equipment Ren	0	0	1,000	1,000	0.00 %
9211	WO Regular Time	92,912	30,944	81,680	81,680	0.00 %
9221	WO Overtime	7,132	314	0	0	
9311	WO Inventory Purchases	5,361	609	11,624	11,624	0.00 %
9321	WO Outside Purchases	3,313	2,117	39,958	39,958	0.00 %
9411	WO Contracted Services	10,790	1,029	11,530	11,530	0.00 %
Total Expenditures		137,660	40,648	157,012	157,792	
Net Total		(137,660)	(40,648)	(157,012)	(157,792)	

Business Unit Summary with Service Areas

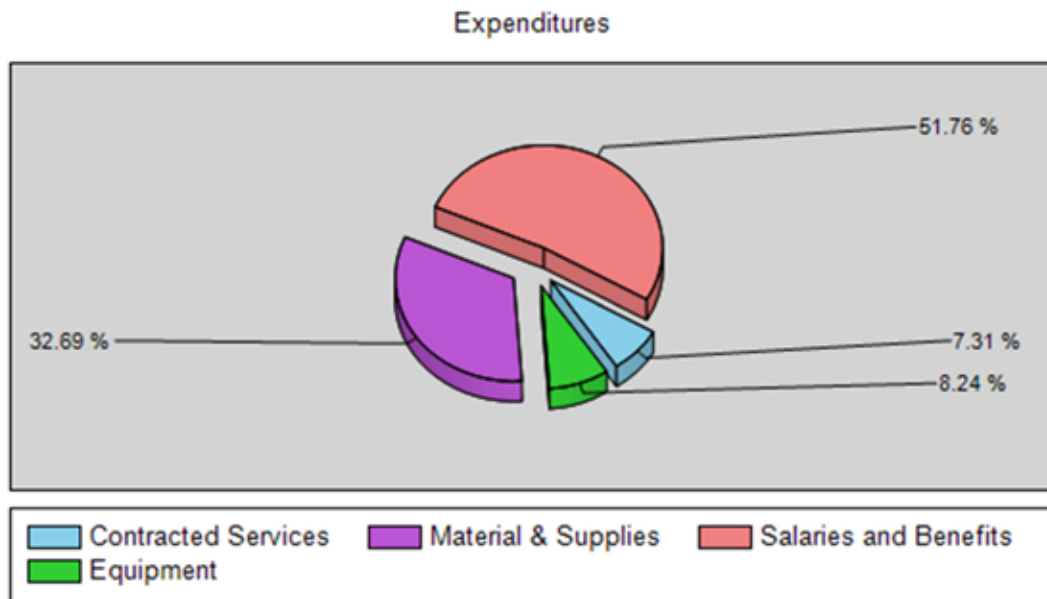
Business Unit: 6045 - WW Valve Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	12,000	12,240	12,485	12,734	12,989
9121	WO Outside Equipment Ren	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	81,680	83,314	84,980	86,679	88,413
9311	WO Inventory Purchases	11,624	11,856	12,094	12,335	12,582
9321	WO Outside Purchases	39,958	40,757	41,572	42,404	43,252
9411	WO Contracted Services	11,530	11,761	11,996	12,236	12,480
Total Expenditures		157,792	160,948	164,167	167,450	170,799
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(157,792)	(160,948)	(164,167)	(167,450)	(170,799)

Business Unit Summary with Service Areas

Business Unit: 6045 - WW Valve Maintenance



Business Unit Summary with Service Areas

Business Unit: 6050 - WW Mains Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

Provide safe drinking water to the public and fire protection through the regular repair and replacement of water mains in Victoria and Esquimalt. This work prevents water loss and subsequent costs.

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

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 6050 - WW Mains Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3448	Inventory and Equipment	1,185	1,473	0	0	
5045	Trf from Utility Reserve ¹	0	0	22,000	0	
Total Revenues		1,185	1,473	22,000	0	
Expenditures						
4236	Land Services	7,700	0	0	0	
9111	WO Inside Equipment Rent ¹	33,839	18,056	20,945	19,000	- 9.29 %
9121	WO Outside Equipment Rent	5,133	0	8,000	8,000	0.00 %
9211	WO Regular Time ¹	160,441	79,447	263,560	244,560	- 7.21 %
9221	WO Overtime	25,046	12,465	4,000	4,000	0.00 %
9311	WO Inventory Purchases	56,043	30,319	42,126	42,126	0.00 %
9321	WO Outside Purchases	35,939	20,237	67,586	67,586	0.00 %
9411	WO Contracted Services	38,518	4,580	18,101	18,101	0.00 %
9421	WO Consulting Services	732	0	0	0	
Total Expenditures		363,392	165,105	424,318	403,373	
Net Total		(362,206)	(163,631)	(402,318)	(403,373)	

1. 2017 Council Motion – Water Leak Detection

Business Unit Summary with Service Areas

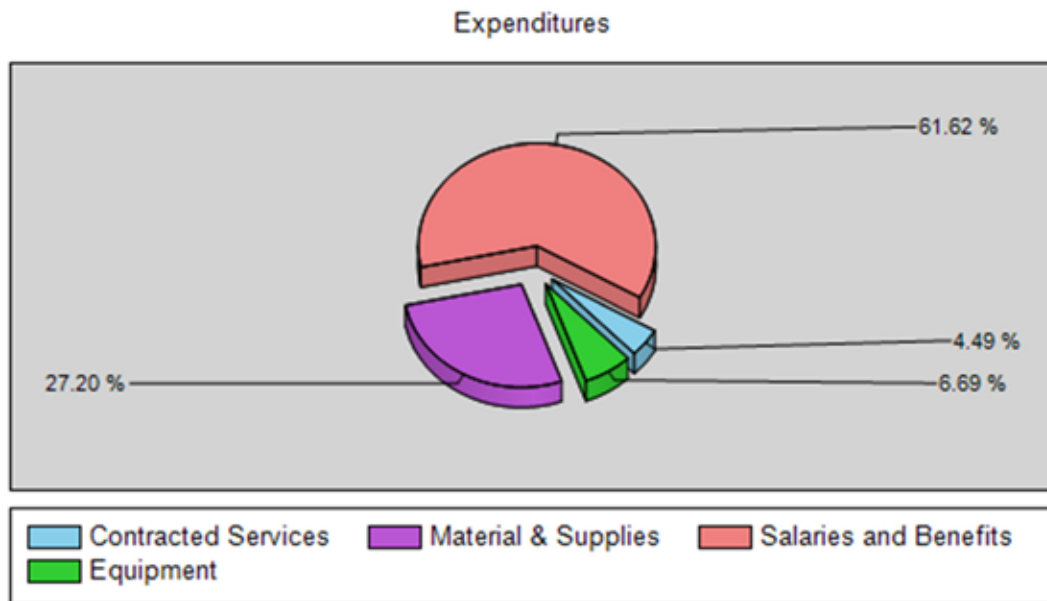
Business Unit: 6050 - WW Mains Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	19,000	19,380	19,768	20,163	20,566
9121	WO Outside Equipment Ren	8,000	8,160	8,323	8,490	8,659
9211	WO Regular Time	244,560	249,451	254,440	259,529	264,720
9221	WO Overtime	4,000	4,080	4,160	4,243	4,328
9311	WO Inventory Purchases	42,126	42,969	43,828	44,704	45,599
9321	WO Outside Purchases	67,586	68,938	70,316	71,723	73,157
9411	WO Contracted Services	18,101	18,463	18,832	19,209	19,593
Total Expenditures		403,373	411,440	419,668	428,061	436,622
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(403,373)	(411,440)	(419,668)	(428,061)	(436,622)

Business Unit Summary with Service Areas

Business Unit: 6050 - WW Mains Maintenance



Business Unit Summary with Service Areas

Business Unit: 6055 - WW Service Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business area routinely responds to water leaks and conducts repairs and replacement of water services to eliminate leaks in Victoria and Esquimalt.

Deliverables:

- 18,596 water services
- 15,806 single family residential
- 2,475 multi-user residential
- 2,512 industrial/commercial
- 92 services repaired
- 370 water service investigations
- 15 disconnects from mainline
- 170 water turn off requests
- 94 temporary water service requests
- 11 ring and cover repairs

Business Unit Summary with Service Areas

Business Unit: 6055 - WW Service Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4236	Land Services	23,800	0	0	0	
9111	WO Inside Equipment Rent	61,534	33,498	80,000	83,000	+ 3.75 %
9121	WO Outside Equipment Ren	7,317	3,166	40,000	40,000	0.00 %
9211	WO Regular Time	425,049	217,191	381,520	381,520	0.00 %
9221	WO Overtime	7,292	4,355	7,000	7,000	0.00 %
9311	WO Inventory Purchases	22,237	13,333	43,305	43,305	0.00 %
9321	WO Outside Purchases	22,888	10,138	38,038	38,038	0.00 %
9411	WO Contracted Services	107,672	23,541	58,870	58,870	0.00 %
Total Expenditures		677,790	305,222	648,733	651,733	
Net Total		(677,790)	(305,222)	(648,733)	(651,733)	

Business Unit Summary with Service Areas

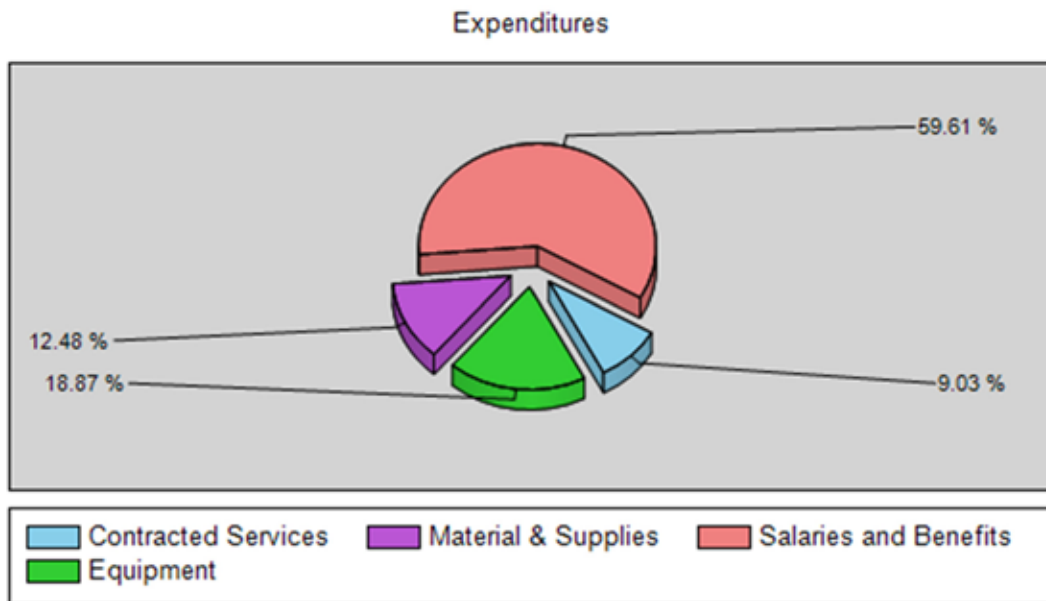
Business Unit: 6055 - WW Service Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	83,000	84,660	86,353	88,080	89,842
9121	WO Outside Equipment Ren	40,000	40,800	41,616	42,448	43,297
9211	WO Regular Time	381,520	389,153	396,936	404,875	412,972
9221	WO Overtime	7,000	7,140	7,280	7,426	7,574
9311	WO Inventory Purchases	43,305	44,171	45,055	45,956	46,875
9321	WO Outside Purchases	38,038	38,799	39,575	40,366	41,174
9411	WO Contracted Services	58,870	60,050	61,248	62,473	63,722
Total Expenditures		651,733	664,773	678,062	691,624	705,456
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(651,733)	(664,773)	(678,062)	(691,624)	(705,456)

Business Unit Summary with Service Areas

Business Unit: 6055 - WW Service Maintenance



Business Unit Summary with Service Areas

Business Unit: 6060 - WW Meter Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

Repair and replace water meters of various sizes to ensure accurate meter readings and accurate billing for customers. This program assists in carrying out a water loss audit to verify billing by CRD for supply of bulk water to the City's system.

The leak detection program helps find and eliminate leaks in the system early, and determine if the leaks are on the private or City side. This reduces water loss.

Deliverables:

- 13,534 single family residential, 2,612 multi-use residential, and 2,457 industrial/commercial
- Total water meters are 18,603
- Replaced 8 large meters 1.5" and above
- Replaced 418 ¾" meters & inspected 1470
- Replace meters that are not registering accurately

Business Unit Summary with Service Areas

Business Unit: 6060 - WW Meter Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5045	Trf from Utility Reserve ¹	0	0	57,000	0	
Total Revenues		0	0	57,000	0	
Expenditures						
9111	WO Inside Equipment Rent ¹	13,056	7,849	38,000	31,000	- 18.42 %
9121	WO Outside Equipment Rent	255	2,703	5,100	5,100	0.00 %
9211	WO Regular Time ¹	116,081	55,261	251,650	202,650	- 19.47 %
9221	WO Overtime	2,956	8,016	3,000	3,000	0.00 %
9311	WO Inventory Purchases	75,782	47,368	144,552	144,552	0.00 %
9321	WO Outside Purchases	6,018	9,866	21,628	21,628	0.00 %
9411	WO Contracted Services	8,152	2,594	30,300	30,300	0.00 %
Total Expenditures		222,301	133,657	494,230	438,230	
Net Total		(222,301)	(133,657)	(437,230)	(438,230)	

1. 2017 Council Motion – Water Meter Testing

Business Unit Summary with Service Areas

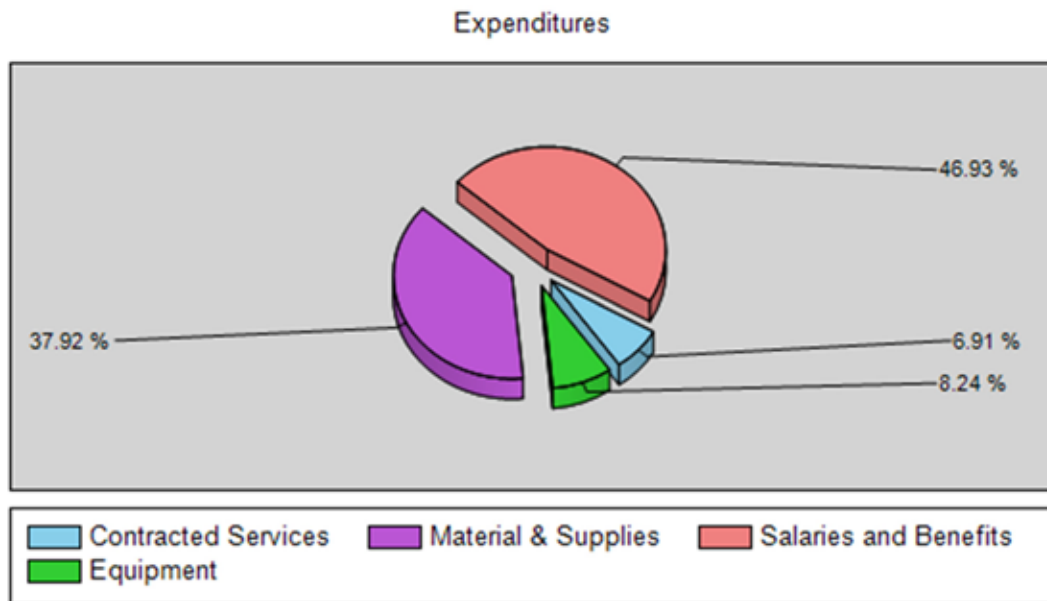
Business Unit: 6060 - WW Meter Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	31,000	31,620	32,252	32,897	33,555
9121	WO Outside Equipment Ren	5,100	5,202	5,306	5,412	5,520
9211	WO Regular Time	202,650	206,703	210,837	215,054	219,355
9221	WO Overtime	3,000	3,060	3,121	3,184	3,247
9311	WO Inventory Purchases	144,552	147,443	150,392	153,400	156,468
9321	WO Outside Purchases	21,628	22,061	22,502	22,952	23,411
9411	WO Contracted Services	30,300	30,906	31,524	32,155	32,798
Total Expenditures		438,230	446,995	455,934	465,053	474,354
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(438,230)	(446,995)	(455,934)	(465,053)	(474,354)

Business Unit Summary with Service Areas

Business Unit: 6060 - WW Meter Maintenance



Business Unit Summary with Service Areas

Business Unit: 6065 - WW PRV Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

Maintenance and operations of Pressure Reducing Valve Stations (PRV) to ensure pressures and flows meet design specifications.

Deliverables:

- 11 PRV stations
- 26 pressure reducing valves servicing the City of Victoria and the Township of Esquimalt

Business Unit Summary with Service Areas

Business Unit: 6065 - WW PRV Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4360	Hydro	5,705	3,267	5,831	5,800	- 0.53 %
9111	WO Inside Equipment Rent	5,283	5,384	4,080	4,200	+ 2.94 %
9211	WO Regular Time	42,201	46,801	52,800	52,800	0.00 %
9221	WO Overtime	158	1,950	0	0	
9311	WO Inventory Purchases	153	695	0	0	
9321	WO Outside Purchases	9,645	2,138	8,666	8,666	0.00 %
9411	WO Contracted Services	0	165	5,000	5,000	0.00 %
Total Expenditures		63,144	60,399	76,377	76,466	
Net Total		(63,144)	(60,399)	(76,377)	(76,466)	

Business Unit Summary with Service Areas

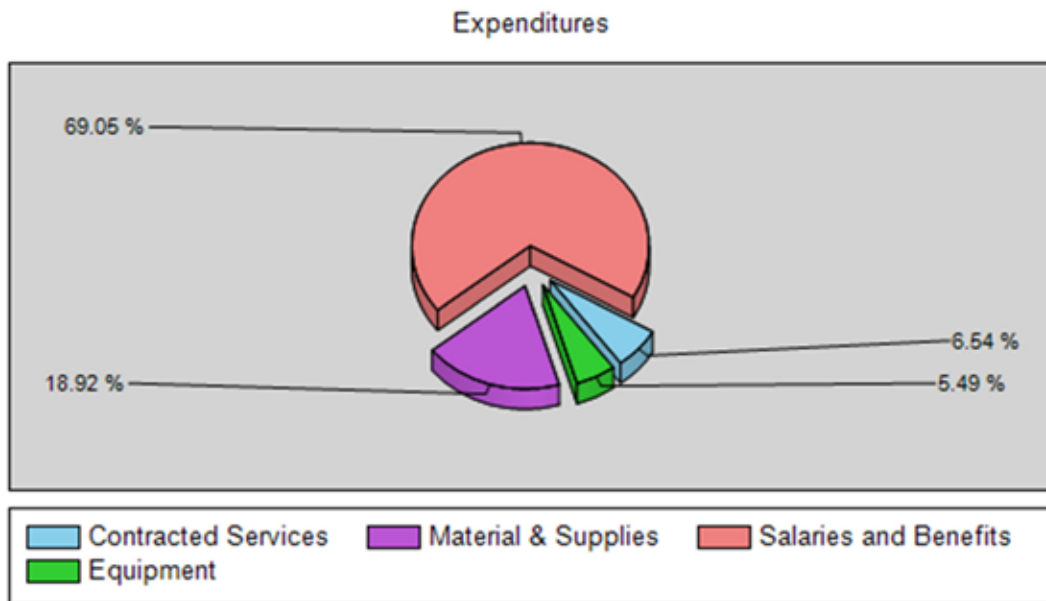
Business Unit: 6065 - WW PRV Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4360	Hydro	5,800	6,003	6,213	6,431	6,656
9111	WO Inside Equipment Rent	4,200	4,282	4,365	4,452	4,541
9211	WO Regular Time	52,800	53,856	54,933	56,032	57,152
9321	WO Outside Purchases	8,666	8,839	9,016	9,196	9,380
9411	WO Contracted Services	5,000	5,100	5,202	5,306	5,412
Total Expenditures		76,466	78,081	79,729	81,417	83,142
% Increase			2.11%	2.11%	2.12%	2.12%
Net Total		(76,466)	(78,081)	(79,729)	(81,417)	(83,142)

Business Unit Summary with Service Areas

Business Unit: 6065 - WW PRV Maintenance



Business Unit Summary with Service Areas

Business Unit: 6070 - WW Emergency

Department: Engineering & PW **Budget Year:** 2018

Overview:

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

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

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 6070 - WW Emergency

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4718	Corporate Overhead	14,917	0	0	0	
9111	WO Inside Equipment Rent	15,152	11,946	500	1,000	+ 100.00 %
9121	WO Outside Equipment Ren	390	1,876	0	0	
9211	WO Regular Time	14,999	28,490	14,710	14,710	0.00 %
9221	WO Overtime	139,071	74,413	60,000	60,000	0.00 %
9311	WO Inventory Purchases	2,944	3,031	0	0	
9321	WO Outside Purchases	4,453	7,295	0	0	
9411	WO Contracted Services	2,051	5,419	0	0	
Total Expenditures		193,977	132,470	75,210	75,710	
Net Total		(193,977)	(132,470)	(75,210)	(75,710)	

Business Unit Summary with Service Areas

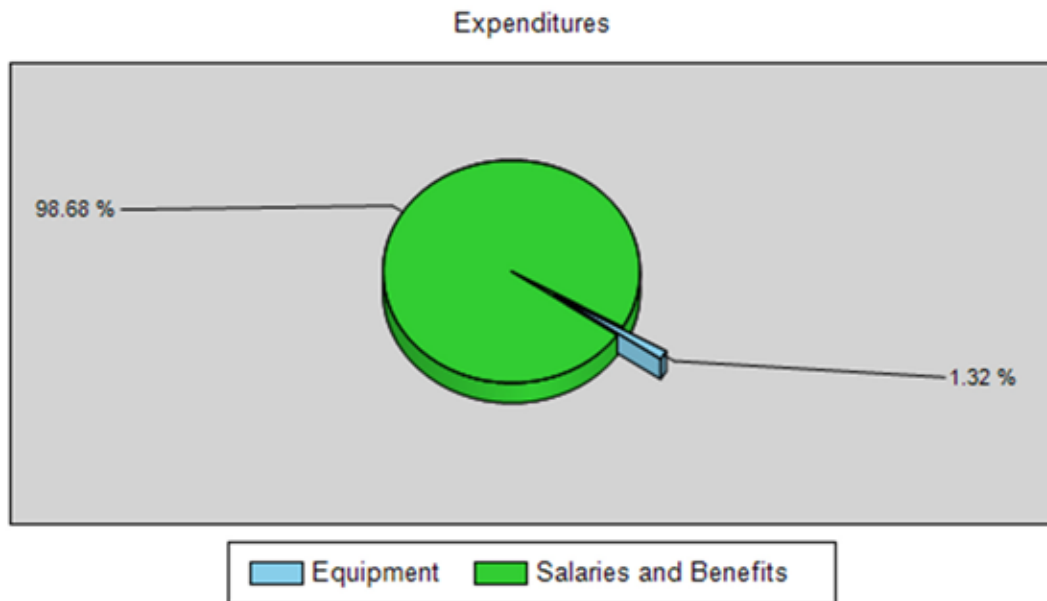
Business Unit: 6070 - WW Emergency

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	14,710	15,004	15,304	15,610	15,923
9221	WO Overtime	60,000	61,200	62,424	63,672	64,946
Total Expenditures		75,710	77,224	78,769	80,344	81,951
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(75,710)	(77,224)	(78,769)	(80,344)	(81,951)

Business Unit Summary with Service Areas

Business Unit: 6070 - WW Emergency

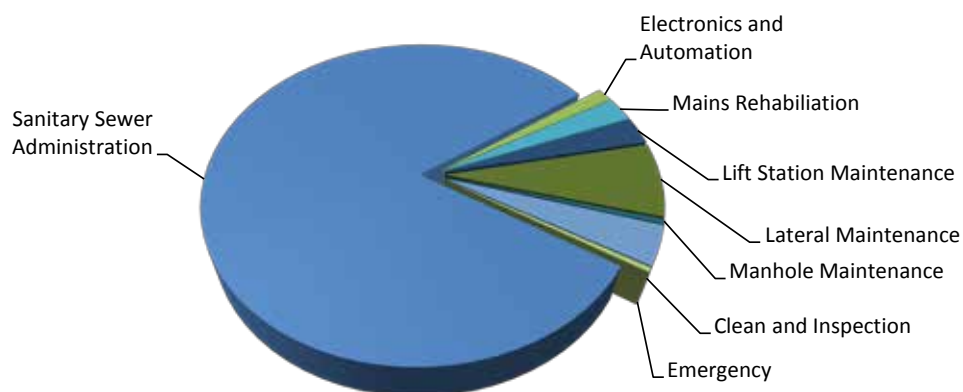


SEWER UTILITY

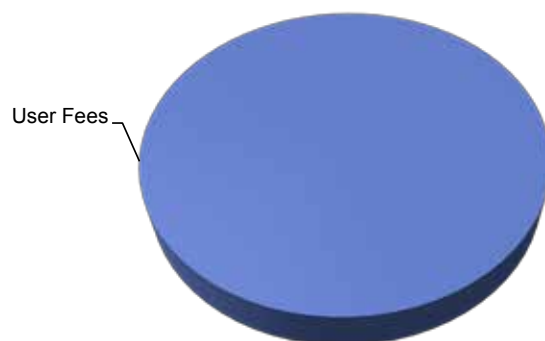
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
User Fees	7,874,200	7,874,200	0	0.00%
Transfer from Utility Reserve	108,000	0	(108,000)	-100.00%
Total	7,982,200	7,874,200	(108,000)	-1.35%
Expenditures				
Sanitary Sewer Administration	6,431,178	6,405,017	(26,161)	-0.41%
Electronics and Automation	108,841	108,141	(700)	-0.64%
Mains Rehabilitation	193,379	193,379	0	0.00%
Lift Station Maintenance	232,827	213,687	(19,140)	-8.22%
Lateral Maintenance	635,889	580,889	(55,000)	-8.65%
Manhole Maintenance	37,526	33,526	(4,000)	-10.66%
Clean and Inspection	309,340	306,340	(3,000)	-0.97%
Emergency	33,220	33,220	0	0.00%
Total	7,982,200	7,874,200	(108,000)	-1.35%
Net	0	0	0	0.00%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Service Area: Sanitary Sewer Administration

Department: Engineering & PW **Budget Year:** 2018

Overview:

This service area provides overall engineering management of the City's sanitary sewer system.

This service area focused on maintaining existing infrastructure and maximizing life span of existing sewer assets to protect public health and the environment.

Proactive monitoring and planning reduces overflows and backups and damage to city infrastructure and private properties. It also aims to reduce stormwater inflow and infiltration to the sanitary sewer system.

Municipalities must meet federal, provincial and municipal regulations and environmental requirements in managing sewage within the community.

Services include:

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic and hydrologic modeling, coordination of condition assessment programs, preparation of conceptual designs, coordination and integration of work with other departments and agencies. Maintenance of sanitary sewer system inventories and databases.

Design and Construction Administration – develop medium and long term capital work plans, prepare detailed design of sanitary sewer projects, prepare tender documents and drawings, prepare construction estimates, construction inspection, monitor project costs, provide contract administration for tendered works. Liaise with and direct the work of consultants and contractors on sanitary sewer projects.

Development Review – provide comments for development projects and building permits as they relate to sanitary sewer. Prepare engineering recommendations and coordinate with other departments to provide sanitary sewer services; review and approve sanitary sewer service applications and engineering designs to ensure conformity to city standards and specifications. Review requirements for sewage flow attenuation. Provide technical advice and interpretation to applicants, contractors and consultants on design submissions and required changes.

Investigation and Monitoring – Conduct investigations for sewer main or lateral backups. Review rain storm events, precipitation data, pump station and flow monitoring data. Investigate and resolve environmental matters such as grease contamination and sewer/storm drain cross-connections. Collect and analyze flow recorder and rain gauge data and install related instruments.

Provide assistance to the public and outside agencies regarding sanitary sewer practices and policies.

Deliverables:

- Annual development of sanitary sewer capital projects
- Detailed design drawings, tender documents, and rehabilitation strategies
- Development applications requiring sanitary sewer connections review and processing
- Review of sewage attenuation proposals
- Review of projects as part of the planning process
- Inspection and condition assessment of the sanitary sewer system
- Investigation of cross-connection
- Customer service requests processing

Business Unit Summary with Service Areas

Service Area: Sanitary Sewer Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3232	Administration	76,484	0	0	0	
3906	Fines and Fees	4,550	2,250	6,700	6,700	0.00 %
3910	Consumption	6,738,203	3,853,361	7,075,000	7,075,000	0.00 %
3912	Frontage	790,517	788,835	789,000	789,000	0.00 %
3916	Test and Clear	0	0	3,500	3,500	0.00 %
Total Revenues		7,609,754	4,644,445	7,874,200	7,874,200	
Expenditures						
4010	Salaries - Exempt	217,888	120,518	273,847	273,847	0.00 %
4014	Salaries - Outside	75,454	43,239	75,109	75,109	0.00 %
4016	Salaries - Inside	258,913	126,265	288,745	288,745	0.00 %
4070	Overtime	0	0	3,880	3,958	+ 2.01 %
4080	Auxiliaries/RPT/Seasonal	15,454	16,954	15,934	15,934	0.00 %
4102	Benefits	133,635	74,891	154,921	154,921	0.00 %
4112	Mileage/Parking	1,451	807	2,190	2,234	+ 2.01 %
4116	Conferences/Travel	3,041	3,425	8,050	8,096	+ 0.57 %
4118	Membership Fees	99	524	1,500	1,530	+ 2.00 %
4120	Training and Development	40,646	16,490	48,775	48,851	+ 0.16 %
4154	Recovery - WCB	(1,936)	0	0	0	
4216	Contracted Services	4,150	7,229	36,149	36,149	0.00 %
4312	Office Supplies	3,432	904	2,700	2,740	+ 1.48 %
4314	Postage	0	0	2,050	2,091	+ 2.00 %
4364	Telecommunications	3,629	3,130	6,000	6,070	+ 1.17 %
4412	Equipment Rentals	17,975	6,439	17,800	18,156	+ 2.00 %
4418	Equipment	211	235	3,570	3,641	+ 1.99 %
4512	Insurance	100,000	58,333	100,000	102,000	+ 2.00 %
4718	Corporate Overhead	717,779	426,897	756,924	772,062	+ 2.00 %
4808	Contingencies	0	0	21,152	55,260	+ 161.25 %
4809	Consumption Contingency	0	0	200,000	200,000	0.00 %
4816	Lease/Rental	85,000	49,646	85,000	86,700	+ 2.00 %
6032	Transfer to Capital	2,470,999	0	2,437,000	3,437,000	+ 41.03 %
6053	Trf to Utility Reserve	1,825,623	0	1,875,706	771,564	- 58.87 %
9111	WO Inside Equipment Rent	7,492	3,665	7,900	8,058	+ 2.00 %
9211	WO Regular Time	99,505	57,518	5,000	29,000	+ 480.00 %
9221	WO Overtime	989	0	0	0	
9321	WO Outside Purchases	250	0	1,275	1,301	+ 2.04 %
9411	WO Contracted Services	0	175	0	0	
Total Expenditures		6,081,679	1,017,284	6,431,177	6,405,017	
Net Total		1,528,075	3,627,162	1,443,023	1,469,183	

Business Unit Summary with Service Areas

Service Area: Sanitary Sewer Administration

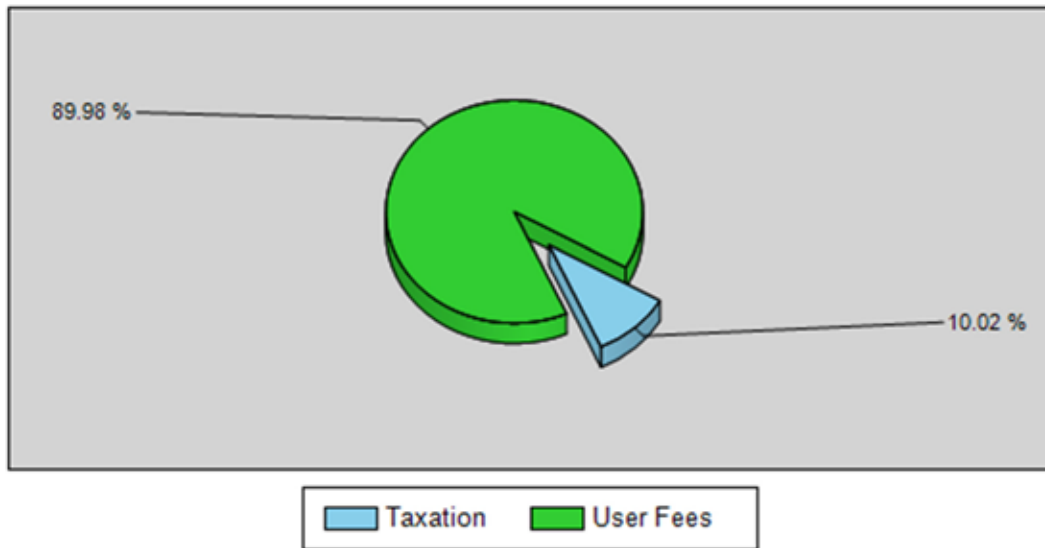
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3906	Fines and Fees	6,700	6,700	6,700	6,700	6,700
3910	Consumption	7,075,000	7,075,000	7,123,866	7,372,645	7,832,834
3912	Frontage	789,000	789,000	789,000	789,000	789,000
3916	Test and Clear	3,500	3,500	3,500	3,500	3,500
Total Revenues		7,874,200	7,874,200	7,923,066	8,171,845	8,632,034
% Increase			0.00%	0.62%	3.14%	5.63%
Expenditures						
4010	Salaries - Exempt	273,847	279,324	284,910	290,609	296,421
4014	Salaries - Outside	75,109	76,611	78,143	79,706	81,300
4016	Salaries - Inside	288,745	294,520	300,411	306,419	312,547
4070	Overtime	3,958	4,037	4,118	4,200	4,284
4080	Auxiliaries/RPT/Seasonal	15,934	16,253	16,578	16,910	17,248
4102	Benefits	154,921	158,020	161,180	164,404	167,692
4112	Mileage/Parking	2,234	2,279	2,324	2,371	2,418
4116	Conferences/Travel	8,096	8,258	8,423	8,592	8,763
4118	Membership Fees	1,530	1,561	1,592	1,624	1,656
4120	Training and Development	48,851	49,828	50,825	51,841	52,878
4216	Contracted Services	36,149	36,872	37,609	38,362	39,129
4312	Office Supplies	2,740	2,795	2,851	2,908	2,966
4314	Postage	2,091	2,133	2,175	2,219	2,263
4364	Telecommunications	6,070	6,191	6,315	6,442	6,570
4412	Equipment Rentals	18,156	18,519	18,890	19,267	19,653
4418	Equipment	3,641	3,714	3,788	3,864	3,941
4512	Insurance	102,000	104,040	106,121	108,243	110,408
4718	Corporate Overhead	772,062	787,503	803,253	819,318	835,705
4808	Contingencies	55,260	56,365	57,493	58,642	59,815
4809	Consumption Contingency	200,000	200,000	200,000	200,000	200,000
4816	Lease/Rental	86,700	86,700	86,700	86,700	86,700
6032	Transfer to Capital	3,437,000	3,601,000	3,772,000	3,951,000	4,340,000
6053	Trf to Utility Reserve	771,564	539,527	347,980	346,940	345,878
9111	WO Inside Equipment Rent	8,058	8,219	8,384	8,551	8,722
9211	WO Regular Time	29,000	29,580	30,172	30,775	31,391
9321	WO Outside Purchases	1,301	1,327	1,354	1,381	1,408
Total Expenditures		6,405,017	6,375,176	6,393,588	6,611,286	7,039,757
% Increase			(0.47%)	0.29%	3.40%	6.48%
Net Total		1,469,183	1,499,024	1,529,478	1,560,559	1,592,277

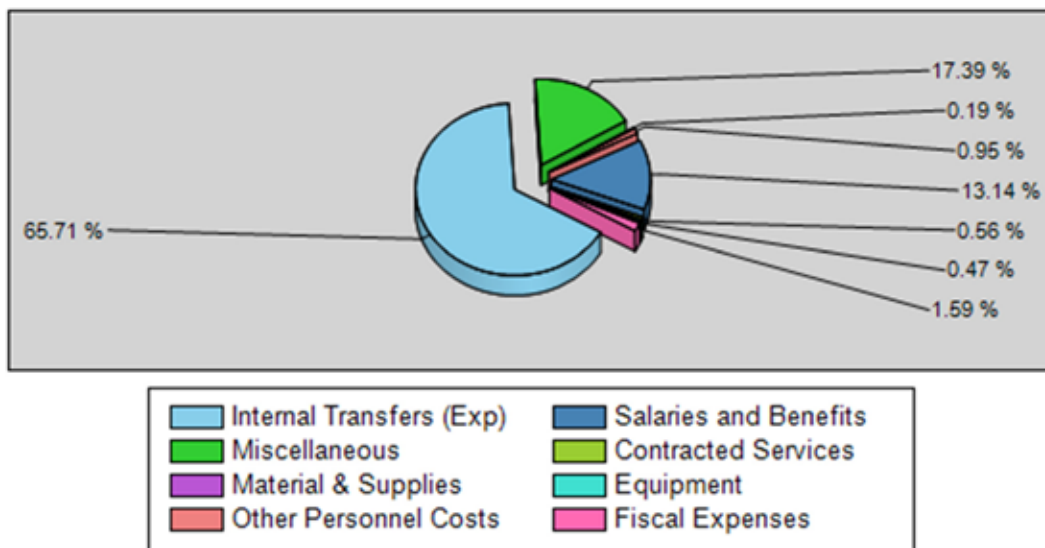
Business Unit Summary with Service Areas

Service Area: Sanitary Sewer Administration

Revenues



Expenses



Business Unit Summary with Service Areas

Business Unit: 7020 - SS Electronics and Automation

Department: Engineering & PW **Budget Year:** 2018

Overview:

To ensure continuous and effective operations of sanitary sewer pump stations and recording of historical data for maintenance, operations and engineering purposes. It provides for “real time viewing” of station operations for maintenance staff.

Also provides the maintenance, installation, operations, and emergency alarm. Collects real-time data and electronic monitoring systems for the Storm Drain pump stations. This is commonly known as the SCADA system (Supervisory Control and Data Acquisition).

Deliverables:

- 11 sanitary sewer pump stations
- Pump station operations as per design specifications
- Alarms notification of abnormal operations
- Historical database
- Interface on internal network for staff to view and download data for analysis

Business Unit Summary with Service Areas

Business Unit: 7020 - SS Electronics and Automation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4012	Salaries - Electricians	31,201	16,657	28,788	28,788	0.00 %
4102	Benefits	6,068	3,785	7,053	7,053	0.00 %
4216	Contracted Services	4,125	3,000	5,000	4,500	- 10.00 %
4412	Equipment Rentals	4,200	2,393	4,700	4,500	- 4.26 %
9111	WO Inside Equipment Rent	137	123	0	0	
9211	WO Regular Time	40,585	35,919	53,300	53,300	0.00 %
9221	WO Overtime	510	2,425	0	0	
9311	WO Inventory Purchases	756	297	0	0	
9321	WO Outside Purchases	11,296	1,801	10,000	10,000	0.00 %
9411	WO Contracted Services	0	1,665	0	0	
Total Expenditures		98,879	68,065	108,841	108,141	
Net Total		(98,879)	(68,065)	(108,841)	(108,141)	

Business Unit Summary with Service Areas

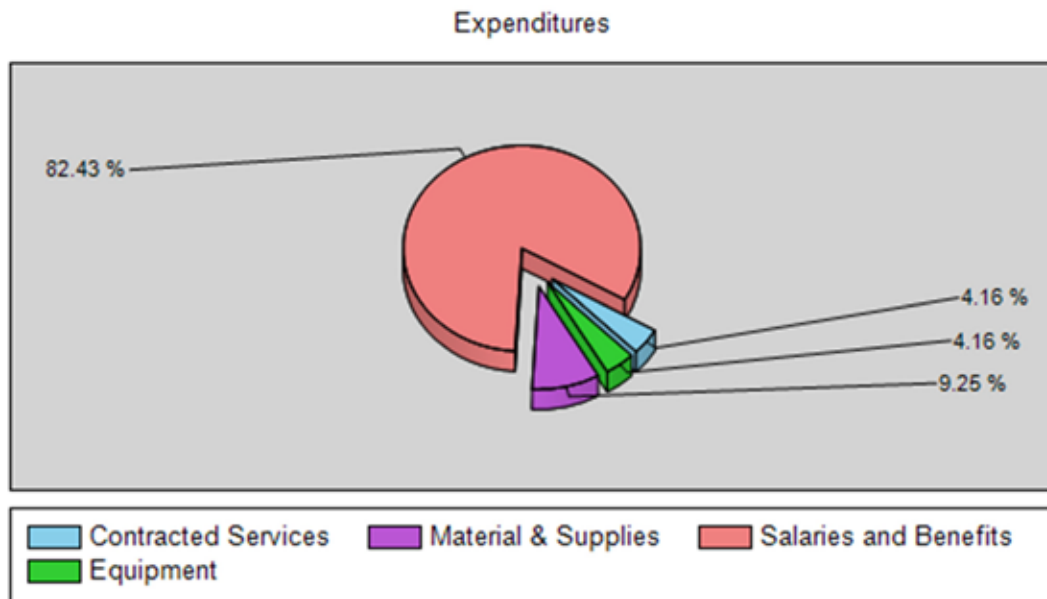
Business Unit: 7020 - SS Electronics and Automation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4012	Salaries - Electricians	28,788	29,364	29,951	30,550	31,161
4102	Benefits	7,053	7,194	7,338	7,485	7,634
4216	Contracted Services	4,500	4,590	4,682	4,775	4,871
4412	Equipment Rentals	4,500	4,590	4,682	4,775	4,871
9211	WO Regular Time	53,300	54,366	55,453	56,562	57,694
9321	WO Outside Purchases	10,000	10,200	10,404	10,612	10,824
Total Expenditures		108,141	110,304	112,510	114,760	117,055
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(108,141)	(110,304)	(112,510)	(114,760)	(117,055)

Business Unit Summary with Service Areas

Business Unit: 7020 - SS Electronics and Automation



Business Unit Summary with Service Areas

Business Unit: 7025 - SS Mains Rehabilitation

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit funds rehabilitation of existing sanitary sewer mains. Rehabilitation of existing system extends the life of the asset and maintains sewer collection and conveyance while mitigating risk of failure or backups.

Deliverables:

- Reduction in the number of disruptions/blockages to the sewer system that may affect property owners
- 236 km SS mains
- 16 SS main repairs per 100 kms
- 25 SS mains unplugged per 100 kms
- 8 km CCTV by contractor
- 1.5 km of lining
- 1.5 km of future lining preparation
- 10 sanitary sewer investigations

Business Unit Summary with Service Areas

Business Unit: 7025 - SS Mains Rehabilitation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9111	WO Inside Equipment Rent	6,403	4,984	35,540	35,540	0.00 %
9121	WO Outside Equipment Ren	16,132	8,858	7,620	7,620	0.00 %
9211	WO Regular Time	66,570	49,884	63,525	63,525	0.00 %
9221	WO Overtime	396	243	1,000	1,000	0.00 %
9311	WO Inventory Purchases	54,530	30,078	25,816	25,816	0.00 %
9321	WO Outside Purchases	27,467	26,267	38,968	38,968	0.00 %
9411	WO Contracted Services	10,359	7,390	20,910	20,910	0.00 %
9421	WO Consulting Services	1,508	0	0	0	
Total Expenditures		183,365	127,704	193,379	193,379	
Net Total		(183,365)	(127,704)	(193,379)	(193,379)	

Business Unit Summary with Service Areas

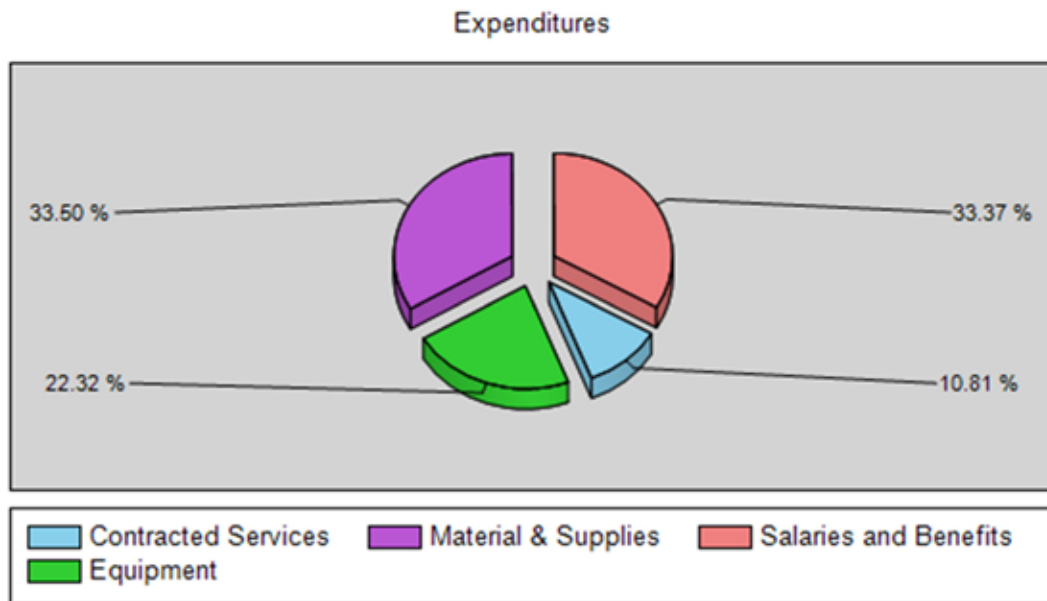
Business Unit: 7025 - SS Mains Rehabilitation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	35,540	36,251	36,976	37,715	38,470
9121	WO Outside Equipment Ren	7,620	7,772	7,928	8,086	8,248
9211	WO Regular Time	63,525	64,796	66,091	67,413	68,762
9221	WO Overtime	1,000	1,020	1,040	1,061	1,082
9311	WO Inventory Purchases	25,816	26,332	26,859	27,396	27,944
9321	WO Outside Purchases	38,968	39,747	40,542	41,353	42,180
9411	WO Contracted Services	20,910	21,328	21,755	22,190	22,634
Total Expenditures		193,379	197,247	201,192	205,215	209,320
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(193,379)	(197,247)	(201,192)	(205,215)	(209,320)

Business Unit Summary with Service Areas

Business Unit: 7025 - SS Mains Rehabilitation



Business Unit Summary with Service Areas

Business Unit: 7040 - SS Lift Station Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit funds maintenance, repair and operation of the sanitary sewer pump stations to ensure the collection of wastewater is conveyed efficiently to larger diameter sewer mains.

This minimizes or eliminates overflows to the environment.

Deliverables:

- 11 sanitary sewer pump stations
- Wastewater collection service area of 21.5 sq. km

Business Unit Summary with Service Areas

Business Unit: 7040 - SS Lift Station Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4318	Lumber and Tools	0	0	1,875	1,875	0.00 %
9111	WO Inside Equipment Rent	34,205	21,366	23,000	23,000	0.00 %
9121	WO Outside Equipment Ren	258	204	0	0	
9211	WO Regular Time	111,570	59,288	140,940	120,940	- 14.19 %
9221	WO Overtime	6,175	4,886	0	0	
9311	WO Inventory Purchases	542	72	3,446	3,446	0.00 %
9321	WO Outside Purchases	22,275	16,239	25,626	25,626	0.00 %
9360	WO Utility-BC Hydro	28,409	14,999	29,640	30,500	+ 2.90 %
9411	WO Contracted Services	11,689	3,239	8,300	8,300	0.00 %
Total Expenditures		215,122	120,292	232,827	213,687	
Net Total		(215,122)	(120,292)	(232,827)	(213,687)	

Business Unit Summary with Service Areas

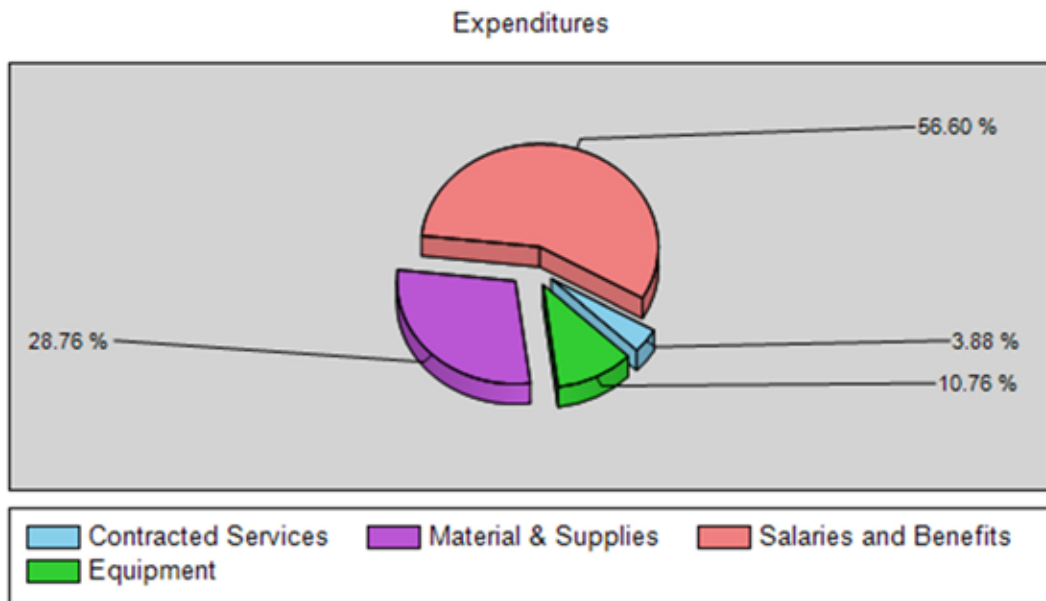
Business Unit: 7040 - SS Lift Station Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4318	Lumber and Tools	1,875	1,913	1,951	1,990	2,030
9111	WO Inside Equipment Rent	23,000	23,460	23,929	24,408	24,896
9211	WO Regular Time	120,940	123,359	125,826	128,342	130,909
9311	WO Inventory Purchases	3,446	3,515	3,585	3,657	3,730
9321	WO Outside Purchases	25,626	26,139	26,661	27,195	27,738
9360	WO Utility-BC Hydro	30,500	31,568	32,672	33,816	34,999
9411	WO Contracted Services	8,300	8,466	8,635	8,808	8,984
Total Expenditures		213,687	218,418	223,260	228,215	233,287
% Increase			2.21%	2.22%	2.22%	2.22%
Net Total		(213,687)	(218,418)	(223,260)	(228,215)	(233,287)

Business Unit Summary with Service Areas

Business Unit: 7040 - SS Lift Station Maintenance



Business Unit Summary with Service Areas

Business Unit: 7045 - SS Lateral Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

Maintain and repair sanitary sewer service laterals to reduce the number of backups caused by blockages in City pipes. Reduced backups results in reduced claims against the City.

Deliverables:

- Ensure private property wastewater is conveyed efficiently from property line
- 14,300 SS laterals
- 91 blockages
- 204 SS laterals are on monthly service schedule
- 13 SS laterals replaced
- 29 SS laterals repaired
- 56 SS cleanouts installed
- 91 SS laterals unplugged
- 6 km lamping
- 560 laterals lamped

Business Unit Summary with Service Areas

Business Unit: 7045 - SS Lateral Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5045	Trf from Utility Reserve ¹	0	0	55,000	0	
Total Revenues		0	0	55,000	0	
Expenditures						
4236	Land Services	19,700	0	0	0	
4318	Lumber and Tools	0	0	7,195	7,195	0.00 %
9111	WO Inside Equipment Rent	64,325	34,488	63,240	63,240	0.00 %
9121	WO Outside Equipment Ren	75,755	28,153	43,474	43,474	0.00 %
9211	WO Regular Time ¹	359,504	178,642	364,300	336,300	- 7.69 %
9221	WO Overtime	12,467	3,460	15,700	15,700	0.00 %
9311	WO Inventory Purchases	26,309	16,021	24,660	24,660	0.00 %
9321	WO Outside Purchases	39,246	20,725	58,070	58,070	0.00 %
9411	WO Contracted Services ¹	66,348	28,355	59,250	32,250	- 45.57 %
Total Expenditures		663,654	309,843	635,889	580,889	
Net Total		(663,654)	(309,843)	(580,889)	(580,889)	

1. 2017 Council Motion – Sewer Lateral Repair

Business Unit Summary with Service Areas

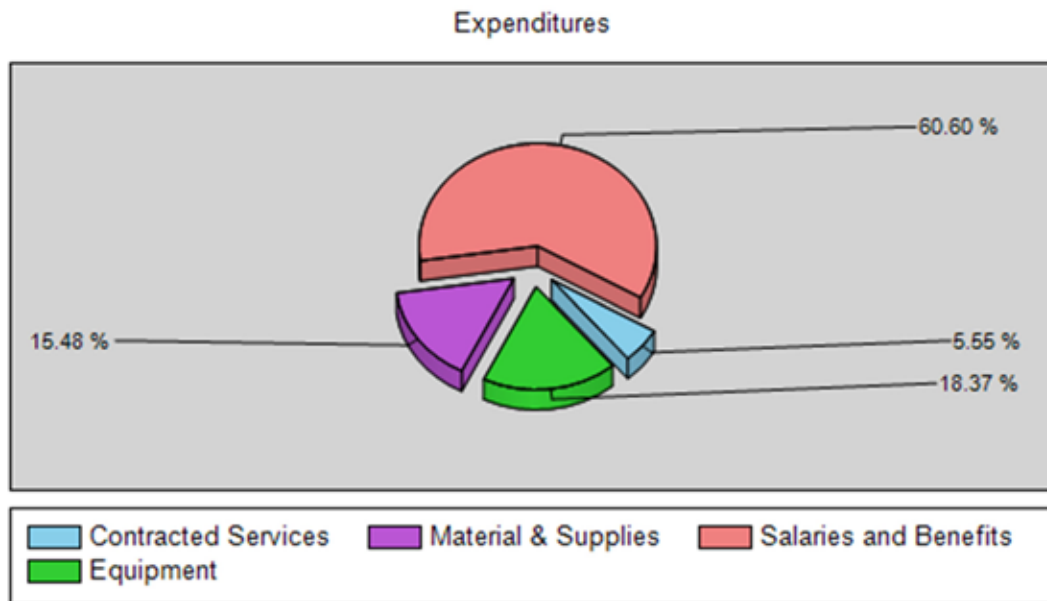
Business Unit: 7045 - SS Lateral Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4318	Lumber and Tools	7,195	7,339	7,486	7,635	7,788
9111	WO Inside Equipment Rent	63,240	64,505	65,795	67,111	68,453
9121	WO Outside Equipment Ren	43,474	44,343	45,230	46,135	47,058
9211	WO Regular Time	336,300	343,028	349,888	356,886	364,024
9221	WO Overtime	15,700	16,014	16,334	16,661	16,994
9311	WO Inventory Purchases	24,660	25,153	25,656	26,169	26,693
9321	WO Outside Purchases	58,070	59,231	60,416	61,624	62,857
9411	WO Contracted Services	32,250	32,895	33,553	34,224	34,908
Total Expenditures		580,889	592,508	604,358	616,446	628,775
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(580,889)	(592,508)	(604,358)	(616,446)	(628,775)

Business Unit Summary with Service Areas

Business Unit: 7045 - SS Lateral Maintenance



Business Unit Summary with Service Areas

Business Unit: 7050 - SS Manhole Maintenance

Department: Engineering & PW **Budget Year:** 2018

Overview:

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

Deliverables:

- Reduction in the inflow and infiltration
- Reduction in the number of complaints for noisy manhole lids
- 2,747 SS manholes
- 5 new SS manholes installed
- 11 new SS manhole castings installed
- 5 SS manholes repaired

Business Unit Summary with Service Areas

Business Unit: 7050 - SS Manhole Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4236	Land Services	5,400	0	0	0	
4318	Lumber and Tools	0	0	600	600	0.00 %
9111	WO Inside Equipment Rent	905	1,468	2,285	2,285	0.00 %
9121	WO Outside Equipment Ren	0	0	2,430	2,430	0.00 %
9211	WO Regular Time	4,574	7,421	20,033	16,033	- 19.97 %
9311	WO Inventory Purchases	539	200	8,561	8,561	0.00 %
9321	WO Outside Purchases	9	1,319	2,117	2,117	0.00 %
9411	WO Contracted Services	307	89	1,500	1,500	0.00 %
Total Expenditures		11,734	10,497	37,526	33,526	
Net Total		(11,734)	(10,497)	(37,526)	(33,526)	

Business Unit Summary with Service Areas

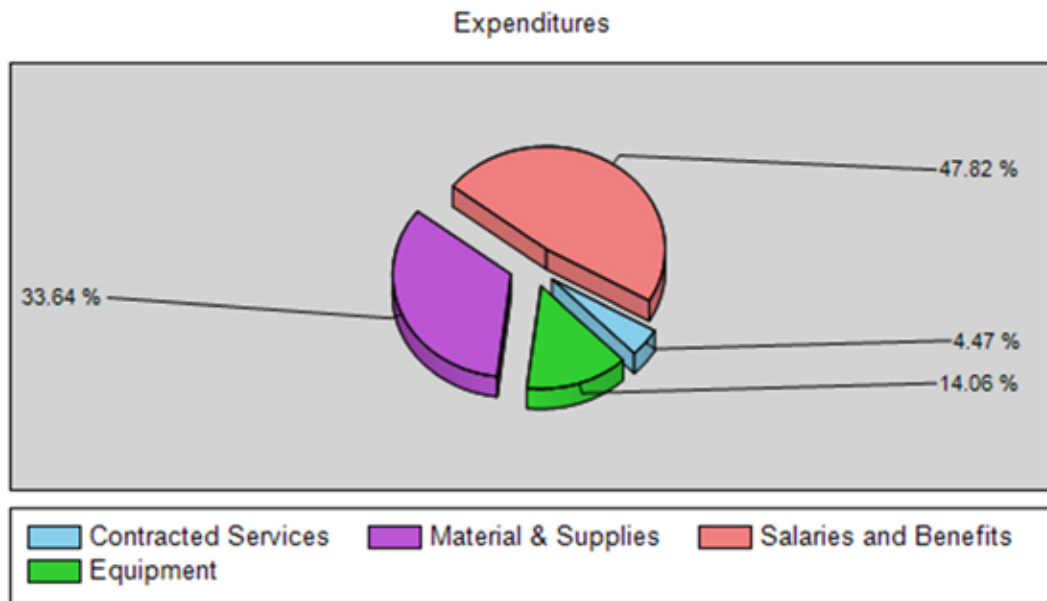
Business Unit: 7050 - SS Manhole Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4318	Lumber and Tools	600	612	624	637	649
9111	WO Inside Equipment Rent	2,285	2,331	2,377	2,425	2,473
9121	WO Outside Equipment Ren	2,430	2,479	2,528	2,579	2,630
9211	WO Regular Time	16,033	16,354	16,681	17,014	17,355
9311	WO Inventory Purchases	8,561	8,732	8,907	9,085	9,267
9321	WO Outside Purchases	2,117	2,159	2,203	2,247	2,292
9411	WO Contracted Services	1,500	1,530	1,561	1,592	1,624
Total Expenditures		33,526	34,197	34,880	35,578	36,290
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(33,526)	(34,197)	(34,880)	(35,578)	(36,290)

Business Unit Summary with Service Areas

Business Unit: 7050 - SS Manhole Maintenance



Business Unit Summary with Service Areas

Business Unit: 7055 - SS Clean and Inspection

Department: Engineering & PW **Budget Year:** 2018

Overview:

To clean, inspect and assess the condition (using CCTV) of sanitary sewer mainlines. Ensures wastewater collection system is operating efficiently

A proactive maintenance program aims to reduce blockages and backups and subsequently reduce the number of claims against the City. Additionally, this maintenance program minimizes or eliminates overflows.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 7055 - SS Clean and Inspection

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5045	Trf from Utility Reserve ¹	0	0	53,000	0	
Total Revenues		0	0	53,000	0	
Expenditures						
4318	Lumber and Tools	0	0	1,670	1,670	0.00 %
9111	WO Inside Equipment Rent ¹	104,363	37,757	94,000	95,000	+ 1.06 %
9211	WO Regular Time ¹	188,895	80,375	172,670	173,670	+ 0.58 %
9221	WO Overtime	1,162	1,702	0	0	
9311	WO Inventory Purchases	40	0	0	0	
9321	WO Outside Purchases ¹	5,698	36,622	31,000	1,000	- 96.77 %
9411	WO Contracted Services	21,302	7,125	10,000	35,000	+ 250.00 %
Total Expenditures		321,460	163,580	309,340	306,340	
Net Total		(321,460)	(163,580)	(256,340)	(306,340)	

1. 2017 Council Motion – Sewer Line Rapid Assessment Program

Business Unit Summary with Service Areas

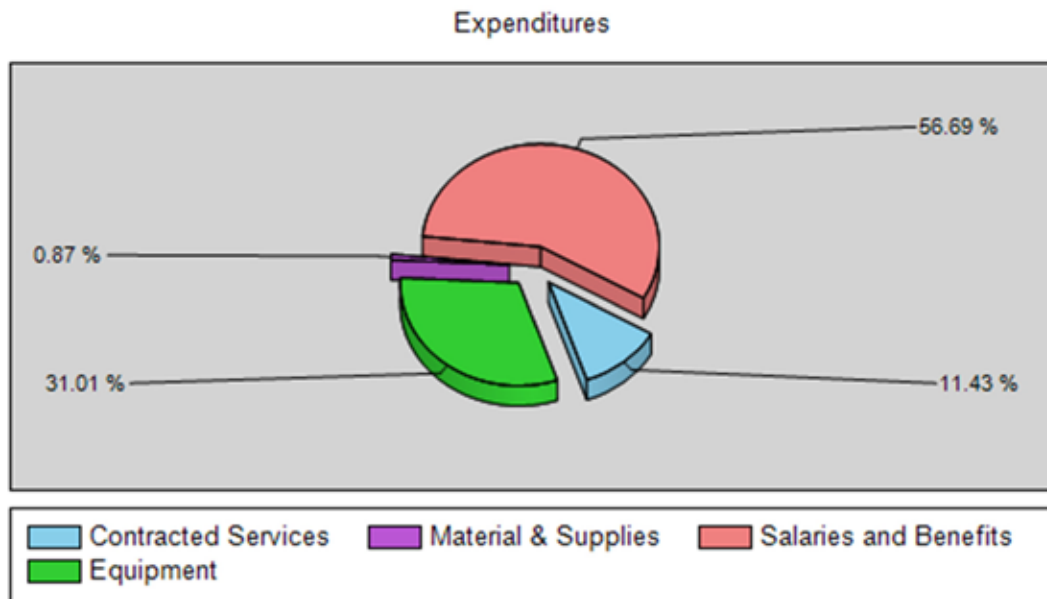
Business Unit: 7055 - SS Clean and Inspection

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4318	Lumber and Tools	1,670	1,703	1,737	1,772	1,808
9111	WO Inside Equipment Rent	95,000	96,900	98,838	100,815	102,831
9211	WO Regular Time	173,670	177,143	180,686	184,300	187,986
9321	WO Outside Purchases	1,000	1,020	1,040	1,061	1,082
9411	WO Contracted Services	35,000	35,700	36,414	37,142	37,885
Total Expenditures		306,340	312,467	318,716	325,090	331,592
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(306,340)	(312,467)	(318,716)	(325,090)	(331,592)

Business Unit Summary with Service Areas

Business Unit: 7055 - SS Clean and Inspection



Business Unit Summary with Service Areas

Business Unit: 7060 - SS Emergency

Department: Engineering & PW **Budget Year:** 2018

Overview:

This business unit funds a trained standby person to deal with after-hours emergencies related to the wastewater collection system. This ensures an immediate response to sewer incidents outside of normal working hours

Qualified staff on-hand mitigates impacts to customers and claims to the City.

Deliverables:

- Respond to emergencies within 30 minutes
- 182 wastewater related emergency call outs

Business Unit Summary with Service Areas

Business Unit: 7060 - SS Emergency

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4718	Corporate Overhead	6,847	0	0	0	
9111	WO Inside Equipment Rent	4,431	1,302	3,000	3,000	0.00 %
9211	WO Regular Time	1,384	894	23,220	23,220	0.00 %
9221	WO Overtime	19,447	7,149	5,000	5,000	0.00 %
9321	WO Outside Purchases	540	193	1,000	1,000	0.00 %
9411	WO Contracted Services	1,213	0	1,000	1,000	0.00 %
Total Expenditures		33,862	9,537	33,220	33,220	
Net Total		(33,862)	(9,537)	(33,220)	(33,220)	

Business Unit Summary with Service Areas

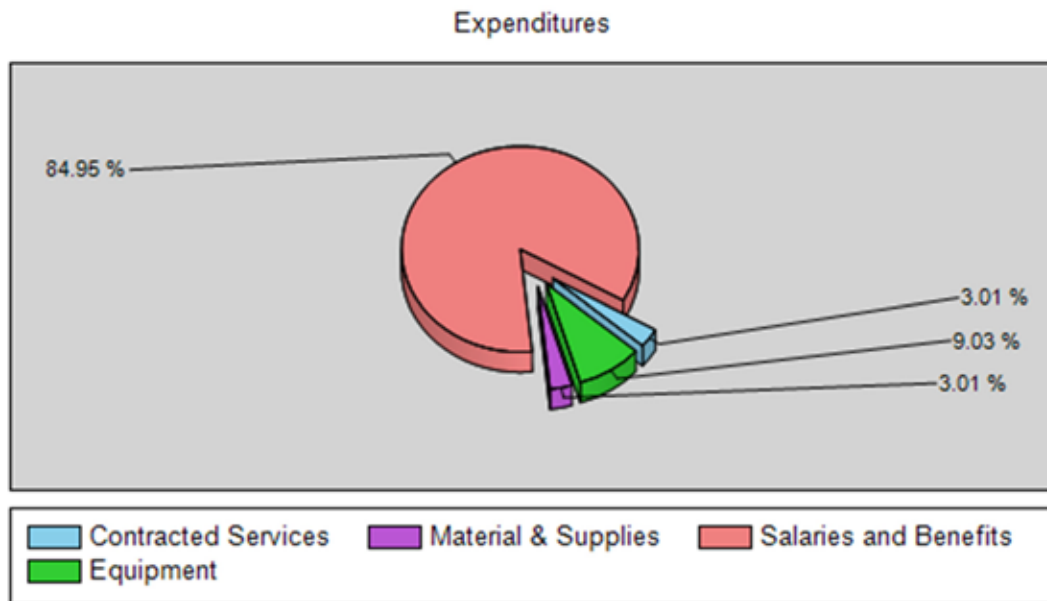
Business Unit: 7060 - SS Emergency

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	3,000	3,060	3,121	3,184	3,247
9211	WO Regular Time	23,220	23,684	24,158	24,641	25,134
9221	WO Overtime	5,000	5,100	5,202	5,306	5,412
9321	WO Outside Purchases	1,000	1,020	1,040	1,061	1,082
9411	WO Contracted Services	1,000	1,020	1,040	1,061	1,082
Total Expenditures		33,220	33,884	34,562	35,253	35,958
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(33,220)	(33,884)	(34,562)	(35,253)	(35,958)

Business Unit Summary with Service Areas

Business Unit: 7060 - SS Emergency



Business Unit Summary with Service Areas

Service Area: Third Party Billing

Department: Engineering & PW

Budget Year: 2018

Overview:

Third Party Billing includes work for outside agencies and properties owners, and damage deposits associated with building permit frontage work and services. The City recovers the costs of these services through invoicing.

Deliverables:

- To provide timely and accurate billing for cost recovery

Business Unit Summary with Service Areas

Service Area: Third Party Billing

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3231	Work Order Y/E Adj	(615,117)	0	0	0	
3232	Administration	194,750	53,488	0	0	
9011	Work Order Revenue	1,343,331	321,345	478,400	478,400	0.00 %
9021	Administration Recovery	0	0	42,500	42,500	0.00 %
9031	Lumber and Tools Recover	0	0	7,500	7,500	0.00 %
Total Revenues		922,964	374,833	528,400	528,400	
Expenditures						
9111	WO Inside Equipment Rent	95,421	70,896	106,250	106,250	0.00 %
9121	WO Outside Equipment Ren	14,386	10,162	0	0	
9211	WO Regular Time	462,661	312,685	173,400	173,400	0.00 %
9221	WO Overtime	11,806	6,866	0	0	
9311	WO Inventory Purchases	24,914	2,781	148,750	148,750	0.00 %
9321	WO Outside Purchases	138,858	110,739	0	0	
9411	WO Contracted Services	47,782	25,142	0	0	
9511	WO Gas	11,359	3,026	0	0	
9824	Work Order Recoveries	(137,332)	0	0	0	
Total Expenditures		669,855	542,296	428,400	428,400	
Net Total		253,109	(167,463)	100,000	100,000	

Business Unit Summary with Service Areas

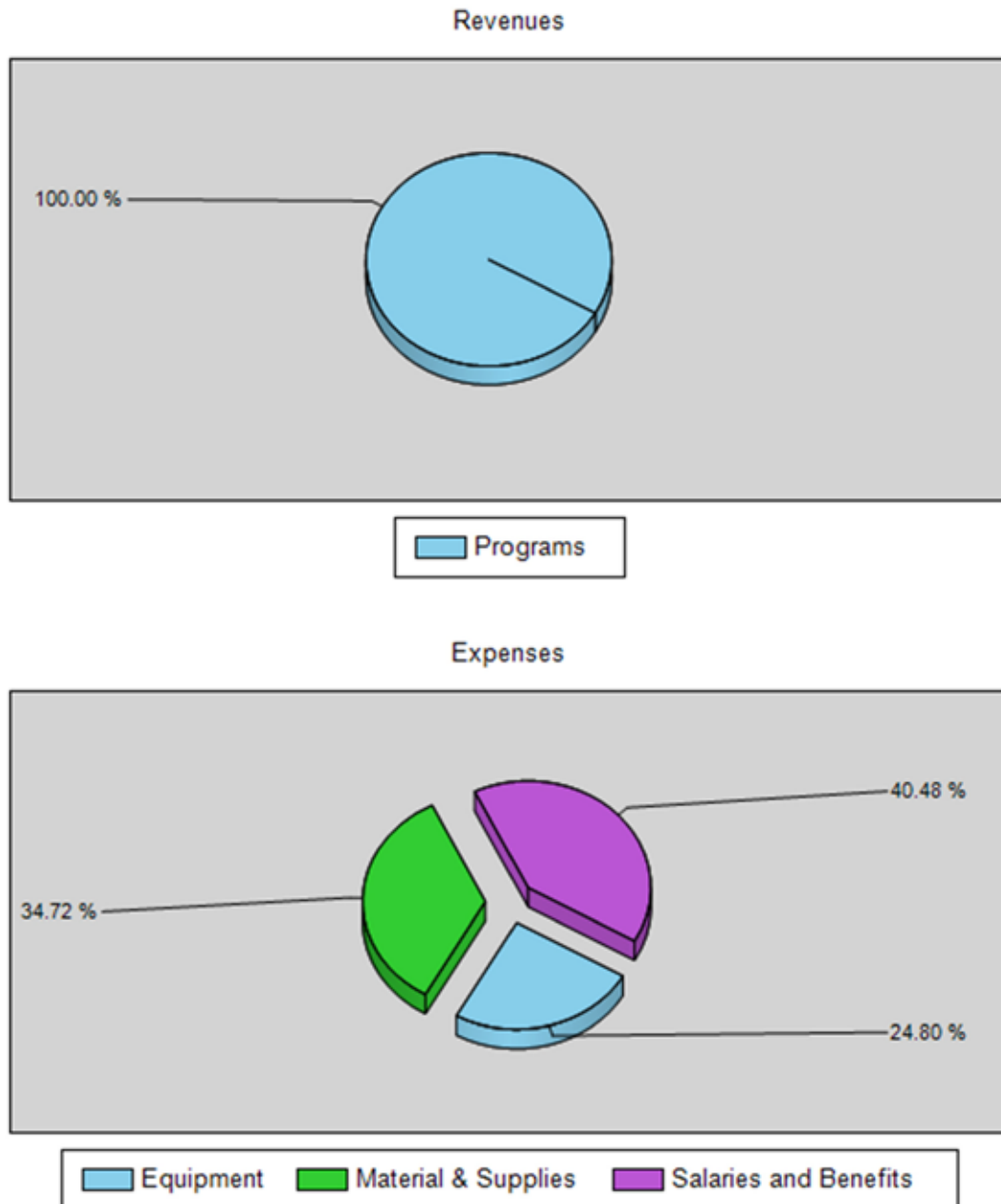
Service Area: Third Party Billing

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
9011	Work Order Revenue	478,400	478,400	478,400	478,400	478,400
9021	Administration Recovery	42,500	42,500	42,500	42,500	42,500
9031	Lumber and Tools Recover	7,500	7,500	7,500	7,500	7,500
Total Revenues		528,400	528,400	528,400	528,400	528,400
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
9111	WO Inside Equipment Rent	106,250	106,250	106,250	106,250	106,250
9211	WO Regular Time	173,400	173,400	173,400	173,400	173,400
9311	WO Inventory Purchases	148,750	148,750	148,750	148,750	148,750
Total Expenditures		428,400	428,400	428,400	428,400	428,400
% Increase			0.00%	0.00%	0.00%	0.00%
Net Total		100,000	100,000	100,000	100,000	100,000

Business Unit Summary with Service Areas

Service Area: *Third Party Billing*





Finance

The Finance Department is responsible for safeguarding the City's financial assets and planning to ensure the financial stability and viability of the City. The department provides financial reporting and control and is responsible for the implementation of financial management policies. The department also provides financial information and advice to Council, City departments and the general public, and is responsible for the City's information technology systems.

The Finance Department also oversees all Parking Services including the City's five parkades, three surface parking lots, and nearly 2,000 on-street parking spaces downtown.

Core Services

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

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

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

Director

Financial
Planning

Accounting
Services

Information
Technology

Revenue
Services

Supply
Management

Parking Services

FINANCE

Performance Metrics

Measuring Success – Accounts Payable

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of Invoice Payments		46,634	45,000	45,000
How well did we do it?				
% of electronic accounts payable payments (EFT and wires)		37.76%	40%	42%
Story behind the data	The City supports movement towards paperless processing (saves trees) and realizing process efficiencies through utilizing technology.			
Is anyone better off?				
E-transactions (Accounts Payable) – % of invoice payments made electronically				
Story behind the data	E-transactions result in a reduction of paper and other supplies used to print cheques leading to more efficient and cost-effective payment processing and is consistent with current business practices.			
Where do we want to go?	Further reduction of paper cheque payment, increase of % of invoice payments made electronically (electronic funds transfers or wire transfers)			
Measuring Success – Customer Transactions				
Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of Property Tax Accounts		29,322	29,618	29,750
Number of HOG Claims		16,553	16,636	16,650
Number of Utility Bills (water, sewer, CRD sewer, garbage)		56,044	57,216	57,300
Number of Stormwater Bills		15,614	15,750	15,850
Number of Business Licences		9,382	9,400	9,460
How well did we do it?				
% of Revenue transactions using electronic options:				
• Property tax		62%	63.68%	65.59%
• eHOG claims		49.49%	51.40%	53.45%
• Utility bills		76.36%	77.12%	77.89%
• Business licences		42.76%	40%	40.70%
• E-billing				
Tax		3.79%	4.99%	5.50%
Utility		5.83%	6.38%	6.50%
Stormwater		0%	1.97%	2.02%
Business Licence		3.36%	4.57%	3.75%
Story behind the data	Increased use of electronic options for revenue transactions has translated into reduced processing costs, as well as decreased wait times at the Public Service Centre, increasing the level of customer service for residents.			

FINANCE

Performance Metrics

Measuring Success – Customer Transactions, continued

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
Is anyone better off?			
E-transactions – % of invoice payments made electronically			
Story behind the data	E-transactions are becoming more popular with residents as a convenient payment option, resulting in a reduction of paper and other supplies used to generate invoices leading to more efficient and cost-effective invoicing and payment processing which is consistent with current business practices.		
Where do we want to go?	Further increases in online customer transactions.		

Measuring Success – Business Licences

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
# of Renewed Business Licences		7,699	7,900	8,000
# of New Business Licences		1,559	1,260	1,260
# of Cancelled Business Licences		124	240	220
How well did we do it?				
time for new Business Licences issued (City Standard is 10 days)		2.57 days	2.60 days	2.60 days
% of Business Licences issued within 3 business days		89.9%	88%	90%
Story behind the data	The completion of the Business Licence application process provides certainty to a new business that they can start operating their business and are in compliance with City regulations. The turnaround time for processing impacts how quickly a new business can begin operations.			
Is anyone better off?				
Average # of days to process new Business Licence application				
Story behind the data	Reducing the turnaround time for new Business Licence application processing reflects the City's responsiveness to businesses and supports the City's economic vibrancy.			
Where do we want to go?	To see a consistent reduction in turnaround time.			

INFORMATION TECHNOLOGY

Performance Metrics

Measuring Success – Staff Helpdesk Requests

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of Helpdesk Support Requests received		4,240	4,600	4,700
How well did we do it?				
Percent of Helpdesk Support Requests resolved within service level standards		65%	70%	80%
Story behind the data		<p>Historically, we did not log all staff service requests and incidents. Many went untracked. Beginning in 2015 we ensured all incidents were logged in order to establish a baseline to track progress of newly defined service levels.</p> <p>Our discipline in 2016 has been improved to ensure that each and every event is tracked. We will not be using the annual trend to measure efficiency. We have enabled a 5 day “stale” alert for all tickets and are measuring our compliance to our service levels. If a ticket sits for 5 days without action it escalates to the IT Operations Manager.</p> <p>The statistics above represent actual data analysis of our ticketing system for requests. And the metric above represents the aggregate percentage of tickets resolved within our SLA (5 Days).</p> <p>For 2017 we will be looking to apply more rigor into the differentiation between “incidents” and “requests”. This will allow us to measure our performance in unplanned events (problems) independently from the requests for service (new). Our 2016 actuals aggregate includes requests for service that had service delivery from other sources. The 65% actual is impacted by service requests that involved external agencies or equipment deliveries that had timings beyond our control.</p>		
Is anyone better off?				
Help Desk Requests – Percent resolved within service level standards				
Story behind the data		<p>The Information Technology Division is constantly looking for improvement in our end-user experience with our systems, applications and devices. By measuring our performance to user initiated requests and problem reports we are looking to improve our customer satisfaction with our services. Using these measurements to improve processes or training initiatives will result in greater efficiencies for the City’s workforce.</p> <p>We are also focusing on end user training as part of an overall strategy to improve the user experience and reduce preventable non-critical incidents.</p>		
Where do we want to go?		<p>The goal is to measure and increase the % of helpdesk requests resolved within service level standards and to provide stable and reliable technology solutions with staff who are well trained and efficient in the operation of those systems. Stable reliable technology and well trained and efficient staff will ensure we have the highest % possible in this category.</p> <p>We are also looking for opportunities to measure more elements of our service delivery. We enabled a basic service level objective in our helpdesk request system where we flag any request that exceeds 5 days from open to close. We are also looking for additional data to support time-of-day ticket volumes, as well as daily/weekly/monthly values to ensure appropriate staff scheduling.</p>		

INFORMATION TECHNOLOGY

Performance Metrics

Measuring Success – Operational Time of Critical Systems

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
Operational time of critical systems	8,600 hours of planned operational time per year.	8,600 hours of planned operational time per year.	8,600 hours of planned operational time per year.

How well did we do it?

Percent operational time		99.8%	99.8%	99.8%
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Story behind the data

The % uptime represents the amount of time business critical systems are available. The critical systems that will be measured and managed to these availability numbers will be:

- **Network Services**
(Network System Availability; File Shares and Print Services)
- **Telephony and Collaboration Services**
(Phone System; Email System, Voicemail; SharePoint)
- **Business Critical Systems**
(JDEdwards; Tempest; Asset Management; FDM; Web Apps)
- **Public Facing Services**
(BIDS; Tender; Development Tracker; eApply; MyCity)

The performance measure does not include any downtime that occurs during scheduled maintenance windows or other planned outage activities.

Our discipline with our Change Management process as well as inclusive architectural planning have netted significant improvements in our system availability aggregate numbers. Individual applications also exceeded targets despite unplanned outages that impacted on-line payments system briefly. There were significant infrastructure changes that were implemented during this time period.

Is anyone better off?

Story behind the data

Going forward as we start to embrace more cloud services we will look to establish more specific metrics for the various services.

Some notes on the 2016 performance:

- Some services may have had specific availability numbers below the aggregate while other services enjoyed higher availability that averaged the final number to 99.8%.
- We also had some change window outages that extended outside of the planned duration that held us at a 99.8% overall metric. The potential was there to be higher. We are continuing to improve our change window performances to minimize the impact to the business for planned outages through continual process improvement.
- The Information Technology Division is constantly looking for improvements in existing systems, procedures and practices to reduce downtime and increase reliability and availability. Ensuring systems are available to Staff and Citizens when they need to be, increases productivity and improves customer satisfaction.
- IT infrastructure is incredibly complex and is the underlying platform of all critical line of business applications. Continual preventative maintenance to ensure we are following hardware lifecycle best practices, software updates and security patches all contribute to a stable environment.
- Our goal is to keep our line of business systems and productivity systems as current as practical, being no further than one major release back from latest.
- Following change management processes to effectively manage the impact of system maintenance to match department approved change windows, ensure the business is operating when it needs to be.

Performance Metrics

Where do we want to go?	Better is always possible and we have been working hard to streamline our infrastructure and support systems to keep them stable, simple and efficient. We are introducing preventative monitoring tools of critical systems that will assist us in knowing about potential system issues before they cause business outages. This will ensure our systems are operating at the highest uptime when our staff need them the most.			
Measuring Success – Approved Projects Delivered on Time				
Performance Measurements	2016 Actuals		2017 Projections	2018 Forecast
How much did we do?				
Number of approved projects delivered on time	16		28	15
How well did we do it?				
Percent of approved projects delivered on time		80%	80%	80%
Story behind the data	At the start of each project the business solutions section will collaboratively develop a project plan with the main business area staff identifying resource requirements, key roles, project sponsorship, major milestones and key delivery dates. Once signed off by the Project Sponsor and CIO, progress to timeline will be tracked. The Project Manager will be responsible for standard project management practices including project, change, risk, issue and decision management, and regular project status reporting.			
Is anyone better off?				
Story behind the data	Project delivery relies on the required resources across departments being available in a timely manner to effectively deliver their contribution to the project. Significant project delays and the reason behind them will be tracked and raised to the Project Sponsor and/or the CIO by the responsible project manager. All significant (1 week or more) delays will be documented so that an evaluation can be conducted at the end of the project. In 2016 46% of the projects approved at the beginning of the year were delayed because of: <ul style="list-style-type: none">• Changing priorities, and/or• Resource availability. In 2016, 7 net new projects were approved during the year.			
Where do we want to go?	The goal is to improve the accuracy with which project timelines are projected and to ensure that all involved staff are aware of and agree to project commitments. The goal is also to ensure accountability of all staff and business areas to their project commitments. Improved project management reporting and controls will increase the likelihood that timeline targets will be met.			

INFORMATION TECHNOLOGY

Performance Metrics

Measuring Success – Approved Projects Delivered within Budget

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of approved projects delivered within budget		18	31	20
How well did we do it?				
Percent of approved projects delivered within budget		90%	88%	90%
Story behind the data	<p>At the start of each project the business solutions section will develop a detailed budget for the project. Once signed off by the Project Sponsor and CIO, progress to budget will be tracked.</p> <p>The Project Manager will be responsible for standard project management practices including project, change, risk, issue and decision management, and regular project status reporting.</p> <p>Any changes that impact project budget must be signed off by the CIO and Project Sponsor.</p>			
Is anyone better off?				
Story behind the data	<p>The project budget relies on accurate forecasting at the start of the project and tracking that any significant changes to the required budget are appropriately justified, documented and signed off on.</p>			
Where do we want to go?	<p>The goal is to improve the accuracy with which project budgets are developed and to ensure that projects as defined are delivered within the budget forecast.</p> <p>We want to get to the level where we have some standard metrics for estimating costs and that we implement continuous improvement processes related to budget issues via project reviews and evaluations.</p> <p>Improved project management reporting and controls will increase the likelihood that project budget targets will be met.</p>			

PARKING SERVICES

Performance Metrics

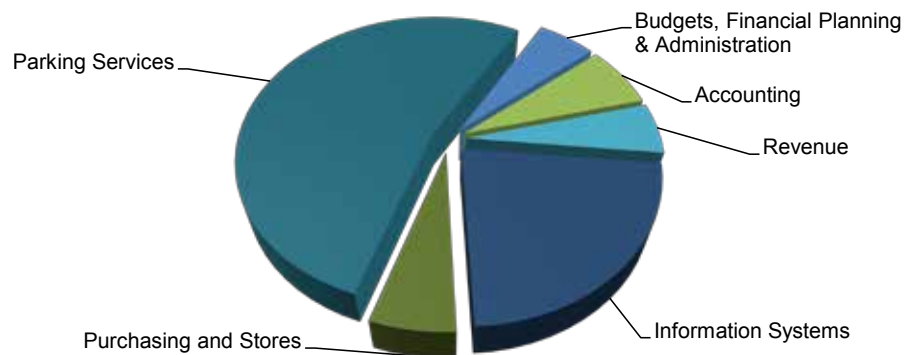
Measuring Success – ParkVictoria App Service

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Amount of <i>ParkVictoria</i> on-street revenue.		1,122,391.30	1,600,000	1,700,000
How well did we do it?				
<i>ParkVictoria</i> transactions (%)		15.13%	23%	26 – 30%
Story behind the data	Released in December, 2014, <i>ParkVictoria</i> had a steady increase of use to roughly 22% by early 2017. Coin use has gone from over 60% to below 46% and parking card use has dropped in half to less than 6% use. By the end of May 2017 over 35,000 users have tried <i>ParkVictoria</i> .			
Is anyone better off?				
Story behind the data	ParkVictoria allows users to avoid tickets and pay for the actual time they use. The increase of transactions has slowed as <i>ParkVictoria</i> becomes familiar to everyone, most new users for this popular payment method seem to seldom visit the downtown core so while daily new users increase by 40 to 50 it does not translate to a similar growth in transactions.			
Where do we want to go?	Continued growth of the app is still expected over the next year. Larger cities with higher parking rates are seeing 40% – 50% of parking app use. There are still many that have not heard of <i>ParkVictoria</i> and some advertsing may increase use even further.			

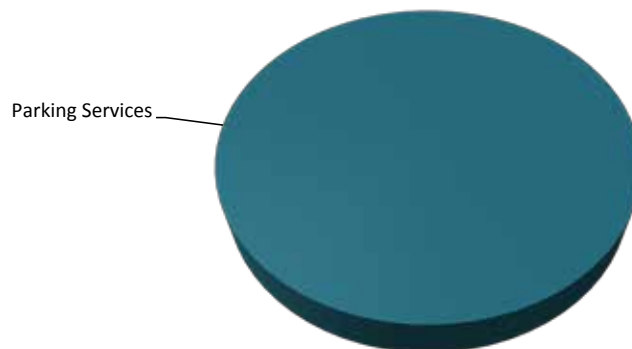
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Parking Services	16,042,800	16,882,800	840,000	5.24%
Total	16,042,800	16,882,800	840,000	5.24%
Expenditures				
Budgets, Financial Planning & Administration	896,603	897,368	765	0.09%
Accounting	1,108,098	1,108,348	250	0.02%
Revenue	902,083	892,896	(9,187)	-1.02%
Information Systems	3,525,561	3,592,474	66,913	1.90%
Purchasing and Stores	929,278	929,528	250	0.03%
Parking Services	7,591,665	8,429,535	837,870	11.04%
Total	14,953,288	15,850,149	896,861	6.00%
Net	(1,089,512)	(1,032,651)	56,861	-5.22%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 2200 - Budgets, Financial Planning & Administration

Department: Finance

Budget Year: 2018

Overview:

The Finance department is responsible for safeguarding the City's financial assets and planning to ensure financial stability and viability.

The department produces information to provide transparency to the City's finances and demonstrate to taxpayers where their taxes are allocated and what services they receive. This provides a foundation for fostering greater understanding and involvement in the financial planning process.

This business unit provides financial reporting and control and is responsible for the implementation of financial management policies. It also provides financial information and advice to City Council, staff and the public.

This business unit directs the preparation of the municipal capital and operating budgets and long-range financial planning and provides routine monitoring and reporting on budget variances.

Deliverables:

- Annual Financial Plan
- Monthly budget reviews in conjunction with departments
- Quarterly budget status updates to Council

Business Unit Summary with Service Areas

Business Unit: 2200 - Budgets, Financial Planning & Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	0	600	0	0	
Total Revenues		0	600	0	0	
Expenditures						
4010	Salaries - Exempt	323,292	186,737	322,719	322,719	0.00 %
4016	Salaries - Inside	233,077	119,655	289,129	289,129	0.00 %
4102	Benefits	121,411	72,495	148,351	148,351	0.00 %
4112	Mileage/Parking	2,970	2,019	3,135	3,900	+ 24.40 %
4116	Conferences/Travel	16,079	5,192	26,500	26,500	0.00 %
4118	Membership Fees	10,849	10,124	17,334	17,334	0.00 %
4120	Training and Development	11,072	14,784	30,000	30,000	0.00 %
4218	Courier Service	1,560	526	1,200	1,200	0.00 %
4226	Photocopy	21,419	14,286	15,000	15,000	0.00 %
4312	Office Supplies	49,920	27,832	41,700	41,700	0.00 %
4364	Telecommunications	2,693	749	1,210	1,210	0.00 %
4814	Miscellaneous	323	244	325	325	0.00 %
9111	WO Inside Equipment Rent	10	0	0	0	
9211	WO Regular Time	261	48	0	0	
9321	WO Outside Purchases	45	0	0	0	
Total Expenditures		794,981	454,690	896,603	897,368	
Net Total		(794,981)	(454,090)	(896,603)	(897,368)	

Business Unit Summary with Service Areas

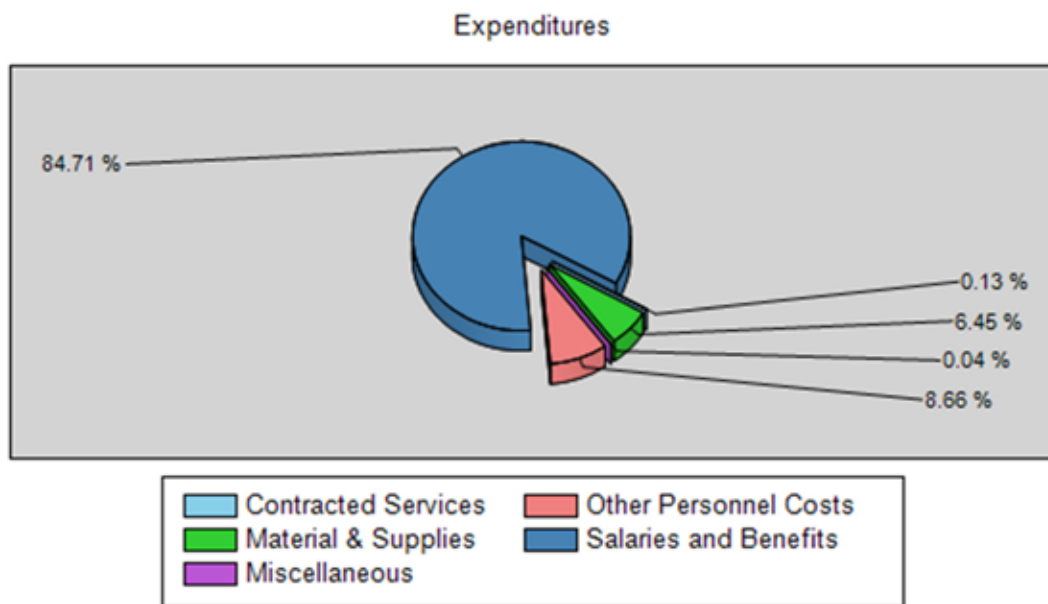
Business Unit: 2200 - Budgets, Financial Planning & Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	322,719	329,173	335,757	342,472	349,321
4016	Salaries - Inside	289,129	294,912	300,810	306,827	312,962
4102	Benefits	148,351	151,321	154,347	157,433	160,580
4112	Mileage/Parking	3,900	3,978	4,058	4,139	4,221
4116	Conferences/Travel	26,500	26,500	26,500	26,500	26,500
4118	Membership Fees	17,334	17,334	17,334	17,334	17,334
4120	Training and Development	30,000	30,000	30,000	30,000	30,000
4218	Courier Service	1,200	1,224	1,248	1,273	1,299
4226	Photocopy	15,000	15,300	15,606	15,918	16,236
4312	Office Supplies	41,700	42,534	43,385	44,252	45,137
4364	Telecommunications	1,210	1,234	1,259	1,284	1,310
4814	Miscellaneous	325	332	338	345	352
Total Expenditures		897,368	913,842	930,642	947,778	965,253
% Increase			1.84%	1.84%	1.84%	1.84%
Net Total		(897,368)	(913,842)	(930,642)	(947,778)	(965,253)

Business Unit Summary with Service Areas

Business Unit: 2200 - Budgets, Financial Planning & Administration



Business Unit Summary with Service Areas

Business Unit: 2230 - Accounting

Department: Finance

Budget Year: 2018

Overview:

The Accounting division processes payroll for the City's approximately 1,000 full-time and part-time employees, as well as payroll services for VicPD employees. This ensures staff are paid on time and for hours worked.

It also provides accounts payable services, general accounting and financial reporting, oversight of the investment program and cash management practices, as well as debt management.

These services are in place to ensure vendors receive payment for goods and services provided and the City receives expected value by meeting discount deadlines where applicable.

This unit ensures all departments can access accurate financial information on a timely basis to support effective decision making.

The Accounting division ensures taxpayer assets and cash are safeguarded and the City meets all statutory financial reporting requirements.

Deliverables:

Payroll:

- Bi-weekly payroll payments, T4s, and benefit administration for approximately 1,300 employees (1,000 City and 300 VicPD) in nine employee groups governed by six collective agreements.

Accounts Payable:

- 30 day payment turn-around for AP invoices (approximately 40,000 invoices per year).
- Administration of approximately 300 purchasing cards (approximately 23,000 purchasing card transactions per year)

General Accounting/Financial Reporting:

- 4,000 journal entries processed
- Preparation of annual audited Financial Statements
- Annual submission of financial information to Ministry of Community, Sport and Cultural Development by May 15
- Annual submission of financial information to the Ministry of Finance by June 30
- Annual submission of Annual Report to GFOA for excellency award

Business Unit Summary with Service Areas

Business Unit: 2230 - Accounting

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	106,132	52,728	109,082	109,082	0.00 %
4016	Salaries - Inside	732,171	433,581	719,134	719,134	0.00 %
4070	Overtime	1,867	4	2,600	2,600	0.00 %
4080	Auxiliaries/RPT/Seasonal	77,338	46,201	72,393	72,393	0.00 %
4102	Benefits	213,780	132,859	202,389	202,389	0.00 %
4112	Mileage/Parking	1,411	899	1,500	1,750	+ 16.67 %
4364	Telecommunications	603	352	1,000	1,000	0.00 %
Total Expenditures		1,133,302	666,624	1,108,098	1,108,348	
Net Total		(1,133,302)	(666,624)	(1,108,098)	(1,108,348)	

Business Unit Summary with Service Areas

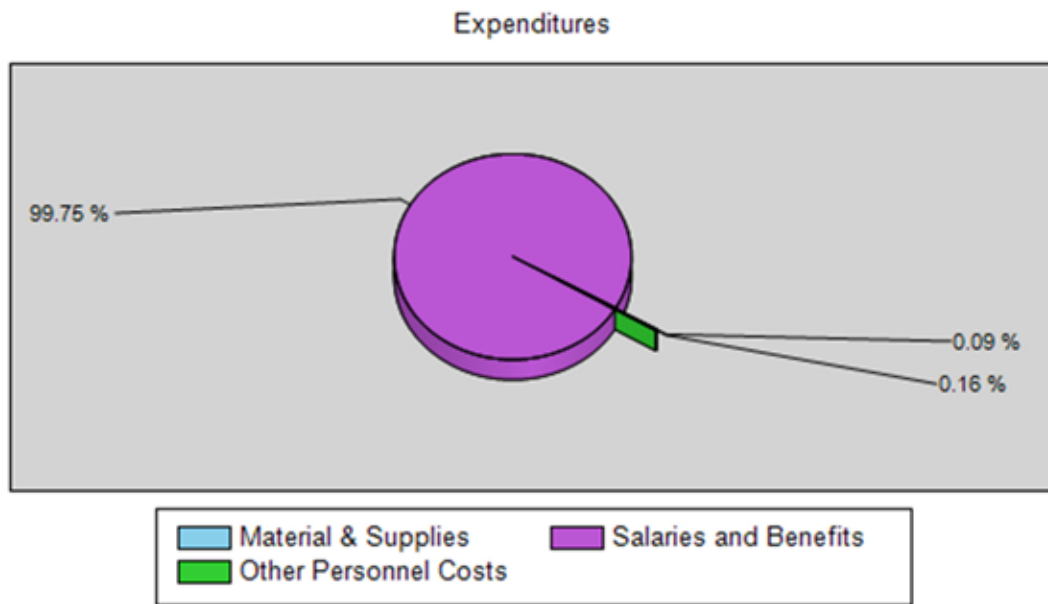
Business Unit: 2230 - Accounting

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	719,134	733,516	748,187	763,150	778,413
4070	Overtime	2,600	2,652	2,705	2,759	2,814
4080	Auxiliaries/RPT/Seasonal	72,393	73,841	75,318	76,824	78,361
4102	Benefits	202,389	206,437	210,565	214,777	219,072
4112	Mileage/Parking	1,750	1,785	1,821	1,857	1,894
4364	Telecommunications	1,000	1,020	1,040	1,061	1,082
Total Expenditures		1,108,348	1,130,515	1,153,125	1,176,188	1,199,712
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,108,348)	(1,130,515)	(1,153,125)	(1,176,188)	(1,199,712)

Business Unit Summary with Service Areas

Business Unit: 2230 - Accounting



Business Unit Summary with Service Areas

Business Unit: 2240 - Revenue

Department: Finance

Budget Year: 2018

Overview:

The Revenue division oversees the billing and collection of:

- Property Taxes
- Utilities
- Business Licences
- Accounts Receivable

It also provides oversight of the City's busiest in-person customer service centre, the Public Service Centre in City Hall. The Public Service Centre serves approximately 7,000 people each month and 9,000 during tax time in June. They provide in person customer service, general City information, respond to enquiries by phone and email and accept payments.

The division also provides organization-wide cash controls and continues to encourage internal and external customers to utilize technology and support customer needs. This includes e-Billing, e-forms, e- Homeowner Grants and other electronic means.

Deliverables:

- 73,000 utility bills
- 29,750 property tax bills
- 9,400 business licences & renewals
- 8,500 electronic Home Owner Grants
- 8,150 paper Home Owner Grants
- 1,500 deferment applications and renewals
- 146,500 electronic commerce transactions excluding Home Owner Grants
- 4,650 customers using the pre-authorized withdrawal program
- 85,000 Public Service Centre annual transactions
- 20,000 Public Service Centre non transactional inquiries

Sell and/or process:

- 1,116 boxes of compost bags
- 167 bags of City lapel pins
- 1,369 disabled parking permits
- 6,000 dog licences
- 2,272 garbage tickets
- 9,200 business licencing payments
- 69,828 parking tickets
- 1,454 municipal decals
- 9,702 parking smart card reloading
- 2,426 street occupancy permits

Business Unit Summary with Service Areas

Business Unit: 2240 - Revenue

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	91,379	46,121	109,082	109,082	0.00 %
4016	Salaries - Inside	790,522	430,189	791,626	791,626	0.00 %
4070	Overtime	3,631	1,948	3,900	3,900	0.00 %
4080	Auxiliaries/RPT/Seasonal	242,665	144,958	249,006	249,006	0.00 %
4102	Benefits	232,527	132,892	220,149	220,149	0.00 %
4112	Mileage/Parking	1,148	454	1,435	1,750	+ 21.95 %
4364	Telecommunications	1,207	704	2,000	2,000	0.00 %
4821	Recoveries and Services	(465,800)	(277,151)	(475,116)	(484,618)	+ 2.00 %
Total Expenditures		897,280	480,115	902,083	892,896	
Net Total		(897,280)	(480,115)	(902,083)	(892,896)	

Business Unit Summary with Service Areas

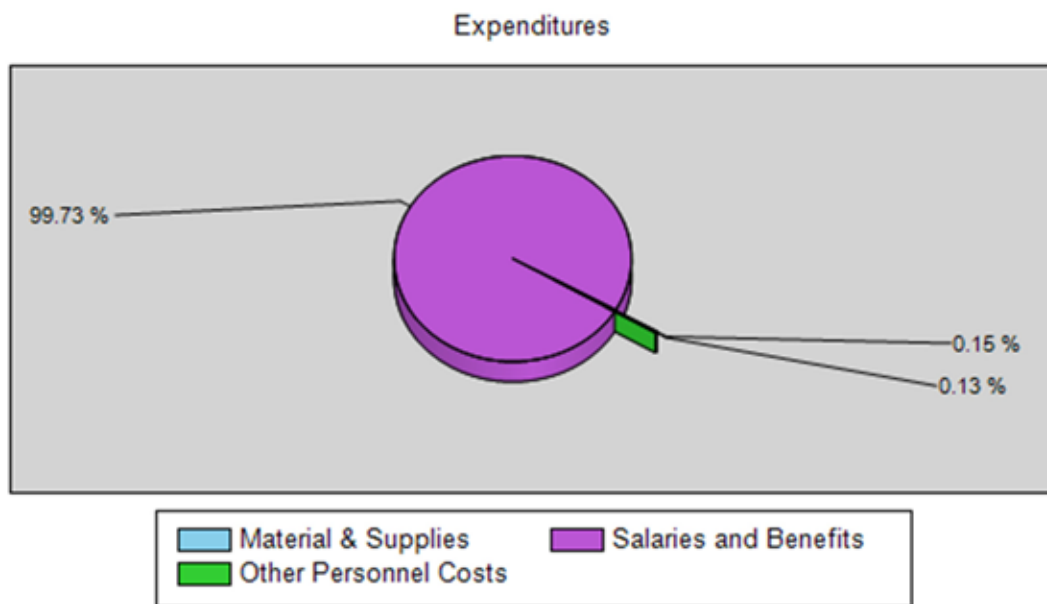
Business Unit: 2240 - Revenue

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	791,626	807,458	823,607	840,080	856,881
4070	Overtime	3,900	3,978	4,058	4,139	4,221
4080	Auxiliaries/RPT/Seasonal	249,006	253,987	259,067	264,247	269,532
4102	Benefits	220,149	224,552	229,043	233,624	238,297
4112	Mileage/Parking	1,750	1,785	1,821	1,857	1,894
4364	Telecommunications	2,000	2,040	2,081	2,122	2,165
4821	Recoveries and Services	(484,618)	(494,310)	(504,197)	(514,280)	(524,566)
Total Expenditures		892,896	910,754	928,969	947,548	966,499
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(892,896)	(910,754)	(928,969)	(947,548)	(966,499)

Business Unit Summary with Service Areas

Business Unit: 2240 - Revenue



Business Unit Summary with Service Areas

Business Unit: 2250 - Information Systems

Department: Finance

Budget Year: 2018

Overview:

The Information Technology division provides for the reliable and safe sharing of City information to provide customers a positive customer service experience and to provide staff the tools needed to effectively deliver services.

The Information Technology division oversees the Helpdesk, provides technical infrastructure (hardware and software) and organizational business solutions (corporate application delivery and support).

Helpdesk:

Support for telephone, personal computers, printers, cell phones and software for City staff. Helpdesk staff provide support to educate staff of how to effectively use technology and troubleshoot errors or issues to reduce disruption for staff or customers.

Technical Infrastructure:

Provide the network infrastructure as required for the City departments and software maintenance to support stable City networks. Technical infrastructure continues to adapt to business needs and meet industry best practices.

Business Solutions:

Provide internal resources to user departments to develop and acquire software solutions to meet organizational business needs; enhancing use of current applications and process documentation to support project portfolio management.

Deliverables:

Helpdesk – increased times for calls: system down is immediate

Infrastructure – reduced number of unplanned system outages, length of outages and frequency

Business solutions – increased number of “quick wins” implemented; customer satisfaction in project delivery

Business Unit Summary with Service Areas

Business Unit: 2250 - Information Systems

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	248,171	141,866	246,501	246,501	0.00 %
4016	Salaries - Inside	1,408,604	777,822	1,399,118	1,399,118	0.00 %
4070	Overtime	14,234	15,817	15,450	15,450	0.00 %
4080	Auxiliaries/RPT/Seasonal	0	40,659	0	0	
4102	Benefits	388,506	244,837	401,992	401,992	0.00 %
4112	Mileage/Parking	2,834	1,717	2,520	3,230	+ 28.17 %
4118	Membership Fees	0	0	1,000	1,000	0.00 %
4120	Training and Development	31,396	23,408	30,000	30,000	0.00 %
4216	Contracted Services	7,531	9,961	25,000	25,500	+ 2.00 %
4245	Software Licencing/Mtce/Support	980,327	856,216	1,191,820	1,257,783	+ 5.53 %
4310	Books/Publications	110	0	500	500	0.00 %
4312	Office Supplies	2,141	192	1,000	1,000	0.00 %
4354	Cable	5,009	2,884	4,200	4,200	0.00 %
4356	Data Line	48,941	25,787	34,000	34,000	0.00 %
4364	Telecommunications	131,463	78,263	140,760	140,000	- 0.54 %
4406	Computer Equipment	13,853	0	10,000	10,000	0.00 %
4412	Equipment Rentals	4,500	2,906	4,700	5,200	+ 10.64 %
4414	Software	6,302	384	10,000	10,000	0.00 %
4822	Repairs and Maintenance	2,887	4,557	7,000	7,000	0.00 %
9111	WO Inside Equipment Rent	0	11	0	0	
9121	WO Outside Equipment Ren	375	0	0	0	
9211	WO Regular Time	566	596	0	0	
9311	WO Inventory Purchases	0	37	0	0	
9321	WO Outside Purchases	727	0	0	0	
9411	WO Contracted Services	491	0	0	0	
Total Expenditures		3,298,968	2,227,919	3,525,561	3,592,474	
Net Total		(3,298,968)	(2,227,919)	(3,525,561)	(3,592,474)	

Business Unit Summary with Service Areas

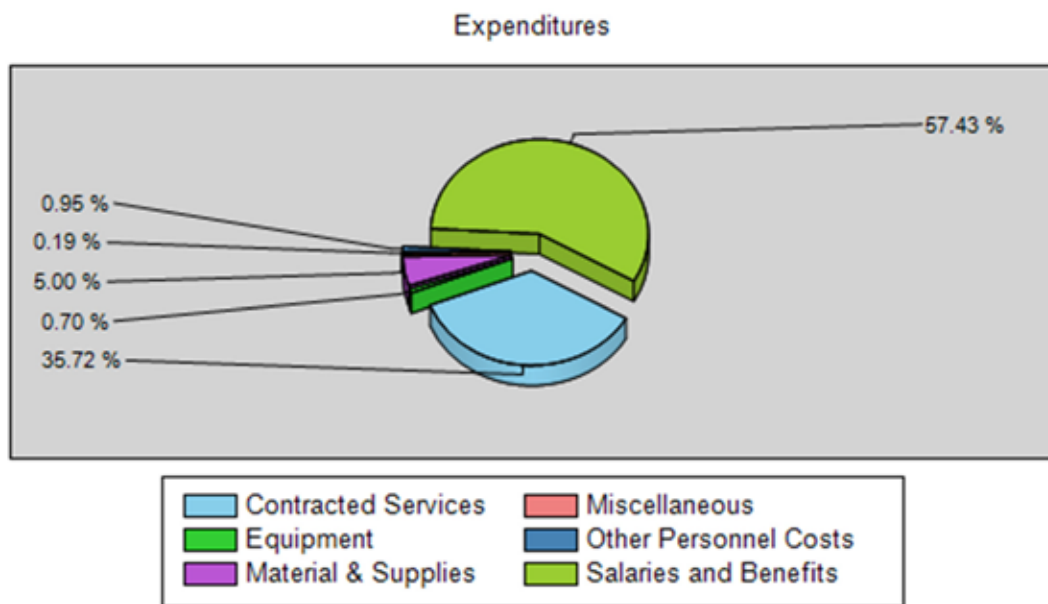
Business Unit: 2250 - Information Systems

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	246,501	251,431	256,459	261,589	266,820
4016	Salaries - Inside	1,399,118	1,427,100	1,455,642	1,484,755	1,514,450
4070	Overtime	15,450	15,759	16,074	16,396	16,724
4102	Benefits	401,992	410,032	418,233	426,598	435,129
4112	Mileage/Parking	3,230	3,295	3,360	3,428	3,496
4118	Membership Fees	1,000	1,020	1,040	1,061	1,082
4120	Training and Development	30,000	30,000	30,000	30,000	30,000
4216	Contracted Services	25,500	26,010	26,530	27,061	27,602
4245	Software Licencing/Mtce/Support	1,257,783	1,296,551	1,348,063	1,362,001	1,381,877
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	1,000	1,020	1,040	1,061	1,082
4354	Cable	4,200	4,284	4,370	4,457	4,546
4356	Data Line	34,000	34,680	35,374	36,081	36,803
4364	Telecommunications	140,000	142,800	145,656	148,569	151,541
4406	Computer Equipment	10,000	10,200	10,404	10,612	10,824
4412	Equipment Rentals	5,200	5,304	5,410	5,518	5,629
4414	Software	10,000	10,200	10,404	10,612	10,824
4822	Repairs and Maintenance	7,000	7,140	7,283	7,428	7,577
Total Expenditures		3,592,474	3,677,336	3,775,863	3,837,757	3,906,548
% Increase			2.36%	2.68%	1.64%	1.79%
Net Total		(3,592,474)	(3,677,336)	(3,775,863)	(3,837,757)	(3,906,548)

Business Unit Summary with Service Areas

Business Unit: 2250 - Information Systems



Business Unit Summary with Service Areas

Business Unit: 2300 - Purchasing

Department: Finance

Budget Year: 2018

Overview:

Supply Management oversees City purchasing as well as insurance, risk management and claims processing.

The purchasing process provides businesses and suppliers transparent, fair and equal access to business opportunities with the City. Supply Management staff provide purchasing expertise and advice to foster a consistent and standardized approach to purchasing. The City of Victoria maintains a competitive bidding process in accordance with municipal and provincial laws. Through a competitive bidding process taxpayers receive greater value for money.

Requests for proposals and tenders are posted on an electronic vendor database to provide opportunities to view and bid on City purchasing competitions.

Through property appraisals, the business unit maintains sufficient insurance coverage of City owned property and assets and identifies appropriate liability coverage considering industry standards and best practices. Effective management of insurance, risk management and claims processing reduces the City's and taxpayer's exposure to impacts and financial risks.

This unit also processes all insurance claims against the City and provides administrative support to the Finance Department.

Deliverables:

- Request for Offers turnaround times: 1 week after all information received by departments
- Request For Proposals and Tenders (simple): turnaround time 2-3 weeks after all information received by departments
- Request for Proposals and Tenders (complex): turnaround time varies

Business Unit Summary with Service Areas

Business Unit: 2300 - Purchasing

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	101,378	58,918	109,082	109,082	0.00 %
4016	Salaries - Inside	488,024	268,620	478,827	478,827	0.00 %
4070	Overtime	334	318	0	0	
4080	Auxiliaries/RPT/Seasonal	11,748	0	0	0	
4102	Benefits	148,896	91,512	143,496	143,496	0.00 %
4112	Mileage/Parking	2,016	1,311	1,700	2,200	+ 29.41 %
4216	Contracted Services	13,675	5,332	40,000	40,000	0.00 %
4364	Telecommunications	603	352	605	605	0.00 %
Total Expenditures		766,674	426,364	773,710	774,210	
Net Total		(766,674)	(426,364)	(773,710)	(774,210)	

Business Unit Summary with Service Areas

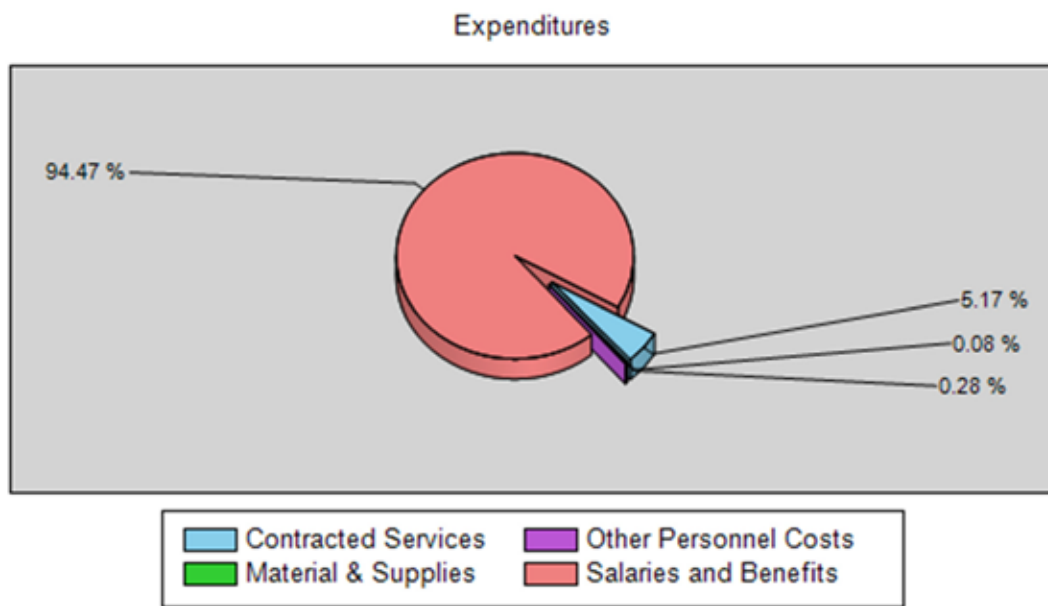
Business Unit: 2300 - Purchasing

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	478,827	488,394	498,161	508,124	518,287
4102	Benefits	143,496	146,364	149,292	152,277	155,323
4112	Mileage/Parking	2,200	2,244	2,289	2,335	2,381
4216	Contracted Services	40,000	40,800	41,616	42,448	43,297
4364	Telecommunications	605	617	629	642	655
Total Expenditures		774,210	789,682	805,476	821,585	838,017
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(774,210)	(789,682)	(805,476)	(821,585)	(838,017)

Business Unit Summary with Service Areas

Business Unit: 2300 - Purchasing



Business Unit Summary with Service Areas

Business Unit: 2320 - Stores

Department: Finance

Budget Year: 2018

Overview:

Having the correct supplies on hand for quick access and achieving economies of scale through volume purchasing is the focus of the Stores unit.

Supplies and products for City projects are inventoried and stored, reducing the uncertainty of supply being affected by outside variables, and ensures City projects can proceed without interruption.

This unit also stores and schedules equipment used to support festivals and special events.

Deliverables:

- Annual inventory turnover - supply products as needed by clients
- Accuracy of annual inventory counts and level of obsolescence - managing and safekeeping of the inventory
- Quality criteria for products stocked - established in conjunction with end user departments
- Cost savings through bulk purchases - with fluctuating pricing, keeping abreast of pending price changes and purchasing accordingly

Business Unit Summary with Service Areas

Business Unit: 2320 - Stores

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4016	Salaries - Inside	127,606	72,197	129,206	129,206	0.00 %
4070	Overtime	2,301	1,001	2,500	2,500	0.00 %
4102	Benefits	35,359	21,690	31,963	31,963	0.00 %
4218	Courier Service	593	375	3,000	3,000	0.00 %
4364	Telecommunications	626	352	900	650	- 27.78 %
4412	Equipment Rentals	2,800	1,140	3,000	3,000	0.00 %
4418	Equipment	162	0	500	500	0.00 %
4818	Inventory Adjustments	1,305	161	0	0	
4822	Repairs and Maintenance	0	0	400	400	0.00 %
4824	Recovery	(18,837)	(11,037)	(16,000)	(16,000)	0.00 %
4858	Eco Fees	0	0	100	100	0.00 %
9211	WO Regular Time	346	0	0	0	
9311	WO Inventory Purchases	94	0	0	0	
9321	WO Outside Purchases	8	0	0	0	
Total Expenditures		152,363	85,879	155,568	155,318	
Net Total		(152,363)	(85,879)	(155,568)	(155,318)	

Business Unit Summary with Service Areas

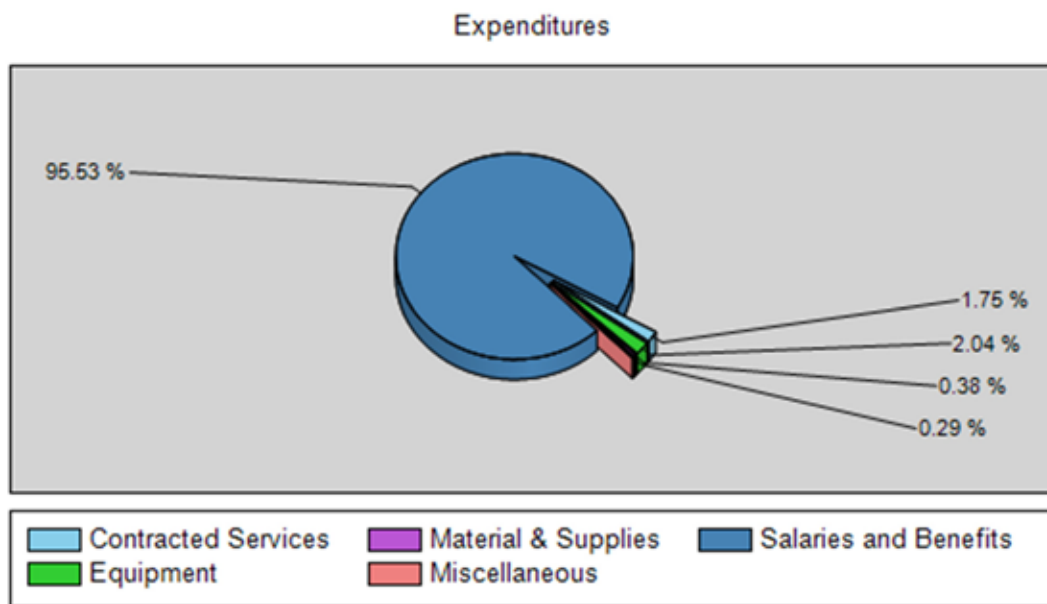
Business Unit: 2320 - Stores

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	129,206	131,790	134,426	137,114	139,856
4070	Overtime	2,500	2,550	2,601	2,653	2,706
4102	Benefits	31,963	32,602	33,254	33,919	34,597
4218	Courier Service	3,000	3,060	3,121	3,184	3,247
4364	Telecommunications	650	663	676	690	704
4412	Equipment Rentals	3,000	3,060	3,121	3,184	3,247
4418	Equipment	500	510	520	531	541
4822	Repairs and Maintenance	400	408	416	424	433
4824	Recovery	(16,000)	(16,320)	(16,646)	(16,979)	(17,319)
4858	Eco Fees	100	102	104	106	108
Total Expenditures		155,318	158,425	161,593	164,825	168,121
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(155,318)	(158,425)	(161,593)	(164,825)	(168,121)

Business Unit Summary with Service Areas

Business Unit: 2320 - Stores

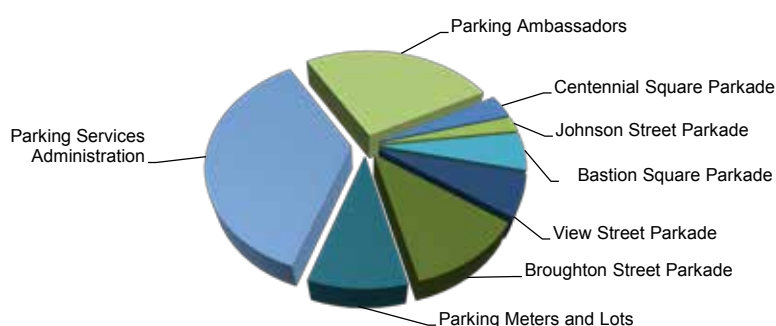


PARKING SERVICES

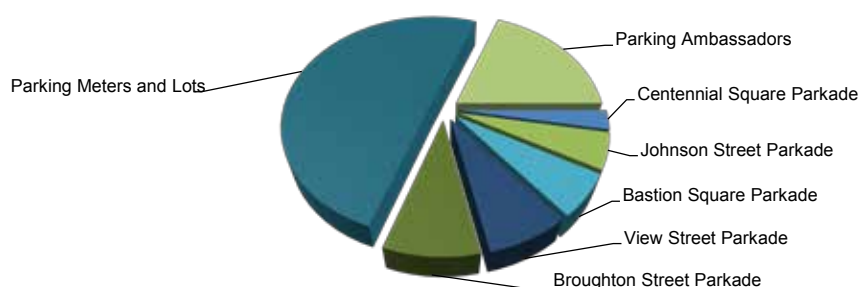
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Centennial Square Parkade	410,000	470,000	60,000	14.63%
Johnson Street Parkade	750,000	880,000	130,000	17.33%
Bastion Square Parkade	950,000	1,040,000	90,000	9.47%
View Street Parkade	1,152,800	1,267,800	115,000	9.98%
Broughton Street Parkade	1,305,000	1,470,000	165,000	12.64%
Parking Meters and Lots	8,180,000	8,500,000	320,000	3.91%
Parking Ambassadors	3,295,000	3,255,000	(40,000)	-1.21%
Total	16,042,800	16,882,800	840,000	5.24%
Expenditures				
Centennial Square Parkade	296,440	294,402	(2,038)	-0.69%
Johnson Street Parkade	194,837	192,199	(2,638)	-1.35%
Bastion Square Parkade	468,086	471,523	3,437	0.73%
View Street Parkade	508,879	517,806	8,927	1.75%
Broughton Street Parkade	866,672	957,474	90,802	10.48%
Parking Meters and Lots	765,248	771,168	5,920	0.77%
Parking Services Administration	2,429,540	3,053,122	623,582	25.67%
Parking Ambassadors	2,061,963	2,171,841	109,878	5.33%
Total	7,591,665	8,429,535	837,870	11.04%
Net	(8,451,135)	(8,453,265)	(2,130)	0.03%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

Department: Finance

Budget Year: 2018

Overview:

Centennial Square Parkade is one of the City's five parkades. Located at 645 Fisgard Street between Douglas and Government Streets, it has 188 parking spaces and is open 24 hours. Lower floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered.

The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Centennial Square Parkade is staffed from 7:30 a.m. to as late as 6:30 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, staff participate in ongoing customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays.

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening. Supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

Changes to Service Area:

Account	Description	December 31, 2016 Actual	August 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3302	Daily Parking	315,965	249,742	305,000	360,000	+ 18.03 %
3304	Monthly Parking	108,113	77,934	105,000	110,000	+ 4.76 %
3324	Uncollected Tickets	(444)	62	0	0	
3472	Over/Under	162	168	0	0	
Total Revenues		423,797	327,905	410,000	470,000	
Expenditures						
4016	Salaries - Inside	57,549	36,464	59,334	59,334	0.00 %
4080	Auxiliaries/RPT/Seasonal	77,892	54,450	92,869	92,869	0.00 %
4102	Benefits	15,153	9,963	14,537	14,537	0.00 %
4228	Printing	3,004	2,545	4,000	4,000	0.00 %
4232	Security	134,417	85,211	135,000	140,000	+ 3.70 %
4356	Data Line	1,276	855	1,200	1,200	0.00 %
4412	Equipment Rentals	675	662	800	862	+ 7.75 %
4508	Credit Card Discount Fees	3,991	2,773	3,000	4,000	+ 33.33 %
4512	Insurance	17,008	11,441	17,100	17,500	+ 2.34 %
4814	Miscellaneous	0	0	100	100	0.00 %
4822	Repairs and Maintenance	7,154	4,982	8,500	10,000	+ 17.65 %
4824	Recovery	(40,866)	(31,770)	(40,000)	(50,000)	+ 25.00 %
9111	WO Inside Equipment Rent	78	0	0	0	
9211	WO Regular Time	1,256	0	0	0	
9321	WO Outside Purchases	0	60	0	0	
9411	WO Contracted Services	493	0	0	0	
Total Expenditures		279,081	177,634	296,440	294,402	
Net Total		144,716	150,271	113,560	175,598	

Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

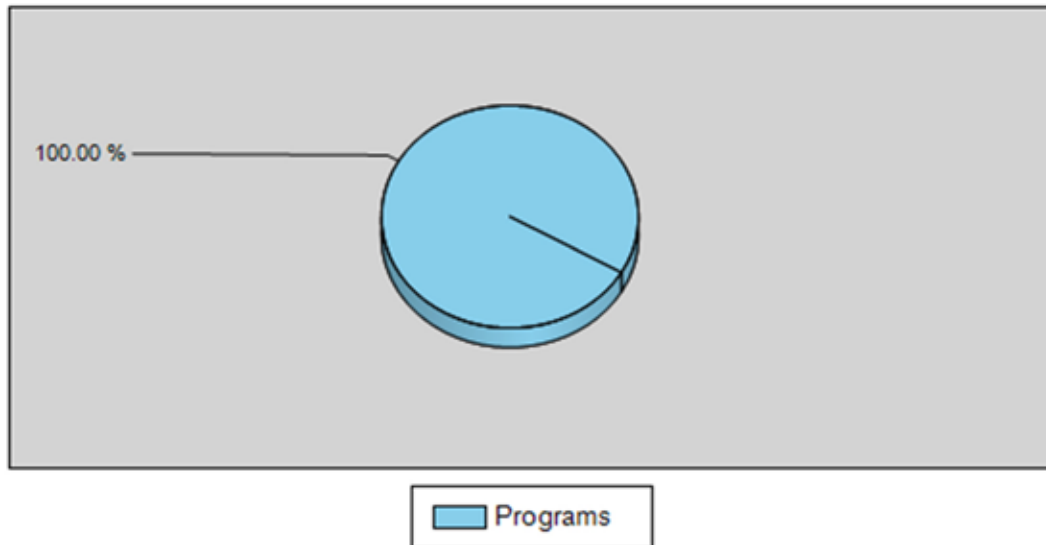
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3302	Daily Parking	360,000	367,200	374,544	382,035	389,676
3304	Monthly Parking	110,000	112,200	114,444	116,733	119,068
Total Revenues		470,000	479,400	488,988	498,768	508,743
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	59,334	60,521	61,731	62,966	64,225
4080	Auxiliaries/RPT/Seasonal	92,869	94,727	96,621	98,554	100,525
4102	Benefits	14,537	14,828	15,124	15,427	15,735
4228	Printing	4,000	4,080	4,162	4,245	4,330
4232	Security	140,000	142,800	145,656	148,569	151,541
4356	Data Line	1,200	1,224	1,248	1,273	1,299
4412	Equipment Rentals	862	879	897	915	933
4508	Credit Card Discount Fees	4,000	4,080	4,162	4,245	4,330
4512	Insurance	17,500	17,850	18,207	18,571	18,943
4814	Miscellaneous	100	102	104	106	108
4822	Repairs and Maintenance	10,000	10,200	10,404	10,612	10,824
4824	Recovery	(50,000)	(51,000)	(52,020)	(53,060)	(54,122)
Total Expenditures		294,402	300,290	306,296	312,422	318,671
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		175,598	179,110	182,692	186,346	190,073

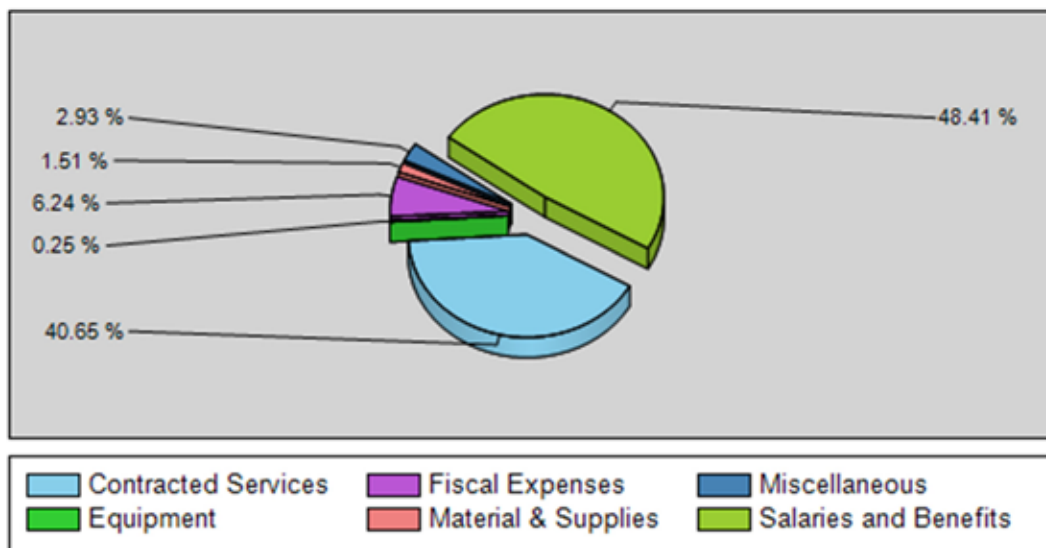
Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

Department: Finance

Budget Year: 2018

Overview:

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

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

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

Changes to Service Area:

Account	Description	December 31, 2016 Actual	August 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3302	Daily Parking	496,138	394,711	470,000	600,000	+ 27.66 %
3304	Monthly Parking	286,518	198,738	280,000	280,000	0.00 %
3324	Uncollected Tickets	(11)	0	0	0	
3378	Facility Rental	2,891	0	0	0	
3472	Over/Under	(561)	53	0	0	
Total Revenues		784,974	593,502	750,000	880,000	
Expenditures						
4016	Salaries - Inside	10,238	6,769	12,388	12,388	0.00 %
4080	Auxiliaries/RPT/Seasonal	491	19	13,614	13,614	0.00 %
4102	Benefits	2,796	1,973	3,035	3,035	0.00 %
4228	Printing	4,137	3,817	4,000	4,300	+ 7.50 %
4232	Security	133,113	99,544	135,000	140,000	+ 3.70 %
4356	Data Line	1,298	864	1,300	1,300	0.00 %
4412	Equipment Rentals	675	662	800	862	+ 7.75 %
4508	Credit Card Discount Fees	12,818	8,912	13,000	13,000	0.00 %
4512	Insurance	22,592	15,220	23,000	23,500	+ 2.17 %
4814	Miscellaneous	0	0	200	200	0.00 %
4822	Repairs and Maintenance	7,897	4,982	8,500	10,000	+ 17.65 %
4824	Recovery	(27,754)	(20,370)	(20,000)	(30,000)	+ 50.00 %
9111	WO Inside Equipment Rent	45	10	0	0	
9211	WO Regular Time	1,473	97	0	0	
9321	WO Outside Purchases	879	0	0	0	
9411	WO Contracted Services	494	0	0	0	
Total Expenditures		171,194	122,501	194,837	192,199	
Net Total		613,780	471,001	555,163	687,801	

Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

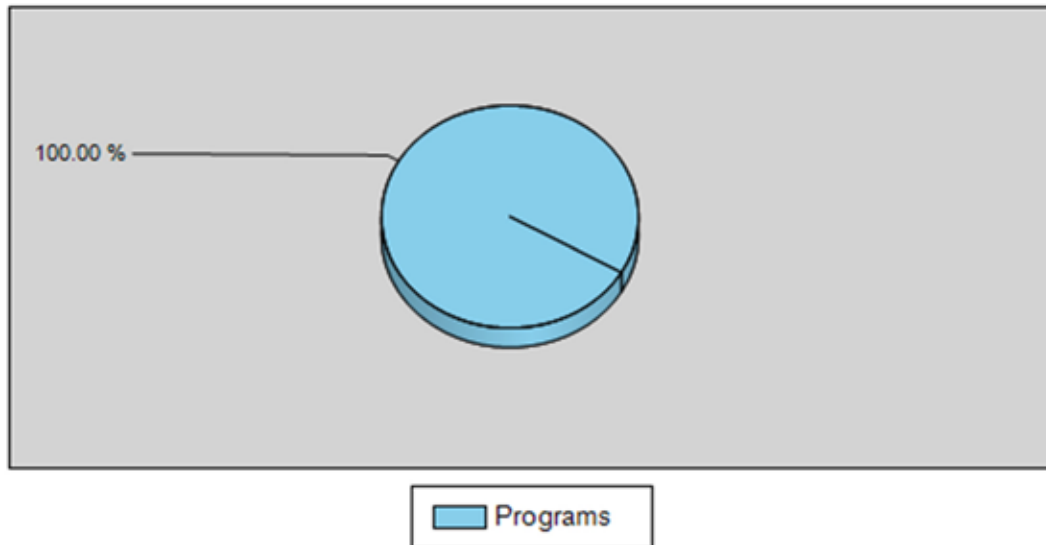
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3302	Daily Parking	600,000	612,000	624,240	636,725	649,459
3304	Monthly Parking	280,000	285,600	291,312	297,138	303,081
Total Revenues		880,000	897,600	915,552	933,863	952,540
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	12,388	12,635	12,888	13,146	13,409
4080	Auxiliaries/RPT/Seasonal	13,614	13,887	14,164	14,448	14,737
4102	Benefits	3,035	3,096	3,158	3,221	3,285
4228	Printing	4,300	4,386	4,474	4,563	4,654
4232	Security	140,000	142,800	145,656	148,569	151,541
4356	Data Line	1,300	1,326	1,353	1,380	1,407
4412	Equipment Rentals	862	879	897	915	933
4508	Credit Card Discount Fees	13,000	13,260	13,525	13,796	14,072
4512	Insurance	23,500	23,970	24,449	24,938	25,437
4814	Miscellaneous	200	204	208	212	216
4822	Repairs and Maintenance	10,000	10,200	10,404	10,612	10,824
4824	Recovery	(30,000)	(30,600)	(31,212)	(31,836)	(32,473)
Total Expenditures		192,199	196,043	199,964	203,963	208,042
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		687,801	701,557	715,588	729,900	744,498

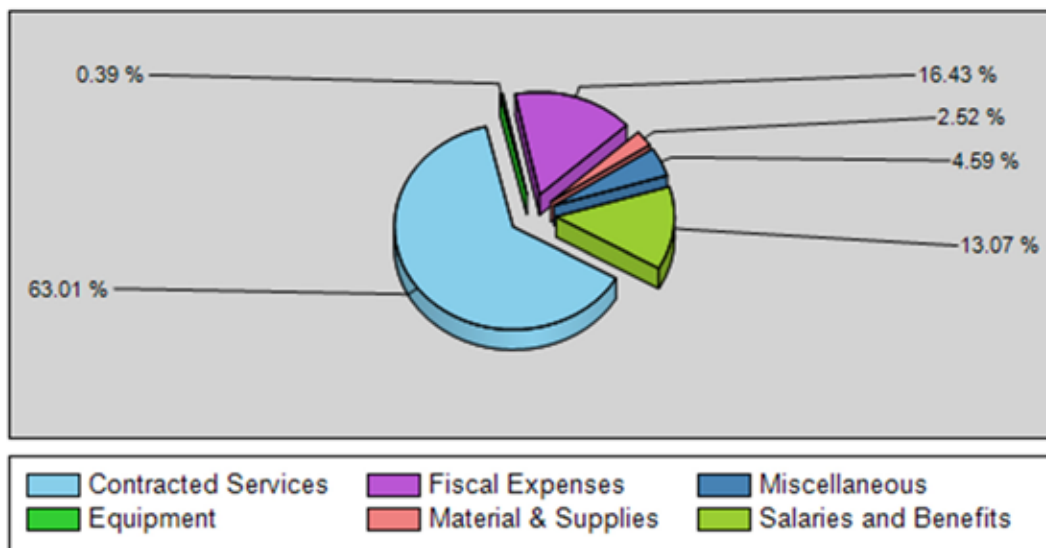
Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

Department: Finance

Budget Year: 2018

Overview:

Bastion Square Parkade is one of the City's five parkades. Located at 575 Yates Street between Government and Wharf Streets, it has 361 parking spaces and is open 24 hours. Lower floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered.

The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Bastion Square Parkade is staffed from 7:30 a.m. to as late as 10 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, staff participate in ongoing customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays.

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

Changes to Service Area:

Account	Description	December 31, 2016 Actual	August 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3302	Daily Parking	868,455	610,910	850,000	930,000	+ 9.41 %
3304	Monthly Parking	104,903	71,509	100,000	110,000	+ 10.00 %
3324	Uncollected Tickets	(917)	20	0	0	
3472	Over/Under	285	103	0	0	
Total Revenues		972,726	682,542	950,000	1,040,000	
Expenditures						
4016	Salaries - Inside	56,732	36,464	59,334	59,334	0.00 %
4080	Auxiliaries/RPT/Seasonal	131,008	87,367	154,815	154,815	0.00 %
4102	Benefits	15,342	10,079	14,537	14,537	0.00 %
4228	Printing	7,060	6,362	7,500	7,500	0.00 %
4232	Security	176,502	112,179	185,000	185,000	0.00 %
4312	Office Supplies	0	0	200	200	0.00 %
4356	Data Line	1,802	1,199	1,800	1,800	0.00 %
4412	Equipment Rentals	675	662	800	862	+ 7.75 %
4508	Credit Card Discount Fees	12,379	8,499	11,500	13,000	+ 13.04 %
4512	Insurance	23,542	15,864	23,900	24,275	+ 1.57 %
4814	Miscellaneous	0	0	200	200	0.00 %
4822	Repairs and Maintenance	7,813	5,086	8,500	10,000	+ 17.65 %
9111	WO Inside Equipment Rent	0	57	0	0	
9211	WO Regular Time	1,126	2,678	0	0	
9321	WO Outside Purchases	0	29	0	0	
9411	WO Contracted Services	325	48	0	0	
Total Expenditures		434,305	286,573	468,086	471,523	
Net Total		538,421	395,969	481,914	568,477	

Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

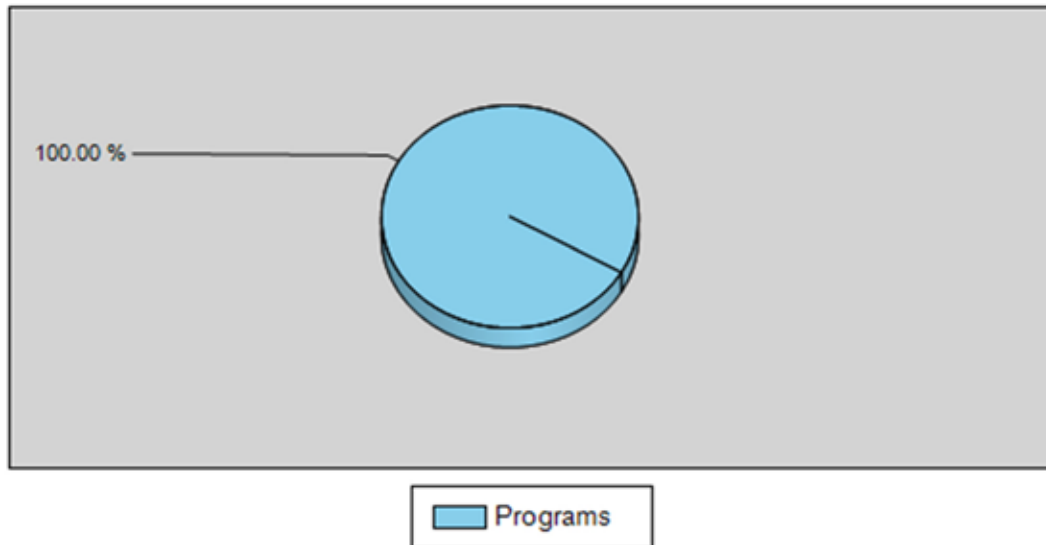
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3302	Daily Parking	930,000	948,600	967,572	986,923	1,006,662
3304	Monthly Parking	110,000	112,200	114,444	116,733	119,068
Total Revenues		1,040,000	1,060,800	1,082,016	1,103,656	1,125,729
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	59,334	60,521	61,731	62,966	64,225
4080	Auxiliaries/RPT/Seasonal	154,815	157,912	161,070	164,291	167,577
4102	Benefits	14,537	14,828	15,124	15,427	15,735
4228	Printing	7,500	7,650	7,803	7,959	8,118
4232	Security	185,000	188,700	192,474	196,323	200,250
4312	Office Supplies	200	204	208	212	216
4356	Data Line	1,800	1,836	1,873	1,910	1,948
4412	Equipment Rentals	862	879	897	915	933
4508	Credit Card Discount Fees	13,000	13,260	13,525	13,796	14,072
4512	Insurance	24,275	24,761	25,256	25,761	26,276
4814	Miscellaneous	200	204	208	212	216
4822	Repairs and Maintenance	10,000	10,200	10,404	10,612	10,824
Total Expenditures		471,523	480,954	490,573	500,384	510,392
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		568,477	579,846	591,443	603,272	615,338

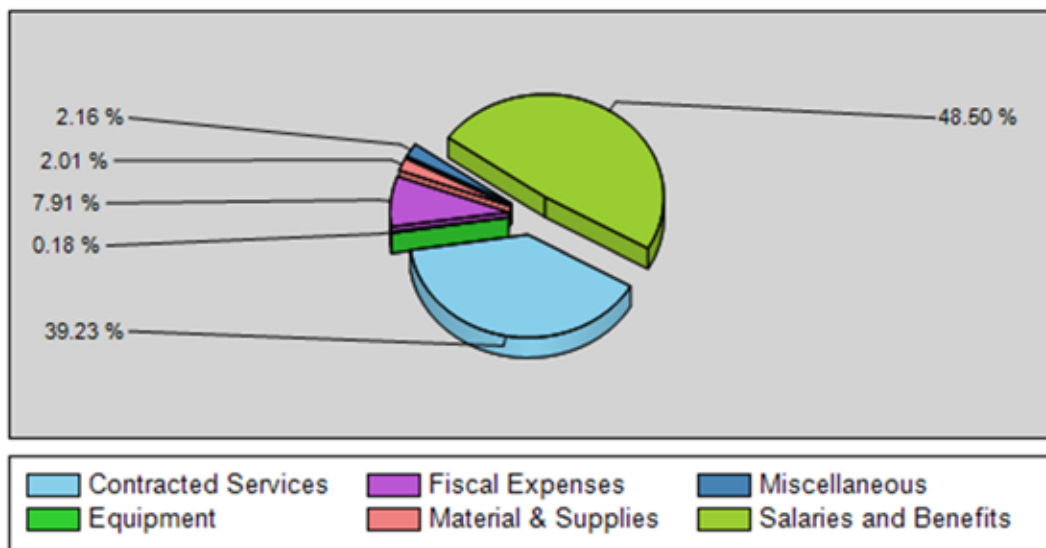
Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

Department: Finance

Budget Year: 2018

Overview:

View Street Parkade is one of the City's five parkades. Located at 743 View Street between Blanshard and Douglas Streets, it has 531 parking spaces and is open 24 hours. Lower floors and the basement level are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered. The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

View Street Parkade is staffed from 7:30 a.m. to as late as 8 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle.

To improve the parking experience, staff participate in ongoing customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays. It is also the location of the Parkade Coordinator's office.

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

Changes to Service Area:

Account	Description	December 31, 2016 Actual	August 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3302	Daily Parking	914,492	699,793	895,000	1,000,000	+ 11.73 %
3304	Monthly Parking	260,612	175,366	250,000	260,000	+ 4.00 %
3306	Parking - 1st Hour Free	(22)	(8)	0	0	
3324	Uncollected Tickets	(627)	49	0	0	
3378	Facility Rental	7,840	5,227	7,800	7,800	0.00 %
3472	Over/Under	(227)	77	0	0	
Total Revenues		1,182,069	880,503	1,152,800	1,267,800	
Expenditures						
4016	Salaries - Inside	155,366	76,625	106,281	106,281	0.00 %
4080	Auxiliaries/RPT/Seasonal	185,129	126,599	165,460	165,460	0.00 %
4102	Benefits	44,073	20,303	26,039	26,039	0.00 %
4204	Advertising	1,062	0	12,000	12,000	0.00 %
4206	Armoured Car Service	3,000	1,500	3,200	3,200	0.00 %
4228	Printing	9,676	6,362	10,000	10,000	0.00 %
4232	Security	133,113	85,720	135,000	140,000	+ 3.70 %
4312	Office Supplies	42	0	500	500	0.00 %
4356	Data Line	2,591	1,342	1,200	1,200	0.00 %
4412	Equipment Rentals	1,315	1,515	800	862	+ 7.75 %
4508	Credit Card Discount Fees	9,770	6,853	10,000	12,000	+ 20.00 %
4512	Insurance	28,169	18,994	28,700	29,065	+ 1.27 %
4814	Miscellaneous	722	295	1,200	1,200	0.00 %
4822	Repairs and Maintenance	7,933	6,913	8,500	10,000	+ 17.65 %
9111	WO Inside Equipment Rent	1,933	57	0	0	
9211	WO Regular Time	20,175	2,255	0	0	
9311	WO Inventory Purchases	372	0	0	0	
9321	WO Outside Purchases	5,464	473	0	0	
9411	WO Contracted Services	984	0	0	0	
Total Expenditures		610,888	355,805	508,879	517,806	
Net Total		571,181	524,698	643,921	749,994	

Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

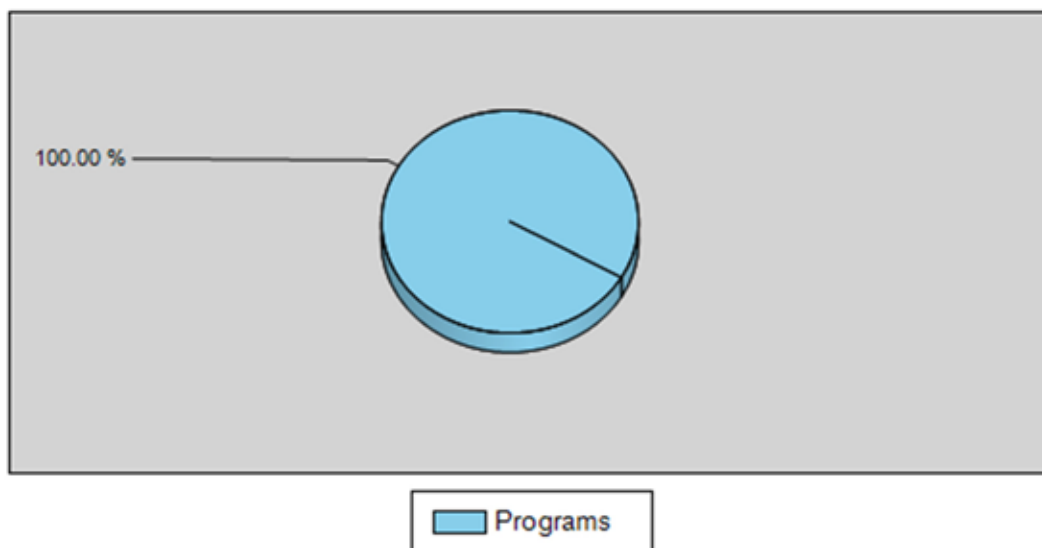
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3302	Daily Parking	1,000,000	1,020,000	1,040,400	1,061,208	1,082,432
3304	Monthly Parking	260,000	265,200	270,504	275,914	281,432
3378	Facility Rental	7,800	7,800	7,800	7,800	7,800
Total Revenues		1,267,800	1,293,000	1,318,704	1,344,922	1,371,665
% Increase			1.99%	1.99%	1.99%	1.99%
Expenditures						
4016	Salaries - Inside	106,281	108,406	110,574	112,786	115,041
4080	Auxiliaries/RPT/Seasonal	165,460	168,769	172,145	175,587	179,099
4102	Benefits	26,039	26,559	27,091	27,633	28,185
4204	Advertising	12,000	12,240	12,485	12,734	12,989
4206	Armoured Car Service	3,200	3,264	3,329	3,396	3,464
4228	Printing	10,000	10,200	10,404	10,612	10,824
4232	Security	140,000	142,800	145,656	148,569	151,541
4312	Office Supplies	500	510	520	531	541
4356	Data Line	1,200	1,224	1,248	1,273	1,299
4412	Equipment Rentals	862	879	897	915	933
4508	Credit Card Discount Fees	12,000	12,240	12,485	12,734	12,989
4512	Insurance	29,065	29,646	30,239	30,844	31,461
4814	Miscellaneous	1,200	1,224	1,248	1,273	1,299
4822	Repairs and Maintenance	10,000	10,200	10,404	10,612	10,824
Total Expenditures		517,806	528,162	538,726	549,500	560,490
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		749,994	764,838	779,978	795,422	811,174

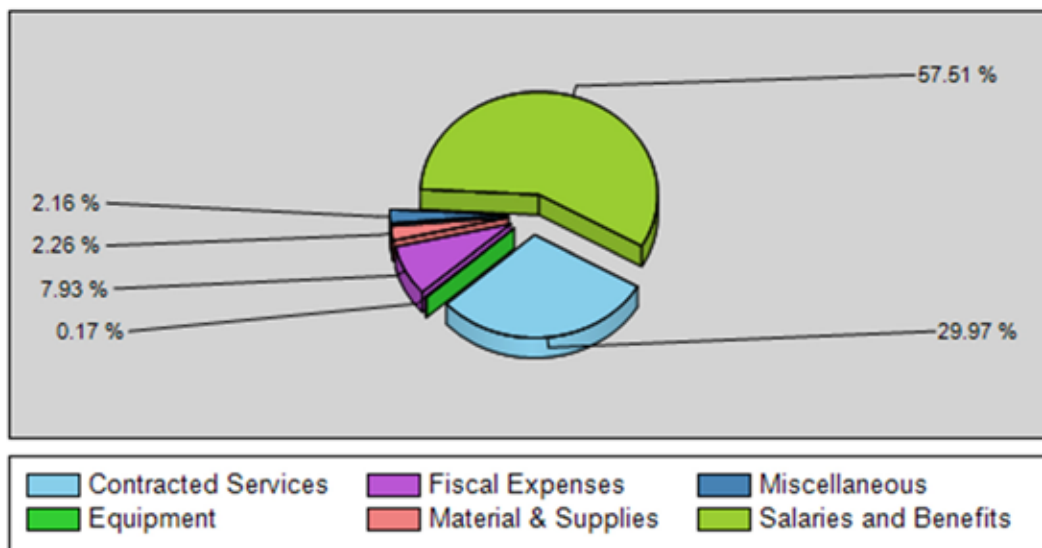
Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

Department: Finance

Budget Year: 2018

Overview:

Broughton Street Parkade is one of the City's five parkades but is leased from the Provincial Government. Located at 745 Broughton Street between Blanshard and Douglas Streets, it has 544 parking spaces and is open 24 hours. Located below ground, the parkade's upper floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the lower levels. Daily and monthly parking are offered. The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Broughton Street Parkade is staffed from 7:30 a.m. to as late as 7 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, staff participate in ongoing customer service training, parkade rates have been reduced to \$2 per hour payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all day Sunday and holidays.

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

Changes to Service Area:

Account	Description	December 31, 2016 Actual	August 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3302	Daily Parking	957,926	733,344	920,000	1,100,000	+ 19.57 %
3304	Monthly Parking	376,110	246,534	385,000	370,000	- 3.90 %
3324	Uncollected Tickets	(448)	(115)	0	0	
3472	Over/Under	583	362	0	0	
Total Revenues		1,334,171	980,124	1,305,000	1,470,000	
Expenditures						
4016	Salaries - Inside	56,884	36,464	59,334	59,334	0.00 %
4080	Auxiliaries/RPT/Seasonal	102,283	61,122	141,201	141,201	0.00 %
4102	Benefits	16,143	9,992	14,537	14,537	0.00 %
4228	Printing	11,247	7,911	8,000	8,000	0.00 %
4232	Security	133,113	82,948	135,000	140,000	+ 3.70 %
4312	Office Supplies	315	0	200	200	0.00 %
4356	Data Line	1,836	1,054	1,800	1,800	0.00 %
4412	Equipment Rentals	675	662	800	862	+ 7.75 %
4508	Credit Card Discount Fees	17,892	12,452	18,000	19,000	+ 5.56 %
4512	Insurance	6,897	4,598	7,100	7,040	- 0.85 %
4804	Revenue Sharing with Province	521,500	317,713	470,000	550,000	+ 17.02 %
4814	Miscellaneous	0	148	500	500	0.00 %
4822	Repairs and Maintenance	14,050	8,140	10,200	15,000	+ 47.06 %
9111	WO Inside Equipment Rent	188	56	0	0	
9211	WO Regular Time	3,737	1,630	0	0	
9321	WO Outside Purchases	68	0	0	0	
9411	WO Contracted Services	15,272	0	0	0	
Total Expenditures		902,099	544,889	866,672	957,474	
Net Total		432,072	435,235	438,328	512,526	

Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

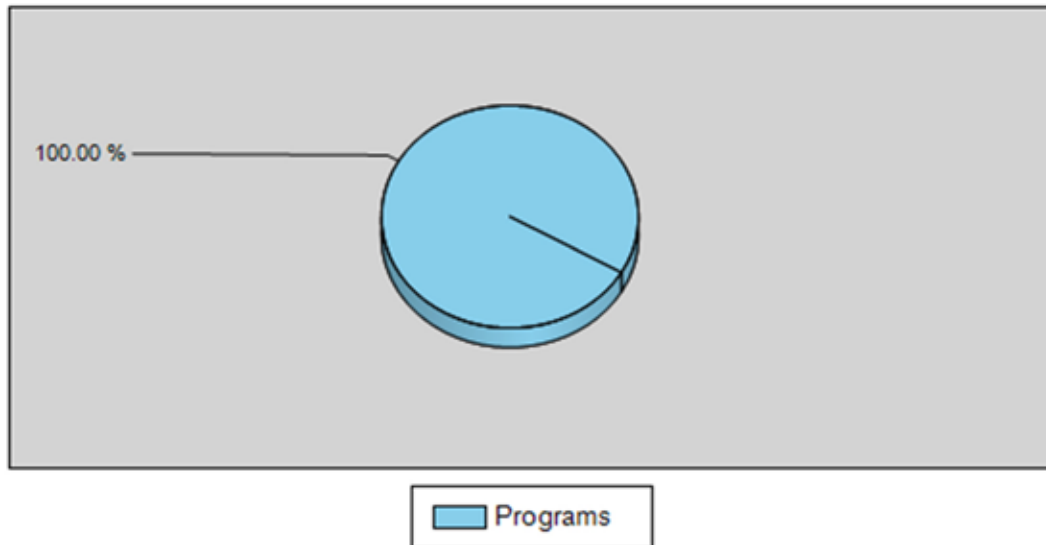
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3302	Daily Parking	1,100,000	1,122,000	1,144,440	1,167,329	1,190,675
3304	Monthly Parking	370,000	377,400	384,948	392,647	400,500
Total Revenues		1,470,000	1,499,400	1,529,388	1,559,976	1,591,175
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	59,334	60,521	61,731	62,966	64,225
4080	Auxiliaries/RPT/Seasonal	141,201	144,025	146,905	149,843	152,840
4102	Benefits	14,537	14,828	15,124	15,427	15,735
4228	Printing	8,000	8,160	8,323	8,490	8,659
4232	Security	140,000	142,800	145,656	148,569	151,541
4312	Office Supplies	200	204	208	212	216
4356	Data Line	1,800	1,836	1,873	1,910	1,948
4412	Equipment Rentals	862	879	897	915	933
4508	Credit Card Discount Fees	19,000	19,380	19,768	20,163	20,566
4512	Insurance	7,040	7,181	7,324	7,471	7,620
4804	Revenue Sharing with Province	550,000	561,000	572,220	583,664	595,338
4814	Miscellaneous	500	510	520	531	541
4822	Repairs and Maintenance	15,000	15,300	15,606	15,918	16,236
Total Expenditures		957,474	976,623	996,156	1,016,079	1,036,400
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		512,526	522,777	533,232	543,897	554,775

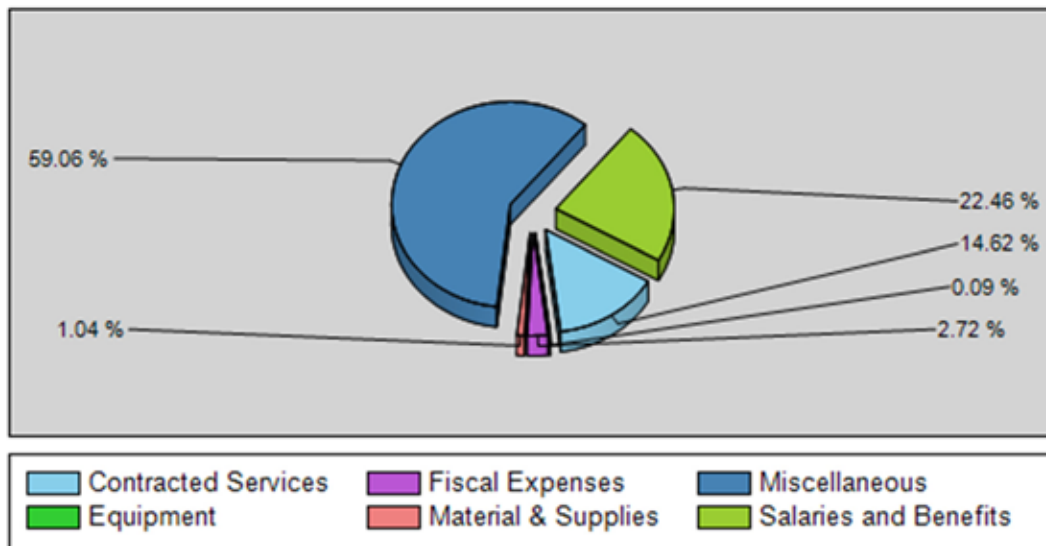
Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

Department: Finance

Budget Year: 2018

Overview:

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

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

Deliverables:

- Targeted customer complaints response time is same-day response
- 95% of customer complaints related to on-street parking meters and City-owned lots are responded to in the same day, with the remaining 5% (more complex issues) forwarded to the Manager of Parking Services
- Complex issues are responded to within 2 business days
- 260 pay stations are maintained and cleaned in a 13 day rotation (approximately 20 pay stations daily)
- 200 single meters and surface lots are maintained and cleaned once a week

Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

Changes to Service Area:

Account	Description	December 31, 2016 Actual	August 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3108	Handicapped Permits	29,563	20,678	25,000	30,000	+ 20.00 %
3274	Miscellaneous Fees	780	505	0	0	
3312	Parking Lot - 900 Wharf	476,911	343,019	470,000	470,000	0.00 %
3315	Parking Lot - JS Bridge	28,089	17,977	0	0	
3316	Parking Lot - Rear of Royal	124,657	85,990	110,000	105,000	- 4.55 %
3318	Parking Lot - Royal Athletic Park	132,508	102,231	130,000	150,000	+ 15.38 %
3320	Parking Permits	1,121,470	555,383	650,000	750,000	+ 15.38 %
3322	Parking Meters	6,851,557	4,667,845	6,700,000	6,900,000	+ 2.99 %
3406	Tour Stands	106,184	76,377	95,000	95,000	0.00 %
3472	Over/Under	(274)	(431)	0	0	
Total Revenues		8,871,446	5,869,575	8,180,000	8,500,000	
Expenditures						
4016	Salaries - Inside	114,768	72,658	112,299	112,299	0.00 %
4080	Auxiliaries/RPT/Seasonal	4,894	0	63,336	63,336	0.00 %
4102	Benefits	28,990	21,757	27,513	27,513	0.00 %
4216	Contracted Services	433,953	231,702	450,000	450,000	0.00 %
4228	Printing	30,798	482	25,000	25,000	0.00 %
4312	Office Supplies	0	0	200	200	0.00 %
4364	Telecommunications	1,672	1,120	1,700	1,700	0.00 %
4412	Equipment Rentals	13,200	8,174	12,700	13,620	+ 7.24 %
4508	Credit Card Discount Fees	153,783	96,972	125,000	160,000	+ 28.00 %
4814	Miscellaneous	5,374	3,935	10,000	10,000	0.00 %
4822	Repairs and Maintenance	2,124	0	7,500	7,500	0.00 %
4824	Recovery	(70,319)	(58,734)	(70,000)	(100,000)	+ 42.86 %
9111	WO Inside Equipment Rent	988	1,468	0	0	
9211	WO Regular Time	20,498	20,551	0	0	
9311	WO Inventory Purchases	215	299	0	0	
9321	WO Outside Purchases	1,474	1,893	0	0	
9411	WO Contracted Services	5,612	0	0	0	
Total Expenditures		748,023	402,276	765,248	771,168	
Net Total		8,123,423	5,467,299	7,414,752	7,728,832	

Business Unit Summary with Service Areas

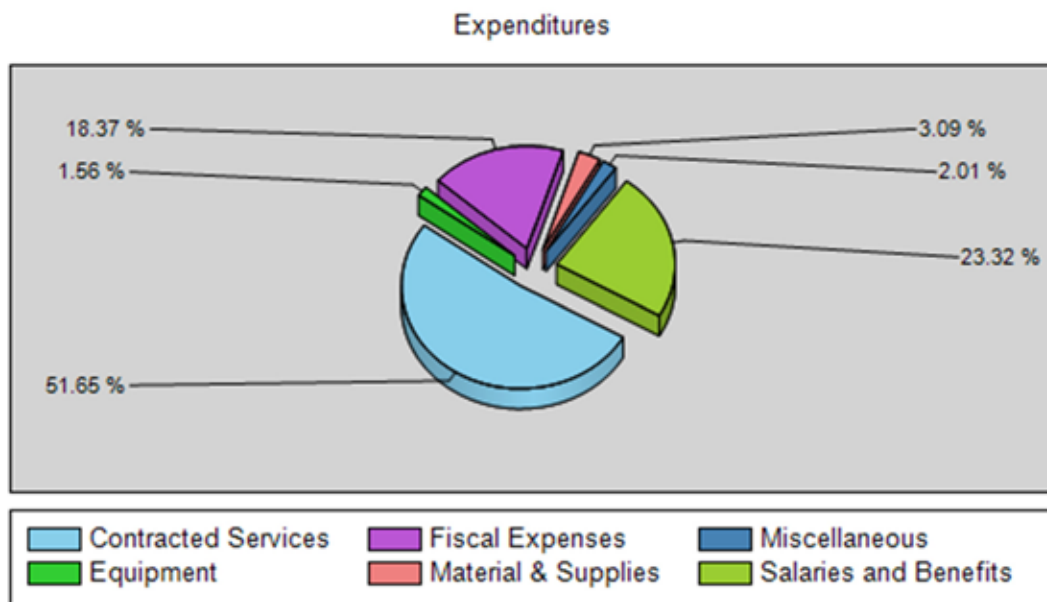
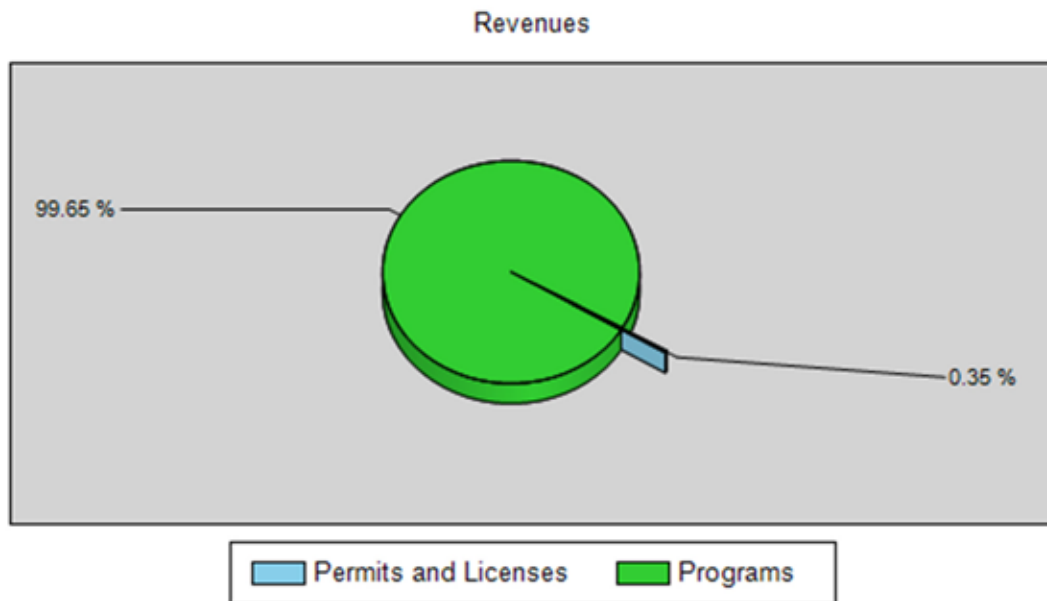
Business Unit: 4060 - Parking Meters and Lots

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3108	Handicapped Permits	30,000	30,000	30,000	30,000	30,000
3312	Parking Lot - 900 Wharf	470,000	479,400	488,988	498,768	508,743
3316	Parking Lot - Rear of Royal	105,000	107,100	109,242	111,427	113,655
3318	Parking Lot - Royal Athletic Park	150,000	153,000	156,060	159,181	162,365
3320	Parking Permits	750,000	765,000	780,300	795,906	811,824
3322	Parking Meters	6,900,000	7,038,000	7,178,760	7,322,335	7,468,782
3406	Tour Stands	95,000	95,000	95,000	95,000	95,000
Total Revenues		8,500,000	8,667,500	8,838,350	9,012,617	9,190,369
% Increase			1.97%	1.97%	1.97%	1.97%
Expenditures						
4016	Salaries - Inside	112,299	114,545	116,836	119,173	121,556
4080	Auxiliaries/RPT/Seasonal	63,336	64,602	65,894	67,212	68,557
4102	Benefits	27,513	28,064	28,625	29,197	29,781
4216	Contracted Services	450,000	459,000	468,180	477,544	487,094
4228	Printing	25,000	25,500	26,010	26,530	27,061
4312	Office Supplies	200	204	208	212	216
4364	Telecommunications	1,700	1,734	1,769	1,804	1,840
4412	Equipment Rentals	13,620	13,892	14,170	14,454	14,743
4508	Credit Card Discount Fees	160,000	163,200	166,464	169,793	173,189
4814	Miscellaneous	10,000	10,200	10,404	10,612	10,824
4822	Repairs and Maintenance	7,500	7,650	7,803	7,959	8,118
4824	Recovery	(100,000)	(102,000)	(104,040)	(106,121)	(108,243)
Total Expenditures		771,168	786,591	802,323	818,370	834,737
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		7,728,832	7,880,909	8,036,027	8,194,247	8,355,632

Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots



Business Unit Summary with Service Areas

Service Area: Parking Services Administration

Department: Finance

Budget Year: 2018

Overview:

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

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

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

Deliverables:

- Improve the customer service experience for people parking in the City
- Monitor and adjust parking regulations as needed to ensure parking is available, and that customers have multiple payment options
- Ensure estimated budgets are realistic and achievable, through ongoing monitoring and adjustments
- Customer complaints response target time is same day
- Target - improved positive experience of customers

Business Unit Summary with Service Areas

Service Area: Parking Services Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	August 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	112,566	70,013	109,082	109,082	0.00 %
4016	Salaries - Inside	113,976	68,142	106,858	106,858	0.00 %
4102	Benefits	58,830	39,289	52,381	52,381	0.00 %
4112	Mileage/Parking	29	29	150	150	0.00 %
4116	Conferences/Travel	3,788	0	5,000	5,000	0.00 %
4118	Membership Fees	1,478	790	800	800	0.00 %
4120	Training and Development	0	0	4,390	4,390	0.00 %
4216	Contracted Services	0	0	30,000	0	
4218	Courier Service	63	90	200	200	0.00 %
4308	General Supplies	2,715	1,175	5,000	5,000	0.00 %
4312	Office Supplies	5,346	4,254	7,600	7,600	0.00 %
4364	Telecommunications	1,301	1,023	1,250	1,250	0.00 %
4516	Interest - Debenture	405,900	202,950	405,900	405,900	0.00 %
4814	Miscellaneous	84	508	100	100	0.00 %
4824	Recovery	(10,279)	0	0	0	
6020	Debt repayments	439,482	439,482	439,482	439,482	0.00 %
6036	Offstreet Parking Reserve	535,334	0	1,261,347	1,849,929	+ 46.66 %
6042	Buildings and Infrastructure Reserve	0	0	0	65,000	
Total Expenditures		1,670,612	827,743	2,429,540	3,053,122	
Net Total		(1,670,612)	(827,743)	(2,429,540)	(3,053,122)	

Business Unit Summary with Service Areas

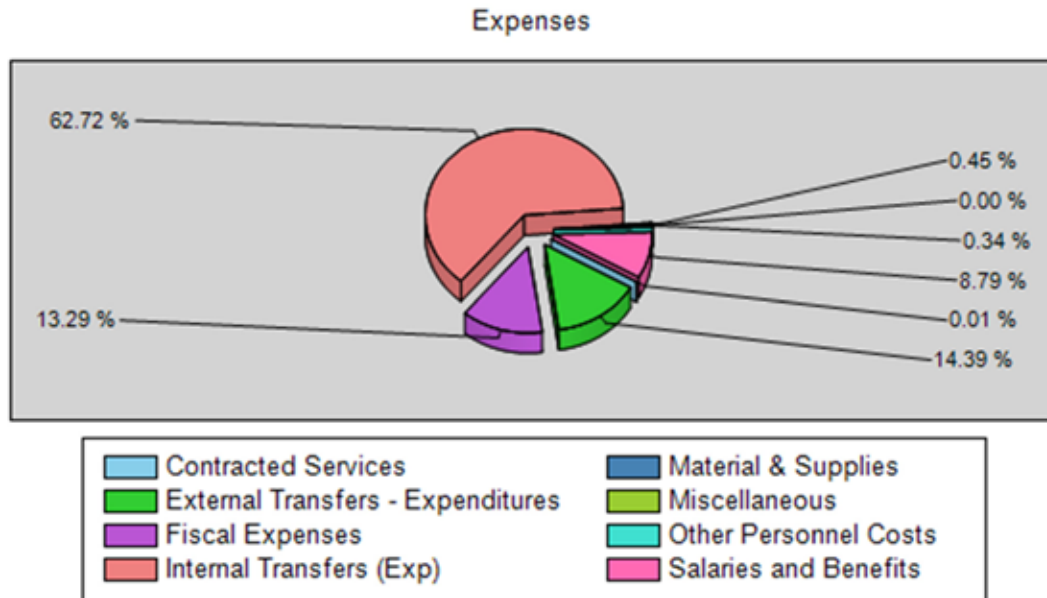
Service Area: Parking Services Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	106,858	108,995	111,175	113,398	115,666
4102	Benefits	52,381	53,429	54,497	55,587	56,699
4112	Mileage/Parking	150	153	156	159	162
4116	Conferences/Travel	5,000	5,100	5,202	5,306	5,412
4118	Membership Fees	800	816	832	849	866
4120	Training and Development	4,390	4,478	4,567	4,659	4,752
4218	Courier Service	200	204	208	212	216
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4312	Office Supplies	7,600	7,752	7,907	8,065	8,226
4364	Telecommunications	1,250	1,275	1,301	1,327	1,353
4516	Interest - Debenture	405,900	405,900	405,900	405,900	405,900
4814	Miscellaneous	100	102	104	106	108
6020	Debt repayments	439,482	439,482	439,482	439,482	439,482
6036	Offstreet Parking Reserve	1,849,929	2,016,245	2,196,086	2,379,525	2,566,632
6042	Buildings and Infrastructure Reserve	65,000	65,000	65,000	65,000	65,000
Total Expenditures		3,053,122	3,225,294	3,411,109	3,600,640	3,793,962
% Increase			5.64%	5.76%	5.56%	5.37%
Net Total		(3,053,122)	(3,225,294)	(3,411,109)	(3,600,640)	(3,793,962)

Business Unit Summary with Service Areas

Service Area: *Parking Services Administration*



Business Unit Summary with Service Areas

Service Area: Parking Ambassadors

Department: Finance

Budget Year: 2018

Overview:

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

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

Deliverables:

Measures of Process:

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

Measures of Success:

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

Business Unit Summary with Service Areas

Service Area: Parking Ambassadors

Changes to Service Area:

Account	Description	December 31, 2016 Actual	August 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3422	Moving Traffic Violation	36,835	22,500	25,000	30,000	+ 20.00 %
3424	Parking Fines	3,331,532	2,113,691	3,250,000	3,200,000	- 1.54 %
3426	Towing Fees	25,441	21,866	20,000	25,000	+ 25.00 %
Total Revenues		3,393,807	2,158,057	3,295,000	3,255,000	
Expenditures						
4016	Salaries - Inside	597,665	355,326	709,745	709,745	0.00 %
4070	Overtime	311	1	0	0	
4080	Auxiliaries/RPT/Seasonal	197,087	136,604	80,755	80,753	0.00 %
4082	WCB Leave - CUPE 388	1,588	336	0	0	
4102	Benefits	167,299	103,662	153,063	153,063	0.00 %
4120	Training and Development	6,590	0	2,500	7,000	+ 180.00 %
4154	Recovery - WCB	(1,588)	0	0	0	
4212	Commissionaire Service	375	0	0	0	
4216	Contracted Services	107,132	53,879	115,000	115,000	0.00 %
4228	Printing	19,003	3,908	18,000	18,000	0.00 %
4245	Software Licencing/Mtce/Support	0	0	7,500	10,000	+ 33.33 %
4308	General Supplies	6,663	724	5,000	5,000	0.00 %
4316	Protective Clothing/Uniforms	20,009	9,393	10,000	12,000	+ 20.00 %
4364	Telecommunications	14,165	7,822	12,000	10,080	- 16.00 %
4412	Equipment Rentals	19,460	4,621	17,200	20,000	+ 16.28 %
4508	Credit Card Discount Fees	28,211	19,179	30,000	30,000	0.00 %
4512	Insurance	979	801	1,200	1,200	0.00 %
4829	Uncollectable Parking Fines	1,006,686	718,179	900,000	1,000,000	+ 11.11 %
Total Expenditures		2,191,635	1,414,434	2,061,963	2,171,841	
Net Total		1,202,172	743,623	1,233,037	1,083,159	

Business Unit Summary with Service Areas

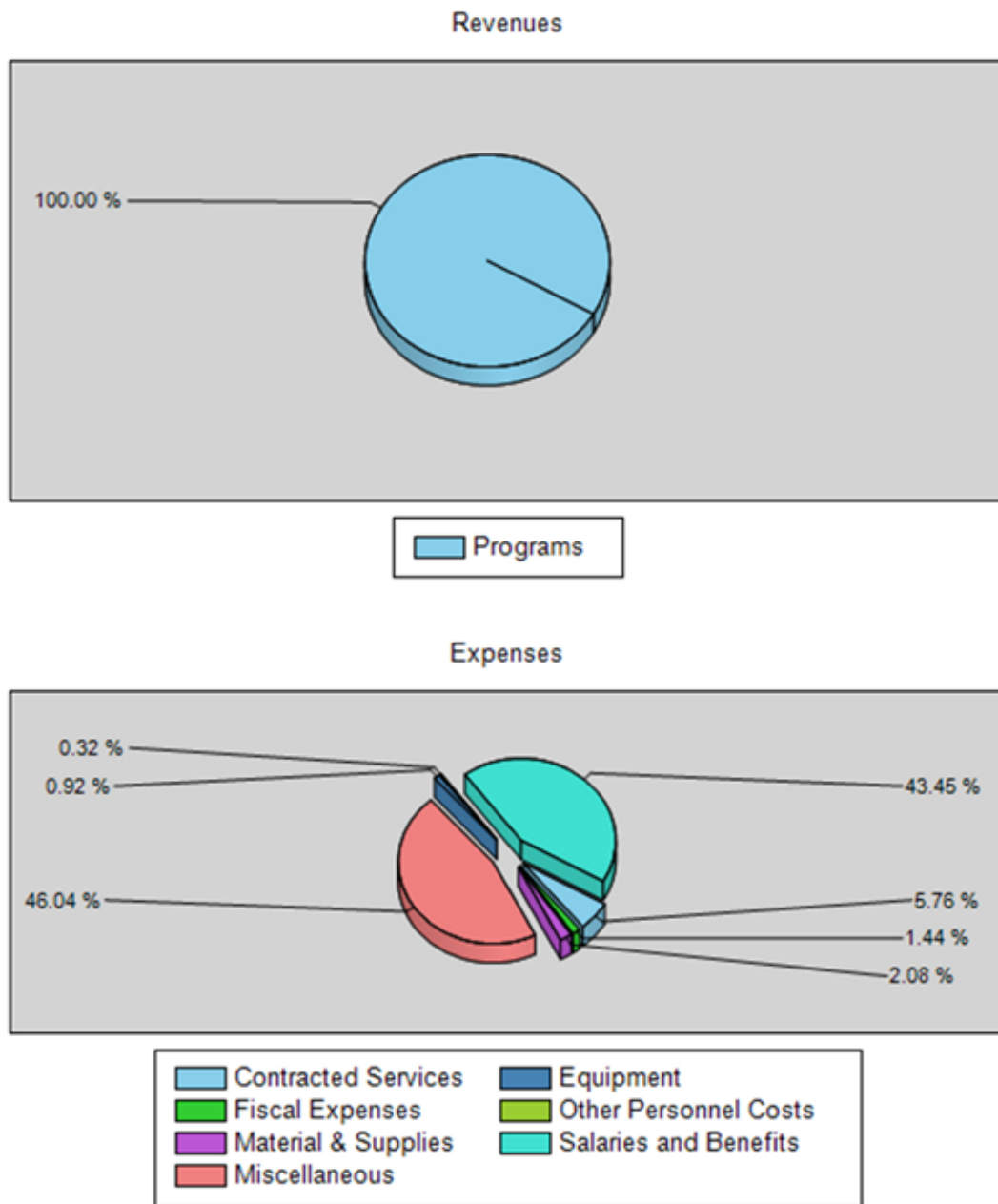
Service Area: Parking Ambassadors

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3422	Moving Traffic Violation	30,000	30,000	30,000	30,000	30,000
3424	Parking Fines	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000
3426	Towing Fees	25,000	25,000	25,000	25,000	25,000
Total Revenues		3,255,000	3,255,000	3,255,000	3,255,000	3,255,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4016	Salaries - Inside	709,745	723,940	738,419	753,187	768,251
4080	Auxiliaries/RPT/Seasonal	80,753	82,368	84,015	85,695	87,409
4102	Benefits	153,063	156,124	159,246	162,431	165,680
4120	Training and Development	7,000	7,140	7,283	7,428	7,577
4216	Contracted Services	115,000	117,300	119,646	122,039	124,480
4228	Printing	18,000	18,360	18,727	19,102	19,484
4245	Software Licencing/Mtce/Support	10,000	20,400	20,808	21,224	21,649
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4316	Protective Clothing/Uniforms	12,000	12,240	12,485	12,734	12,989
4364	Telecommunications	10,080	10,282	10,487	10,697	10,911
4412	Equipment Rentals	20,000	20,400	20,808	21,224	21,649
4508	Credit Card Discount Fees	30,000	30,600	31,212	31,836	32,473
4512	Insurance	1,200	1,224	1,248	1,273	1,299
4829	Uncollectable Parking Fines	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Expenditures		2,171,841	2,205,477	2,229,587	2,254,179	2,279,262
% Increase			1.55%	1.09%	1.10%	1.11%
Net Total		1,083,159	1,049,523	1,025,413	1,000,821	975,738

Business Unit Summary with Service Areas

Service Area: Parking Ambassadors





Human Resources

The Human Resources Department provides high quality services to achieve staff and service excellence.

The department's role is to assist all departments in creating a safe, healthy and supportive work environment where staff are valued and respected, and are given the opportunity to achieve their potential through training and development.

Core Services

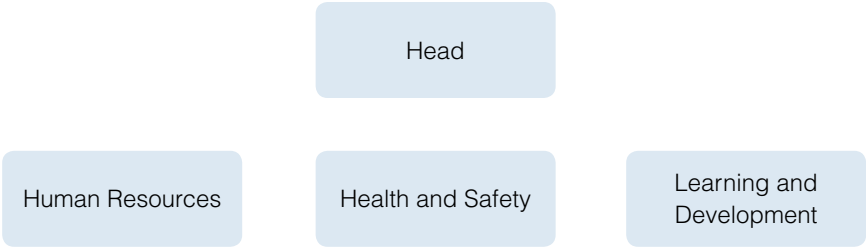
- Talent management (attracting, retaining and developing)
- Strategic workforce planning
- Employee orientation and recognition
- Employee and labour relations
- Compensation and benefits
- Health, safety and wellness
- Learning and development

Proposed Initiatives for 2018

- Human Resource Review Implementation

Human Resources

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



HUMAN RESOURCES

Performance Metrics

Measuring Success – Recruitment

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of vacancies		240	260	254
How well did we do it?				
Percentage of vacancies filled by internal staff		68%	64%	66%
Story behind the data	HR has continued to partner with line departments to grow internal staff. Individual career planning support continues. Focus working with departments to develop succession/workforce planning models in specific outside work areas (Public Works, Utilities and Parks). This includes identifying key skill sets and competency levels for different levels of positions and assessing internal capacity for future needs.			
Is anyone better off?				
Story behind the data	A focus on internal promotion for qualified individuals continues. This provides employees with new opportunities and experiences and supports employee engagement and retention. Internal development is also a key support in succession planning and is vital to business continuity.			
Where do we want to go?	Continue to fill vacancies with qualified internal staff to support succession planning. Move from individual development plans, to sectional/departmental development plans, which proactively identify key skill, knowledge and succession needs and gaps. Assess recruitment strategies for talent acquisition and retention. Develop a cohort model for learning and development programs to promote shared learning and a community of practice.			

Measuring Success – Grievances

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
Number of grievances	12	20	15
How well did we do it?			
Percentage of grievances with regards to promotions	17%	25%	20%
Story behind the data	Over half of the grievances to date in 2017 are related to discipline, pay and promotion, many of which can be resolved in the early stages. The City will continue to work with the union to look at resolving the grievances in a timely manner.		
Is anyone better off?			
Story behind the data	More fruitful conversations with employees unsuccessful in competitions leads to greater awareness of areas for development. This supports succession and workforce planning, as well as focus of growing from within. Continued focus on anticipating issues before they arise and applying practical lens to workplace decisions. Open, timely and topical discussions with employees and their union representatives support of culture of open communication.		
Where do we want to go?	Support managers and supervisors to proactively address issues, and to take a macro view of grievance resolutions. Continue to have open discussions with employees and unions, and focus on the issues that are generating the most grievances. HR staff will continue to grow their relationship with union representatives.		

HUMAN RESOURCES

Performance Metrics

Measuring Success – Sick Leave/WorksafeBC

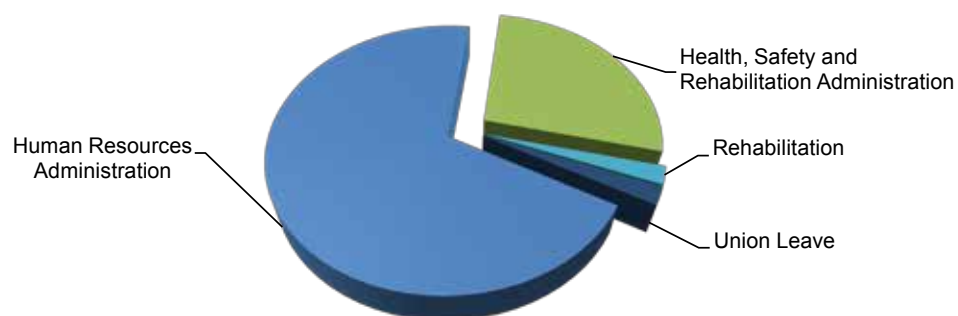
Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Total number of Sick Leave/ WorksafeBC absence hours		47,794 hrs sick/ 8,554 hrs WorkSafeBC	40,000 hrs sick leave/10,000 hrs WorkSafeBC	40,000 hrs sick leave/9,000 hrs WorkSafeBC
How well did we do it?				
Reduction in total number of Sick Leave/WorksafeBC absence hours		6.4% increase hrs sick leave/ No change hrs WorkSafeBC	16.31% reduction hrs sick leave/ 16.91% increase hrs WorkSafeBC	Maintenance – Sick Leave/ 10% reduction WorkSafeBC
Story behind the data	In 2017 a new WorkSafeBC Claims Management team was established. The City continues to work with this team to ensure they understand the City's programs and focus on return to work as soon as medically able. Continued implementation of the attendance management program is needed with a goal of further reduction in sick leave use.			
Is anyone better off?				
Story behind the data	Continue to provide proactive safety awareness and training to reduce sick time/WSBC usage. Increased number of hours providing service to the public as staff are present in the workplace. Less downtime for crews as all staff are present. Less coordination of crews as staffing levels are more consistent and predictable.			
Where do we want to go?	Continue to promote and provide opportunities for early and safe return to work for both WorkSafeBC claims and sick leave.			

HUMAN RESOURCES

Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Expenditures				
Human Resources Administration	1,339,807	1,301,607	(38,200)	-2.85%
Health, Safety and Rehabilitation Administration	490,536	505,331	14,795	3.02%
Rehabilitation	40,000	40,000	0	0.00%
Union Leave	40,050	40,050	0	0.00%
Total	1,910,393	1,886,988	(23,405)	-1.23%

2018 Expenditures



Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration

Department: Human Resources **Budget Year:** 2018

Overview:

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

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

Deliverables:

Deliverables are based on organizational focus and may fluctuate from year to year. A strategic review of HR services was completed in mid-2017 and implementation of recommendations will be a focus for the department in 2018.

Recruitment

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

Learning & Development

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

Labour Relations:

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

Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	598,307	348,138	800,669	800,669	0.00 %
4080	Auxiliaries/RPT/Seasonal	64,408	30,355	0	0	
4102	Benefits	159,410	102,400	192,318	192,318	0.00 %
4112	Mileage/Parking	8,072	4,805	10,000	11,800	+ 18.00 %
4116	Conferences/Travel	2,984	1,417	10,000	10,000	0.00 %
4118	Membership Fees	1,605	1,110	5,000	5,000	0.00 %
4120	Training and Development	75,730	40,484	120,000	120,000	0.00 %
4216	Contracted Services	1,200	0	0	0	
4220	GVLRA ¹	56,990	31,259	65,000	0	
4230	Professional ²	61,540	75,200	85,000	110,000	+ 29.41 %
4240	Recruitment	81,542	90,508	35,000	35,000	0.00 %
4310	Books/Publications	602	0	500	500	0.00 %
4312	Office Supplies	5,351	3,172	5,000	5,000	0.00 %
4364	Telecommunications	1,583	1,232	1,820	1,820	0.00 %
4814	Miscellaneous	738	118	500	500	0.00 %
9111	WO Inside Equipment Rent	9	0	0	0	
9211	WO Regular Time	742	0	0	0	
9321	WO Outside Purchases	23,079	4,224	9,000	9,000	0.00 %
Total Expenditures		1,143,891	734,421	1,339,807	1,301,607	
Net Total		(1,143,891)	(734,421)	(1,339,807)	(1,301,607)	

1. Bring Collective Bargaining In House

Business Unit Summary with Service Areas

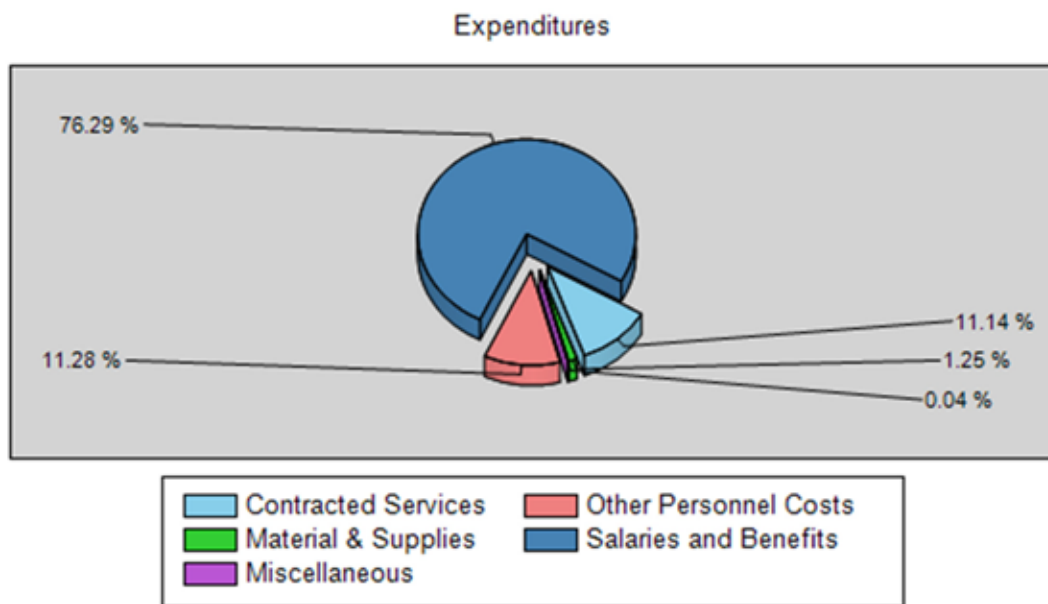
Business Unit: 2100 - Human Resources Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	800,669	816,683	833,018	849,678	866,671
4102	Benefits	192,318	196,164	200,088	204,089	208,171
4112	Mileage/Parking	11,800	12,036	12,277	12,522	12,773
4116	Conferences/Travel	10,000	10,200	10,404	10,612	10,824
4118	Membership Fees	5,000	5,100	5,202	5,306	5,412
4120	Training and Development	120,000	122,400	124,848	127,345	129,892
4230	Professional	110,000	112,200	114,444	116,733	119,068
4240	Recruitment	35,000	35,700	36,414	37,142	37,885
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	5,000	5,100	5,202	5,306	5,412
4364	Telecommunications	1,820	1,856	1,894	1,931	1,970
4814	Miscellaneous	500	510	520	531	541
9321	WO Outside Purchases	9,000	9,180	9,364	9,551	9,742
Total Expenditures		1,301,607	1,327,640	1,354,194	1,381,277	1,408,902
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(1,301,607)	(1,327,640)	(1,354,194)	(1,381,277)	(1,408,902)

Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration



Business Unit Summary with Service Areas

Business Unit: 2110 - Health, Safety and Rehabilitation

Department: Human Resources **Budget Year:** 2018

Overview:

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

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

Deliverables:

Sick leave

- Forecasted for 2018 at 40,000 hours

WorkSafe BC

- Forecasted for 2018 at 9,000 hours
- Continue to provide proactive safety programs to reduce sick time, WorkSafeBC usage and support employees in maintaining and improving their health
- Human Resources with the support of department managers will continue to implement the attendance improvement programs into Public Works and other departments. With the support of more awareness and communication of attendance expectations, there is potential for significant reduction in usage of sick time. This supports City services through reducing downtime for crews, reducing coordination time for crew leaders and provides a more consistent and predictable workforce
- With continued reduction in WorkSafeBC usage over the last three years, estimated insurance savings for 2018 - 2020 is more than \$300,000
- Continue to promote and provide opportunities for early and safe return to work
- Deliver health and safety training considering organizational risk. Focus in 2018 is to provide courses in support of staff obtaining the BC Municipal Safety Association's Supervisor Safety Certificate. Other areas of focus due to legislative changes will be traffic control person (TCP) and workplace hazardous materials information system (WHMIS)
- Continued focus on establishing and revising standard job procedures and operational guidelines which provide a consistent and safe method for performing tasks leading to injury prevention
- Continued emphasis on reviewing of LTD benefits and services focusing on ways to prevent long term absences and supporting staff to return as soon as possible
- Emphasis on mental health awareness by providing in-house training on how to identify and assist those with mental health challenges. Training will provide support to employees and will provide tools to support fellow staff members, direct reports and members of the public
- Establish a single resource location for OH&S information. Provide staff with all the necessary documents and forms through Sharepoint. This will save time, create greater understanding and ensure processes and forms are completed
- Review and revise the City's Employee and Family Assistance Program to ensure it is meeting the current and future needs of staff. Changes to the EFAP program are anticipated for early 2018

Business Unit Summary with Service Areas

Business Unit: 2110 - Health, Safety and Rehabilitation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	214,080	124,727	210,195	210,195	0.00 %
4016	Salaries - Inside	39,320	16,674	79,175	79,175	0.00 %
4070	Overtime	97	0	0	0	
4102	Benefits	64,814	36,598	69,886	69,886	0.00 %
4112	Mileage/Parking	3,011	1,655	4,100	4,100	0.00 %
4116	Conferences/Travel	425	38	2,500	2,500	0.00 %
4118	Membership Fees	955	750	955	955	0.00 %
4120	Training and Development	15,164	6,924	15,000	15,000	0.00 %
4216	Contracted Services ¹	50,278	31,800	65,000	85,000	+ 30.77 %
4230	Professional	28,563	5,652	35,000	35,000	0.00 %
4308	General Supplies	1,857	341	6,225	1,020	- 83.61 %
4364	Telecommunications	2,604	1,655	2,500	2,500	0.00 %
9111	WO Inside Equipment Rent	5	18	0	0	
9211	WO Regular Time	285	222	0	0	
Total Expenditures		421,458	227,052	490,536	505,331	
Net Total		(421,458)	(227,052)	(490,536)	(505,331)	

1. Employee and Family Assistance Program revamp planned for 2018

Business Unit Summary with Service Areas

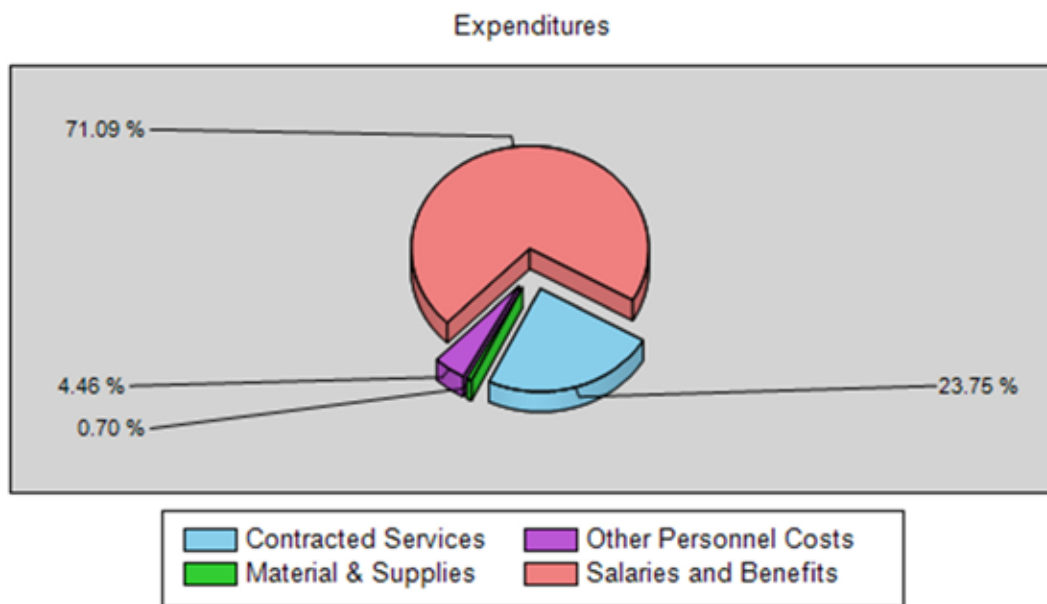
Business Unit: 2110 - Health, Safety and Rehabilitation

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	210,195	214,399	218,687	223,060	227,521
4016	Salaries - Inside	79,175	80,759	82,374	84,022	85,702
4102	Benefits	69,886	71,284	72,709	74,163	75,647
4112	Mileage/Parking	4,100	4,182	4,266	4,351	4,438
4116	Conferences/Travel	2,500	2,550	2,601	2,653	2,706
4118	Membership Fees	955	974	994	1,013	1,034
4120	Training and Development	15,000	15,300	15,606	15,918	16,236
4216	Contracted Services	85,000	66,300	67,626	68,979	70,358
4230	Professional	35,000	35,700	36,414	37,142	37,885
4308	General Supplies	1,020	1,040	1,061	1,082	1,104
4364	Telecommunications	2,500	2,550	2,601	2,653	2,706
Total Expenditures		505,331	495,038	504,938	515,037	525,338
% Increase			(2.04%)	2.00%	2.00%	2.00%
Net Total		(505,331)	(495,038)	(504,938)	(515,037)	(525,338)

Business Unit Summary with Service Areas

Business Unit: 2110 - Health, Safety and Rehabilitation



Business Unit Summary with Service Areas

Business Unit: 2116 - Rehabilitation

Department: Human Resources **Budget Year:** 2018

Overview:

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

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

Deliverables:

- Successful transitions of employees back in the workplace through accommodation or modified duties and support for temporary alternate duties

Business Unit Summary with Service Areas

Business Unit: 2116 - Rehabilitation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	11,054	78	0	0	
4102	Benefits	3,238	3,043	0	0	
4308	General Supplies	1,040	754	0	0	
9111	WO Inside Equipment Rent	0	360	0	0	
9211	WO Regular Time	43,472	9,920	40,000	40,000	0.00 %
Total Expenditures		58,804	14,155	40,000	40,000	
Net Total		(58,804)	(14,155)	(40,000)	(40,000)	

Business Unit Summary with Service Areas

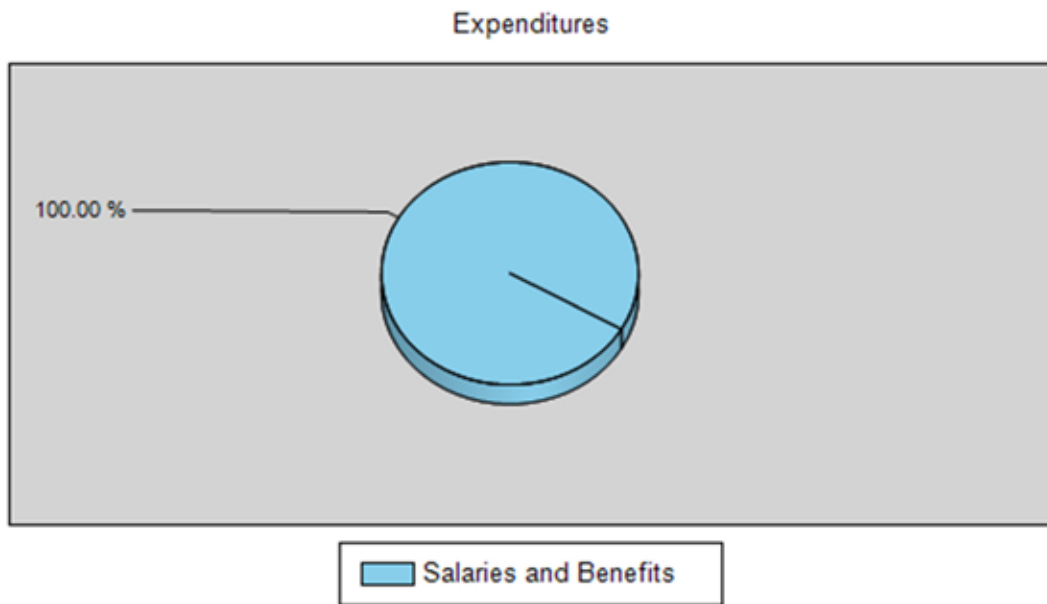
Business Unit: 2116 - Rehabilitation

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
9211 WO Regular Time	40,000	40,800	41,616	42,448	43,297
Total Expenditures	40,000	41,000	40,800	41,616	42,448
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(40,000)	(40,800)	(41,616)	(42,448)	(43,297)

Business Unit Summary with Service Areas

Business Unit: 2116 - Rehabilitation



Business Unit Summary with Service Areas

Business Unit: 2120 - Union Leave

Department: Human Resources **Budget Year:** 2018

Overview:

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

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

Deliverables:

- Collective bargaining – successful negotiation of new CUPE, UBCJ and IBEW collective agreements
- Joint Health & Safety committee meetings
- Proactive meetings to discuss issues of mutual interest

Business Unit Summary with Service Areas

Business Unit: 2120 - Union Leave

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4092	Union Leave - City Paid	35,337	16,626	40,000	40,000	0.00 %
4094	Union Leave - Union Paid	99,967	57,581	110,000	110,000	0.00 %
4112	Mileage/Parking	0	0	50	50	0.00 %
4819	Recovery - Union Leave	(99,245)	(47,947)	(110,000)	(110,000)	0.00 %
9211	WO Regular Time	178	0	0	0	
Total Expenditures		36,237	26,260	40,050	40,050	
Net Total		(36,237)	(26,260)	(40,050)	(40,050)	

Business Unit Summary with Service Areas

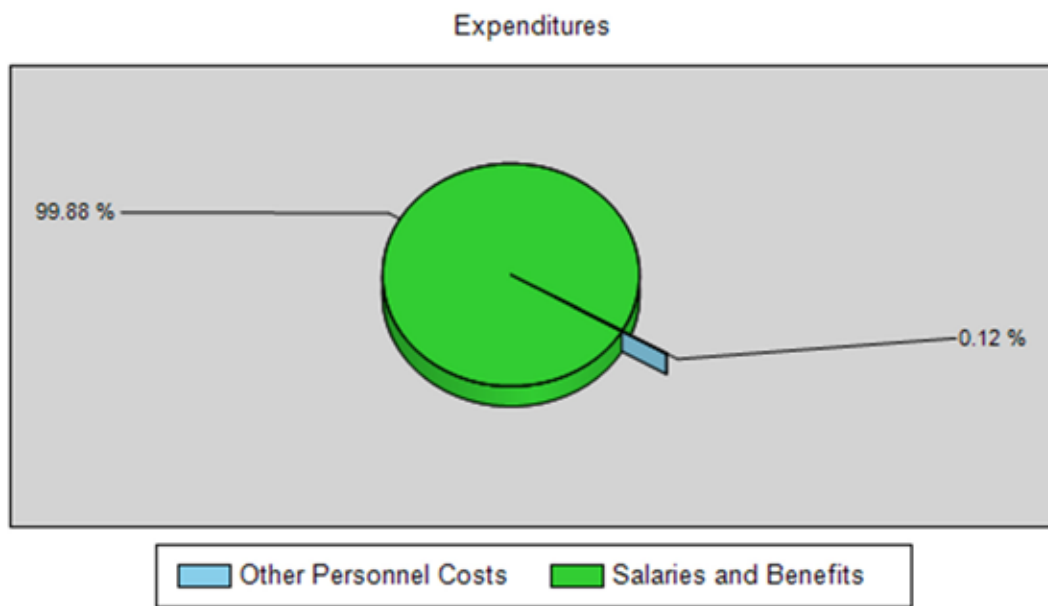
Business Unit: 2120 - Union Leave

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4092	Union Leave - City Paid	40,000	40,800	41,616	42,448	43,297
4094	Union Leave - Union Paid	110,000	112,200	114,444	116,733	119,068
4112	Mileage/Parking	50	51	52	53	54
4819	Recovery - Union Leave	(110,000)	(112,200)	(114,444)	(116,733)	(119,068)
Total Expenditures		40,050	40,851	41,668	42,501	43,351
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(40,050)	(40,851)	(41,668)	(42,501)	(43,351)

Business Unit Summary with Service Areas

Business Unit: 2120 - Union Leave





Legal Services

Legal Services provides timely, accurate and practical legal advice to assist in the management and mitigation of risks to the City of Victoria, and to assist in protecting the City's legal rights and interests. Legal Services also coordinates and oversees engagement of external legal resources where necessary and appropriate.

Core Services

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

Legal Services

Budget Summary

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

LEGAL SERVICES

Performance Metrics

Measuring Success

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
Number of new matters started	198	200	200
Number of matters concluded	234	250	200
Approximate number of in-house lawyer hours worked	4,050	4,500	4,500
Number of external legal service hours purchased	535	250	250
Approximate number of legal inquiries and requests for legal advice responded to by in-house lawyers	1,300	1,500	1,500

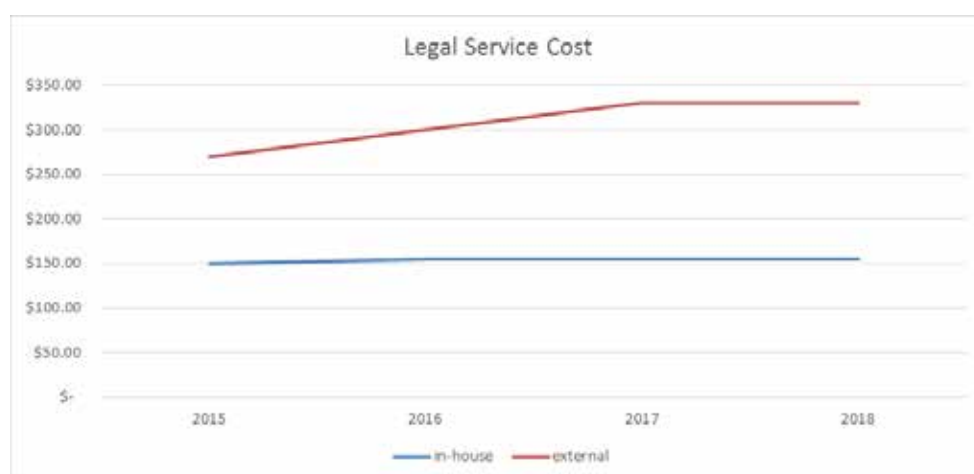
How well did we do it?

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
#1 – Average cost per hour of in-house lawyer time (incl. 25% for overhead costs)	\$155	\$150	\$155
Average cost per hour of external legal services	\$300	\$330	\$330

Story behind the data

While the legal budget remained mostly unchanged, the effective in-house hourly rate has increased (from \$140 in 2014) because certain fixed costs are now distributed over fewer in-house hours due to fewer lawyers since early 2015. External legal costs have also increased and the average gross cost of providing legal services in-house is less than 50% of the cost of purchasing external legal services. The projection for 2017 and 2018 forecast is based on current level of in-house legal services.

Average hourly cost of legal services:



Performance Metrics

#2 – Percentage of matters completed within the established turnaround times

Story behind the data	Commencing in 2015 we have been using software developed in-house (through co-operation between IT and Legal) to record file activity to determine whether legal work is completed in a timely manner. In 2015 only 60% of the files were completed within the established standard of 30 days, in 2016 that has improved to 82% of the files and is projected to remain at or above 80% for 2017. The system also tracks average activities on files providing us with a picture of where most time is spent once matters are referred to Legal Services.															
Where do we want to go?	The objective is for 75% of all matters to be completed within the standard turnaround times or less (30 days).															
	<div>Statistics for Closed Files:</div> <table><thead><tr><th>Year</th><th>% file closed within 30 days</th><th>target [75%]</th></tr></thead><tbody><tr><td>2015</td><td>60%</td><td>75%</td></tr><tr><td>2016</td><td>82%</td><td>75%</td></tr><tr><td>2017</td><td>80%</td><td>75%</td></tr><tr><td>2018</td><td>80%</td><td>75%</td></tr></tbody></table>	Year	% file closed within 30 days	target [75%]	2015	60%	75%	2016	82%	75%	2017	80%	75%	2018	80%	75%
Year	% file closed within 30 days	target [75%]														
2015	60%	75%														
2016	82%	75%														
2017	80%	75%														
2018	80%	75%														
	<div>Average activity of file in 2016</div> <table><thead><tr><th>Activity</th><th>Percentage</th></tr></thead><tbody><tr><td>internal</td><td>52%</td></tr><tr><td>external</td><td>29%</td></tr><tr><td>legal</td><td>17%</td></tr><tr><td>hold</td><td>2%</td></tr></tbody></table>	Activity	Percentage	internal	52%	external	29%	legal	17%	hold	2%					
Activity	Percentage															
internal	52%															
external	29%															
legal	17%															
hold	2%															
	<p>Legal – time spent at Legal Services (e.g., drafting documents)</p> <p>Internal – time spent in another City department (e.g., waiting for instructions)</p> <p>External – time spent with applicant or applicant's lawyer (e.g., review of draft, waiting for additional information, etc.)</p> <p>Hold – time when legal work was suspended based on external instructions or applicant's request (e.g., legal work suspended while applicant is revising the proposal)</p>															

LEGAL SERVICES

Performance Metrics

Is anyone better off?

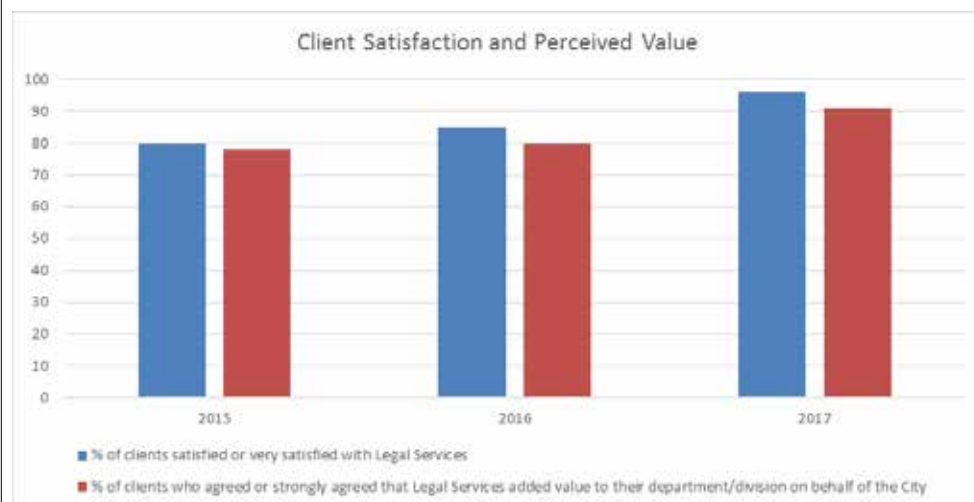
#1 – Performance Measurement – Annual client satisfaction survey (surveys conducted each June since 2015)

Story behind the data

The survey measures client satisfaction based on accessibility of services, turnaround times, quality of interactions with legal staff, and perceived value of legal services to meeting client departments' strategic objectives.

Where do we want to go?

The expectation is to maintain overall satisfaction at 80% or better by continuing to provide services that meet or exceed expectations in terms of quality and timeliness. Continue to align legal services with strategic objectives of the City.



Business Unit Summary with Service Areas

Business Unit: 2350 - Legal Services

Department: Legal Services **Budget Year:** 2018

Overview:

Legal Services provides legal advice to Council through the City Manager, and provides general legal services to the City using a combination of in-house and external lawyers. Legal Services is responsible for provision of legal assistance with negotiation and drafting of contracts, preparation of land title documents, and other instruments securing the City's legal interests. City solicitors represent the City in court and with other legal proceedings, and reviews reports to Council for legal implications.

In court proceedings and judicial reviews, Legal Services defends the City's position, and ensures that City bylaws are respected and complied with through prosecutions and injunctions.

Decisions are informed by complete consideration of the legal risks, ensuring that these risks and liabilities are minimized, protecting the City and taxpayer's interests.

Deliverables:

- Number and type of matters initiated and concluded each year
- Per hour cost for in-house / external lawyers
- Tracking of time matters to establish and monitor service level standards

Business Unit Summary with Service Areas

Business Unit: 2350 - Legal Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	330,589	224,969	434,426	434,426	0.00 %
4016	Salaries - Inside	58,862	32,661	58,980	58,980	0.00 %
4102	Benefits	84,589	60,232	118,798	118,798	0.00 %
4112	Mileage/Parking	1,109	748	2,500	2,500	0.00 %
4116	Conferences/Travel	517	0	1,500	1,500	0.00 %
4118	Membership Fees	4,102	7,878	4,000	8,000	+ 100.00 %
4120	Training and Development	953	308	5,000	5,000	0.00 %
4216	Contracted Services	188,169	93,602	93,097	93,097	0.00 %
4228	Printing	2,317	1,165	1,000	1,000	0.00 %
4230	Professional	1,394	2,210	1,500	1,500	0.00 %
4238	Arbitration/Litigation	0	648	0	0	
4310	Books/Publications	6,561	4,544	6,000	6,000	0.00 %
4312	Office Supplies	1,153	643	2,000	2,000	0.00 %
4364	Telecommunications	1,229	754	1,815	1,815	0.00 %
4814	Miscellaneous	9,896	5,952	7,000	7,000	0.00 %
4824	Recovery	0	(2,530)	0	0	
Total Expenditures		691,438	433,784	737,615	741,615	
Net Total		(691,438)	(433,784)	(737,615)	(741,615)	

Business Unit Summary with Service Areas

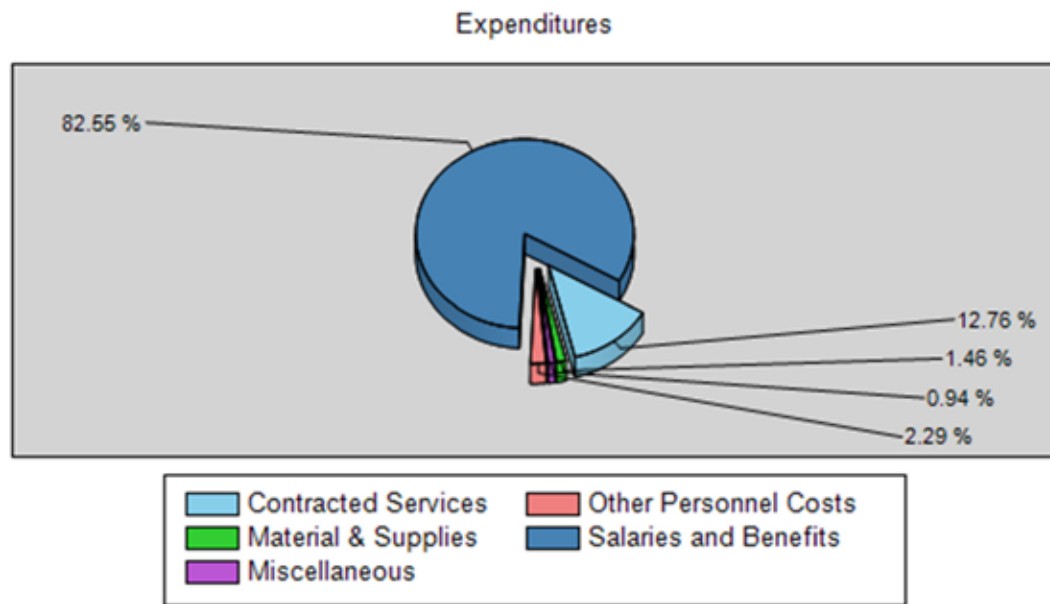
Business Unit: 2350 - Legal Services

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	434,426	443,114	451,977	461,016	470,236
4016	Salaries - Inside	58,980	60,159	61,363	62,590	63,842
4102	Benefits	118,798	121,173	123,597	126,069	128,590
4112	Mileage/Parking	2,500	2,550	2,601	2,653	2,706
4116	Conferences/Travel	1,500	1,530	1,561	1,592	1,624
4118	Membership Fees	8,000	8,160	8,323	8,490	8,659
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
4216	Contracted Services	93,097	94,959	96,858	98,795	100,771
4228	Printing	1,000	1,020	1,040	1,061	1,082
4230	Professional	1,500	1,530	1,561	1,592	1,624
4310	Books/Publications	6,000	6,120	6,242	6,367	6,495
4312	Office Supplies	2,000	2,040	2,081	2,122	2,165
4364	Telecommunications	1,815	1,851	1,888	1,926	1,965
4814	Miscellaneous	7,000	7,140	7,283	7,428	7,577
Total Expenditures		741,615	756,447	771,576	787,008	802,748
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(741,615)	(756,447)	(771,576)	(787,008)	(802,748)

Business Unit Summary with Service Areas

Business Unit: 2350 - Legal Services





Parks, Recreation and Facilities

The Parks, Recreation and Facilities department manages the inventory of parks, open spaces and buildings to enable diverse opportunities for recreation and sports, arts, culture and events as well as City services and administration. Working with residents, the focus is on initiatives that support strong families and a safe, vibrant and inclusive community.

Core Services

• Parks

- Manage and maintain 207 hectares of park and open spaces, including 137 parks including
 - 72 hectares of natural areas
 - Ross Bay Cemetery
 - 33,000 trees on public land
 - 40 playgrounds, 23 tennis courts, 12 dog off-leash areas, 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
 - Litter pick-up and garbage collection
 - 208,063 m² of boulevards
- Plan and design park spaces and features
- Participate in development permit review, tree permit applications and public realm projects across the city

• Recreation

- Operation of Crystal Pool and Fitness Centre
- Administer the Leisure Involvement for Everyone (LIFE) program for low-income residents
- Deliver community programs at Save-On-Foods Memorial Centre (SOFMC)

- Administration of bookings for sport fields, tennis courts, Royal Athletic Park and 45 sports fields
- Youth Services and Leaders-in-Training Program
- Partner with Community and Seniors Centre operators in program delivery

• Facilities

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

Proposed Initiatives for 2018

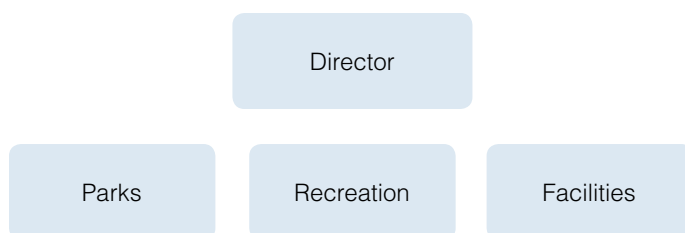
• Recreation

- Crystal Pool and Wellness Centre Replacement Project

Parks, Recreation and Facilities

Budget Summary

2018 Base Expenditures	20,464,945
2018 One Time Expenditures	119,750
2018 Proposed Expenditures	<u>20,584,695</u>
2017 Base Expenditures	20,299,318
2017 One Time Expenditures	745,109
2017 Approved Expenditures	<u>21,044,427</u>
Base Budget Change	165,627
Change by %	0.82%
2018 Base Revenues	2,678,951
2018 One Time Revenues	119,750
2018 Proposed Revenues	<u>2,798,701</u>
2017 Base Revenues	2,652,857
2017 One Time Revenues	334,109
2017 Approved Revenues	<u>2,986,966</u>
Base Budget Change	26,094
Change by %	0.98%
2018 FTE	176.81
2017 FTE	176.81
Change	0
Change by %	0.00%



PARKS INFRASTRUCTURE

Performance Metrics

Measuring Success – Playground Maintenance

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
		40	40	40
How well did we do it?				
Total number of formal playground inspections		480	480	480
Total investment in playground replacement in thousands		\$248	\$205	\$800
Story behind the data	Playgrounds are visited weekly for routine maintenance and inspected monthly in compliance with CSA safety standards.			
Is anyone better off?				
Story behind the data	Playgrounds are an important feature in our communities. Having safe, reliable, fun and creative equipment encourages children and families to be active. Adult fitness equipment is a new feature that has been installed beside or nearby playgrounds, further encouraging whole families to be active together.			
Where do we want to go?	Playground equipment typically has a lifecycle of approximately 10–15 years. Given our current inventory, this would result in 2–3 playgrounds being updated each year. A pro-active maintenance and replacement program is being developed to ensure limited down-time and maximum useful life of equipment. Capital investment into playgrounds will prioritized based on thorough condition assessments that will be completed as part of the asset inventory and condition assessment that is proposed in early 2018.			

PARKS ARBORICULTURE

Performance Metrics

Measuring Success – Number of Trees Maintained

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Total number of trees		32,857	32,868	32,868
Addition of trees planted		318	250	250
Removal of trees		214	250	250
How well did we do it?				
Number of trees visually assessed (% of total)		900 (2.7%)	990 (2.9%)	990 (2.9%)
Calls for Service (tree related)		1,500	1,500	1,100
Total number of tree limb failures		250	250	250
Story behind the data	There are a number of factors which can contribute to the failure of a tree on public property. Significant failure can have serious consequences to individuals and property. A system of identification, inspection and pro-active measures to mitigate risks associated with failure are key elements to effectively manage a large urban forest.			
Is anyone better off?				
Story behind the data	Canopy coverage has important benefits in an urban environment, influencing the level of health and comfort of residents, reducing the stormwater runoff, increasing biodiversity, and the life cycle of other natural assets. As the city grows to meet its OCP goals relating to increased densification, it will be important to monitor changes in coverage across the city, in order to manage canopy coverage on both public and private lands.			
Where do we want to go?	Maintaining current canopy coverage, and over the long-term increasing canopy coverage beyond the existing level would be beneficial and meet the goals in the Urban Forest Master Plan. Managing the existing public tree inventory is critical to reduce the number of tree failures on public land and ensure the long-term success of the urban forest.			

PARKS ARBORICULTURE

Performance Metrics

Measuring Success – Survival rate of new trees

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Total number of young trees (7 years or less)		1,250	1,250	1,250
How well did we do it?				
Survival rate (%) of new trees planted		99%	95%	95%
Story behind the data	The City is beginning to track the survival rate of new trees planted as a measure of the success of the process to establish new trees in the City.			
Is anyone better off?				
Story behind the data	Currently, the City is losing trees nearing the end of the young tree maintenance program. This program is designed to help trees establish, without water dependency. Over the course of 5–7 years, the supplemental watering is reduced in order to ‘harden off’ the tree and support the tree in developing strong roots, capable of supporting the tree. Climate change and water stress is having an effect on our establishment rates.			
Where do we want to go?	Proper selection of tree species is paramount to having a successful future urban forest program. Expected climate change, growing space limitations and pest and disease impacts must be all factored into the species selection process. Supporting a robust watering and small tree maintenance program is key to good tree vigour and establishment, our target is for a 95% survival rate of new trees.			

HORTICULTURE

Performance Metrics

Measuring Success – Horticulture Maintenance

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Total area of annual horticultural displays maintained in m ²		2,700	2,605	2,605
Total area of perennial displays		533	533	533
How well did we do it?				
Horticultural maintenance cost in \$ per m ²		\$94	\$105	\$116
Story behind the data	There are 2,605 metres square of annual horticultural displays in the City. Annuals are planted twice/year to create interesting summer and winter displays. All annual plants are grown in the City nursery.			
Is anyone better off?				
Story behind the data	Survival rate of annual plants is 98%. The quality of the plant material and the selection of the species are controlled by growing them in city facilities. The result is an exceptionally high survival rate (industry standards are around 88%).			
Where do we want to go?	High quality plant materials allows for exceptional displays as well as efficiency in labour costs, re-planting for failures does not occur.			

PARKS, TURF

Performance Metrics

Measuring Success – Turf Maintenance				
Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Total area of turf maintained (excludes artificial & BHP all weather fields)		N/A	1,568,468 m²	1,568,468 m²
Length of boulevards maintained in m²		300 km	208,063 m²	208,063 m²
How well did we do it?				
Turf maintenance – cost per m²/type of use (excluding RAP)		\$3.12	\$1.41	\$1.52
Story behind the data	The projections are a blend of costs for taxed boulevards. Service levels are higher on taxed boulevards. Cost increases primarily reflect increased wages.			
Cost of boulevards maintained per m²		\$2.60 m²	\$2.60 m²	\$2.67 m²
Story behind the data	The projections are a blend of costs for taxed boulevards. Service levels are higher on taxed boulevards. Cost increases primarily reflect increased wages.			
Is anyone better off?				
Story behind the data	The highest number of complaints received is with respect to un-cut boulevard. The second highest is weed content.			
Where do we want to go?	A survey of sports field user groups regarding their satisfaction with field maintenance is planned for the coming year. This information will help guide future maintenance planning The goal is to reduce the number of complaints received for un-cut boulevards by deploying resources more effectively during the spring growing season.			

NATURAL AREAS

Performance Metrics

Measuring Success – Natural Areas

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Total area of natural areas (m²)		720,000	720,000	720,000
How well did we do it?				
Area of 'Early Detection Rapid Response' (EDRR) invasive plants actively being managed (m²) (Knotweed sp., Lesser Celandine, Carpet Burweed, Giant Hog Weed)		14,006	16,000	16,000
Story behind the data	Invasive plants categorized in the 'Early Detection Rapid Response' (EDRR) are aggressive alien plants which have been assessed as being detrimental to our environment and have not yet become widely established in our region. Eradication of these plants is still possible through containment, treatment and education. This is the most cost effective way to manage new invasive plant species which threaten our Parks and Boulevards. Unfortunately even small EDRR species sites can take years to eradicate and require monitoring for several years after eradication is achieved. New sites are frequently reported, inventoried and added to the Natural Areas work plan.			
Is anyone better off?				
Story behind the data	<p>There are over 100 species at risk in Garry Oak ecosystems on Southern Vancouver Island; not all are found in our parks, but rare species can be found across the parks system.</p> <p>Species at risk found in our parks system: Deltoid Balsamroot, Dense-flowered Lupine, Prairie Violet, Purple Sanicle, Howell's Triteleia</p> <p>Other rare species in our parks system: Fern-leaved Lomatium, Blue Violet, Chocolate Lily, Yampah, Monkey Flower, Satinflower, Shooting Star(s)</p> <p>There are many human and environmental factors that impact species at risk and staff follow the Federal Species at Risk Act in order to help protect these rare plant species.</p> <p>In addition to plants, our Natural Areas provide habitat to many Vertebrate and Invertebrate species.</p>			
Where do we want to go?	Actively work to protect and increase the populations of SARA protected and other native plants on City of Victoria land. Provide leadership, education and guidance to the public and property owners to preserve, propagate, promote and protect native plants in our City.			

RECREATION

Performance Metrics

Measuring Success – Crystal Pool and Fitness Centre Registrants

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of Aquafit and Fitness class drop-in participants		15,943	15,000	15,000
Total # of annual visitors		385,201	400,000	400,000
Number of children who learned to swim		1,881	1,800	1,800
Number of registrants in summer camps		1,581	1,500	1,500
Percent of total registrations online		17.4%	17%	18%
Total revenue generated at Crystal Pool		1,775,008	1,800,000	1,800,000
How well did we do it?				
% Increase of program registrants over prior year		8%	2%	2%
% increase of drop-in participants over prior year		8%	2%	2%
Pool utilization *Based on total operating hours		43.9%	45%	45%
Story behind the data	<p>The City is developing its programming to increase programs offered and target trends. Demand for swimming is growing, however facility capacity limits the City's ability to meet this demand. The facility is at capacity during prime usage periods, but growth is possible during non-prime operational hours.</p> <p>Online registration was launched in August 2014. Since that time, revenue from registrations has increased by a very similar percentage. We anticipate this percentage will increase modestly over time as customers shift their preferred method of registration.</p>			
Is anyone better off?				
Story behind the data	<p>An increase in registrants shows trending growth in this service area. Camp offerings were increased in 2016 to support existing demand. The projected increase in 2017 is to reflect further anticipated growth in demand for summer camps.</p>			
Where do we want to go?	<p>Ongoing attention to expanding programs where demand exceeds supply and reducing programs where there is declining interests aligns participant interests with service levels, encouraging a more active community. In particular, the summer camp offerings will be continuously reviewed and adjusted to meet the demand.</p>			

RECREATION

Performance Metrics

Measuring Success – L.I.F.E. Program

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
Total Number of Life Participants	2,799	3,000	3,000
How well did we do it?			
Percentage of L.I.F.E. participants of those eligible for the program	14.8%	15%	15%
Story behind the data	Since 2013 the applicant total has stabilized to within the 2,900–3,000 range.		
Is anyone better off?			
Story behind the data	Low-income populations are at higher risk for poor health. The L.I.F.E. program is intended to reduce/remove financial barriers, often a major obstacle to accessing recreational health and wellness opportunities for the community's most vulnerable.		
Where do we want to go?	Increase in percentage of eligible individuals participating in the L.I.F.E. program would indicate success of increased awareness of this program to eligible individuals through outreach, advertising and marketing.		

BUILDING SERVICES

Performance Metrics

Measuring Success

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Cleaning of City Buildings		19 buildings	19 buildings	19 buildings
Recycle Totals for Buildings		Paper – 16,580 Kg Plastic – 2,290 Kg	Paper – 17,500 Kg Plastic – 2,880 Kg	Paper – 19,500 Kg Plastic – 3,200 Kg
Event Set-ups		516 Set ups	530 Set ups	540 Set ups
How well did we do it?				
Total area cleaned per day (1,004,600 sq ft/ 477,000 man-hours)		38,590 sq ft cleaned per person daily. 5,513 sq ft cleaned per person each hour.	38,590 sq ft cleaned per person daily. 5,513 sq ft cleaned per person each hour.	38,590 sq ft cleaned per person daily. 5,513 sq ft cleaned per person each hour.
Story behind the data	Building Services provides pro-active and demand-based cleaning services in a wide range of City buildings for the benefit of the public and staff. Specialized cleaning is provided at VicPD in the jail cells. Building Services provide recycling services to City buildings.			
Is anyone better off?				
Story behind the data	Facilities provides janitorial services to buildings to ensure the buildings are safe and clean.			
Where do we want to go?	We are currently establishing a set of cleaning standards for all buildings, which will inform the resource requirements and the frequency of services. With ongoing evaluation we will seek to continually improve customer service level through communication, training and new technologies/equipment.			

BUILDING SERVICES

Performance Metrics

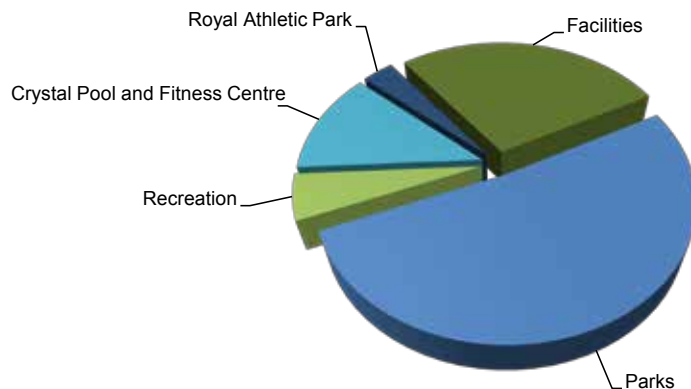
Measuring Success				
Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Estimated Replacement Value of Buildings		\$330 million	\$330 million	TBD
Number of City Buildings		104 buildings owned by the City, 85 of which are maintained by City staff.	104 buildings owned by the City, 85 of which are maintained by City staff.	104 buildings owned by the City, 85 of which are maintained by City staff.
Number of Projects Managed		56	60	38
Number of Service Contracts		16	16	16
Total Site Applications of Service Contracts		361	361	361
Number of Monthly Maintenance Requests		371	460	450
Number of Yearly Maintenance Requests		4,451	5,530	5,400
How well did we do it?				
Customer Satisfaction Survey		N/A	TBD	TBD
Story behind the data	City of Victoria buildings are maintained by a staff of 7 full time employees. Facility Projects are overseen by 4 full time employees. The maintenance and capital programs ensure all buildings are safe and in good working condition for use by public and staff.			
Is anyone better off?				
Story behind the data	Facilities staff oversee service contracts to provide maintenance services such as: fire inspections, elevator maintenance & inspection; and pest control. Facilities staff also oversee project administration for renovations, tenant improvements and maintenance projects.			
Where do we want to go?	To continually improve our customer service level through training and new technologies/ equipment. To constantly improve the buildings' energy efficiencies and to provide the most sustainable solutions for building components.			

PARKS, RECREATION AND FACILITIES

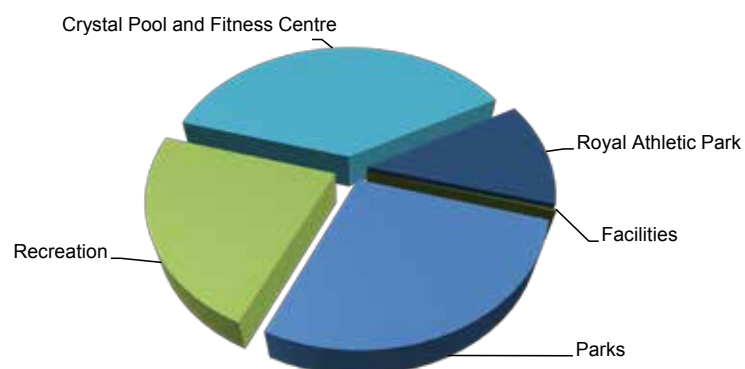
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Parks	965,969	766,610	(199,359)	-20.64%
Recreation	633,211	633,555	344	0.05%
Crystal Pool and Fitness Centre	1,032,786	1,051,842	19,056	1.85%
Royal Athletic Park	334,700	341,394	6,694	2.00%
Facilities	20,300	5,300	(15,000)	-73.89%
Total	2,986,966	2,798,701	(188,265)	-6.30%
Expenditures				
Parks	11,163,442	10,620,392	(543,050)	-4.86%
Recreation	1,096,162	1,091,940	(4,222)	-0.39%
Crystal Pool and Fitness Centre	2,537,348	2,514,568	(22,780)	-0.90%
Royal Athletic Park	653,981	660,606	6,625	1.01%
Facilities	5,593,495	5,697,191	103,696	1.85%
Total	21,044,427	20,584,695	(459,732)	-2.18%
Net	18,057,461	17,785,994	(271,467)	-1.50%

2018 Expenditures



2018 Revenues

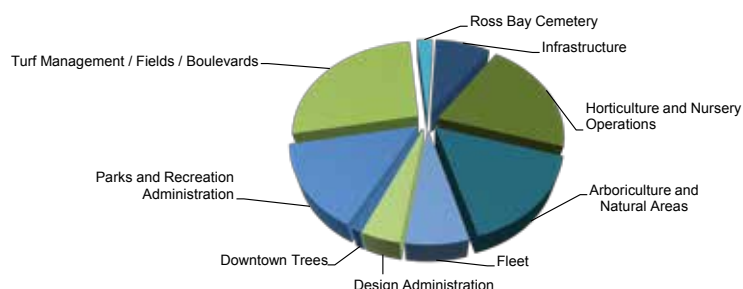


PARKS

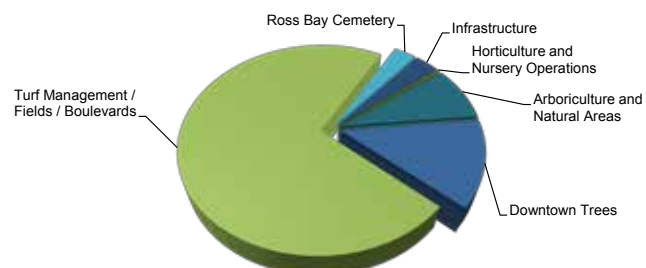
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Turf Management / Fields / Boulevards	550,000	550,000	0	0.00%
Ross Bay Cemetery	23,300	23,300	0	0.00%
Infrastructure	25,750	25,750	0	0.00%
Horticulture and Nursery Operations	2,520	2,520	0	0.00%
Arboriculture and Natural Areas	88,290	65,040	(23,250)	-26.33%
Design Administration	47,209	0	(47,209)	-100.00%
Parks Master Plan	138,000	0	(138,000)	-100.00%
Downtown Trees	90,900	100,000	9,100	10.01%
Total	965,969	766,610	(199,359)	-20.64%
Expenditures				
Parks and Recreation Administration	1,558,966	1,536,022	(22,944)	-1.47%
Turf Management / Fields / Boulevards	2,819,283	2,816,431	(2,852)	-0.10%
Ross Bay Cemetery	251,538	252,133	595	0.24%
Infrastructure	1,063,372	907,011	(156,361)	-14.70%
Horticulture and Nursery Operations	2,167,073	2,168,945	1,872	0.09%
Arboriculture and Natural Areas	1,852,781	1,685,650	(167,131)	-9.02%
Fleet	627,700	710,500	82,800	13.19%
Design Administration	593,829	443,700	(150,129)	-25.28%
Parks Master Plan	138,000	0	(138,000)	-100.00%
Downtown Trees	90,900	100,000	9,100	10.01%
Total	11,163,442	10,620,392	(543,050)	-4.86%
Net	10,197,473	9,853,782	(343,691)	-3.37%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Service Area: Parks and Recreation Administration

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

Overview:

This business unit funds the overall administration for Parks and Recreation which is responsible for the following services:

- The operation of Crystal Pool & Fitness Centre and community recreation programming (adult fitness and wellness, children and youth activities, swimming, and child and youth camps)
- The operation and maintenance of 207 hectares of park land spread across 137 parks including Ross Bay Cemetery, Royal Athletic Park, sports fields, playgrounds, tennis and sports courts, public washrooms, a skateboard park and a bicycle park
- The management of the urban forest that includes 33,000 city-owned trees
- The operating agreement and management of the community recreation time at Save-On-Foods Memorial Centre
- Manages 208,063 m.sq. of city-owned boulevards
- Operate and develop city trails and greenways program
- Maintains 500 flower and shrub beds and over 1,300 hanging baskets

Deliverables:

- Delivers strategic plan priorities and core services as per the department's operational plan and program area work plans that align with the City's strategic priorities
- Prepare Council reports and provide advice to Council
- Responds to the public and assigns approximately 3,500 calls for service
- Procurement of contracted services and supplies
- Financial Management for the department including preparation of budgets and accurate and timely entry of expenditures and revenues and analysis of expenditures
- Administration for interments, burials and record keeping for Ross Bay Cemetery
- Hiring, training and development of staff

Business Unit Summary with Service Areas

Service Area: Parks and Recreation Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	528,221	220,349	540,883	540,883	0.00 %
4016	Salaries - Inside	59,094	32,726	128,232	128,232	0.00 %
4070	Overtime	2,819	1,602	0	0	
4080	Auxiliaries/RPT/Seasonal	25,463	14,719	0	0	
4102	Benefits	137,155	67,452	161,122	161,122	0.00 %
4112	Mileage/Parking	4,055	2,804	3,761	4,100	+ 9.01 %
4116	Conferences/Travel	7,741	10,210	12,900	13,158	+ 2.00 %
4118	Membership Fees	8,466	6,023	8,950	9,129	+ 2.00 %
4120	Training and Development	23,077	9,200	35,600	36,312	+ 2.00 %
4216	Contracted Services	7,351	5,044	5,168	5,271	+ 1.99 %
4226	Photocopy	150	478	0	0	
4312	Office Supplies	20,210	14,314	22,205	22,650	+ 2.00 %
4360	Hydro	13,055	8,288	28,652	16,000	- 44.16 %
4364	Telecommunications	49,847	30,844	48,200	49,164	+ 2.00 %
4366	Water	500,857	139,411	563,292	550,000	- 2.36 %
4814	Miscellaneous	33	198	0	0	
Total Expenditures		1,387,595	563,663	1,558,966	1,536,022	
Net Total		(1,387,595)	(563,663)	(1,558,966)	(1,536,022)	

Business Unit Summary with Service Areas

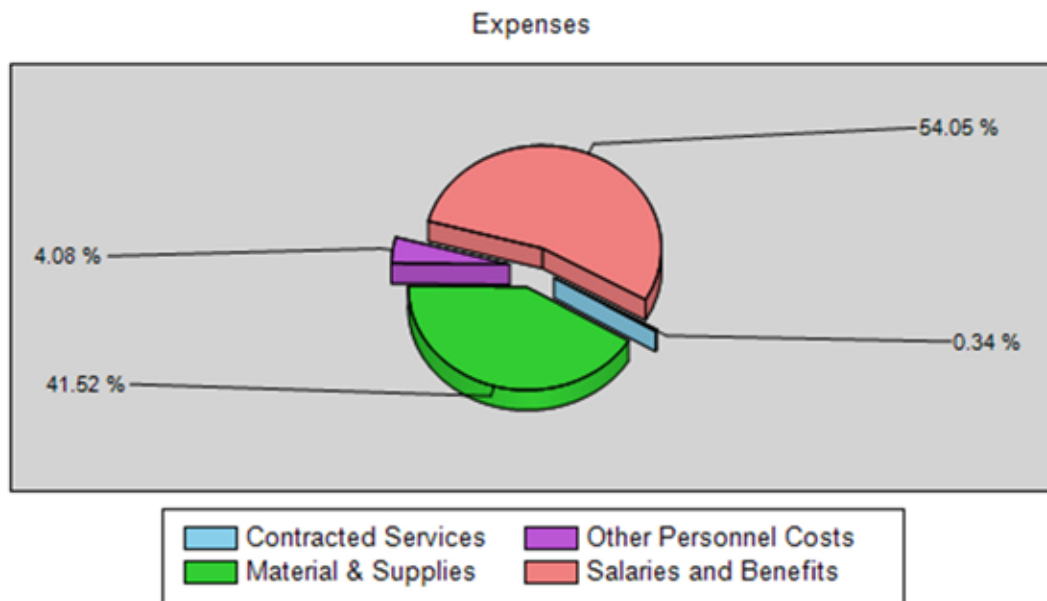
Service Area: Parks and Recreation Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	540,883	551,701	562,735	573,990	585,469
4016	Salaries - Inside	128,232	130,798	133,413	136,083	138,786
4102	Benefits	161,122	164,345	167,631	170,984	174,404
4112	Mileage/Parking	4,100	4,182	4,266	4,351	4,438
4116	Conferences/Travel	13,158	13,421	13,690	13,963	14,243
4118	Membership Fees	9,129	9,312	9,498	9,688	9,882
4120	Training and Development	36,312	37,038	37,779	38,535	39,305
4216	Contracted Services	5,271	5,271	5,377	5,484	5,594
4312	Office Supplies	22,650	23,103	23,565	24,036	24,517
4360	Hydro	16,000	16,560	17,140	17,739	18,360
4364	Telecommunications	49,164	50,147	51,150	52,173	53,217
4366	Water	550,000	577,500	606,375	636,694	668,528
Total Expenditures		1,536,022	1,583,377	1,632,618	1,683,720	1,736,744
% Increase			3.08%	3.11%	3.13%	3.15%
Net Total		(1,536,022)	(1,583,377)	(1,632,618)	(1,683,720)	(1,736,744)

Business Unit Summary with Service Areas

Service Area: Parks and Recreation Administration



Business Unit Summary with Service Areas

Service Area: Parks Turf Management/Fields/Boulevards

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

Overview:

This service area provides maintenance and improvements to all turf areas under the care of the City, caretaking functions and landscape construction (turf) work, along with the operation of the organic material recycle/reuse program in the Parks Yard.

Turf area activities include mowing, trimming, fertilizing, re-grading, turfing, seeding, top-dressing, root removal and growing support. Caretaking activities include public washroom cleaning, sports field change room cleaning, park garbage collection, general park clean up, stocking dog bag dispensers, tennis court and skate park surface maintenance.

Deliverables:

During the growing season:

- Sports fields cut 2 times/week
- Downtown area cut weekly
- Taxed boulevards cut on a 10 day working cycle
- 17 washrooms cleaned and re-stocked daily
- 261 garbage cans and 55 in-ground garbage collectors serviced
- 2030 cubic meters of leaves picked up annually

Landscape Construction provides support to PW crews and assists with landscape projects undertaken in Parks.

Business Unit Summary with Service Areas

Service Area: Parks Turf Management/Fields/Boulevards

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3012	Boulevard Tax	539,330	532,558	535,000	535,000	0.00 %
3274	Miscellaneous Fees	14,153	11,075	15,000	15,000	0.00 %
9011	Work Order Revenue	3,827	313	0	0	
Total Revenues		557,311	543,946	550,000	550,000	
Expenditures						
4824	Recovery	(46,204)	(21,480)	0	0	
9111	WO Inside Equipment Rentals	13,038	9,652	10,764	11,000	+ 2.19 %
9121	WO Outside Equipment Rentals	24,397	12,847	13,394	25,000	+ 86.65 %
9211	WO Regular Time	2,036,541	1,149,340	2,231,021	2,231,021	0.00 %
9221	WO Overtime	41	20,387	0	0	
9311	WO Inventory Purchases	88,538	30,426	75,519	78,900	+ 4.48 %
9321	WO Outside Purchases	336,773	168,463	371,912	339,450	- 8.73 %
9411	WO Contracted Services	29,490	8,406	80,319	92,606	+ 15.30 %
9421	WO Consulting Services	8,979	0	0	0	
9511	WO Gas	3,973	1,328	10,854	10,854	0.00 %
9551	WO Bio Diesel	23,413	9,953	20,400	22,080	+ 8.24 %
9571	Marked Gas	5,001	2,517	5,100	5,520	+ 8.24 %
Total Expenditures		2,523,980	1,391,839	2,819,283	2,816,431	
Net Total		(1,966,669)	(847,893)	(2,269,283)	(2,266,431)	

Business Unit Summary with Service Areas

Service Area: Parks Turf Management/Fields/Boulevards

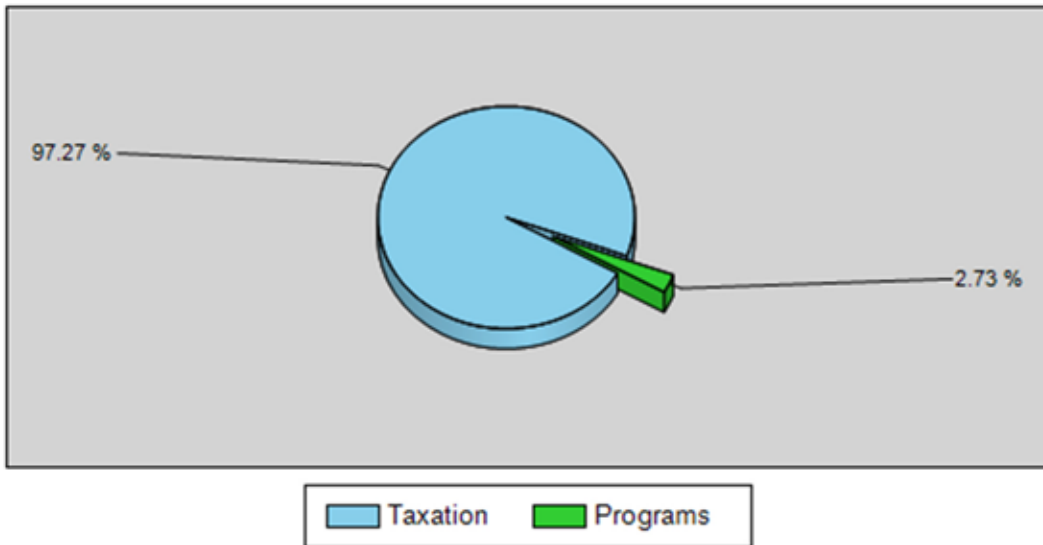
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3012	Boulevard Tax	535,000	545,700	556,614	567,746	579,101
3274	Miscellaneous Fees	15,000	15,300	15,606	15,918	16,236
Total Revenues		550,000	561,000	572,220	583,664	595,338
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
9111	WO Inside Equipment Rentals	11,000	11,210	11,425	11,644	11,867
9121	WO Outside Equipment Rentals	25,000	25,500	26,010	26,530	27,061
9211	WO Regular Time	2,231,021	2,275,531	2,320,931	2,367,239	2,414,474
9311	WO Inventory Purchases	78,900	80,478	82,088	83,729	85,404
9321	WO Outside Purchases	339,450	346,239	353,164	360,227	367,432
9411	WO Contracted Services	92,606	94,433	96,296	98,196	100,074
9511	WO Gas	10,854	11,080	11,310	11,545	11,786
9551	WO Bio Diesel	22,080	22,522	22,972	23,431	23,900
9571	Marked Gas	5,520	5,630	5,743	5,858	5,975
Total Expenditures		2,816,431	2,872,623	2,929,939	2,988,400	3,047,972
% Increase			2.00%	2.00%	2.00%	1.99%
Net Total		(2,266,431)	(2,311,623)	(2,357,719)	(2,404,736)	(2,452,635)

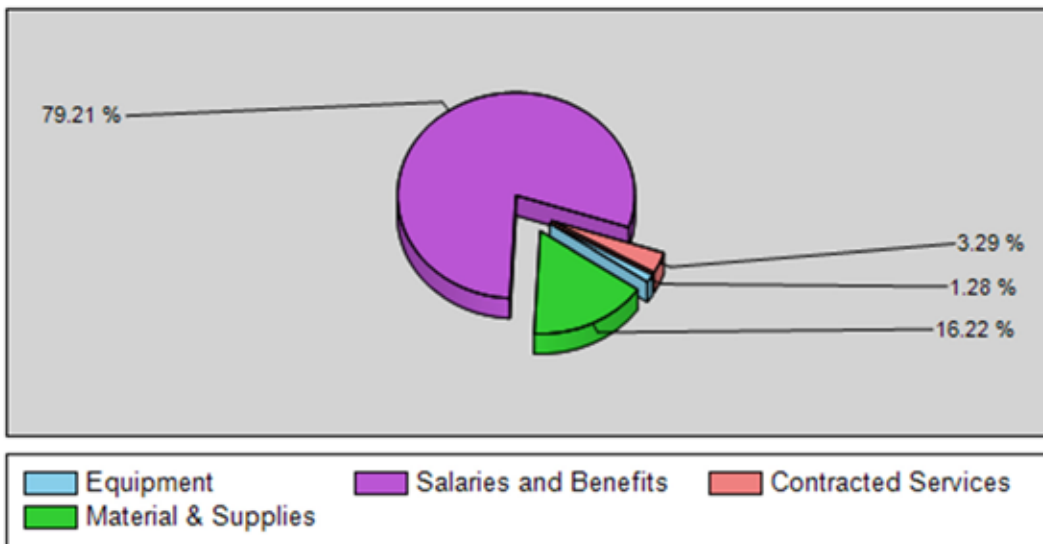
Business Unit Summary with Service Areas

Service Area: Parks Turf Management/Fields/Boulevards

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Parks Ross Bay Cemetery

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

Overview:

Ross Bay Cemetery, named for its unique ocean-side location at Ross Bay, has been in continuous use since 1872 and is maintained and managed by the City of Victoria.

This business unit funds the care and maintenance of Ross Bay Cemetery, a 28 acre heritage site and working cemetery. The maintenance and investment into the cemetery honors the commitment to the plot owners and preserves the history for the residents and visitors to Victoria.

Deliverables:

- Maintain 18 acres of grass, including mowing and edging, pruning 845m of perimeter hedging, collecting leaves/needles from the 1,014 trees within the cemetery, removing invasive plants and maintaining understory of treed area between Cemetery and Dallas Road
- Oversee 16,000 curbs and headstones and undertake annual maintenance involving leveling and replacing aging grave curbing and headstones
- Perform an average of 25 ash and 5 casket internments annually
- Provide customer service to funeral homes pre/post burials. Provide customer service to people visiting grave sites (including assisting with water service and/or locating the grave site customers wish to visit)
- Oversee approximately 600 perpetual maintenance plots with support of the Commonwealth War Graves Commission, an organization providing funding for specific levels of care for the 65 burial sites of soldiers and veterans in Ross Bay Cemetery

Business Unit Summary with Service Areas

Service Area: Parks Ross Bay Cemetery

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3238	Cemetery Fees/Interest	24,180	23,170	11,300	11,300	0.00 %
3274	Miscellaneous Fees	14,460	7,427	12,000	12,000	0.00 %
Total Revenues		38,640	30,597	23,300	23,300	
Expenditures						
4364	Telecommunications	0	0	1,020	1,040	+ 1.96 %
9111	WO Inside Equipment Rent	160	0	500	510	+ 2.00 %
9121	WO Outside Equipment Ren	8,002	4,619	5,550	5,661	+ 2.00 %
9211	WO Regular Time	216,233	132,953	221,778	221,778	0.00 %
9221	WO Overtime	0	919	0	0	
9311	WO Inventory Purchases	506	489	1,220	1,244	+ 1.97 %
9321	WO Outside Purchases	3,952	2,529	21,470	21,900	+ 2.00 %
9411	WO Contracted Services	522	3,874	0	0	
Total Expenditures		229,375	145,383	251,538	252,133	
Net Total		(190,735)	(114,786)	(228,238)	(228,833)	

Business Unit Summary with Service Areas

Service Area: Parks Ross Bay Cemetery

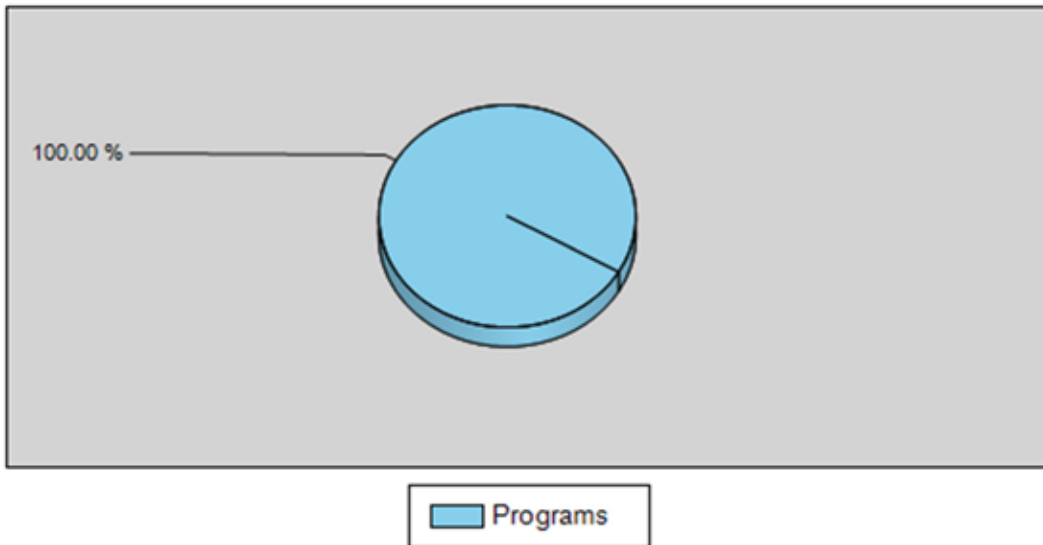
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3238	Cemetery Fees/Interest	11,300	11,300	11,300	11,300	11,300
3274	Miscellaneous Fees	12,000	12,000	12,000	12,000	12,000
Total Revenues		23,300	23,300	23,300	23,300	23,300
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4364	Telecommunications	1,040	1,061	1,082	1,104	1,126
9111	WO Inside Equipment Rent	510	520	531	541	552
9121	WO Outside Equipment Ren	5,661	5,774	5,890	6,007	6,128
9211	WO Regular Time	221,778	226,214	230,738	235,353	240,060
9311	WO Inventory Purchases	1,244	1,269	1,294	1,320	1,347
9321	WO Outside Purchases	21,900	22,338	22,785	23,240	23,705
Total Expenditures		252,133	257,176	262,319	267,566	272,917
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(228,833)	(233,876)	(239,019)	(244,266)	(249,617)

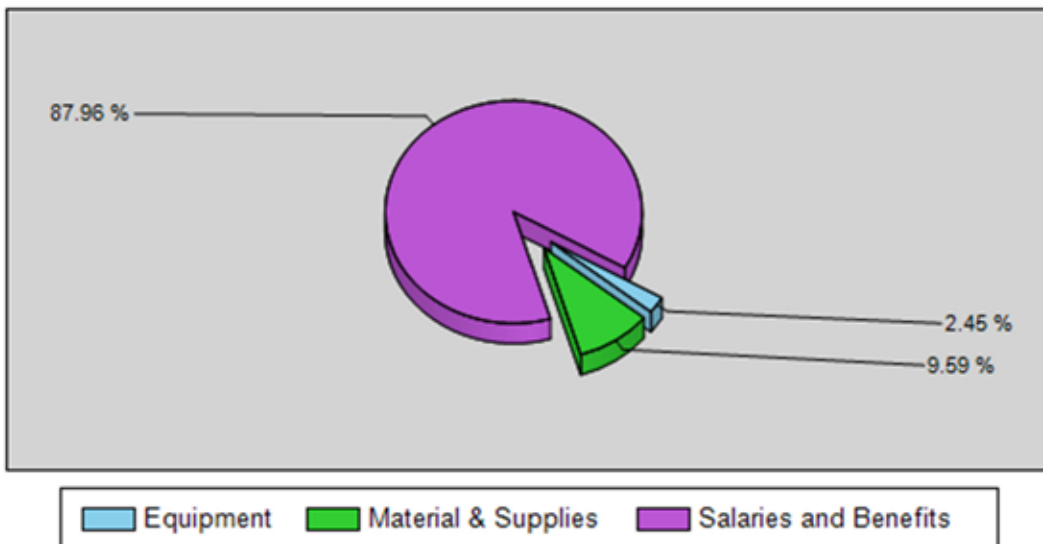
Business Unit Summary with Service Areas

Service Area: Parks Ross Bay Cemetery

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Parks Infrastructure

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

Overview:

The Parks Infrastructure unit maintains the hard infrastructure/assets in parks, including fences, playgrounds, outdoor exercise equipment, benches, picnic tables, bleachers, pathways, signage, skateboard park, sports courts, outdoor sports equipment (backstops, goal posts, etc) and irrigation systems.

The primary function is to maintain parks assets and provide safe amenities for the parks users, sports groups and special event organizers.

Irrigation crews repair and maintain irrigation systems and operational upgrade/compliance upgrades. They respond to approximately 385 irrigation-related calls for service annually.

Annual start-up and winterization of irrigation systems, water parks and drinking fountains. Draining of Park toilets during freezing weather.

Protecting the City's potable water supply is achieved through the installation and testing of over 614 backflow preventers at over 600 points of connection.

Deliverables:

Maintain fences, paths, retaining walls, bleachers, benches, picnic tables, backstops, goal posts across:

- 137 parks
- 40 playgrounds
- 23 tennis courts
- 5 outdoor fitness locations
- 45 sports fields

Also maintains:

- 29 drinking fountains
- 2 water parks
- 614 backflow preventers
- over 600 irrigations systems of varying sizes and complexities

Deliver weekly maintenance and monthly inspections of playgrounds and outdoor exercise equipment.

Business Unit Summary with Service Areas

Service Area: Parks Infrastructure

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	95	0	0	0	
9011	Work Order Revenue	800	1,000	25,750	25,750	0.00 %
Total Revenues		895	1,000	25,750	25,750	
Expenditures						
4824	Recovery	(2,769)	0	0	0	
9111	WO Inside Equipment Rent	3,226	1,462	3,285	3,400	+ 3.50 %
9121	WO Outside Equipment Ren	3,202	2,249	2,055	2,096	+ 2.00 %
9211	WO Regular Time ¹	634,850	452,244	920,123	794,223	- 13.68 %
9221	WO Overtime	0	8,627	0	0	
9311	WO Inventory Purchases	25,369	30,865	25,522	26,032	+ 2.00 %
9321	WO Outside Purchases ¹	80,650	57,119	106,740	75,500	- 29.27 %
9411	WO Contracted Services	2,068	7,113	5,647	5,760	+ 2.00 %
Total Expenditures		746,595	559,678	1,063,372	907,011	
Net Total		(745,700)	(558,678)	(1,037,622)	(881,261)	

1. 2017 Council Motion – Parks Infrastructure Support

Business Unit Summary with Service Areas

Service Area: Parks Infrastructure

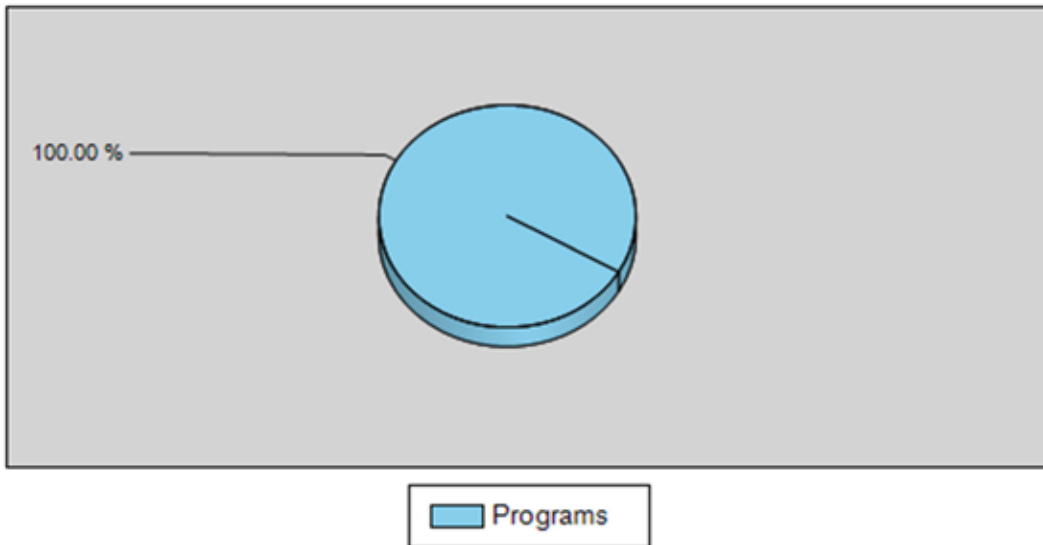
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
9011	Work Order Revenue	25,750	26,265	26,790	27,326	27,873
Total Revenues		25,750	26,265	26,790	27,326	27,873
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
9111	WO Inside Equipment Rent	3,400	3,468	3,537	3,608	3,680
9121	WO Outside Equipment Ren	2,096	2,138	2,181	2,224	2,269
9211	WO Regular Time	794,223	810,091	826,294	842,820	859,676
9311	WO Inventory Purchases	26,032	26,553	27,084	27,625	28,178
9321	WO Outside Purchases	75,500	77,010	78,550	80,121	81,724
9411	WO Contracted Services	5,760	5,875	5,993	6,113	6,235
Total Expenditures		907,011	925,135	943,638	962,511	981,761
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(881,261)	(898,870)	(916,848)	(935,185)	(953,889)

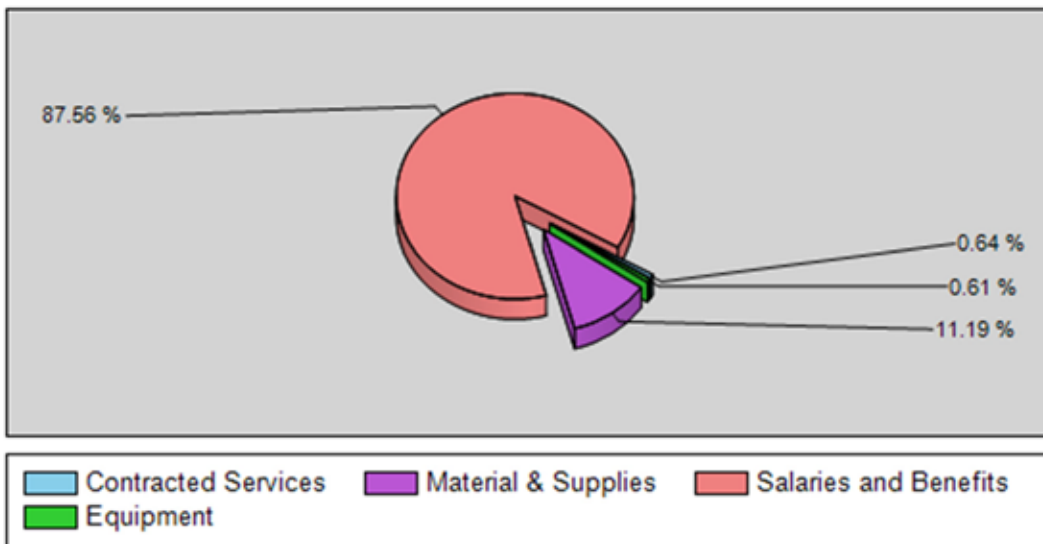
Business Unit Summary with Service Areas

Service Area: Parks Infrastructure

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Parks Horticulture and Nursery Operations

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

Overview:

The services provided in this business unit include the overall maintenance, planning and design of horticultural plantings throughout the City as well as the full maintenance of Beacon Hill Park. Key activities include providing a variety of interesting perennial and annual plantings throughout the city, maintenance of plantings, and implementation of the recommendation in the Beacon Hill Park management plan and the Heritage Landscape Management Plan.

Deliverables:

Design, planting and maintenance of:

- 133 horticultural displays (2,605 m² of annual bed area throughout the City)
- Over 200 boulevard shrub plantings
- 35 park shrub beds
- Beds and landscaping around City Hall, Vic PD, Crystal Pool, VCC, Fire halls and Community Centres

Beacon Hill Park:

- Mowing of all turf areas
- Natural areas annual mowing
- Maintenance and cleaning of ponds
- Maintenance of hard infrastructure
- Rose garden maintenance
- Planning and implementation of improvements to the park (bridges, plantings, bed renovations etc.)

Business Unit Summary with Service Areas

Service Area: Parks Horticulture and Nursery Operations

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	4,216	0	1,520	1,520	0.00 %
9011	Work Order Revenue	553	840	1,000	1,000	0.00 %
Total Revenues		4,768	840	2,520	2,520	
Expenditures						
4824	Recovery	(5,668)	0	0	0	
9111	WO Inside Equipment Rent	4,623	3,437	2,550	3,000	+ 17.65 %
9121	WO Outside Equipment Ren	10,958	531	12,082	12,324	+ 2.00 %
9211	WO Regular Time	1,926,769	992,023	1,936,323	1,936,323	0.00 %
9221	WO Overtime	260	35,728	0	0	
9311	WO Inventory Purchases	27,436	12,024	19,380	19,768	+ 2.00 %
9321	WO Outside Purchases	173,984	89,378	200,998	202,007	+ 0.50 %
9411	WO Contracted Services	54,626	3,491	19,000	19,354	+ 1.86 %
9421	WO Consulting Services	2,640	1,172	0	0	
9541	WO Propane	0	0	6,000	6,000	0.00 %
9824	Work Order Recoveries	(32,489)	(9,766)	(29,260)	(29,831)	+ 1.95 %
Total Expenditures		2,163,139	1,128,018	2,167,073	2,168,945	
Net Total		(2,158,371)	(1,127,178)	(2,164,553)	(2,166,425)	

Business Unit Summary with Service Areas

Service Area: Parks Horticulture and Nursery Operations

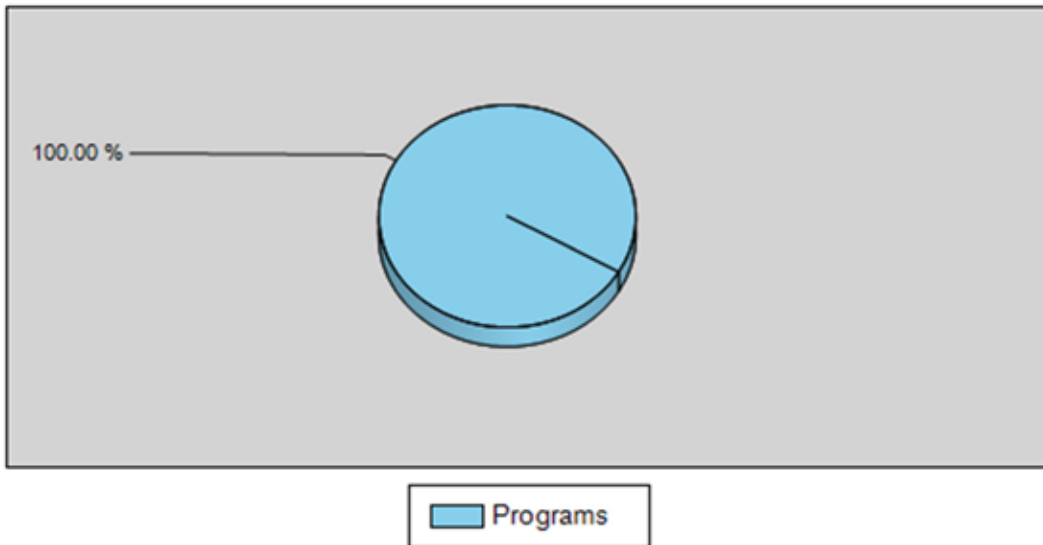
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3274	Miscellaneous Fees	1,520	1,520	1,520	1,520	1,520
9011	Work Order Revenue	1,000	1,000	1,000	1,000	1,000
Total Revenues		2,520	2,520	2,520	2,520	2,520
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
9111	WO Inside Equipment Rent	3,000	3,060	3,121	3,184	3,247
9121	WO Outside Equipment Ren	12,324	12,570	12,822	13,078	13,340
9211	WO Regular Time	1,936,323	1,975,049	2,014,550	2,054,841	2,095,938
9311	WO Inventory Purchases	19,768	20,163	20,567	20,978	21,398
9321	WO Outside Purchases	202,007	206,047	210,168	214,371	218,659
9411	WO Contracted Services	19,354	19,741	20,136	20,539	20,949
9541	WO Propane	6,000	6,120	6,242	6,367	6,495
9824	Work Order Recoveries	(29,831)	(30,414)	(31,008)	(31,614)	(32,232)
Total Expenditures		2,168,945	2,212,338	2,256,599	2,301,745	2,347,794
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(2,166,425)	(2,209,818)	(2,254,079)	(2,299,225)	(2,345,274)

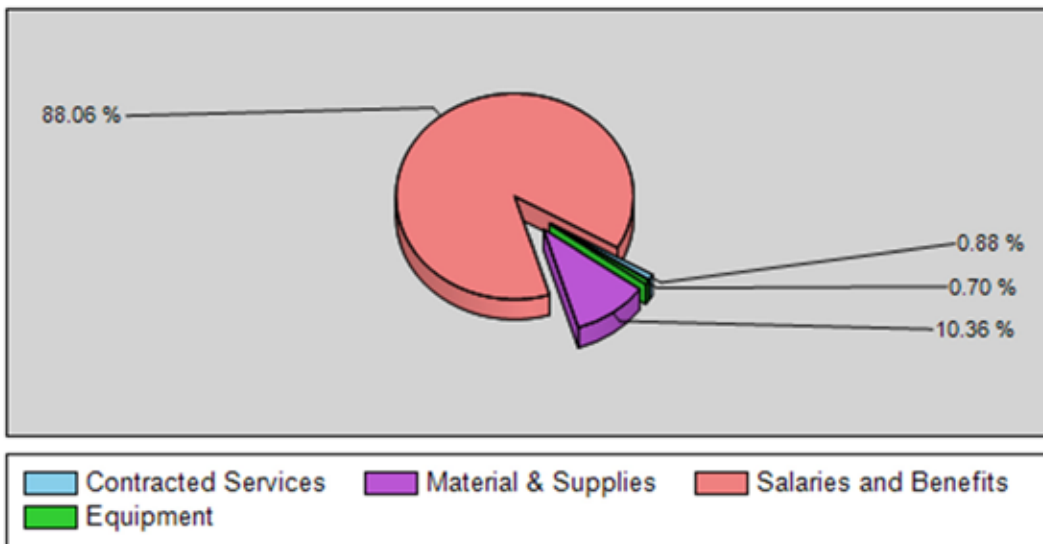
Business Unit Summary with Service Areas

Service Area: Parks Horticulture and Nursery Operations

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Parks Arboriculture and Natural Areas

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

Overview:

An Urban Forest comprises the trees within a city parks, gardens and streets; planted singly, in groups or dense stands; or of natural occurrence, both native and naturalized and the soils in which they grow. Victoria's urban forest has many diverse treed areas included in Parks, boulevards and residential gardens. Urban forests have many benefits to the community, including contributing to the overall management of storm water, carbon absorption, shading and cooling, noise mitigation, place making and contributing to our physical health and sense of well-being. Victoria's urban forest has approximately 150,000 trees. The City of Victoria manages 33,000 of these trees within its parks and boulevards. Implementation of the Urban Forest Master plan is included as a key activity.

Natural areas play a significant role in the overall health of the urban ecosystem and provide critical habitat for many wildlife species. The management of natural areas contributes to protecting many "species at risk" that are identified in federal legislation.

This service area contains all of the activities required to maintain and manage the urban forest, including tree management and natural areas management.

Tree management includes tree planting, watering and young tree maintenance, pruning, mulching, staking, removals, stump grinding, storm damage response, tree risk assessments and maintenance of the City's tree inventory and branch pick-up.

Natural areas are maintained, enhanced and restored for the enjoyment of the residents and the public. This includes seed collection, propagation and planting of threatened native species and protecting threatened plant habitats. It also includes invasive plant removal, public education and restoration of natural areas. This service area also is responsible for working with local municipalities, provincial and federal government staff to coordinate priorities for invasive species management and directly monitors, manages and/or removes known and potential invasive species in parks and private lands. Work is in part determined by the British Columbia Noxious Weed Act and the Federal Species at Risk Act.

Deliverables:

- Maintain 33,000 public trees in parks and on streets/boulevards
- Respond to 1000+ calls for service each year, including emergency response
- Plant up to 250 trees annually; maintain 1,250 trees on a young tree maintenance program
- Prune 600+ trees/year
- Removal of dead, unhealthy and damaged trees
- Maintain the accuracy of the tree inventory
- Remove up to 20 different invasive weed species across 72ha of natural area
- 900 native plants propagated and planted
- Protect 12 plant species at risk
- Release beneficial insects to control aphid populations
- Deliver up to 10 educational sessions
- Treat knotweed on public and private lands

Business Unit Summary with Service Areas

Service Area: Parks Arboriculture and Natural Areas

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	280	320	0	0	
3760	Grants ¹	30,600	0	10,000	10,000	0.00 %
5068	Trf from Tree Reserve	0	0	45,290	45,290	0.00 %
9011	Work Order Revenue	2,200	840	0	0	
9060	WO Grants ²	0	17,000	33,000	9,750	- 70.45 %
Total Revenues		33,080	18,160	88,290	65,040	
Expenditures						
4236	Land Services	15,030	0	0	0	
4824	Recovery	(6,547)	0	0	0	
9111	WO Inside Equipment Rent	6,004	1,920	2,250	2,300	+ 2.22 %
9121	WO Outside Equipment Ren	5,984	3,975	5,000	5,100	+ 2.00 %
9211	WO Regular Time ¹	1,282,286	727,821	1,366,675	1,366,675	0.00 %
9221	WO Overtime	334	16,653	12,000	12,240	+ 2.00 %
9311	WO Inventory Purchases	8,410	5,653	9,270	9,456	+ 2.01 %
9321	WO Outside Purchases ²	127,781	61,746	113,506	91,917	- 19.02 %
9411	WO Contracted Services ³	131,079	18,186	343,080	196,942	- 42.60 %
9421	WO Consulting Services	0	563	0	0	
9551	WO Bio Diesel	187	0	1,000	1,020	+ 2.00 %
Total Expenditures		1,570,546	836,516	1,852,781	1,685,650	
Net Total		(1,537,466)	(818,356)	(1,764,491)	(1,620,610)	

1. Habitat Stewardship Grant

2. BC Hydro Re-Greening Grant and CN EcoConnexions Grant

3. 2017 Council Motion - High Risk Tree Removal

Business Unit Summary with Service Areas

Service Area: Parks Arboriculture and Natural Areas

5 Year Forecast:

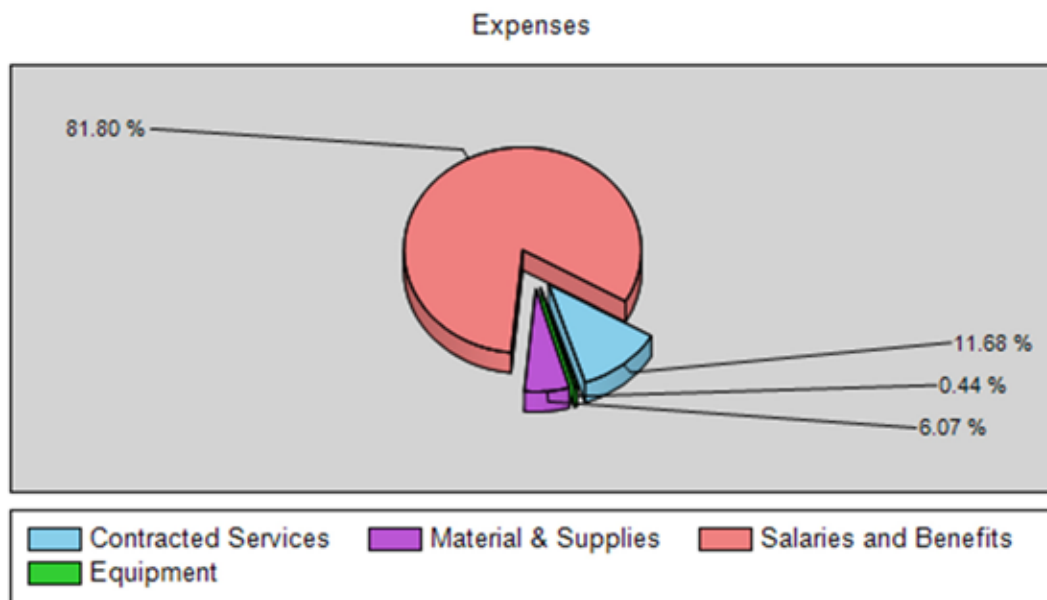
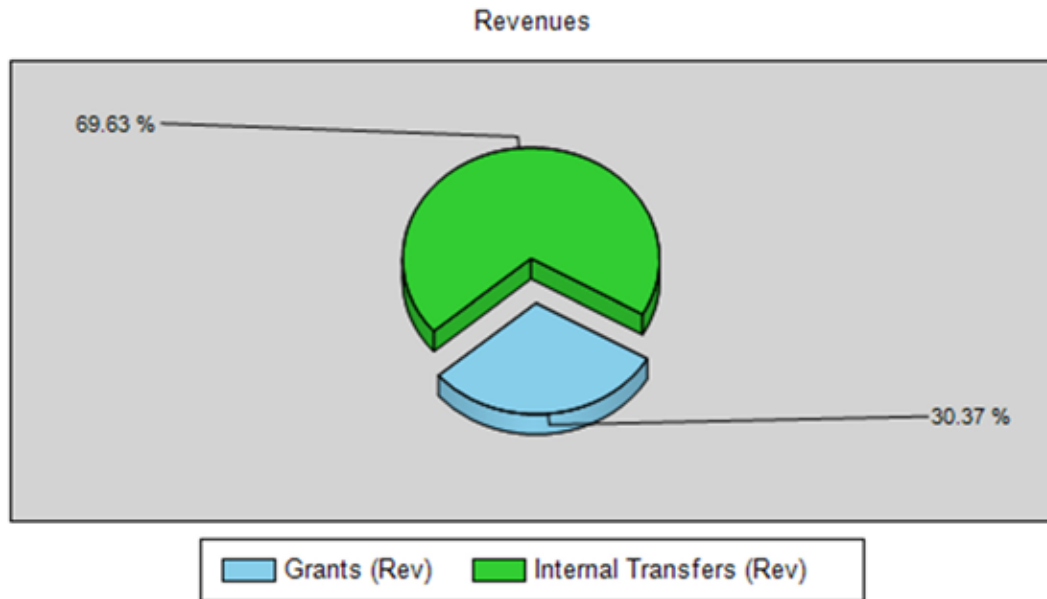
		2018	2019	2020	2021	2022
Revenues						
3760	Grants ¹	10,000	0	0	0	0
5068	Trf from Tree Reserve	45,290	46,196	47,120	48,062	49,023
9060	WO Grants ²	9,750	0	0	0	0
Total Revenues		65,040	46,196	47,120	48,062	49,023
% Increase			(28.97%)	2.00%	2.00%	2.00%
Expenditures						
9111	WO Inside Equipment Rent	2,300	2,346	2,393	2,441	2,490
9121	WO Outside Equipment Ren	5,100	5,202	5,306	5,412	5,520
9211	WO Regular Time ¹	1,366,675	1,383,809	1,411,485	1,439,714	1,468,509
9221	WO Overtime	12,240	12,485	12,734	12,989	13,249
9311	WO Inventory Purchases	9,456	9,645	9,838	10,035	10,235
9321	WO Outside Purchases ²	91,917	83,810	85,487	87,196	88,940
9411	WO Contracted Services	196,942	200,778	204,793	208,889	213,067
9551	WO Bio Diesel	1,020	1,040	1,061	1,082	1,104
Total Expenditures		1,685,650	1,699,115	1,733,097	1,767,759	1,803,114
% Increase			0.80%	2.00%	2.00%	2.00%
Net Total		(1,620,610)	(1,652,919)	(1,685,978)	(1,719,697)	(1,754,091)

1. Habitat Stewardship Grant

2. BC Hydro Re-Greening Grant

Business Unit Summary with Service Areas

Service Area: Parks Arboriculture and Natural Areas



Business Unit Summary with Service Areas

Service Area: Parks Fleet

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

Overview:

The Parks Fleet business unit funds costs associated with parks vehicles and equipment. Parks vehicles are charged out at a monthly rate per vehicle based on service needs and associated historical data and projections.

Deliverables:

- Provision of fleet vehicles to Parks operations

Business Unit Summary with Service Areas

Service Area: Parks Fleet

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4412	Equipment Rentals	677,828	396,568	623,200	705,000	+ 13.13 %
4512	Insurance	4,648	2,570	4,500	5,500	+ 22.22 %
9511	WO Gas	873	331	0	0	
Total Expenditures		683,349	399,469	627,700	710,500	
Net Total		(683,349)	(399,469)	(627,700)	(710,500)	

Business Unit Summary with Service Areas

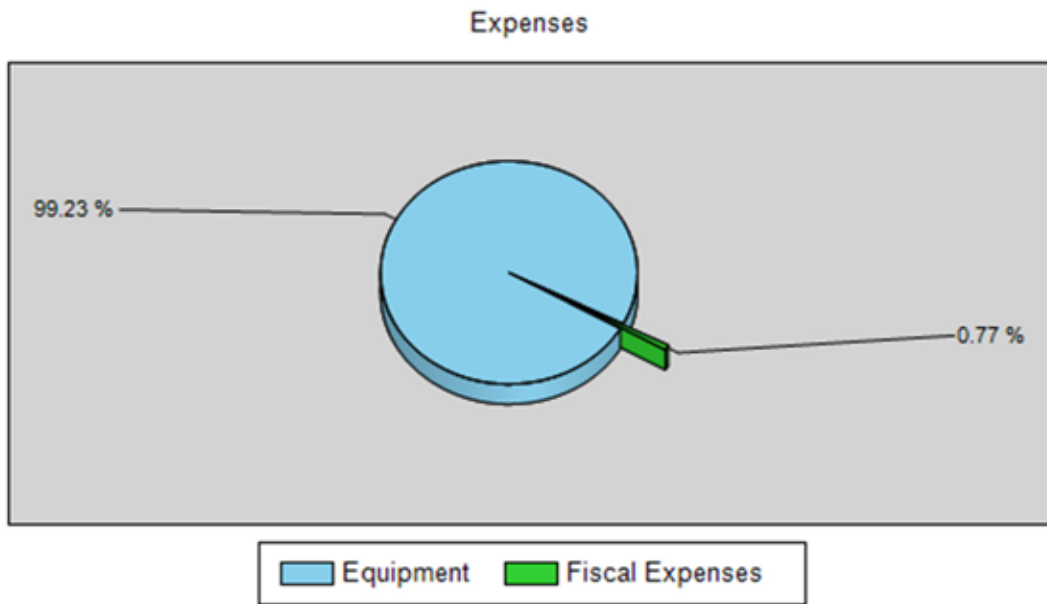
Service Area: Parks Fleet

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
4412 Equipment Rentals	705,000	719,100	733,482	748,152	763,115
4512 Insurance	5,500	5,610	5,722	5,837	5,953
Total Expenditures	710,500	724,710	739,204	753,988	769,068
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(710,500)	(724,710)	(739,204)	(753,988)	(769,068)

Business Unit Summary with Service Areas

Service Area: Parks Fleet



Business Unit Summary with Service Areas

Service Area: Parks Design Administration

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

Overview:

Parks Design develops plans, strategies and policies to guide investment into and use of the park and open spaces in the City, including addressing the demands for new uses and trends in recreation and park use. This unit reviews and provides comment on development and other permit applications as well as City and regional projects that have the potential to impact the City's parks and open spaces.

This business unit is also responsible for overseeing the tree preservation bylaw.

Deliverables:

- Development of plans, strategies and policies as approved in annual workplans
- Planning and design of two playground replacement projects per year
- Parks Master Plan development and implementation
- Planning and design of parks related active transportation projects
- Design of various park upgrades as approved in annual capital budgets
- Review all development related and other various permit applications
- Review trees on private land and issue tree permits for protected trees
- Review and provide parks related input to other City projects for impacts to park assets (boulevards, trees, etc.)
- Provide parks input into City-led or other jurisdictional planning projects (i.e. local area planning, CRD Regional Trails Planning, etc.)

Business Unit Summary with Service Areas

Service Area: Parks Design Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve ¹	0	0	47,209	0	
Total Revenues		0	0	47,209	0	
Expenditures						
4010	Salaries - Exempt	99,990	55,343	109,082	109,082	0.00 %
4016	Salaries – Inside ^{1, 2}	218,231	137,905	341,716	220,070	- 35.60 %
4070	Overtime	4,234	4,494	4,000	4,080	+ 2.00 %
4080	Auxiliaries/RPT/Seasonal	60,069	32,126	0	0	
4102	Benefits ^{1, 2}	78,397	54,032	108,681	80,118	- 26.28 %
4112	Mileage/Parking	191	39	350	350	0.00 %
4216	Contracted Services	913	0	30,000	30,000	0.00 %
6035	Transfer to Financial Stability Reserve	47,209	0	0	0	
9111	WO Inside Equipment Rent	25	69	0	0	
9211	WO Regular Time	75,746	875	0	0	
9321	WO Outside Purchases	1,834	1,264	0	0	
9411	WO Contracted Services	0	127	0	0	
9421	WO Consulting Services	0	7,496	0	0	
Total Expenditures		586,838	293,770	593,829	443,700	
Net Total		(586,838)	(293,770)	(546,620)	(443,700)	

1. 2015 Council Motion – Parks Senior Planner

2016 Council Motion – Parks Planning Temporary Support

2. Includes Food Systems Coordinator

Business Unit Summary with Service Areas

Service Area: Parks Design Administration

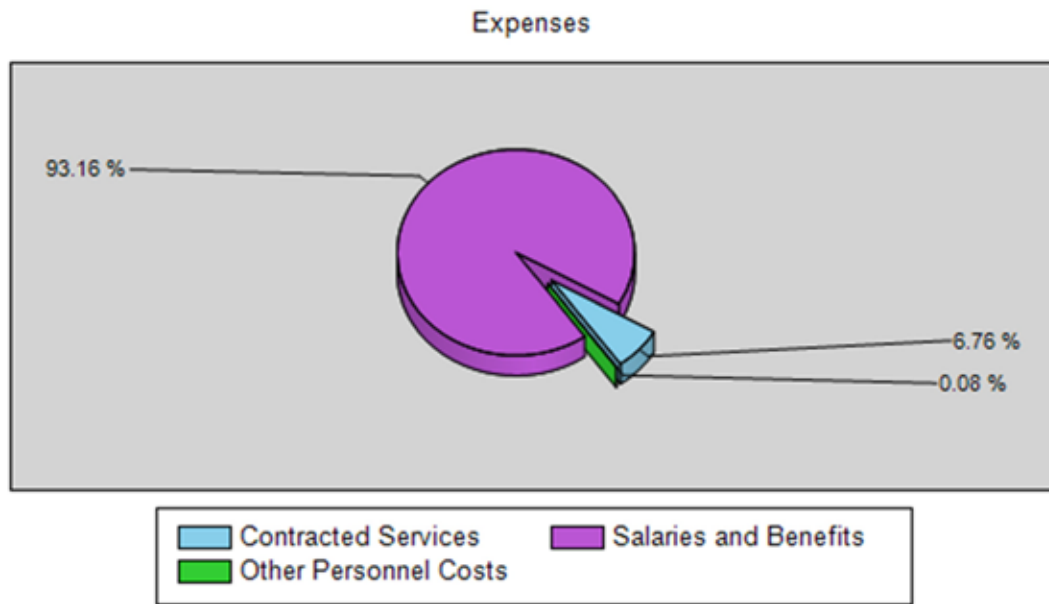
5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries – Inside ¹	220,070	224,471	228,960	233,540	238,210
4070	Overtime	4,080	4,162	4,245	4,330	4,416
4102	Benefits ¹	80,118	81,721	83,355	85,022	86,722
4112	Mileage/Parking	350	357	364	371	379
4216	Contracted Services	30,000	30,600	31,212	31,836	32,473
Total Expenditures		443,700	452,574	461,625	470,858	480,275
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(443,700)	(452,574)	(461,625)	(470,858)	(480,275)

1. Includes Food Systems Coordinator

Business Unit Summary with Service Areas

Service Area: Parks Design Administration



Business Unit Summary with Service Areas

Service Area: Parks Master Plan

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

Overview:

The City of Victoria Strategic Plans identifies the need for a parks master plan to guide investment and detailed planning for the parks system. This plan will build off of previous draft plans and will outline the actions and strategies necessary to further the 2015 - 2018 strategic plan actions and outcomes. Key components of the plan will include the development of a vision, goals, objectives, investment strategy and gaps in the parks system. This process will include a comprehensive public engagement process to help shape the outcomes and actions identified through the strategic plan.

Deliverables:

- Updated mapping and resource analysis
- Identified of gaps in parks and green space
- Final Parks Master Plan Document including priorities for park planning and investment
- Engagement plan and summary of public input

Business Unit Summary with Service Areas

Service Area: Parks Master Plan

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve	0	0	138,000	0	
Total Revenues		0	0	138,000	0	
Expenditures						
9111	WO Inside Equipment Rent	14	0	0	0	
9211	WO Regular Time	380	0	0	0	
9321	WO Outside Purchases	4,749	785	0	0	
9411	WO Contracted Services	628	0	138,000	0	
9421	WO Consulting Services	106,195	19,239	0	0	
Total Expenditures		111,967	20,025	138,000	0	
Net Total		(111,967)	(20,025)	0	0	

Business Unit Summary with Service Areas

Service Area: Parks Downtown Trees

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

Overview:

Replacement of trees in the downtown core including hard infrastructure modifications and repairs required to remove old stumps, install growing media, irrigation where possible and the required concrete and asphalt.

Deliverables:

- 20 trees planted downtown

Business Unit Summary with Service Areas

Service Area: Parks Downtown Trees

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5068	Trf from Tree Reserve	0	0	90,900	100,000	+ 10.01 %
Total Revenues		0	0	90,900	100,000	
Expenditures						
9111	WO Inside Equipment Rent	385	4,225	0	0	
9121	WO Outside Equipment Ren	0	221	0	0	
9211	WO Regular Time	36,159	54,076	85,500	90,000	+ 5.26 %
9311	WO Inventory Purchases	463	477	0	0	
9321	WO Outside Purchases	13,446	14,292	5,400	10,000	+ 85.19 %
9411	WO Contracted Services	8,610	9,569	0	0	
Total Expenditures		59,063	82,860	90,900	100,000	
Net Total		(59,063)	(82,860)	0	0	

Business Unit Summary with Service Areas

Service Area: Parks Downtown Trees

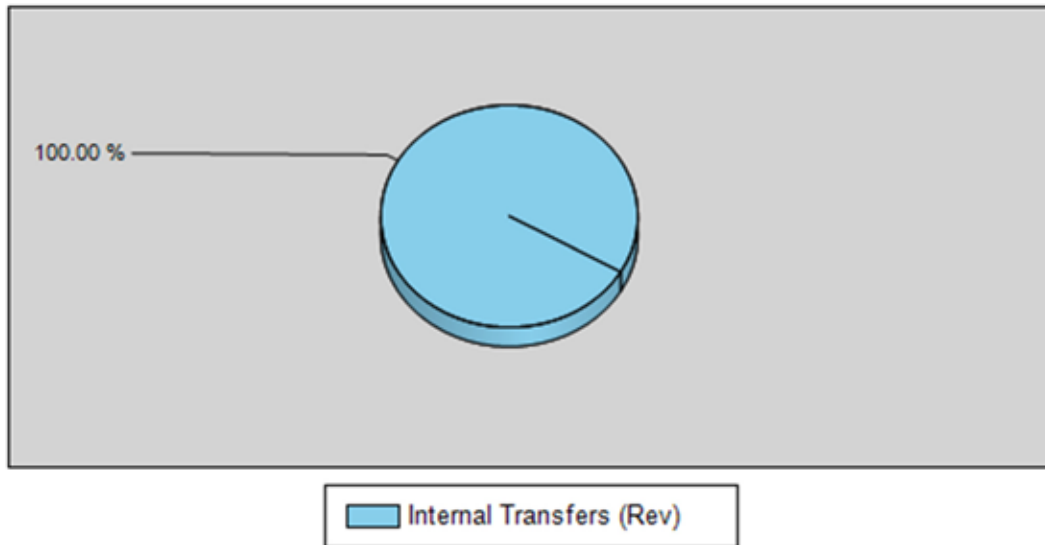
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
5068	Trf from Tree Reserve	100,000	0	0	0	0
Total Revenues		100,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Expenditures						
9211	WO Regular Time	90,000	0	0	0	0
9321	WO Outside Purchases	10,000	0	0	0	0
Total Expenditures		100,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Net Total		0	0	0	0	0

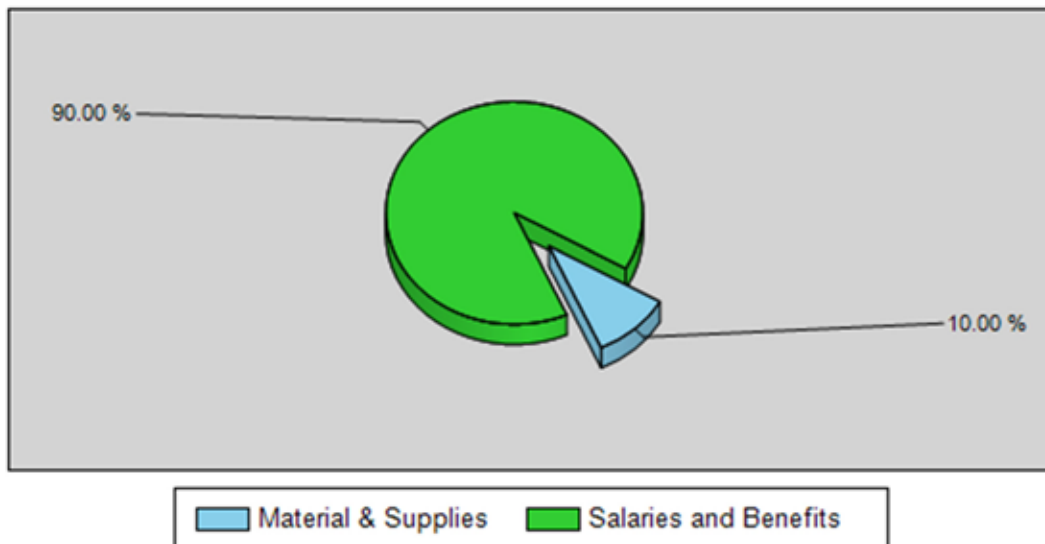
Business Unit Summary with Service Areas

Service Area: Parks Downtown Trees

Revenues



Expenses

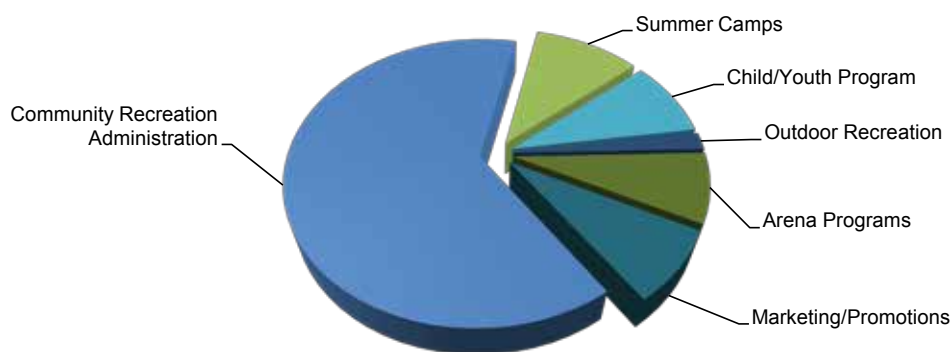


RECREATION SERVICES

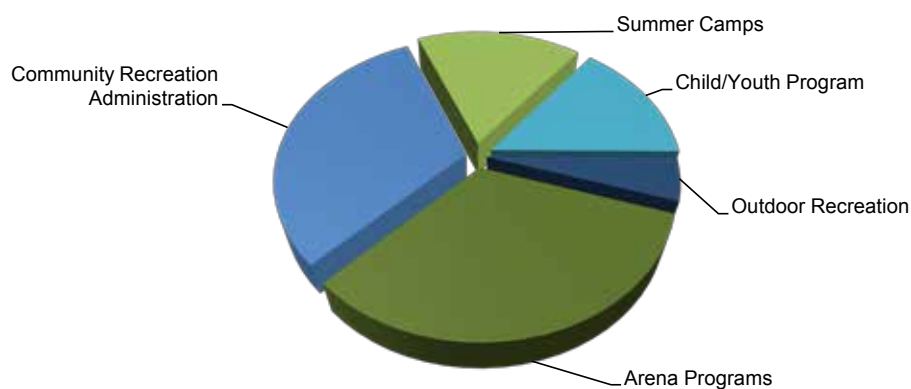
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Community Recreation Administration	195,000	198,900	3,900	2.00%
Summer Camps	115,694	105,694	(10,000)	-8.64%
Child/Youth Program	90,350	92,150	1,800	1.99%
Outdoor Recreation	30,000	30,600	600	2.00%
Arena Programs	202,167	206,211	4,044	2.00%
Total	633,211	633,555	344	0.05%
Expenditures				
Community Recreation Administration	690,700	688,641	(2,059)	-0.30%
Summer Camps	126,845	115,153	(11,692)	-9.22%
Child/Youth Program	94,369	95,508	1,139	1.21%
Outdoor Recreation	20,500	20,910	410	2.00%
Arena Programs	83,690	85,070	1,380	1.65%
Marketing/Promotions	80,057	86,658	6,601	8.25%
Total	1,096,162	1,091,940	(4,222)	-0.39%
Net	462,951	458,385	(4,566)	-0.99%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 5300 - Community Recreation Administration

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

Provides the management of staff and programs for Recreation services including the implementation of corporate direction as outlined by Council.

Provides sports service coordination including sports fields, courts, Royal Athletic Park and child and youth program coordination.

Provides administrative support to Recreation along with the customer service to the public through responding to inquiries and issuing permits for parks, sports field and ice rentals.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5300 - Community Recreation Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3378	Facility Rental	85,875	68,366	85,000	86,700	+ 2.00 %
3393	Bus Rental	50	0	0	0	
3472	Over/Under	(5)	0	0	0	
3624	User Fees	121,064	54,357	110,000	112,200	+ 2.00 %
Total Revenues		206,984	122,723	195,000	198,900	
Expenditures						
4010	Salaries - Exempt	88,113	62,401	109,082	109,082	0.00 %
4016	Salaries - Inside	277,913	205,632	318,418	318,418	0.00 %
4070	Overtime	4,974	2,863	0	0	
4080	Auxiliaries/RPT/Seasonal	0	543	0	0	
4102	Benefits	91,202	71,877	104,213	104,213	0.00 %
4112	Mileage/Parking	1,123	217	1,316	1,350	+ 2.58 %
4118	Membership Fees	1,742	0	1,900	1,930	+ 1.58 %
4120	Training and Development	375	1,195	2,876	2,934	+ 2.02 %
4228	Printing	19	0	100	102	+ 2.00 %
4308	General Supplies	0	81	510	520	+ 1.96 %
4310	Books/Publications	0	0	306	312	+ 1.96 %
4364	Telecommunications	1,910	1,075	1,950	1,989	+ 2.00 %
4412	Equipment Rentals	12,000	10,599	16,900	12,000	- 28.99 %
4418	Equipment	0	0	408	416	+ 1.96 %
4508	Credit Card Discount Fees	2,213	1,534	2,700	2,754	+ 2.00 %
4814	Miscellaneous	1,723	695	7,500	7,650	+ 2.00 %
4822	Repairs and Maintenance	0	0	11,220	11,444	+ 2.00 %
4852	Licence Fees	0	1,686	1,300	1,326	+ 2.00 %
6055	Artificial Turf Reserve	84,958	0	85,000	86,700	+ 2.00 %
6058	City Recreation Facilities	36,107	0	25,000	25,500	+ 2.00 %
Total Expenditures		604,372	360,397	690,700	688,641	
Net Total		(397,388)	(237,674)	(495,700)	(489,741)	

Business Unit Summary with Service Areas

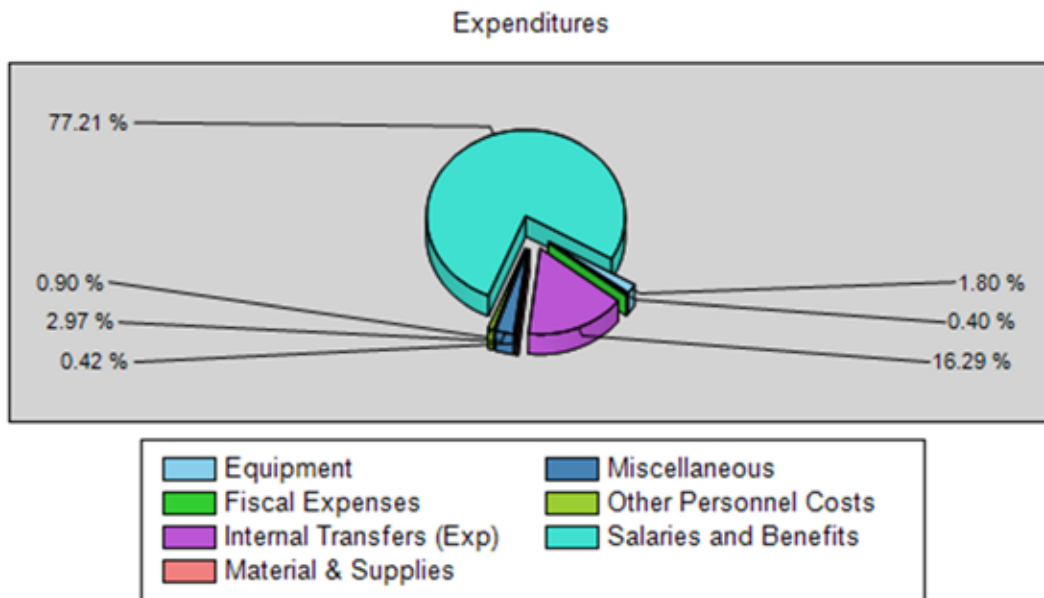
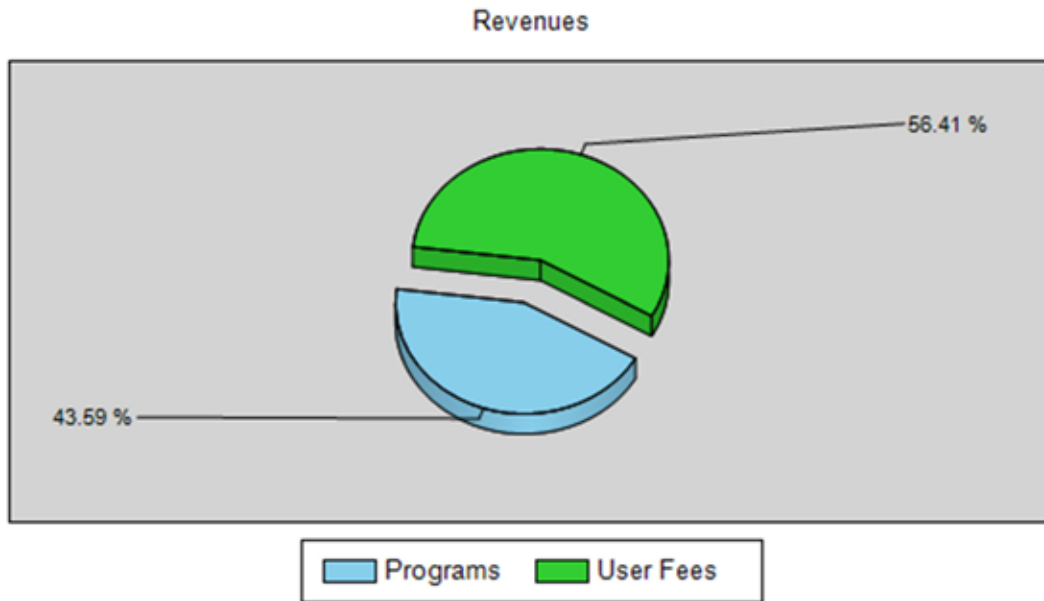
Business Unit: 5300 - Community Recreation Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3378	Facility Rental	86,700	88,434	90,203	92,007	93,847
3624	User Fees	112,200	112,200	112,200	112,200	112,200
Total Revenues		198,900	200,634	202,403	204,207	206,047
% Increase			0.87%	0.88%	0.89%	0.90%
Expenditures						
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	318,418	324,786	331,282	337,908	344,666
4102	Benefits	104,213	106,298	108,424	110,592	112,804
4112	Mileage/Parking	1,350	1,377	1,405	1,433	1,461
4118	Membership Fees	1,930	1,969	2,008	2,048	2,089
4120	Training and Development	2,934	2,993	3,053	3,114	3,176
4228	Printing	102	104	106	108	110
4308	General Supplies	520	530	541	552	563
4310	Books/Publications	312	318	325	331	338
4364	Telecommunications	1,989	2,029	2,069	2,111	2,153
4412	Equipment Rentals	12,000	12,240	12,485	12,734	12,989
4418	Equipment	416	424	433	441	450
4508	Credit Card Discount Fees	2,754	2,809	2,865	2,923	2,981
4814	Miscellaneous	7,650	7,803	7,959	8,118	8,281
4822	Repairs and Maintenance	11,444	11,673	11,906	12,144	12,387
4852	Licence Fees	1,326	1,353	1,380	1,407	1,435
6055	Artificial Turf Reserve	86,700	86,700	86,700	86,700	86,700
6058	City Recreation Facilities	25,500	25,500	25,500	25,500	25,500
Total Expenditures		688,641	700,169	711,929	723,923	736,158
% Increase			1.67%	1.68%	1.68%	1.69%
Net Total		(489,741)	(499,535)	(509,526)	(519,717)	(530,111)

Business Unit Summary with Service Areas

Business Unit: 5300 - Community Recreation Administration



Business Unit Summary with Service Areas

Business Unit: 5305 - Rec Services-Summer Camps

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

Affordable summer day camps are offered to ages 4 to 6 years, 6 to 9 years, 9 to 12 years and 11 to 14 years. These camps provide for out of school care and social and recreational opportunities for children.

Camps are delivered at Crystal Pool and Fitness Centre and Beacon Hill Park. These programs include outings to parks, beaches, and entertainment/activity locations.

Two overnight camping trips are offered each summer to Island locations, e.g. Tofino.

Youth Leaders in Training (YLIT) partnership program with BC Housing and Victoria Community Centres - summer youth program for job skills development in summer day camps.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5305 - Rec Services-Summer Camps

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3275	Registration Fees	126,030	72,971	100,000	102,000	+ 2.00 %
3758	Cost-sharing ¹	11,458	1,000	12,000	0	
3760	Grants	4,184	0	3,694	3,694	0.00 %
Total Revenues		141,672	73,971	115,694	105,694	
Expenditures						
4080	Auxiliaries/RPT/Seasonal	126,583	87,343	99,445	99,445	0.00 %
4120	Training and Development	0	175	500	510	+ 2.00 %
4216	Contracted Services ¹	14,069	1,951	12,000	0	
4308	General Supplies	5,735	1,258	6,000	6,120	+ 2.00 %
4312	Office Supplies	29	0	0	0	
4364	Telecommunications	765	283	0	0	
4418	Equipment	1,833	2,479	5,500	5,610	+ 2.00 %
4814	Miscellaneous	3,515	103	3,400	3,468	+ 2.00 %
Total Expenditures		152,528	93,591	126,845	115,153	
Net Total		(10,856)	(19,620)	(11,151)	(9,459)	

1. Youth Leaders In training Program – 2018 Supplemental Request

Business Unit Summary with Service Areas

Business Unit: 5305 - Rec Services-Summer Camps

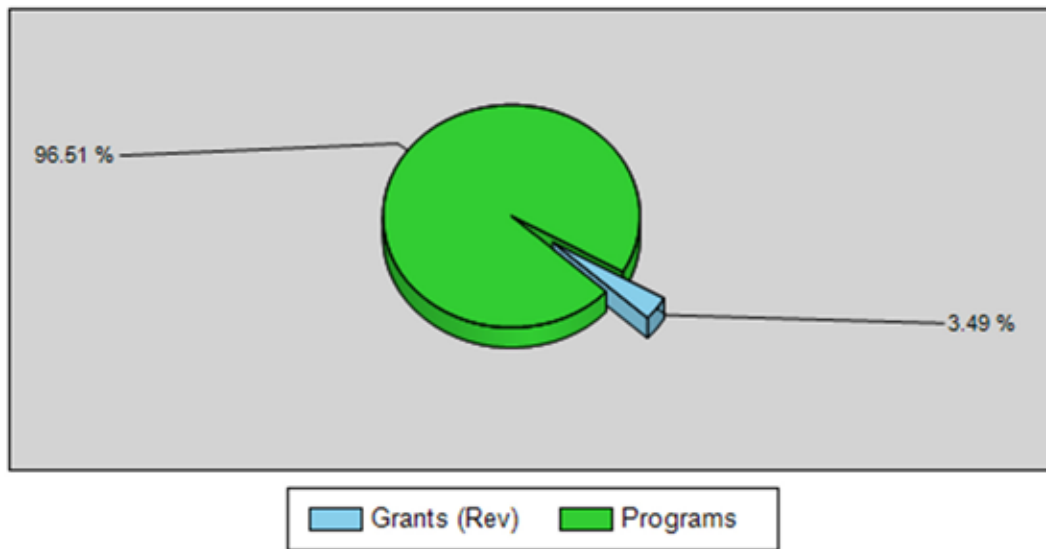
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3275	Registration Fees	102,000	104,040	106,121	108,243	110,408
3760	Grants	3,694	3,768	3,843	3,920	3,999
Total Revenues		105,694	107,808	109,964	112,163	114,407
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4080	Auxiliaries/RPT/Seasonal	99,445	101,434	103,463	105,532	107,643
4120	Training and Development	510	520	531	541	552
4308	General Supplies	6,120	6,242	6,367	6,495	6,624
4418	Equipment	5,610	5,722	5,837	5,953	6,072
4814	Miscellaneous	3,468	3,537	3,608	3,680	3,754
Total Expenditures		115,153	117,456	119,805	122,202	124,646
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(9,459)	(9,648)	(9,841)	(10,038)	(10,239)

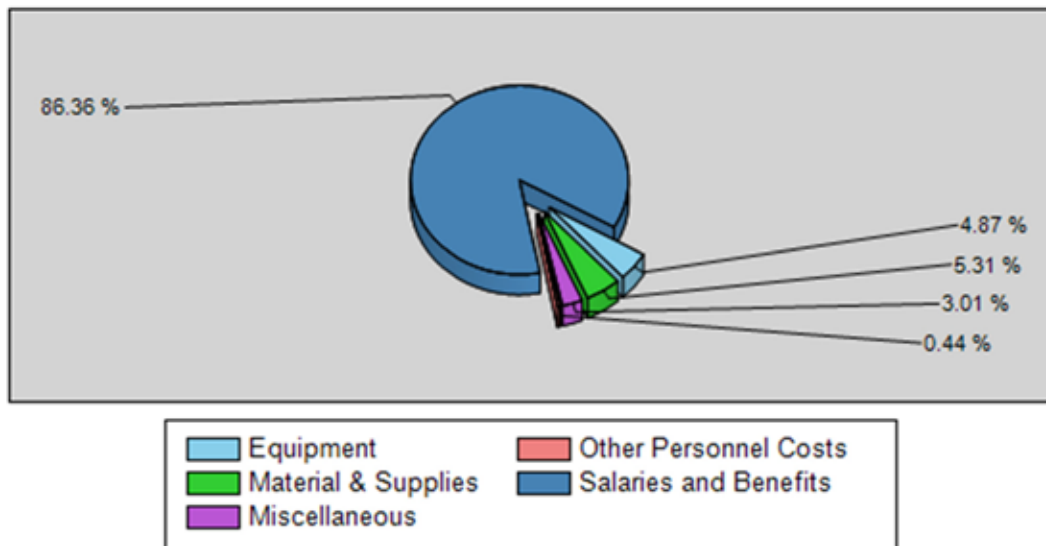
Business Unit Summary with Service Areas

Business Unit: 5305 - Rec Services-Summer Camps

Revenues



Expenditures



Business Unit Summary with Service Areas

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

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

Child and youth programming offers opportunities for children to learn a new sport, develop physical skills and functional abilities which contribute to long term health and wellbeing. Programs provide socialization opportunities for children so they can have positive social interaction as they grow, develop empathy with peers, and learn to be part of team.

Child and youth programming offers include:

- Music, dance, martial arts, sports, and art programs for pre-school, school age and youth/teens (teen night)
- School-aged child care services during pro-D days, Winter and Spring breaks.
- Child and youth-focussed large scale special events (skateboarding competition, youth week, anti-bullying film festival)

Vic West skate park hosts are funded through this business unit. Skate park hosts are summer park leaders who provide a positive role model, teach skateboarding and liaise with VicPD to help keep the skate safe and enjoyable for all users.

This business unit also supports the "Step Up" youth leadership program. Step Up is a group for high school aged individuals who develop leadership and event support skills, experience positive social interaction, participate in group activities and outings and volunteer for local community events.

Deliverables:

- 1,500 youth special event participants (Skate Competition, Film Festival and WipeOut)
- 720 hours of supervision at VicWest skate park
- 800 hours of youth volunteer time at community and special events

Business Unit Summary with Service Areas

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

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3275	Registration Fees	82,106	45,639	90,000	91,800	+ 2.00 %
3758	Cost-sharing	160	2,100	350	350	0.00 %
3760	Grants	250	0	0	0	
Total Revenues		82,516	47,739	90,350	92,150	
Expenditures						
4080	Auxiliaries/RPT/Seasonal	39,861	22,096	37,409	37,409	0.00 %
4216	Contracted Services	38,040	9,878	40,000	40,800	+ 2.00 %
4308	General Supplies	3,777	961	4,000	4,080	+ 2.00 %
4418	Equipment	1,998	2,455	2,860	2,917	+ 1.99 %
4814	Miscellaneous	7,225	6,909	10,100	10,302	+ 2.00 %
9321	WO Outside Purchases	328	133	0	0	
Total Expenditures		91,228	42,432	94,369	95,508	
Net Total		(8,712)	5,307	(4,019)	(3,358)	

Business Unit Summary with Service Areas

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

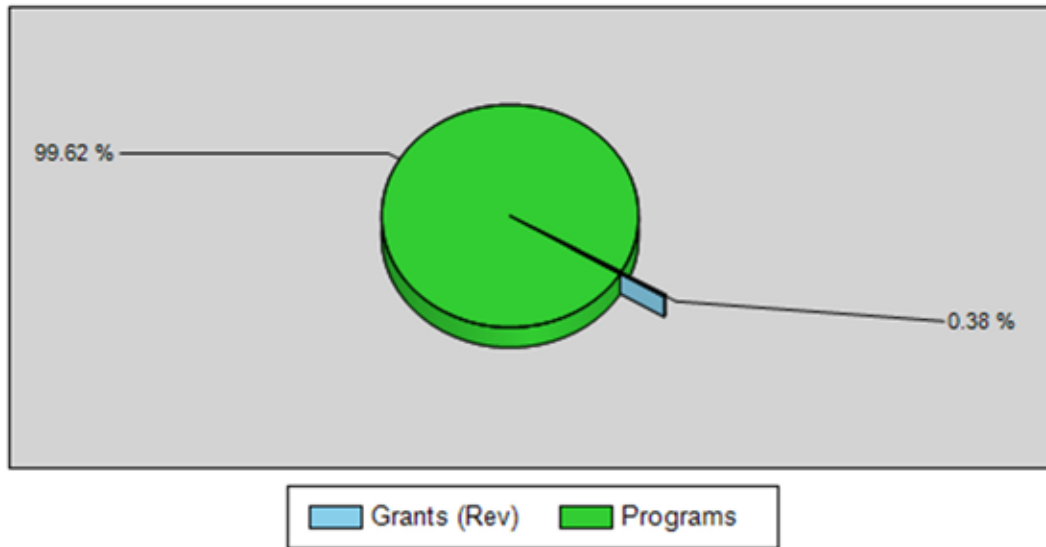
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3275	Registration Fees	91,800	93,636	95,509	97,419	99,367
3758	Cost-sharing	350	350	350	350	350
Total Revenues		92,150	93,986	95,859	97,769	99,717
% Increase			1.99%	1.99%	1.99%	1.99%
Expenditures						
4080	Auxiliaries/RPT/Seasonal	37,409	38,158	38,921	39,699	40,493
4216	Contracted Services	40,800	41,616	42,448	43,297	44,163
4308	General Supplies	4,080	4,162	4,245	4,330	4,416
4418	Equipment	2,917	2,975	3,035	3,096	3,157
4814	Miscellaneous	10,302	10,508	10,718	10,933	11,151
Total Expenditures		95,508	97,419	99,367	101,354	103,381
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(3,358)	(3,433)	(3,508)	(3,585)	(3,664)

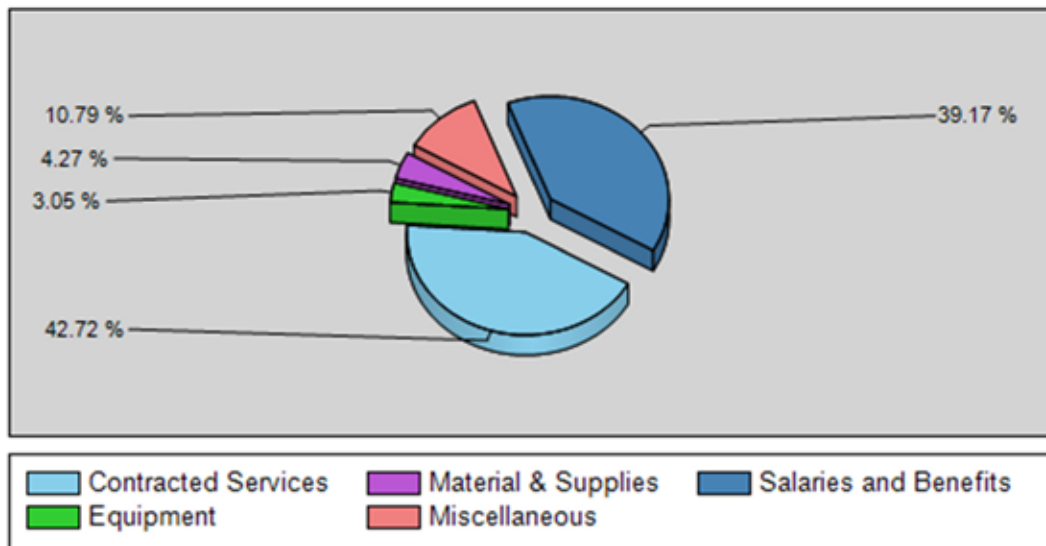
Business Unit Summary with Service Areas

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

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5315 - Rec Services-Outdoor Recreation

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

Entry and mid-level outdoor recreation programs offer experiences for all ages.

Programs offered include:

- Kayaking
- Sailing
- Horseback riding
- Mountain biking
- Day trips for adults and seniors

These programs connect people with nature through recreation. Many activities fit within Canadian Sport for Life's Physical Literacy framework.

Deliverables:

- Over 500 participants in outdoor adult recreation programs and outdoor trips (kayaking and sailing)

Business Unit Summary with Service Areas

Business Unit: 5315 - Rec Services-Outdoor Recreation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	590	15	0	0	
3275	Registration Fees	44,055	30,561	30,000	30,600	+ 2.00 %
Total Revenues		44,645	30,576	30,000	30,600	
Expenditures						
4080	Auxiliaries/RPT/Seasonal	965	317	0	0	
4216	Contracted Services	20,034	7,735	16,000	16,320	+ 2.00 %
4308	General Supplies	10,690	8,707	3,500	3,570	+ 2.00 %
4418	Equipment	0	0	1,000	1,020	+ 2.00 %
Total Expenditures		31,688	16,759	20,500	20,910	
Net Total		12,956	13,817	9,500	9,690	

Business Unit Summary with Service Areas

Business Unit: 5315 - Rec Services-Outdoor Recreation

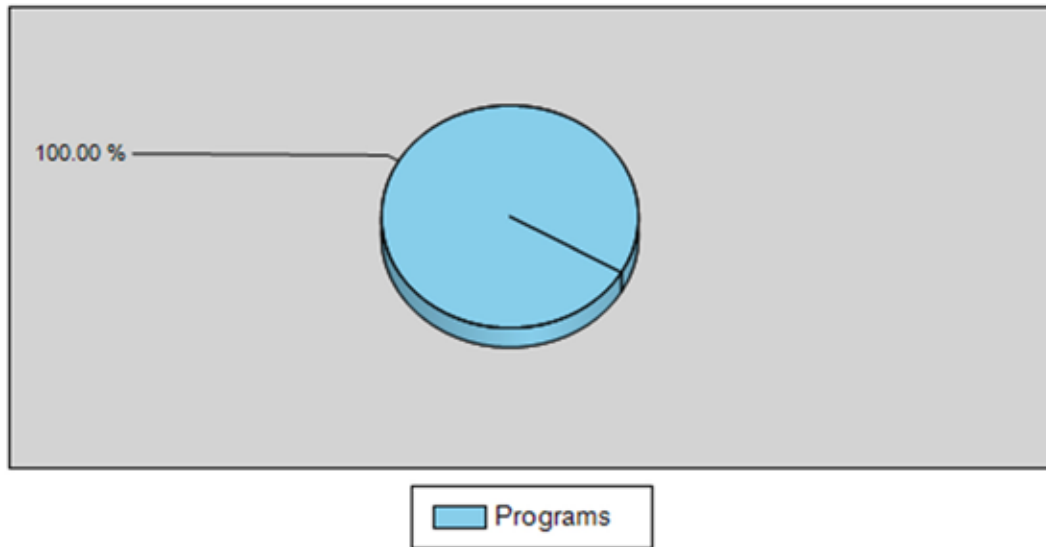
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3275	Registration Fees	30,600	31,212	31,836	32,473	33,122
Total Revenues		30,600	31,212	31,836	32,473	33,122
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4216	Contracted Services	16,320	16,646	16,979	17,319	17,665
4308	General Supplies	3,570	3,641	3,714	3,789	3,864
4418	Equipment	1,020	1,040	1,061	1,082	1,104
Total Expenditures		20,910	21,328	21,755	22,190	22,634
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		9,690	9,884	10,081	10,283	10,489

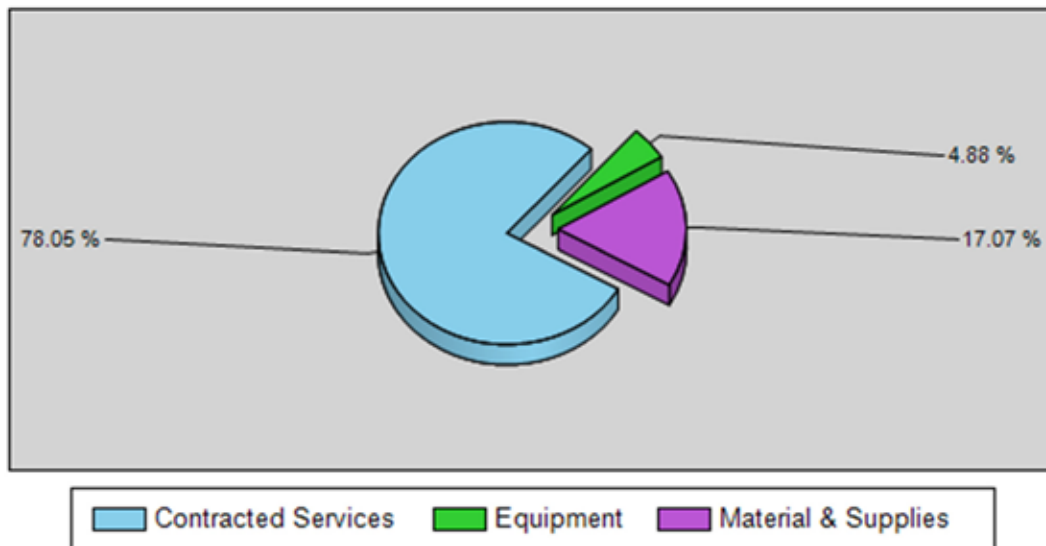
Business Unit Summary with Service Areas

Business Unit: 5315 - Rec Services-Outdoor Recreation

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5320 - Rec Services-Arena Programs

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

The purpose of this business unit is to provide the community with access to skating facilities, programs and services which support health and wellbeing. The recreational ice programs include skating lessons, public skating, school groups, as well as associated services such as skate and helmet rental and sharpening. It also supports ice rental to community organizations as per the City's agreement with RG Facilities, the operator of the Save-On-Foods Memorial Centre.

Ice skating is an activity that fits within Canadian Sport for Life's Physical Literacy framework.

Deliverables:

- 3,600 participants in skating programs (lessons, admissions and free skates)

Business Unit Summary with Service Areas

Business Unit: 5320 - Rec Services-Arena Programs

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3275	Registration Fees	30,500	13,491	30,000	30,600	+ 2.00 %
3299	Revenue Share-RG Propert	33,763	34,504	33,090	33,752	+ 2.00 %
3378	Facility Rental	130,248	58,440	139,077	141,859	+ 2.00 %
3472	Over/Under	(21)	0	0	0	
Total Revenues		194,490	106,436	202,167	206,211	
Expenditures						
4206	Armoured Car Service	600	200	1,000	1,020	+ 2.00 %
4216	Contracted Services	24,965	12,798	25,000	25,500	+ 2.00 %
4308	General Supplies	300	174	1,000	1,020	+ 2.00 %
4418	Equipment	959	0	3,000	3,060	+ 2.00 %
4508	Credit Card Discount Fees	900	552	1,000	1,020	+ 2.00 %
4512	Insurance	52,291	30,505	52,690	53,450	+ 1.44 %
Total Expenditures		80,014	44,230	83,690	85,070	
Net Total		114,475	62,206	118,477	121,141	

Business Unit Summary with Service Areas

Business Unit: 5320 - Rec Services-Arena Programs

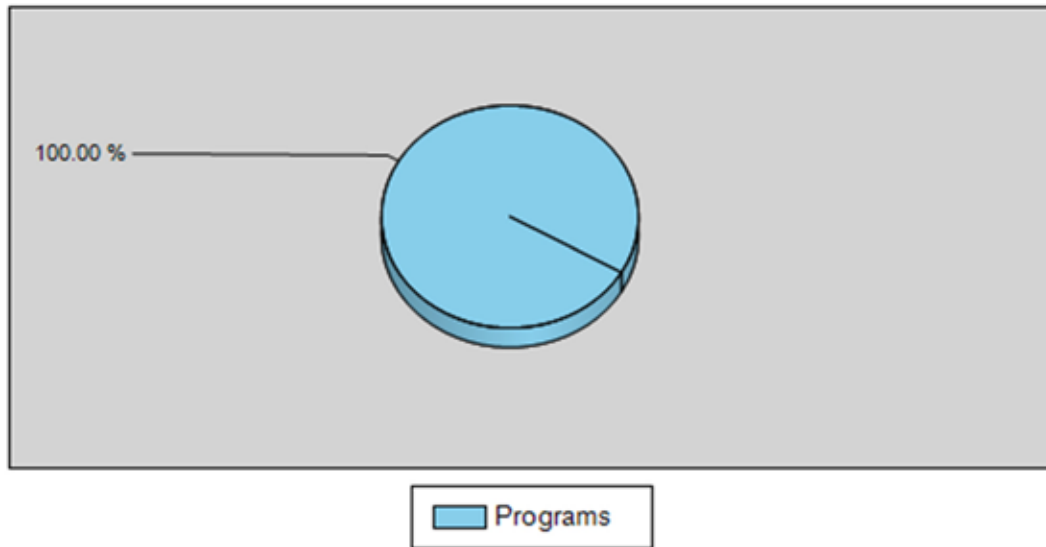
5 Year Forecast:

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

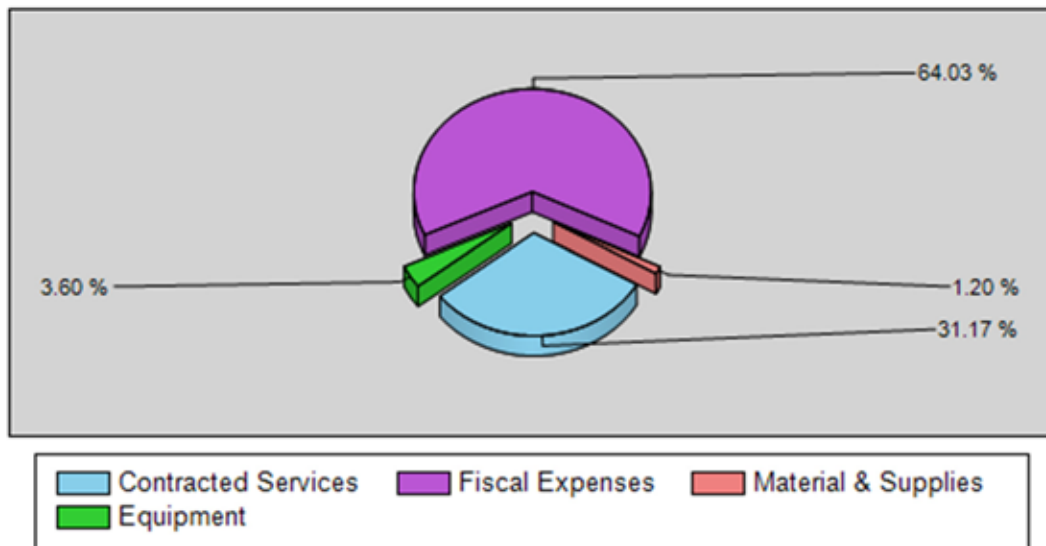
Business Unit Summary with Service Areas

Business Unit: 5320 - Rec Services-Arena Programs

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5325 - Rec Serv-Marketing/Promotions

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

This business unit funds marketing of all recreation programs and services to the community. Higher awareness of programs and services garners higher participation in recreation activities.

Includes preparation and distribution of Active Living Guide, posters, print media, radio ads, social media, website updates, and special events.

Participation in shared marketing with Inter-municipal partners for shared services (e.g. LIFE, Regional Pass, May intro pass)

Deliverables:

- 2 Active Living Guides per year: Fall/winter and Spring/summer with a distribution volume 35,000 per edition
- Increased program participation through online registration

Business Unit Summary with Service Areas

Business Unit: 5325 - Rec Serv-Marketing/Promotions

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4204	Advertising	14,311	16,703	29,553	30,144	+ 2.00 %
4216	Contracted Services	48,627	21,941	48,464	54,433	+ 12.32 %
4814	Miscellaneous	492	0	2,040	2,081	+ 2.01 %
9211	WO Regular Time	47	0	0	0	
9321	WO Outside Purchases	223	0	0	0	
Total Expenditures		63,699	38,644	80,057	86,658	
Net Total		(63,699)	(38,644)	(80,057)	(86,658)	

Business Unit Summary with Service Areas

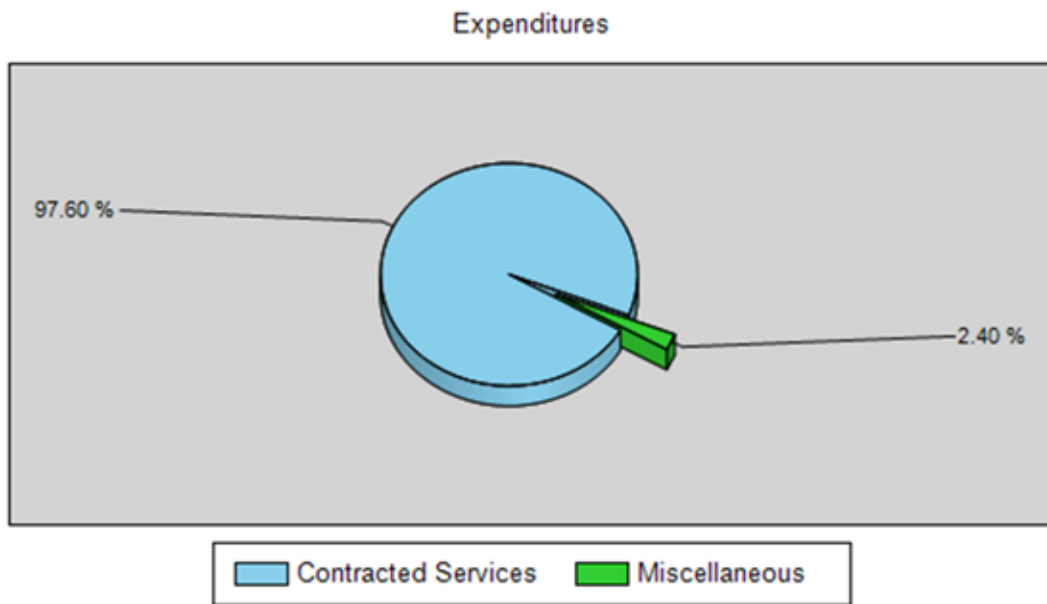
Business Unit: 5325 - Rec Serv-Marketing/Promotions

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4204	Advertising	30,144	30,747	31,362	31,989	32,629
4216	Contracted Services	54,433	55,522	56,632	57,765	58,920
4814	Miscellaneous	2,081	2,123	2,165	2,208	2,253
Total Expenditures		86,658	88,391	90,159	91,962	93,801
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(86,658)	(88,391)	(90,159)	(91,962)	(93,801)

Business Unit Summary with Service Areas

Business Unit: 5325 - Rec Serv-Marketing/Promotions

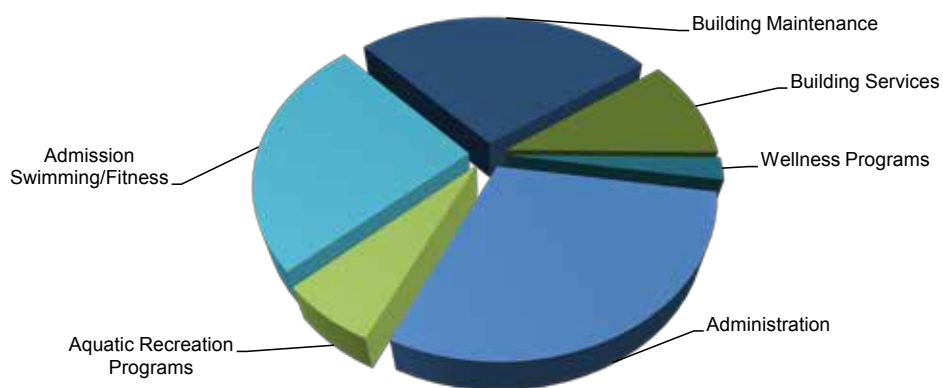


CRYSTAL POOL AND FITNESS CENTRE

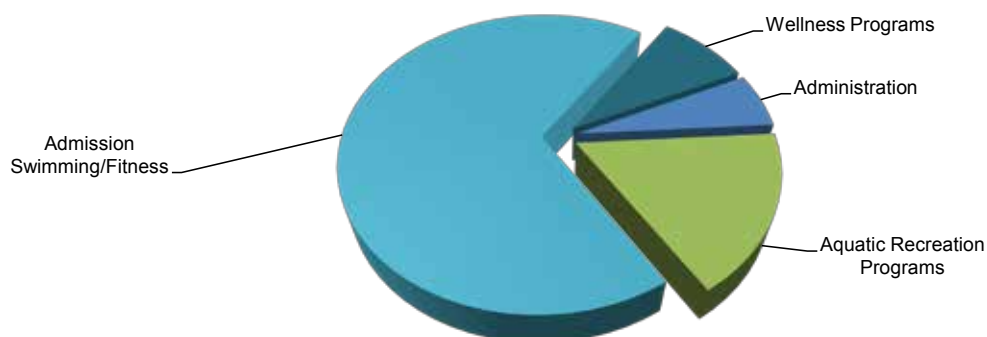
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Administration	62,200	62,444	244	0.39%
Aquatic Recreation Programs	175,000	178,500	3,500	2.00%
Admission Swimming/Fitness	705,586	719,698	14,112	2.00%
Wellness Programs	90,000	91,200	1,200	1.33%
Total	1,032,786	1,051,842	19,056	1.85%
Expenditures				
Administration	736,390	738,864	2,474	0.34%
Aquatic Recreation Programs	157,618	158,880	1,262	0.80%
Admission Swimming/Fitness	625,253	625,490	237	0.04%
Building Maintenance	702,755	677,139	(25,616)	-3.65%
Building Services	259,332	257,075	(2,257)	-0.87%
Wellness Programs	56,000	57,120	1,120	2.00%
Total	2,537,348	2,514,568	(22,780)	-0.90%
Net	1,504,562	1,462,726	(41,836)	-2.78%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 5400 - CP - Administration

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

Crystal Pool and Fitness Centre provides front line customer service for the facility and includes registering people for programs, selling passes, taking payment for admissions, answering questions and answering the main phone line.

This business unit also provides:

- Affordable child minding services (to those using the facility)
- Planning and coordination of various recreation and aquatic programs
- Pool bookings
- Administration of the LIFE (Leisure Involvement for Everyone) program

The LIFE program provides low income families with access to drop-in and registered programs and is a regional program delivered in partnership with municipal regional partners.

Deliverables:

- Child minding services offered 9 am to 12 pm, Monday to Friday
- Front desk services and facility hours from 5:30 am to 11 pm, Monday to Thursday, 5:30 am to 10 pm Fridays, 6 am to 6 pm Saturdays and 8:30 am to 6 pm Sundays (earlier weekend closures in July/August)
- 385,000+ visits annually
- 3,000 participants in LIFE program

Business Unit Summary with Service Areas

Business Unit: 5400 - CP - Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	8,084	6,069	0	0	
3354	Commission	299	512	0	0	
3360	Miscellaneous Commission	9,922	5,920	10,200	10,404	+ 2.00 %
3366	Vending Machines	1,367	629	2,000	2,040	+ 2.00 %
3390	Locker Rental	45,031	23,412	50,000	50,000	0.00 %
3760	Grants	1,000	3,500	0	0	
Total Revenues		65,701	40,041	62,200	62,444	
Expenditures						
4016	Salaries - Inside	412,895	210,749	391,440	391,440	0.00 %
4070	Overtime	13,046	3,565	1,864	1,864	0.00 %
4080	Auxiliaries/RPT/Seasonal	171,915	108,152	143,380	143,380	0.00 %
4102	Benefits	111,328	60,413	95,903	95,903	0.00 %
4112	Mileage/Parking	552	983	500	510	+ 2.00 %
4116	Conferences/Travel	0	2,757	0	0	
4120	Training and Development	2,107	1,174	2,000	2,040	+ 2.00 %
4206	Armoured Car Service	3,000	1,000	3,570	3,570	0.00 %
4216	Contracted Services	422	216	500	510	+ 2.00 %
4308	General Supplies	5,769	3,461	5,100	5,202	+ 2.00 %
4312	Office Supplies	18,575	7,469	16,932	17,271	+ 2.00 %
4354	Cable	1,341	913	1,530	1,561	+ 2.03 %
4364	Telecommunications	1,854	1,171	617	629	+ 1.94 %
4508	Credit Card Discount Fees	13,737	7,999	15,000	15,300	+ 2.00 %
4512	Insurance	49,876	29,466	50,055	51,525	+ 2.94 %
-4865	Commissions Paid	6,861	4,628	8,000	8,160	+ 2.00 %
Total Expenditures		813,276	444,116	736,390	738,864	
Net Total		(747,575)	(404,075)	(674,190)	(676,420)	

Business Unit Summary with Service Areas

Business Unit: 5400 - CP - Administration

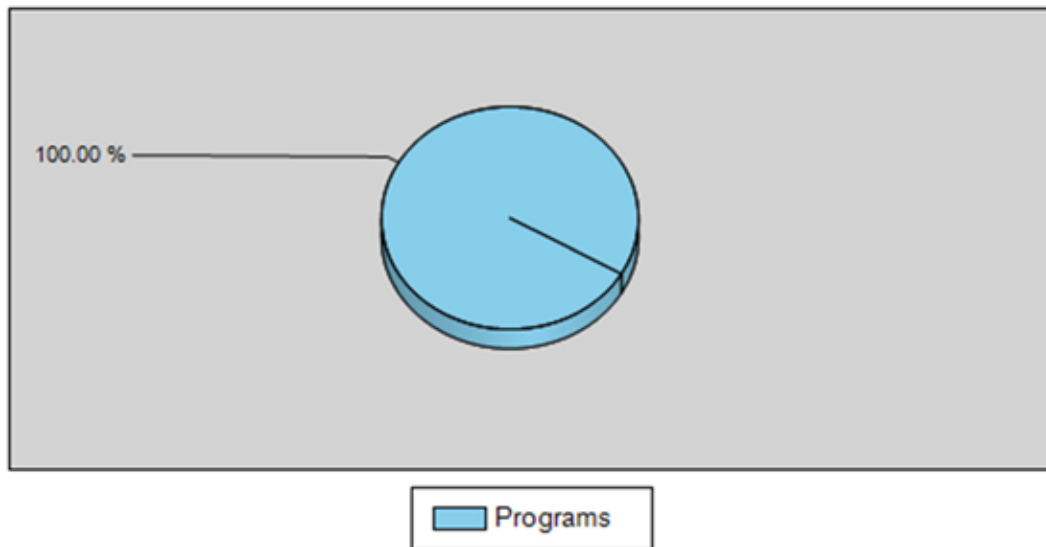
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3360	Miscellaneous Commission	10,404	10,612	10,824	11,041	11,262
3366	Vending Machines	2,040	2,081	2,122	2,165	2,208
3390	Locker Rental	50,000	51,000	52,020	53,060	54,122
Total Revenues		62,444	63,693	64,967	66,266	67,591
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	391,440	399,268	407,254	415,399	423,707
4070	Overtime	1,864	1,901	1,939	1,978	2,018
4080	Auxiliaries/RPT/Seasonal	143,380	146,247	149,172	152,156	155,199
4102	Benefits	95,903	97,821	99,777	101,773	103,808
4112	Mileage/Parking	510	520	531	541	552
4120	Training and Development	2,040	2,081	2,122	2,165	2,208
4206	Armoured Car Service	3,570	3,641	3,714	3,789	3,864
4216	Contracted Services	510	520	531	541	552
4308	General Supplies	5,202	5,306	5,412	5,520	5,631
4312	Office Supplies	17,271	17,616	17,969	18,328	18,695
4354	Cable	1,561	1,592	1,624	1,657	1,690
4364	Telecommunications	629	642	654	667	681
4508	Credit Card Discount Fees	15,300	15,606	15,918	16,236	16,561
4512	Insurance	51,525	52,556	53,607	54,679	55,772
4865	Commissions Paid	8,160	8,323	8,490	8,659	8,833
Total Expenditures		738,864	753,641	768,714	784,088	799,770
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(676,420)	(689,948)	(703,747)	(717,822)	(732,179)

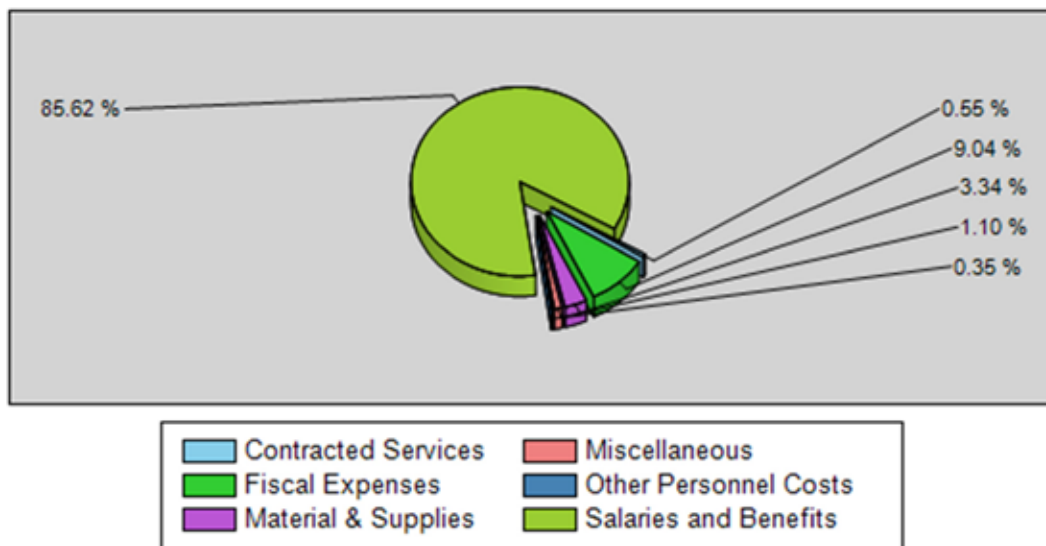
Business Unit Summary with Service Areas

Business Unit: 5400 - CP - Administration

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5410 - CP - Aquatic Recreation Programs

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

Registered aquatic programs are offered for all ages, including general swim lessons and advanced aquatic courses. Specialty programs are offered and in development for persons with mobility challenges and/or physical/cognitive disabilities.

The ability to swim is an essential life skill that keeps the population safe in and around the water and prevents drownings. The aquatic fitness programs provide intense, low-impact exercise that provides health benefits and meet the needs of a variety of populations.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5410 - CP - Aquatic Recreation Programs

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3275	Registration Fees	206,485	108,576	175,000	178,500	+ 2.00 %
Total Revenues		206,485	108,576	175,000	178,500	
Expenditures						
4080	Auxiliaries/RPT/Seasonal	99,063	70,952	94,498	94,498	0.00 %
4216	Contracted Services	65,877	27,198	55,000	56,100	+ 2.00 %
4308	General Supplies	5,934	3,414	6,120	6,242	+ 1.99 %
4418	Equipment	965	244	2,000	2,040	+ 2.00 %
Total Expenditures		171,839	101,808	157,618	158,880	
Net Total		34,646	6,768	17,382	19,620	

Business Unit Summary with Service Areas

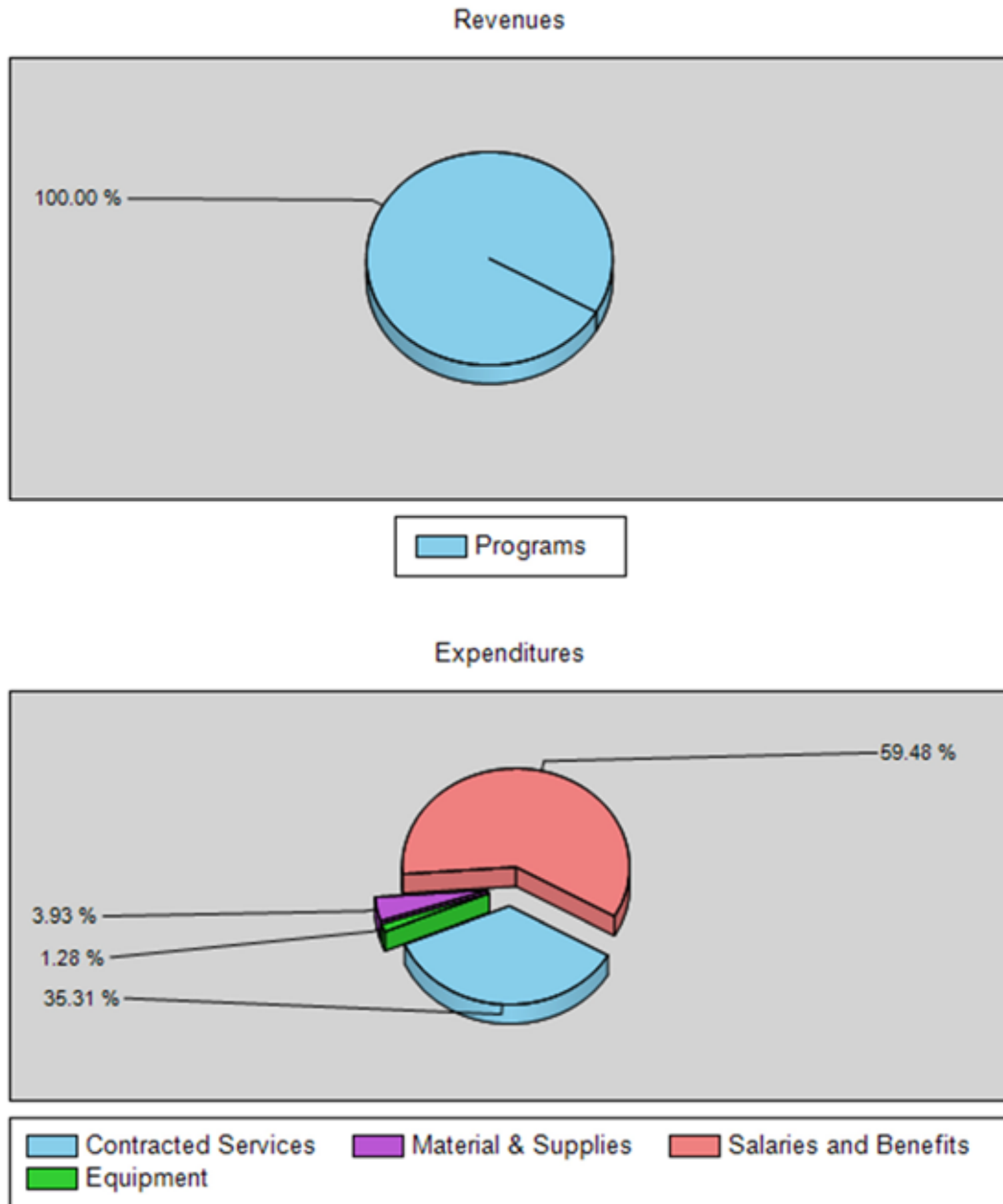
Business Unit: 5410 - CP - Aquatic Recreation Programs

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3275	Registration Fees	178,500	182,070	185,711	189,426	193,214
Total Revenues		178,500	182,070	185,711	189,426	193,214
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4080	Auxiliaries/RPT/Seasonal	94,498	96,388	98,316	100,282	102,287
4216	Contracted Services	56,100	57,222	58,366	59,534	60,724
4308	General Supplies	6,242	6,367	6,494	6,624	6,757
4418	Equipment	2,040	2,081	2,122	2,165	2,208
Total Expenditures		158,880	162,057	165,299	168,605	171,977
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		19,620	20,013	20,413	20,821	21,238

Business Unit Summary with Service Areas

Business Unit: 5410 - CP - Aquatic Recreation Programs



Business Unit Summary with Service Areas

Business Unit: 5420 - CP-Admission Swimming/Fitness

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

Drop in swimming and fitness opportunities make recreation opportunities available on demand to create social inclusion opportunities for seniors and youth. The drop-in programs also provide additional access to recreation for low income individuals and families.

The services funded here include:

- Lifeguard services
- Lane equipment (pull buoys, dumbbells)
- Safety equipment (first aid kits, spine boards, oxygen, AED)
- Lifeguard and first aid training
- LIFE program - providing low income families with access to drop-in and registered programs
- Instruction for all drop-in aquatic and fitness classes
- Weight room supervision
- Seasonal and Aquatic or Fitness related special events

Deliverables:

- 108 operating hours per week (Sept-June)
- 104 operating hours per week (July/August)
- 24 hours per week of weight room supervision
- 17 drop-in aquatic fitness classes offered per week with annual attendance of 9,000
- 21 drop-in aerobic fitness classes offered per week with annual attendance of 6,500

Business Unit Summary with Service Areas

Business Unit: 5420 - CP-Admission Swimming/Fitness

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3378	Facility Rental	137,193	89,056	133,926	136,605	+ 2.00 %
3642	Public Swimming/Fitness	605,946	363,343	571,660	583,093	+ 2.00 %
3760	Grants	0	760	0	0	
Total Revenues		743,139	453,159	705,586	719,698	
Expenditures						
4016	Salaries - Inside	20,388	18,821	73,734	73,734	0.00 %
4070	Overtime	106	363	4,024	4,024	0.00 %
4080	Auxiliaries/RPT/Seasonal	502,545	279,327	388,537	385,956	- 0.66 %
4102	Benefits	7,788	8,010	18,065	18,065	0.00 %
4216	Contracted Services	66,978	36,099	67,400	68,748	+ 2.00 %
4308	General Supplies	6,471	3,992	6,593	6,725	+ 2.00 %
4418	Equipment	24,200	8,304	15,900	16,218	+ 2.00 %
4814	Miscellaneous	43,342	24,995	51,000	52,020	+ 2.00 %
4824	Recovery	(1,277)	(42)	0	0	
Total Expenditures		670,541	379,869	625,253	625,490	
Net Total		72,599	73,289	80,333	94,208	

Business Unit Summary with Service Areas

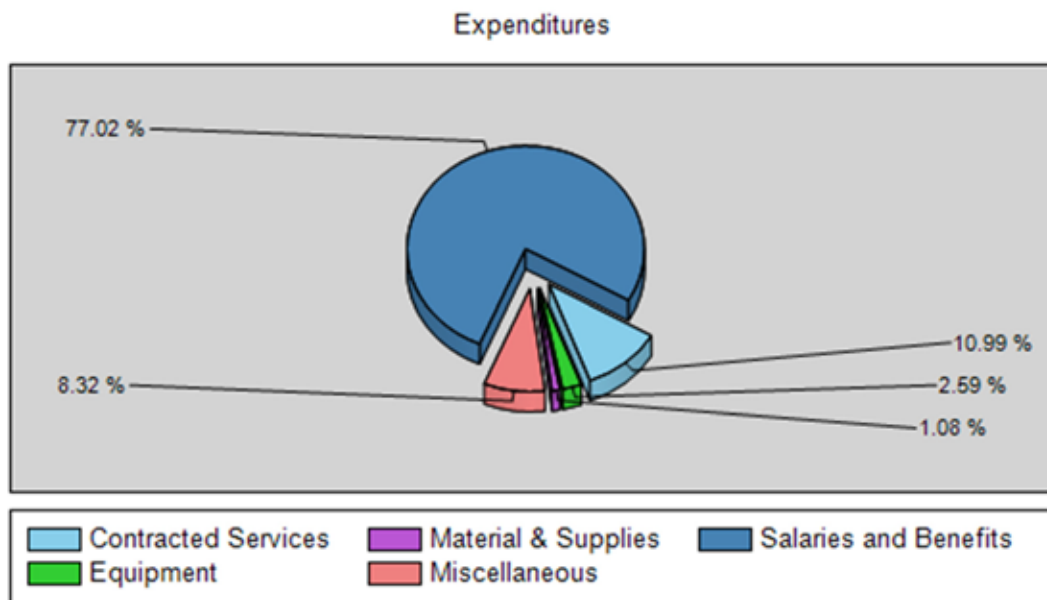
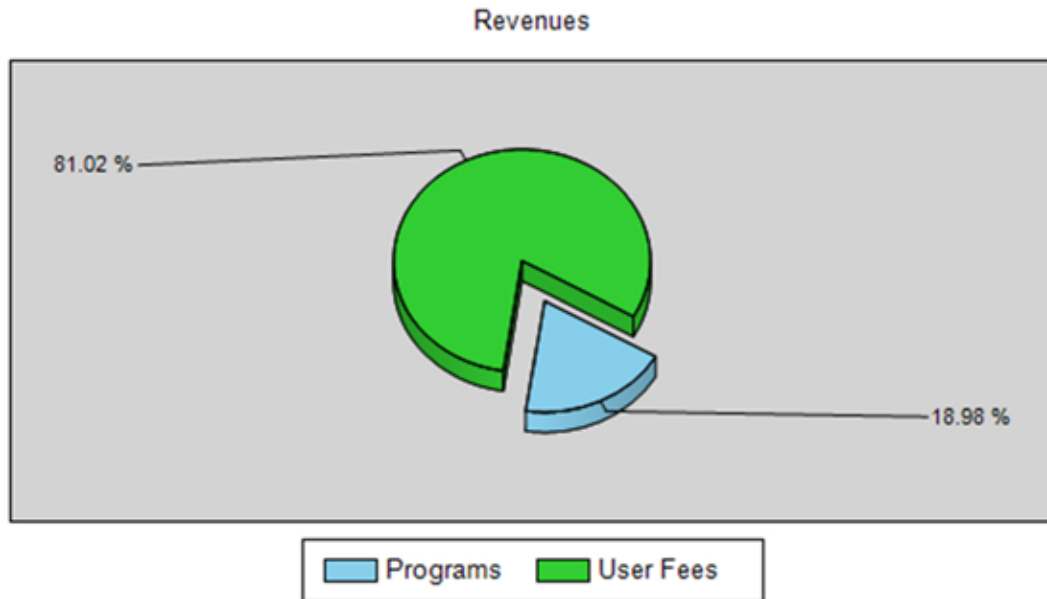
Business Unit: 5420 - CP-Admission Swimming/Fitness

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3378	Facility Rental	136,605	139,337	142,124	144,966	147,866
3642	Public Swimming/Fitness	583,093	594,755	606,650	618,783	631,159
Total Revenues		719,698	734,092	748,774	763,749	779,024
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	73,734	75,209	76,713	78,247	79,812
4070	Overtime	4,024	4,104	4,187	4,270	4,356
4080	Auxiliaries/RPT/Seasonal	385,956	393,675	401,549	409,580	417,771
4102	Benefits	18,065	18,426	18,795	19,171	19,554
4216	Contracted Services	68,748	70,123	71,525	72,956	74,415
4308	General Supplies	6,725	6,860	6,997	7,137	7,279
4418	Equipment	16,218	16,542	16,873	17,211	17,555
4814	Miscellaneous	52,020	53,060	54,122	55,204	56,308
Total Expenditures		625,490	638,000	650,760	663,775	677,050
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		94,208	96,092	98,014	99,974	101,974

Business Unit Summary with Service Areas

Business Unit: 5420 - CP-Admission Swimming/Fitness



Business Unit Summary with Service Areas

Business Unit: 5430 - CP - Building Maintenance

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

The function of this Business Unit is to provide day to day preventative and corrective maintenance for the Crystal Pool.

- Maintain, service and operate lighting, plumbing, cross connection control, heating, boilers, building automation systems, asset software, ventilating and air conditioning systems and fixtures by checking and adjusting pressures, lubricating pumps and motors, replacing belts, filters and gaskets and checking temperatures.
- Test and adjust chemical balance in the pools, hot tub and heating system water.
- Test life safety equipment such as emergency lighting, fire extinguishers.
- Coordinate fire alarm preventative maintenance and repair.
- Perform routine repairs and adjustments to building fabric and related systems such as interior walls, ceilings, flooring, furniture, roofing, windows, and interior/exterior doors.
- Coordinate the work of graffiti removal staff.
- Maintenance and repair of 1 lift.
- Coordinate and review carpentry/painting tasks as well as pest control services.
- Perform routine plumbing and electrical repairs while coordinating larger repairs.
- This Business Unit funds the utility costs associated with the Crystal Pool. This includes electricity, gas, operating permits and alarm monitoring.

This business unit manages pool chemicals, supplies, and provides for security services and meeting room set up as needed.

Deliverables:

- Pool chemicals checked and balanced 3 times daily
- Preventative maintenance performed according to daily, weekly, monthly and annual schedules
- Maintenance of over 62,000 sq./ft. of space
- Responding to operational requests and room setups as required and requested

Business Unit Summary with Service Areas

Business Unit: 5430 - CP - Building Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4016	Salaries - Inside	116,070	102,708	180,683	180,683	0.00 %
4070	Overtime	11,455	6,252	16,152	16,475	+ 2.00 %
4080	Auxiliaries/RPT/Seasonal	19,211	41,804	60,013	60,013	0.00 %
4102	Benefits	27,542	25,770	44,267	44,267	0.00 %
4112	Mileage/Parking	0	0	100	100	0.00 %
4120	Training and Development	188	4,300	750	765	+ 2.00 %
4216	Contracted Services	3,664	1,506	5,100	5,200	+ 1.96 %
4232	Security	1,327	312	2,500	2,550	+ 2.00 %
4308	General Supplies	42,038	13,813	45,000	45,900	+ 2.00 %
4316	Protective Clothing/Uniforms	217	178	994	1,000	+ 0.60 %
4358	Gas	81,935	59,930	120,000	100,000	- 16.67 %
4360	Hydro	62,324	40,333	80,080	71,000	- 11.34 %
4364	Telecommunications	671	699	1,550	1,500	- 3.23 %
4366	Water	28,574	11,000	38,026	38,026	0.00 %
4404	Communications Equipment	2,820	328	1,530	1,560	+ 1.96 %
4412	Equipment Rentals	81	0	0	0	
4418	Equipment	2,485	0	4,010	4,100	+ 2.24 %
4822	Repairs and Maintenance	78,816	37,119	102,000	104,000	+ 1.96 %
9111	WO Inside Equipment Rent	358	39	0	0	
9211	WO Regular Time	3,388	1,162	0	0	
9311	WO Inventory Purchases	19	0	0	0	
9321	WO Outside Purchases	3,188	919	0	0	
Total Expenditures		486,368	348,173	702,755	677,139	
Net Total		(486,368)	(348,173)	(702,755)	(677,139)	

Business Unit Summary with Service Areas

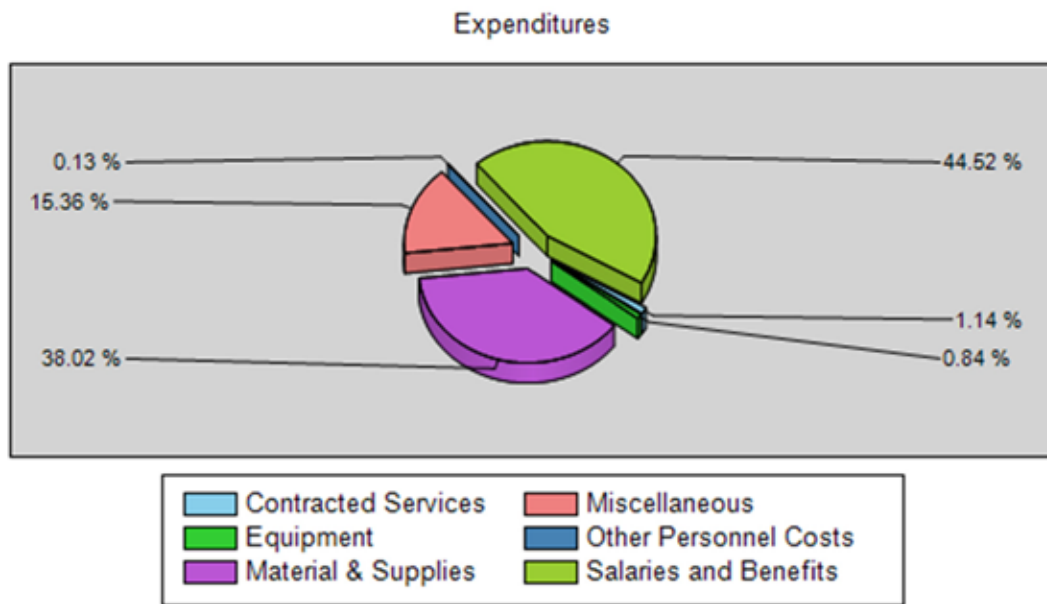
Business Unit: 5430 - CP - Building Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	180,683	184,296	187,982	191,742	195,577
4070	Overtime	16,475	16,805	17,141	17,483	17,833
4080	Auxiliaries/RPT/Seasonal	60,013	61,213	62,437	63,686	64,960
4102	Benefits	44,267	45,153	46,056	46,977	47,916
4112	Mileage/Parking	100	102	104	106	108
4120	Training and Development	765	780	796	812	828
4216	Contracted Services	5,200	5,304	5,410	5,518	5,629
4232	Security	2,550	2,601	2,653	2,706	2,760
4308	General Supplies	45,900	46,818	47,754	48,709	49,684
4316	Protective Clothing/Uniforms	1,000	1,020	1,040	1,061	1,082
4358	Gas	100,000	102,000	104,040	106,121	108,243
4360	Hydro	71,000	73,485	76,057	78,719	81,474
4364	Telecommunications	1,500	1,530	1,561	1,592	1,624
4366	Water	38,026	39,927	41,924	44,020	46,221
4404	Communications Equipment	1,560	1,591	1,623	1,655	1,689
4418	Equipment	4,100	4,182	4,266	4,351	4,438
4822	Repairs and Maintenance	104,000	106,080	108,202	110,366	112,573
Total Expenditures		677,139	692,887	709,045	725,624	742,638
% Increase			2.33%	2.33%	2.34%	2.34%
Net Total		(677,139)	(692,887)	(709,045)	(725,624)	(742,638)

Business Unit Summary with Service Areas

Business Unit: 5430 - CP - Building Maintenance



Business Unit Summary with Service Areas

Business Unit: 5435 - CP - Building Services

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

The cleanliness and safety of the Crystal Pool and Fitness Centre is critical to customer experience, public health and operational efficiency. Routine maintenance also assists in extending the service life of the facility. Day-to-day building services including cleaning, janitorial and garbage pick-up are included within this budget.

Deliverables:

- Cleaning washrooms 4 to 5 times daily

Business Unit Summary with Service Areas

Business Unit: 5435 - CP - Building Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4016	Salaries - Inside	144,698	83,480	143,578	143,578	0.00 %
4070	Overtime	6,786	4,526	0	0	
4080	Auxiliaries/RPT/Seasonal	162,325	39,863	43,495	43,495	0.00 %
4082	WCB Leave - CUPE 388	481	0	0	0	
4102	Benefits	41,515	23,394	35,177	35,177	0.00 %
4120	Training and Development	1,313	0	750	765	+ 2.00 %
4154	Recovery - WCB	(735)	0	0	0	
4222	Janitorial	40,264	24,229	36,000	33,720	- 6.33 %
4316	Protective Clothing/Uniforms	0	0	332	340	+ 2.41 %
Total Expenditures		396,646	175,492	259,332	257,075	
Net Total		(396,646)	(175,492)	(259,332)	(257,075)	

Business Unit Summary with Service Areas

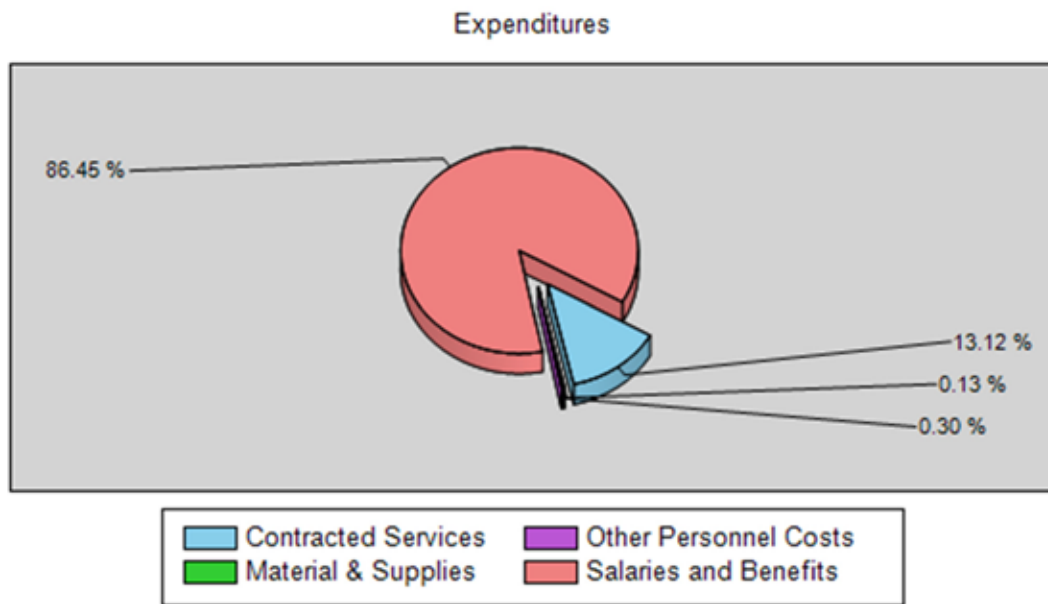
Business Unit: 5435 - CP - Building Services

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4016	Salaries - Inside	143,578	146,450	149,379	152,367	155,414
4080	Auxiliaries/RPT/Seasonal	43,495	44,365	45,252	46,157	47,080
4102	Benefits	35,177	35,880	36,598	37,330	38,076
4120	Training and Development	765	780	796	812	828
4222	Janitorial	33,720	34,394	35,082	35,784	36,500
4316	Protective Clothing/Uniforms	340	347	354	361	368
Total Expenditures		257,075	262,216	267,461	272,810	278,266
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(257,075)	(262,216)	(267,461)	(272,810)	(278,266)

Business Unit Summary with Service Areas

Business Unit: 5435 - CP - Building Services



Business Unit Summary with Service Areas

Business Unit: 5450 - CP - Wellness Programs

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

A variety of Wellness Program are offered at Crystal Pool and Fitness Centre to provide fitness and wellness choices for a broad range of interests and needs, and to address a range of abilities.

Programs include:

- Health and Wellness Programs including dance, Pilates, yoga and Zumba
- Fitness Programs including indoor cycling, karate, boot camp and weight loss
- Life Long learning programs including communication and parenting courses

This business unit also reflects the facility's participation in regional initiatives, including regional municipal recreation committees that collaboratively deliver joint services e.g. regional fitness passes, island fitness conference, regional health and wellness programs

Individual and small group personal training. This business unit supports the provision of rehabilitation and massage services, along with the administration of corporate wellness programs (Regional Pass and Employee pass).

Deliverables:

- Enhance individual and community well-being through opportunities to participate in physical, social, intellectual, creative and spiritual pursuits
- 25 to 30 diverse program options
- 500+ hours of programming annually

Business Unit Summary with Service Areas

Business Unit: 5450 - CP - Wellness Programs

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3275	Registration Fees	54,983	25,122	60,000	61,200	+ 2.00 %
3626	Corporate Fitness Passes	34,392	17,542	30,000	30,000	0.00 %
Total Revenues		89,375	42,664	90,000	91,200	
Expenditures						
4216	Contracted Services	31,697	14,584	41,000	41,820	+ 2.00 %
4308	General Supplies	4,738	2,379	5,000	5,100	+ 2.00 %
4418	Equipment	9,298	2,481	10,000	10,200	+ 2.00 %
Total Expenditures		45,733	20,619	56,000	57,120	
Net Total		43,642	22,045	34,000	34,080	

Business Unit Summary with Service Areas

Business Unit: 5450 - CP - Wellness Programs

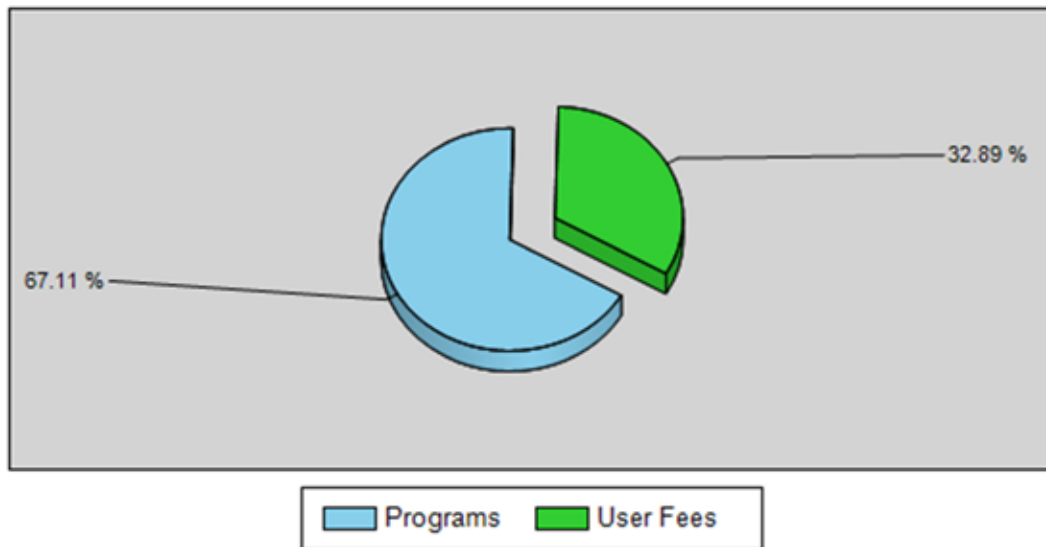
5 Year Forecast:

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

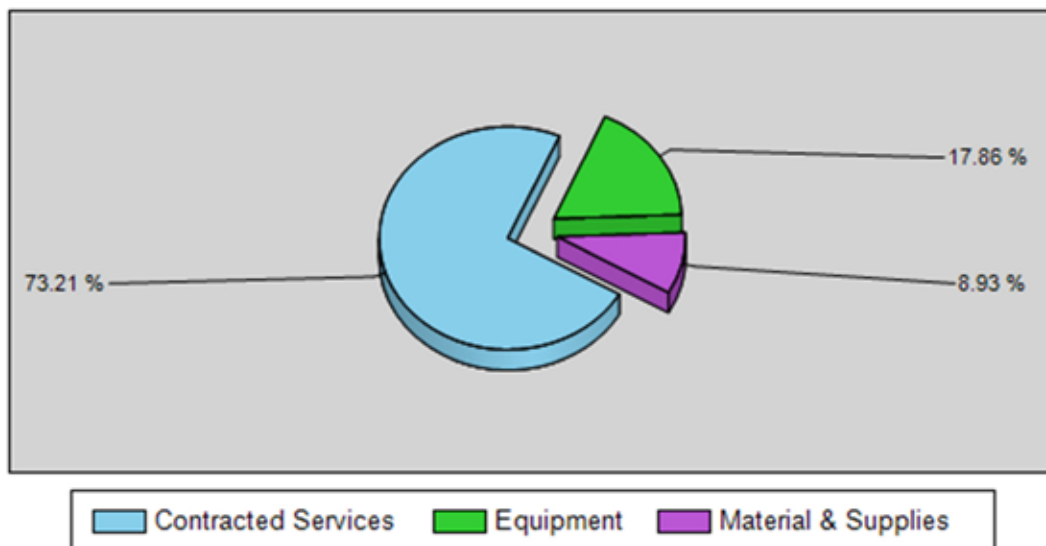
Business Unit Summary with Service Areas

Business Unit: 5450 - CP - Wellness Programs

Revenues



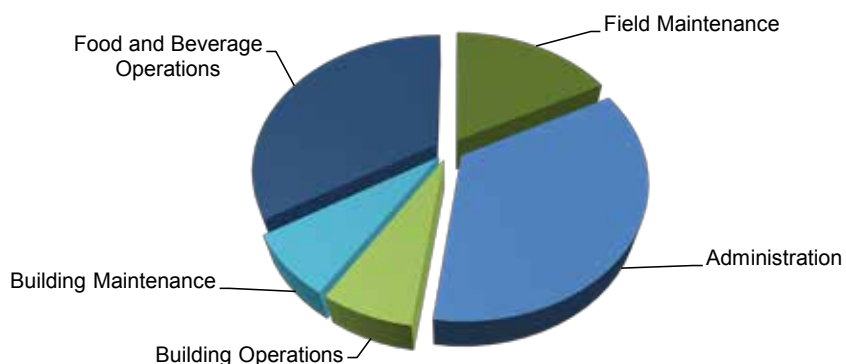
Expenditures



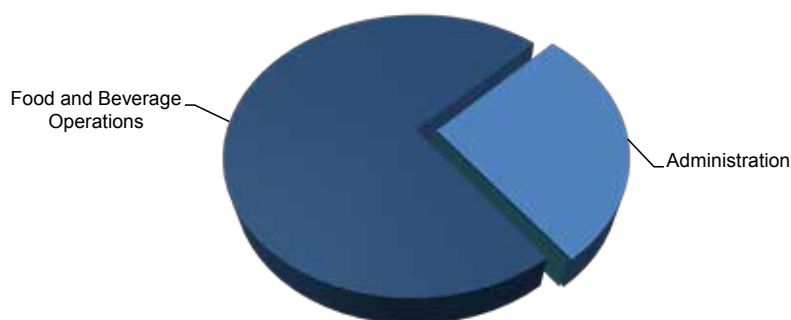
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Administration	92,000	93,840	1,840	2.00%
Food and Beverage Operations	242,700	247,554	4,854	2.00%
Total	334,700	341,394	6,694	2.00%
Expenditures				
Administration	230,375	231,049	674	0.29%
Building Operations	44,382	44,713	331	0.75%
Building Maintenance	45,572	48,071	2,499	5.48%
Food and Beverage Operations	221,405	224,155	2,750	1.24%
Field Maintenance	112,248	112,618	370	0.33%
Total	653,981	660,606	6,625	1.01%
Net	319,281	319,212	(69)	-0.02%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 5500 - RAP Administration

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

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

The purpose of this business unit is to provide the Royal Athletic Park as a premium sports and event venue maintaining excellent customer service, operations, and safe conditions. Provides facility and event coordination, administrative support to events including door staff, ticket staff, and support to major tenants such as the HarbourCats.

Deliverables:

- 60 sporting events
- 2 special events (Rifflandia – 3 days; Great Canadian Beer Fest – 2 days)
- 75 days booked (HarbourCats 36 days)
- 75,000 total attendance (HarbourCats 30,500 attendance)

Business Unit Summary with Service Areas

Business Unit: 5500 - RAP Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	8,021	0	10,000	10,200	+ 2.00 %
3360	Miscellaneous Commission	1,642	290	0	0	
3380	Field Rentals	127,967	27,317	82,000	83,640	+ 2.00 %
3624	User Fees	0	100	0	0	
Total Revenues		137,631	27,707	92,000	93,840	
Expenditures						
4016	Salaries - Inside	105,017	57,007	113,919	113,919	0.00 %
4070	Overtime	13,132	9,550	5,000	5,000	0.00 %
4080	Auxiliaries/RPT/Seasonal	33,121	26,089	48,811	48,811	0.00 %
4102	Benefits	33,074	19,349	27,375	27,375	0.00 %
4112	Mileage/Parking	96	3	0	0	
4206	Armoured Car Service	1,200	400	2,000	2,040	+ 2.00 %
4216	Contracted Services	12,086	1,488	0	0	
4232	Security	6,943	0	0	0	
4308	General Supplies	1,819	2,578	1,000	1,020	+ 2.00 %
4312	Office Supplies	709	191	1,500	1,530	+ 2.00 %
4364	Telecommunications	1,891	1,078	1,700	1,734	+ 2.00 %
4508	Credit Card Discount Fees	12	3	1,000	1,020	+ 2.00 %
4512	Insurance	24,873	14,605	25,070	25,540	+ 1.87 %
4814	Miscellaneous	555	2,402	3,000	3,060	+ 2.00 %
4822	Repairs and Maintenance	1,850	426	0	0	
Total Expenditures		236,377	135,169	230,375	231,049	
Net Total		(98,746)	(107,462)	(138,375)	(137,209)	

Business Unit Summary with Service Areas

Business Unit: 5500 - RAP Administration

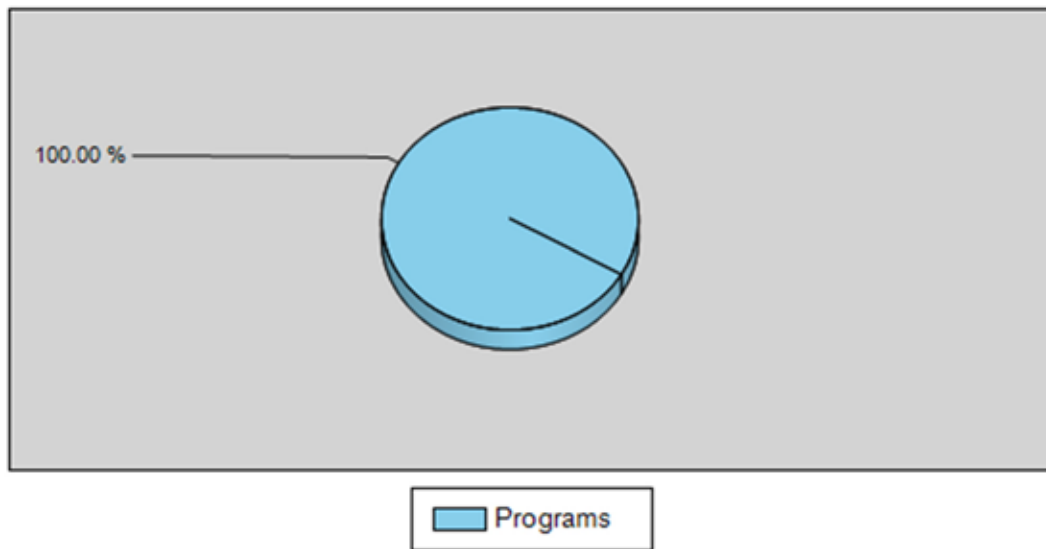
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3274	Miscellaneous Fees	10,200	10,404	10,612	10,824	11,041
3380	Field Rentals	83,640	85,313	87,019	88,759	90,535
Total Revenues		93,840	95,717	97,631	99,584	101,575
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4016	Salaries - Inside	113,919	116,197	118,521	120,892	123,310
4070	Overtime	5,000	5,100	5,202	5,306	5,412
4080	Auxiliaries/RPT/Seasonal	48,811	49,787	50,783	51,799	52,835
4102	Benefits	27,375	27,922	28,481	29,050	29,631
4206	Armoured Car Service	2,040	2,081	2,122	2,165	2,208
4308	General Supplies	1,020	1,040	1,061	1,082	1,104
4312	Office Supplies	1,530	1,561	1,592	1,624	1,656
4364	Telecommunications	1,734	1,769	1,804	1,840	1,877
4508	Credit Card Discount Fees	1,020	1,040	1,061	1,082	1,104
4512	Insurance	25,540	26,051	26,572	27,103	27,645
4814	Miscellaneous	3,060	3,121	3,184	3,247	3,312
Total Expenditures		231,049	235,670	240,383	245,191	250,094
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(137,209)	(139,953)	(142,752)	(145,607)	(148,519)

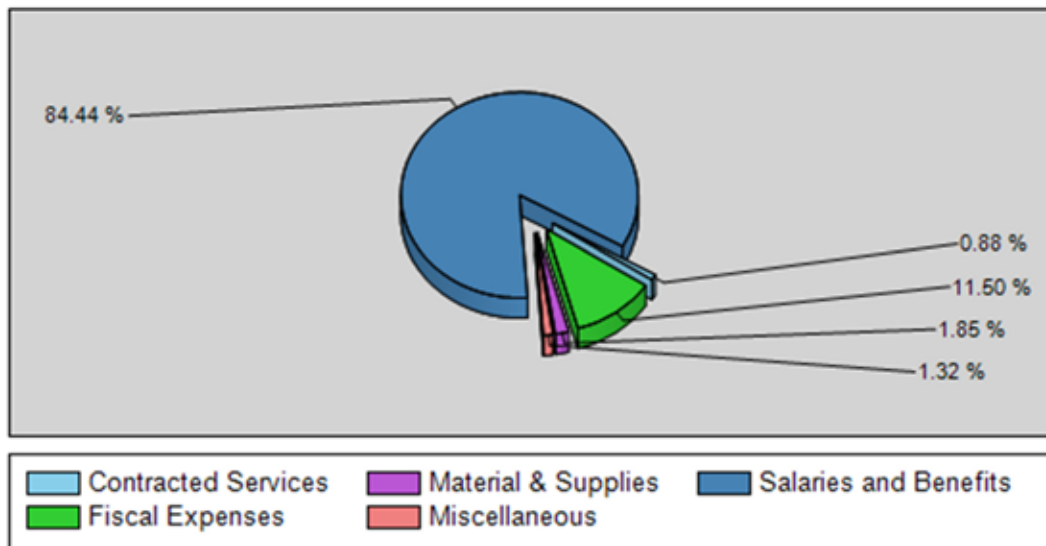
Business Unit Summary with Service Areas

Business Unit: 5500 - RAP Administration

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5520 - RAP-Building Operations

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

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

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5520 - RAP-Building Operations

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4080	Auxiliaries/RPT/Seasonal	36,542	25,067	27,833	27,833	0.00 %
4822	Repairs and Maintenance	22,893	2,147	16,549	16,880	+ 2.00 %
9111	WO Inside Equipment Rent	234	0	0	0	
9211	WO Regular Time	2,877	55	0	0	
9311	WO Inventory Purchases	244	0	0	0	
9321	WO Outside Purchases	907	0	0	0	
9411	WO Contracted Services	1,860	0	0	0	
Total Expenditures		65,556	27,268	44,382	44,713	
Net Total		(65,556)	(27,268)	(44,382)	(44,713)	

Business Unit Summary with Service Areas

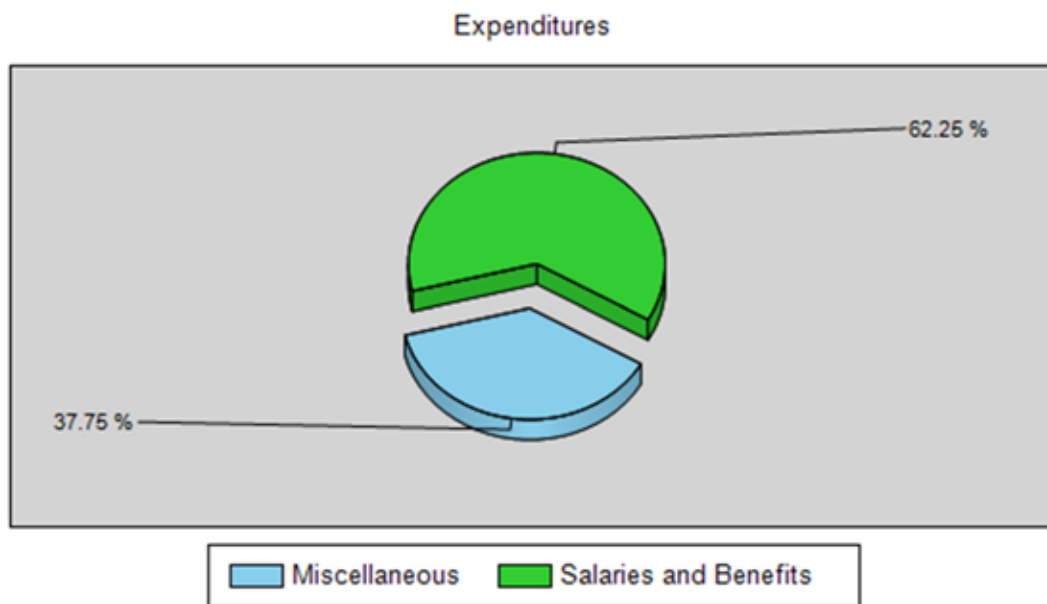
Business Unit: 5520 - RAP-Building Operations

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4080	Auxiliaries/RPT/Seasonal	27,833	28,390	28,957	29,537	30,127
4822	Repairs and Maintenance	16,880	17,218	17,562	17,913	18,271
Total Expenditures		44,713	45,607	46,519	47,450	48,399
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(44,713)	(45,607)	(46,519)	(47,450)	(48,399)

Business Unit Summary with Service Areas

Business Unit: 5520 - RAP-Building Operations



Business Unit Summary with Service Areas

Business Unit: 5525 - RAP-Building Maintenance

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

This business unit supports the facility maintenance and repair of Royal Athletic Park. These services ensure the clean and safe operation for staff, patrons and facility users.

Deliverables:

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

Business Unit Summary with Service Areas

Business Unit: 5525 - RAP-Building Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4080	Auxiliaries/RPT/Seasonal	740	0	1,465	1,465	0.00 %
4358	Gas	2,285	1,181	3,000	3,000	0.00 %
4360	Hydro	25,433	15,732	26,000	27,500	+ 5.77 %
4822	Repairs and Maintenance	0	4,143	14,001	15,000	+ 7.14 %
9211	WO Regular Time	0	0	1,106	1,106	0.00 %
Total Expenditures		28,458	21,056	45,572	48,071	
Net Total		(28,458)	(21,056)	(45,572)	(48,071)	

Business Unit Summary with Service Areas

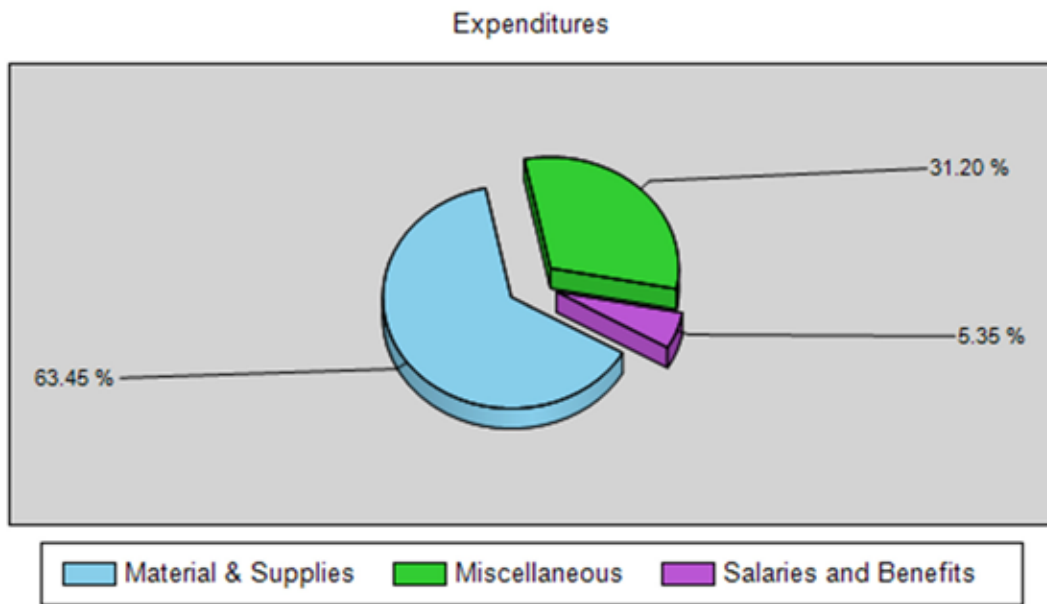
Business Unit: 5525 - RAP-Building Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4080	Auxiliaries/RPT/Seasonal	1,465	1,494	1,524	1,555	1,586
4358	Gas	3,000	3,060	3,121	3,184	3,247
4360	Hydro	27,500	28,463	29,459	30,490	31,557
4822	Repairs and Maintenance	15,000	15,300	15,606	15,918	16,236
9211	WO Regular Time	1,106	1,128	1,151	1,174	1,197
Total Expenditures		48,071	49,445	50,861	52,320	53,824
% Increase			2.86%	2.86%	2.87%	2.87%
Net Total		(48,071)	(49,445)	(50,861)	(52,320)	(53,824)

Business Unit Summary with Service Areas

Business Unit: 5525 - RAP-Building Maintenance



Business Unit Summary with Service Areas

Business Unit: 5530 - RAP-Food and Beverage Operations

Department: Parks, Recreation and
Facilities

Budget Year: 2018

Overview:

Concession and bar services are provided to events at Royal Athletic Park to enhance the customer experience.

Deliverables:

- 38,000 people served

Business Unit Summary with Service Areas

Business Unit: 5530 - RAP-Food and Beverage Operations

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3366	Vending Machines	6,238	2,600	2,700	2,754	+ 2.00 %
3446	Food and Beverage	109,110	89,056	90,000	91,800	+ 2.00 %
3452	Lounge	218,033	146,075	150,000	153,000	+ 2.00 %
3472	Over/Under	(348)	(70)	0	0	
Total Revenues		333,032	237,661	242,700	247,554	
Expenditures						
4080	Auxiliaries/RPT/Seasonal	62,666	50,865	56,705	56,705	0.00 %
4304	Food and Beverage	117,008	60,395	100,000	102,000	+ 2.00 %
4308	General Supplies	5,397	1,379	500	510	+ 2.00 %
4508	Credit Card Discount Fees	10,055	4,237	6,500	6,630	+ 2.00 %
4814	Miscellaneous	4,711	0	500	510	+ 2.00 %
4822	Repairs and Maintenance	1,867	76	0	0	
4852	Licence Fees	2,790	560	2,200	2,800	+ 27.27 %
4865	Commissions Paid	85,262	50,415	55,000	55,000	0.00 %
Total Expenditures		289,755	167,927	221,405	224,155	
Net Total		43,277	69,734	21,295	23,399	

Business Unit Summary with Service Areas

Business Unit: 5530 - RAP-Food and Beverage Operations

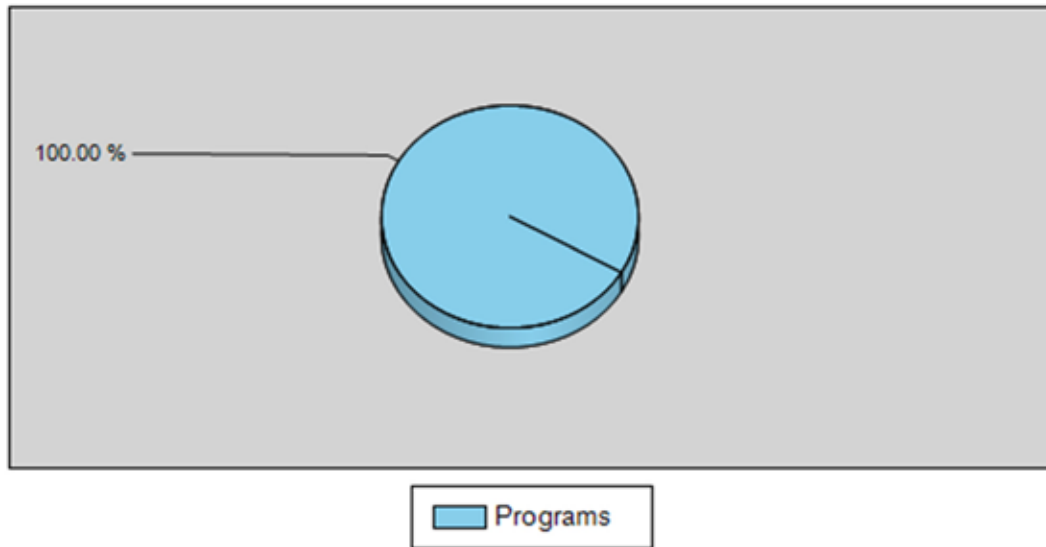
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3366	Vending Machines	2,754	2,809	2,865	2,923	2,981
3446	Food and Beverage	91,800	93,636	95,509	97,419	99,367
3452	Lounge	153,000	156,060	159,181	162,365	165,612
Total Revenues		247,554	252,505	257,555	262,706	267,960
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4080	Auxiliaries/RPT/Seasonal	56,705	57,848	59,005	60,186	61,389
4304	Food and Beverage	102,000	104,040	106,121	108,243	110,408
4308	General Supplies	510	520	531	541	552
4508	Credit Card Discount Fees	6,630	6,763	6,898	7,036	7,177
4814	Miscellaneous	510	520	531	541	552
4852	Licence Fees	2,800	2,856	2,913	2,971	3,031
4865	Commissions Paid	55,000	56,100	57,222	58,366	59,534
Total Expenditures		224,155	228,647	233,220	237,885	242,642
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		23,399	23,858	24,335	24,821	25,318

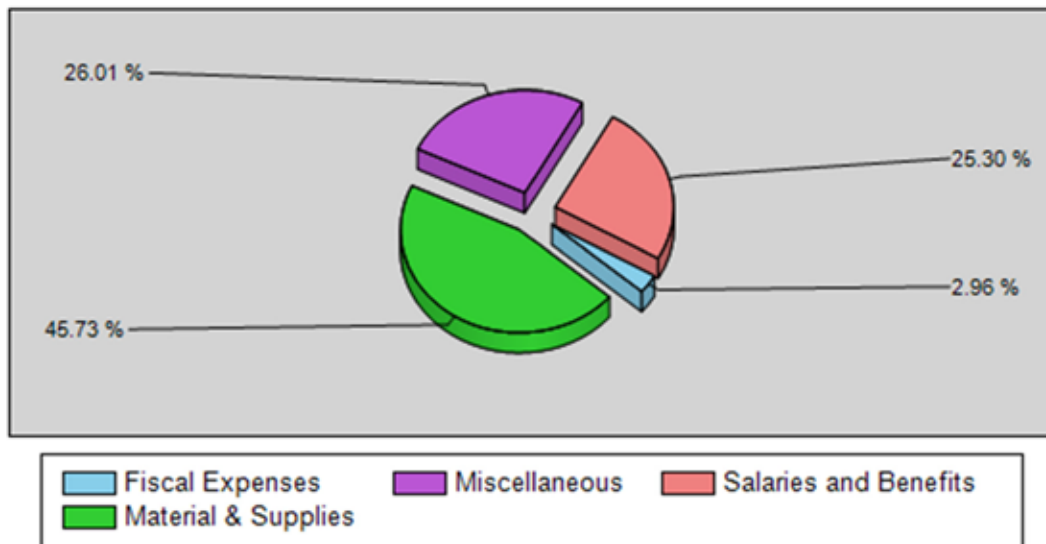
Business Unit Summary with Service Areas

Business Unit: 5530 - RAP-Food and Beverage Operations

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 5550 - RAP-Field Maintenance

Department: Parks, Recreation and
Facilities

Budget Year: 2018

Overview:

Maintenance of playing fields at Royal Athletic Park, preparation for sports events (baseball, soccer, football, slo-pitch) and special events.

Deliverables:

- # of events = 65
- # of operational days = 135

Business Unit Summary with Service Areas

Business Unit: 5550 - RAP-Field Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4366	Water	20,097	997	22,748	22,748	0.00 %
9111	WO Inside Equipment Rent	121	334	1,000	1,000	0.00 %
9121	WO Outside Equipment Ren	2,648	423	0	0	
9211	WO Regular Time	57,504	55,378	70,000	70,000	0.00 %
9221	WO Overtime	0	3,696	0	0	
9311	WO Inventory Purchases	3,572	0	0	0	
9321	WO Outside Purchases	25,075	9,250	16,000	16,320	+ 2.00 %
9411	WO Contracted Services	2,400	0	2,500	2,550	+ 2.00 %
Total Expenditures		111,418	70,077	112,248	112,618	
Net Total		(111,418)	(70,077)	(112,248)	(112,618)	

Business Unit Summary with Service Areas

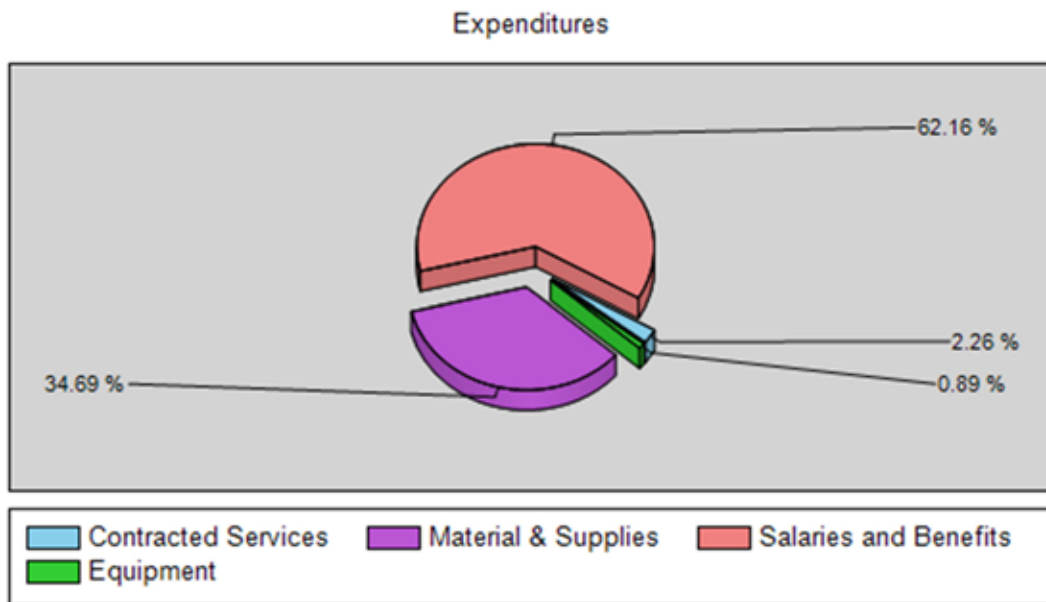
Business Unit: 5550 - RAP-Field Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4366	Water	22,748	23,885	25,080	26,334	27,650
9111	WO Inside Equipment Rent	1,000	1,020	1,040	1,061	1,082
9211	WO Regular Time	70,000	71,400	72,828	74,285	75,770
9321	WO Outside Purchases	16,320	16,646	16,979	17,319	17,665
9411	WO Contracted Services	2,550	2,601	2,653	2,706	2,760
Total Expenditures		112,618	115,553	118,580	121,704	124,929
% Increase			2.61%	2.62%	2.63%	2.65%
Net Total		(112,618)	(115,553)	(118,580)	(121,704)	(124,929)

Business Unit Summary with Service Areas

Business Unit: 5550 - RAP-Field Maintenance

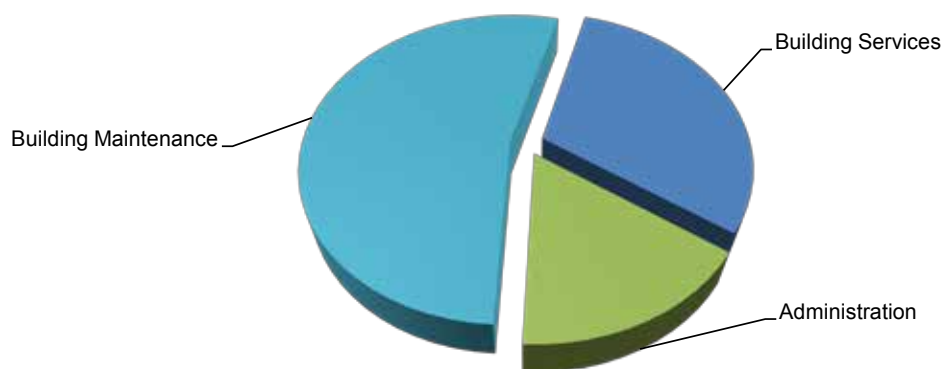


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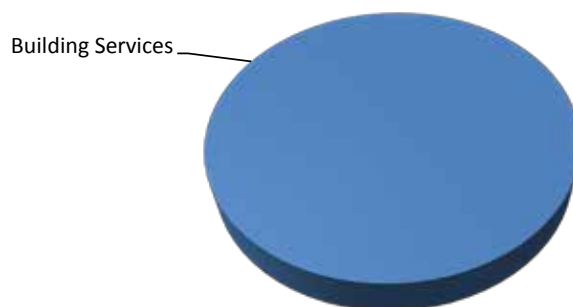
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Building Services	5,300	5,300	0	0.00%
Building Maintenance	15,000	0	(15,000)	-100.00%
Total	20,300	5,300	(15,000)	-73.89%
Expenditures				
Building Services	1,718,128	1,738,980	20,852	1.21%
Administration	907,289	918,986	11,697	1.29%
Building Maintenance	2,968,078	3,039,225	71,147	2.40%
Total	5,593,495	5,697,191	103,696	1.85%
Net	5,573,195	5,691,891	118,696	2.13%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Service Area: Building Services

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

Overview:

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

The service area supports the following locations: City Hall, Centennial Arcade, Centennial Square, Parks buildings and structures, Ross Bay Cemetery, Public Works Yard, Burnside Gorge Community Centre, Cook Street Village Activity Centre, Fairfield Gonzales Community Centre, Fernwood Community Centre, James Bay New Horizons, Oaklands Community Centre, Quadra Village Community Centre, Vic West Community Centre, the Police Station, 3 Firehalls, 5 parkades.

Services include:

- Cleaning and janitorial services for all city owned buildings, carpets, floors, dusting, washrooms, garbage/recycling stations and Ross Bay Cemetery once per month
- Set up meetings for all city buildings
- Window cleaning of all city buildings
- Maintain Centennial Square, Bastion Square, and all 5 parkades
- Move boxes and filing storage
- Building maintenance requests
- Specialized cleaning of police vehicles
- Specialized cleaning police jail cells with deep cleaning 3 x per year

Deliverables:

- Service Level: All buildings cleaned daily, except Fire Hall #1 cleaned weekly
- Cleaning rate: 1,004,600 sq ft / 477,000 hours = 2.11 sq ft per hour
- Daily 38,590 sq ft cleaned per person

Business Unit Summary with Service Areas

Service Area: Building Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
9011	Work Order Revenue	5,414	2,655	5,300	5,300	0.00 %
Total Revenues		5,414	2,655	5,300	5,300	
Expenditures						
9111	WO Inside Equipment Rent	18,999	13,471	32,500	33,500	+ 3.08 %
9121	WO Outside Equipment Ren	0	0	1,000	1,000	0.00 %
9211	WO Regular Time	1,560,883	893,254	1,533,248	1,533,248	0.00 %
9221	WO Overtime	13,757	10,754	3,130	4,530	+ 44.73 %
9311	WO Inventory Purchases	2,550	560	4,250	4,250	0.00 %
9321	WO Outside Purchases	105,531	60,242	112,000	121,328	+ 8.33 %
9411	WO Contracted Services	19,744	7,870	32,000	41,124	+ 28.51 %
9421	WO Consulting Services	2,800	0	0	0	
Total Expenditures		1,724,263	986,151	1,718,128	1,738,980	
Net Total		(1,718,849)	(983,496)	(1,712,828)	(1,733,680)	

Business Unit Summary with Service Areas

Service Area: Building Services

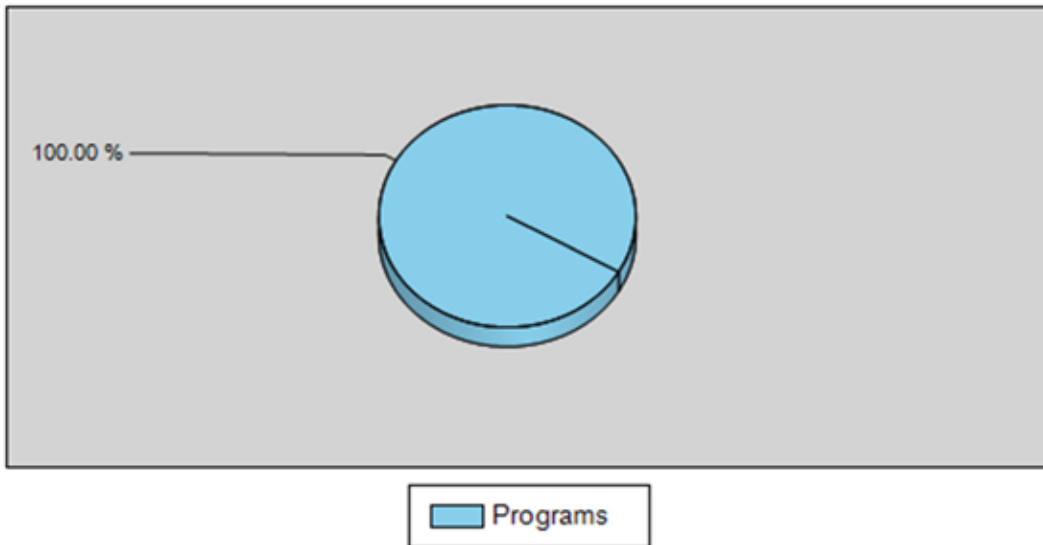
5 Year Forecast:

	2018	2019	2020	2021	2022
Revenues					
9011 Work Order Revenue	5,300	5,300	5,300	5,300	5,300
Total Revenues	5,300	5,300	5,300	5,300	5,300
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures					
9111 WO Inside Equipment Rent	33,500	34,170	34,853	35,550	36,261
9121 WO Outside Equipment Ren	1,000	1,020	1,040	1,061	1,082
9211 WO Regular Time	1,533,248	1,563,913	1,595,191	1,627,095	1,659,637
9221 WO Overtime	4,530	4,621	4,713	4,807	4,903
9311 WO Inventory Purchases	4,250	4,325	4,412	4,500	4,590
9321 WO Outside Purchases	121,328	123,755	126,230	128,754	131,329
9411 WO Contracted Services	41,124	41,946	42,785	43,641	44,514
Total Expenditures	1,738,980	1,773,749	1,809,224	1,845,409	1,882,317
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(1,733,680)	(1,768,449)	(1,803,924)	(1,840,109)	(1,877,017)

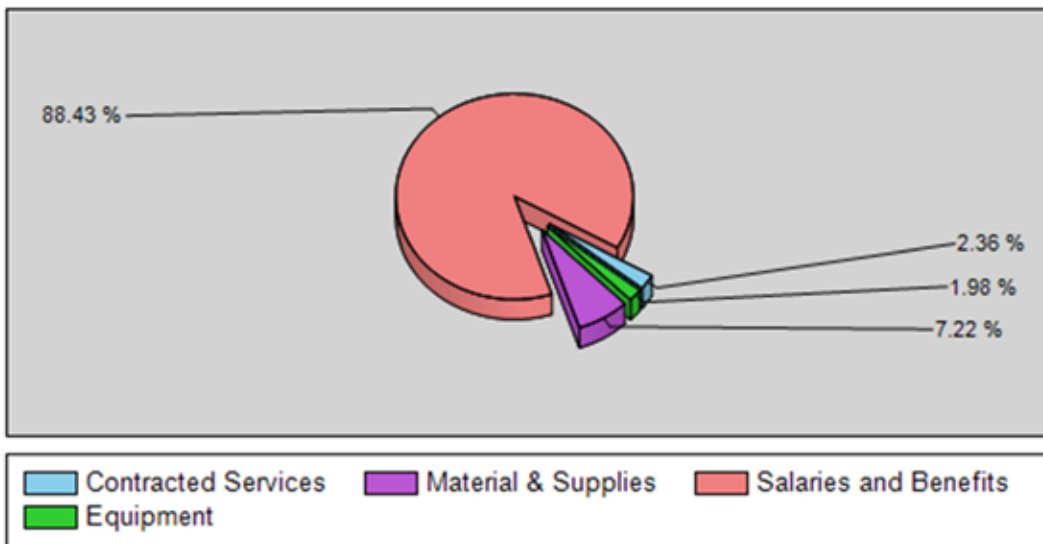
Business Unit Summary with Service Areas

Service Area: *Building Services*

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Facilities Administration

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

Overview:

The function of this service area is to cover the Facilities division's administrative costs for building maintenance and services.

This includes inside and exempt salaries, vehicle rental costs, departmental training, office supplies, cellular phones, etc, in addition to the following activities:

- Project development and project management of city facilities capital projects, including contract administration
- Develop annual construction, renovation and repair program for municipal buildings and structures
- Administer both the annual program and emergent projects in response to departmental requests
- Conduct building assessments, conduct site inspections, allocate and monitor expenses
- Manage and operate 80 buildings and 10 miscellaneous structures/fountains
- Annual furniture space planning program and emergent projects in response to department requirements
- Determine Facility Condition Index (FCI)
- Liaises with contractors, and internal support teams (e.g. carpenters and painters)
- Coordinate and administer building maintenance, energy management and environmental programs
- Coordinate, assign and review the work of building maintenance staff and external contracted services
- Oversee the operation of building automation systems and the asset management software programs
- Coordinate the security programs including access control and security contracted services
- Cleaning and janitorial services for all city owned buildings, carpets and floors, dusting, washrooms, garbage/recycling stations, Ross Bay cemetery once per month
- Window cleaning of all city buildings
- Maintain Centennial square, Bastion square, and all 5 parkades
- Specialized cleaning of police vehicles for body fluids of blood, vomit, urine
- Specialized cleaning police jail cells, with deep cleaning 3 x per year

The locations serviced include the following:

City Hall, Centennial Arcade, Centennial Square, Parks buildings and structures, Ross Bay Cemetery, Public Works Yard, Burnside Gorge Community Centre, Cook Street Village Activity Centre, Fairfield Gonzales Community Centre, Fernwood Community Centre, James Bay New Horizons, Oaklands Community Centre, Quadra Village Community Centre, Vic West Community Centre, the Police Station, 3 Firehalls, and 5 parkades

Deliverables:

- Management and maintenance of City owned buildings encompassing over 1.3 million square feet
- All buildings cleaned daily, except Fire Hall #1 cleaned weekly
- Waste management from Civic Buildings include:
 - o Cardboard = 133 tonnes
 - o Paper = 19.3 tonnes
 - o Plastics and metals = 1200 kgs
 - o Organic waste recycled = TBD
 - o Daily 38,590 sq ft cleaned per person

Business Unit Summary with Service Areas

Service Area: Facilities Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	110,491	66,941	109,082	109,082	0.00 %
4016	Salaries - Inside	495,950	280,192	491,662	491,662	0.00 %
4070	Overtime	4,282	2,049	3,000	3,060	+ 2.00 %
4080	Auxiliaries/RPT/Seasonal	730	21,956	0	0	
4102	Benefits	144,749	91,659	146,658	146,658	0.00 %
4112	Mileage/Parking	9,801	7,120	7,537	14,500	+ 92.38 %
4116	Conferences/Travel	0	0	2,000	2,000	0.00 %
4118	Membership Fees	335	0	1,000	1,020	+ 2.00 %
4120	Training and Development	6,078	1,117	12,580	12,750	+ 1.35 %
4308	General Supplies	452	177	1,000	510	- 49.00 %
4312	Office Supplies	6,476	661	1,500	2,040	+ 36.00 %
4316	Protective Clothing/Uniforms	0	0	500	500	0.00 %
4318	Lumber and Tools	7,679	1,399	3,000	3,060	+ 2.00 %
4364	Telecommunications	4,998	8,561	3,700	3,774	+ 2.00 %
4412	Equipment Rentals	58,500	31,100	62,700	67,000	+ 6.86 %
4822	Repairs and Maintenance	181	0	0	0	
9111	WO Inside Equipment Rent	9	4	0	0	
9211	WO Regular Time	47,746	12,795	56,369	56,369	0.00 %
9221	WO Overtime	372	0	1,000	1,000	0.00 %
9311	WO Inventory Purchases	128	0	1,000	1,000	0.00 %
9321	WO Outside Purchases	2,815	399	3,000	3,000	0.00 %
Total Expenditures		901,772	526,130	907,289	918,986	
Net Total		(901,772)	(526,130)	(907,289)	(918,986)	

Business Unit Summary with Service Areas

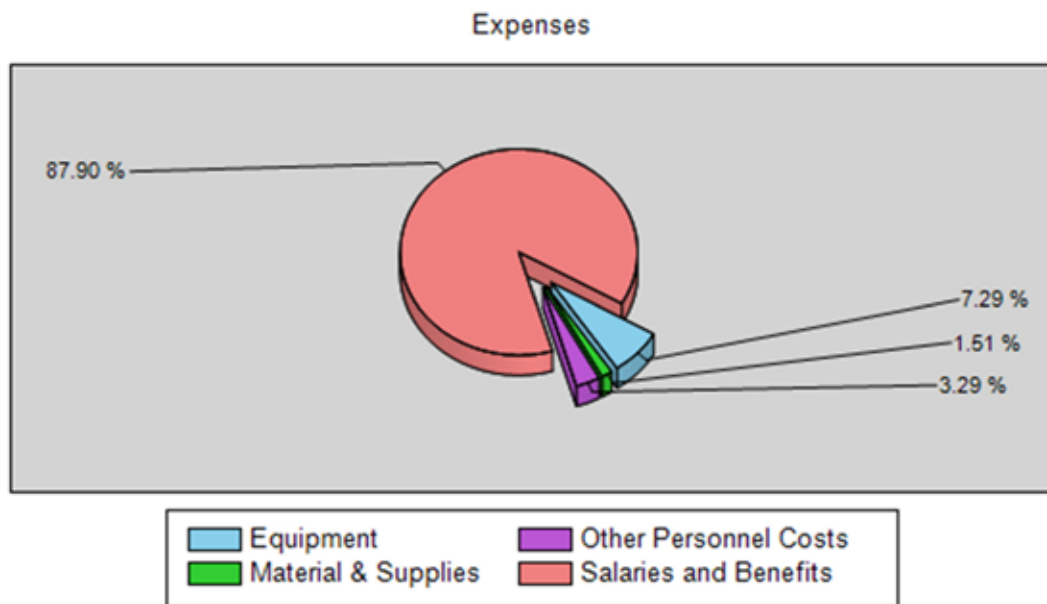
Service Area: Facilities Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	109,082	111,264	113,489	115,759	118,074
4016	Salaries - Inside	491,662	501,496	511,526	521,756	532,191
4070	Overtime	3,060	3,121	3,184	3,247	3,312
4102	Benefits	146,658	149,592	152,583	155,635	158,748
4112	Mileage/Parking	14,500	14,790	15,086	15,388	15,695
4116	Conferences/Travel	2,000	2,040	2,081	2,122	2,165
4118	Membership Fees	1,020	1,040	1,061	1,082	1,104
4120	Training and Development	12,750	13,005	13,265	13,530	13,801
4308	General Supplies	510	520	531	541	552
4312	Office Supplies	2,040	2,081	2,122	2,165	2,208
4316	Protective Clothing/Uniforms	500	510	520	531	541
4318	Lumber and Tools	3,060	3,121	3,184	3,247	3,312
4364	Telecommunications	3,774	3,849	3,926	4,005	4,085
4412	Equipment Rentals	67,000	68,340	69,707	71,101	72,523
9211	WO Regular Time	56,369	57,497	58,647	59,820	61,016
9221	WO Overtime	1,000	1,020	1,040	1,061	1,082
9311	WO Inventory Purchases	1,000	1,020	1,040	1,061	1,082
9321	WO Outside Purchases	3,000	3,060	3,121	3,184	3,247
Total Expenditures		918,986	937,366	956,113	975,236	994,740
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(918,986)	(937,366)	(956,113)	(975,236)	(994,740)

Business Unit Summary with Service Areas

Service Area: Facilities Administration



Business Unit Summary with Service Areas

Service Area: Building Maintenance

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

Overview:

Building Maintenance provides day to day preventative and corrective maintenance in addition to overseeing the utility costs for City's corporate offices, 42 parks buildings and structures, five parkades, eight community centers, the public works campus, Johnson Street Bridge operator booth, Selkirk Fountain, three fire halls and one police station.

Services include:

- Maintain, service and operate lighting, plumbing, cross connection control, heating, boilers, building automation systems, asset software, ventilation and air conditioning systems and fixtures by checking and adjusting pressures, lubricating pumps and motors, replacing belts, filters and gaskets and checking temperatures
- Test and adjust chemical balance in heating system water, test life safety equipment such as emergency lighting, fire extinguishers and back-up generators
- Coordinate fire alarm preventative maintenance and repair
- Perform routine repairs and adjustments to building fabric and related systems such as interior walls, ceilings, flooring, furniture, roofing, windows, and overhead/interior/exterior doors
- Issue and modify electronic staff security card passes; create and print building access activity reports
- Respond to service request which include such things as malfunctioning light fixtures, temperature adjustments, vandalism, broken appliances (stoves, fridges, dishwashers), and plugged toilets
- Coordinate the work of graffiti removal staff
- Maintenance and repair of 1 elevator and 1 lift
- Coordinate and review carpentry/painting tasks as well as pest control services
- Coordinate the security services for the public washroom and the Centennial Square
- Perform routine plumbing and electrical repairs while coordinating larger repairs

Deliverables:

- Weekly lighting, heating, ventilation and building system inspections
- Monthly life safety equipment checks including emergency lighting, exit signage and fire alarm systems
- Monthly back-up generator test and pest control inspections
- Ensure safety of building users
- Preserve the asset value of City owned buildings, minimize lifecycle costs
- Combination of routine/scheduled maintenance and reactive maintenance
- Improve working environment of City

2018 Minor Maintenance Projects:

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

Business Unit Summary with Service Areas

Service Area: Building Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve ¹	0	0	15,000	0	
9011	Work Order Revenue	139	175	0	0	
Total Revenues		139	175	15,000	0	
Expenditures						
6035	Transfer to Financial Stability Reserve	15,000	0	0	0	
9111	WO Inside Equipment Rent	25,401	9,835	23,000	23,000	0.00 %
9121	WO Outside Equipment Ren	6,368	3,479	8,000	9,500	+ 18.75 %
9211	WO Regular Time	715,426	372,507	638,459	638,459	0.00 %
9221	WO Overtime	969	2,261	3,000	3,000	0.00 %
9311	WO Inventory Purchases	6,580	2,753	6,000	6,000	0.00 %
9321	WO Outside Purchases	450,587	167,356	315,567	306,124	- 2.99 %
9358	WO Utility-Gas-Fortis	110,581	86,694	124,370	139,000	+ 11.76 %
9360	WO Utility-BC Hydro	545,421	348,818	543,979	594,000	+ 9.20 %
9411	WO Contracted Services ¹	1,047,511	541,589	1,300,704	1,300,143	- 0.04 %
9421	WO Consulting Services ²	41,120	20,842	5,000	20,000	+ 300.00 %
9441	WO Insurance-Vehicle	0	112	0	0	
Total Expenditures		2,964,963	1,556,246	2,968,078	3,039,225	
Net Total		(2,964,824)	(1,556,071)	(2,953,078)	(3,039,225)	

1. Quadra Village Community Centre Gym Initial Repairs

2. Accessibility Assessments

Business Unit Summary with Service Areas

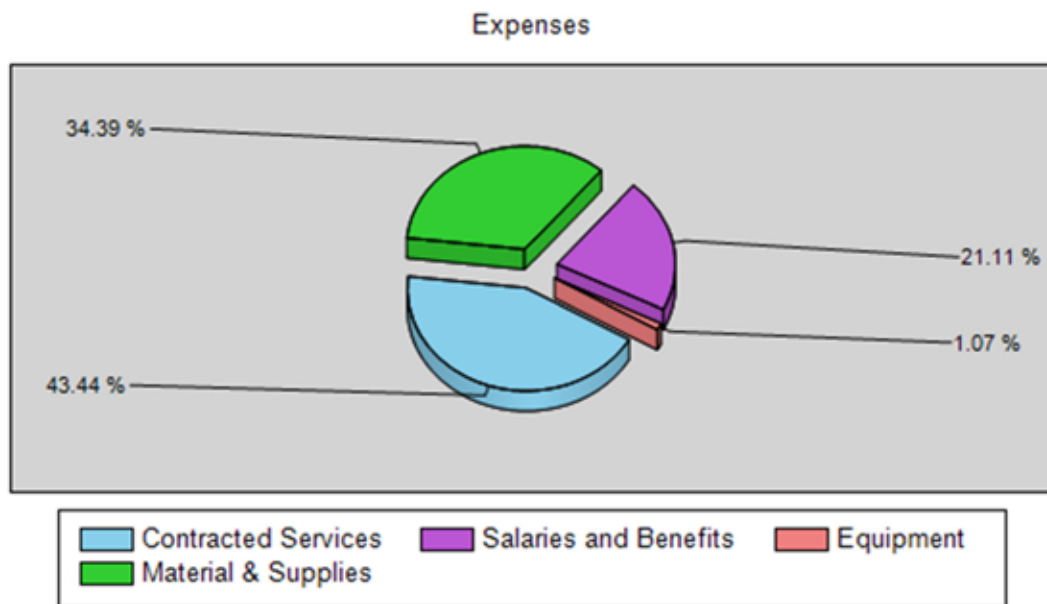
Service Area: Building Maintenance

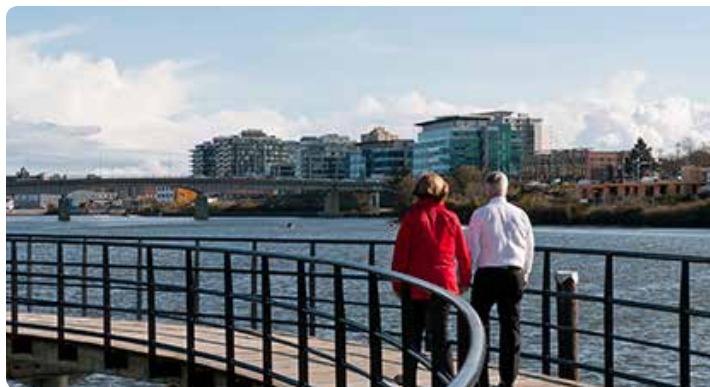
5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
9111	WO Inside Equipment Rent	23,000	23,460	23,929	24,408	24,896
9121	WO Outside Equipment Ren	9,500	9,690	9,884	10,081	10,283
9211	WO Regular Time	638,459	651,112	664,018	677,182	690,610
9221	WO Overtime	3,000	3,060	3,121	3,184	3,247
9311	WO Inventory Purchases	6,000	6,120	6,242	6,367	6,495
9321	WO Outside Purchases	306,124	312,246	318,491	324,861	331,358
9358	WO Utility-Gas-Fortis	139,000	141,780	144,616	147,508	150,458
9360	WO Utility-BC Hydro	594,000	614,790	636,308	658,578	681,629
9411	WO Contracted Services	1,300,143	1,326,145	1,352,668	1,379,722	1,407,316
9421	WO Consulting Services	20,000	20,400	20,808	21,224	21,649
Total Expenditures		3,039,225	3,108,804	3,180,086	3,253,116	3,327,941
% Increase			2.29%	2.29%	2.30%	2.30%
Net Total		(3,039,225)	(3,108,804)	(3,180,086)	(3,253,116)	(3,327,941)

Business Unit Summary with Service Areas

Service Area: *Building Maintenance*





Sustainable Planning and Community Development

Sustainable Planning and Community Development is key to supporting quality development and economic health of the city. The department is committed to the “triple bottom line” approach – balancing economic prosperity, social development and environmental sustainability in order to address Victoria's future. The department has a broad range of policy, regulatory and program responsibilities including: community and city-wide land use planning; urban design; heritage; planning applications including zoning, development and variance permits; demographic and other planning information services; and permitting and inspection services.

Core Services

- **Community Planning:**
 - City-wide and Local Area Planning
 - Current Policy and Regulatory Initiatives
 - Heritage Policy, Programs and Applications
 - Housing Policy and Administration of the Housing Reserve Fund
 - Urban Design and Public Realm Planning
- **Development Services:**
 - Zoning/Rezoning including Community Association Land Use Committee processes
 - Development and Variance Permits including support to Community Association Land Use Committees, Advisory Design Panel and Board of Variance
 - Heritage Alteration Permits, Heritage Designations and Tax Incentive Program Applications
- **Permits and Inspections:**
 - Regulation and inspection of new development to ensure compliance with the BC Building Code
 - Processing, administration and related inspections for building, plumbing, electrical, sign, and liquor license permit applications

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

Sustainable Planning and Community Development

Budget Summary

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



SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

Performance Metrics

Measuring Success – Policy Reports to Council

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
New housing units		822	450 Required to Meet OCP goal of 20% of regional population growth	Approximately 450 Required to Meet OCP goal of 20% of regional population growth
How well did we do it?				
Annual share (%) of new housing units directed to growth areas: a. 50% urban core b. 40% in and near town centres and large urban villages c 10% in small urban villages and remainder of residential areas		a. 60% urban core b. 29% in and near town centres and large urban villages c. 11% in small urban villages and remainder of residential areas	Percentages will fluctuate yearly reflecting development cycles Target for 2041 is to achieve growth in the 50% – 40% – 10% proportions	Percentages will fluctuate yearly reflecting development cycles Target for 2041 is to achieve growth in the 50% – 40% – 10% proportions
Story behind the data		The services provided by the Community Planning division include preparation of long range policies and initiatives, providing advice on planning challenges and opportunities, and administering the heritage program, all which contribute to Victoria's growth, prosperity and placemaking. Community Planning is the key division overseeing the development and implementation of the Official Community Plan (OCP). The OCP designates certain areas of the City for accommodating new population with the urban core targeted to accommodate 50% of the growth and areas in and near town centres and large urban villages targeted to accommodate 40% of the growth. Remaining growth (10%) is targeted for small urban villages and other residential areas. Community Planning's key metric of quality of service (value for money) is represented by the effectiveness in the policy program to deliver upon the primary goals of the OCP.		
Is anyone better off?				
Story behind the data		Concentrating housing and population growth in certain areas can provide the critical population mass to support better transit, local businesses, more efficient use of infrastructure and better use of cycling and pedestrian facilities. It also reduces pressure on other residential parts of the Victoria where change is less desirable. A large share of Victoria's housing growth will be concentrated downtown to support the development of a strong urban core that retains its predominant role in the regional economy.		
Where do we want to go?		This increase reflects an effort to bring forward policy considerations and progress on initiatives with more urgency to assist with the achievement of the community's goals and the City's objectives and priorities within shorter timeframes.		

SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

Performance Metrics

Measuring Success – Development Applications Processing

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
Number of applications processed		350	310	310
How well did we do it?				
Development applications will be:	Target			
1) Reviewed by an interdepartmental staff team (TRG) and coordinated comments will be sent to the applicant	75% within 4 wks of submission	81%	75% or higher	75% or higher
2) Presented to Committee of Council with revision/no revision	75% within 8–16 wks after Step 1	75%	75% or higher	75% or higher
3) Board of Variance Applications will be presented to the Board of Variance for a decision	75% within 4–6 wks of submission	80%	80% or higher	80% or higher
Story behind the data	The services provided by the Development Services Division are focused on processing development applications. A key component of the role of this Division is working with developers, Community Association Land Use Committee (CALUC), the public and other City departments coordinating and managing the many “moving parts” of the development application processes. The metrics provided represent aspects of the process that are largely within City staff’s control. Staff are working to further improve and streamline the process, and to better collaborate with applicants and CALUCs to support their contributing roles.			
Is anyone better off?				
Story behind the data	Staff are working to address application timelines in various ways, including monitoring through the Development Tracker, reviewing operations to find efficiencies and exploring additional resources. One target provided for 2015, is to achieve a four week turnaround time between application receipt and delivery of comments from the TRG; however, this new target was only established in October when the TRG moved to a weekly meeting allowing for some applications to be reviewed more quickly, prior to October the target was six weeks.			
Where do we want to go?	Staff aim to continue meeting target turnaround timelines during this period of increased development activity while also responding to enquiries and meeting customer service expectations. Additionally, we look forward to refining data collection and technological tools to facilitate easier reporting out and application tracking.			

SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

Performance Metrics

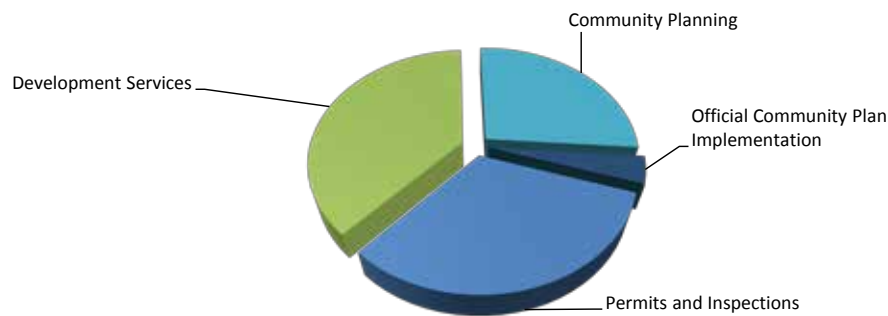
Measuring Success – Permits Processing (Building, Electrical, Plumbing)				
Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
# of permits issued		3,994	3,983	4,000
How well did we do it?				
Percent of building permits that met target turnaround of 6 days		81%	79%	85%
Story behind the data	The services provided by the Permits & Inspections division support anticipated population and economic growth in the city, represented by the total number of permits processed per year. These permits had a total construction value of \$423,150,000 in 2016. This service supports Strategic Plan Objective 5: Create Prosperity Through Economic Development.			
Is anyone better off?				
Story behind the data	2016 marked the first year that real data became available to accurately report on review process times. 81% were reviewed in the targeted timeframe and the average review time was 10.2 business days for all permits.			
Where do we want to go?	The Building Permit review process is a comprehensive review involving up to 10 separate reviews representing a variety of City departments. 2016 was the first year in which real data was gathered but further improvements are underway which will provide better information to staff to supporting greater success meeting targeted timeframes for review. When this information is available it is possible to commit to high standards for permit processing targets and meet these targets 85% – 90% of the time.			

SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT

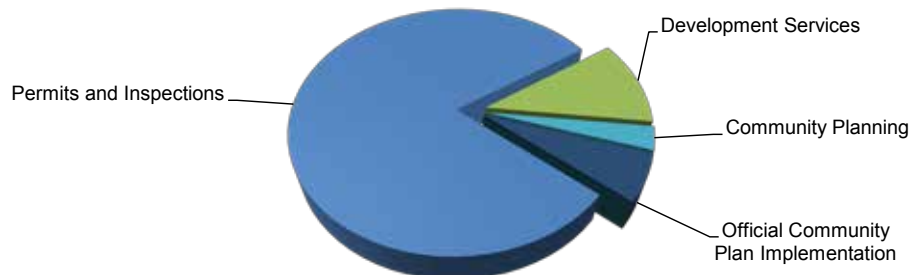
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Permits and Inspections	2,640,000	2,650,000	10,000	0.38%
Development Services	368,750	372,500	3,750	1.02%
Community Planning	100,000	100,000	0	0.00%
Official Community Plan Implementation	222,002	200,000	(22,002)	-9.91%
Downtown Core Area Plan	128,800	0	(128,800)	-100.00%
Victoria Housing Strategy Implementation	60,000	0	(60,000)	-100.00%
Total	3,519,552	3,322,500	(197,052)	-5.60%
Expenditures				
Permits and Inspections	1,663,222	1,664,973	1,751	0.11%
Development Services	2,011,844	1,973,594	(38,250)	-1.90%
Community Planning	1,379,172	1,394,472	15,300	1.11%
Official Community Plan Implementation	537,002	200,000	(337,002)	-62.76%
Downtown Core Area Plan	213,800	0	(213,800)	-100.00%
Victoria Housing Strategy Implementation	160,000	0	(160,000)	-100.00%
Total	5,965,040	5,233,039	(732,001)	-12.27%
Net	2,445,488	1,910,539	(534,949)	-21.87%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Service Area: Permits and Inspections

Department: Sustainable Planning and Community Development **Budget Year:** 2018

Overview:

The permits and inspections service area includes building inspection, plumbing inspection, electrical inspection and administrative support.

Building Inspection:

This section applies and enforces related municipal bylaws and the BC Building Code. Plans are reviewed for compliance and upon issuance, onsite work is monitored for compliance through to completion. In addition, staff respond to a variety of needs related to work without permit, complaints and general technical inquiries from the public.

Plumbing Inspection:

This section carries out plumbing inspections to ensure compliance and reviews plumbing and sprinkler installations for building permits. It also verifies that plumbing installations meet the Plumbing Code and the Plumbing Bylaw, are designed by registered professionals and installed by licensed plumbing contractors.

Electrical Inspection:

This section applies and enforces related municipal bylaws and the Electrical Code. Upon issuance of permits, onsite work is monitored for compliance through to completion. In addition, staff respond to a variety of needs related to work without permit, complaints and general technical inquiries from the public.

Administrative Support:

Staff provide administrative support to the permit and inspections functions, direct customer service at the Development Centre, and provide information related to permits and relevant bylaws. The support allows for an efficient process, ensuring inspectors, Assistant Director and the Chief Building Officer, under the BC Building Code, to focus on their area of expertise and responsibilities.

Deliverables:

- Goal to meet review timelines is 85%
- 75% of all plumbing permits issued within 2 business days of receiving complete application
- Auditing 50% of all plumbing inspection requests on site
- Electronic Permitting system
- Next day electrical inspection services
- Permit record retrievals conducted within 2 business days, upon request
- Respond to inquiries within 2 business days
- Permit Service Representative available Monday to Friday, 8:00am to 4:30pm at the Development Centre
- 75% of all plumbing reviews for building permits within 2 business days of receiving the permit package during its circulation

Business Unit Summary with Service Areas

Service Area: Permits and Inspections

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3104	Building Permits	2,756,682	2,354,173	2,000,000	2,000,000	0.00 %
3106	Electrical Permits	569,344	289,372	400,000	400,000	0.00 %
3114	Plumbing Permits	279,944	158,803	210,000	220,000	+ 4.76 %
3252	Plan Search Fees	41,463	16,492	30,000	30,000	0.00 %
Total Revenues		3,647,434	2,818,840	2,640,000	2,650,000	
Expenditures						
4010	Salaries - Exempt	109,122	60,955	111,108	111,108	0.00 %
4016	Salaries - Inside	1,108,376	546,274	1,087,511	1,087,511	0.00 %
4070	Overtime	3,240	751	0	0	
4080	Auxiliaries/RPT/Seasonal	49,919	32,618	57,922	57,922	0.00 %
4102	Benefits	304,558	166,811	295,332	295,332	0.00 %
4112	Mileage/Parking	11,681	2,047	1,500	1,500	0.00 %
4116	Conferences/Travel	9,549	1,981	10,000	10,000	0.00 %
4118	Membership Fees	5,307	5,627	5,900	5,900	0.00 %
4120	Training and Development	1,305	2,675	15,200	15,200	0.00 %
4226	Photocopy	1,014	67	0	0	
4228	Printing	93	1,474	2,000	2,000	0.00 %
4310	Books/Publications	0	0	4,500	4,500	0.00 %
4312	Office Supplies	7,788	5,196	20,000	20,000	0.00 %
4314	Postage	0	98	0	0	
4316	Protective Clothing/Uniforms	877	461	3,000	3,000	0.00 %
4364	Telecommunications	7,033	4,218	9,000	9,000	0.00 %
4412	Equipment Rentals	22,753	28,037	40,249	42,000	+ 4.35 %
9321	WO Outside Purchases	165	0	0	0	
Total Expenditures		1,642,781	859,289	1,663,222	1,664,973	
Net Total		2,004,653	1,959,551	976,778	985,027	

Business Unit Summary with Service Areas

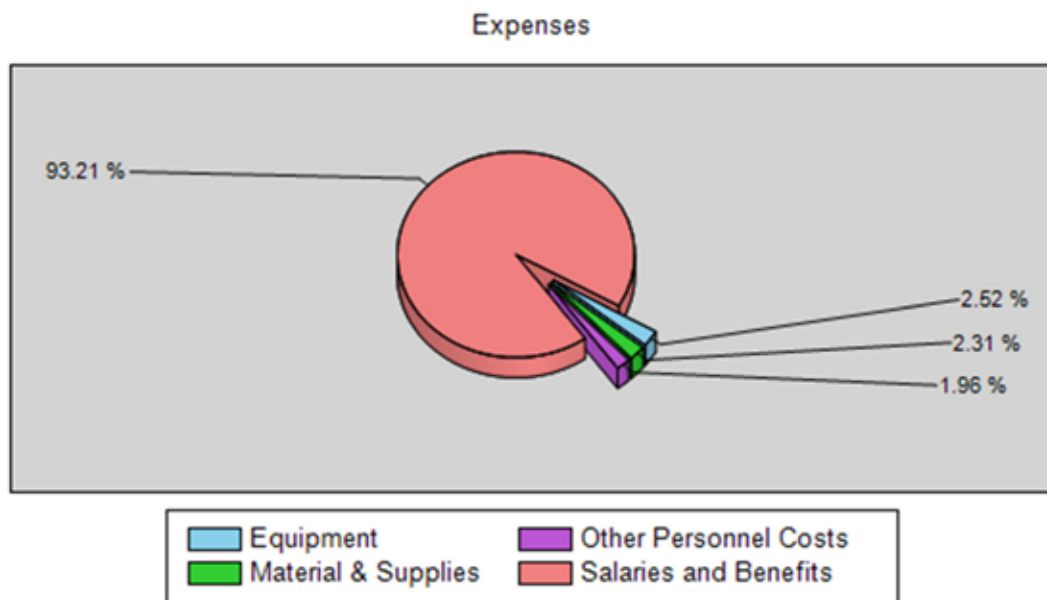
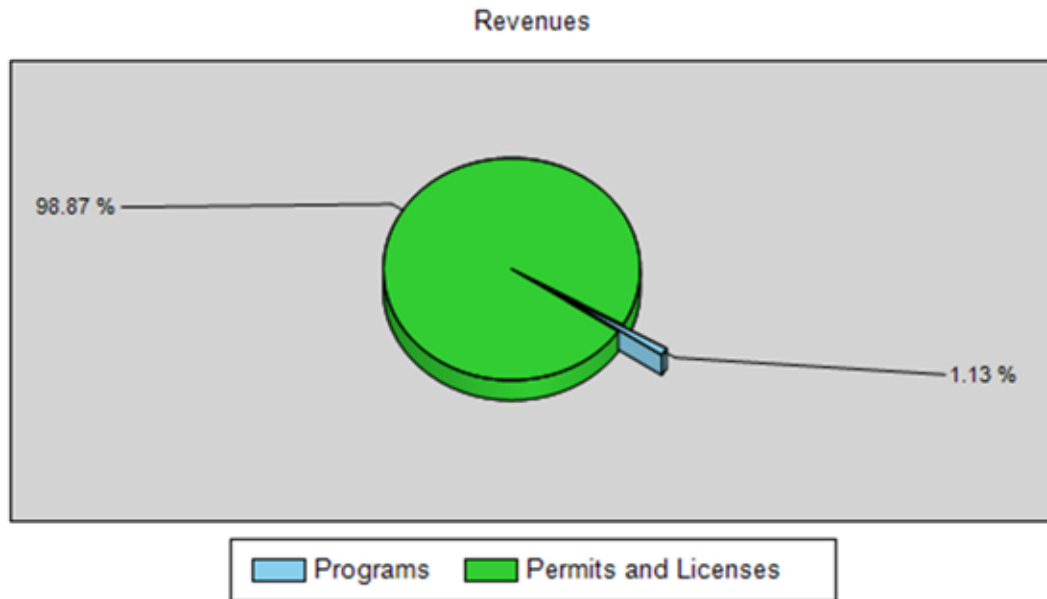
Service Area: Permits and Inspections

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3104	Building Permits	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
3106	Electrical Permits	400,000	400,000	400,000	400,000	400,000
3114	Plumbing Permits	220,000	220,000	220,000	220,000	220,000
3252	Plan Search Fees	30,000	30,000	30,000	30,000	30,000
Total Revenues		2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	111,108	113,330	115,597	117,909	120,267
4016	Salaries - Inside	1,087,511	1,109,261	1,131,446	1,154,075	1,177,157
4080	Auxiliaries/RPT/Seasonal	57,922	59,080	60,262	61,467	62,696
4102	Benefits	295,332	301,238	307,263	313,408	319,676
4112	Mileage/Parking	1,500	1,530	1,561	1,592	1,624
4116	Conferences/Travel	10,000	10,200	10,404	10,612	10,824
4118	Membership Fees	5,900	6,018	6,138	6,261	6,386
4120	Training and Development	15,200	15,504	15,814	16,130	16,453
4228	Printing	2,000	2,040	2,081	2,122	2,165
4310	Books/Publications	4,500	4,590	4,682	4,775	4,871
4312	Office Supplies	20,000	20,400	20,808	21,224	21,649
4316	Protective Clothing/Uniforms	3,000	3,060	3,121	3,184	3,247
4364	Telecommunications	9,000	9,180	9,364	9,551	9,742
4412	Equipment Rentals	42,000	42,840	43,697	44,571	45,462
Total Expenditures		1,664,973	1,698,272	1,732,237	1,766,882	1,802,219
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		985,027	951,728	917,763	883,118	847,781

Business Unit Summary with Service Areas

Service Area: Permits and Inspections



Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

Department: Sustainable Planning and Community Development **Budget Year:** 2018

Overview:

The key focus is managing land use change and development in the City. Staff provide clients with effective development approval processes, professional advice and information to help ensure that land use and development in the City is in keeping with approved regulations, plans and policies. The division is future-oriented, considering the needs of tomorrow as well as those of today.

Development Services provides planning and land use regulations and information services as they related to the Zoning Regulation Bylaw, Development Permit Areas, Land Use Contracts and Master Development Agreements. This area coordinates reviews of applications while considering site servicing (sewer, water, transportation), landscaping, tree protection, building and fire code compliance and consistency with City policy and regulations.

This area ensures up to date and accurate information is provided in the Zoning Bylaw, Development Permit Areas, Official Community Plan and Neighbourhood Plans. It also processes Board of Variance (BOV) applications, provides administrative support to the BOV and provides professional and administrative staff support to Council's advisory committees involved in planning and design and heritage processes.

Deliverables:

- Property information, including zoning, development permit area, heritage status, approved use and current application is available 100% of the time Monday – Friday between 8:00 am and 4:30 pm
- Meet the following application turn-around timelines for 75% of the Rezoning Applications that are complete and accurate upon submission. The percentage of applications meeting target turn-around times may be less than 75% if the volume or complexity of applications received in 2018 exceeds the average or if more priority applications (affordable non-profit housing or public health facilities) than usual are received:
 - o Review and compile comments from the Technical Review Group (TRG) and provide to applicant within four weeks from the time of submission of complete application. These comments will be “first-time-right” with no “late-hits” added at a later date.
 - o 8 to 12 weeks after TRG Comments are provided to the applicant, a report will be presented to a Committee of Council (PLUC) or Council Advisory Committee if no application revisions were required as a result of the TRG Comments.
 - o 12 to 16 weeks after receiving a revised proposal, if application revisions were required as a result of the TRG Comments that did not result in the need for another Technical Review, a report will be presented to a Committee of Council (COTW) or Council Advisory Committee
- 75% of Board of Variance Applications will be presented to the Board of Variance for a decision within four to five weeks of receiving a complete application
- Agenda preparation and administration for every Board of Variance meeting (approx. 22 per year)
- Agenda preparation and administration for every Advisory Design Panel meeting (approx. 12 per year)
- Agenda preparation and administration for every Heritage Advisor Panel meeting (approx. 12 per year)

Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3216	Rezoning Applications ¹	396,485	439,393	367,500	371,250	+ 1.02 %
3252	Plan Search Fees	1,610	1,000	1,200	1,200	0.00 %
3470	Zoning By-Law Sales	80	0	50	50	0.00 %
9011	Work Order Revenue	525	(75)	0	0	
Total Revenues		398,700	440,318	368,750	372,500	
Expenditures						
4010	Salaries - Exempt	326,553	188,895	322,719	322,719	0.00 %
4016	Salaries - Inside	1,069,859	580,295	1,071,460	1,071,460	0.00 %
4070	Overtime	25,774	23,255	0	0	
4080	Auxiliaries/RPT/Seasonal ¹	82,281	78,335	151,821	109,821	- 27.66 %
4102	Benefits	313,875	197,117	340,024	340,024	0.00 %
4112	Mileage/Parking	1,485	761	1,200	2,000	+ 66.67 %
4116	Conferences/Travel	11,613	7,533	22,500	22,500	0.00 %
4118	Membership Fees	6,317	3,203	6,550	6,550	0.00 %
4120	Training and Development	5,484	1,553	6,470	6,470	0.00 %
4204	Advertising	0	0	1,000	1,000	0.00 %
4210	Catering	1,556	400	550	550	0.00 %
4216	Contracted Services	11,625	3,591	25,000	38,500	+ 54.00 %
4228	Printing	20,836	15,260	30,500	19,200	- 37.05 %
4310	Books/Publications	544	844	1,000	1,000	0.00 %
4312	Office Supplies	9,252	5,923	9,300	9,300	0.00 %
4364	Telecommunications	1,533	1,414	2,500	2,500	0.00 %
4512	Insurance	4,050	2,994	9,500	9,500	0.00 %
4638	Miscellaneous Grants	0	0	3,750	7,500	+ 100.00 %
4814	Miscellaneous	1,797	1,011	6,000	3,000	- 50.00 %
9111	WO Inside Equipment Rent	105	13	0	0	
9211	WO Regular Time	926	133	0	0	
9321	WO Outside Purchases	1,380	0	0	0	
Total Expenditures		1,896,844	1,112,529	2,011,844	1,973,594	
Net Total		(1,498,144)	(672,210)	(1,643,094)	(1,601,094)	

1. Cannabis Planner – funded from rezoning applications

Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

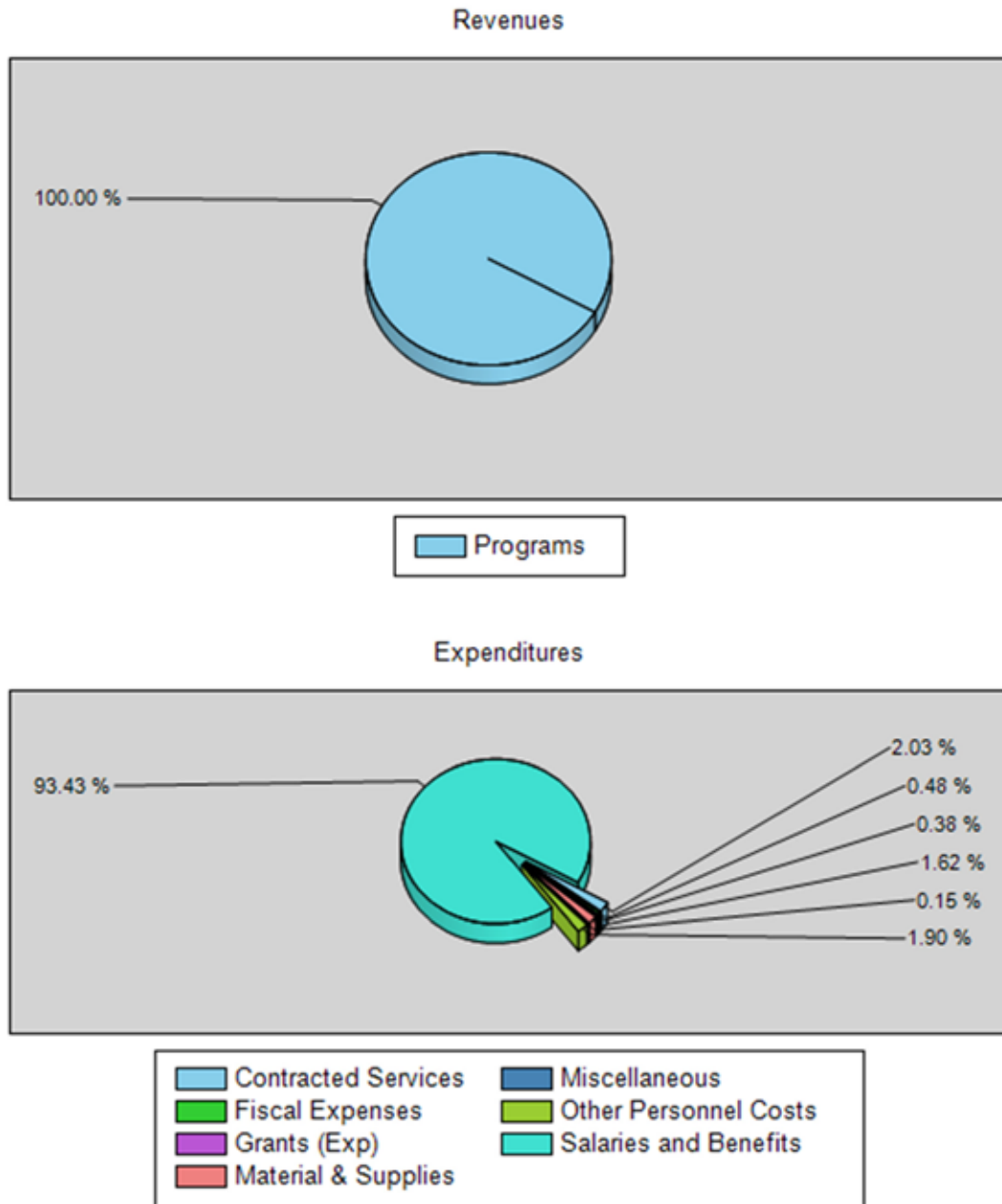
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3216	Rezoning Applications ¹	371,250	277,500	277,500	277,500	277,500
3252	Plan Search Fees	1,200	1,200	1,200	1,200	1,200
3470	Zoning By-Law Sales	50	50	50	50	50
Total Revenues		372,500	278,750	278,750	278,750	278,750
% Increase			(25.17%)	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	322,719	329,173	335,757	342,472	349,321
4016	Salaries - Inside	1,071,460	1,092,889	1,114,747	1,137,042	1,159,783
4080	Auxiliaries/RPT/Seasonal ¹	109,821	16,393	16,721	17,055	17,396
4102	Benefits	340,024	346,824	353,761	360,836	368,053
4112	Mileage/Parking	2,000	2,040	2,081	2,122	2,165
4116	Conferences/Travel	22,500	22,950	23,409	23,877	24,355
4118	Membership Fees	6,550	6,681	6,815	6,951	7,090
4120	Training and Development	6,470	6,599	6,731	6,866	7,003
4204	Advertising	1,000	1,020	1,040	1,061	1,082
4210	Catering	550	561	572	584	595
4216	Contracted Services	38,500	39,270	40,055	40,857	41,674
4228	Printing	19,200	19,584	19,976	20,375	20,783
4310	Books/Publications	1,000	1,020	1,040	1,061	1,082
4312	Office Supplies	9,300	9,486	9,676	9,869	10,067
4364	Telecommunications	2,500	2,550	2,601	2,653	2,706
4512	Insurance	9,500	9,690	9,884	10,081	10,283
4638	Miscellaneous Grants	7,500	7,500	7,500	7,500	7,500
4814	Miscellaneous	3,000	3,060	3,121	3,184	3,247
Total Expenditures		1,973,594	1,917,291	1,955,487	1,994,447	2,034,186
% Increase			(2.85%)	1.99%	1.99%	1.99%
Net Total		(1,601,094)	(1,638,541)	(1,676,737)	(1,715,697)	(1,755,436)

1. Cannabis Planner – funded from rezoning applications

Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services



Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning

Department:	Sustainable Planning and Community Development	Budget Year:	2018
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Overview:

This business unit works to proactively respond to long range planning challenges and opportunities, contributing to regional growth and prosperity.

The Community Planning Division provides direction for decision making through the Official Community Plan (OCP), the Downtown Core Area Plan, local area plans including neighbourhood plans, the Heritage Program, planning and engagement related to the harbour and other initiatives that respond to emerging issues and policy challenges.

Staff in this area provide professional analysis, advice and recommendations related to planning, work collaboratively with communities, businesses, government agencies and other stakeholders to further the City's planning initiatives. Through our program, policy, regulatory and information services, staff service all interested in the community.

This area also monitors and amends policy plans; reviews and provides input on regional plans; recommends housing policy; provides advice related to housing and other social issues; and with the Development Services division, supports the City's Heritage Program including the Heritage Tax Incentive Program.

Deliverables:

- Two annual reports - OCP annual review and Victoria Housing Strategy annual monitoring
- Public engagement events to support planning projects that may include open houses, public forums, ideas fairs, stakeholder workshops, charrettes, as well as non-event methods such as web-based surveys
- Updated Neighbourhood Plans
- Rental Retention and Revitalization Strategy
- Streetscape update for Government Street and design for Government Street mall extension

Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3760	Grants ¹	0	0	50,000	50,000	0.00 %
5063	Trf from Climate Action Reserve ¹	0	0	50,000	50,000	0.00 %
5075	Financial Stability Reserve	36,614	0		0	
Total Revenues		36,614	0	100,000	100,000	
Expenditures						
4010	Salaries - Exempt	235,056	131,376	246,501	246,501	0.00 %
4016	Salaries – Inside ¹	472,134	363,302	776,447	776,447	0.00 %
4070	Overtime	45,371	42,431	0	0	
4080	Auxiliaries/RPT/Seasonal	231,820	30,970	60,328	60,328	0.00 %
4102	Benefits ¹	186,789	136,891	249,438	249,438	0.00 %
4112	Mileage/Parking	1,577	1,072	1,700	2,000	+ 17.65 %
4116	Conferences/Travel	19,943	12,634	18,000	18,000	0.00 %
4118	Membership Fees	6,474	4,307	6,640	6,640	0.00 %
4120	Training and Development	3,850	1,118	5,000	5,000	0.00 %
4204	Advertising	271	0	1,500	1,500	0.00 %
4210	Catering	649	357	500	500	0.00 %
4216	Contracted Services ²	54	219	3,658	18,658	+ 410.06 %
4226	Photocopy	0	0	500	500	0.00 %
4228	Printing	0	144	1,000	350	- 65.00 %
4310	Books/Publications	0	0	500	500	0.00 %
4312	Office Supplies	5,985	2,966	6,000	6,000	0.00 %
4364	Telecommunications	1,408	1,006	1,460	2,110	+ 44.52 %
4824	Recovery	(2,727)	0	0	0	
Total Expenditures		1,208,654	728,791	1,379,172	1,394,472	
Net Total		(1,172,040)	(728,791)	(1,279,172)	(1,294,472)	

1. 2017 Council Motion - Community Energy Specialist (2017 and 2018)

2. Reallocation from Downtown Core Area Plan

Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning

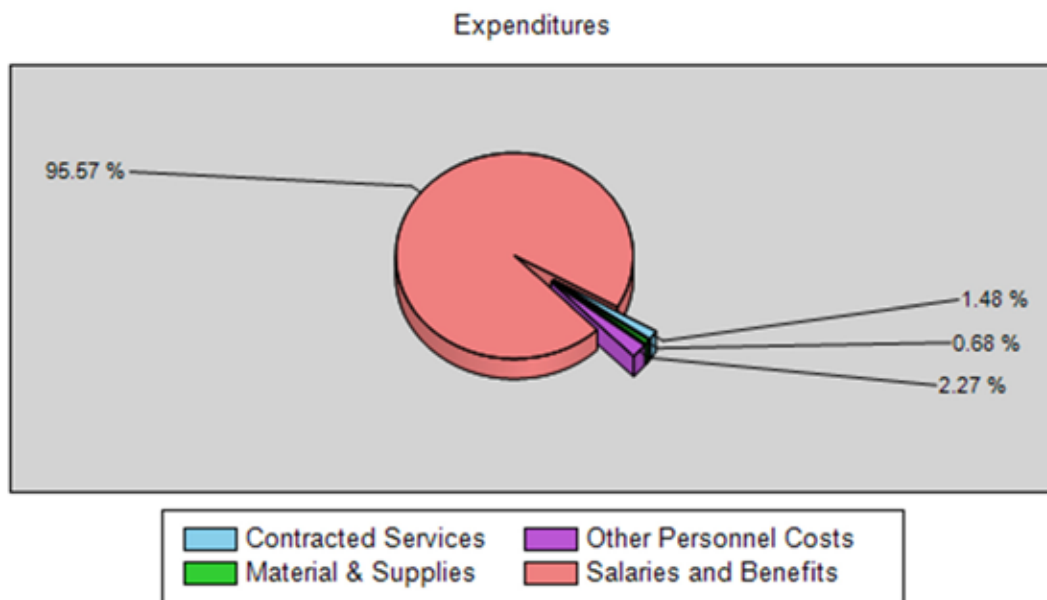
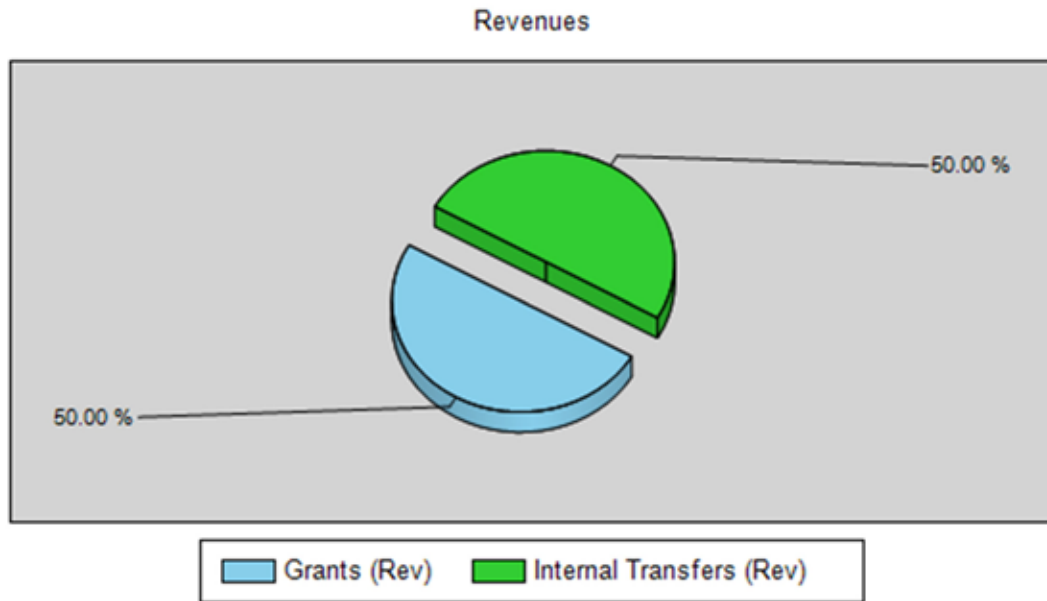
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3760	Grants ¹	50,000	0	0	0	0
5063	Trf from Climate Action Reserve ¹	50,000	0	0	0	0
Total Revenues		100,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Expenditures						
4010	Salaries - Exempt	246,501	251,431	256,459	261,589	266,820
4016	Salaries – Inside ¹	776,447	710,048	724,249	738,734	753,509
4080	Auxiliaries/RPT/Seasonal	60,328	61,534	62,765	64,020	65,301
4102	Benefits ¹	249,438	234,355	239,042	243,823	248,699
4112	Mileage/Parking	2,000	2,040	208	212	216
4116	Conferences/Travel	18,000	18,360	18,727	19,102	19,484
4118	Membership Fees	6,640	6,773	6,908	7,046	7,187
4120	Training and Development	5,000	5,100	5,202	5,306	5,412
4204	Advertising	1,500	1,530	1,561	1,592	1,624
4210	Catering	500	510	520	531	541
4216	Contracted Services	18,658	19,031	19,412	19,800	20,196
4226	Photocopy	500	510	520	531	541
4228	Printing	350	357	364	371	379
4310	Books/Publications	500	510	520	531	541
4312	Office Supplies	6,000	6,120	6,242	6,367	6,495
4364	Telecommunications	2,110	2,152	2,195	2,239	2,284
Total Expenditures		1,394,472	1,320,361	1,344,896	1,371,794	1,399,230
% Increase			(5.31%)	1.86%	2.00%	2.00%
Net Total		(1,294,472)	(1,320,361)	(1,344,896)	(1,371,794)	(1,399,230)

1. 2017 Council Motion - Community Energy Specialist (2017 and 2018)

Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning



Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

Department: Sustainable Planning and Community Development **Budget Year:** 2018

Overview:

This business unit relates to costs to assist with the implementation of various initiatives directed by the Official Community Plan (OCP).

The Official Community Plan was approved in 2012 and outlines a vision for how the community will grow and change over 30 years. It was developed with a high level of community involvement. As a means of further interpreting the OCP and providing additional opportunities for resident input and policy definition, new Local Area Plans are planned for each of the city's neighbourhoods over the next few years.

The OCP projects that will be undertaken/continued in 2018 include:

Four additional neighbourhood plans will commence in 2017 with funds budgeted to support consultation, engagement, technical analysis and consulting costs anticipated in the development of these plans.

Victoria's waterfront is a vital part of the city's livability, economic vitality and sense of place. Currently a number of sites along the waterfront are seeing a range of proposals and new investments related to both City, provincial and private properties. These new investments represent a significant opportunity to facilitate the further development of Victoria's waterfront as an active and vibrant asset for residents and visitors. As such, a more detailed framework is necessary to guide development and investment in a manner that supports a holistic vision for the waterfront going forward, laying out community priorities, partnership opportunities and conceptual directions for the design of new public spaces.

Deliverables:

- Additional neighbourhood plans for Fernwood, North Park, Rockland, Jubilee
- Implementation of Phase I of the Ship Point Master Plan

Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve ¹	317,111	0	222,002	200,000	- 9.91 %
Total Revenues		317,111	0	222,002	200,000	
Expenditures						
4216	Contracted Services ¹	310,852	154,070	537,002	200,000	- 62.76 %
9111	WO Inside Equipment Rent	115	34	0	0	
9211	WO Regular Time	618	223	0	0	
9311	WO Inventory Purchases	125	0	0	0	
9321	WO Outside Purchases	5,401	0	0	0	
Total Expenditures		317,111	154,326	537,002	200,000	
Net Total		0	(154,326)	(315,000)	0	

1. Council Motions – Accelerated Local Area Planning

Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

5 Year Forecast:

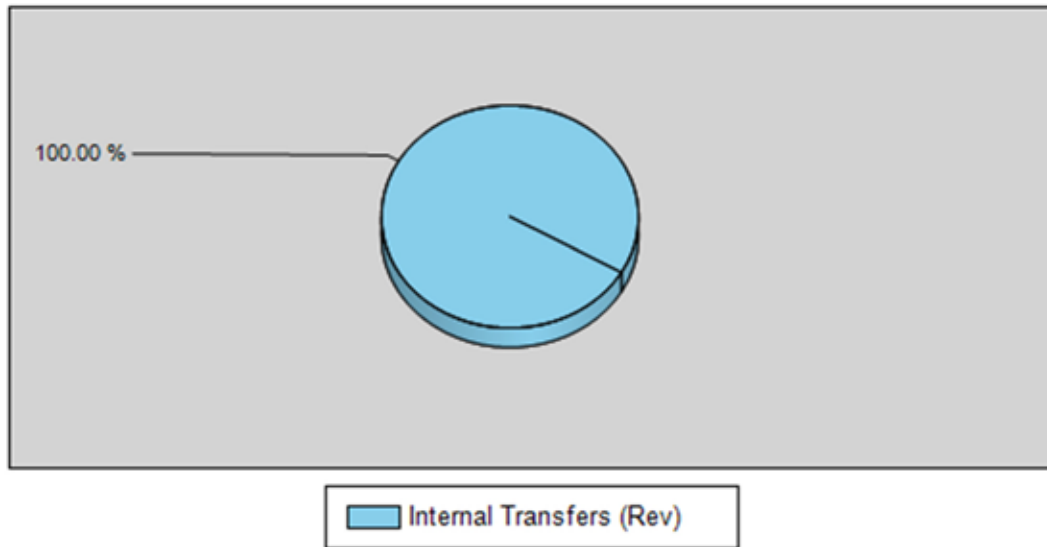
		2018	2019	2020	2021	2022
Revenues						
5075	Financial Stability Reserve ¹	200,000	0	0	0	0
Total Revenues		200,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Expenditures						
4216	Contracted Services ¹	200,000	0	0	0	0
Total Expenditures		200,000	0	0	0	0
% Increase			(100.00%)	0.00%	0.00%	0.00%
Net Total		0	0	0	0	0

1. Council Motions – Accelerated Local Area Planning

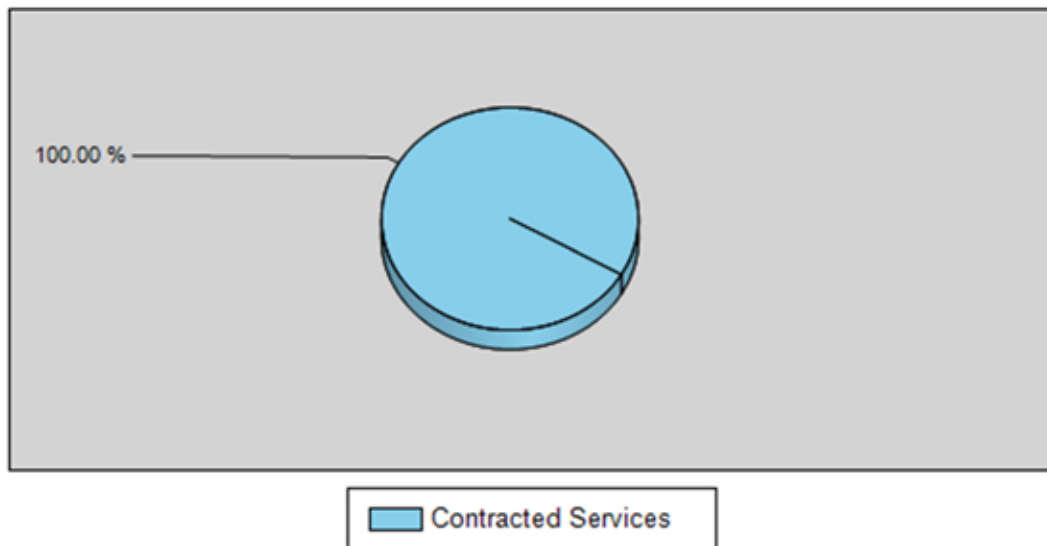
Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 3560 - Downtown Core Area Plan

Department: Sustainable Planning and Community Development **Budget Year:** 2018

Overview:

The Downtown Core Area Plan (DCAP) will guide development in the downtown area over the next 30 years, helping to ensure that downtown remains the heart of the region. The DCAP lays out a vision to encourage and foster the development of an attractive, vibrant, pedestrian-friendly and economically resilient downtown area. Council and staff will look to the 30 year plan as a guide for growth and development for the years ahead. The DCAP includes policies and actions that will lead to the addition of roughly 10,000 - 15,000 new residents in the core area, and approximately 1 million square metres of new development, over the next 30 years. This business unit funds professional and technical services to support implementation of the DCAP.

There are two major DCAP implementation projects:

1. The Downtown Zoning Bylaw update will aim to simplify the current range of zones that constitute the bylaw for downtown sites. This will provide more consistency and certainty to land owners and better guide future development with the DCAP area. .
2. The DCAP has been in place for 5 years and will need a review as part of the adaptive management framework. This will include a commercial study including examining commercial feasibility for Ship Point, and revisiting design guidelines for any improvements

Deliverables:

- Downtown Core Area Plan update (5-year review as part of adaptive management)
- Updated zoning for Rock Bay district

Business Unit Summary with Service Areas

Business Unit: 3560 - Downtown Core Area Plan

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve ¹	136,021	0	128,800	0	
5078	Downtown Core Area Public Realm Improve	45,482	0	0	0	
Total Revenues		181,503	0	128,800	0	
Expenditures						
4216	Contracted Services ^{1,2}	136,021	29,438	213,800	0	
9111	WO Inside Equipment Rent	288	0	0	0	
9211	WO Regular Time	3,236	0	0	0	
9311	WO Inventory Purchases	43	0	0	0	
9321	WO Outside Purchases	5,846	0	0	0	
9411	WO Contracted Services	36,071	0	0	0	
Total Expenditures		181,503	29,438	213,800	0	
Net Total		0	(29,438)	(85,000)	0	

1. 2017 Council Motion – Adaptive Management Framework and Zoning Updates

2. Reallocation to Community Planning

Business Unit Summary with Service Areas

Business Unit: 3561 - Victoria Housing Strategy Implementation

Department:	Sustainable Planning and Community Development	Budget Year:	2018
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Overview:

The purpose of the Victoria Housing Strategy is to define the City's role in the provision of affordable housing, to assess and forecast Victoria's affordable housing need and to establish targets and tools to meet those needs over the next 10 years. The Strategy aims to be action-oriented, focusing on concrete measures implemented over a three-year period, with annual monitoring and updates to guide continual improvement.

Deliverables:

- A Market Rental Revitalization Study examining potential policies, regulations, and incentives to preserve aging market apartment buildings in the City and improve tenant protections and stability
- Examining housing infill options through the Local Area Planning process
- Reducing parking requirements to improve housing affordability in affordable housing projects through parking bylaw revision
- Examining the implementation of an inclusionary housing policy to mandate on-site affordable housing units in new developments
- Affordable housing rezoning and development applications prioritized
- Improved development approval timelines
- Several active Housing Reserve Fund applications currently under consideration
- Providing municipal support for the Regional Housing First Strategy
- Regulation of short term rentals

Business Unit Summary with Service Areas

Business Unit: 3561 - Victoria Housing Strategy Implementation

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3760	Grants	0	60,000	60,000	0	
Total Revenues		0	60,000	60,000	0	
Expenditures						
4216	Contracted Services	0	6,027	160,000	0	
Total Expenditures		0	6,027	160,000	0	
Net Total		0	53,973	(100,000)	0	



Victoria Fire Department

The Victoria Fire Department has a proud history of providing exceptional fire rescue services to the citizens of Victoria in an efficient and cost effective manner. The Department's goal is to ensure our citizens are safe, educated on fire safety and provided a highly-skilled professional fire service that is ready to respond when required. The Fire Department serves citizens out of three strategically located fire stations to ensure optimal response times to incidents.

These efficient operations are supported through seven divisions: Fire Suppression Division, Fire Prevention Division, Mechanical Division, Emergency Management Division, Communications Division, Training Division, and the Administration Division.

Core Services

- **Fire Suppression:** Provides 24 hour emergency response to citizens in support of emergency and non-emergency incidents, including harbour response.
- **Fire Prevention:** Conducts fire inspections, delivers public fire safety education, and provides 24 hour fire investigation response.
- **Mechanical:** Provides professional cost effective and efficient emergency and non-emergency maintenance of all fire apparatus, specialty equipment, marine vessels, and fleet. Regional fleet maintenance facility. Delivery of specialized training relating to vehicle operations, equipment use and marine vessel operations.
- **Harbour Response:** Provision of 24 hour emergency harbour response with the Fire Boat Protector and Rapid Response Marine vessel for rescue, environmental and inter-departmental responses.
- **Communication:** Provision of 24-hour emergency and non-emergency communications, and monitoring the Public Works after hours line.
- **Training:** Responsible for the facilitation and delivery of all training associated with fire department and emergency response to members of the department.
- **Administration:** Office of the Fire Chief, two Deputy Fire Chiefs and administrative professionals.

- **Emergency Management:** Responsible for training City staff and coordinating an emergency response in the event of a disaster. Responsible for facilitation of Emergency Social Services programs in post incident situations.

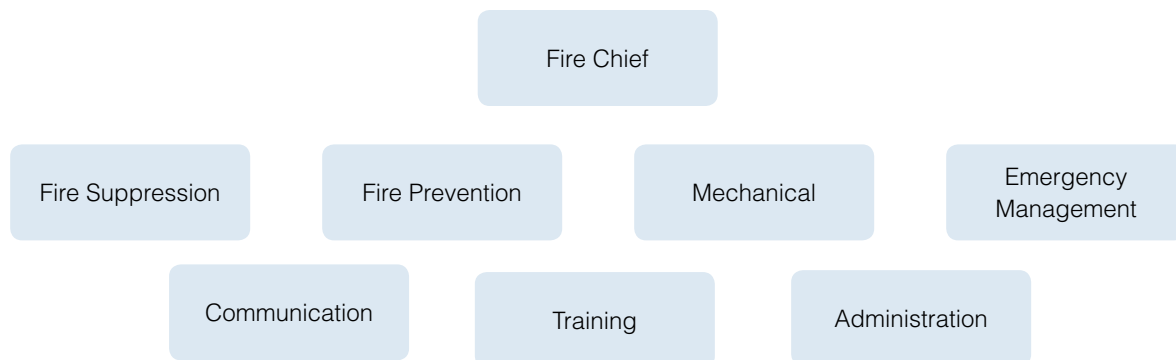
Proposed Initiatives for 2018

- Emergency Management Renewal

Victoria Fire Department

Budget Summary

2018 Base Expenditures	16,933,870
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>16,933,870</u>
2017 Base Expenditures	16,579,168
2017 One Time Expenditures	81,700
2017 Approved Expenditures	<u>16,660,868</u>
Base Budget Change	354,702
Change by %	2.14%
2018 Base Revenues	79,000
2018 One Time Revenues	0
2018 Proposed Revenues	<u>79,000</u>
2017 Base Revenues	78,000
2017 One Time Revenues	81,700
2017 Approved Revenues	<u>159,700</u>
Base Budget Change	1,000
Change by %	1.28%
2018 FTE	123.09
2017 FTE	123.09
Change	0
Change by %	0.00%



VICTORIA FIRE DEPARTMENT

Performance Metrics

Measuring Success – Fire Responses

Performance Measurements	2016 Actuals	2017 Projections	2018 Forecast
How much did we do?			
# of Requests for Service	7,602	7,700	7,800
# of Structure Fires	52	N/A	N/A
# Fires Contained to the Room of Origin	38	N/A	N/A
# of Rescues (including marine)	57	64	N/A
# of Overdose Calls	579	1,000	N/A
Emergency Incident Response Time (NFPA 1710) four minutes or less	87.4%	88%	88%
# of ESS (Emergency Social Service) Responses	11	11	11
# of People Assisted by ESS	128	128	128
# of Subscribers to VicAlert Emergency Notification Service – Implemented in 2017	0	6,000	9,000
# of VicAlert Activations	0	20	30
# of Fire Prevention and Suppression Company Fire Inspections	2,662	3,100	3,300
# of Fire Investigations (Fire Prevention and Suppression)	47	60	60
# Calls received – HEAT (Hoarding Education & Action Team) Hotline for all municipalities (calls are managed/ distributed by VFD)	146	200	220
# Hours Dedicated to Hoarding	118	160	180
# of hours for Staff Development and Training	16,384	16,400	16,500
# of EM Volunteer Training Sessions	102	105	110
# of Participants at Life Safety Education Sessions (Fire Prevention and Emergency Preparedness)	9,168	9,400	9,600
# of hours for Specialized Apparatus Maintenance and Certifications (Internal and External)	2,550	2,600	2,700
NFPA 1710 (for career firefighters) is as follows: 60 seconds to turn-out, 4 minutes for the first engine company to arrive, and 8 minutes for the full first-alarm assignment for at least 90 percent of all fire calls. The rationale behind this is the fact that a room fire will reach a critical stage in fire development (point of flashover) in about 8 to 10 minutes	98.6%	98.6%	98.6%

VICTORIA FIRE DEPARTMENT

Performance Metrics

Measuring Success – Fire Responses

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
Story behind the data	A fire is directly impacted by early notification, response times, and the effectiveness of highly skilled first responders. Quick containment and extinguishment of a fire reduces the impact on occupants, structural damage, burden on insurance, environment, and the time for recovery.			
Effective allocation of current staffing and resources to ensure effective response and capacity to increased calls for service in both local and regional applications. Increase in rescue and emergency response requests.		100%	100%	100%
Story behind the data	The Victoria Fire Department's first responders and apparatus are prepared for 24/7 emergency and non-emergency response.			
Number of fire responses to high-rise buildings.		182	200	210
Number of high – rise buildings in the City of Victoria. High – rise buildings are defined as 6 stories and above. *these additional new high-rise buildings have approved permits issued.		128	132	137
Story behind the data	The City of Victoria's stock of high-rise buildings are increasing and expected to grow in the coming years, resulting in greater densification. As a result, the Fire Department will have a higher concentration on high-rise firefighting operations and responses to these specialized structures. NFPA 1710 outlines requirements for response times, apparatus, and staffing for effective firefighting operations in response to high-rise incidents.			
Effective Internal and External education programs; community education and interaction including tours, public education sessions and supporting community events through volunteer and interactive support. Professional development of Fire Department personnel.		Continued enhancement of life safety educations programs	Continued enhancement of life safety educations programs	Continued enhancement of life safety educations programs
Story behind the data	Life safety education programs are to increase the public's awareness and education related to fire prevention, safety and emergency preparedness. With these programs we can prepare citizens to reduce hazards, increase life safety, and plan for emergency events.			

Performance Metrics

Measuring Success – Fire Responses

Performance Measurements

Is anyone better off?

Effective Emergency Response Management	Competent response with sufficient resources to emergency events is key to mitigation of the potential for injury to both person and property. Efficient and effective firefighting resources are required to ensure a safe community.
Story behind the data	Increased focus on high rise firefighting strategies and tactics to ensure efficient response to increased height, density and occupancy of residential and mixed use buildings. Significant pre-fire planning of commercial and multi occupancy residential to ensure familiarity with heritage and critical infrastructure occupancies including hospital, schools, assisted living and care facilities etc.
Where do we want to go?	Ensure accurate data, electronic mapping capabilities, emergency route identification, effective traffic pre-emption and sufficient trained and qualified staffing to ensure capacity in responding to emergency incidents. Increase to “on location” training exercises to increase awareness with hazards and potential issues.

Training and Development; Pre-Incident Planning, Hazard Identification

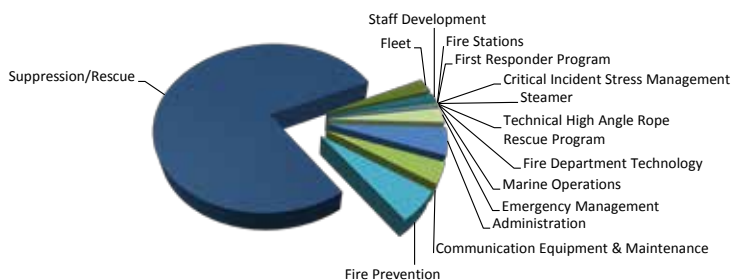
Story behind the data	Continued development of the Pre-incident Planning, Hazard Identification, and Company Inspection Programs are to assist in meeting the established frequency of inspection, enhance the familiarization of City of Victoria buildings and multi occupancy high-rises, and increased safety for citizens and first responders.
Where do we want to go?	Continue the professional firefighter and officer development programs to ensure the maintenance of essentials skill sets to respond to incidents and mitigate potential environmental impacts. Continue to enhance our pre-incident planning and hazard identification programs to support efficient and effective response.
#3 – Property Value Saved	\$25,099,850
Story behind the data	Highly trained, well-equipped firefighting personnel, accompanied by early notification make an impact on the loss values due to fire.
Where do we want to go?	Continued effective emergency response.

VICTORIA FIRE DEPARTMENT

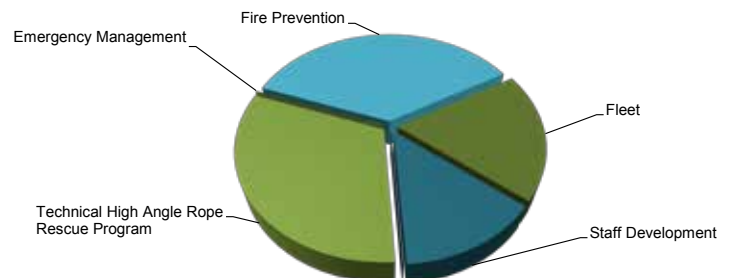
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Communication Equipment & Maintenance	12,500	0	(12,500)	-100.00%
Fire Prevention	27,500	28,500	1,000	3.64%
Fleet	15,000	15,000	0	0.00%
Staff Development	10,500	10,500	0	0.00%
Technical High Angle Rope Rescue Program	25,000	25,000	0	0.00%
Emergency Management	69,200	0	(69,200)	-100.00%
Total	159,700	79,000	(80,700)	-50.53%
Expenditures				
Administration	851,849	854,903	3,054	0.36%
Communication Equipment & Maintenance	681,038	649,120	(31,918)	-4.69%
Fire Prevention	934,166	957,328	23,162	2.48%
Suppression/Rescue	12,867,739	13,180,293	312,554	2.43%
Fleet	427,806	446,313	18,507	4.33%
Staff Development	274,230	279,485	5,255	1.92%
Fire Stations	15,250	15,250	0	0.00%
First Responder Program	13,750	12,750	(1,000)	-7.27%
Critical Incident Stress Management	6,000	6,000	0	0.00%
Steamer	8,600	8,600	0	0.00%
Technical High Angle Rope Rescue Program	25,000	25,000	0	0.00%
TeleStaff Scheduling Management	16,250	16,250	0	0.00%
Marine Operations	28,600	28,010	(590)	-2.06%
Emergency Management	510,591	454,569	(56,022)	-10.97%
Total	16,660,868	16,933,870	273,002	1.64%
Net	16,501,168	16,854,870	353,702	2.14%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration

Department: Fire

Budget Year: 2018

Overview:

This business unit supports the leadership (Fire Chief and two Deputy Fire Chief positions), Emergency Management Division, Emergency Program Coordinator, Emergency Program Specialist and Emergency Program Community Liaison and office coordination functions of the Victoria Fire Department.

This business unit provides senior leadership, oversees strategic direction, attendance management, operational issues, payroll, personnel management, labour relations, and human resources.

The Victoria Fire Department is a 123 person team and has three fire stations to provide fire, rescue and emergency services. In addition, fire prevention education and emergency management leadership are also provided.

Deliverables:

- Leadership support to a department of 123 members at three Fire Stations
- Ensure efficient oversight of operations, budget and industry best practice
- Maintain strong labour relations

Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4010	Salaries - Exempt	466,745	284,270	459,530	459,530	0.00 %
4016	Salaries - Inside	166,902	87,202	169,307	169,307	0.00 %
4070	Overtime	1,024	816	0	0	
4080	Auxiliaries/RPT/Seasonal	5,735	6,623	5,513	5,513	0.00 %
4102	Benefits	122,242	75,529	151,858	151,858	0.00 %
4112	Mileage/Parking	330	223	345	345	0.00 %
4114	Clothing/Boot/Cleaning Al	323	0	1,296	1,296	0.00 %
4116	Conferences/Travel	11,783	9,757	12,500	12,500	0.00 %
4118	Membership Fees	3,111	2,774	3,900	3,900	0.00 %
4120	Training and Development	6,031	2,000	5,000	5,500	+ 10.00 %
4226	Photocopy	3,177	2,283	3,500	3,500	0.00 %
4228	Printing	9,268	2,945	5,000	5,000	0.00 %
4312	Office Supplies	2,891	2,231	7,600	7,600	0.00 %
4316	Protective Clothing/Uniforms	4,234	3,232	3,000	3,604	+ 20.13 %
4364	Telecommunications	3,896	1,733	3,000	3,200	+ 6.67 %
4418	Equipment	717	129	1,000	1,000	0.00 %
4814	Miscellaneous	8,714	1,577	7,500	7,500	0.00 %
4842	Communications	57	27	1,000	750	- 25.00 %
4850	Recognition	3,284	1,001	5,000	5,000	0.00 %
4862	Succession Planning	8,470	350	6,000	8,000	+ 33.33 %
9111	WO Inside Equipment Rent	75	0	0	0	
9211	WO Regular Time	627	0	0	0	
Total Expenditures		829,636	484,700	851,849	854,903	
Net Total		(829,636)	(484,700)	(851,849)	(854,903)	

Business Unit Summary with Service Areas

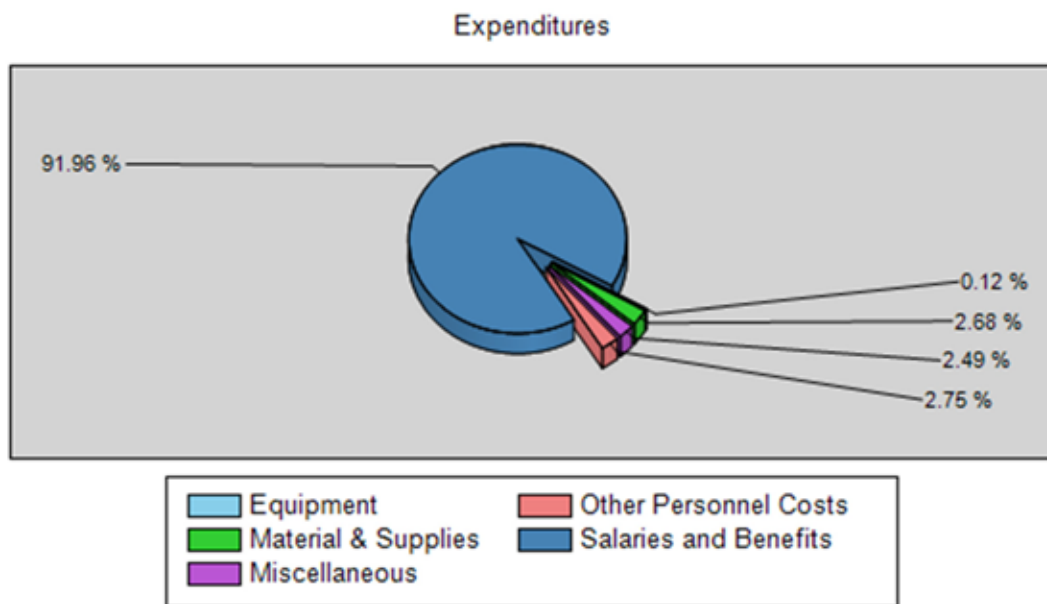
Business Unit: 2800 - Fire - Administration

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	459,530	468,721	478,095	487,657	497,410
4016	Salaries - Inside	169,307	172,693	176,147	179,670	183,263
4080	Auxiliaries/RPT/Seasonal	5,513	5,624	5,736	5,851	5,968
4102	Benefits	151,858	154,895	157,993	161,152	164,375
4112	Mileage/Parking	345	352	359	366	373
4114	Clothing/Boot/Cleaning AI	1,296	1,322	1,348	1,375	1,403
4116	Conferences/Travel	12,500	12,750	13,005	13,265	13,530
4118	Membership Fees	3,900	3,978	4,058	4,139	4,221
4120	Training and Development	5,500	5,610	5,722	5,837	5,953
4226	Photocopy	3,500	3,570	3,641	3,714	3,789
4228	Printing	5,000	5,100	5,202	5,306	5,412
4312	Office Supplies	7,600	7,752	7,907	8,065	8,226
4316	Protective Clothing/Uniforms	3,604	3,676	3,750	3,825	3,901
4364	Telecommunications	3,200	3,264	3,329	3,396	3,464
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4814	Miscellaneous	7,500	7,650	7,803	7,959	8,118
4842	Communications	750	765	780	796	812
4850	Recognition	5,000	5,100	5,202	5,306	5,412
4862	Succession Planning	8,000	8,160	8,323	8,490	8,659
Total Expenditures		854,903	872,001	889,441	907,230	925,374
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(854,903)	(872,001)	(889,441)	(907,230)	(925,374)

Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration



Business Unit Summary with Service Areas

Business Unit: 2810 - Communication Equipment & Maintenance

Department: Fire **Budget Year:** 2018

Overview:

This business unit supports the fire department alarm dispatch operations.

The alarm dispatch unit answers 911 calls, monitors City of Victoria 24 hour emergency line, provides emergency dispatch services to fire department personnel, and coordinates with City and external agencies during emergency and non emergency responses.

Deliverables:

- 7,600+ requests for service
- 10,000+ telephone inquiries

Business Unit Summary with Service Areas

Business Unit: 2810 - Communication Equipment & Maintenance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve ¹	0	0	12,500	0	
Total Revenues		0	0	12,500	0	
Expenditures						
4008	Salaries - Fire	346,520	194,541	343,530	351,925	+ 2.44 %
4022	Salaries - Call Out	3,288	504	1,247	1,247	0.00 %
4070	Overtime	(7)	12	0	0	
4102	Benefits	85,736	53,380	83,021	85,078	+ 2.48 %
4216	Contracted Services ¹	138,864	145,493	242,500	200,000	- 17.53 %
4316	Protective Clothing/Uniforms	1,603	1,406	2,240	2,370	+ 5.80 %
4418	Equipment	471	0	1,000	1,000	0.00 %
4822	Repairs and Maintenance	10,098	54	7,500	7,500	0.00 %
6035	Transfer to Financial Stability Reserve	12,466	0	0	0	
Total Expenditures		599,038	395,391	681,038	649,120	
Net Total		(599,038)	(395,391)	(668,538)	(649,120)	

1. BC Ambulance Interface

Business Unit Summary with Service Areas

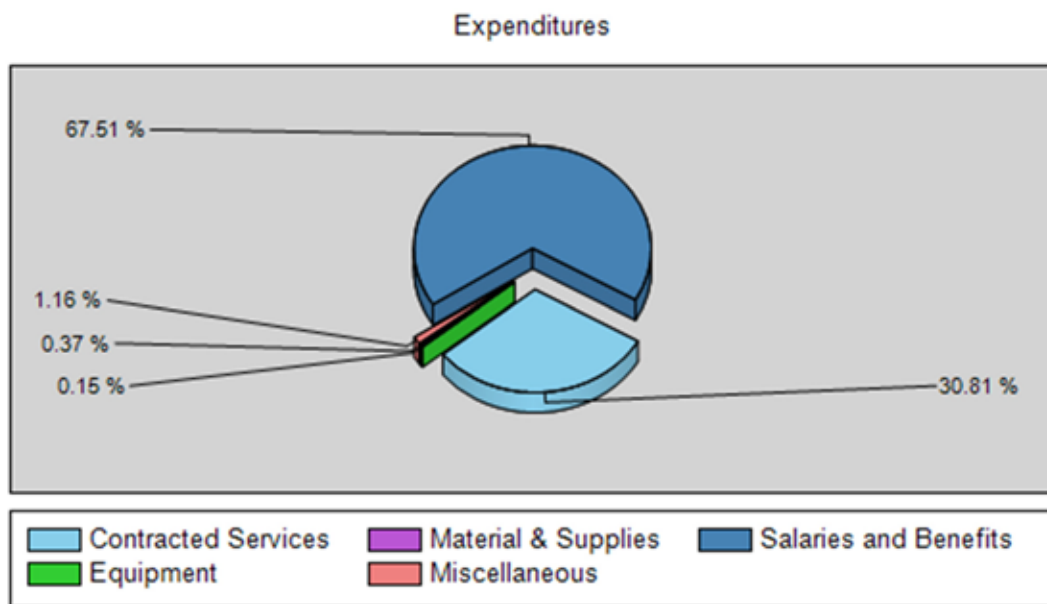
Business Unit: 2810 - Communication Equipment & Maintenance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4008	Salaries - Fire	351,925	360,723	369,741	378,985	388,459
4022	Salaries - Call Out	1,247	1,278	1,310	1,343	1,376
4102	Benefits	85,078	87,205	89,385	91,619	93,910
4216	Contracted Services	200,000	206,000	212,180	218,545	225,102
4316	Protective Clothing/Uniforms	2,370	2,417	2,466	2,515	2,565
4418	Equipment	1,000	1,020	1,040	1,061	1,082
4822	Repairs and Maintenance	7,500	7,650	7,803	7,959	8,118
Total Expenditures		649,120	666,293	683,925	702,028	720,613
% Increase			2.65%	2.65%	2.65%	2.65%
Net Total		(649,120)	(666,293)	(683,925)	(702,028)	(720,613)

Business Unit Summary with Service Areas

Business Unit: 2810 - Communication Equipment & Maintenance



Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention

Department: Fire **Budget Year:** 2018

Overview:

The Victoria Fire Department Prevention Division provides education and awareness programs to prevent fire and the impacts of fire.

Prevention programs include: Community Fire Safety Education, Introduction of new in-school education program for children at different grade levels, integrated fire safety and emergency preparedness, Free Smoke Alarm Program, Juvenile Firesetter Intervention Program, School Education Program, Car Seat Installation Clinic and HEAT, a multi-jurisdictional support initiative to help prevent hoarding.

This unit also provides inspections as directed through legislation, fire investigation and fire cause determination reporting. Also acts as a liaison with other investigative services and provincial authorities as well as oversees fuel and flammable liquid/combustible storage requirements and tracking.

Deliverables¹:

- 4,602 properties within the COV for inspections
- 2,662 Inspections and re-inspections performed
- Support to the Suppression commercial inspection program 387 inspections
- 47 fire investigations
- 202 community education sessions - 9,100+ attendees
- 192 oil tank permits issued
- 223 Fire alarm tests and drills (223 hours)
- Calls received - HEAT Hotline for all municipalities 146 increasing year after year.
- 63 Hoarding Responses distributed to Vancouver Island Fire Departments
- 48 Hoarding Calls for City of Victoria
- 30 Hoarding Responses in the City of Victoria
- 118 Hours dedicated to response increasing dedication of hours to support response year after year
- 39 People assisted in the City of Victoria

1. Deliverables are based on 2016 statistics

Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3110	Oil Burner Permits	17,700	11,600	8,000	8,000	0.00 %
3236	Fire Safety Plan Review	35,250	19,050	6,000	7,000	+ 16.67 %
3237	Re-Inspection Fees	100	1,700	0	0	
3254	Records Fee	6,313	3,480	3,500	3,500	0.00 %
3274	Miscellaneous Fees	27,940	7,950	10,000	10,000	0.00 %
Total Revenues		87,303	43,780	27,500	28,500	
Expenditures						
4008	Salaries - Fire	727,236	431,437	729,651	747,844	+ 2.49 %
4022	Salaries - Call Out	16,470	8,089	2,490	2,490	0.00 %
4070	Overtime	9	46	0	0	
4102	Benefits	165,235	109,241	178,765	183,222	+ 2.49 %
4112	Mileage/Parking	330	223	660	330	- 50.00 %
4116	Conferences/Travel	3,228	2,394	4,000	4,000	0.00 %
4118	Membership Fees	2,647	1,614	3,400	3,400	0.00 %
4308	General Supplies	2,511	1,507	3,750	3,750	0.00 %
4312	Office Supplies	1,058	0	0	0	
4316	Protective Clothing/Uniforms	3,715	2,029	3,700	3,792	+ 2.49 %
4364	Telecommunications	4,256	2,464	4,850	5,200	+ 7.22 %
4418	Equipment	1,683	430	1,700	1,700	0.00 %
4508	Credit Card Discount Fees	756	973	1,200	1,600	+ 33.33 %
4824	Recovery	(6,825)	(2,998)	0	0	
9211	WO Regular Time	0	114	0	0	
9321	WO Outside Purchases	0	30	0	0	
Total Expenditures		922,308	557,594	934,166	957,328	
Net Total		(835,005)	(513,814)	(906,666)	(928,828)	

Business Unit Summary with Service Areas

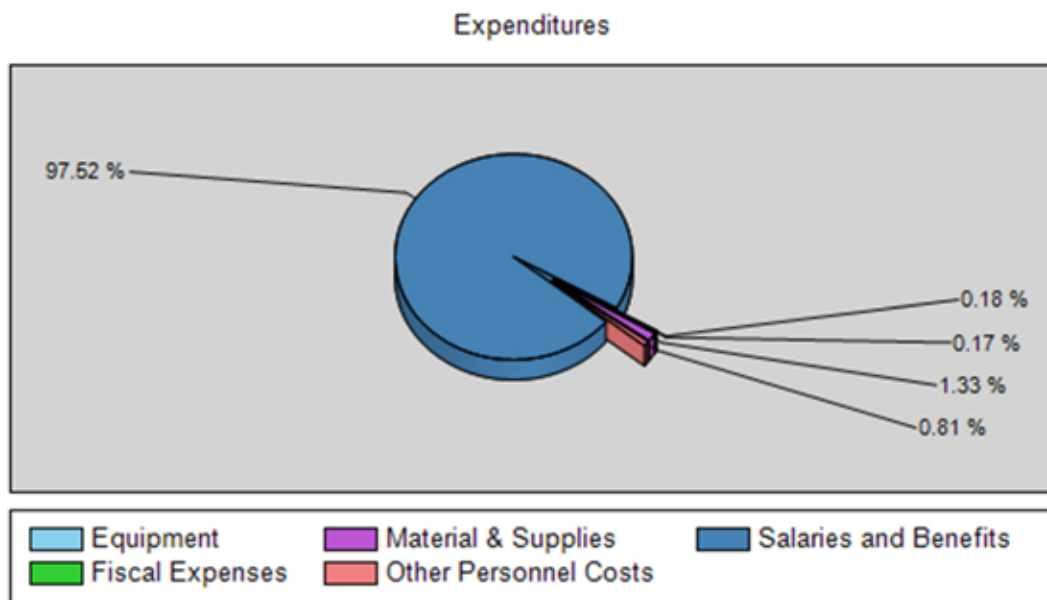
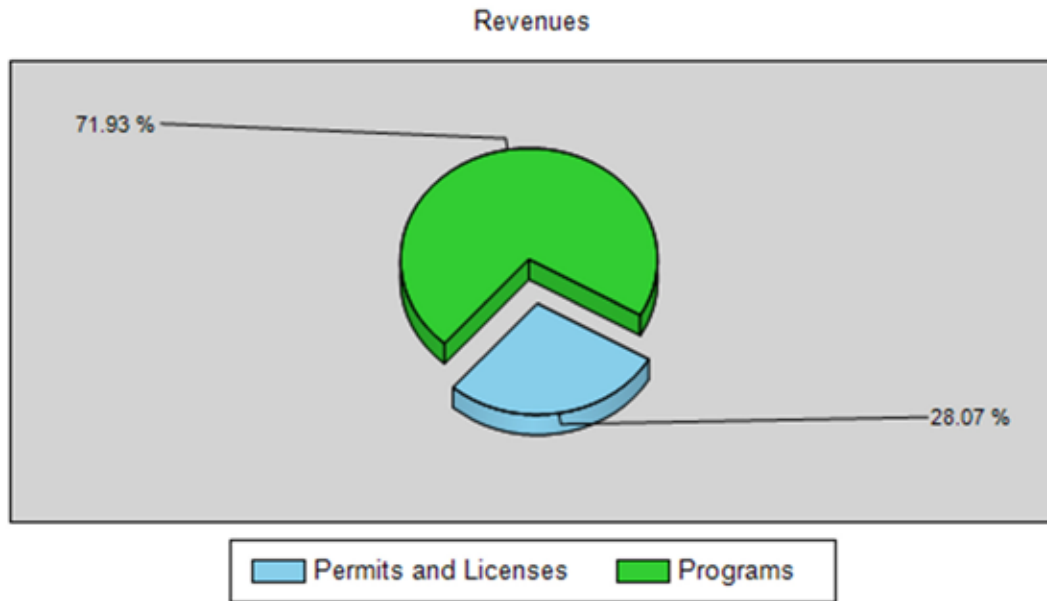
Business Unit: 2820 - Fire Prevention

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3110	Oil Burner Permits	8,000	8,000	8,000	8,000	8,000
3236	Fire Safety Plan Review	7,000	4,500	4,500	4,500	4,500
3254	Records Fee	3,500	3,500	3,500	3,500	3,500
3274	Miscellaneous Fees	10,000	10,000	10,000	10,000	10,000
Total Revenues		28,500	26,000	26,000	26,000	26,000
% Increase			(8.77%)	0.00%	0.00%	0.00%
Expenditures						
4008	Salaries - Fire	747,844	766,541	785,704	805,347	825,480
4022	Salaries - Call Out	2,490	2,552	2,616	2,681	2,748
4102	Benefits	183,222	187,802	192,498	197,310	202,243
4112	Mileage/Parking	330	337	343	350	357
4116	Conferences/Travel	4,000	4,080	4,162	4,245	4,330
4118	Membership Fees	3,400	3,468	3,537	3,608	3,680
4308	General Supplies	3,750	3,825	3,902	3,980	4,059
4316	Protective Clothing/Uniforms	3,792	3,868	3,945	4,024	4,105
4364	Telecommunications	5,200	5,304	5,410	5,518	5,629
4418	Equipment	1,700	1,734	1,769	1,804	1,840
4508	Credit Card Discount Fees	1,600	1,632	1,665	1,698	1,732
Total Expenditures		957,328	981,143	1,005,550	1,030,565	1,056,203
% Increase			2.49%	2.49%	2.49%	2.49%
Net Total		(928,828)	(955,143)	(979,550)	(1,004,565)	(1,030,203)

Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention



Business Unit Summary with Service Areas

Business Unit: 2830 - Suppression/Rescue

Department: Fire **Budget Year:** 2018

Overview:

The fire suppression unit delivers fire and emergency services to the City of Victoria, responding to approximately 7,600+ requests for service each year.

This includes rescue, marine operations, auto extrication, hazmat response, confined space, high angle, commercial inspections, pre-incident and building emergency response planning, first responder, community education and self-contained breathing apparatus (SCBA) maintenance.

Deliverables¹:

- Approximately 7,600+ requests for service
- 52 Structure Fires
- 38 fires contained to the room of origin
- Average response time <6 minutes initial response, <10 minutes full company response - as per NFPA 1710 (National Fire Protection Association) standard

1. Deliverables are based on 2016 statistics

Business Unit Summary with Service Areas

Business Unit: 2830 - Suppression/Rescue

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3506	Protective Fire Fighting	8,782	3,068	0	0	
Total Revenues		8,782	3,068	0	0	
Expenditures						
4008	Salaries - Fire	9,715,330	5,662,266	10,093,911	10,342,271	+ 2.46 %
4022	Salaries - Call Out	195,376	127,622	155,266	155,266	0.00 %
4070	Overtime	1	539	0	0	
4096	Retirements	20,000	0	0	0	
4102	Benefits	2,194,585	1,420,851	2,471,112	2,531,960	+ 2.46 %
4154	Recovery - WCB	(28,697)	(18,582)	0	0	
4224	Laundry	1,708	1,282	5,000	5,000	0.00 %
4308	General Supplies	10,077	3,557	11,500	11,500	0.00 %
4316	Protective Clothing/Uniforms	63,226	51,692	93,000	95,046	+ 2.20 %
4364	Telecommunications	4,393	2,726	4,700	6,000	+ 27.66 %
4418	Equipment	13,224	9,129	15,000	15,000	0.00 %
4814	Miscellaneous	2,177	320	2,000	2,000	0.00 %
4824	Recovery	(7,438)	0	0	0	
4854	SCBA	4,469	6,356	16,250	16,250	0.00 %
9111	WO Inside Equipment Rent	19	736	0	0	
9211	WO Regular Time	712	927	0	0	
9311	WO Inventory Purchases	0	61	0	0	
9321	WO Outside Purchases	42	4,565	0	0	
Total Expenditures		12,189,203	7,274,049	12,867,739	13,180,293	
Net Total		(12,180,420)	(7,270,981)	(12,867,739)	(13,180,293)	

Business Unit Summary with Service Areas

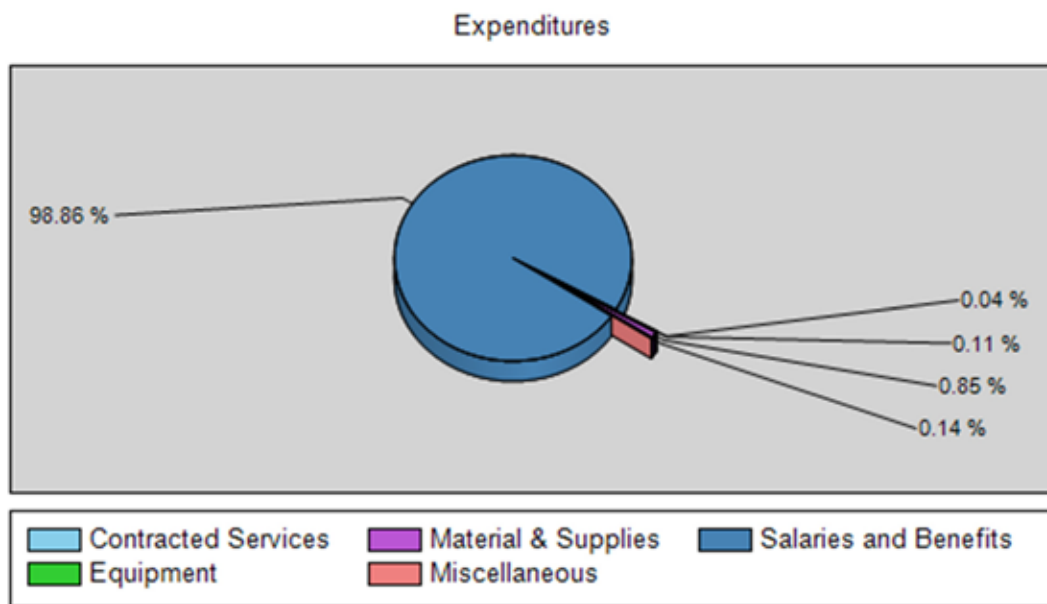
Business Unit: 2830 - Suppression/Rescue

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4008	Salaries - Fire	10,342,271	10,600,827	10,865,848	11,137,494	11,415,931
4022	Salaries - Call Out	155,266	159,148	163,126	167,204	171,385
4102	Benefits	2,531,960	2,595,259	2,660,141	2,726,644	2,794,810
4224	Laundry	5,000	5,100	5,202	5,306	5,412
4308	General Supplies	11,500	11,730	11,965	12,204	12,448
4316	Protective Clothing/Uniforms	95,046	96,947	98,886	100,864	102,881
4364	Telecommunications	6,000	6,120	6,242	6,367	6,495
4418	Equipment	15,000	15,300	15,606	15,918	16,236
4814	Miscellaneous	2,000	2,040	2,081	2,122	2,165
4854	SCBA	16,250	16,575	16,907	17,245	17,590
Total Expenditures		13,180,293	13,509,046	13,846,003	14,191,368	14,545,352
% Increase			2.49%	2.49%	2.49%	2.49%
Net Total		(13,180,293)	(13,509,046)	(13,846,003)	(14,191,368)	(14,545,352)

Business Unit Summary with Service Areas

Business Unit: 2830 - Suppression/Rescue



Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

Department: Fire

Budget Year: 2018

Overview:

This business unit provides mechanical maintenance and servicing of fire apparatus and equipment to the Victoria Fire Department and Regional Fire Department customers on a “fee for service” basis.

Regular maintenance of department power tools and equipment is provided. Included is the oversight of fuel and lubricant use on all equipment and apparatus, and the maintenance to the fire boats to support marine response.

Deliverables:

- Specialized repair and maintenance to emergency apparatus, fire boats and equipment
- Onsite maintenance and repair in addition to mobile maintenance requests
- VFD fleet of 45 apparatus and 2 fire boats
- External customer fleet of approximately 19 pieces of apparatus (ongoing maintenance through agreements on an annual basis)
- Responsible for education on the operation of specialized apparatus and equipment
- Installation of EM Radios systems into Parks and PW fleet and equipment

Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3508	Mechanic Recovery	19,716	325	15,000	15,000	0.00 %
Total Revenues		19,716	325	15,000	15,000	
Expenditures						
4008	Salaries - Fire	128,026	65,838	114,810	117,702	+ 2.52 %
4014	Salaries - Outside	63,975	39,934	78,158	78,158	0.00 %
4022	Salaries - Call Out	1,702	1,389	1,845	1,845	0.00 %
4070	Overtime	61	379	0	0	
4102	Benefits	46,857	26,807	47,277	47,986	+ 1.50 %
4306	Fuel	58,631	38,531	78,000	78,500	+ 0.64 %
4308	General Supplies	11,735	3,577	13,000	13,000	0.00 %
4316	Protective Clothing/Uniforms	1,160	752	1,000	1,022	+ 2.20 %
4364	Telecommunications	700	493	680	1,600	+ 135.29 %
4418	Equipment	2,223	803	3,000	3,000	0.00 %
4512	Insurance	32,717	23,689	32,535	46,000	+ 41.39 %
4824	Recovery	(375)	(680)	0	0	
9111	WO Inside Equipment Rent	68	0	0	0	
9211	WO Regular Time	716	204	0	0	
9321	WO Outside Purchases	66,597	31,937	57,500	57,500	0.00 %
9411	WO Contracted Services	10,211	1,365	0	0	
Total Expenditures		425,002	235,016	427,806	446,313	
Net Total		(405,286)	(234,691)	(412,806)	(431,313)	

Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

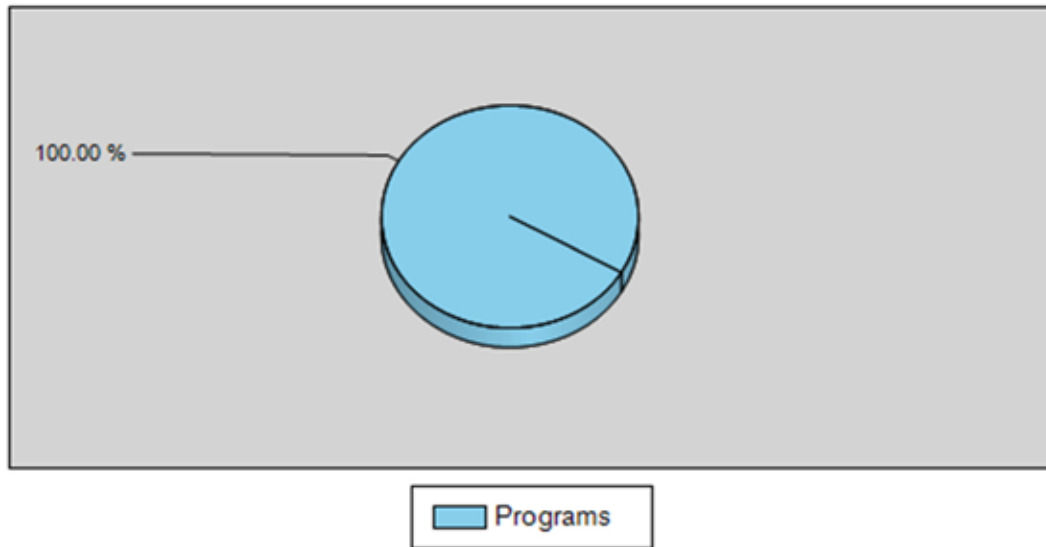
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3508	Mechanic Recovery	15,000	15,000	15,000	15,000	15,000
Total Revenues		15,000	15,000	15,000	15,000	15,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4008	Salaries - Fire	117,702	120,645	123,661	126,752	129,921
4014	Salaries - Outside	78,158	79,721	81,316	82,942	84,601
4022	Salaries - Call Out	1,845	1,891	1,938	1,987	2,037
4102	Benefits	47,986	49,090	50,219	51,375	52,558
4306	Fuel	78,500	80,070	81,671	83,305	84,971
4308	General Supplies	13,000	13,260	13,525	13,796	14,072
4316	Protective Clothing/Uniforms	1,022	1,042	1,063	1,085	1,106
4364	Telecommunications	1,600	1,632	1,665	1,698	1,732
4418	Equipment	3,000	3,060	3,121	3,184	3,247
4512	Insurance	46,000	46,920	47,858	48,816	49,792
9321	WO Outside Purchases	57,500	58,650	59,823	61,019	62,240
Total Expenditures		446,313	455,981	465,861	475,958	486,276
% Increase			2.17%	2.17%	2.17%	2.17%
Net Total		(431,313)	(440,981)	(450,861)	(460,958)	(471,276)

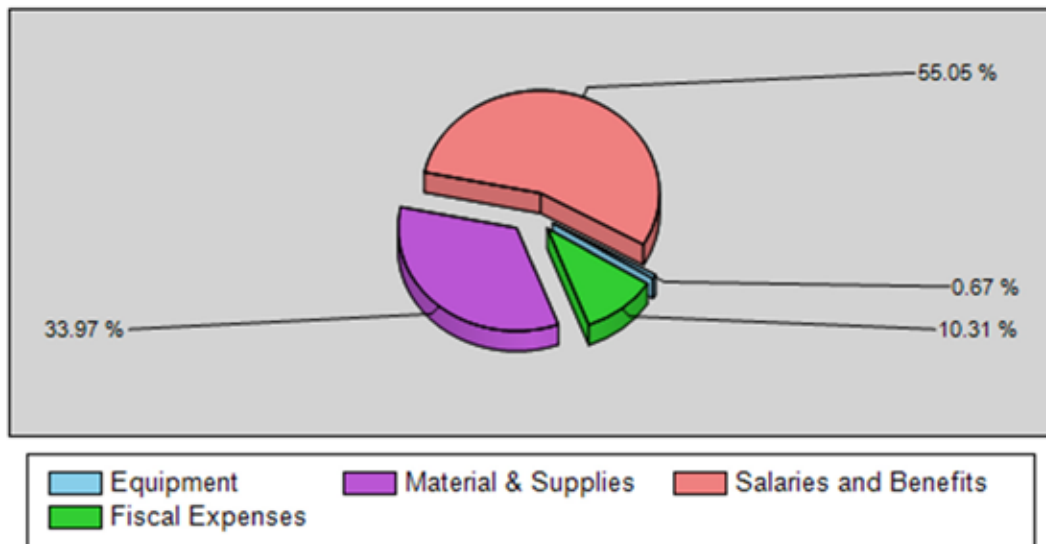
Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

Department: Fire **Budget Year:** 2018

Overview:

The City is required to ensure that personnel are trained to industry standards and competent in the provision of their services.

This business unit funds the training and development of Fire Department personnel to meet industry, Worksafe and National Fire Protection Association training standards.

Deliverables¹:

- 16,384 aggregate training hours
- Facilitated 636 Specialized drill sessions
- 38 Certification Sessions leading to 229 certifications for staff

1. Deliverables are based on 2016 statistics

Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3276	Fire Extinguishing Train	1,295	420	2,000	2,000	0.00 %
3288	Confined Space Rescue	8,500	8,500	8,500	8,500	0.00 %
Total Revenues		9,795	8,920	10,500	10,500	
Expenditures						
4008	Salaries - Fire	137,274	77,173	135,707	139,113	+ 2.51 %
4022	Salaries - Call Out	4,956	1,740	0	0	
4070	Overtime	(6)	25	0	0	
4102	Benefits	28,195	17,174	33,248	34,083	+ 2.51 %
4118	Membership Fees	100	100	370	370	0.00 %
4120	Training and Development	103,037	36,401	100,000	100,000	0.00 %
4308	General Supplies	829	145	2,000	2,000	0.00 %
4310	Books/Publications	0	0	0	1,000	
4316	Protective Clothing/Uniforms	354	549	460	474	+ 3.04 %
4364	Telecommunications	668	389	670	670	0.00 %
4418	Equipment	1,092	0	1,500	1,500	0.00 %
4814	Miscellaneous	21	0	275	275	0.00 %
4824	Recovery	(675)	0	0	0	
Total Expenditures		275,846	133,697	274,230	279,485	
Net Total		(266,051)	(124,777)	(263,730)	(268,985)	

Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

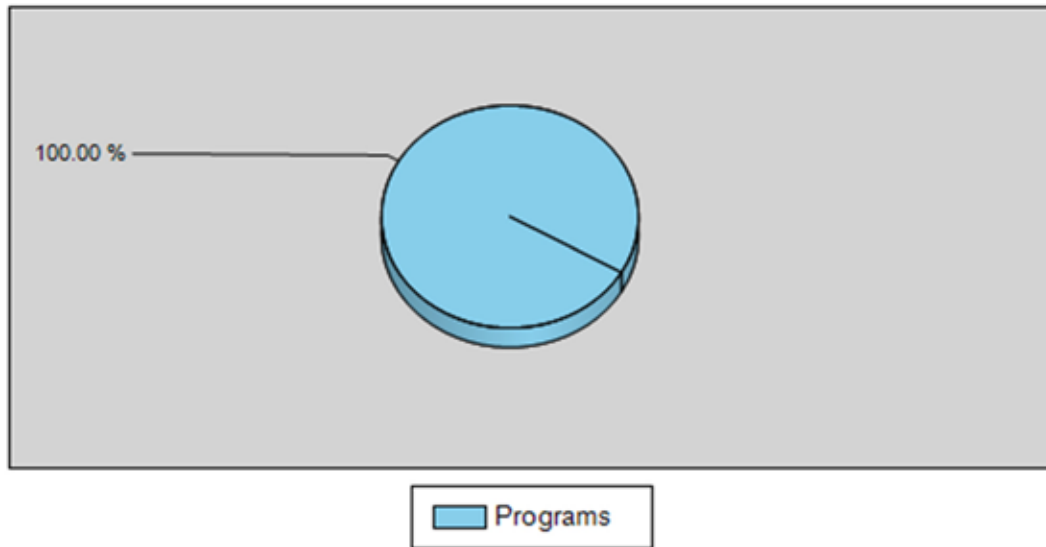
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3276	Fire Extinguishing Train	2,000	2,000	2,000	2,000	2,000
3288	Confined Space Rescue	8,500	8,500	8,500	8,500	8,500
Total Revenues		10,500	10,500	10,500	10,500	10,500
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4008	Salaries - Fire	139,113	142,591	146,156	149,809	153,555
4102	Benefits	34,083	34,935	35,808	36,703	37,621
4118	Membership Fees	370	377	385	393	400
4120	Training and Development	100,000	102,000	104,040	106,121	108,243
4308	General Supplies	2,000	2,040	2,081	2,122	2,165
4310	Books/Publications	1,000	1,020	1,040	1,061	1,082
4316	Protective Clothing/Uniforms	474	483	493	503	513
4364	Telecommunications	670	683	697	711	725
4418	Equipment	1,500	1,530	1,561	1,592	1,624
4814	Miscellaneous	275	281	286	292	298
Total Expenditures		279,485	285,940	292,547	299,308	306,226
% Increase			2.31%	2.31%	2.31%	2.31%
Net Total		(268,985)	(275,440)	(282,047)	(288,808)	(295,726)

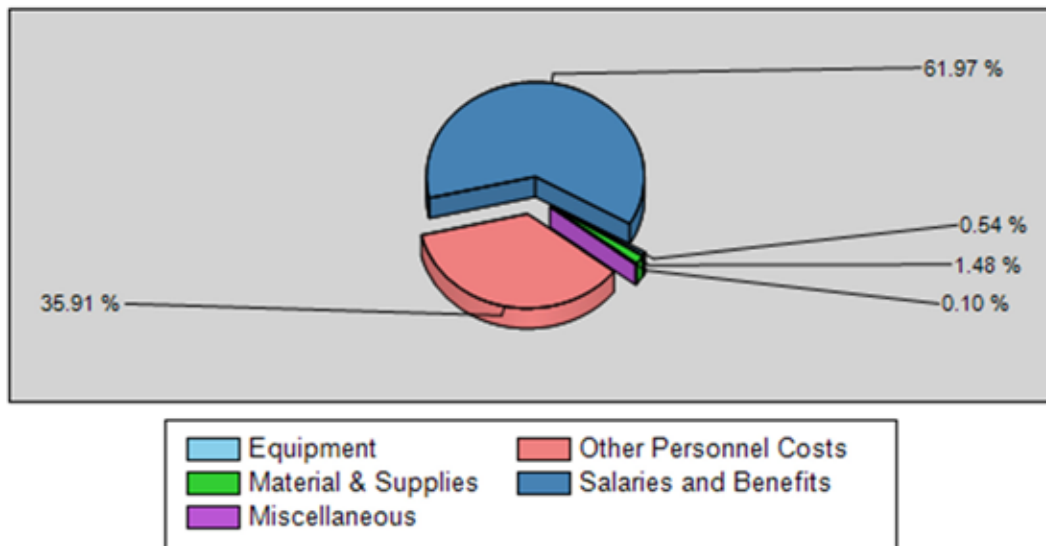
Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2860 - Fire Stations

Department: Fire

Budget Year: 2018

Overview:

This business unit funds general supplies to support 24/7 operations of three fire stations located in the City of Victoria. Costs include cleaning supplies, routine building maintenance and decontamination of fire equipment.

The City's three fire stations are:

- Fire Hall #1 (Yates)
- Fire Hall #2 (Michigan)
- Fire Hall #3 (Bay)

Deliverables:

- Ensure 24/7 provisions for Fire Stations
- Maintenance of Fire Stations
- Acquisition of equipment to provide cost effective "in house" cleaning and decontamination for firefighter protective gear
- Immediate response to contaminations due to nature of potential risk; blood borne pathogens, carbon particles, etc.

Business Unit Summary with Service Areas

Business Unit: 2860 - Fire Stations

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4308	General Supplies	10,217	4,063	11,500	11,500	0.00 %
4418	Equipment	210	1,802	750	750	0.00 %
4822	Repairs and Maintenance	0	0	3,000	3,000	0.00 %
9111	WO Inside Equipment Rent	0	21	0	0	
9211	WO Regular Time	585	291	0	0	
Total Expenditures		11,012	6,177	15,250	15,250	
Net Total		(11,012)	(6,177)	(15,250)	(15,250)	

Business Unit Summary with Service Areas

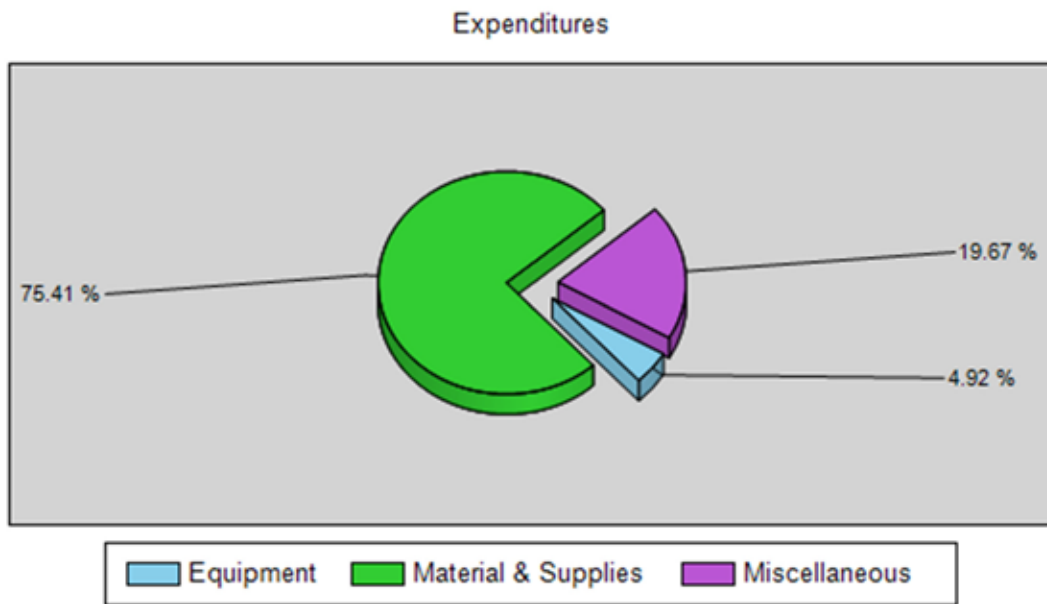
Business Unit: 2860 - Fire Stations

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4308	General Supplies	11,500	11,730	11,965	12,204	12,448
4418	Equipment	750	765	780	796	812
4822	Repairs and Maintenance	3,000	3,060	3,121	3,184	3,247
Total Expenditures		15,250	15,555	15,866	16,183	16,507
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(15,250)	(15,555)	(15,866)	(16,183)	(16,507)

Business Unit Summary with Service Areas

Business Unit: 2860 - Fire Stations



Business Unit Summary with Service Areas

Business Unit: 2870 - Fire - First Responder Program

Department: Fire **Budget Year:** 2018

Overview:

The Victoria Fire Department provides first responder services to provide immediate emergency response in homes and on scene at accidents or incidents. Introduction of Naloxone (Narcan) administration by Fire Department First Responders. Increased requests for medical response as a result of the opioid crisis

This business unit funds costs associated with delivery of first responder program and providing pre-hospital care.

Deliverables¹:

- 4,949 first responder calls

1. Deliverables are based on 2016 statistics

Business Unit Summary with Service Areas

Business Unit: 2870 - Fire - First Responder Program

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4216	Contracted Services	500	0	750	750	0.00 %
4308	General Supplies	11,189	8,895	10,000	12,000	+ 20.00 %
4852	Licence Fees	0	0	3,000	0	
Total Expenditures		11,689	8,895	13,750	12,750	
Net Total		(11,689)	(8,895)	(13,750)	(12,750)	

Business Unit Summary with Service Areas

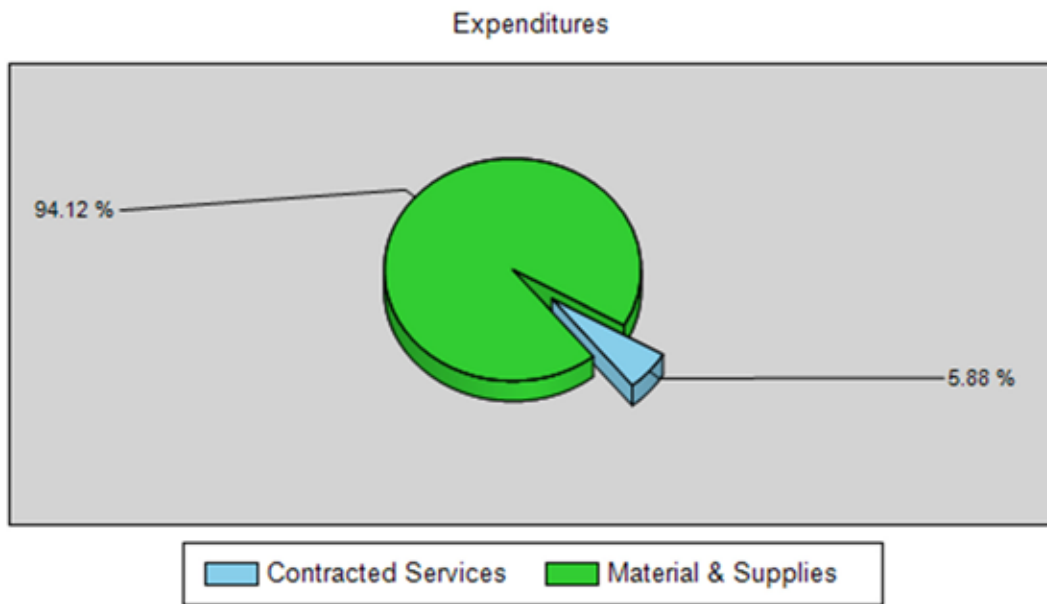
Business Unit: 2870 - Fire - First Responder Program

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4216	Contracted Services	750	765	780	796	812
4308	General Supplies	12,000	12,240	12,485	12,734	12,989
Total Expenditures		12,750	13,005	13,265	13,530	13,801
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(12,750)	(13,005)	(13,265)	(13,530)	(13,801)

Business Unit Summary with Service Areas

Business Unit: 2870 - Fire - First Responder Program



Business Unit Summary with Service Areas

Business Unit: 2875 - Fire - Critical Incident Stress Management

Department: Fire **Budget Year:** 2018

Overview:

Research demonstrates that peer counselling immediately following a traumatic event will reduce the effects to attending personnel. Effective and immediate support has the potential to reduce absences due to stress and the impacts of high stress events.

This business unit includes the costs associated with providing Critical Incident Stress Management, a peer based intervention and stress management program for fire department members and City staff. It is provided through peer support and training.

The goal is to reduce critical incident stress for personnel attending traumatic events, potentially preventing long term impacts of Post-Traumatic Stress Disorder.

Deliverables:

- Based on number of traumatic events attended

Business Unit Summary with Service Areas

Business Unit: 2875 - Fire - Critical Incident Stress Management

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4120	Training and Development	4,912	2,335	6,000	6,000	0.00 %
Total Expenditures		4,912	2,335	6,000	6,000	
Net Total		(4,912)	(2,335)	(6,000)	(6,000)	

Business Unit Summary with Service Areas

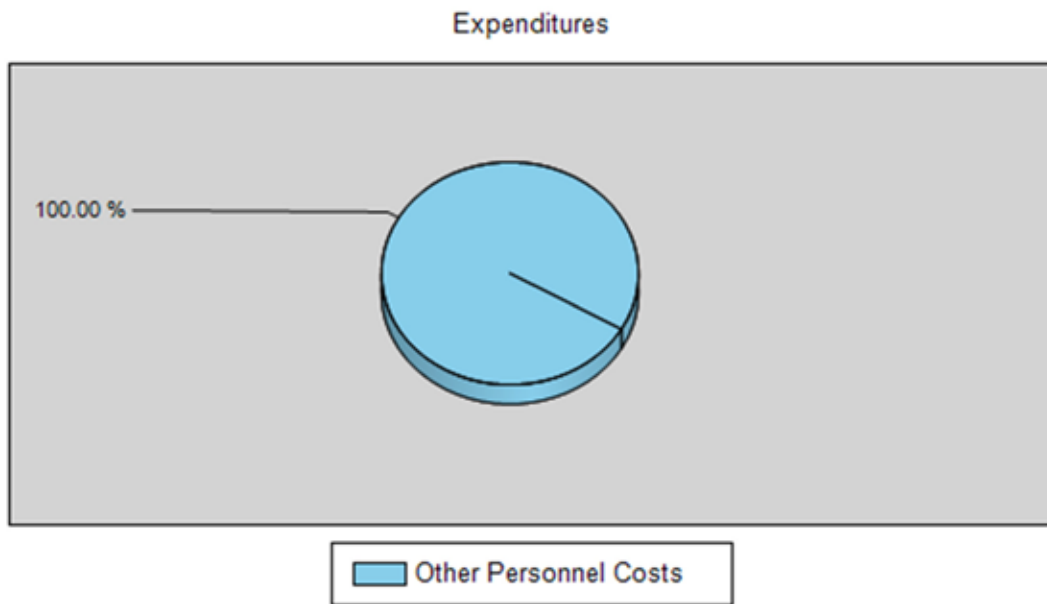
Business Unit: 2875 - Fire - Critical Incident Stress Management

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
4120 Training and Development	6,000	6,120	6,242	6,367	6,495
Total Expenditures	6,000	6,120	6,242	6,367	6,495
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(6,000)	(6,120)	(6,242)	(6,367)	(6,495)

Business Unit Summary with Service Areas

Business Unit: 2875 - Fire - Critical Incident Stress Management



Business Unit Summary with Service Areas

Business Unit: 2880 - Fire - Steamer

Department: Fire

Budget Year: 2018

Overview:

This business unit is for the maintenance and repair of the Victoria Fire Department's "Steamer", the 1898 Charles E. Redfern (Historic Steam Engine).

It also includes costs for attendance at parades, community events and various functions. These events assist in demonstrating the Fire Department's long history in Victoria, assists retired members in maintaining contact with the department through the restoration of historical equipment and apparatus.

Preserves an irreplaceable historical asset.

Deliverables:

- Awareness of VFD history
- Number of major events attended (~6)
- Continued attendance at community events such as the Victoria Day Parade, Christmas parade and other venues of community interest

Business Unit Summary with Service Areas

Business Unit: 2880 - Fire - Steamer

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4814	Miscellaneous	7,748	7,000	8,600	8,600	0.00 %
Total Expenditures		7,748	7,000	8,600	8,600	
Net Total		(7,748)	(7,000)	(8,600)	(8,600)	

Business Unit Summary with Service Areas

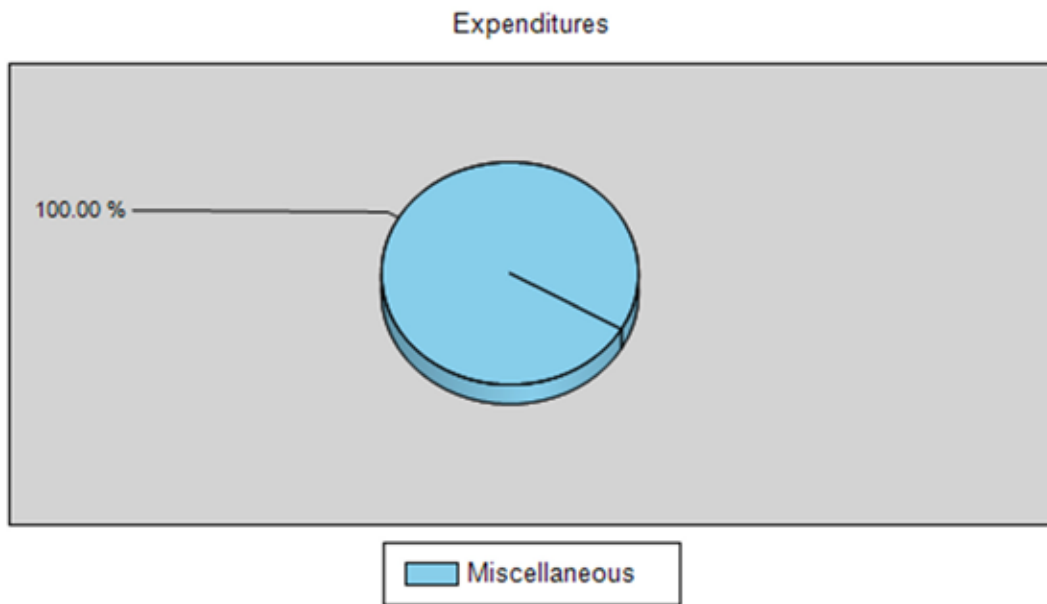
Business Unit: 2880 - Fire - Steamer

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
4814 Miscellaneous	8,600	8,772	8,947	9,126	9,309
Total Expenditures	8,600	8,772	8,947	9,126	9,309
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(8,600)	(8,772)	(8,947)	(9,126)	(9,309)

Business Unit Summary with Service Areas

Business Unit: 2880 - Fire - Steamer



Business Unit Summary with Service Areas

Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program

Department: Fire **Budget Year:** 2018

Overview:

This business unit supports the Technical High Angle Rope Rescue Program. Provides support for emergency response in a variety of challenging environments including building exterior, interior, shafts, construction sites, tower cranes, bridges, slopes and ravines.

The Victoria Fire Department provides regional tower crane rescue response to major development sites in Victoria. Tower Crane and high angle work is required through legislation to provide a rescue plan prior to work beginning.

VFD programs provide efficiency to contractors to assist in meeting Worksafe BC legislated requirements. The program is facilitated through the Construction Safety Association of BC.

Deliverables:

- 271 rescue responses since inception
- Tower Crane Inspections; requirement of WorksafeBC
- Deliver 24/7 rapid response service

Business Unit Summary with Service Areas

Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3758	Cost-sharing	27,634	7,533	25,000	25,000	0.00 %
Total Revenues		27,634	7,533	25,000	25,000	
Expenditures						
4022	Salaries - Call Out	26,502	7,505	25,000	25,000	0.00 %
4102	Benefits	860	317	0	0	
4418	Equipment	271	0	0	0	
Total Expenditures		27,634	7,822	25,000	25,000	
Net Total		0	(289)	0	0	

Business Unit Summary with Service Areas

Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program

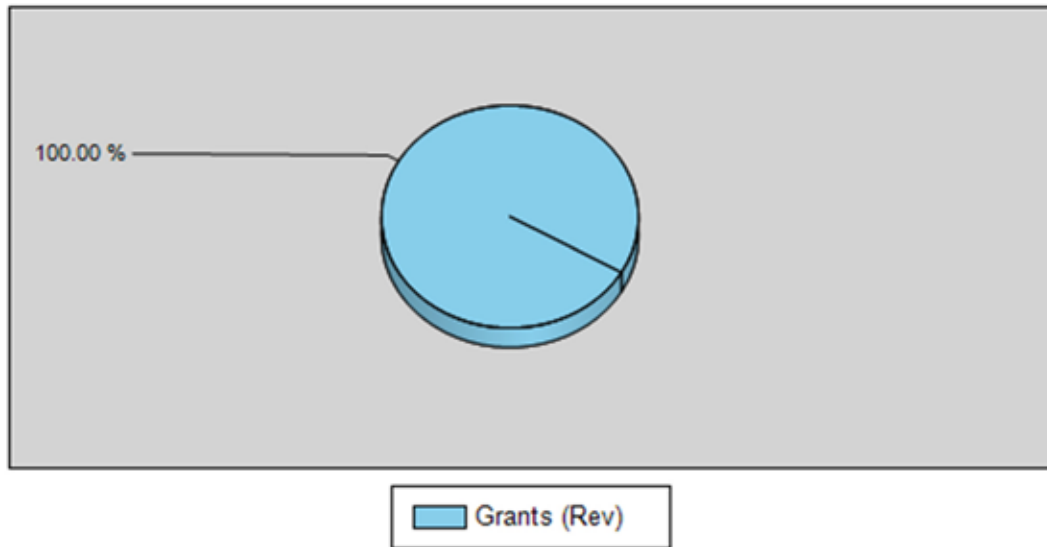
5 Year Forecast:

	2018	2019	2020	2021	2022
Revenues					
3758 Cost-sharing	25,000	25,000	25,000	25,000	25,000
Total Revenues	25,000	25,000	25,000	25,000	25,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures					
4022 Salaries - Call Out	25,000	25,000	25,000	25,000	25,000
Total Expenditures	25,000	25,000	25,000	25,000	25,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	0	0	0	0	0

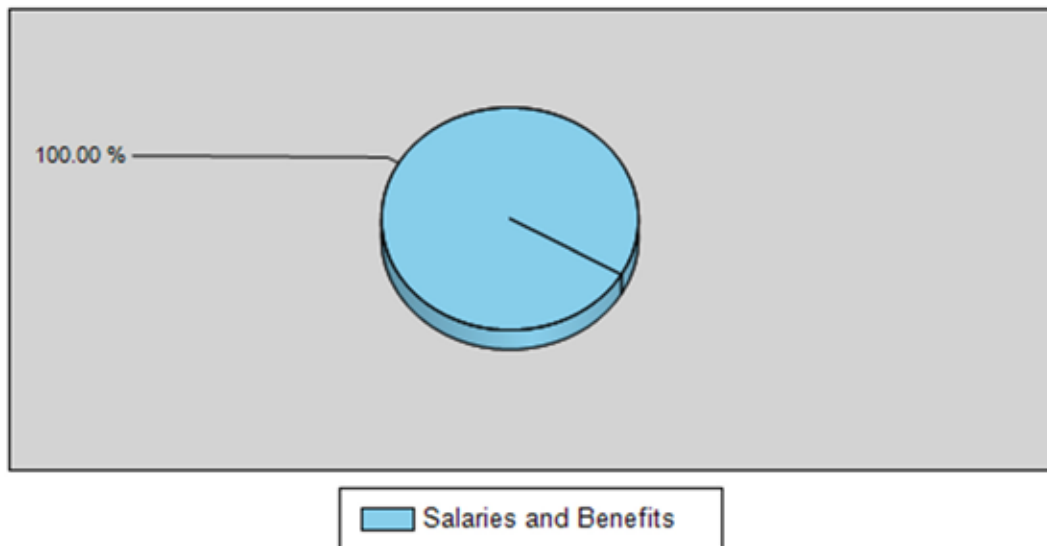
Business Unit Summary with Service Areas

Business Unit: 2885 - Fire-Technical High Angle Rope Rescue Program

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2890 – TeleStaff Scheduling Management

Department: Fire **Budget Year:** 2018

Overview:

The Victoria Fire Department oversees a records management system to record attendance at emergency incidents, inspections and investigations. Requests for information are routinely made by insurance companies, Office of the Fire Commissioner and other external agencies.

A systematic records management approach is in place to respond to records requests and to ensure data accuracy in the event of post-event review.

This business unit supports information technology equipment and services to provide consistent records management of all incidents involving the fire department, TeleStaff scheduling software and FDM (Fire Department Manager) software.

Deliverables¹:

- Records management of over 7,600 incidents per year
- Master records manager of properties within the COV
- Records management of workplace analytics, scheduling, attendance management issues, shift strength, and reporting of data
- Efficient information transfer during the dispatch process
- Efficient information transfer to fire ground operations
- Efficient and reliable tracking of training and qualifications of FD personnel

1. Deliverables are based on 2016 statistics

Business Unit Summary with Service Areas

Business Unit: 2890 – TeleStaff Scheduling Management

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4116	Conferences/Travel	0	0	4,400	4,400	0.00 %
4216	Contracted Services	0	0	4,000	4,000	0.00 %
4308	General Supplies	0	0	1,000	1,000	0.00 %
4364	Telecommunications	3,267	1,939	3,850	3,850	0.00 %
4418	Equipment	1,129	0	3,000	3,000	0.00 %
Total Expenditures		4,396	1,939	16,250	16,250	
Net Total		(4,396)	(1,939)	(16,250)	(16,250)	

Business Unit Summary with Service Areas

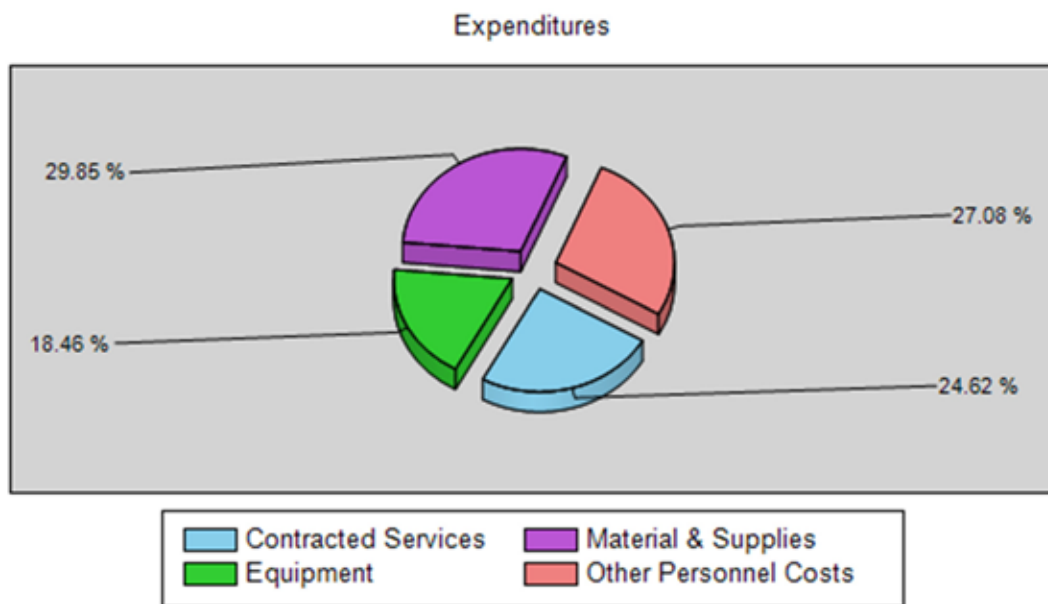
Business Unit: 2890 - TeleStaff Scheduling Management

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4116	Conferences/Travel	4,400	4,488	4,578	4,669	4,763
4216	Contracted Services	4,000	4,080	4,162	4,245	4,330
4308	General Supplies	1,000	1,020	1,040	1,061	1,082
4364	Telecommunications	3,850	3,927	4,006	4,086	4,167
4418	Equipment	3,000	3,060	3,121	3,184	3,247
Total Expenditures		16,250	16,575	16,907	17,245	17,590
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(16,250)	(16,575)	(16,907)	(17,245)	(17,590)

Business Unit Summary with Service Areas

Business Unit: 2890 - TeleStaff Scheduling Management



Business Unit Summary with Service Areas

Business Unit: 2895 - FIRE - Marine Operations

Department: Fire **Budget Year:** 2018

Overview:

This business unit funds fire and emergency services for working harbour and waterfront locations. Includes operation of Fire Boat 1 "Protector" and Fire Boat 2 "Quicksilver". Victoria Fire Department's fire boats provide fire protection to float homes, aerodromes, commercial and industrial properties, and COV waterfront. Provides transportation to VicPD and COV Bylaw Officers.

Marine response is often needed to ensure protection to areas not easily accessed by apparatus or fire suppression personnel.

Deliverables:

- Approximately 20 calls per year for marine firefighting response
- On water safety for City events such as Swiftsure, Symphony Splash, Classic Boat Festival, and Canada Day festivities
- 1,000 vessel movements per day: 247+ cruise ship arrivals scheduled; 8 departures daily for Coho and Clipper, 91 take off and landings at aerodrome, 16 takeoffs and landings per day at heliport, addition of new "V2V" Passenger Ferry Service 231 arrivals

Business Unit Summary with Service Areas

Business Unit: 2895 - FIRE - Marine Operations

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4216	Contracted Services	0	0	1,000	1,000	0.00 %
4306	Fuel	5,331	1,321	5,500	5,600	+ 1.82 %
4308	General Supplies	672	0	2,500	2,500	0.00 %
4364	Telecommunications	0	0	750	0	
4418	Equipment	257	535	2,000	2,000	0.00 %
4512	Insurance	8,906	5,163	8,850	8,910	+ 0.68 %
4822	Repairs and Maintenance	0	0	8,000	8,000	0.00 %
9321	WO Outside Purchases	12,956	3,435	0	0	
Total Expenditures		28,122	10,453	28,600	28,010	
Net Total		(28,122)	(10,453)	(28,600)	(28,010)	

Business Unit Summary with Service Areas

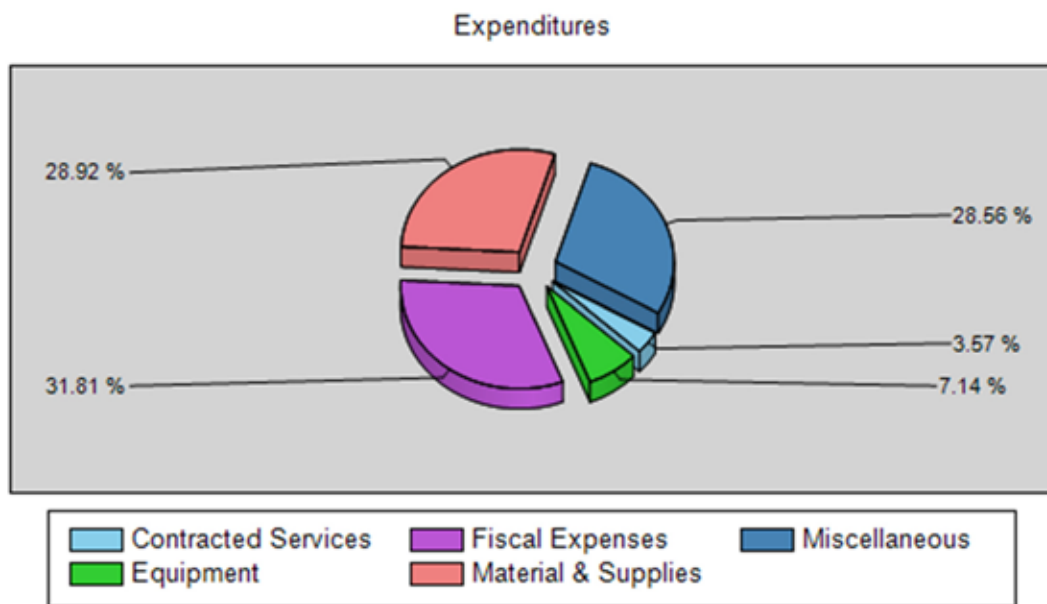
Business Unit: 2895 - FIRE - Marine Operations

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4216	Contracted Services	1,000	1,020	1,040	1,061	1,082
4306	Fuel	5,600	5,712	5,826	5,943	6,062
4308	General Supplies	2,500	2,550	2,601	2,653	2,706
4418	Equipment	2,000	2,040	2,081	2,122	2,165
4512	Insurance	8,910	9,088	9,270	9,455	9,644
4822	Repairs and Maintenance	8,000	8,160	8,323	8,490	8,659
Total Expenditures		28,010	28,570	29,142	29,724	30,319
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(28,010)	(28,570)	(29,142)	(29,724)	(30,319)

Business Unit Summary with Service Areas

Business Unit: 2895 - FIRE - Marine Operations



Business Unit Summary with Service Areas

Service Area: Emergency Management

Department: Fire

Budget Year: 2018

Overview:

The Emergency Management Division of the City of Victoria Fire Department is a resource for helping the community prepare for an emergency, such as a power outage, wind storm, tsunami or major earthquake. Emergency Management is responsible for coordinating an emergency response in the event of a disaster and educating and empowering Victoria citizens on how to be "emergency prepared." This is accomplished through emergency preparedness training events, exercises, and public education.

Emergency Management is responsible for emergency planning, coordinating emergency exercises for department staff, in addition to volunteer recruitment, training and deployment. Administrative staff promote community participation in the annual Great British Columbia ShakeOut earthquake drill, and host internal and public events to mark National Emergency Preparedness Week each year. They also participate in regional planning committees and liaise with external agencies and stakeholders.

Deliverables:

Emergency Management goals set for the year are:

- Staff readiness across the organization, increased capacity and capability in Urban Search & Rescue, growth in the volunteer base of the 5 volunteer teams, and increased public awareness
- 3 staff who support all Emergency Management: volunteer teams, city staff teams
- Volunteer recruitment and management: number of (current) volunteers 130-140
- Number of ads for public recruitment and educational opportunities (including printed materials, ads etc.)
- Manage Emergency Operations Centre and exercises and training (2 per year)
- Manage corporate and volunteer exercises
- Maintain contact lists
- Training for staff and volunteers
- Community education through emergency preparedness workshops and in school education programs
- Emergency management planning: Corporate Emergency Plan, Tsunami Plan (hazard planning) and emergency preparedness

Business Unit Summary with Service Areas

Service Area: Emergency Management

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3760	Grants	200	0	0	0	
5075	Financial Stability Reserve ¹	0	0	69,200	0	
Total Revenues		200	0	69,200	0	
Expenditures						
4010	Salaries - Exempt	116,563	95,292	210,195	210,195	0.00 %
4016	Salaries - Inside	16,450	0	51,219	56,149	+ 9.63 %
4070	Overtime	2,574	3,426	0	0	
4080	Auxiliaries/RPT/Seasonal	35,192	31,809	0	0	
4102	Benefits	38,347	30,143	63,037	64,245	+ 1.92 %
4112	Mileage/Parking	12	9	350	330	- 5.71 %
4116	Conferences/Travel	3,799	1,753	5,300	4,300	- 18.87 %
4118	Membership Fees	758	536	1,200	1,200	0.00 %
4120	Training and Development	30,089	15,183	41,300	43,000	+ 4.12 %
4204	Advertising	155	0	2,500	1,000	- 60.00 %
4214	Consulting ¹	7,222	69,210	69,200	0	
4216	Contracted Services	5,733	1,107	4,480	8,400	+ 87.50 %
4218	Courier Service	0	23	60	100	+ 66.67 %
4228	Printing	3,186	4,136	7,500	9,000	+ 20.00 %
4232	Security	0	293	0	0	
4304	Food and Beverage	1,424	2,232	4,300	5,000	+ 16.28 %
4306	Fuel	194	35	500	0	
4308	General Supplies	16,412	11,447	17,900	16,900	- 5.59 %
4310	Books/Publications	120	0	150	0	
4312	Office Supplies	2,365	0	0	0	
4364	Telecommunications	6,329	8,309	7,900	5,100	- 35.44 %
4418	Equipment	1,593	327	6,500	9,000	+ 38.46 %
4512	Insurance	0	945	0	2,300	
4810	Facility Rental	456	430	1,850	1,000	- 45.95 %
4814	Miscellaneous	122	731	2,450	1,750	- 28.57 %
4822	Repairs and Maintenance	1,895	3,185	4,000	6,900	+ 72.50 %
4824	Recovery	0	(3,176)	0	0	
4850	Recognition	2,503	15	4,500	4,500	0.00 %
4852	Licence Fees	1,599	1,653	4,200	4,200	0.00 %
6035	Transfer to Financial Stability Reserve	69,210	0	0	0	
9111	WO Inside Equipment Rent	272	0	0	0	
9211	WO Regular Time	1,395	114	0	0	
9321	WO Outside Purchases	2,680	667	0	0	
9411	WO Contracted Services	327	0	0	0	
Total Expenditures		368,976	279,834	510,591	454,569	
Net Total		(368,776)	(279,834)	(441,391)	(454,569)	

1. Hazard, Risk and Vulnerability Analysis

Business Unit Summary with Service Areas

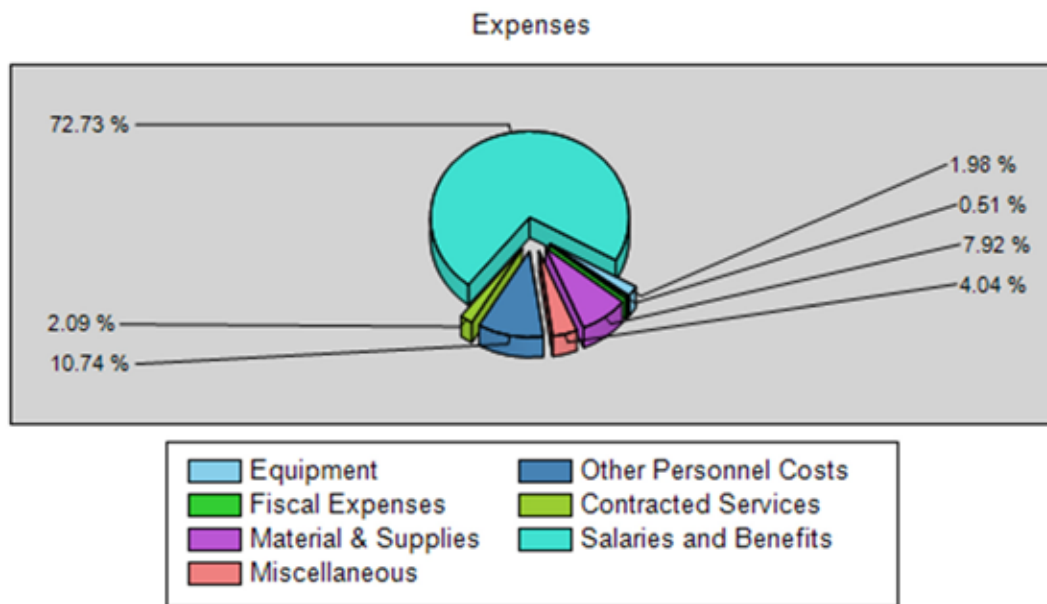
Service Area: *Emergency Management*

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4010	Salaries - Exempt	210,195	214,399	218,687	223,060	227,521
4016	Salaries - Inside	56,149	57,272	58,418	59,586	60,778
4102	Benefits	64,245	65,529	66,840	68,177	69,540
4112	Mileage/Parking	330	337	343	350	357
4116	Conferences/Travel	4,300	4,386	4,474	4,563	4,654
4118	Membership Fees	1,200	1,224	1,248	1,273	1,299
4120	Training and Development	43,000	43,860	44,737	45,632	46,545
4204	Advertising	1,000	1,020	1,040	1,061	1,082
4216	Contracted Services	8,400	8,568	8,739	8,914	9,092
4218	Courier Service	100	102	104	106	108
4228	Printing	9,000	9,180	9,364	9,551	9,742
4304	Food and Beverage	5,000	5,100	5,202	5,306	5,412
4308	General Supplies	16,900	17,238	17,583	17,934	18,293
4364	Telecommunications	5,100	5,202	5,306	5,412	5,520
4418	Equipment	9,000	9,180	9,364	9,551	9,742
4512	Insurance	2,300	2,346	2,393	2,441	2,490
4810	Facility Rental	1,000	1,020	1,040	1,061	1,082
4814	Miscellaneous	1,750	1,785	1,821	1,857	1,894
4822	Repairs and Maintenance	6,900	7,038	7,179	7,322	7,469
4850	Recognition	4,500	4,590	4,682	4,775	4,871
4852	Licence Fees	4,200	4,284	4,370	4,457	4,546
Total Expenditures		454,569	463,660	472,933	482,392	492,040
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(454,569)	(463,660)	(472,933)	(482,392)	(492,040)

Business Unit Summary with Service Areas

Service Area: Emergency Management





Corporate

The business units within the corporate category track costs and revenues that are not specific to an individual department including:

- Grants
- Taxation
- Insurance
- Debt
- Reserves

Corporate Revenues and Expenditures

Payments of Lieu of taxes and Special Assessments

Federal and Provincial properties are exempt from paying property taxes, but must in some circumstances pay a grant in lieu of taxes.

Fees and Interest

The City earns interest on invested funds, levies interest and penalties on outstanding property taxes, and levies penalties on outstanding business licenses.

Overhead Recoveries

The City allocates overhead costs, such as building maintenance, payroll services and accounting to the VicPD and underground utilities.

Miscellaneous

The Miscellaneous category includes a number of revenues such as fees charged for tax certificates, bus shelter advertising, traffic fine and gas tax grants, and expenditures including external audit fees and insurance.

The City also cost shares the Capital Region Emergency Service Telecommunications that provides radios for the Victoria Fire Department and VicPD.

Prior Year's Surplus

The City is required to have a balanced budget. A surplus is generated when expenditures are under budget and/or revenues are over budget. Each year, Council makes decisions for the use of the surplus in the following year.

Contingencies

This budget includes a base contingency amount for unforeseen or emergency expenditures such as snow clearing or wind storms. Council authorizes any spending from this budget. This budget also includes an estimated allocation for any pending collective agreement increases.

Transfer to VCC

The City provides funding related to the debt payments for the Crystal Garden expansion of the Victoria Conference Centre.

Transfer to Reserve

Each year, the City transfers a portion of property tax revenue into reserves for future capital expenditures. Council makes annual decisions on the use of surplus; a portion of surplus is typically transferred to reserves. The City also allocates interest earned on funding held in reserves.

Transfer to Capital Budget

Each year, the City transfers a portion of property tax revenue to the capital budget to fund annual capital investment into infrastructure projects.

Budget Summary

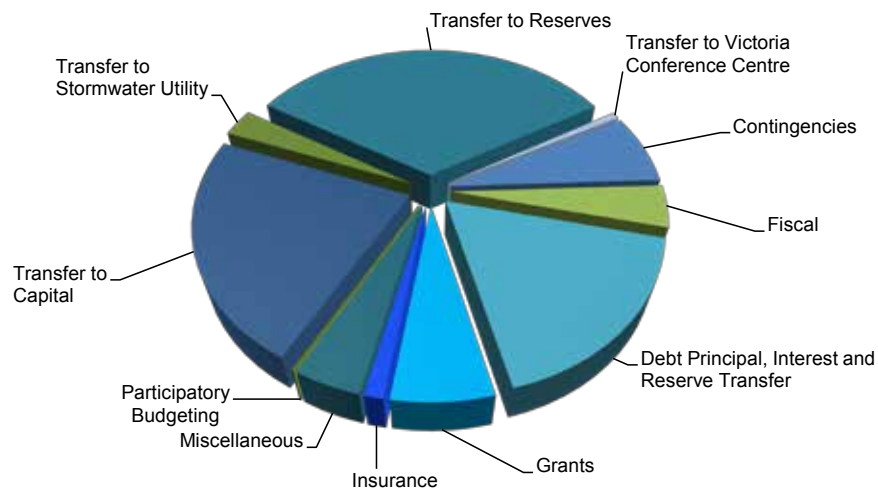
2018 Base Expenditures	43,662,642
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>43,662,642</u>
2017 Base Expenditures	40,998,524
2017 One Time Expenditures	2,270,809
2017 Approved Expenditures	<u>43,269,333</u>
Base Budget Change	2,664,118
Change by %	6.50%
2018 Base Revenues	23,855,327
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%

CORPORATE

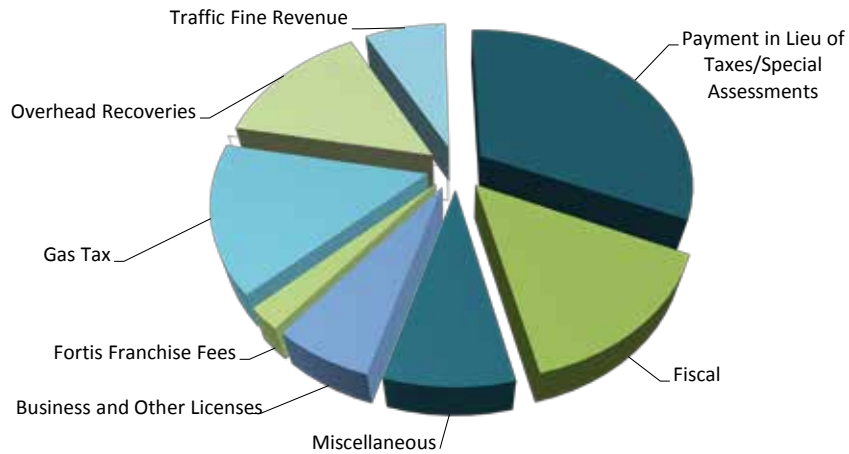
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Fiscal	3,490,000	3,490,000	0	0.00%
Miscellaneous	1,933,500	1,945,000	11,500	0.59%
Business and Other Licenses	1,498,000	1,499,840	1,840	0.12%
Fortis Franchise Fees	500,000	540,000	40,000	8.00%
Gas Tax	3,428,000	3,591,000	163,000	4.75%
Gorge Waterway	121,000	0	(121,000)	-100.00%
Housing Action Plan	11,900	0	(11,900)	-100.00%
Overhead Recoveries	3,310,160	3,379,109	68,949	2.08%
Traffic Fine Revenue	1,973,000	1,755,000	(218,000)	-11.05%
Payment in Lieu of Taxes/Special Assessments	7,416,140	7,620,400	204,260	2.75%
Transfers to Own Funds	34,292	34,978	686	2.00%
Surplus	3,827,909	0	(3,827,909)	-100.00%
Total	27,543,901	23,855,327	(3,688,574)	-13.39%
Expenditures				
Contingencies	1,949,387	3,189,400	1,240,013	63.61%
Fiscal	1,910,000	1,910,000	0	0.00%
Debt Principal, Interest and Reserve Transfer	7,827,583	7,827,583	0	0.00%
Grants	2,834,294	2,871,793	37,499	1.32%
Insurance	543,800	544,771	971	0.18%
Miscellaneous	1,901,000	1,903,000	2,000	0.11%
Canadian Capital Cities Conference	20,000	0	(20,000)	-100.00%
Truth & Reconciliation Task Force	50,000	0	(50,000)	-100.00%
Gorge Waterway Removal	121,000	0	(121,000)	-100.00%
Housing Action Plan	211,900	0	(211,900)	-100.00%
Participatory Budgeting	0	60,000	60,000	100.00%
Transfers to Own Funds				
Transfer to Capital	10,161,000	10,165,000	4,000	0.04%
Transfer to Stormwater Utility	1,250,000	1,275,000	25,000	2.00%
Transfer to Reserves	15,244,369	14,739,199	(505,170)	-3.31%
Transfer to Victoria Conference Centre	300,000	300,000	0	0.00%
Vehicles Depreciation Recovery	(1,055,000)	(1,123,104)	(68,104)	6.46%
Total	43,269,333	43,662,642	393,309	0.91%
Net	15,725,432	19,807,315	4,081,883	25.96%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Business Unit: 1450 - Payment in Lieu of Taxes

Department: Corporate **Budget Year:** 2018

Overview:

Federal and Provincial properties are exempt from paying property taxes, but must in some circumstances pay a grant in lieu of taxes.

Business Unit Summary with Service Areas

Business Unit: 1450 - Payment in Lieu of Taxes

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3022	Federal Payments-in-lieu	1,298,242	0	1,297,000	1,381,000	+ 6.48 %
3024	Pacific Pilotage	5,887	0	5,300	5,500	+ 3.77 %
3032	Province of BC	3,643,815	0	3,755,840	3,966,500	+ 5.61 %
3040	BC Housing	261,667	2,382	300,000	289,400	- 3.53 %
3042	BC Hydro	540,363	531,984	510,000	423,000	- 17.06 %
3048	ICBC	103,066	111,160	104,000	111,000	+ 6.73 %
3052	CRD	11,500	11,878	12,000	12,000	0.00 %
Total Revenues		5,864,539	657,404	5,984,140	6,188,400	
Net Total		5,864,539	657,404	5,984,140	6,188,400	

Business Unit Summary with Service Areas

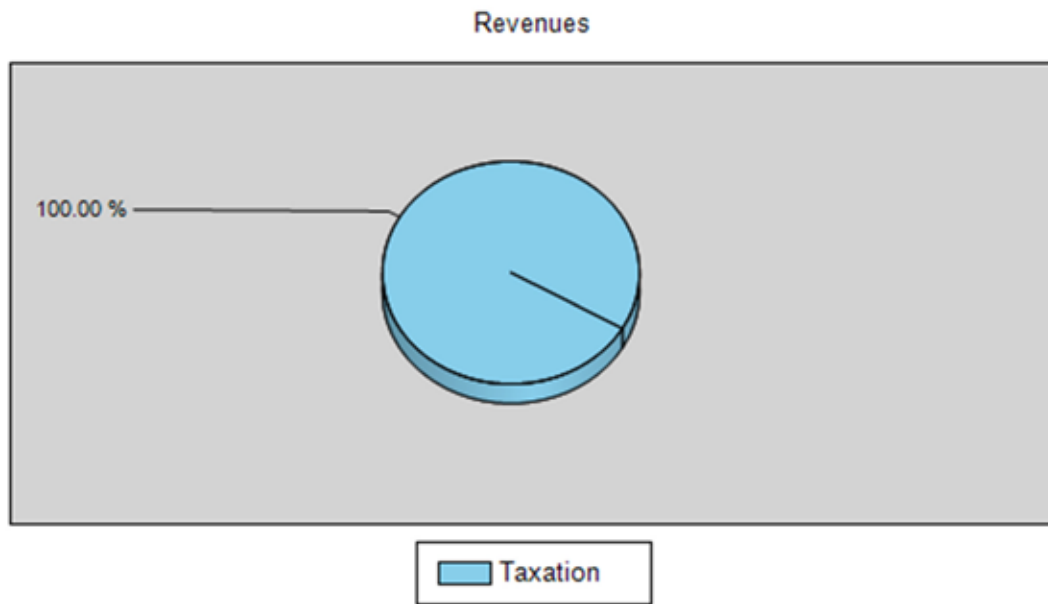
Business Unit: 1450 - Payment in Lieu of Taxes

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3022	Federal Payments-in-lieu	1,381,000	1,381,000	1,381,000	1,381,000	1,381,000
3024	Pacific Pilotage	5,500	5,610	5,722	5,837	5,953
3032	Province of BC	3,966,500	3,979,540	3,992,841	4,006,408	4,020,246
3040	BC Housing	289,400	295,188	301,092	307,114	313,256
3042	BC Hydro	423,000	431,460	440,089	448,891	457,869
3048	ICBC	111,000	113,220	115,484	117,794	120,150
3052	CRD	12,000	12,000	12,000	12,000	12,000
Total Revenues		6,188,400	6,218,018	6,248,228	6,279,043	6,310,474
% Increase			0.48%	0.49%	0.49%	0.50%
Net Total		6,188,400	6,218,018	6,248,228	6,279,043	6,310,474

Business Unit Summary with Service Areas

Business Unit: 1450 - Payment in Lieu of Taxes



Business Unit Summary with Service Areas

Business Unit: 1500 - Special Assessments

Department: Corporate **Budget Year:** 2018

Overview:

Legislation requires utility companies to pay the City 1% of their previous year's revenues. As well, legislation also allows an extra levy to be charged for "specified area improvements" to recover costs for those improvements. These levies are charged on properties that are part of that improvement area.

Business Unit Summary with Service Areas

Business Unit: 1500 - Special Assessments

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3016	Specified Area Improvement	88,282	80,912	81,000	81,000	0.00 %
3019	VCC Retail Stores-Tax Portion	70,565	40,408	0	0	
3062	2% Hotel Tax	2,542,861	0	0	0	
3072	BC Hydro	739,036	781,398	728,000	728,000	0.00 %
3074	Cablevision	141,158	135,236	146,000	146,000	0.00 %
3076	FORTIS BC	293,026	215,640	300,000	300,000	0.00 %
3078	Telephone	172,381	168,557	177,000	177,000	0.00 %
Total Revenues		4,047,308	1,422,150	1,432,000	1,432,000	
Expenditures						
4626	Tourism	2,542,861	0	0	0	
Total Expenditures		2,542,861	0	0	0	
Net Total		1,504,448	1,422,150	1,432,000	1,432,000	

Business Unit Summary with Service Areas

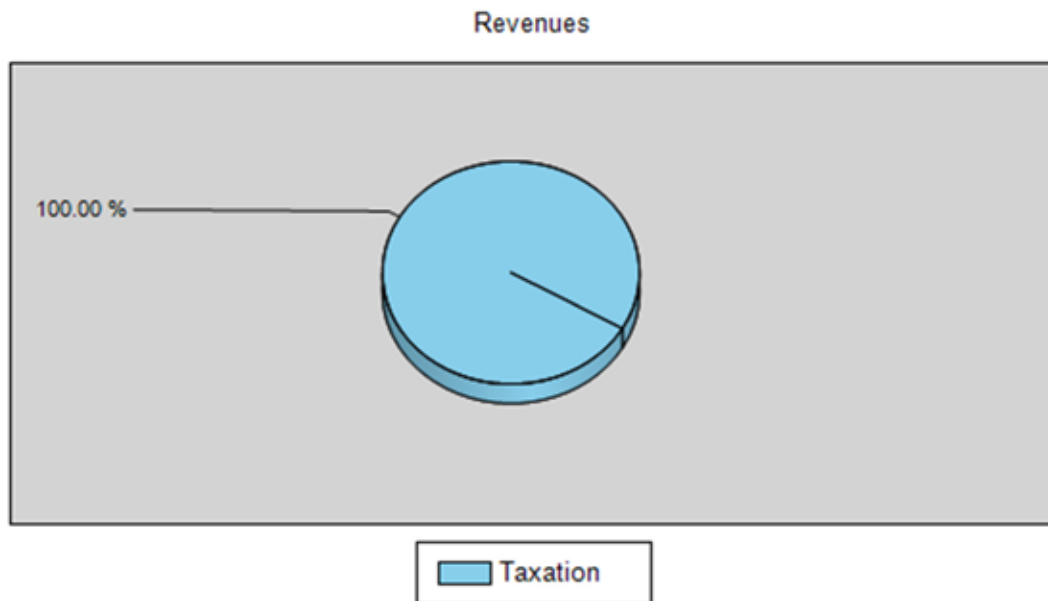
Business Unit: 1500 - Special Assessments

5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3016	Specified Area Improvement	81,000	81,000	81,000	81,000	81,649
3072	BC Hydro	728,000	728,000	728,000	728,000	728,000
3074	Cablevision	146,000	146,000	146,000	146,000	146,000
3076	FORTIS BC	300,000	300,000	300,000	300,000	300,000
3078	Telephone	177,000	177,000	177,000	177,000	177,000
Total Revenues		1,432,000	1,432,000	1,432,000	1,432,000	1,432,000
% Increase			0.00%	0.00%	0.00%	0.00%
Net Total		1,432,000	1,432,000	1,432,000	1,432,000	1,432,000

Business Unit Summary with Service Areas

Business Unit: 1500 - Special Assessments



Business Unit Summary with Service Areas

Business Unit: 2068 - Participatory Budgeting

Department: Corporate **Budget Year:** 2018

Overview:

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

Business Unit Summary with Service Areas

Business Unit: 2068 - Participatory Budgeting¹

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
9321	WO Outside Purchases	0	0	0	60,000	
Total Expenditures		0	0	0	60,000	
Net Total		0	0	0	(60,000)	

1. Participatory Budgeting reallocated from capital to operating beginning in 2018

Business Unit Summary with Service Areas

Business Unit: 2068 - Participatory Budgeting¹

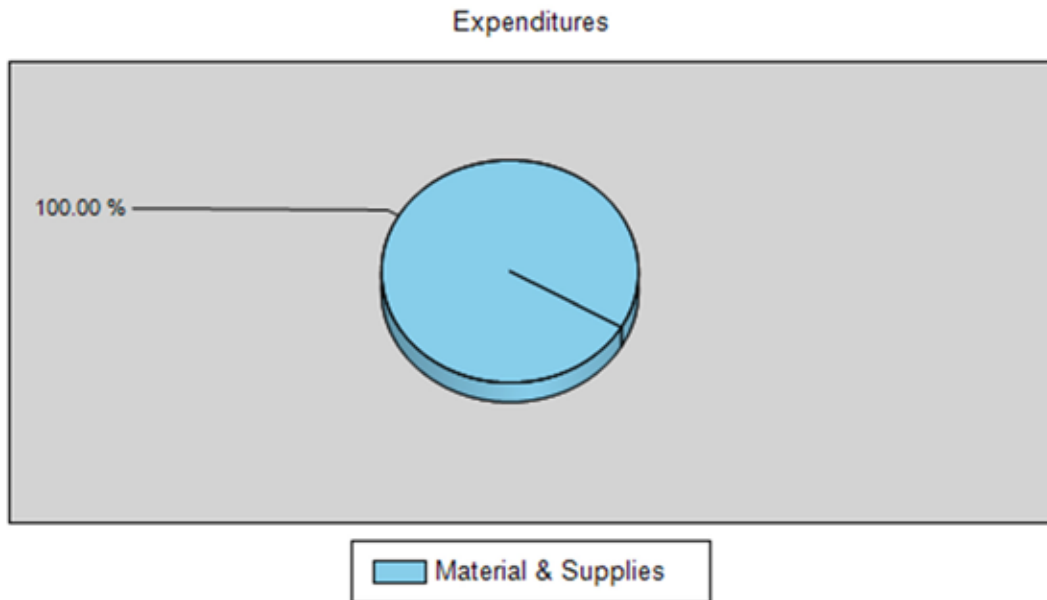
5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
9321 WO Outside Purchases	60,000	60,000	60,000	60,000	60,000
Total Expenditures	60,000	60,000	60,000	60,000	60,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)

1. Participatory Budgeting reallocated from capital to operating beginning in 2018

Business Unit Summary with Service Areas

Business Unit: 2068 - Participatory Budgeting



Business Unit Summary with Service Areas

Business Unit: 2210 - Insurance

Department: Corporate **Budget Year:** 2018

Overview:

This business unit accounts for the cost of insurance premiums. Insurance is in place to ensure adequate liability and property insurance coverage for the City.

This business unit also tracks payments for claims against the City.

Business Unit Summary with Service Areas

Business Unit: 2210 - Insurance

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3274	Miscellaneous Fees	5,405	0	0	0	
3760	Grants	0	850	0	0	
Total Revenues		5,405	850	0	0	
Expenditures						
4216	Contracted Services	8,500	28,351	15,000	15,000	0.00 %
4512	Insurance	783,027	457,952	878,250	893,091	+ 1.69 %
4806	Claims	538,228	507,119	250,000	250,000	0.00 %
4824	Recovery	(598,207)	(350,717)	(599,450)	(613,320)	+ 2.31 %
Total Expenditures		731,549	642,706	543,800	544,771	
Net Total		(726,144)	(641,856)	(543,800)	(544,771)	

Business Unit Summary with Service Areas

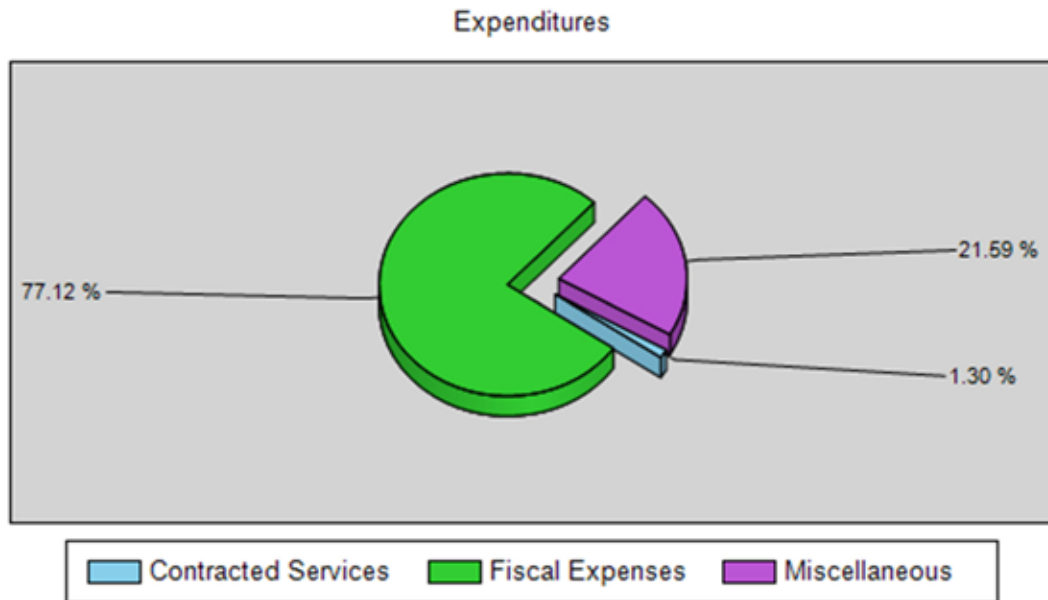
Business Unit: 2210 - Insurance

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4216	Contracted Services	15,000	15,300	15,606	15,918	16,236
4512	Insurance	893,091	910,953	929,172	947,755	966,711
4806	Claims	250,000	250,000	250,000	250,000	250,000
4824	Recovery	(613,320)	(625,586)	(638,098)	(650,860)	(663,877)
Total Expenditures		544,771	550,667	556,680	562,813	569,070
% Increase			1.08%	1.09%	1.10%	1.11%
Net Total		(544,771)	(550,667)	(556,680)	(562,813)	(569,070)

Business Unit Summary with Service Areas

Business Unit: 2210 - Insurance



Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

Department: Corporate

Budget Year: 2018

Overview:

This business unit tracks revenues for investment interest, property tax interest and penalties, business licence penalties and expenses such as credit card discount fees and debt principal and interest payments.

The City invests operating funds as well as funds from reserves to generate investment income. The City is bound by strict legislation and can only invest in secure investments such as government bonds and the Municipal Finance Authority's pooled investment funds. The interest earned on investments using reserve funding is allocated to the reserve funds.

Penalties are levied if taxes and business licences are not paid on time.

Investment income earned on operational funding and revenue from penalties are used to lower the amount of taxes levied.

This business unit also tracks costs for premiums paid to credit card companies for accepting credit cards as a method of payment. In addition, it tracks debt principal and interest payments for capital project debt.

Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3710	Discounts Available	27,204	14,582	30,000	30,000	0.00 %
3716	Investment Interest	2,713,679	1,473,157	2,700,000	2,700,000	0.00 %
3718	Property Tax Interest	115,921	50,256	125,000	125,000	0.00 %
3720	Property Tax Penalty	570,521	500,137	600,000	600,000	0.00 %
3721	Business Licence Penalty	21,275	32,000	30,000	30,000	0.00 %
3722	Service Charge - NSF Cheques	3,105	2,550	5,000	5,000	0.00 %
3724	Debt Sinking Fund Surplus	29,486	0	0	0	
Total Revenues		3,481,191	2,072,683	3,490,000	3,490,000	
Expenditures						
4504	Brokerage and Exchange	37,083	12,001	40,000	40,000	0.00 %
4508	Credit Card Discount Fees	137,154	86,485	150,000	150,000	0.00 %
4510	Gains/losses on Foreign Exchange	(23,057)	(941)	0	0	
4514	Interest - Short-term	3,157	1,709	10,000	10,000	0.00 %
4516	Interest - Debenture	1,953,736	1,183,360	2,105,476	2,348,846	+ 11.56 %
4518	Interest - Prepaid Taxes	15,546	16,759	10,000	10,000	0.00 %
6020	Debt repayments	1,859,423	720,328	2,079,809	2,453,391	+ 17.96 %
6099	Transfer To Reserve	1,806,633	0	1,700,000	1,700,000	0.00 %
Total Expenditures		5,789,676	2,019,701	6,095,285	6,712,237	
Net Total		(2,308,484)	52,982	(2,605,285)	(3,222,237)	

Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

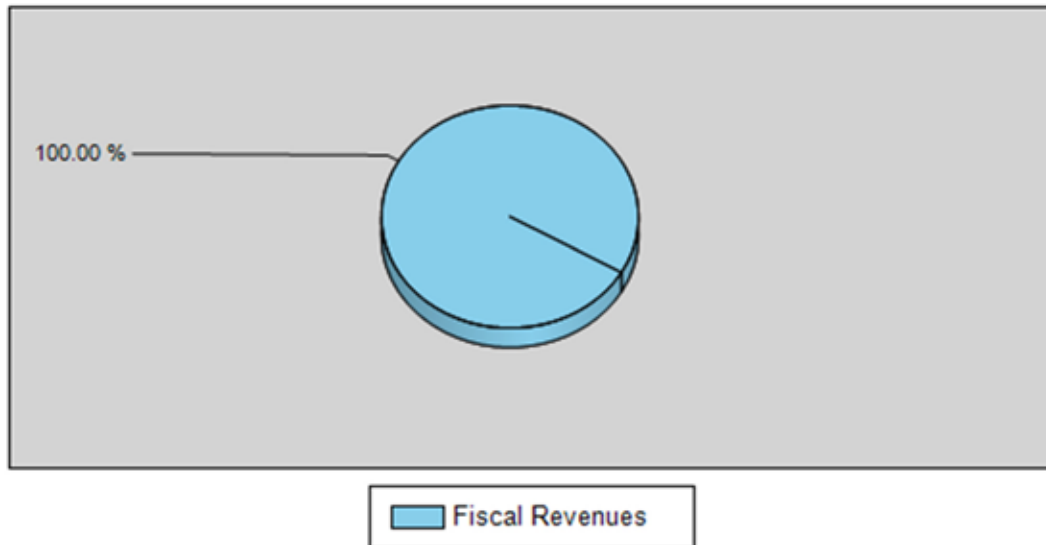
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3710	Discounts Available	30,000	30,000	30,000	30,000	30,000
3716	Investment Interest	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000
3718	Property Tax Interest	125,000	125,000	125,000	125,000	125,000
3720	Property Tax Penalty	600,000	600,000	600,000	600,000	600,000
3721	Business Licence Penalty	30,000	30,000	30,000	30,000	30,000
3722	Service Charge - NSF Cheques	5,000	5,000	5,000	5,000	5,000
Total Revenues		3,490,000	3,490,000	3,490,000	3,490,000	3,490,000
% Increase			0.00%	0.00%	0.00%	0.00%
Expenditures						
4504	Brokerage and Exchange	40,000	40,000	40,000	40,000	40,000
4508	Credit Card Discount Fees	150,000	150,000	150,000	150,000	150,000
4514	Interest - Short-term	10,000	10,000	10,000	10,000	10,000
4516	Interest - Debenture	2,348,846	2,343,241	2,325,636	2,307,347	2,288,347
4518	Interest - Prepaid Taxes	10,000	10,000	10,000	10,000	10,000
6020	Debt repayments	2,453,391	2,496,387	2,513,992	2,532,281	2,551,281
6099	Transfer To Reserve	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Total Expenditures		6,712,237	6,749,628	6,749,628	6,749,628	6,749,628
% Increase			0.56%	0.00%	0.00%	0.00%
Net Total		(3,222,237)	(3,259,628)	(3,259,628)	(3,259,628)	(3,259,628)

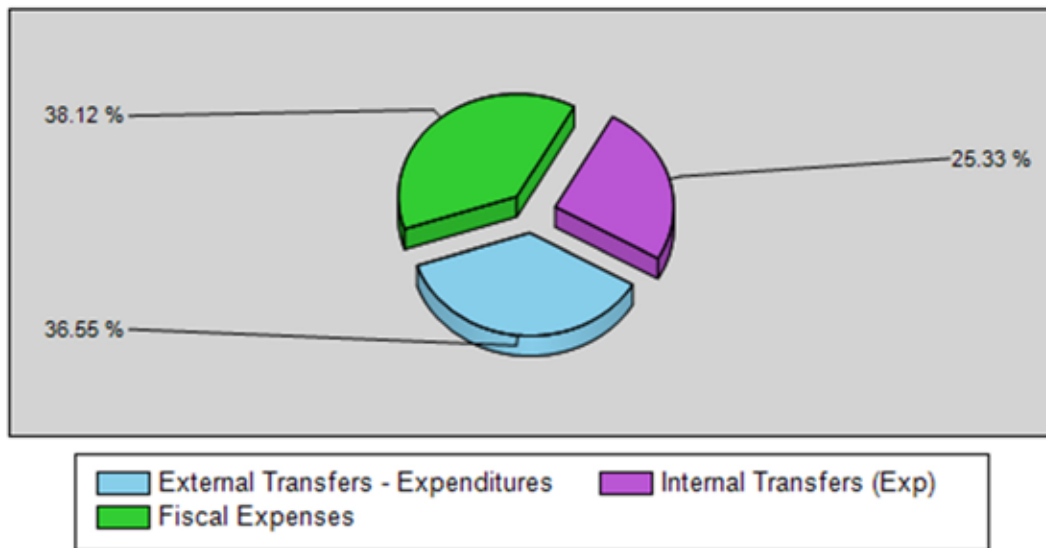
Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

Revenues



Expenditures



Business Unit Summary with Service Areas

Business Unit: 2475 - Contingencies

Department: Corporate **Budget Year:** 2018

Overview:

This budget includes a base contingency amount for unforeseen or emergency expenditures such as snow clearing or wind storms. Council authorizes, through Council motion, any spending from this budget.

This budget also includes estimates for pending salary and benefit increases; funding is allocated to the appropriate departmental business units upon settlement.

Business Unit Summary with Service Areas

Business Unit: 2475 - Contingencies

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4808	Contingencies	0	0	1,949,387	3,189,400	+ 63.61 %
Total Expenditures		0	0	1,949,387	3,189,400	
Net Total		0	0	(1,949,387)	(3,189,400)	

Business Unit Summary with Service Areas

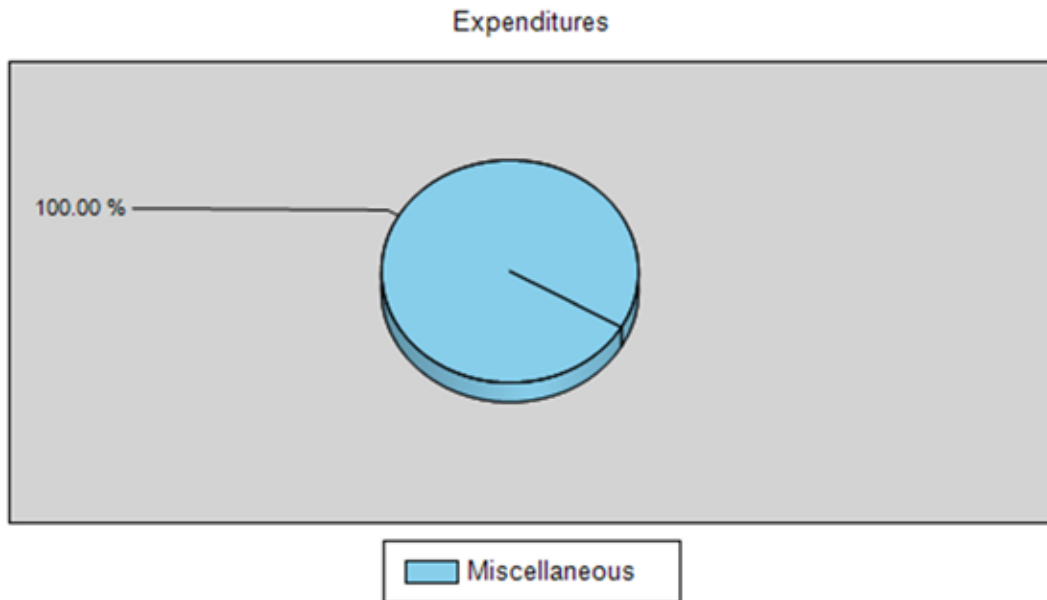
Business Unit: 2475 - Contingencies

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
4808 Contingencies	3,189,400	3,238,108	3,287,790	3,338,466	3,390,155
Total Expenditures	3,189,400	3,238,108	3,287,790	3,338,466	3,390,155
% Increase		1.53%	1.53%	1.54%	1.55%
Net Total	(3,189,400)	(3,238,108)	(3,287,790)	(3,338,466)	(3,390,155)

Business Unit Summary with Service Areas

Business Unit: 2475 - Contingencies



Business Unit Summary with Service Areas

Business Unit: 2480 - Transfers to Own Funds

Department: Corporate **Budget Year:** 2018

Overview:

The City budgets every year to transfer funding into reserve funds for future spending on capital infrastructure and equipment upgrades.

The City also transfers a portion of property tax funding to the capital budget for the current year's capital spending.

Business Unit Summary with Service Areas

Business Unit: 2480 - Transfers to Own Funds

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3758	Cost-sharing	31,650	32,252	34,292	34,978	+ 2.00 %
5044	Surplus	1,818,421	0	3,827,909	0	
Total Revenues		1,850,071	32,252	3,862,201	34,978	
Expenditures						
4814	Miscellaneous	84,900	0	0	0	
4821	Recoveries and Services	(1,000,000)	(578,626)	(1,055,000)	(1,123,104)	+ 6.46 %
6032	Transfer to Capital	10,298,706	0	10,161,000	10,165,000	+ 0.04 %
6035	Transfer to Financial Stability Reserve	0	0	255,000	0	
6039	Transfer to VCC	300,000	0	300,000	300,000	0.00 %
6042	Buildings and Infrastructure	6,454,932	0	7,593,765	7,157,595	- 5.74 %
6043	SOFMC Reserve	135,978	0	117,000	140,000	+ 19.66 %
6045	Trf to Climate Action Reserve	125,374	109,044	90,000	90,000	0.00 %
6046	Tax Sale Lands	50,000	0	50,000	50,000	0.00 %
6047	Trf to Debt Reduction Reserve	4,014,424	0	3,642,298	3,025,346	- 16.94 %
6048	Affordable Housing	360,074	0	250,000	250,000	0.00 %
6050	HR & Fringe Ben Stabilization	100,000	0	100,000	100,000	0.00 %
6051	Gas Tax Reserve	3,427,988	0	3,428,000	3,591,000	+ 4.75 %
6052	City Archives	280	0	0	0	
6054	Transfer to Stormwater Utility	1,250,000	0	1,250,000	1,275,000	+ 2.00 %
6056	Public Art Reserve Fund	135,000	0	135,000	135,000	0.00 %
6057	Trf to Tree Conservation	36,015	0	0	0	
6062	Vehicle & Heavy Equipment	1,555,000	0	1,623,104	1,623,104	0.00 %
6063	Specialty Equipment	1,602,500	0	1,602,500	1,602,500	0.00 %
6083	Downtown Core Area Public Real	96,313	0	0	0	
6084	Downtown Heritage Bldgs Seismic	65,438	0	0	0	
Total Expenditures		29,092,920	(469,582)	29,542,667	28,381,441	
Net Total		(27,242,849)	501,833	(25,680,466)	(28,346,463)	

Business Unit Summary with Service Areas

Business Unit: 2480 - Transfers to Own Funds

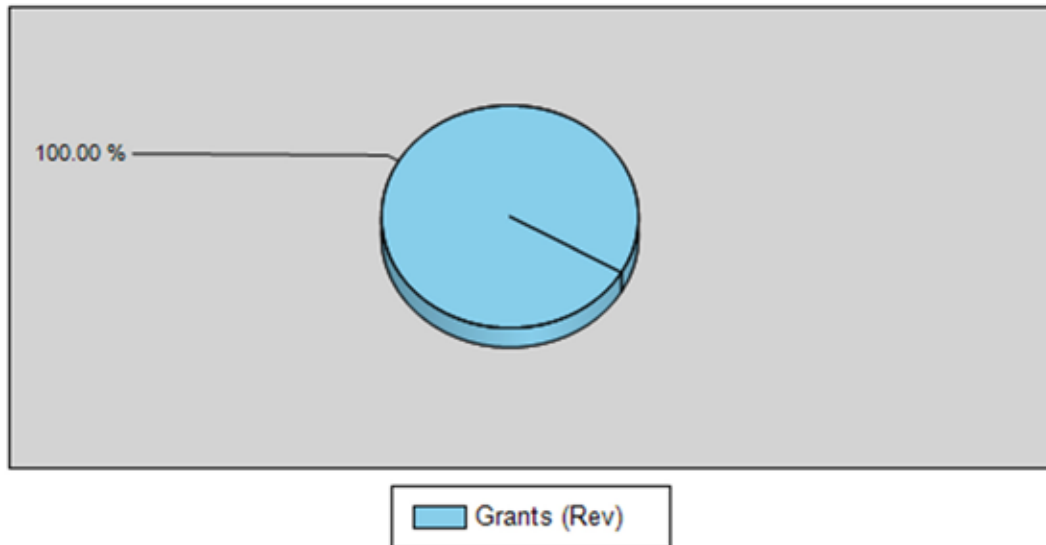
5 Year Forecast:

		2018	2019	2020	2021	2022
Revenues						
3758	Cost-sharing	34,978	35,677	36,391	37,119	37,861
Total Revenues		34,978	35,677	36,391	37,119	37,861
% Increase			2.00%	2.00%	2.00%	2.00%
Expenditures						
4821	Recoveries and Services	(1,123,104)	(1,123,104)	(1,123,104)	(1,123,104)	(1,123,104)
6032	Transfer to Capital	10,165,000	10,165,000	10,165,000	10,165,000	10,165,000
6039	Transfer to VCC	300,000	300,000	300,000	300,000	300,000
6042	Buildings and Infrastructure	7,157,595	7,658,994	8,160,421	8,661,876	9,163,361
6043	SOFMC Reserve	140,000	141,400	142,814	144,243	145,684
6045	Trf to Climate Action Reserve	90,000	90,000	90,000	90,000	90,000
6046	Tax Sale Lands	50,000	50,000	50,000	50,000	50,000
6047	Trf to Debt Reduction Reserve	3,025,346	2,987,955	2,987,955	2,987,955	2,987,955
6048	Affordable Housing	250,000	250,000	250,000	250,000	250,000
6050	HR & Fringe Ben Stabilization	100,000	100,000	100,000	100,000	100,000
6051	Gas Tax Reserve	3,591,000	3,591,000	3,591,000	3,591,000	3,591,000
6054	Transfer to Stormwater Utility	1,275,000	1,300,500	1,326,510	1,353,040	1,380,101
6056	Public Art Reserve Fund	135,000	135,000	135,000	135,000	135,000
6062	Vehicle & Heavy Equipment	1,623,104	1,623,104	1,623,104	1,623,104	1,623,104
6063	Specialty Equipment	1,602,500	1,602,500	1,602,500	1,602,500	1,602,500
Total Expenditures		28,381,441	28,872,349	29,401,200	29,930,614	30,460,602
% Increase			1.73%	1.83%	1.80%	1.77%
Net Total		(28,346,463)	(28,836,671)	(29,364,809)	(29,893,495)	(30,422,740)

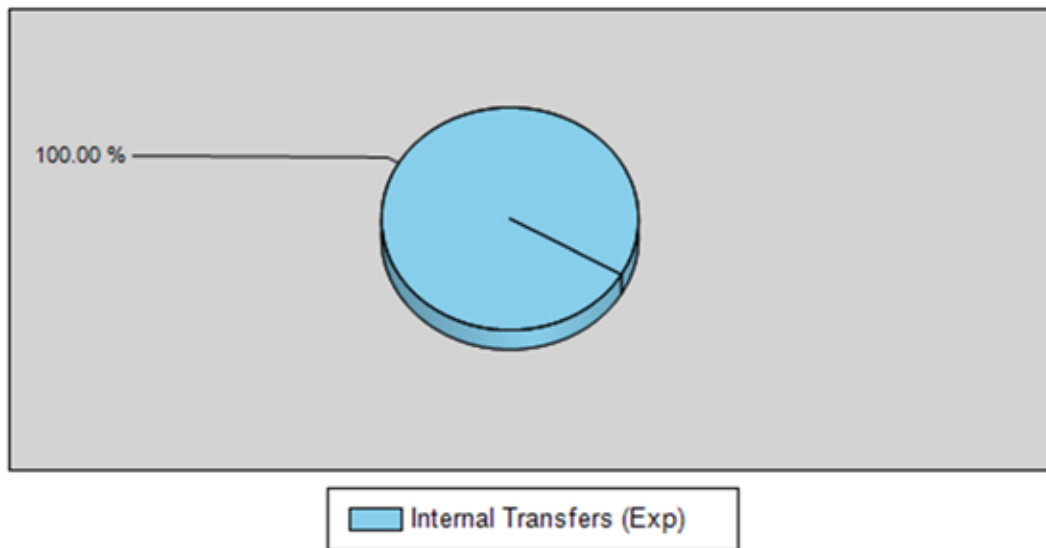
Business Unit Summary with Service Areas

Business Unit: 2480 - Transfers to Own Funds

Revenues



Expenditures



Business Unit Summary with Service Areas

Service Area: *Miscellaneous*

Department: Corporate

Budget Year: 2018

Overview:

This business unit tracks revenues and expenditures that are not department-specific.

Revenues:

Business licences, commercial vehicle licences, tax certificates, gas tax, arena operating agreement funding, overhead recoveries for utilities and police, bus shelter advertising, City's share of CREST revenues.

Expenditures:

Consulting, external audit fees, tax appeals, City's share of CREST expenditures.

Business Unit Summary with Service Areas

Service Area: Miscellaneous

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3152	Business Licences	1,457,533	1,391,205	1,450,000	1,451,840	+ 0.13 %
3156	Commercial Vehicle Licences	37,230	16,664	37,000	37,000	0.00 %
3160	Miscellaneous Licences	12,085	9,183	11,000	11,000	0.00 %
3162	Portable Signs	870	1,045	1,500	1,500	0.00 %
3212	Liquor Licence Applications	4,755	8,000	15,000	15,000	0.00 %
3230	Fees	280	994	3,000	3,000	0.00 %
3274	Miscellaneous Fees	198,721	105,991	300,000	300,000	0.00 %
3277	Bus Shelter Advertising	132,283	102,521	150,000	150,000	0.00 %
3279	Canada Day	198,100	0	200,000	200,000	0.00 %
3284	Tax Certificate	154,185	96,965	125,000	125,000	0.00 %
3286	Banners	6,072	4,500	5,000	5,000	0.00 %
3295	Bonus Density	100,000	0	0	0	
3296	Downtown Core Area Public Real	96,313	0	0	0	
3297	Downtown Heritage Bldgs Seismic	65,438	1	0	0	
3298	Multipurpose Funding	543,958	310,168	622,500	634,000	+ 1.85 %
3354	Commission	1,986	1,114	0	0	
3355	Crest Levy	365,632	0	400,000	400,000	0.00 %
3448	Inventory and Equipment	35,648	61,535	65,000	65,000	0.00 %
3458	Print Sales	3,162	933	6,000	6,000	0.00 %
3465	Dog Litter Bags	0	6	0	0	
3472	Over/Under	(317)	(312)	0	0	
3486	Administration Fees	41,978	23,333	40,000	40,000	0.00 %
3496	Printing	217	347	500	500	0.00 %
3552	Capital Assets-Gain on Sale	73,940	0	0	0	
3754	Traffic Fine Revenue Sharing	1,972,324	1,755,724	1,973,000	1,755,000	- 11.05 %
3761	Gas Tax	3,427,988	0	3,428,000	3,591,000	+ 4.75 %
3763	Fortis	180,970	542,359	500,000	540,000	+ 8.00 %
5046	Water/Sewer Utility Recovery	2,001,589	1,188,250	2,093,600	2,135,468	+ 2.00 %
5047	Police Corp Overhead Recovery	800,000	0	800,000	819,950	+ 2.49 %
5049	VCC Recovery	60,000	35,000	60,000	60,000	0.00 %
5051	Stormwater Utility Corporate Overhead	335,000	199,500	356,560	363,691	+ 2.00 %
5075	Financial Stability Reserve ^{3, 4}	0	0	132,900	0	
9011	Work Order Revenue	54,219	36,304	0	0	
Total Revenues		12,362,157	5,891,330	12,775,560	12,709,949	
Expenditures						
4206	Armoured Car Service	3,000	1,000	4,000	4,000	0.00 %
4214	Consulting	332,432	131,106	345,000	345,000	0.00 %
4216	Contracted Services ²	9,000	21,635	20,000	0	
4230	Professional	65,478	38,285	65,000	67,000	+ 3.08 %
4232	Security	0	2,491	0	0	

Business Unit Summary with Service Areas

4308	General Supplies	1,798	424	5,000	5,000	0.00 %
4814	Miscellaneous ¹	293,622	62,463	350,000	300,000	- 14.29 %
4815	Canada Day	198,100	0	200,000	200,000	0.00 %
4818	Inventory Adjustments	(16,524)	(9,837)	0	0	
4824	Recovery	(6,236)	(11,025)	0	0	
4826	Uncollectable A/R	237,881	(19,104)	32,000	32,000	0.00 %
4828	Tax Appeals	1,135,442	252,367	550,000	550,000	0.00 %
4830	Rounding Errors	(597)	(16)	0	0	
4866	CREST Levy	365,632	0	400,000	400,000	0.00 %
6035	Transfer to Financial Stability Reserve	11,863	0	0	0	
9111	WO Inside Equipment Rent	594	0	0	0	
9121	WO Outside Equipment Ren	838	0	0	0	
9211	WO Regular Time ³	244,827	90,028	211,900	0	
9221	WO Overtime	1,147	24,716	0	0	
9311	WO Inventory Purchases	26,762	68	0	0	
9321	WO Outside Purchases	61,019	34,594	0	0	
9360	WO Utility-BC Hydro	13,233	6,900	0	0	
9411	WO Contracted Services ⁴	99,890	39,396	121,000	0	
9421	WO Consulting Services	8,830	2,260	0	0	
9511	WO Gas	88	0	0	0	
Total Expenditures		3,090,079	666,709	2,303,900	1,903,000	
Net Total		9,272,078	5,224,622	10,471,660	10,806,949	

1. 2017 Council Motion - Truth and Reconciliation Task Force

2. 2017 Council Motion - Canadian Capital Cities Conference

3. 2017 Council Motion - Parks Overnight Sheltering

4. 2017 Council Motion - Gorge Waterway

Business Unit Summary with Service Areas

Service Area: Miscellaneous

5 Year Forecast:

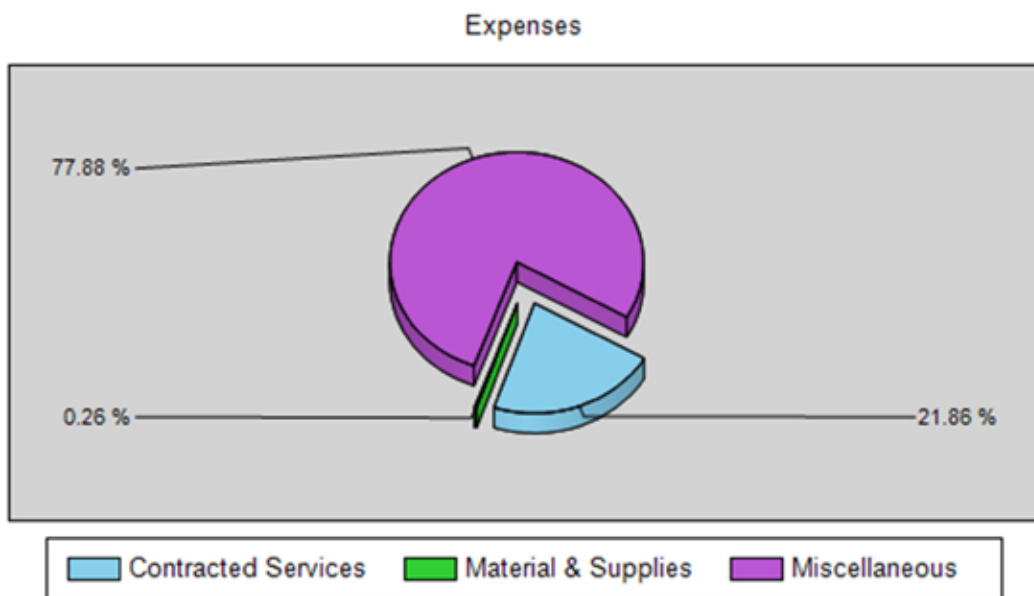
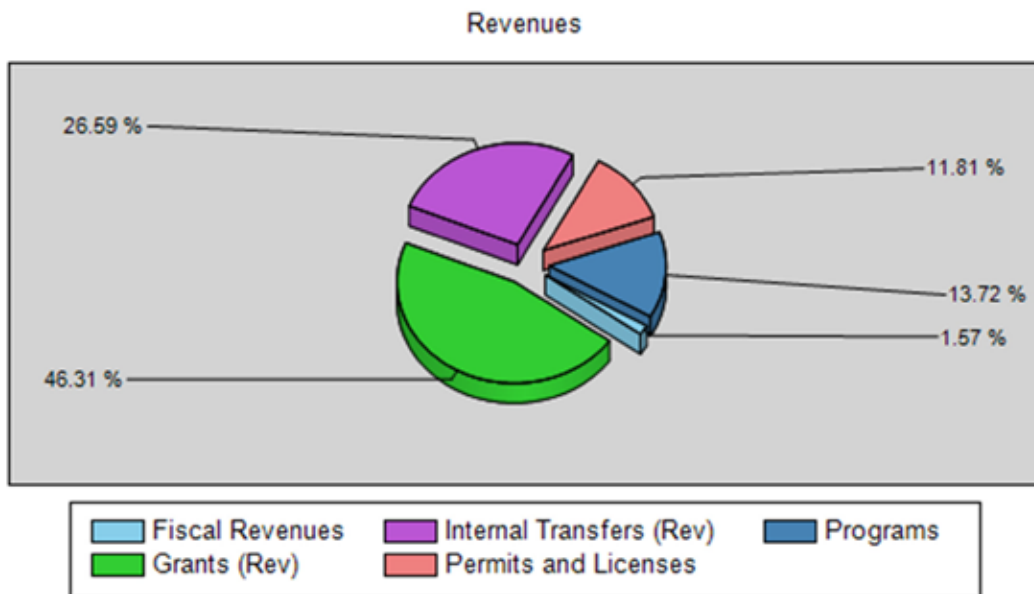
		2018	2019	2020	2021	2022
Revenues						
3152	Business Licences	1,451,840	1,453,577	1,455,348	1,457,155	1,458,998
3156	Commercial Vehicle Licences	37,000	37,000	37,000	37,000	37,000
3160	Miscellaneous Licences	11,000	11,000	11,000	11,000	11,000
3162	Portable Signs	1,500	1,500	1,500	1,500	1,500
3212	Liquor Licence Applications	15,000	15,000	15,000	15,000	15,000
3230	Fees	3,000	3,000	3,000	3,000	3,000
3274	Miscellaneous Fees	300,000	300,000	300,000	300,000	300,000
3277	Bus Shelter Advertising	150,000	150,000	150,000	150,000	150,000
3279	Canada Day	200,000	200,000	200,000	200,000	200,000
3284	Tax Certificate	125,000	125,000	125,000	125,000	125,000
3286	Banners	5,000	5,000	5,000	5,000	5,000
3298	Multipurpose Funding	634,000	634,700	635,407	636,121	636,842
3355	Crest Levy	400,000	400,000	400,000	400,000	400,000
3448	Inventory and Equipment	65,000	65,000	65,000	65,000	65,000
3458	Print Sales	6,000	6,000	6,000	6,000	6,000
3486	Administration Fees	40,000	40,000	40,000	40,000	40,000
3496	Printing	500	500	500	500	500
3754	Traffic Fine Revenue Sharing	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000
3761	Gas Tax	3,591,000	3,591,000	3,591,000	3,591,000	3,591,000
3763	Fortis	540,000	540,000	540,000	540,000	540,000
5046	Water/Sewer Utility Recovery	2,135,468	2,174,301	2,213,911	2,254,314	2,295,524
5047	Police Corp Overhead Recovery	819,950	819,950	819,950	819,950	819,950
5049	VCC Recovery	60,000	60,000	60,000	60,000	60,000
5051	Stormwater Utility Corporate Overhead	363,691	370,965	378,384	385,952	393,671
Total Revenues		12,709,949	12,758,493	12,808,001	12,858,492	12,909,986
% Increase			0.38%	0.39%	0.39%	0.40%
Expenditures						
4206	Armoured Car Service	4,000	4,080	4,162	4,245	4,330
4214	Consulting	345,000	352,000	359,040	366,221	373,545
4230	Professional	67,000	68,340	69,707	71,101	72,523
4308	General Supplies	5,000	5,100	5,202	5,306	5,412
4814	Miscellaneous	300,000	300,000	300,000	300,000	300,000
4815	Canada Day	200,000	200,000	200,000	200,000	200,000
4826	Uncollectable A/R	32,000	32,000	32,000	32,000	32,000
4828	Tax Appeals	550,000	550,000	550,000	550,000	550,000
4866	CREST Levy	400,000	400,000	400,000	400,000	400,000

Business Unit Summary with Service Areas

Total Expenditures	1,903,000	1,911,520	1,920,110	1,928,873	1,937,810
% Increase		0.45%	0.45%	0.46%	0.46%
Net Total	10,806,949	10,846,973	10,887,891	10,929,619	10,972,176

Business Unit Summary with Service Areas

Service Area: Miscellaneous



Business Unit Summary with Service Areas

Service Area: Direct Award Grants

Department: Grants

Budget Year: 2018

Overview:

The City provides support to a number of non-profit organizations in the form of cash grants. Direct-Award grants are grants paid to organizations that deliver a service on behalf of the City on an ongoing basis, including organizations that operate a City-owned facility.

Direct-award grants include:

- Community and senior centre operating grants
- Neighbourhood base grants and insurance
- Heritage grants
- Recreation Integration Victoria
- Volunteer coordinators for each neighbourhood with a community garden
- Youth Council

These grants are awarded annually by Council without a competitive process and annual reporting back to the City is required.

Deliverables:

- Support not-for-profit organizations serving the City of Victoria
- Enhance the quality of life for residents, businesses and visitors
- Deliver services on behalf of the City
- Complement or extend the reach of City service
- Provide a service the City would otherwise deliver given adequate resources
- Meet evolving strategic and community priorities

Business Unit Summary with Service Areas

Service Area: Direct Award Grants

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4608	Building Incentive	420,000	420,000	420,000	420,000	0.00 %
4618	Per Capita Base	60,011	60,011	60,011	64,342	+ 7.22 %
4620	Operating	926,019	913,671	944,327	955,679	+ 1.20 %
4622	Youth Programming	57,120	58,261	58,261	59,426	+ 2.00 %
4632	Youth Outreach	25,000	25,000	25,000	25,000	0.00 %
4638	Miscellaneous Grants	122,389	122,389	122,389	122,389	0.00 %
4644	Lease Grants	0	0	43,200	43,200	0.00 %
4822	Repairs and Maintenance	187,598	125,014	198,906	202,377	+ 1.75 %
Total Expenditures		1,798,137	1,724,346	1,872,094	1,892,413	
Net Total		(1,798,137)	(1,724,346)	(1,872,094)	(1,892,413)	

Business Unit Summary with Service Areas

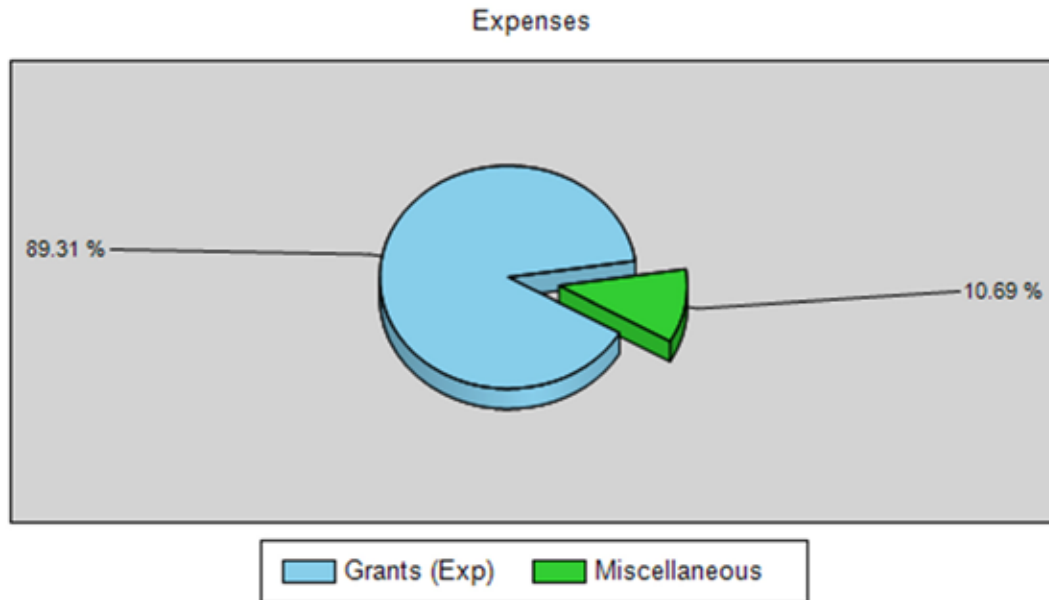
Service Area: Direct Award Grants

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4608	Building Incentive	420,000	420,000	420,000	420,000	420,000
4618	Per Capita Base	64,342	64,342	64,342	64,342	64,342
4620	Operating	955,679	967,874	980,313	993,000	1,005,941
4622	Youth Programming	59,426	60,615	61,827	63,064	64,325
4632	Youth Outreach	25,000	25,000	25,000	25,000	25,000
4638	Miscellaneous Grants	122,389	122,389	122,389	122,389	122,389
4644	Lease Grants	43,200	43,200	43,200	43,200	43,200
4822	Repairs and Maintenance	202,377	206,324	210,351	214,458	218,647
Total Expenditures		1,892,413	1,909,744	1,927,422	1,945,453	1,963,844
% Increase			0.92%	0.93%	0.94%	0.95%
Net Total		(1,892,413)	(1,909,744)	(1,927,422)	(1,945,453)	(1,963,844)

Business Unit Summary with Service Areas

Service Area: Direct Award Grants



Business Unit Summary with Service Areas

Service Area: Strategic Plan Grants

Department: Grants

Budget Year: 2018

Overview:

Strategic Plan Grants are awarded annually by Council through a competitive process and are for eligible organizations working on a project or program that supports the actions and outcomes of the City of Victoria's 2015-2018 Strategic Plan Objectives.

Deliverables:

- Support not-for-profit organizations serving the City of Victoria
- Enhance the quality of life for residents, businesses and visitors
- Deliver services on behalf of the City

Business Unit Summary with Service Areas

Service Area: Strategic Plan Grants

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4641	Strategic Plan Grants	540,000	540,000	540,000	540,000	0.00 %
Total Expenditures		540,000	540,000	540,000	540,000	
Net Total		(540,000)	(540,000)	(540,000)	(540,000)	

Business Unit Summary with Service Areas

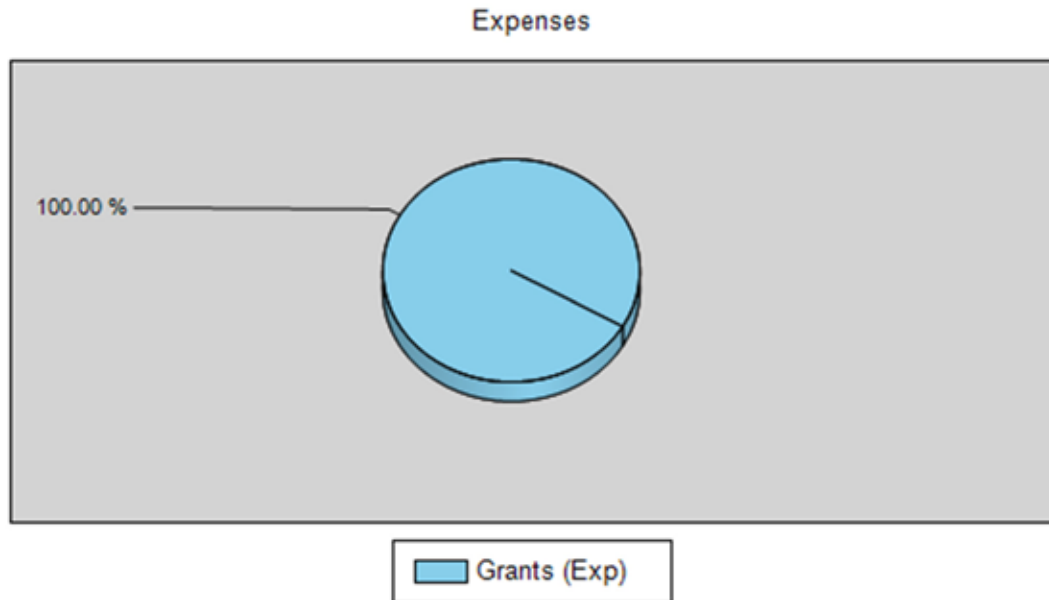
Service Area: Strategic Plan Grants

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
4641 Strategic Plan Grants	540,000	540,000	540,000	540,000	540,000
Total Expenditures	540,000	540,000	540,000	540,000	540,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	(540,000)	(540,000)	(540,000)	(540,000)	(540,000)

Business Unit Summary with Service Areas

Service Area: Strategic Plan Grants



Business Unit Summary with Service Areas

Service Area: Grants

Department: Grants

Budget Year: 2018

Overview:

This grant service area is for one time Council directive/initiatives and approved supplementary requests.

Deliverables:

The objectives are:

- Support not-for-profit organizations serving the City of Victoria
- Enhance the quality of life for residents, businesses and visitors
- Deliver services on behalf of the City

Business Unit Summary with Service Areas

Service Area: Grants

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
5075	Financial Stability Reserve	900	0	0	0	
5066	City Housing Reserve	192,000	965,000	0	0	
5067	Secondary Suites	20,000	5,000	0	0	
Total Revenues		212,900	970,000	0	0	
Expenditures						
4638	Housing Grants	212,000	970,000	0	0	
4638	Miscellaneous Grants ¹	9,025	748	111,200	0	
4639	Coalition To End Homeless	100,000	100,000	100,000	100,000	0.00 %
Total Expenditures		321,025	1,070,748	211,200	100,000	
Net Total		(108,125)	(100,748)	(211,200)	(100,000)	

1. 2017 Council Motion - Victoria Community Association Network (VCAN) and First Nations Long House Grant

Business Unit Summary with Service Areas

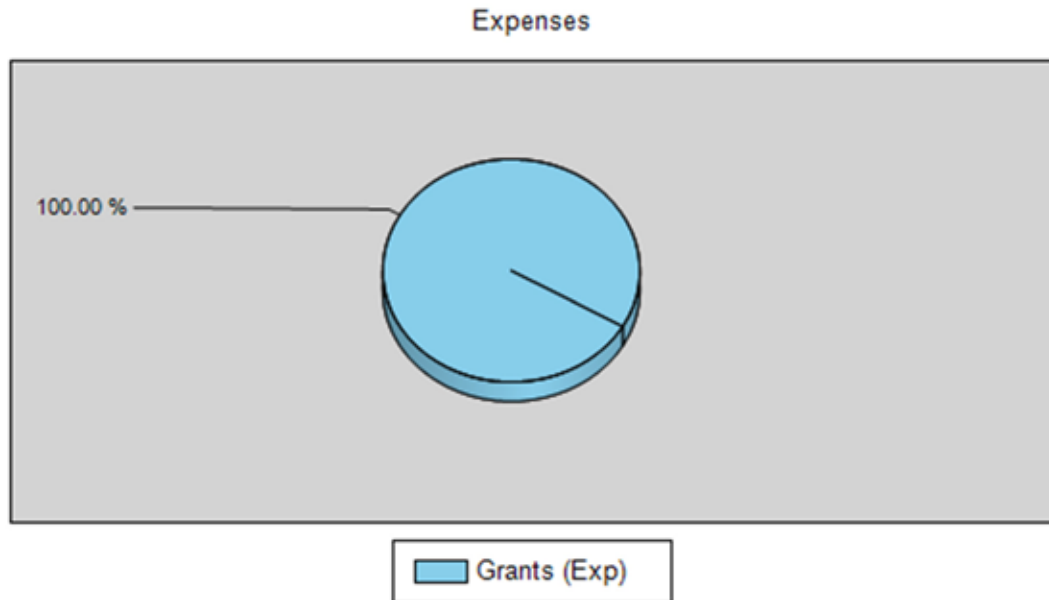
Service Area: Grants

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4639	Coalition To End Homeless	100,000	100,000	100,000	100,000	100,000
Total Expenditures		100,000	100,000	100,000	100,000	100,000
% Increase			0.00%	0.00%	0.00%	0.00%
Net Total		(100,000)	(100,000)	(100,000)	(100,000)	(100,000)

Business Unit Summary with Service Areas

Service Area: Grants



Business Unit Summary with Service Areas

Service Area: Festival Investment Grants

Department: Grants

Budget Year: 2018

Overview:

The purpose of the grant program is to provide cash and city services support for the specific costs associated with the presentation of festivals and celebrations in the City of Victoria.

The City of Victoria recognizes that local, regional, national and international events of all types have an important role to play in contributing to improved quality of life of Victoria residents. Community-based festivals and celebration reflect the vibrant, distinct and diverse character of Victoria and its residents. Events offer opportunities to create economic, social, health and community benefits.

The Festival Investment Grant program is designed to provide support to organizations producing festivals and celebrations that will deliver significant economic impact, vitality and vibrancy within the City of Victoria, particularly the downtown core.

The program is comprised of four funding streams. Please contact the City grant administrator for more information regarding the appropriate funding stream.

Community Celebration Grants

The purpose of this funding stream is to assist community celebrations with the production of one-day celebratory events within the City of Victoria. These events are often run and organized by volunteer non-profit boards and involve a broad base of support from the local community.

New Festival Grants

The purpose of the New Festival Grant stream is to provide support to new events in their first year and stability through the developmental years 2 – 5. The applications for this grant program are required to provide evidence of sponsors, audience identification, a marketing plan and a detailed budget. Applicants are required to identify the target market for the new festival, articulate the expected positive impacts and describe how it fits with the objectives for funding under the program.

Established Festival Grants

The purpose is to provide financial assistance to established festivals to produce a multi-day event in the City of Victoria. Applicants must have a demonstrated consistent track record of achievement for a successive five year period. Managing organizations must have a solid organizational structure, long-term financial stability and an artistically produced program.

Signature Festival Grants

The purpose of the Signature event program is to showcase the City as a great place to live, work, play, and do business. The term “signature event” is used to describe an organized note-worthy event designed for a definite purpose or occasion that is free and open to the general public, and which generates 15,000 + visitors each day. Festivals and events that create jobs, attract tourists, stimulate local economies and provide entertaining activities for citizens across the Capital region would be suitable applicants in this funding stream.

Business Unit Summary with Service Areas

Service Area: Festival Investment Grants

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4614	Festival Investment	166,300	132,160	169,000	172,380	+ 2.00 %
Total Expenditures		166,300	132,160	169,000	172,380	
Net Total		(166,300)	(132,160)	(169,000)	(172,380)	

Business Unit Summary with Service Areas

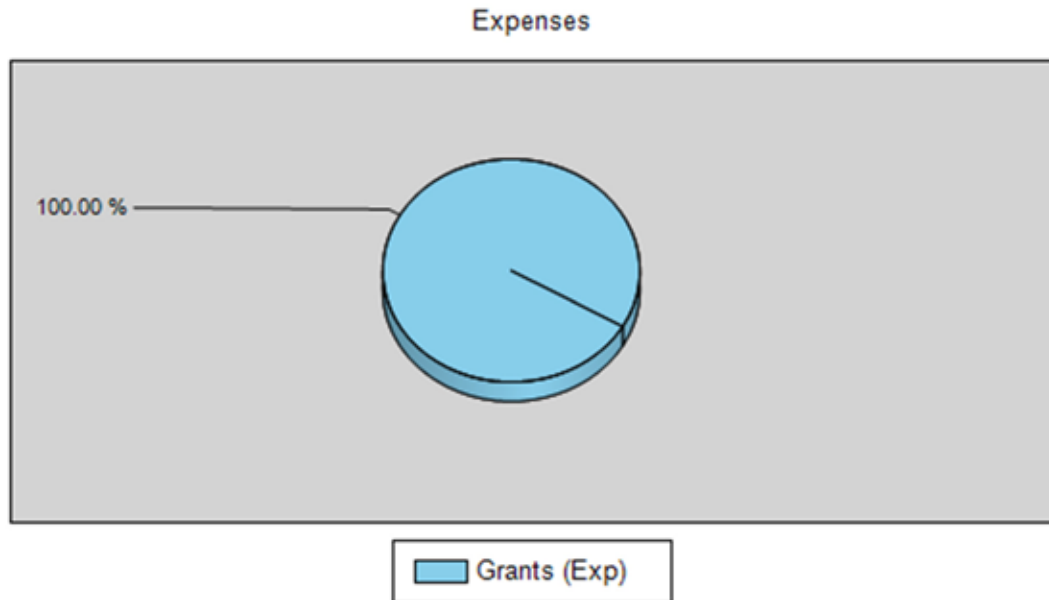
Service Area: Festival Investment Grants

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
4614 Festival Investment	172,380	175,828	179,344	182,931	186,590
Total Expenditures	172,380	175,828	179,344	182,931	186,590
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	(172,380)	(175,828)	(179,344)	(182,931)	(186,590)

Business Unit Summary with Service Areas

Service Area: Festival Investment Grants



Business Unit Summary with Service Areas

Service Area: Community Garden Volunteer Coordinator Grants

Department: Grants

Budget Year: 2018

Overview:

The purpose of this grant is to hire a programmer that will be responsible for coordinating volunteer activities in community gardens with food production as a primary focus. The total funding available is for neighbourhoods that have community gardens with food production.

The neighbourhoods that have existing gardens with food production and therefore are eligible to apply include:

- Vic West
- Fairfield-Gonzales
- Fernwood
- Burnside-Gorge
- James Bay
- Hillside-Quadra
- Downtown

Other neighbourhoods that would like to establish a community garden with food production under the Community Garden Policy, are eligible to apply once the garden has been established.

To be eligible for the funding the following criteria must be met:

- A community or neighbourhood association
- Responsible for managing a community garden which includes commons gardens, allotment gardens and community orchards
- An agreement with the City for the management of the garden or be on City lands
- Funding for an individual to coordinate volunteers
- One application per eligible neighbourhood is preferred

Ineligible expenses:

- Materials and supplies
- Equipment
- On-going operating costs (eg. water)

Business Unit Summary with Service Areas

Service Area: Community Garden Volunteer Coordinator Grants

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4619	Community Garden Volunteers	36,000	36,000	42,000	42,000	0.00 %
Total Expenditures		36,000	36,000	42,000	42,000	
Net Total		(36,000)	(36,000)	(42,000)	(42,000)	

Business Unit Summary with Service Areas

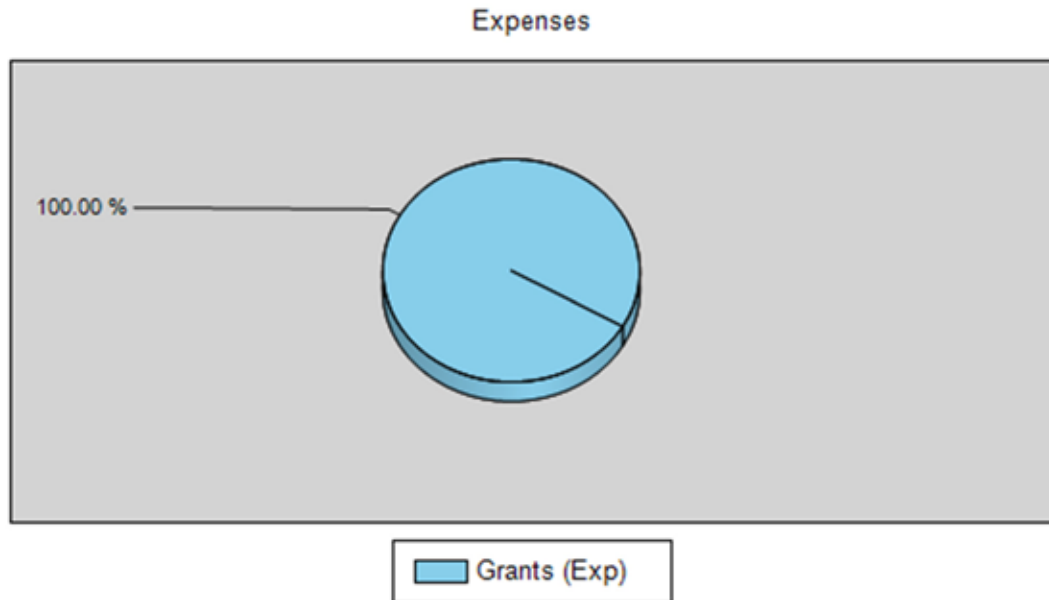
Service Area: Community Garden Volunteer Coordinator Grants

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4619	Community Garden Volunteers	42,000	42,000	42,000	42,000	42,000
Total Expenditures		42,000	42,000	42,000	42,000	42,000
% Increase			0.00%	0.00%	0.00%	0.00%
Net Total		(42,000)	(42,000)	(42,000)	(42,000)	(42,000)

Business Unit Summary with Service Areas

Service Area: Community Garden Volunteer Coordinator Grants



Business Unit Summary with Service Areas

Service Area: Great Neighbourhoods

Department: Grants

Budget Year: 2018

Overview:

Victoria has a population of 85,792 residents who reside in 13 neighbourhoods, all with their own distinct identity and features. In 2015, City Council directed staff within the strategic plan to “Create a ‘great neighbourhoods initiative’ based on Edmonton’s model; amended to fit our local circumstances.” This proposed approach provides opportunity to take a more holistic approach to supporting neighbourhoods and for improving internal coordination within the City’s operations, better communication across City departments and externally, and providing overall better service to citizens.

Projects in public space and placemaking grants for small-scale community projects.

This budget is intended to capitalize on opportunities to shift from project and problem based neighbourhood engagement to focusing on place-based opportunities at a neighbourhood level and placemaking and animation of public spaces.

Deliverables:

- My Great Neighbourhood Grant Program
- Placemaking opportunities

Business Unit Summary with Service Areas

Service Area: Great Neighbourhoods¹

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4638	Miscellaneous Grants	0	0	0	125,000	
Total Expenditures		0	0	0	125,000	
Net Total		0	0	0	(125,000)	

1. Great Neighbourhoods reallocated from capital to operating beginning in 2018

Business Unit Summary with Service Areas

Service Area: Great Neighbourhoods¹

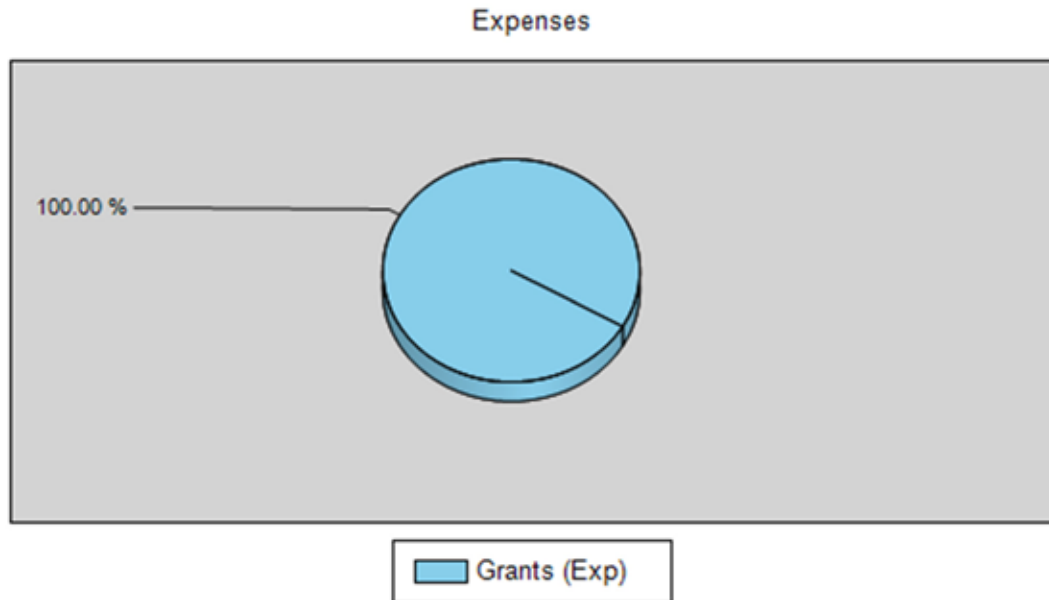
5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
4638 Miscellaneous Grants	125,000	125,000	125,000	125,000	125,000
Total Expenditures	125,000	125,000	125,000	125,000	125,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)

1. Great Neighbourhoods reallocated from capital to operating beginning in 2018

Business Unit Summary with Service Areas

Service Area: Great Neighbourhoods





Greater Victoria Public Library

The City of Victoria is one of ten member municipalities in the Greater Victoria Public Library system. Each member municipality pays a share of the library's operating costs using a formula that is based on each municipality's converted assessed property values and population.

In addition, the City pays the majority of the facility costs of the downtown library facility since this is the main branch for the City. The City will be paying for the lease, operating and one-time capital costs for the new library branch in James Bay. All other municipalities pay facility costs associated with any branch within their municipalities.

The two branches located in the City of Victoria are the Central downtown branch located at 753 Broughton Street and opening in 2018, the new library branch in James Bay located in the Capital Park development at the corner of Superior and Menzies Streets.

Budget Summary

2018 Base Expenditures	5,345,000
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>5,345,000</u>
2017 Base Expenditures	4,879,695
2017 One Time Expenditures	0
2017 Approved Expenditures	<u>4,879,695</u>
Base Budget Change	465,305
Change by %	9.54%

Business Unit Summary with Service Areas

Business Unit: 5800 - Greater Vic. Public Library

Department: Corporate **Budget Year:** 2018

Overview:

The City is one of ten member municipalities in the Greater Victoria Public Library system. Each member municipality pays a share of the library's operating costs using a formula that is based on each municipality's converted assessed property values and population. In addition, the City pays the majority of the facility costs of the downtown library facility since this is the main branch for the City. All other municipalities pay facility costs associated with any branch within their municipalities.

Business Unit Summary with Service Areas

Business Unit: 5800 - Greater Vic. Public Library

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
4812	Greater Victoria Public L	4,718,574	2,781,901	4,879,695	5,110,000	+ 4.72 %
4816	Lease/Rental	0	0	0	235,000	
Total Expenditures		4,718,574	2,781,901	4,879,695	5,345,000	
Net Total		(4,718,574)	(2,781,901)	(4,879,695)	(5,345,000)	

Business Unit Summary with Service Areas

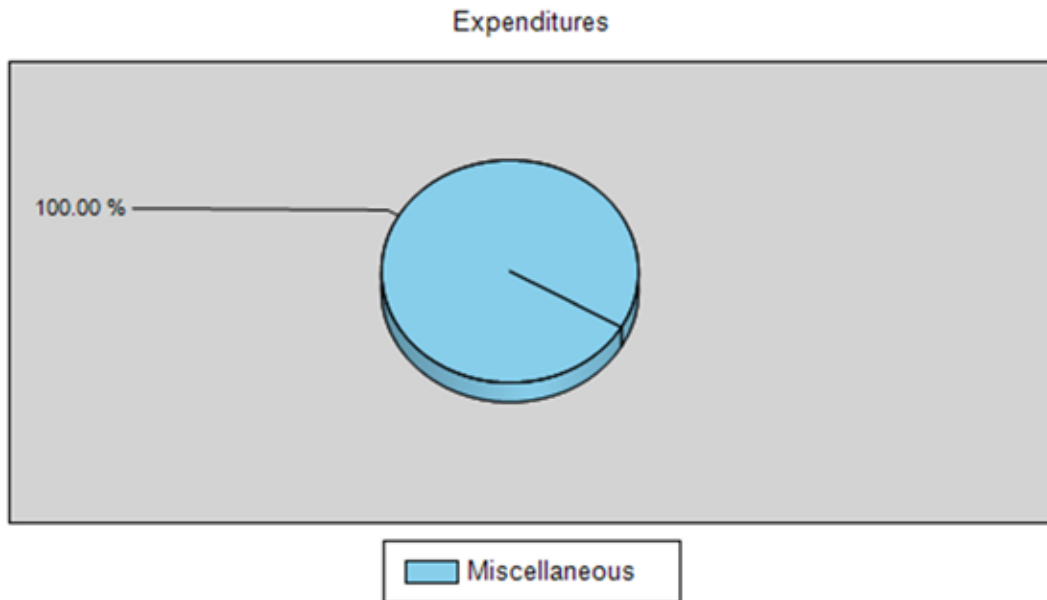
Business Unit: 5800 - Greater Vic. Public Library

5 Year Forecast:

		2018	2019	2020	2021	2022
Expenditures						
4812	Greater Victoria Public L	5,110,000	5,212,200	5,316,444	5,422,773	5,531,228
4816	Lease/Rental	235,000	239,700	244,494	249,384	254,372
Total Expenditures		5,345,000	5,451,900	5,560,938	5,672,157	5,785,600
% Increase			2.00%	2.00%	2.00%	2.00%
Net Total		(5,345,000)	(5,451,900)	(5,560,938)	(5,672,157)	(5,785,600)

Business Unit Summary with Service Areas

Business Unit: 5800 - Greater Vic. Public Library





Victoria Police Department

The Victoria Police Department is the oldest police department west of the Great Lakes, with 243 sworn members and over 100 civilian staff and volunteers proudly serving the City of Victoria and the Township of Esquimalt.

The City of Victoria's downtown is a vibrant, world-class destination and the centre of business, commerce and entertainment for the entire South Island. In policing the downtown, VicPD is a regional and provincial leader regarding social issues, drug addiction, homelessness and mental illness, and have formed innovative partnerships with other stakeholders who seek creative solutions to these issues.

Core Responsibilities

Police officers have a number of common law and statutory responsibilities. Broadly, these include:

- Preserve the peace
- Protect life and property
- Prevent crime
- Enforce the law
- Apprehend offenders

The responsibility of modern policing has expanded drastically over the past many years. The traditional "law enforcement" ethos has been replaced with a much broader concept of policing. Today, policing includes a wide range of responsibilities that impact public safety and community health, and require the police to be community leaders and partners in addressing a wide range of community concerns beyond just crime.

Core Service Areas

- **Patrol Division:** responds to all calls for service from the public in the City of Victoria and the Township of Esquimalt.
- **Community Services Division:** provides proactive community-based policing services to all citizens as it relates to traffic safety and education, street disorder, social issues, homelessness, mental illness and substance use.
- **Information Management Division:** manages switchboard operations, 911 and non-emergency call-taking, police dispatch services and day-to-day support in the Records Section.

- **Community Engagement Division:** engages our citizens through social media, media relations and direct engagement.
- **Esquimalt Division:** serves the Township of Esquimalt and Vic West.
- **Human Resources Division:** responsible for the ongoing development, welfare, benefits management, training and performance management of employees.
- **Executive Services Division:** responsible for investigating complaints against officers, policy, audit, Freedom of Information requests, PRIME training, plus infrastructure planning and asset management.
- **Financial Services Division:** responsible for overall financial management, processing of payroll, exhibit control, accounts payable and procurement of materials and services.

Victoria Police Department

Budget Summary

2018 Base Expenditures	53,821,788
2018 One Time Expenditures	100,000
2018 Proposed Expenditures	<u>53,921,788</u>

2017 Base Expenditures	52,513,543
2017 One Time Expenditures	740,200
2017 Approved Expenditures	<u>53,253,743</u>

Base Budget Change	1,308,245
Change by %	2.49%

2018 Base Revenues	8,189,028
2018 One Time Revenues	100,000
2018 Proposed Revenues	<u>8,289,028</u>

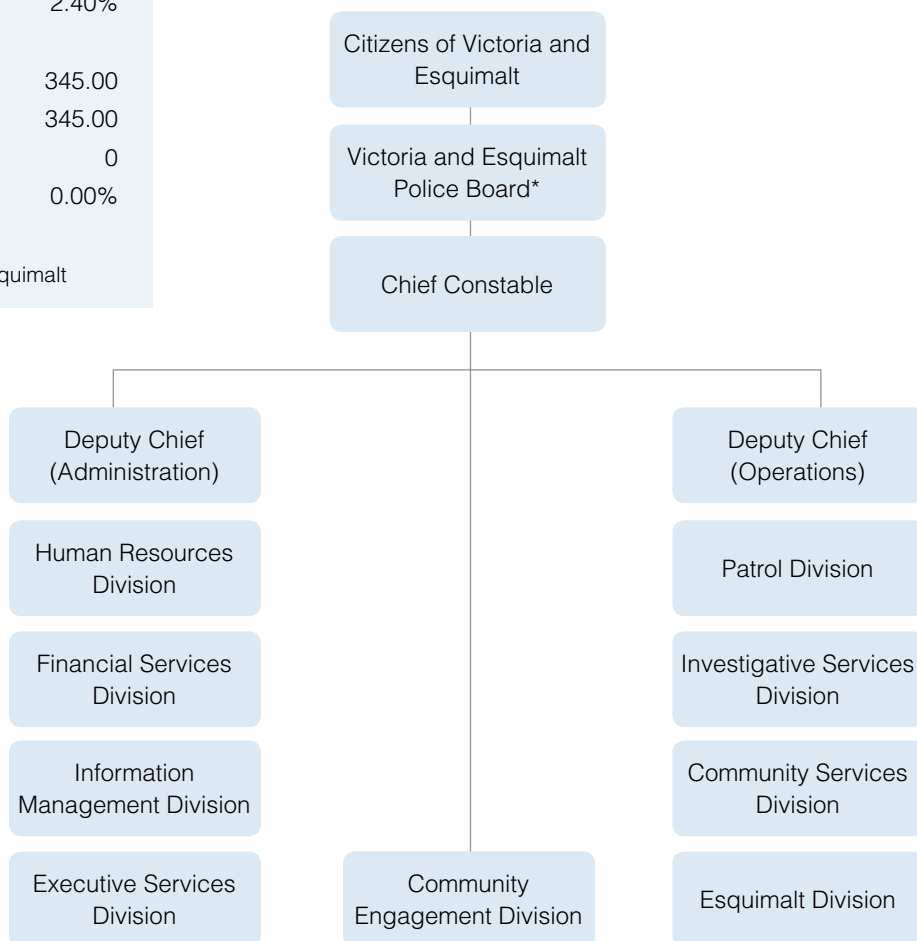
2017 Base Revenues	7,996,716
2017 One Time Revenues	740,200
2017 Approved Revenues	<u>8,736,916</u>

Base Budget Change	192,312
Change by %	2.40%

2018 FTE	345.00
2017 FTE	345.00
Change	0
Change by %	0.00%

Funded 85.3% City of Victoria, 14.7% Township of Esquimalt

*The Victoria and Esquimalt Police Board is an independent governance and oversight body that is directly accountable to the citizens of Victoria and Esquimalt and, as such, does not report directly to municipal council.



VICTORIA POLICE DEPARTMENT

Performance Metrics

Measuring Success – Police Responses

Performance Measurements		2016 Actuals	2017 Projections	2018 Forecast
How much did we do?				
# of Calls for Service		58,095	60,000	60,000
# of Dispatched Calls for Service		40,090	40,500	40,500
# of Police Reports Processed		40,051	40,250	40,250
# of Online Reports Received		1,228	1,335	1,500
# of Hours of Service by VicPD Volunteers		7,400	8,000	8,500
# of Hours of Service by VicPD Reserves		9,000	9,500	10,000
# of Police Information Checks Processed		2,550	2,600	2,650
# of Summonses/Subpoenas Processed		934	950	970
# of News Releases Issued		187	200	225
Performance Measurements	2015 Actuals	2016 Actuals	2017 Projections	2018 Forecast
How well did we do it?				
Crime (for VicPD's jurisdiction)* <ul style="list-style-type: none">• Crime Rate (excluding traffic)• Crime Severity Index• Violent crime incidents• Property crime incidents <div>*Rates per 1000</div>	112.7 139.14 2,574 6,993	103.4 118.62 2,437 6,676	N/A	N/A
Story behind the data	Crime rates and incidents are reported by police agency, not by individual municipality. Although rates and incidents tend to be elevated for VicPD's jurisdiction, this can be attributed to the unique policing model in Greater Victoria. Areas the size of Greater Victoria, comprised of a downtown area surrounded by primarily suburban communities, are often policed by one police agency. Crime incidents in a downtown area are then offset by the lower rates in the suburban communities. This is demonstrated through the Crime Severity Index (CSI) where the 2016 Victoria Census Metropolitan Area had a Crimes Severity index of 63.8, close to 50% lower than the CSI for the Victoria Police Department. As the police agency responsible for the region's only downtown core, elevated crime and incident rates, compared with other areas, should be expected. VicPD's proactive policing methods have proven beneficial in decreasing VicPD's annual CSI rates.			
Community Safety/Disorder <ul style="list-style-type: none">• Top 5 dispatched calls for service	1. Unwanted person 2. Check wellbeing 3. Assist emergency service 4. Suspicious person 5. Disturbance	1. Unwanted person 2. Check wellbeing 3. Assist emergency service 4. Suspicious person 5. Disturbance	1. Unwanted person 2. Check wellbeing 3. Assist emergency service 4. Suspicious person 5. Disturbance	1. Unwanted person 2. Check wellbeing 3. Assist emergency service 4. Suspicious person 5. Disturbance

VICTORIA POLICE DEPARTMENT

Performance Metrics

Performance Measurements	2015 Actuals	2016 Actuals	2017 Projections	2018 Forecast
Story behind the data VicPD works diligently to use resources as effectively as possible, using crime and community intelligence to identify areas and persons of concern that contribute to crime, community disorder, and calls for service to the police. Our goal is prevent problems before they start wherever possible, or to use focused, holistic approaches to solve problems. Much of the work of VicPD officers is not related to criminal offences but is related to community expectations and demand, and also the community's feeling of safety and security. "Wake-ups" of people sleeping in public spaces is one example of the daily tasks assigned to VicPD officers that is related more to the maintenance of social order rather than criminal activity.				
Efficiency <ul style="list-style-type: none"> Response Time (% of Victoria's Priority 1 and 2 calls responded to with an officer in 0–5 minutes) 911 Total Calls Answered Operational Priority areas experiencing reduction in incidents 	48% 42,918 78%	51% 45,103 75%	55% 47,350 80%	60% 49,700 80%
Story behind the data VicPD participated in a comprehensive efficiency and effectiveness review that was completed in 2017. This review made concrete recommendations about how VicPD could improve its efficiency and effectiveness in a financially sustainable way.				
Public Confidence/Legitimacy <ul style="list-style-type: none"> Overall satisfaction level Community meetings/events Substantiated police complaints Media requests police responded to Social media followers (Twitter, Facebook, Instagram, and Reddit) 	88% (2014) 632 0 1,500 (est) 43,442	N/A 672 3 1,608 60,429	88% (actual) 700 1 1,750 74,000	N/A 750 1 1,900 90,000
Story behind the data VicPD conducts comprehensive surveys of both the community and businesses every 3 years to measure public satisfaction with its service. Surveys in both 2014 and 2017 indicated an overall public satisfaction rate of 88%, which compares favourably with other police services across Canada.				
Is anyone better off?				
Crime and disorder are being prevented, reduced, and effectively investigated	As one of VicPD's main goals in our Strategic Plan, this objective guides all operations at the department.			
Story behind the data VicPD holds a Strategic Operations Council every 28 days to identify operational objectives and assign resources while measuring progress against past priorities. This approach ensures a coordinated and accountable approach to the needs of our community.				
Where do we want to go?	Continue to target prolific offenders while remaining responsive to the needs of the community. The Strategic Operations Council is designed around these factors and is a proven model for effective community-based policing.			

Performance Metrics

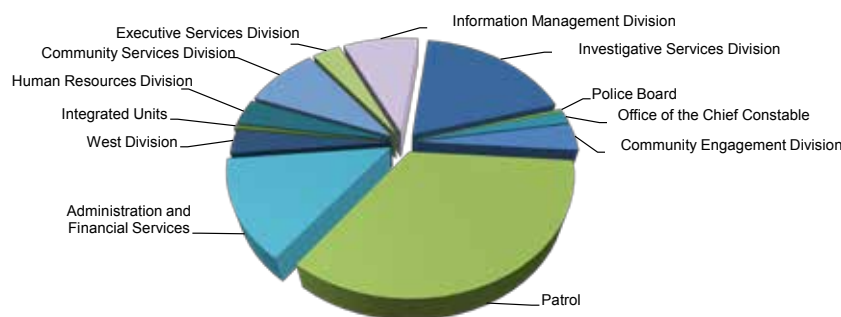
The public values, trusts, and understands our role in a healthy community	This Strategic Plan goal is essential to VicPD remaining an effective partner in addressing our community issues and supporting partner agencies.
Story behind the data	VicPD invests heavily in maintaining the public trust. Whether it is through participation in the Greater Victoria Diversity Advisory Committee, our community and business surveys, or our Mental Health Strategy and Action Plan, our goal is to always be trusted partners with other community-based organizations.
Where do we want to go?	VicPD continues to be committed to being a trusted partner and leader in the community. We will continue to invest in relationships with community groups so that lasting and effective solutions can be reached for the challenges that affect our citizens.
We are leaders in developing shared strategies to enhance community safety	Police services cannot be the sole provider of solutions for the community. Therefore, VicPD works closely with community partners to develop shared strategies to enhance community safety.
Story behind the data	VicPD has adopted a number of initiatives to contribute to community-based solutions for emerging issues including our Naloxone program, fentanyl enforcement, support for supervised consumption services, extensive social media efforts and our “Community First” engagement approach.
Where do we want to go?	Continue to be a community leader and partner in creative and effective community-based solutions.
We use resources efficiently to support service excellence	VicPD is responsive to fiscal pressures and is committed to financial sustainability.
Story behind the data	VicPD had adopted a wide range of initiatives to contribute to financial sustainability, including an Attendance Management Program, a comprehensive Efficiency and Effectiveness Review, an Information Management Review, and the extensive deployment of VicPD Volunteers and Reserves into the community.
Where do we want to go?	Continue to use resources responsibly while delivering the policing service that our citizens expect.
We are committed to making the organization its best	Employee well-being and development is vital to the future of VicPD.
Story behind the data	VicPD recently adopted a number of innovative programs to enhance employee development and performance, including a new Staff Sergeant Development Process, Road to Mental Readiness training, and a Fair and Impartial Policing training program.
Where do we want to go?	Continue to be at the forefront of the policing community in terms of exploring and adopting innovative human resources practices to ensure the long-term well-being and development of our people.

VICTORIA POLICE DEPARTMENT

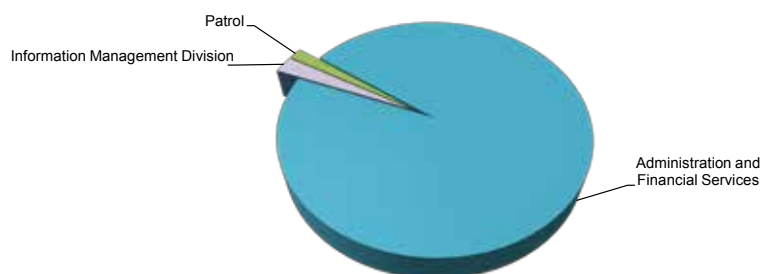
Business Unit Summary

	2017 Budget	2018 Budget	Change	% Change
Revenues				
Patrol	134,000	134,000	0	0.00%
Administration and Financial Services	8,171,716	7,964,028	(207,688)	-2.54%
Community Services Division	240,200	0	(240,200)	-100.00%
Information Management Division	191,000	191,000	0	0.00%
Total	8,736,916	8,289,028	(447,888)	-5.13%
Expenditures				
Community Engagement Division	1,927,790	1,958,956	31,166	1.62%
Patrol	17,575,432	18,346,308	770,876	4.39%
Administration and Financial Services	7,292,392	7,197,483	(94,909)	-1.30%
West Division	1,689,200	1,750,404	61,204	3.62%
Integrated Units	307,760	318,008	10,248	3.33%
Human Resources Division	1,803,663	1,901,496	97,833	5.42%
Community Services Division	5,127,378	4,710,956	(416,422)	-8.12%
Executive Services Division	1,892,039	1,812,865	(79,174)	-4.18%
Information Management Division	4,870,314	4,896,505	26,191	0.54%
Investigative Services Division	9,723,887	9,933,794	209,907	2.16%
Police Board	202,114	208,670	6,556	3.24%
Office of the Chief Constable	841,774	886,342	44,568	5.29%
Total	53,253,743	53,921,788	668,045	1.25%
Net	44,516,827	45,632,760	1,115,933	2.51%

2018 Expenditures



2018 Revenues



Business Unit Summary with Service Areas

Service Area: Community Engagement Division

Department: Police

Budget Year: 2018

Overview:

The Community Engagement Division manages not only community engagement initiatives with our citizens but also manages and administers the reserves, volunteers and community programs of the Police Department. Also, Information Technology falls within this portfolio.

Deliverables:

Deliverables for the Community Engagement Division include:

- Fostering new, bold and innovative ways to connect with the citizens of Victoria and Esquimalt
- Building enduring partnerships with media agencies by offering sustained and transparent access to VicPD people and stories
- To work with all VicPD divisions to identify, plan and facilitate community engagement activities
- Employ leading-edge social media practices and explore emerging technologies to connect more of our citizens in a meaningful, helpful and sustained way

Deliverables for the Information Technology unit include:

- Realign the unit to address the challenges of the Information Strategy
- Examine opportunities for integration with other agencies or services
- Update and improve our IT infrastructure and effectively manage the maintenance and replacement of existing infrastructure

Business Unit Summary with Service Areas

Service Area: Community Engagement Division

Changes to Service Area:

Account Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues					
Grants	28,150	0	0	0	
Total Revenues	28,150	0	0	0	
Expenditures					
Contracted Services	18,014	850	6,500	16,500	+153.85%
Equipment	2,380	3,647	2,600	2,600	0.00%
Material & Supplies	100,967	19,517	148,800	112,800	-24.19%
Miscellaneous	304,814	200,010	350,800	356,800	+1.71%
Other Personnel Costs	25,717	2,404	35,600	36,600	+2.81%
Salaries and Benefits	1,332,098	760,209	1,383,490	1,433,656	+3.63%
Total Expenditures	1,783,991	986,637	1,927,790	1,958,956	
Net Total	(1,755,841)	(986,637)	(1,927,790)	(1,958,956)	

Business Unit Summary with Service Areas

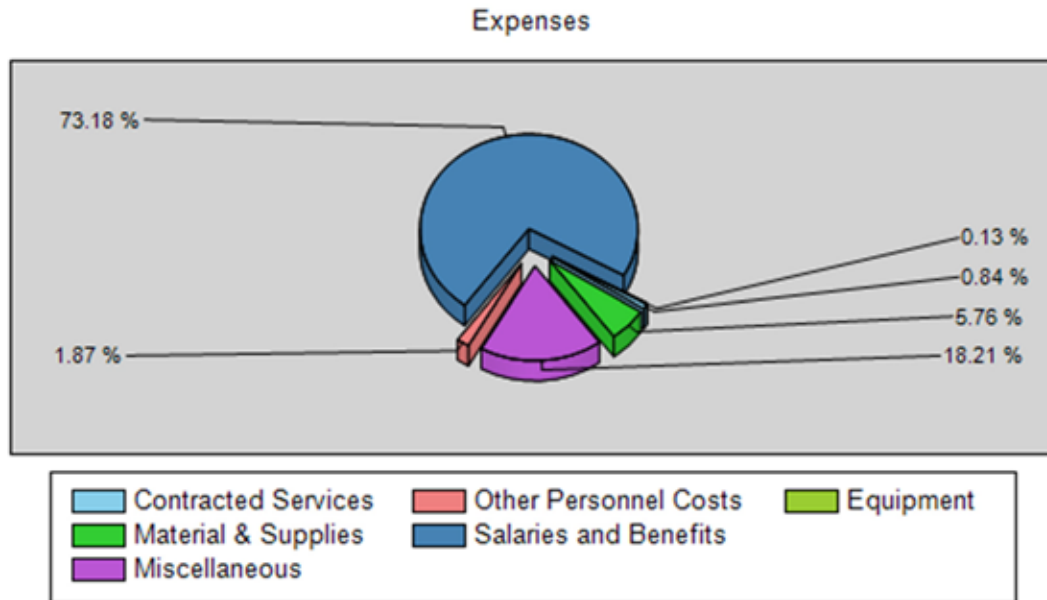
Service Area: Community Engagement Division

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
Contracted Services	16,500	16,830	17,167	17,510	17,860
Equipment	2,600	2,652	2,705	2,759	2,814
Material & Supplies	112,800	114,436	116,105	117,807	119,543
Miscellaneous	356,800	364,266	371,881	379,649	387,572
Other Personnel Costs	36,600	37,092	37,594	38,106	38,628
Salaries and Benefits	1,433,656	1,463,734	1,494,448	1,525,813	1,557,841
Total Expenditures	1,958,956	1,999,010	2,039,900	2,081,643	2,124,258
% Increase		2.04%	2.05%	2.05%	2.05%
Net Total	(1,958,956)	(1,999,010)	(2,039,900)	(2,081,643)	(2,124,258)

Business Unit Summary with Service Areas

Service Area: Community Engagement Division



Business Unit Summary with Service Areas

Service Area: Patrol

Department: Police

Budget Year: 2018

Overview:

The Patrol Division provides 24/7 frontline response to policing calls for service and responsibility over the operation of jail facilities in the City of Victoria and Township of Esquimalt. . Our officers will manage a myriad of calls from very serious crime and public disorder, to personal crisis and social issues. When not managing calls for service, Patrol is engaged in Operations Council priorities, community interaction and general Patrol duties. The Patrol Division is also responsible for the VicPD Operational Planning Section and Emergency Management. This section is responsible for planning, resourcing, and responding to the many events that take place in the community every year, as well as emergency preparedness for the department.

Deliverables:

- 2018 will see further integration of smart phone functionality and enhanced technology into business practices to increase efficiency.
- Work with our community and corporate partners to ensure efficiencies; such as reduced wait times at Island Health facilities.
- Strive to increase the visibility and accessibility of our officers in the community
- Ensure we are diligent in providing appropriate training for our officers to better serve the community

Business Unit Summary with Service Areas

Service Area: Patrol

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
	Recovery of Prisoner Costs	33,180	20,969	34,000	34,000	0.00 %
	Special Duty Police	587,582	306,333	100,000	100,000	0.00 %
Total Revenues		620,762	327,302	134,000	134,000	
Expenditures						
	Contracted Services	80,517	41,195	86,000	92,000	+6.98%
	Equipment	13,892	2,426	10,000	10,000	0.00%
	Material & Supplies	10,505	6,200	15,000	15,000	0.00%
	Miscellaneous	(201,689)	(95,033)	5,000	5,000	0.00%
	Other Personnel Costs	1,080	1,626	0	0	0.00%
	Salaries and Benefits	17,959,957	10,092,798	17,459,432	18,224,308	+4.38%
Total Expenditures		17,864,261	10,049,211	17,575,432	18,346,308	
Net Total		(17,243,500)	(9,721,909)	(17,441,432)	(18,212,308)	

Business Unit Summary with Service Areas

Service Area: Patrol

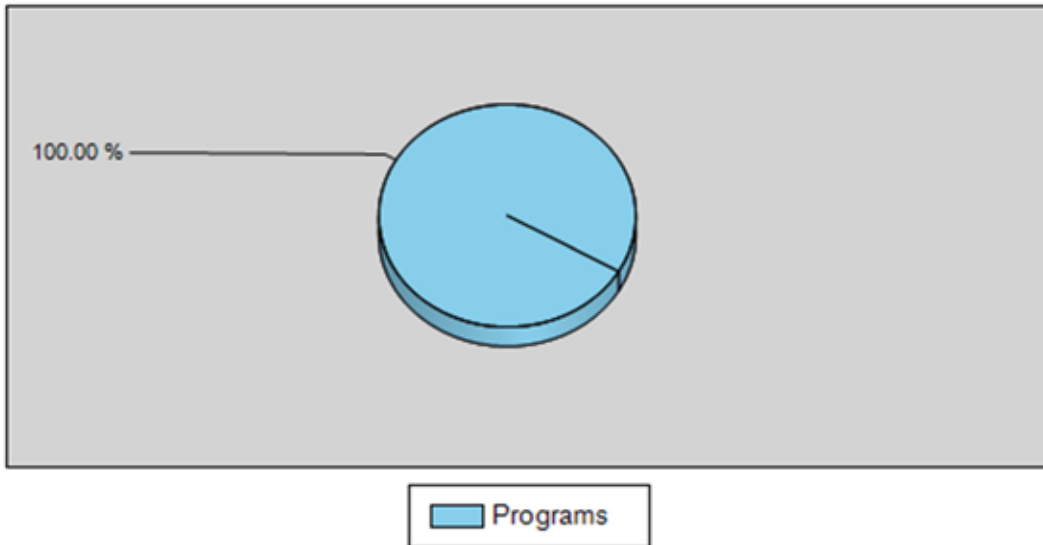
5 Year Forecast:

	2018	2019	2020	2021	2022
Revenues					
Recovery of Prisoner Costs	34,000	34,680	35,374	36,081	36,803
Special Duty Police	100,000	102,500	105,063	107,689	110,381
Total Revenues	134,000	137,180	140,436	143,770	147,184
% Increase		2.37%	2.37%	2.37%	2.37%
Expenditures					
Contracted Services	92,000	93,840	95,717	97,631	99,584
Equipment	10,000	10,200	10,404	10,612	10,824
Material & Supplies	15,000	15,300	15,606	15,918	16,236
Miscellaneous	5,000	5,100	5,202	5,306	5,412
Salaries and Benefits	18,224,308	18,678,764	19,144,557	19,621,972	20,111,299
Total Expenditures	18,346,308	18,803,204	19,271,486	19,751,440	20,243,356
% Increase		2.49%	2.49%	2.49%	2.49%
Net Total	(18,212,308)	(18,666,024)	(19,131,050)	(19,607,670)	(20,096,172)

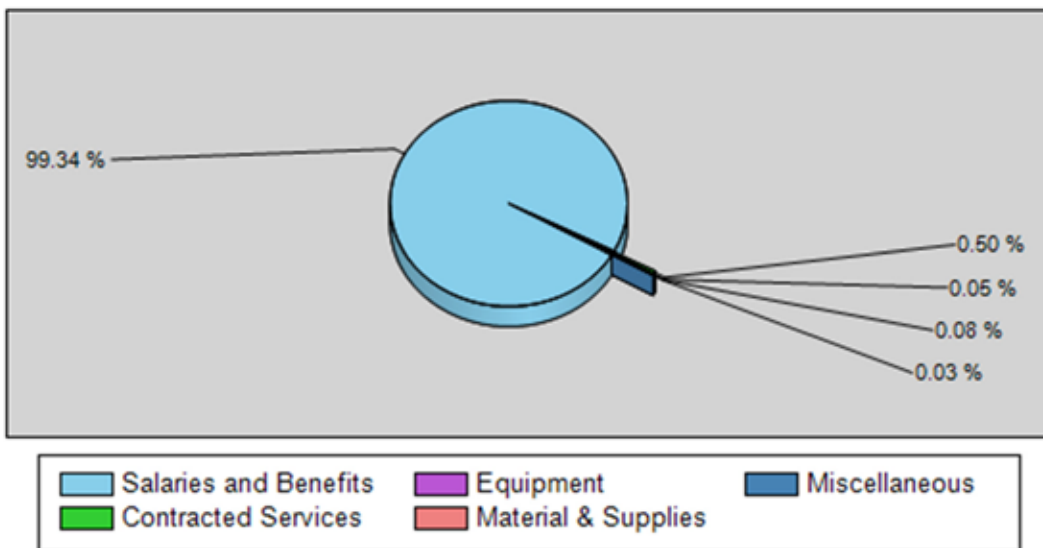
Business Unit Summary with Service Areas

Service Area: *Patrol*

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Administration and Financial Services

Department: Police

Budget Year: 2018

Overview:

This Division is responsible for the overall financial management, business processes and administrative functions of the Victoria Police Department. Additional responsibilities include Exhibit Control, Purchasing as well as assisting in the daily operations of the fleet and coordinating office moves and leasehold improvement projects.

Deliverables:

- In 2018 we will reassess the capital plan for building improvements based on organizational needs and planned reallocation of human resources within the department.
- The implementation of a key management system in 2017 will allow us to develop a more efficient vehicle pooling and capital replacement program to better use our vehicles and increase the efficiency of use.
- The Division will also assist in implementing the Information Management Strategy for the Department.

Business Unit Summary with Service Areas

Service Area: Administration and Financial Services

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
	Miscellaneous Fees	118,608	0	0	0	
	Special Duty Police	856	0	0	0	
	Esquimalt (Recovery)	7,400,626	5,138,011	7,671,716	7,864,028	+ 2.51 %
	Cost-sharing	1,428	65	0	0	
	Grants	89,096	55,899	0	0	
	Financial Stability Reserve	0	0	500,000	100,000	- 80.00 %
Total Revenues		7,610,614	5,193,975	8,171,716	7,964,028	
Expenditures						
	Contracted Services	1,054,597	254,703	1,122,143	1,174,950	+4.71%
	Equipment	27,523	12,807	5,000	5,000	0.00%
	Fiscal Expenses	178,785	113,624	180,950	192,000	+6.11%
	Internal Transfers	1,229,725	0	1,030,000	1,056,000	+2.52%
	Material & Supplies	1,528,554	1,000,267	1,872,000	1,900,400	+1.52%
	Miscellaneous	603,800	(45,021)	1,949,201	1,577,302	-19.08%
	Other Personnel Costs	118,784	59,318	80,500	120,090	+49.18%
	Salaries and Benefits	1,700,406	1,139,989	1,052,598	1,171,741	+11.32%
Total Expenditures		6,442,175	2,535,688	7,292,392	7,197,483	
Net Total		1,168,439	2,658,288	879,324	766,545	

Business Unit Summary with Service Areas

Service Area: Administration and Financial Services

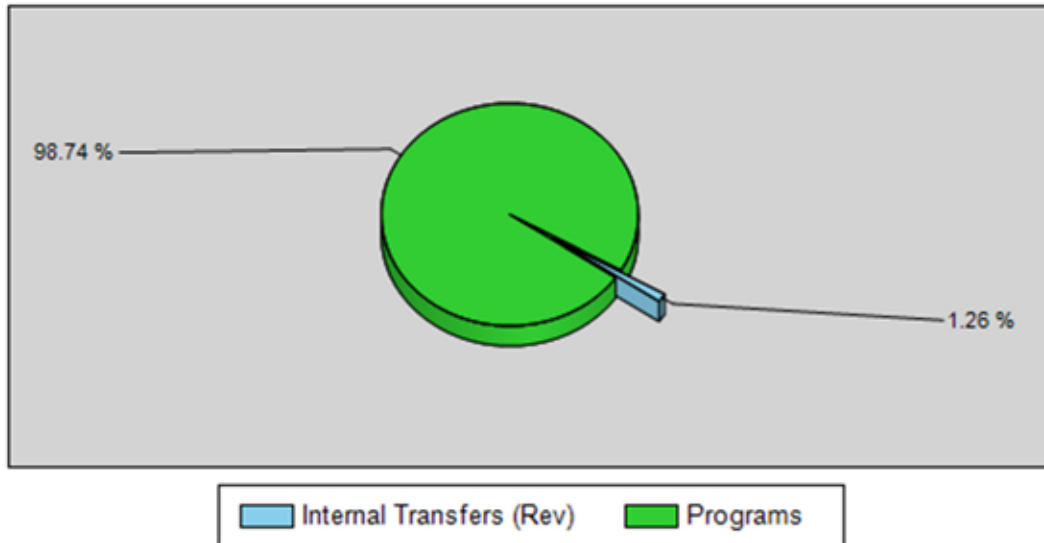
5 Year Forecast:

	2018	2019	2020	2021	2022
Revenues					
Esquimalt (Recovery)	7,864,028	8,060,629	8,262,145	8,468,698	8,680,415
Financial Stability Reserve	100,000	0	0	0	0
Total Revenues	7,964,028	8,060,629	8,262,145	8,468,698	8,680,415
% Increase		1.21%	2.50%	2.50%	2.50%
Expenditures					
Contracted Services	1,174,950	1,176,950	1,178,990	1,181,071	1,183,193
Equipment	5,000	5,100	5,202	5,306	5,412
Fiscal Expenses	192,000	195,840	199,757	203,752	207,827
Internal Transfers	1,056,000	1,082,400	1,109,460	1,137,197	1,165,626
Material & Supplies	1,900,400	1,932,808	1,965,864	1,999,581	2,033,973
Miscellaneous	1,577,302	1,624,161	1,760,836	1,901,673	2,063,245
Other Personnel Costs	120,090	122,470	124,898	127,374	129,899
Salaries and Benefits	1,171,741	1,197,737	1,228,084	1,259,271	1,287,219
Total Expenditures	7,197,483	7,337,466	7,573,091	7,815,225	8,076,395
% Increase		1.94%	3.21%	3.20%	3.34%
Net Total	766,545	723,163	689,054	653,473	604,020

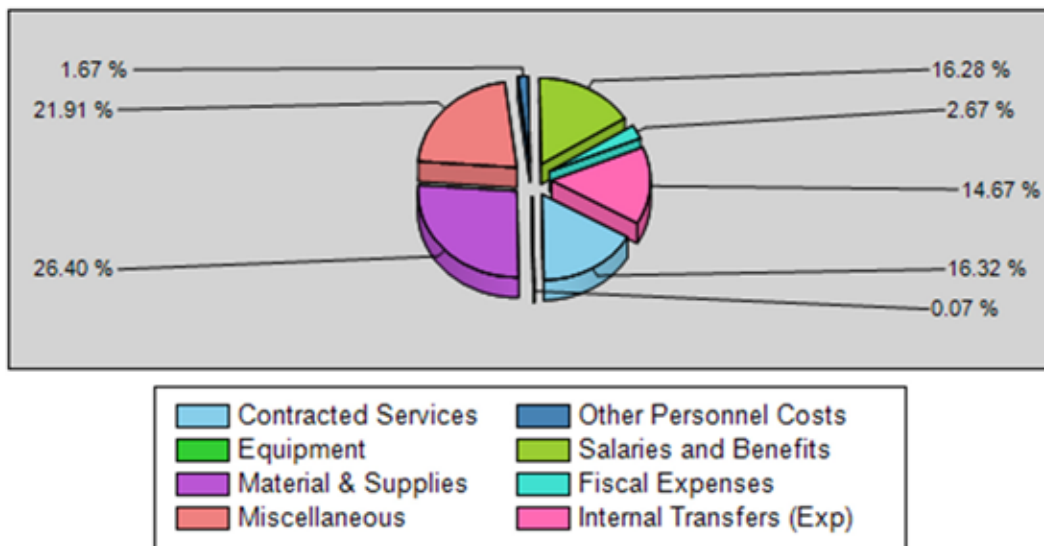
Business Unit Summary with Service Areas

Service Area: Administration and Financial Services

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: West Division

Department: Police

Budget Year: 2018

Overview:

The Esquimalt Division provides citizens and businesses in Esquimalt and Vic West with a consistent resource that they can call upon when assistance is required. The Division is also responsible for the K-9 unit and School Resource Officers.

Deliverables:

- Continue development of the Esquimalt Reserve officer program.
- Build on our existing service levels to the community through increased foot and bicycle patrols, continued support to community and business groups and schools.
- The K-9 unit will continue to seek partnerships with other agencies as well as to develop the capabilities of the unit through further training.
- Continue to enhance and build safety programs to schools

Business Unit Summary with Service Areas

Service Area: West Division

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
	Equipment	16,118	4,778	13,000	18,000	+38.46%
	Material & Supplies	39,911	14,970	39,500	34,500	-12.66%
	Miscellaneous	3,394	3,414	1,000	1,000	0.00%
	Other Personnel Costs	8,089	3,036	19,000	19,000	0.00%
	Salaries and Benefits	1,567,228	887,058	1,616,700	1,677,904	+3.79%
Total Expenditures		1,634,741	913,256	1,689,200	1,750,404	
Net Total		(1,634,741)	(913,256)	(1,689,200)	(1,750,404)	

Business Unit Summary with Service Areas

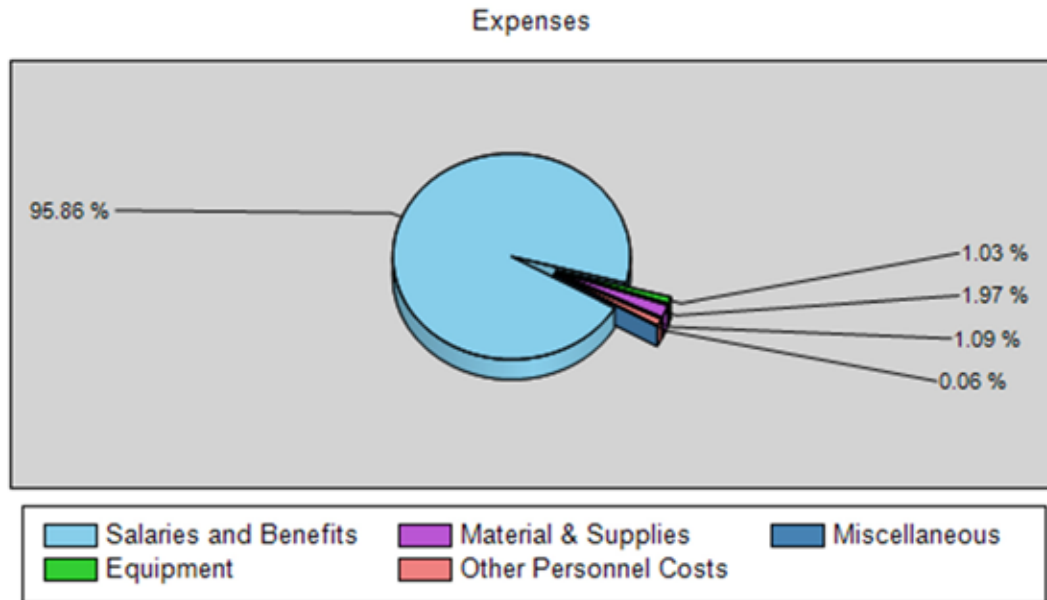
Service Area: West Division

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
Equipment	18,000	18,360	18,727	19,102	19,484
Material & Supplies	34,500	35,190	35,894	36,612	37,344
Miscellaneous	1,000	1,020	1,040	1,061	1,082
Other Personnel Costs	19,000	19,380	19,768	20,163	20,566
Salaries and Benefits	1,677,904	1,719,053	1,761,215	1,804,415	1,848,678
Total Expenditures	1,750,404	1,793,003	1,836,644	1,881,353	1,927,154
% Increase		2.43%	2.43%	2.43%	2.43%
Net Total	(1,750,404)	(1,793,003)	(1,836,644)	(1,881,353)	(1,927,154)

Business Unit Summary with Service Areas

Service Area: West Division



Business Unit Summary with Service Areas

Service Area: Integrated Units

Department: Police

Budget Year: 2018

Overview:

The Victoria Police Department has partnered with other municipal police departments and the RCMP in order to effectively manage police services within the region.

The most significant integrated units are as follows:

Municipal Police Departments Only:

- Crowd Management Unit
- Emergency Response Team
- Explosive Disposal Unit
- Crisis Negotiating Team
- Tactical Liaison Officers
- Critical Incident Scribes

Municipal and RCMP:

- Integrated Mobile Crisis Response Team
- Mobile Youth Services Team
- Regional Domestic Violence Unit
- Crime Stoppers
- Diversity Committee

Deliverables:

Efficient and effective policing for the community

Business Unit Summary with Service Areas

Service Area: Integrated Units

Changes to Service Area:

Account Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues					
Miscellaneous Recoveries	436,779	(2,827)	0	0	
Total Revenues	436,779	(2,827)	0	0	
Expenditures					
Contracted Services	3,551	1,630	2,882	3,500	+21.44%
Equipment	38,960	9,063	6,000	10,600	+76.67%
Internal Transfers	23,266	0	0	0	0.00%
Material & Supplies	97,726	64,589	69,108	61,700	-10.72%
Miscellaneous	263,917	(51,313)	(62,737)	(77,500)	+23.53%
Other Personnel Costs	47,702	19,540	10,000	15,200	+52.00%
Salaries and Benefits	342,959	190,292	282,507	304,508	+7.79%
Total Expenditures	818,081	233,802	307,760	318,008	
Net Total	(381,302)	(236,629)	(307,760)	(318,008)	

Business Unit Summary with Service Areas

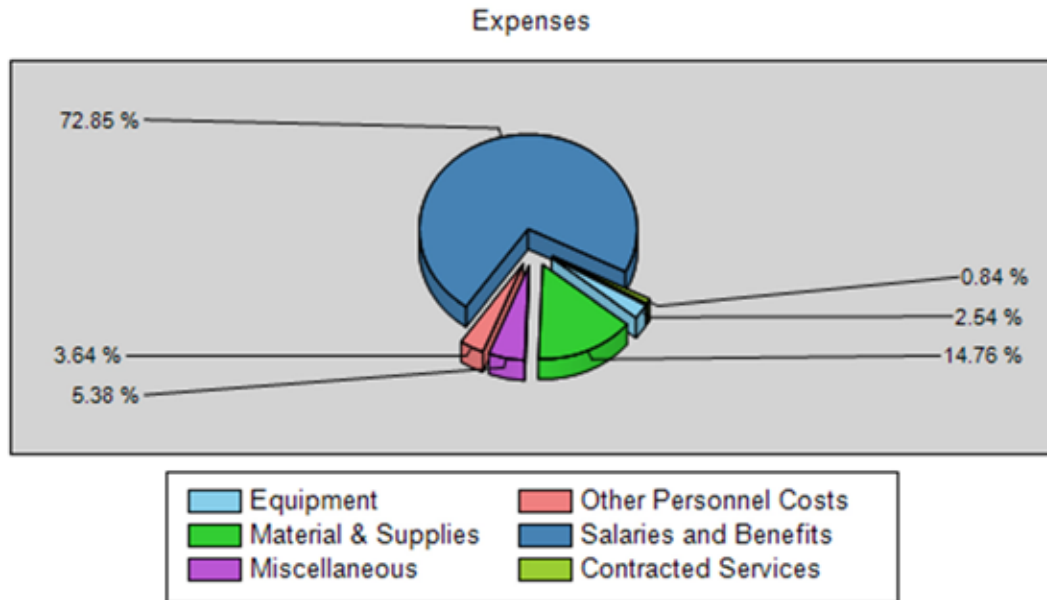
Service Area: Integrated Units

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
Contracted Services	3,500	3,570	3,641	3,714	3,789
Equipment	10,600	10,812	11,028	11,249	11,474
Material & Supplies	61,700	62,934	64,193	65,477	66,786
Miscellaneous	(77,500)	(78,090)	(78,692)	(79,306)	(79,932)
Other Personnel Costs	15,200	15,504	15,814	16,130	16,453
Salaries and Benefits	304,508	312,121	319,924	327,922	336,120
Total Expenditures	318,008	326,851	335,908	345,186	354,689
% Increase		2.78%	2.77%	2.76%	2.75%
Net Total	(318,008)	(326,851)	(335,908)	(345,186)	(354,689)

Business Unit Summary with Service Areas

Service Area: Integrated Units



Business Unit Summary with Service Areas

Service Area: Human Resources Division

Department: Police

Budget Year: 2018

Overview:

The Human Resource Division is responsible for the following:

- Sworn and Civilian recruiting
- Sworn and Civilian training management, planning and delivery
- Critical Incident Stress Management
- Labour process management and oversight
- Performance management and oversight
- Employee safety, welfare, disability and health management
- Sworn and Civilian career path processes and job competition management
- Management of promotional processes, internal position competitions and succession planning
- Community diversity relations (Greater Victoria Police Diversity Advisory Committee)

Deliverables:

Based on ongoing human resource needs assessments and the Information Management Strategy implementation, the Human Resources Division will focus on:

- Resource allocation to improve human resource utilization
- Further develop and implement employee wellness and mental health strategies
- Create efficiencies in training delivery through partnerships with other agencies and utilizing more online training methods
- Identify new and more efficient ways to deliver services through an alternate response unit

Business Unit Summary with Service Areas

Service Area: Human Resources Division

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
	Contracted Services	47,820	26,465	58,000	68,000	+17.24%
	Equipment	954	0	0	0	0.00%
	Material & Supplies	75,265	38,147	76,000	86,000	+13.16%
	Miscellaneous	(10,735)	(1,573)	24,000	24,000	0.00%
	Other Personnel Costs	339,548	228,060	390,000	440,000	+12.82%
	Salaries and Benefits	1,202,852	682,949	1,255,663	1,283,496	+2.22%
Total Expenditures		1,655,705	974,049	1,803,663	1,901,496	
Net Total		(1,655,705)	(974,049)	(1,803,663)	(1,901,496)	

Business Unit Summary with Service Areas

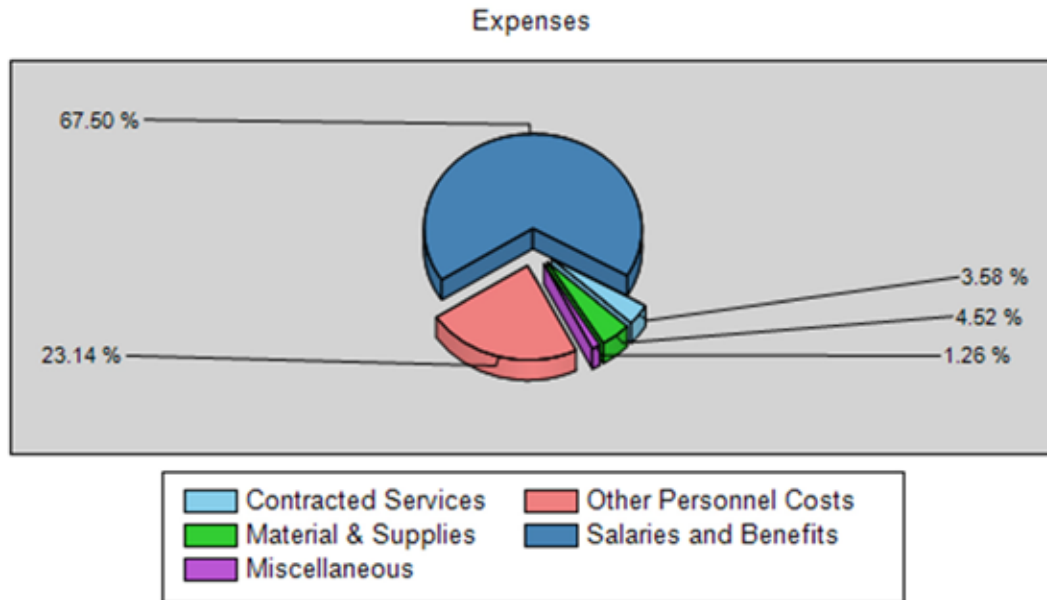
Service Area: Human Resources Division

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
Contracted Services	68,000	69,360	70,747	72,162	73,605
Material & Supplies	86,000	87,720	89,474	91,264	93,089
Miscellaneous	24,000	24,480	24,970	25,469	25,978
Other Personnel Costs	440,000	448,800	457,776	466,932	476,270
Salaries and Benefits	1,283,496	1,314,161	1,347,996	1,382,742	1,415,757
Total Expenditures	1,901,496	1,944,521	1,990,963	2,038,568	2,084,701
% Increase		2.26%	2.39%	2.39%	2.26%
Net Total	(1,901,496)	(1,944,521)	(1,990,963)	(2,038,568)	(2,084,701)

Business Unit Summary with Service Areas

Service Area: Human Resources Division



Business Unit Summary with Service Areas

Service Area: Community Services Division

Department: Police

Budget Year: 2018

Overview:

This Community Services Division is a pro-active, community based unit, responsible for providing the following police services within the community:

- Beat & Bike Squad
- Integration with Assertive Community Treatment Teams (ACT)
- Community Resource Officers
- Traffic
- Motorcycle Escort Team

Deliverables:

Deliverables for the Traffic section include:

- The use of intelligence led strategies in the deployment of traffic section resources.
- We will continue to develop partnerships with external stakeholders for focused enforcement
- Engage with the public to increase road safety awareness.

The Beat and Bike Squad will:

- Work with the Community Engagement Division to operationalize a Bait Bike Program.
- Proactively engage with various service providers to address issues and concerns of homelessness, mental health and addiction in order to assist in connecting people to services in order to prevent entrenchment of the most marginalized persons in one geographical area.
- Planning is underway to centralize VicPD's response to mental health and addiction and to implement to new VicPD Mental Health Strategy Action Plan.
- We are engaged with academia to review the 2 year pilot for the expansion of our members in the ACT team to determine the most efficient way to utilize police resources.

Business Unit Summary with Service Areas

Service Area: Community Services Division

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
	Esquimalt (Recovery)	0	0	35,309	0	
	Surplus	0	0	204,891	0	
Total Revenues		0	0	240,200	0	
Expenditures						
	Contracted Services	10,056	6,913	15,000	15,000	- 7.78 %
	Equipment	2,493	1,769	27,200	32,450	+ 0.51 %
	Material & Supplies	21,754	27,505	44,500	50,150	
	Miscellaneous	9,909	5,314	22,000	22,000	- 41.28 %
	Other Personnel Costs	10,136	9,372	13,000	14,500	0.00 %
	Salaries and Benefits	4,598,010	2,563,709	5,005,678	4,576,856	+ 0.51 %
Total Expenditures		4,652,358	2,614,584	5,127,378	4,710,956	
Net Total		(4,652,358)	(2,614,584)	(4,887,178)	(4,710,956)	

Business Unit Summary with Service Areas

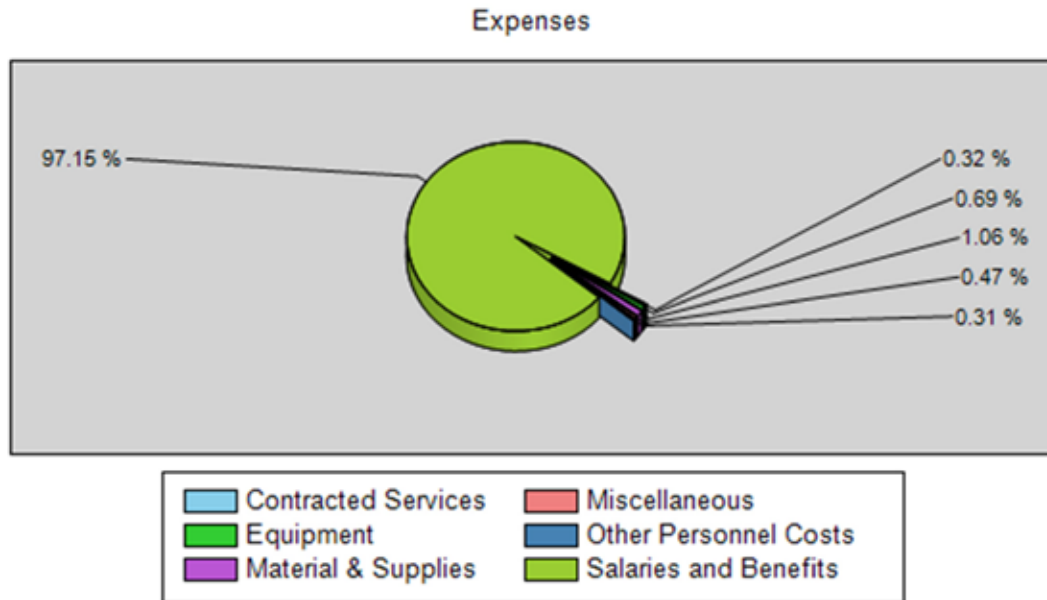
Service Area: Community Services Division

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
Contracted Services	15,000	15,300	15,606	15,918	16,236
Equipment	32,450	33,099	33,761	34,436	35,125
Material & Supplies	50,150	51,153	52,176	53,220	54,284
Miscellaneous	22,000	22,440	22,889	23,347	23,814
Other Personnel Costs	14,500	14,790	15,086	15,388	15,695
Salaries and Benefits	4,576,856	4,690,911	4,807,810	4,927,624	5,050,425
Total Expenditures	4,710,956	4,827,693	4,947,328	5,069,932	5,195,579
% Increase		2.48%	2.48%	2.48%	2.48%
Net Total	(4,710,956)	(4,827,693)	(4,947,328)	(5,069,932)	(5,195,579)

Business Unit Summary with Service Areas

Service Area: Community Services Division



Business Unit Summary with Service Areas

Service Area: Executive Services Division

Department: Police

Budget Year: 2018

Overview:

Executive Services includes:

- Ensuring the Department's compliance with the BC Freedom of Information and Protection of Privacy Act
- Management and administration of civil litigations and Human Rights complaints involving the Department and its members
- System administration and training for PRIME functions, including Computer Aided Dispatch (CAD), Records Management System (RMS), mobile data terminals and mobile report entry
- Management and administration of the Professional Standards Section
- Provision of support, advice and assistance to the Department and Police Board with regards to policy
- Primary responsibility for fleet management, building maintenance, radio systems and departmental assets

Deliverables:

- To work with the Information Management Committee in implementing the Information Management Strategy and the findings of the Information Management Retention Project.
- The implementation of the new CREST radio system and purchase of new portable radios will be the focus of 2018.
- A review and refresh of internal professional standards guidelines, business rules and training

Business Unit Summary with Service Areas

Service Area: Executive Services Division

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
	Contracted Services	457,755	124,092	351,500	302,000	-14.08%
	Materials & Supplies	281	295	1,800	1,800	0.00%
	Miscellaneous	151,560	66,122	50,000	100,000	+100.00%
	Other Personnel Costs	7,838	2,869	9,000	9,000	0.00%
	Salaries and Benefits	1,377,199	696,168	1,479,739	1,400,065	-5.38%
Total Expenditures		1,994,633	889,545	1,892,039	1,812,865	
Net Total		(1,994,633)	(889,545)	(1,892,039)	(1,812,865)	

Business Unit Summary with Service Areas

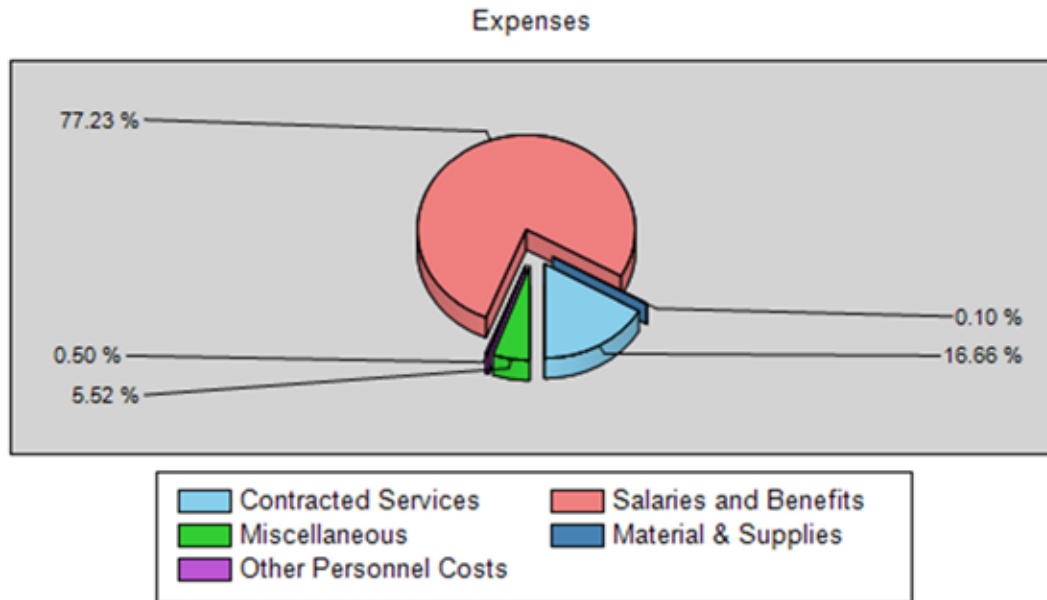
Service Area: Executive Services Division

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
Contracted Services	302,000	302,040	302,081	302,122	302,165
Material & Supplies	1,800	1,836	1,873	1,910	1,948
Miscellaneous	100,000	100,000	100,000	100,000	100,000
Other Personnel Costs	9,000	9,180	9,364	9,551	9,742
Salaries and Benefits	1,400,065	1,432,353	1,468,138	1,504,845	1,539,579
Total Expenditures	1,812,865	1,845,409	1,881,456	1,918,428	1,953,435
% Increase		1.80%	1.95%	1.97%	1.82%
Net Total	(1,812,865)	(1,845,409)	(1,881,456)	(1,918,428)	(1,953,435)

Business Unit Summary with Service Areas

Service Area: Executive Services Division



Business Unit Summary with Service Areas

Service Area: Information Management Division

Department: Police

Budget Year: 2018

Overview:

The Information Management Division provides services to the public through the 911 Communications Centre on a 24/7 basis as well as switchboard operations at the detachments. The Records section also oversees the processing, maintenance and retention of police reports and documents, which assist in overall policing objectives and fulfill our mandatory record keeping requirements.

Deliverables:

- Work with E-Comm, the Capital Regional District and the other emergency service agencies to implement the transition of 911 and Dispatch services to the South Island Police Dispatch Centre with a target date of January 1, 2019.
- The Records section will also implement the recommendations of a Records Review that is currently underway and participate in the successful implementation of the Information Management Strategy.

Business Unit Summary with Service Areas

Service Area: Information Management Division

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
	Permits and Fees	183,651	103,548	191,000	191,000	0.00 %
	Over/Under	(227)	0	0	0	
Total Revenues		183,424	103,548	191,000	191,000	
Expenditures						
	Contracted Services	0	0	15,000	50,000	+233.33%
	Equipment	3,966	0	8,900	8,500	-4.49%
	Material & Supplies	6,996	1,926	11,500	9,500	-17.39%
	Miscellaneous	20,577	12,985	48,500	48,000	-1.03%
	Other Personnel Costs	19,224	14,930	29,400	33,608	+14.31%
	Salaries and Benefits	4,504,488	2,489,257	4,757,014	4,746,897	-0.21%
Total Expenditures		4,555,251	2,519,098	4,870,314	4,896,505	
Net Total		(4,371,826)	(2,415,550)	(4,679,314)	(4,705,505)	

Business Unit Summary with Service Areas

Service Area: Information Management Division

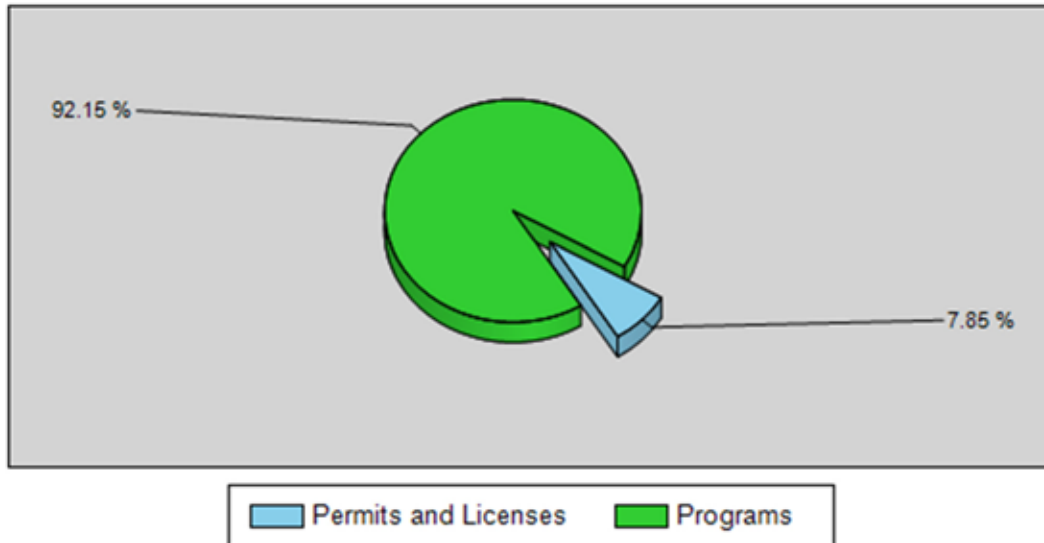
5 Year Forecast:

	2018	2019	2020	2021	2022
Revenues					
Permits and Fees	191,000	195,945	201,017	206,219	211,555
Total Revenues	191,000	195,945	201,017	206,219	211,555
% Increase		2.59%	2.59%	2.59%	2.59%
Expenditures					
Contracted Services	50,000	51,000	52,020	53,060	54,122
Equipment	8,500	8,670	8,843	9,020	9,201
Material & Supplies	9,500	9,690	9,884	10,081	10,283
Miscellaneous	48,000	48,960	49,939	50,938	51,957
Other Personnel Costs	33,608	34,280	34,966	35,665	36,378
Salaries and Benefits	4,746,897	4,841,836	4,942,442	5,045,227	5,146,136
Total Expenditures	4,896,505	4,994,436	5,098,094	5,203,992	5,308,077
% Increase		2.00%	2.08%	2.08%	2.00%
Net Total	(4,705,505)	(4,798,491)	(4,897,076)	(4,997,773)	(5,096,521)

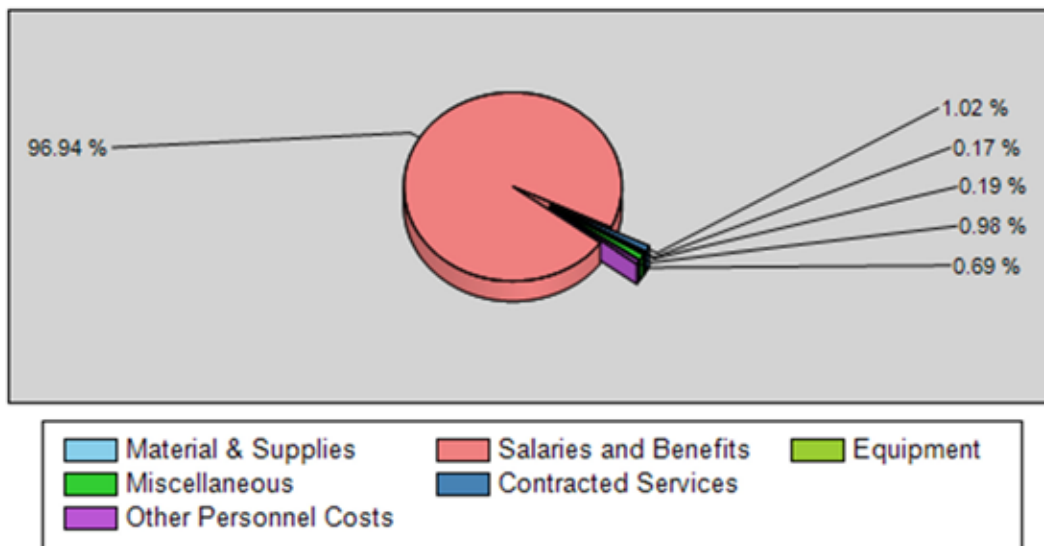
Business Unit Summary with Service Areas

Service Area: Information Management Division

Revenues



Expenses



Business Unit Summary with Service Areas

Service Area: Investigative Services Division

Department: Police

Budget Year: 2018

Overview:

The Investigative Services Division provides the role of solving and reducing crime through the following operational functions:

- Analysis & Intelligence
- Crime Reduction
- Detectives
- Domestic Violence
- Financial Crimes
- Forensic Identification
- High Risk Offenders
- Historical Case Review
- Major Crimes
- Missing Persons
- Special Victims
- Strike Force
- Technological Crimes

Deliverables:

Investigative Services will continue to develop effective ways to gather and use intelligence to target crime and disorder. This includes:

- Continued training, development and investment in the required tools that will allow us to combat the increasing complexity of technological and financial crimes, as well as to maintain quality investigation of crimes
- Continued focus on the opioid crisis that is gripping the Province
- Preparation for provincially mandated Major Case Management standards, that are to be implemented by January 2019. These changes will require more resources and additional training, at an additional cost
- Continue collaboration with outside agencies
- Continued improvements to enhance threat assessment in relation to domestic violence and high risk offenders
- The recent Jordan decision has implemented fixed timelines and the need for greater disclosure before charge approval. This decision will require more work to be done upfront on a file. This additional work will affect not just the Investigative Services Division but all divisions conducting investigations and may incur overtime or require additional resources

Business Unit Summary with Service Areas

Service Area: Investigative Services Division

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Revenues						
3758	Cost-sharing	28,919	0	0	0	
Total Revenues		28,919	0	0	0	
Expenditures						
	Contracted Services	7,704	8,942	30,000	30,000	0.00%
	Equipment	55,212	32,346	77,550	82,060	+5.82%
	Material & Supplies	15,841	32,169	31,000	33,000	+6.45%
	Miscellaneous	(56,999)	(8,315)	108,000	110,000	+1.85%
	Other Personnel Costs	84,957	43,221	69,000	79,500	+15.22%
	Salaries and Benefits	9,121,185	5,229,849	9,408,337	9,599,234	+2.03%
Total Expenditures		9,227,900	5,338,213	9,723,887	9,933,794	
Net Total		(9,198,981)	(5,338,213)	(9,723,887)	(9,933,794)	

Business Unit Summary with Service Areas

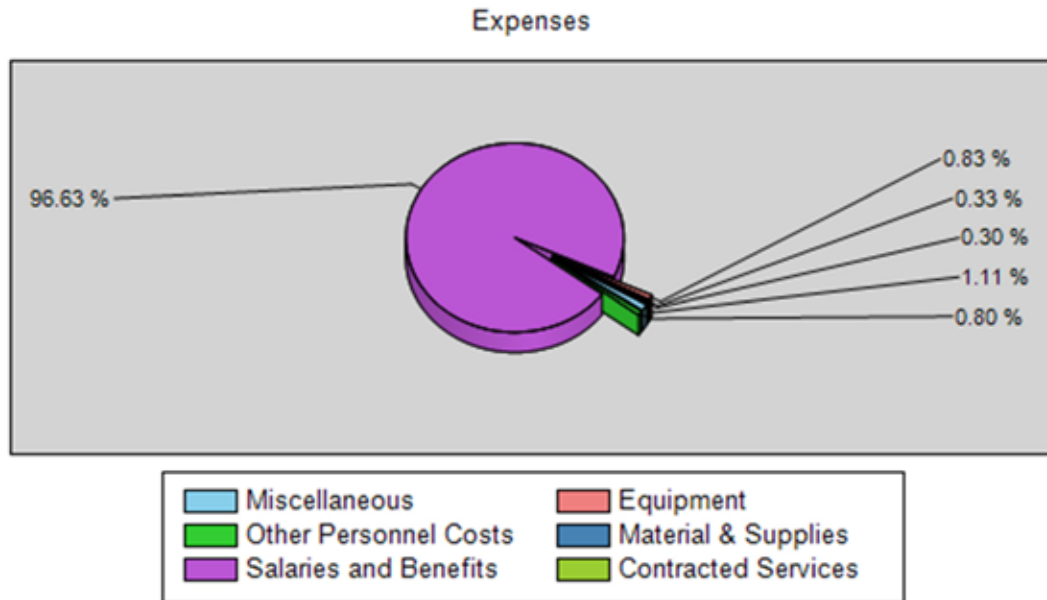
Service Area: Investigative Services Division

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
Contracted Services	30,000	30,600	31,212	31,836	32,473
Equipment	82,060	83,701	85,375	87,083	88,824
Material & Supplies	33,000	33,660	34,333	35,020	35,720
Miscellaneous	110,000	112,780	115,616	118,508	121,458
Other Personnel Costs	79,500	81,090	82,712	84,366	86,053
Salaries and Benefits	9,599,234	9,835,544	10,080,118	10,330,827	10,585,157
Total Expenditures	9,933,794	10,177,375	10,429,366	10,687,639	10,949,686
% Increase		2.45%	2.48%	2.48%	2.45%
Net Total	(9,933,794)	(10,177,375)	(10,429,366)	(10,687,639)	(10,949,686)

Business Unit Summary with Service Areas

Service Area: Investigative Services Division



Business Unit Summary with Service Areas

Service Area: Police Board

Department: Police

Budget Year: 2018

Overview:

The Victoria and Esquimalt Police Board is established under the authority of the Police Act. The Police Board employs the Chief Constable and all sworn and civilian staff of the Police Department. The main roles of the Police Board are to provide oversight and governance of the Department as well as preparing and submitting the budget to councils. The structure of the Police Board and its interrelation with local government ensures appropriate police independence while ensuring the interests of municipalities are represented.

Deliverables:

Efficient and effective policing for the community

Business Unit Summary with Service Areas

Service Area: Police Board

Changes to Service Area:

Account	Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures						
	Contracted Services	29,459	80,055	20,000	20,000	0.00%
	Equipment	523	0	0	4,000	+100.00%
	Material & Supplies	6,728	1,638	9,000	7,000	-22.22%-
	Miscellaneous	56,347	23,735	60,500	60,500	0.00%
	Other Personnel Costs	23,199	18,399	29,000	28,500	-1.72%
	Salaries and Benefits	89,696	50,559	83,614	88,670	+6.05%
Total Expenditures		205,952	174,386	202,114	208,670	
Net Total		(205,952)	(174,386)	(202,114)	(208,670)	

Business Unit Summary with Service Areas

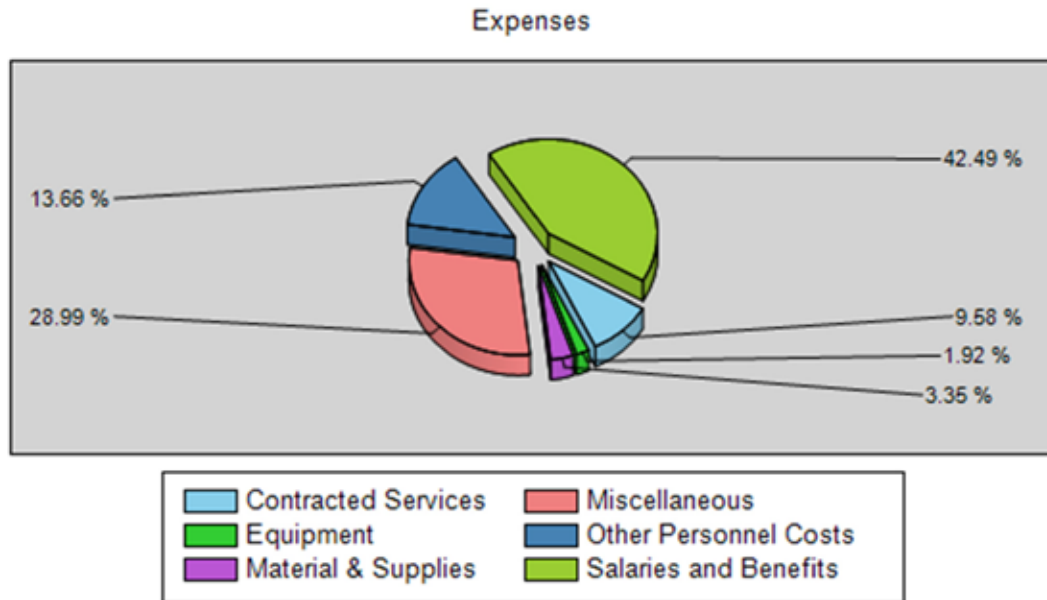
Service Area: Police Board

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
Contracted Services	20,000	20,000	20,000	20,000	20,000
Equipment	4,000	4,000	4,000	4,000	4,000
Material & Supplies	7,000	7,000	7,000	7,000	7,000
Miscellaneous	60,500	60,500	60,500	60,500	60,500
Other Personnel Costs	28,500	28,570	28,641	28,714	28,789
Salaries and Benefits	88,670	90,443	92,252	94,097	95,979
Total Expenditures	208,670	210,513	212,394	214,312	216,268
% Increase		0.88%	0.89%	0.90%	0.91%
Net Total	(208,670)	(210,513)	(212,394)	(214,312)	(216,268)

Business Unit Summary with Service Areas

Service Area: Police Board



Business Unit Summary with Service Areas

Service Area: *Office of the Chief Constable*

Department: Police

Budget Year: 2018

Overview:

The Chief Constable implements programs and strategies to achieve the priorities, goals and objectives of the Police Board.

Deliverables:

- Efficient and effective implementation of the priorities, goals and objectives of the Police Board.

Business Unit Summary with Service Areas

Service Area: Office of the Chief Constable

Changes to Service Area:

Account Description	December 31, 2016 Actual	July 31, 2017 Actual	2017 Budget	2018 Budget	Percent Change
Expenditures					
Miscellaneous	0	75	0	0	0.00%
Other Personnel Costs	28,246	17,200	23,000	31,200	+35.65%
Salaries and Benefits	1,014,900	535,436	818,774	855,142	+4.44%
Total Expenditures	1,043,146	552,710	841,774	886,342	
Net Total	(1,043,146)	(552,710)	(841,774)	(886,342)	

Business Unit Summary with Service Areas

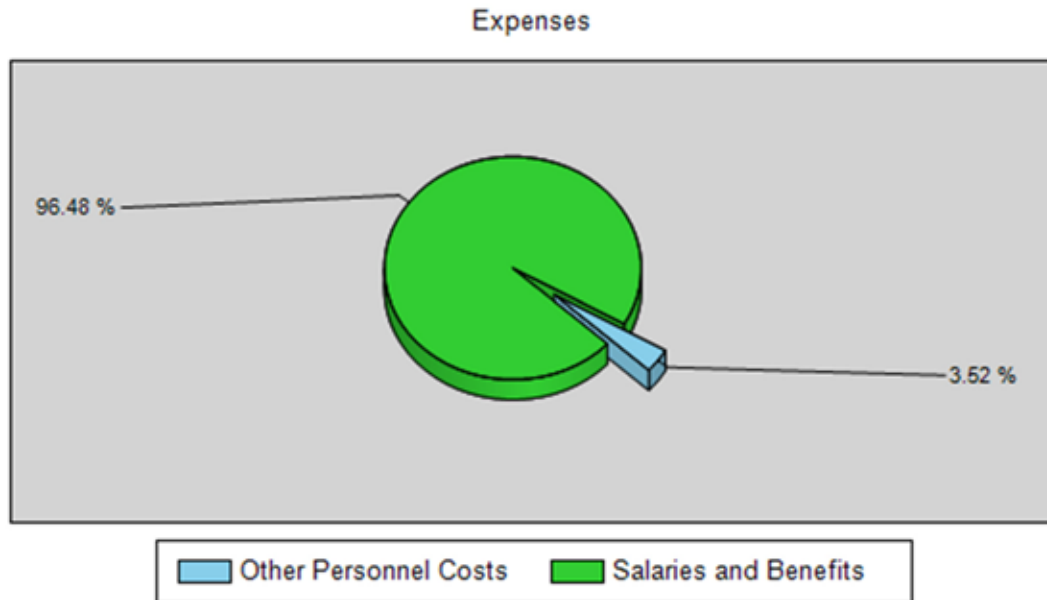
Service Area: Office of the Chief Constable

5 Year Forecast:

	2018	2019	2020	2021	2022
Expenditures					
Other Personnel Costs	31,200	31,824	32,460	33,110	33,772
Salaries and Benefits	855,142	876,029	897,428	919,352	941,814
Total Expenditures	886,342	907,853	929,889	952,462	975,586
% Increase		2.43%	2.43%	2.43%	2.43%
Net Total	(886,342)	(907,853)	(929,889)	(952,462)	(975,586)

Business Unit Summary with Service Areas

Service Area: Office of the Chief Constable



CAPITAL BUDGET

Summary

Project Name	2018	2019	2020	2021	2022	2023 – 2037	Total
Active Transportation							
Pedestrian Master Plan Implementation	564,000	371,000	378,000	386,000	394,000	6,951,000	9,044,000
Bicycle Master Plan Implementation	2,608,000	0	0	0	0	0	2,608,000
Bus Shelter Installation	29,000	30,000	31,000	32,000	33,000	615,000	770,000
Crosswalk Installations/Upgrades	115,000	200,000	117,000	119,000	121,000	2,146,000	2,818,000
Wharf Street Revitalization	2,000,000	0	0	0	0	0	2,000,000
Pathway Upgrades	279,000	285,000	291,000	297,000	303,000	5,341,000	6,796,000
David Foster Harbour Pathway	TBD						TBD
Ship Point Master Plan Implementation	200,000	TBD	TBD				200,000
	5,795,000	886,000	817,000	834,000	851,000	15,053,000	24,236,000
Complete Streets							
Major Street Rehabilitation	1,750,000	1,479,000	1,509,000	1,539,000	1,570,000	28,591,000	36,438,000
Local Street Rehabilitation	1,060,000	1,183,000	1,207,000	1,231,000	1,256,000	22,143,000	28,080,000
Pedestrian Trip & Fall Reduction Program	285,000	285,000	285,000	285,000	285,000	0	1,425,000
	3,095,000	2,947,000	3,001,000	3,055,000	3,111,000	50,734,000	65,943,000
Neighbourhoods							
Wayfinding	150,000	0	0	0	0	0	150,000
Seasonal Animation	27,000	28,000	29,000	30,000	31,000	585,000	730,000
	177,000	28,000	29,000	30,000	31,000	585,000	880,000
Parks							
Parks – Condition Assessment	400,000	TBD	0	0	0	0	400,000
Parks – Sport Court Improvements	100,000	0	0	0	0	0	100,000
Summit Park – Playground Upgrade	200,000	0	0	0	0	0	200,000
Tree Well Replacement Program	25,000	0	0	0	0	0	25,000
	725,000	0	0	0	0	0	725,000
Street Infrastructure							
Electrical Kiosk Replacement	20,000	20,000	21,000	21,000	22,000	381,000	485,000
LED Signal Head/Ped Countdown Signal/ Audible Ped Signal Installation	34,000	35,000	36,000	37,000	38,000	690,000	870,000
New Traffic Safety Upgrades and Installations	203,000	63,000	64,000	65,000	68,000	1,192,000	1,655,000
Gate of Harmonious Interest Chinatown – Remediation	100,000	TBD	0	0	0	0	100,000
Traffic Signal Fibre Optic Upgrade	25,000	25,000	0	0	0	0	50,000
Surface Infrastructure	286,000	292,000	298,000	304,000	310,000	5,463,000	6,953,000
Street Light Poles and Arms	261,000	230,000	223,000	227,000	287,000	4,195,000	5,423,000
Electrical Bonding of Junction Box Castings	72,000	0	0	0	0	0	72,000
Traffic Controller Replacement Program	254,000	260,000	210,000	214,000	217,000	4,122,000	5,277,000
Beacon Hill Park Lighting Upgrades	150,000	0	0	0	0	0	150,000
Fire Pre-Emption Equipment	125,000	100,000	200,000	0	0	0	425,000
	1,530,000	1,025,000	1,052,000	868,000	942,000	16,043,000	21,460,000

CAPITAL BUDGET Summary

Project Name	2018	2019	2020	2021	2022	2023 – 2037	Total
Retaining Walls and Railings							
Ship Point Pier	150,000	0	0	0	0	0	150,000
Dallas Road Seawall Rehabilitation	695,000	0	0	0	0	0	695,000
Dallas Road Seawall Ballustrade	0	200,000	0	0	0	0	200,000
Ross Bay Seawall Replacement	50,000	TBD	0	0	0	0	50,000
	895,000	200,000	0	0	0	0	1,095,000
Bridges							
Point Ellice Bridge Rehabilitation	TBD	0	0	0	0	0	0
Johnson Street Bridge – Replace	4,682,000	0	0	0	0	0	4,682,000
	4,682,000	0	0	0	0	0	4,682,000
Facilities							
Parkade Repair and Rehabilitation – View Street	25,000	0	0	0	0	0	25,000
Parkade Repair and Rehabilitation – Johnson Street	33,000	0	0	0	0	0	33,000
City Hall	360,000	0	0	0	0	0	360,000
Public Works Yard	150,000	0	0	0	0	0	150,000
Visitor's Centre (812 Wharf St.) Bathroom Improvements	60,000	0	0	0	0	0	60,000
Victoria Police Department – Cooling Tower Replacement and Envelope Repairs	165,000	0	0	0	0	0	165,000
Paint Program	200,000	0	0	0	0	0	200,000
Centennial Arcade – Store 16 Renovation	120,000	0	0	0	0	0	120,000
Crystal Gardens – 709/711 Douglas Tenant Renovation	65,000	0	0	0	0	0	65,000
Crystal Gardens – Replace Parking Lot Pavers	75,000	0	0	0	0	0	75,000
Royal Athletic Park – Water Pressure Booster	45,000	0	0	0	0	0	45,000
SOFMC Renovations	133,000	0	0	0	0	0	133,000
VCC Lifts	163,000	0	0	0	0	0	163,000
VCC Architectural Renovations	223,000	0	0	0	0	0	223,000
VCC Replace Cooler Compressors	16,000	0	0	0	0	0	16,000
City Hall – Detailed Mechanical Design and Build	120,000	TBD	0	0	0	0	120,000
Fire Hall 1 Replacement/Rehabilitation	TBD						0
Fire Station 3 New Mechanic Building, Emergency Access and Drafting Pit – Detailed Design	390,000	0	0	0	0	0	390,000
Spaghetti Factory – Window Repair	50,000	0	0	0	0	0	50,000
Public Works Facility Master Plan	250,000	0	0	0	0	0	250,000
	2,643,000	0	0	0	0	0	2,643,000
Environmental Remediation							
Remediation/Capital Work-City Owned Properties	250,000	0	0	0	0	0	250,000
	250,000	0	0	0	0	0	250,000

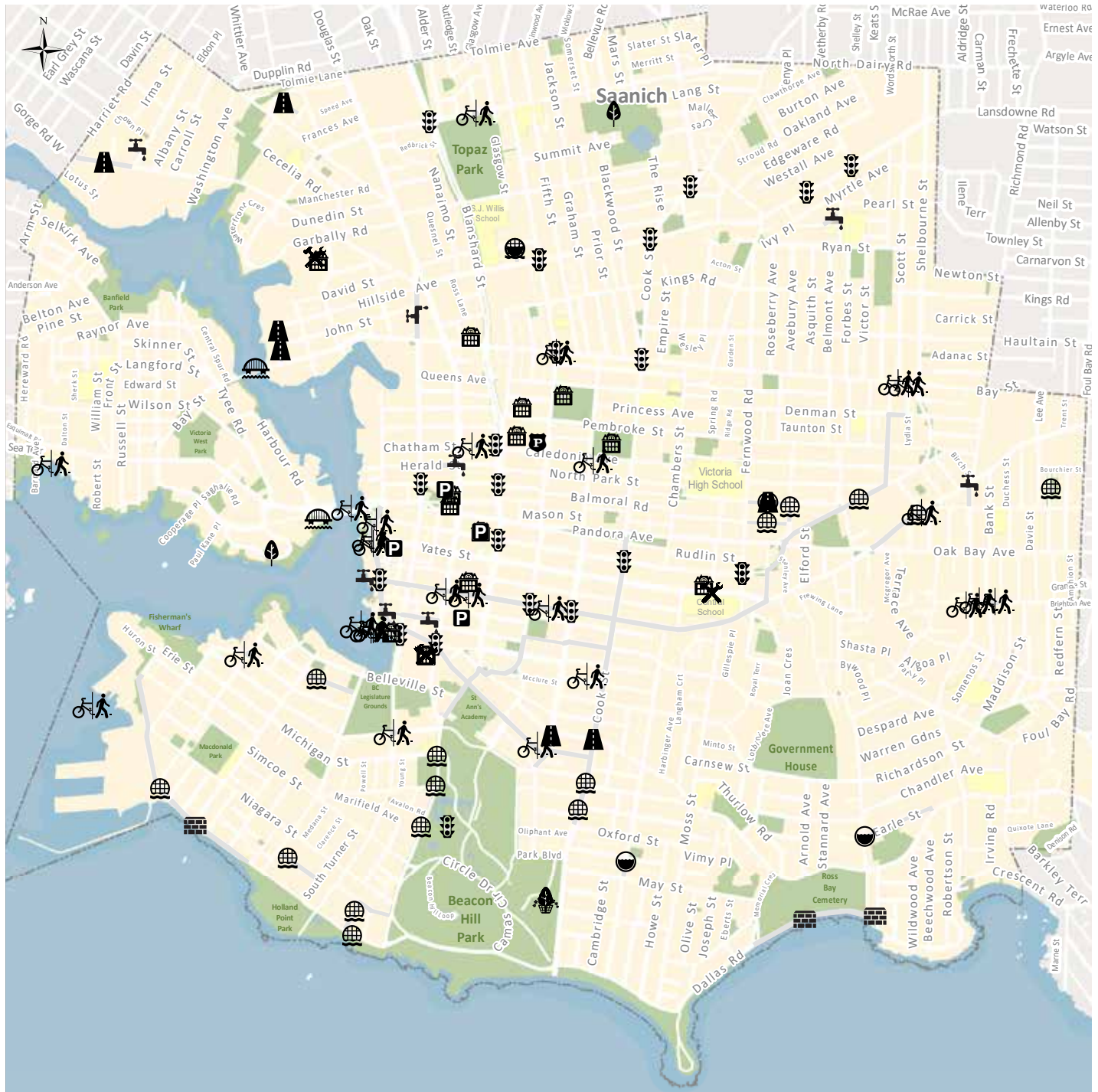
CAPITAL BUDGET Summary

Project Name	2018	2019	2020	2021	2022	2023 – 2037	Total
Equipment							
Corporate							
Corporate Equipment Replacement	202,000	206,000	210,000	214,000	218,000	3,851,000	4,901,000
Corporate IT Infrastructure	551,000	532,000	615,000	597,000	410,000	7,761,000	10,466,000
Corporate Application Support	502,000	TBD	TBD	TBD	TBD	TBD	502,000
	1,255,000	738,000	825,000	811,000	628,000	11,612,000	15,869,000
Arts, Culture and Events							
Festival Equipment Asset Replacement	25,000	26,000	27,000	28,000	29,000	555,000	690,000
	25,000	26,000	27,000	28,000	29,000	555,000	690,000
Fire							
Fire Boat	0	0	0	0	0	1,750,000	1,750,000
Fire Equipment	106,000	108,000	110,000	112,000	114,000	2,027,000	2,577,000
Furniture/Fixtures	8,000	8,000	8,000	8,000	8,000	120,000	160,000
Protective Fire Clothing	80,000	82,000	84,000	86,000	88,000	1,560,000	1,980,000
Emergency Management Equipment Replacement	106,000	108,000	110,000	87,000	89,000	1,575,000	2,075,000
	300,000	306,000	312,000	293,000	299,000	7,032,000	8,542,000
Public Works							
Vehicle & Heavy Equipment Replacement	2,615,000	0	0	0	0	0	2,615,000
Small Equipment and Tools	228,000	233,000	238,000	243,000	248,000	4,365,000	5,555,000
Cigarette Butt Collection Program	15,000	0	0	0	0	0	15,000
Public Works Departmental Operations Centre	20,000	0	0	0	0	0	20,000
	2,878,000	233,000	238,000	243,000	248,000	4,365,000	8,205,000
Parking Services							
Parking Equipment/Technology Upgrade	300,000	255,000	260,000	265,000	270,000	4,770,000	6,120,000
Parkade Revenue Control System	0	0	0	0	0	800,000	800,000
	300,000	255,000	260,000	265,000	270,000	5,570,000	6,920,000
VCC							
VCC – Equipment	20,000	0	0	0	0	0	20,000
	20,000	0	0	0	0	0	20,000
Recreation							
CP/Arena/Recreation Equipment	30,000	25,000	26,000	27,000	28,000	540,000	676,000
	30,000	25,000	26,000	27,000	28,000	540,000	676,000
Total Equipment							
	4,808,000	1,583,000	1,688,000	1,667,000	1,502,000	29,674,000	40,922,000
Sanitary Sewers							
Inflow & Infiltration	1,168,000	1,227,000	1,288,000	1,352,000	1,420,000	32,176,000	38,631,000
Mains Replacement	2,000,000	2,100,000	2,205,000	2,315,000	2,431,000	55,081,000	66,132,000
New Services	300,000	300,000	350,000	350,000	350,000	5,250,000	6,900,000
System Planning	0	0	0	0	200,000	550,000	750,000
System Assessment	255,000	260,000	265,000	270,000	275,000	4,876,000	6,201,000
System Upgrades	2,040,000	2,081,000	2,123,000	2,165,000	2,208,000	38,960,000	49,577,000
Capital Equipment	14,000	14,000	14,000	14,000	14,000	210,000	280,000
	5,777,000	5,982,000	6,245,000	6,466,000	6,898,000	137,103,000	168,471,000

CAPITAL BUDGET Summary

Project Name	2018	2019	2020	2021	2022	2023–2037	Total
Stormwater							
Stormwater Quality	119,000	121,000	124,000	127,000	130,000	2,208,000	2,829,000
New Services	250,000	250,000	250,000	250,000	250,000	3,750,000	5,000,000
Mains Replacement	2,813,000	3,094,000	3,249,000	3,411,000	3,582,000	81,160,000	97,309,000
Brick Main Rehabilitation	2,450,000	564,000	1,055,000	1,076,000	1,097,000	19,347,000	25,589,000
System Planning & Assessment	250,000	250,000	250,000	250,000	250,000	3,950,000	5,200,000
Capital Equipment	10,000	10,000	10,000	10,000	10,000	150,000	200,000
	5,892,000	4,289,000	4,938,000	5,124,000	5,319,000	110,565,000	136,127,000
Waterworks							
New Services	550,000	550,000	550,000	600,000	600,000	9,000,000	11,850,000
System Planning & Assessment	300,000	0	0	0	0	750,000	1,050,000
Main Replacement	3,558,000	3,893,000	4,088,000	4,292,000	4,507,000	102,119,000	122,457,000
Capital Equipment	41,000	42,000	43,000	44,000	45,000	795,000	1,010,000
	4,449,000	4,485,000	4,681,000	4,936,000	5,152,000	112,664,000	136,367,000
Contingency							
Contingency Fund	364,000	371,000	378,000	386,000	394,000	6,951,000	8,844,000
	364,000	371,000	378,000	386,000	394,000	6,951,000	8,844,000
Police							
Communications Equipment	50,000	50,000	40,000	40,000	40,000	600,000	820,000
Computer Equipment	887,000	650,000	663,000	676,000	690,000	12,168,000	15,734,000
Furniture & Fixtures	77,000	40,000	41,000	42,000	43,000	765,000	1,008,000
Vehicles	899,000	800,000	800,000	650,000	663,000	11,704,000	15,516,000
Department Upgrades	115,000	100,000	100,000	50,000	51,000	885,000	1,301,000
K9 Unit	0	12,000	0	0	13,000	76,000	101,000
	2,028,000	1,652,000	1,644,000	1,458,000	1,500,000	26,198,000	34,480,000
Total Capital							
	\$43,110,000	\$23,448,000	\$24,473,000	\$24,824,000	\$25,700,000	\$505,570,000	\$647,125,000

Capital Projects



- | | | | |
|---|---|--|---|
|  Active Transportation |  Enhance Public Spaces |  Parks |  Stormwater |
|  Bridges |  Equipment |  Police |  Street Infrastructure |
|  Complete Streets |  Facilities |  Retaining Walls and Railings |  Waterworks |
| |  Parking |  Sanitary Sewers | |

CAPITAL

Active Transportation

Guiding Principles

- Encourage human-powered modes of transportation (walking, cycling, skateboarding, etc)
- Provide a connected, safe, comfortable, and active transportation network for people walking, riding bikes, or using other non-motorized forms of transportation

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan
- Pedestrian Master Plan
- Bicycle Master Plan
- Greenways Plan
- Harbour Pathway Plan

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2017	What We Added 2013 – 2017
Walking (pathways, malls, squares and greenways)	<ul style="list-style-type: none"> • David Foster Harbour Pathway (5 km) • Park paths and trails 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Ross Bay Cemetery pathways (350m) • Beacon Hill Park transportation improvements • Rockland 900 block street closure (75m) • Summit park pathways (395m renewed; new staircase) • Fern street (35m) • Doncaster (550m) • Gonzales Beach access (55m) • Banfield Park • Dallas road pathway • Quadra Heights Pathway • 2 bike shelters 	<ul style="list-style-type: none"> • Oaklands greenway (315m) • Hereward Park greenway (50m) • Cecelia Pathway

CAPITAL

Active Transportation

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2017	What We Added 2013 – 2017
Cycling	<ul style="list-style-type: none"> 47.85km of marked bike lanes 	<ul style="list-style-type: none"> 20% 		10.96km, including: <ul style="list-style-type: none"> Pandora Avenue between Wharf and Cook Johnson between Wharf and Cook Johnson between Cook and Pandora Pandora between Cook and Belmont Begbie/Shelbourne between Pandora and Bay Skinner Street from Bay to Catherine.
Crosswalks	<ul style="list-style-type: none"> 222 marked crosswalks 	<ul style="list-style-type: none"> TBD 	13 upgrades including: <ul style="list-style-type: none"> Cook/Haultain Hillside/Graham Douglas/Avalon Finlayson/Blackwood Burnside/Washington Hillside/Higgins; Hillside/Blackwood Finlayson/Yew Fairfield/Linden Richmond/Leighton 	9 new crosswalks including: <ul style="list-style-type: none"> Erie/Dallas Bridge/Hillside Douglas/Michigan Menzies/Michigan 500 block Pandora Burnside/Napier Cedar Hill/Oswald
Sidewalks	<ul style="list-style-type: none"> 453km 	<ul style="list-style-type: none"> TBD 	2.46km, including: <ul style="list-style-type: none"> Pembroke from Stanley to Fernwood May Street from Linden to Moss Cecelia Road from Jutland to Napier 	2.4km, including: <ul style="list-style-type: none"> Niagara from Montreal to St. Lawrence Brighton from Davie to Chamberlain Pembroke from Forbes to Belmont Montreal Street from Simcoe to Dallas

CAPITAL

Active Transportation

Investing In Our Community's Future (2018 – 2020)

Area	Today's City (Renewal): \$3.396 million	Tomorrow's City (New): \$4.102 million
Walking (pathways, malls, squares and greenways)	<ul style="list-style-type: none"> Ross Bay Cemetery, \$79k Westsong walkway, \$75k David Foster Harbour Pathway assessment and repairs, \$85k Songhees/Hillside Park lighting, \$40k Emergency repairs, TBD Craigflower lighting/Banner Poles, TBD Pathway Upgrades in 2019 and 2020, \$576k Wharf Street revitalization, \$2m Ship Point Master Plan Implementation, \$200k 	<ul style="list-style-type: none"> David Foster Harbour Pathway, TBD
Cycling	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Design and construct All Ages and Abilities 5.4km corridors, \$2.608m
Crosswalks	<ul style="list-style-type: none"> Upgrade 2 crosswalks in 2020, \$117k 	<ul style="list-style-type: none"> Install 2 new crosswalks in 2018, \$115k Install 1 new crosswalk in 2019, \$200k
Sidewalks	<ul style="list-style-type: none"> Reconstruct 80m of sidewalk in 2018, \$224k 	<ul style="list-style-type: none"> Install 140m of new sidewalks and complete a sidewalk condition assessment in 2018, \$340k Install 520m of new sidewalks in 2019, \$371k Install 530m of new sidewalk in 2020, \$378k
Bus Shelters	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> 12 new bus shelters in 2018 & 2019 and 2020, \$90k

Project Summary

Project Number:	ENG-022	Budget Year:	2018
Project Title:	Pedestrian Master Plan Implementation	Business Unit:	50195
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Originally introduced in 2008, the Pedestrian Master Plan guides construction of new pedestrian infrastructure and reconstruction of existing pedestrian infrastructure. A sustainable community provides the physical and social infrastructure necessary to achieve community well-being. By continuing to examine and improve public transportation options and pedestrian connections, pedestrian mode share growth is encouraged. This investment reinforces and encourages walking as a primary mode of transportation.

The City currently has over 450 km of sidewalk and is working towards constructing approximately 90 km of new sidewalk to provide sidewalks on both sides of all City streets. Projects for new sidewalk are prioritized using the results from the Pedestrian Master Plan. Sidewalk renewal projects are prioritized as part of a complete streets evaluation that includes pavement assessment, condition of underground utilities and trips and falls incidents. The sidewalk repair work is then coordinated with other identified capital improvements.

Deliverables:

Install new or upgrade +/-500m sidewalk and pedestrian amenities annually. Length of new and upgraded sidewalk is recorded for all construction projects and summarized in an annual infrastructure report.

2018 Projects:

1. 700 block Fort Street - northwest quadrant - \$224,000 (Downtown). Sidewalk reconstruction between Douglas Street and the mid-block crosswalk, in conjunction with planned Bike network implementation work on the corridor. This section of sidewalk is in need of reconstruction - coordinating this work with planned bike facilities work will avoid closures/extended disruptions to businesses.
2. Brighton Avenue - Richmond to Bank (Gonzales Neighbourhood). Construction of 77m of new sidewalk connecting to existing sidewalk on this greenways route. Continuation of work started on the corridor in 2017. Pedestrian Master Plan ranking – High. \$70,000
3. Brighton Avenue - Bank to Clare (Gonzales Neighbourhood). Construction of 64m of new sidewalk connecting to existing sidewalk on this greenways route. Continuation of work started on the corridor in 2017. Pedestrian Master Plan ranking – High. \$70,000
4. Sidewalk Condition Assessment Study - The City's Pedestrian Master Plan provides guidance on eliminating gaps in the pedestrian network - where best to construct new sidewalk. A condition assessment of the +450km of existing sidewalk will provide recommendations on how to prioritize sidewalk maintenance work, as well as capital re-investments in the City's pedestrian network. \$200,000

Based on current funding levels, the following outlines the future schedule (2019-2021):

2019 Projects:

1. Gonzales Avenue - Richmond to Richardson (Gonzales Neighbourhood). Construction of 210m of new sidewalk providing a pedestrian link on the greenways route. Provides pedestrian connections to Glenlyon-Norfolk School, Pemberton Park, and Margaret Jenkins School. Requests received from public. Pedestrian Master Plan ranking – High. \$150,000
2. Blackwood - Topaz to Summit (Hillside/Quadra Neighbourhoods). Construction of 148m of new sidewalk providing a pedestrian link to Summit Park and meeting pedestrian demand to Khalsa Diwan Society of Victoria. Coordinated with pavement rehabilitation as a complete streets project. Pedestrian Master Plan ranking – High. \$100,000
3. Gosworth Road - Westall to Oaklands (Oaklands Neighbourhood). Construction of 160m of new sidewalk in a high pedestrian activity area. Provides pedestrian connection to Hillside Mall and Hillside Avenue bus stops. Pedestrian Master Plan ranking – High. \$121,000

2020 Projects:

1. Kings Road - Empire to Capital heights (Oaklands Neighbourhood)
2. Kings Road - Capital Heights to Cedar Hill (Oaklands Neighbourhood)
3. Kings Road - Cedar Hill to Avesbury (Oaklands Neighbourhood)

2021 Projects:

1. May Street - Memorial to Joseph (Fairfield Neighbourhood)
2. Langford Street - Skinner to Alston (Victoria West Neighbourhood)
3. Hamilton - Hillside to Myrtle (Oaklands Neighbourhood)

Project Summary

Year	Total Expense
2018	564,000
2019	371,000
2020	378,000
2021	386,000
2022	394,000
2023	402,000
2024	410,000
2025	418,000
2026	426,000
2027	435,000
2028	444,000
2029	453,000
2030	462,000
2031	471,000
2032	480,000
2033	490,000
2034	500,000
2035	510,000
2036	520,000
2037	530,000
	9,044,000



Project Summary

Project Number:	ENG-058	Budget Year:	2018
Project Title:	Bicycle Master Plan Implementation	Business Unit:	50071
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Given Victoria's mild climate, moderate topography, scenic routes and compact density, Victoria holds a strong potential for a shift in transportation mode share, increasing biking from its current four percent mode share to the 2038 goal of 25%. The City's commitment to increase the cycling mode share and prioritizing bike infrastructure is vested in the Official Community Plan and the Strategic Plan 2015-2018, the CRD Pedestrian and Cycling Master Plan, and the City of Victoria Bicycle Master Plan.

Construction of an all ages and abilities active transportation network will support the goal of shifting the City's transportation mode share, in addition to reducing road congestion, mitigating GHG emissions, improving community health, enhancing urban living, and making Victoria a more attractive, vibrant and happier City.

In May 2016 City Council approved an All Ages and Abilities (AAA) cycling network, including 24 km of priority corridors which connect neighbourhoods with downtown, employment centres, schools and parks. The first phase of implementation is underway to develop 5.4 km of AAA routes the downtown core by the end of 2018.

Phase 1 implementation includes the following corridors:

- Pandora Avenue (Cook Street to Store street) COMPLETE
- Fort Street (Cook Street to Wharf Street)
- Cook Street (Pandora Avenue to Pakington Street)
- Humboldt / Pakington (Cook Street to Government Street)
- Wharf Street (Government Street to Pandora Avenue)

Each corridor will be implemented with additional consultation with stakeholders, businesses, landowners and residents along each route to help refine the detailed design of the bicycle facilities and associated active transportation amenities and improvements.

Construction on Pandora Avenue began in October 2016. This corridor will provide a fully protected two-way bicycle facility on the North side from Store Street to Cook Street connecting the communities of Fernwood, North Park, Harris Green, Downtown and Vic West in addition to major employment districts and Capital Regional District trails.

Upon completion of the minimum grid (Phase 1), Victoria's new bike lanes will be comparable to the amount of fully protected bicycle lanes in downtown Vancouver (5.6 km excluding Burrard Bridge) and downtown Calgary (5.5 km).

RECOMMENDED BICYCLE NETWORK AND PHASING STRATEGY

Construction timelines to complete the full 24 km network will be dependent on future resourcing and funding strategies. In February 2017 Council directed staff to develop an implementation and resourcing strategy based to complete the priority cycling network by 2022.



Based on feedback generated in the 2014/2015 engagement process, it was recognized that additional analysis and consultation was required to determine appropriate AAA routes and facilities in (1) Cook Street village, (2) Oak Bay Avenue (east of Richmond), (3) around North Park village, (4) in James Bay and (5) along the downtown segment of Government Street. Additional consultation, planning and conceptual designs will be required for these areas.

As a part of a revised implementation approach, Staff are working on a sequencing strategy which connects neighbourhoods to the minimum grid and includes both alignment pilots and design treatment pilots.

Project Summary

Deliverables:

2018 projects:

1. Complete Fort Street Construction
2. Cook Street Construction
3. Humboldt/Pakington Construction
4. Wharf Street Construction - funded in part through Wharf Street Revitalization
5. Vancouver/Caledonia - design and construct intersection improvements

Design 2019 projects:

1. Vancouver/Graham Corridor Design
2. Beacon Hill Connector Design
3. Haultain and Richardson Pilot Projects Design
4. Harbour Road Design

Project Forecast

Year	Total Expense
2018	2,608,000
	2,608,000



Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2018	58,140	0.0
2019	59,303	0.0
2020	60,489	0.0
2021	61,699	0.0
2022	62,933	0.0
2023	64,191	0.0
2024	65,475	0.0
2025	66,785	0.0
2026	68,120	0.0
2027	69,483	0.0
2028	70,872	0.0
2029	72,290	0.0
2030	73,736	0.0
2031	75,210	0.0
2032	76,714	0.0
2033	78,249	0.0
2034	79,814	0.0
2035	81,410	0.0
2036	83,038	0.0
2037	84,699	0.0



Project Summary

Project Number:	ENG-059	Budget Year:	2018
Project Title:	Bus Shelter Installation	Business Unit:	50076
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

This program funds the installation of new bus shelters, either as stand-alone projects, or through cost-sharing partnerships with BC Transit. This program enables the City to install shelters at locations not covered in the City's current agreement with Pattison Outdoor Advertising LP. By improving the level of amenities at bus stops, the City promotes greater use of transit, reducing single occupancy vehicle trips in the City.

BC transit has identified the busiest bus stops in the City of Victoria. Approximately 85% of transit activity (passenger boarding and alighting) occur at 25% of transit stops. This budget focuses resources on improving stops with the highest use. General Public requests, development projects, and Engineering capital projects also trigger transit stop improvements.

Deliverables:

Four new transit shelters and benches, and associated accessibility improvements.

2018 Projects:

1. Bay at Quadra - Frequent transit corridor, existing pad (Hillside/Quadra Neighbourhood)
2. Bay at Scott - Frequent transit corridor, existing pad (Fernwood Neighbourhood)
3. Bay at Howard - Frequent transit corridor, existing pad (Fernwood Neighbourhood)
4. Finlayson at Yew (Hillside/Quadra Neighbourhood)

Project Forecast

Year	Total Expense
2018	29,000
2019	30,000
2020	31,000
2021	32,000
2022	33,000
2023	34,000
2024	35,000
2025	36,000
2026	37,000
2027	38,000
2028	39,000
2029	40,000
2030	41,000
2031	42,000
2032	43,000
2033	44,000
2034	45,000
2035	46,000
2036	47,000
2037	48,000
	770,000



Project Summary

Project Number:	ENG-060	Budget Year:	2018
Project Title:	Crosswalk Installations/Upgrades	Business Unit:	50072
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Official Community Plan Consistency Statement

Transportation and Mobility Goal 7(B): "Victorians move freely and efficiently via a safe, integrated and convenient network of public transit, bike routes, and a supportive, inviting pedestrian realm in preference to driving alone."

As of the end of 2015, there were 222 marked crosswalks at un-signalized intersections throughout the City, and more than 470 crosswalks at signalized intersections. Since 2005, thirty-seven new marked crosswalks have been installed in the City, primarily at new signalized intersections, and 35 existing crosswalks have been upgraded.

The City of Victoria currently receives requests from the public for upgrades to existing crosswalks, or for new crosswalk installations. Staff consider many factors when completing crosswalk assessments, including public requests, accident patterns, as well as land-use and pedestrian pattern changes. Residents may assume that adding more crosswalks is an effective way to enhance pedestrian safety, but this is not always the case. Safe and effective pedestrian crossing design requires careful analysis integrated with other transportation considerations, including site conditions, traffic (all modes) density and speeds, proximity to intersections, and visibility conditions. It is fundamental that the road system protect pedestrians and other vulnerable modes by achieving a high level of compliance from all road users, and minimizing pedestrian exposure to vehicular traffic.

The Transportation Association of Canada (TAC) Pedestrian Crossing Control Guide (2012) is the primary reference used for crosswalk planning, assessment and design. The TAC Guide provides a framework for transportation planners to assess suitability for crosswalk installation, and recommends specific levels of intervention and treatment based on site characteristics and pedestrian and transportation safety.

Many proposed crosswalk sites do not meet the TAC criteria for implementation, and if installed, could actually be detrimental to overall road user safety. As an example, installing a marked crosswalk at an intersection on the crest of a hill or on a curved section of roadway, where visibility for pedestrians and drivers is limited, would not be recommended. As with other types of traffic control, a consistent approach to evaluating, qualifying, and installing marked crosswalks helps promote consistent and predictable behaviour by both pedestrians and drivers, reducing the probability of accidents. Crosswalks add an additional layer of protection for road users, but do not eliminate accident risks.

A more comprehensive, transparent prioritization tool that builds on the successes of the TAC Guide can help prioritize and communicate the most suitable crosswalk candidates that best support affordable and effective implementation of crosswalk improvements. In March 2016, Council endorsed a staff-developed additional tool-set that helps rank crosswalks, as an addendum to the TAC guide.

The ranking system assesses several criteria for prioritization: pedestrian and vehicle volumes, number of travel lanes, collision history, and proximity to other traffic signals, as well as connectivity criteria contained in the City of Victoria Pedestrian Master Plan, Greenways Plan, Downtown Core Area Plan (DCAP), and other City of Victoria strategic documents. The ranking system privileges improvements at locations with the following key characteristics:

- High numbers of pedestrians crossing multiple lanes of traffic,
- Existing crosswalk is close to other major crossing points,
- Collision history involving pedestrians and/or cyclists,
- Resides along strategic priority walking routes,
- Locations that connect to major destinations
- Safety-related criteria are given slightly higher maximum point values.

Deliverables:

Install two new crosswalks in 2018:

1. Caledonia/700 mid-block - \$75,000 (Downtown). This mid-block crosswalk is being completed in conjunction with development-funded frontage work on the south side of the street. Work scope includes north side improvements/signage.
2. Richmond/Brighton - \$40,000 (Gonzales Neighbourhood). This new crosswalk is being installed in conjunction with planned sidewalk work on Brighton Avenue, a People-Priority Greenway corridor. The new crosswalk will provide clarity for drivers that pedestrians will be crossing at this location.

Existing crosswalks to be upgraded in 2018, funded through other budgets:

1. Wharf Street 1200 midblock - included as part of Wharf Street Complete Streets/Revitalization project (Downtown)
2. Wharf / Yates - included as part of Wharf Street Complete Streets/Revitalization project (Downtown)
3. Wharf / Courtney - included as part of Wharf Street Complete Streets/Revitalization project (Downtown)
4. Wharf / Broughton - included as part of Wharf Street Complete Streets/Revitalization project (Downtown)

Future crosswalk upgrades:

2019 Projects:

1. Blanshard/ Kings - \$200,000 (Hillside/Quadra) – Full signalization required, as part of planned bicycle network implementation.

Top-10 ranked crosswalk upgrades/installations (listed in order of priority, as of May 2017):

1. Government 700 mid-block \$70,000 Future Bike Network
2. Belleville/Menzies \$60,000 Future Bike Network
3. Government/Herald \$200,000 Future Bike Network

Project Summary

4. Superior 500 mid-block \$50,000
5. Johnson 900 mid-block \$60,000
6. Herald 600 mid-block \$60,000
7. Figgard 500 mid-block \$60,000
8. View 800 mid-block \$60,000
9. Cormorant 700 mid-block \$60,000
10. Chatham 600 mid-block \$60,000

Other Crosswalks:

800 Block Fort Street (Harris Green and Fairfield Neighbourhoods) – New mid-block crosswalk. This mid-block location is ranked as a medium-priority location (#16) for installation, but was identified during the Fort Street bike facility engagement process as a complete streets element. Proposed work includes improving wheelchair ramps, overhead signs and lighting.

900 Block Fort Street (Harris Green Neighbourhood) – New mid-block crosswalk. This mid-block location is ranked as a low-priority location (#24) for installation, but was identified during the Fort Street bike facility engagement process as a complete streets element. Proposed work includes improving wheelchair ramps, overhead signs and lighting.

1000 Block Fort Street (Harris Green Neighbourhood) – New mid-block crosswalk. This mid-block location is ranked as a low-priority location for installation, but was identified during the Fort Street bike facility engagement process as a complete streets element. Proposed work includes improving wheelchair ramps, overhead signs and lighting.

Project Forecast

Year	Total Expense
2018	115,000
2019	200,000
2020	117,000
2021	119,000
2022	121,000
2023	123,000
2024	125,000
2025	128,000
2026	131,000
2027	134,000
2028	137,000
2029	140,000
2030	143,000
2031	146,000
2032	149,000
2033	152,000
2034	155,000
2035	158,000
2036	161,000
2037	164,000
	2,818,000



Project Summary

Project Number:	ENG-097	Budget Year:	2018
Project Title:	Wharf Street Revitalization	Business Unit:	50681
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Develop and implement a comprehensive streetscape for Wharf Street between Pandora Avenue and Government Street/Humboldt Street, working in partnership with property owners. The project would include enhanced pedestrian and cyclist amenities, and landscaping. The project is in Phase 1 of the Bike Network implementation plan.

Deliverables:

Wharf Street is a significant downtown corridor, serving as a valuable transportation link between the Johnson Street Bridge and the Inner Harbour for pedestrians, cyclists, transit, tourism, and general vehicle traffic. Beautification of the corridor would bring Wharf Street more in keeping with other major downtown streets.

Project Forecast

Year	Total Expense
2018	2,000,000
	2,000,000



Project Summary

Project Number:	ENG-050	Budget Year:	2018
Project Title:	Pathway Upgrades	Business Unit:	50484
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Pathway improvements are to provide the community with safe walk ways and minimize the trip and fall hazards.

Deliverables:

Improvements to ensure safe pathways.

Westsong: Repairs to existing railing. Railing to be supplied and installed as guard railing upgrade \$75,000
 DFHP: Coast Hotel 15 Planks and allowance for substructure damage \$10,000
 Yacht Pond at Holland Point: Repairs to be planned and executed after consultant report
 DFHP: One time condition assessment, estimate, inspection reports \$ 75,000
 Parks: Pathway Improvements Program Budget (TBD) Emergency repairs
 Parks: Ross Bay Cemetery Curbing and Roadwork \$79,000
 Parks: Songhees/Hillside Park lighting Replacement \$40,000
 Parks: Craigflower Lighting/Banner Poles (TBD)



Project Forecast

Year	Total Expense
2018	279,000
2019	285,000
2020	291,000
2021	297,000
2022	303,000
2023	309,000
2024	315,000
2025	321,000
2026	327,000
2027	334,000
2028	341,000
2029	348,000
2030	355,000
2031	362,000
2032	369,000
2033	376,000
2034	384,000
2035	392,000
2036	400,000
2037	408,000
	6,796,000

Project Summary

Project Number:	PRC-085	Budget Year:	2018
Project Title:	David Foster Harbour Pathway	Business Unit:	50454
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

In 2008, Council approved the Harbour Pathway Plan, a long-term plan for a continuous pathway along Victoria's inner harbour for the enjoyment of the residents, business patrons and visitor's to the City. In 2012, the pathway was named David Foster Harbour Pathway and a series of Special Places concepts were developed.

In 2014, the Trans Canada Trail through the City of Victoria was realigned to follow the David Foster Harbour Pathway route from the Johnson Street Bridge to Ogden Point. Key connections along David Foster Harbour Pathway will be partially funded through a partnership with Trans Canada Trail, and through donations.

The City has committed to match funds received by Trans Canada Trail, which currently total \$1.402M. Additionally donations have been received by VanCity (\$100,000) and David Foster (\$50,000) to enhance this pathway. At the February 4, 2016 Committee of the Whole meeting, Council allocated an additional \$785,000 from Gas Tax funding. At the February 9, 2017 Council meeting, staff were directed to proceed with JSB Underpass design.

Work scope and budget for Ship Point structural/geotechnical remediation is being considered separately.
Work scope and budget for Laurel Point Soil Contamination detailed assessment is being considered separately.

Deliverables:

JSB underpass construction

Project Forecast

Year	Total Expense
2018	TBD



Project Summary



Project Summary

Project Number:	ENG-269	Budget Year:	2018
Project Title:	Ship Point Master Plan Implementation	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Development of the Ship Point Master Plan is underway and will be used to guide the redevelopment of Ship Point as a high quality waterfront space, signature events and festival site and as an important component of the working harbour.

Following completion of the Ship Point Master Plan an implementation strategy will be developed, based on a schematic level of design for the site. This will include preliminary costing and is expected to be presented to Council in January 2018.

This funding will advance schematic design of Phase 1 to detailed design drawings including refined capital cost estimates. Use of this funding will be contingent on approval of the Ship Point Master Plan.

Deliverables:

Engineering design drawings and cost estimates for Phase 1 of the Ship Point Master Plan Implementation.

Project Forecast

Year	Total Expense
2018	200,000
2019	TBD
2020	TBD
	200,000



CAPITAL

Complete Streets

Guiding Principles

- Manage existing transportation infrastructure and provide priority to pedestrians, cyclists, and transit
- Ensure street design enables safe, convenient and comfortable travel for users of all ages and abilities, regardless of their mode of transportation.

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan
- Pavement Asset Management Program
- Annual Collision Statistics Report

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013–2017
Major Roads	<ul style="list-style-type: none"> • 100 km, including 4 road bridges 	<ul style="list-style-type: none"> • 13% fair/poor 	About 3.8km, including: <ul style="list-style-type: none"> • Cook Street between Pandora and Caledonia • Southgate Street between Quadra and Vancouver • Douglas Street between Summit and Tolmie 	<ul style="list-style-type: none"> • 0 km
Local Roads	<ul style="list-style-type: none"> • 178 km 	<ul style="list-style-type: none"> • 20% fair/poor 	About 4.8km, including: <ul style="list-style-type: none"> • Alpha Street between Beta and Gamma • Meares Street Cook to East end • Brighton Avenue between Davie and Clare • Hillside Avenue between Pleasant and Turner 	<ul style="list-style-type: none"> • 0 km

CAPITAL

Complete Streets

Investing In Our Community's Future (2018 – 2020)

Area	Today's City (Renewal): \$9.043 million	Tomorrow's City (New): \$ million
Major Roads	<ul style="list-style-type: none"> • 2018 complete streets rehabilitation of 1.24km of arterial road, \$1.75m • 2019 complete streets rehabilitation of 1.2km of arterial roads, \$1.479m • 2020 complete streets rehabilitation of 1.3km of arterial roads, \$1.509m 	<ul style="list-style-type: none"> • Note 1
Local Roads	<ul style="list-style-type: none"> • 2018 complete streets rehabilitation of 0.92km of local roads, \$1.06m • 2019 complete streets rehabilitation of 0.91km of local roads, \$1.183m • 2020 complete streets rehabilitation of 1.0km of local roads, \$1.207m 	<ul style="list-style-type: none"> • Note 1
Pedestrian Trip & Fall Reduction Program	<ul style="list-style-type: none"> • Replace 417 square metres of sidewalk, repair 19 treewells, 4,800 lineal metres of joint patching, repair 300 sidewalk bricks, \$855k 	<ul style="list-style-type: none"> • Note 1

Note 1: The City of Victoria's road network is completely built out. New road investment is not part of the Capital budget.

Project Summary

Project Number:	ENG-018	Budget Year:	2018
Project Title:	Major Street Rehabilitation	Business Unit:	50511
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

This capital program funds the rehabilitation of arterial and collector streets, including road resurfacing. Arterial and collector streets are rehabilitated where road conditions have deteriorated to a point where they no longer can be maintained effectively through regular maintenance measures. Resurface existing roads to improve condition and extend life cycle of roadway. Full scope of projects is tentative and subject to community consultation. The major road network plays a vital role to move people, services and goods, serving local residents, the business sector, the tourism industry, and regional transit providers.

Using a proactive pavement asset management strategy, arterial streets are rehabilitated or resurfaced with the objective of maintaining the current pavement network level of service, and to meet the needs of current and future road users. Each road rehabilitation project is reviewed using a complete streets lens to consider benefits for pedestrians, cyclists, transit users and the mobility impaired. Street-related infrastructure (curb, gutter, and sidewalk) and underground utilities are also evaluated during the preliminary design process, for a coordinated asset management approach.

Complement funding on projects identified for construction with Development Cost Charge funds received through development activity.

Deliverables:

Rehabilitate or resurface annually approximately 0.5km of the approximately 100 km of existing arterial, collector and downtown roadways. Length of rehabilitated pavement is recorded for all construction projects and summarized in an annual infrastructure report. The amount of roadway rehabilitated on an annual basis is below industry standard and does not sustain life cycle expectancies for arterial roadways.

Community consultation on these project may increase the scope of work that could include enhancements of upgraded sidewalks and materials, banner poles, landscaping etc. The project forecasts are based on class D estimates.

2018 projects:

1. Pavement Condition Assessment Study (5-year cycle) - the City of Victoria's street network plays a vital role serving local residents, businesses and the tourism industry. With over 250 kilometres of downtown, arterial, collector and residential roads, the street network forms the backbone of the urban transportation network.

The City of Victoria is challenged with maintaining its aging infrastructure at a time of competing needs. To assist with this challenge, the City engaged a consultant firm in 2008 to develop a Pavement Management Plan, a strategic planning document that provided an understanding of the existing performance of the street assets (surface and sub-surface structures), and made recommendations on how those assets should be funded and managed. The results of that 2008 study were used to guide where and how roads were maintained and repaired.

In 2013, EBA Engineering Consultants Ltd. (EBA) was retained by the City to provide an update to the City's 2008 Pavement Management Plan. The 2013 Pavement Management Plan revealed the condition of road surfaces are declining, but are still considered to be in good condition. Given current funding levels, the decline in road surface conditions will accelerate; however, this can be addressed by implementing more effective restoration strategies, combined with funding increases, which are currently contemplated in the City's 20-Year Capital Plan.

In comparison to other municipalities in British Columbia, City of Victoria roads are in reasonable condition. With appropriate funding and strategic planning, we are provided an opportunity to keep the overall street asset in good condition.

The City of Victoria continues to enhance the long term asset management plan that prioritizes pavement restoration improvements in relation to other City priority improvements. In addition to planned funding increases, Engineering will continue to use optimal pavement restoration strategies to extend the life cycle of existing road surfaces. \$300,000

2. Vancouver Street - Southgate to Fairfield (Last paved prior to 1975) (Fairfield Neighbourhood) - 250m of road rehabilitation identified in the pavement management program. This project will be completed prior to and in conjunction with the bicycle network – Humboldt/ Pakington route. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 430th out of 2100. \$300,000

3. Cook Street at Fairfield Road Intersection (Last paved prior to 1986) (Fairfield Neighbourhood) – Intersection pavement rehabilitation project identified from public works maintenance expenditures. This project will be completed prior to or in conjunction with the bicycle network – Cook Street Pandora to Pakington route. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. \$75,000

4. Gorge Road - Balfour to Harriet - (Burnside Neighbourhood) - 310m of road rehabilitation identified in the pavement management program. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 729th out of 2100. \$375,000

5. Government - Superior Intersection (James Bay Neighbourhood) – Intersection pavement rehabilitation project identified from public works maintenance expenditures. This project will be completed prior to or in conjunction with the adjacent Capital Park development. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. \$100,000

6. Fort Street - Morrison to Belcher (Jubilee Neighbourhood) - 240m of road rehabilitation identified in the pavement management program. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 294th out of 2100. \$250,000

Project Summary

7. Fort Street bike lane resurfacing - (Downtown/Harris Green Neighbourhoods) - rehabilitate asphalt surface in the proposed bike lanes on Fort Street between Store Street and Cook Street. Proposed new bike lanes will be adjacent the existing north side curb lane, currently used for vehicle parking. Over the years, the asphalt has deteriorated in this portion of the roadway, primarily due to oil leaks from parked vehicles. This work would replenish the road surface in the two-way marked bike lanes, providing a safer, more consistent riding surface on the corridor. \$100,000

8. Road conditions are showing significant wear and in some cases the wear has become a failure that needs to be removed and replaced before the base lift can be compromised too. By undertaking larger repair sections, and repairing the road base, the damage can be localized and the surface made safe. Approximately 27 locations for a total of 1100 m2 at a 60mm depth. \$250,000

2019 Projects:

Gorge Road - Carroll to Balfour
Gorge Road - Carroll to Washington
Vancouver Street - Pandora to Caledonia
Government - Johnson to Fisgard
Bay Street - Cook to Fifth

2020 Projects:

Cook Street - Oxford to Hilda
Finlayson Street - Blanshard to Yew
Shelbourne Street - Pembroke to Bay Street
Bay Street - Government to Douglas

2021 Projects:

Finlayson Street - Douglas to Blanshard
Douglas Street - Discovery to Pembroke
Dallas Road - Lewis to Government



Project Forecast

Year	Total Expense
2018	1,750,000
2019	1,479,000
2020	1,509,000
2021	1,539,000
2022	1,570,000
2023	1,901,000
2024	1,633,000
2025	1,666,000
2026	1,699,000
2027	1,733,000
2028	2,068,000
2029	1,803,000
2030	1,839,000
2031	1,876,000
2032	1,914,000
2033	2,252,000
2034	1,991,000
2035	2,031,000
2036	2,072,000
2037	2,113,000
	36,438,000



Project Summary

Project Number:	ENG-044	Budget Year:	2018
Project Title:	Local Street Rehabilitation	Business Unit:	50198
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Rehabilitate residential streets where road conditions have deteriorated to a point where they no longer can be maintained effectively through minimal measures. Resurface existing roads to improve condition and extend life cycle of roadway. Projects are tentative and subject to community consultation. The urban street system plays a vital role serving local residents as well as an economic role supporting the business sector and tourism industry. The City has made a significant investment in building its street network which comprises a substantial portion of the city's asset base. Pavement asset management is a strategic approach for the management, operation, preservation and enhancement of the asset to meet the needs of current and future customers.

Deliverables:

Rehabilitate or resurface annually approximately 1 km of 160 km of existing local roadways. All projects are tracked and summarized. Length of rehabilitated pavement is recorded for all construction projects and summarized in an annual infrastructure report. The amount of roadway rehabilitated on an annual basis is below industry standard and does not sustain life cycle expectancies for local roadways. The project costing is based on class D estimates.

2018 Projects:

1. Beta Street from Alpha to Delta rehabilitation (last paved prior to 1975) (Burnside Neighbourhood)
143m of road rehabilitation identified in the pavement management program. This project continues road rehabilitation work in the Burnside industrial-zoned area between Douglas Street and Burnside Road. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. This complete streets project will include portions of sidewalk renewal on Beta Street. Pavement Management Plan Rank: 19th out of 2100 - \$290,000
2. Pleasant Street from Bay Street to John Street (last paved prior to 1975) (Burnside Neighbourhood)
93m of road rehabilitation identified in the pavement management program. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. Pavement Management Plan Rank: 25th out of 2100 - \$120,000
3. Pleasant Street from John Street to Hillside Avenue + sidewalk (Burnside Neighbourhood)
95m of road rehabilitation and new sidewalk construction. The purpose of completing the road rehabilitation is to replenish the surface, reduce maintenance costs and avoid further deterioration. New sidewalk construction will improve safety for pedestrians in the area. Pavement Management Plan Rank: 43rd out of 2100 - \$200,000
4. Grant Street from Fernwood Road to Stanley Avenue + sidewalk (last paved prior to 1975) (Fernwood Neighbourhood)
223m of road rehabilitation, including replacing sidewalk, curb, and gutter. This complete streets project is in conjunction with underground utilities repairs/upgrades to address ongoing drainage issues in the area. Pavement Management Plan Rank: 318th out of 2100 - \$420,000
5. Pendergast - Heywood to Vancouver (1/2 block) (Fairfield Neighbourhood). Construction of sidewalk on Pendergast Street, in conjunction with development-funded sidewalk work on the remainder of the block. - \$30,000

Based on current funding levels, the following outlines the future schedule (2019-2021):

2019 Projects:

Gonzales Avenue between Richmond Road and Richardson Street
Maud - St. Charles to Belmont + sidewalk
Denman Avenue - Spring to Fernwood
Denman Avenue - Fernwood to Oregon
Frances Avenue - Burnside to Douglas
Blackwood - Topaz to Summit

Future Years Projects:

Kings Road - Capital Hts to Mt. Stephen + sidewalk
Kings Road - Mt. Stephen to Cedar Hill
Blackwood - Vista Heights to Topaz
Belmont - Regents to Maud + sidewalk
Ryan Street - Forbes to Victor
Ryan Street - Victor to Shakespeare
Ryan Street - Shakespeare to Scott
Shakespeare - Myrtle to Hillside
Leighton Road - Bank to Duchess + sidewalk
Madison - Wilmer to Lawndale
Amphion - Oak Bay to Leighton
May Street - Joseph to Eberts + sidewalk
May Street - Eberts to Memorial + sidewalk
Moss Street - May to Bond
Rebecca Street - Pandora to Mason + sidewalk
Beacon Street - Douglas to St. Andrews

Project Summary

Chambers Street - Balmoral to North Park
Langford Street - Skinner to Alston + sidewalk

Project Forecast

Year	Total Expense
2018	1,060,000
2019	1,183,000
2020	1,207,000
2021	1,231,000
2022	1,256,000
2023	1,281,000
2024	1,306,000
2025	1,332,000
2026	1,359,000
2027	1,386,000
2028	1,414,000
2029	1,442,000
2030	1,471,000
2031	1,500,000
2032	1,530,000
2033	1,561,000
2034	1,592,000
2035	1,624,000
2036	1,656,000
2037	1,689,000
	28,080,000



Project Summary

Project Number:	ENG-262	Budget Year:	2018
Project Title:	Pedestrian Trip & Fall Reduction Program	Business Unit:	
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

The City of Victoria has both an aging population and a significant annual tourism surge each year. In the last two years 603 calls for service on damaged sidewalks were called in to PW. An additional 483 sidewalk locations have been identified by the water meter reader during inspections. A significant program needs to be introduced to ensure the downtown core area and locations near senior facilities have level and safe areas to walk and enjoy the outdoors.

Deliverables:

Approximately 417 square meters of sidewalk will be replaced, 19 tree wells will be repaired, 4,800 lineal meters of joint patching will be done, 300 loose or missing sidewalk bricks will be repaired or replaced, repairs to existing tiles in the roadway or sidewalk will be fixed, grouting repairs to bricks and tiles will be prepared and laid to finish grade. Some curb and gutter work is also included in this program.

Project Forecast

Year	Total Expense
2018	285,000
2019	285,000
2020	285,000
2021	285,000
2022	285,000
	1,425,000



Project Summary

Project Number: ENG-197
Project Title: Wayfinding
Strategic Plan Link: Complete a Multi-Modal and Active Transportation Network

Budget Year: 2018
Business Unit: 50573

Overview:

The City-wide Wayfinding strategy includes a set of guidelines, standards and an implementation framework to design, fabricate and install a series of signs and maps to help pedestrian navigate through the City of Victoria.

Deliverables:

For 2018 the project will involve design, fabrication and installation of signs as indicated for year 2 by the strategy, and any required engagement and outreach with individual property owners and other stakeholders as necessary.

Design, fabrication and installation of 1 large Pylon Sign, 5 small Pylon signs, 20 finger post signs, and 12 flush mounted parking lot/transit shelter signs.

Project Forecast

Year	Total Expense
2018	150,000
	150,000



Project Summary

Project Number:	ENG-106	Budget Year:	2018
Project Title:	Seasonal Animation	Business Unit:	50113
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

This business unit funds projects related to downtown seasonal decorations and animation.

These have included:

- Christmas decorations and lighting
- Summer banner: design, competition and purchase
- Chinatown lighting and seasonal ornamentation
- Other capital projects that provide seasonal animation and colour to the downtown (e.g. illuminated Valentine's most romantic spots)

Deliverables:

Improved seasonal lighting infrastructure and equipment including addition of projections to animate key downtown locations during the holiday season (Chinese New Year, Valentines, Halloween and Christmas) and marketing initiatives (aligned with DVBA and Tourism initiatives) to animate and illuminate the downtown core.

Project Forecast

Year	Total Expense
2018	27,000
2019	28,000
2020	29,000
2021	30,000
2022	31,000
2023	32,000
2024	33,000
2025	34,000
2026	35,000
2027	36,000
2028	37,000
2029	38,000
2030	39,000
2031	40,000
2032	41,000
2033	42,000
2034	43,000
2035	44,000
2036	45,000
2037	46,000
	730,000



CAPITAL

Parks

Guiding Principles

- Maintain and renew existing parks and recreation infrastructure to meet today's needs
- Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized.
- Future investment will be based on Parks and Open Space Master Plan (2017)

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan
- Beacon Hill Park Management Plan
- Beacon Hill Park Heritage Landscape Plan
- Various Park Management Plans
- Urban Forest Master Plan

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2017	What We Added 2013 – 2017
Parks	<ul style="list-style-type: none"> • 207 hectares of parkland (137 parks) • 12 dog leash-optional areas • 1 skate park • 1 bike park • 5 outdoor fitness installations • 2 spray parks 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Pioneer Square • BHP Rose Garden • Summit Park pathway improvements • Vic West Park – Skate park • Vic West Park – dog off-leash area • BHP Pathway Lighting 	<ul style="list-style-type: none"> • Reeson Park • Quadra Park • 4 Community Gardens (MacDonald Park, William Stevenson Park, Yates St Garden, Pandora Ave) • 2 Community Orchards (Banfield Park, William Porter Parks) • Begbie Green
Sport Fields	<ul style="list-style-type: none"> • 45 ball diamonds and soccer fields 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Hillside park drainage • MacDonald Park (field renovation, backstops and posts) • Topaz Park field renovation • Hollywood Park 	<ul style="list-style-type: none"> • N/A
Sport Courts	<ul style="list-style-type: none"> • 40 sports courts 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Barnard and BHP court upgrades • Banfield Tennis Courts • Vic West Basketball Court 	<ul style="list-style-type: none"> • N/A

CAPITAL Parks

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2017	What We Added 2013 – 2017
Playgrounds and Outdoor Fitness Equipment	<ul style="list-style-type: none"> 40 playgrounds 5 outdoor fitness equipment locations 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Wark Street Fern Street Hollywood Park Alexander Park Clawthorpe Park Quadra Heights Park Vic West Park Stevenson Park surface renewal Raynor Park Playground replacement 	<ul style="list-style-type: none"> New outdoor fitness installations at Oaklands, Topaz and Cecelia Ravine Parks
Crystal Pool and Fitness Centre	<ul style="list-style-type: none"> 50m Pool Fitness centre 	<ul style="list-style-type: none"> Facility Mechanical Systems nearing end of life 	<ul style="list-style-type: none"> Mechanical Pool Systems Replacement of Fitness Equipment 	<ul style="list-style-type: none"> Universal Change Room On-Line Registration Service
Royal Athletic Park	<ul style="list-style-type: none"> Elite outdoor stadium 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Grandstand Seating Rock Wall Repairs 	<ul style="list-style-type: none"> Field Protection Surfacing Portable Outfield Baseball Fence Water Bottle Fill stations
Save-On-Foods Memorial Centre	<ul style="list-style-type: none"> 7,000 seat arena facility 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> New Arena Deck Ice Cover Exterior Paint Roofing Repairs 	<ul style="list-style-type: none"> Accessibility Improvements Scoreboard Video Screens
Furnishings	<ul style="list-style-type: none"> 23 drinking fountains Approximately 600 benches (300 memorial benches) Remaining furnishings TBD 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> In-ground garbage installations (24) Picnic table and bench refurbishment BHP lighting upgrades BHP picnic area tables and fountain Water filling stations (2) Park fence repairs and Replacements Install covered bike shelters (2) & bike loops (8) 	<ul style="list-style-type: none"> N/A
Cemetery	<ul style="list-style-type: none"> 1 cemetery 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Storm Drain Upgrade War Grave Headstone refurbishment 	<ul style="list-style-type: none"> N/A

CAPITAL

Parks

Investing In Our Community's Future (2018 – 2020)

Area	Today's City (Renewal): \$725,000	Tomorrow's City (New): \$TBD
Parks	<ul style="list-style-type: none"> • Parks Condition Assessment, \$350k • Tree Well Replacement Program, \$25k 	<ul style="list-style-type: none"> • Vic West Park – TBD • Cecelia Ravine Park Improvements – TBD
Sport Fields	<ul style="list-style-type: none"> • Sport Field Replacement Strategy, \$50k 	<ul style="list-style-type: none"> • TBD
Sport Courts	<ul style="list-style-type: none"> • Sport Court Improvements, \$100k 	<ul style="list-style-type: none"> • TBD
Playgrounds & Outdoor Fitness Equipment	<ul style="list-style-type: none"> • Summit Park Playground Upgrade, \$200k 	<ul style="list-style-type: none"> • TBD

Project Summary

Project Number: PRF-279
Project Title: Parks - Condition Assessment
Strategic Plan Link: Enhance and Steward Public Spaces, Green Spaces and Food Systems

Budget Year: 2018
Business Unit:

Overview:

A Parks condition assessment will inventory all City-owned parks and their condition to guide future capital investment, prioritization and a long-term strategy. Also, develop a field replacement strategy that will outline the replacement program for the next 15 years.

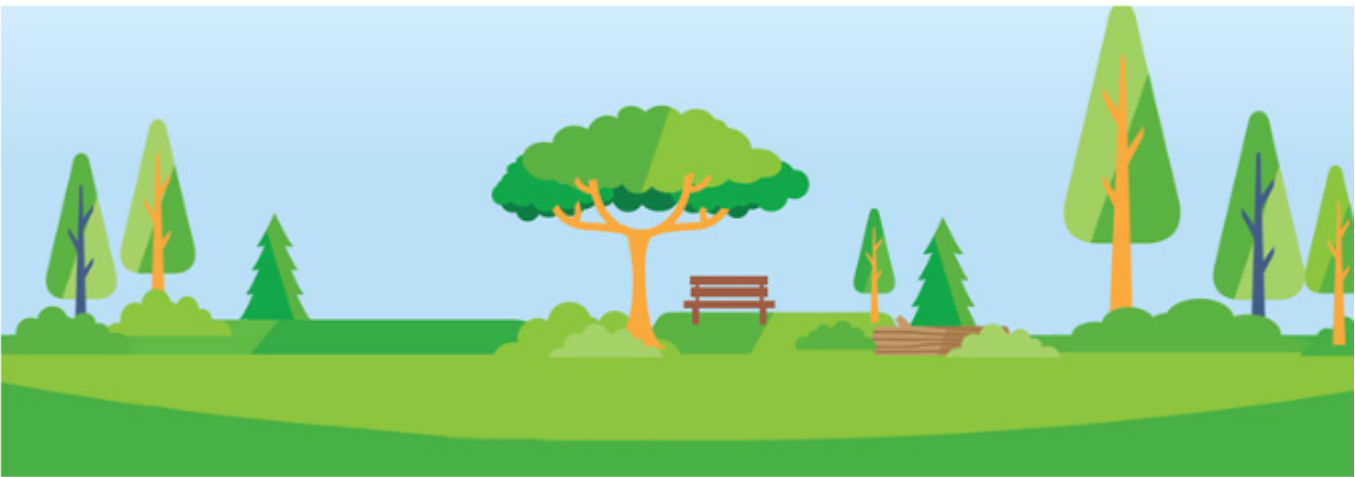
Deliverables:

2018 Projects:
 Condition Assessment
 Field Replacement Strategic

2019 Projects:
 Implementation of Plan TBD

Project Forecast

Year	Total Expense
2018	400,000
2019	TBD
	400,000



Project Summary

Project Number:	PRF-267	Budget Year:	2018
Project Title:	Parks - Sport Court Improvements	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

This capital program budget will be used to renew outdoor sport court assets including tennis, basketball, hockey, lacrosse at various parks

Deliverables:

Rehabilitate, resurface or renew sport court infrastructure where conditions have deteriorated to a point where they can no longer be maintained through ongoing general maintenance

Project Forecast

Year	Total Expense
2018	100,000
	100,000



Project Summary

Project Number:	PRF-306	Budget Year:	2018
Project Title:	Summit Park - Playground Upgrade	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

The existing play equipment consists of swings and a smaller climber. The Summit Park Management Plan, approved by Council in 2011, supported retaining the playground in its existing location and indicated that new play equipment should blend in to the natural park surroundings.

Deliverables:

Construction of a playground upgrades established through design development and construction drawings that include desired features determined through community engagement.

Project Forecast

Year	Total Expense
2018	200,000
	200,000



Project Summary

Project Number:	PRF-298	Budget Year:	2018
Project Title:	Tree Well Replacement Program	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

This funding will be used to improve existing tree wells in locations where the trees have outgrown the tree well or roots have damaged the surrounding hardscape. In some cases the hardscape has been cut back to enlarge the tree well, while other locations still require the surrounding hardscape to be cut back.

This work will improve tree health, pedestrian safety, reduce tree well maintenance and create a more uniform streetscape.

Deliverables:

Improve the affected tree wells by installing tree grates or other surfacing such as resin bound porous surfacing identified in the new Downtown Public Realm and Street Standards.

Project Forecast

Year	Total Expense
2018	25,000
	25,000



CAPITAL

Street Infrastructure

Guiding Principles

- Maintain and renew existing surface infrastructure to meet the needs of the public
- Meet safety and industry standards where applicable, for maintenance and replacement of each type of infrastructure
- Ensure that the useful life of the infrastructure is maximized before it must be replaced

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013–2017
Traffic Signals	147 signals: <ul style="list-style-type: none"> • 112 traffic signals • 15 pedestrian signals • 10 crosswalks with flashing yellow lights • 10 flashing red beacons • 112 traffic controller cabinets <ul style="list-style-type: none"> • 12 traffic controllers c/w conflict monitors • 4 km of fibre optic cable connecting traffic signals to PW and City Hall • 18 km of copper communication cable connecting traffic signals to Public Works and City Hall 	<ul style="list-style-type: none"> • 20% • 15% • 5% • 0% • 65–75% 	<ul style="list-style-type: none"> • 8 signal re-builds (poles and wire replaced) • 24 traffic controller cabinets • 40 traffic controllers and conflict monitors • 0% • Copper comm. cable is being replaced by Fibre 	4 traffic signals: <ul style="list-style-type: none"> • Hillside at Shakespeare • North Dairy at Doncaster and Wordsworth, • Esquimalt at Roberts 3 Ped signals: <ul style="list-style-type: none"> • Douglas at Pembroke • Hillside at Graham • Cook at Haultain • 4 Rectangular Rapidly Flashing Beacons <ul style="list-style-type: none"> • 1.2km added for the downtown core • 0%

CAPITAL

Street Infrastructure

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2017	What We Added 2013 – 2017
Street Lighting	• Over 6,800 High Pressure Sodium (HPS) street lights	• 0%	• All HPS street lights converted to LED	• over 30 new luminaires in residential neighborhoods
	• Over 4,200 davit arms (wood poles)	• 50%	• 392 davit arms	• over 30 davit arms
	• Over 600 decorative lights (over 30 different styles)	• 25%	• 18 Pagoda fixtures	• 33 Heritage poles
	• 1,750 metal poles (signal and street lights)	• 20%	• 85 metal poles	• 25 metal poles for signals
	• 900 cluster poles	• TBD	• 15 cluster poles	• 4 cluster poles
	• Over 4,300 cluster globes	• 0%	• 100% converted to LEDs	• 20 cluster globes
	• ~500 pole mounted switches	• 50%	• 18 pole mounted switches	• 11 pole mounted switches
	• ~30 combo power panels	• 10%	• 30 combo power panels	• 30 combo power panels (replaced over 40 switches)
	• 12 underground power kiosks – only 3 left	• 20%	• 0	• 0%
	• 45 above ground power kiosks	• 20%	• 9 replaced by above ground power kiosk • 2 above ground power kiosks	• 9 above ground power kiosks
	• Underground conduit TBD	• 20%	• over 10km installed	• over 2km installed
	• Underground wiring TBD	• 30%	• over 50km of street lighting	• over 10km of street
	• Bonding ~ 5,000 junction boxes	• 70%	• 2,500	• lighting

CAPITAL

Street Infrastructure

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013–2017
Street Furniture	<ul style="list-style-type: none"> 586 benches <ul style="list-style-type: none"> 104 inside bus shelter 482 not in bus shelter 104 bus shelters 350 bollards 1.68km of chains for bollards 17.7km railings 3.2km protective fencing 1,780 fire hydrants 	<ul style="list-style-type: none"> 25% 5% 20% 5% 25% 10% 5% for condition of paint only 	<ul style="list-style-type: none"> 58 benches replaced (modernized) 35 bus shelters 	<ul style="list-style-type: none"> 80 benches 19 bus shelters

Investing In Our Community's Future (2018–2020)

Area	Today's City (Renewal): \$2.725 million	Tomorrow's City (New): \$882,000
Traffic Signals	<ul style="list-style-type: none"> Replace 18 traffic controller cabinets and components, \$330k, Upgrade GPS base pre-emption equipment on emergency response vehicles and signalized intersections, \$425k Fibre Optic Cable, \$50k 	<ul style="list-style-type: none"> Install, 21 Un-interruptible power supplies and 6 Vehicle/Bike advanced technology detection systems, \$394k Traffic Signal safety upgrades, \$330k New Accessible Pedestrian Signals and Countdown Signals in conjunction with Fort St Bike network implementation project, \$105k
Street Lighting	<ul style="list-style-type: none"> Replace approx. 90 street light services, \$61k Replace approx. 50 metal street light poles and 400 street light arms, \$661k Electrical bonding approx. 2,500 junction box castings and lids, \$72k Beacon Hill lighting upgrade, \$150k 	<ul style="list-style-type: none"> Install 24 new street lights, \$53k
Street Furniture	<ul style="list-style-type: none"> Benches Bus Shelters Bollards Bollard Chains Railings Protective Fencing Hydrants 	<ul style="list-style-type: none"> Gate of Harmonious Interest Chinatown, \$100k Street infrastructure upgrades, \$876k

Project Summary

Project Number:	ENG-046	Budget Year:	2018
Project Title:	Electrical Kiosk Replacement & Service Panel	Business Unit:	50064
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

The purpose of this program is to fund the replacement of the electrical distribution kiosks, pole mounted switches and power panels for street and traffic signal lighting. From 2017 - 2027, the replacement schedule for only the switches and power panels are required. From 2028 - 2034, the electrical distribution kiosks replacement cycle will commence and the budget figures will be a combination of all 3 replacement cycles.

Inventory:
1. Electrical Kiosks
Total Inventory: = 54
Lifecycle replacement: 25 to 30 years

2. Pole Mounted Switches
Total Inventory: approximately 850
Lifecycle Replacement: 20 years

3. Power Panels
Total Inventory: approximately 150
Lifecycle Replacement: 20 years

Deliverables:

Replace 20 pole mounted switches and 10 power panels per year

Project Forecast

Year	Total Expense
2018	20,000
2019	20,000
2020	21,000
2021	21,000
2022	22,000
2023	22,000
2024	23,000
2025	23,000
2026	23,000
2027	24,000
2028	24,000
2029	25,000
2030	25,000
2031	26,000
2032	26,000
2033	27,000
2034	27,000
2035	28,000
2036	29,000
2037	29,000
485,000	



Project Summary

Project Number:	ENG-064	Budget Year:	2018
Project Title:	LED Signal Head/Ped Countdown Signal and Audible Ped Signal Installation	Business Unit:	50031
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

Upgrade existing pedestrian-related signal displays with displays that include pedestrian countdown signals at the 127 intersections in the City with traffic signals or pedestrian signals. Install accessible/audible pedestrian signals at existing signalized intersections. Upgrade existing traffic signal displays with LED signal heads.

Countdown signals provide additional information to pedestrians contemplating a road crossing at a signalized intersection. Accessible/audible signals assist persons with limited vision with crossing at signalized intersections.

Priority for the installation of countdown signals is given first to crosswalks at signalized intersections where the road crossing is long (roads with multiple travel lanes; i.e. Douglas, Blanshard, Hillside, Government, Shelbourne), and pedestrians are exposed to traffic for longer periods of time. 63 of the 127 signalized intersections have been upgraded with pedestrian countdown signals to date.

For accessible/audible pedestrian signal installation, staff consult with the Canadian National Institute for the Blind (CNIB), who have priority corridors identified by their clients, and evaluate individual requests. 74 of the 127 signalized intersections have been outfitted with audible pedestrian signals.

The City's Accessibility Working Group requested a review and recommendations for implementation of Accessible Pedestrian Signals (APS). The City has been installing audible crossing signals for over two decades - these devices have an audible tone to help visually impaired pedestrians determine when it is safe to cross. APS installations include a pushbutton locator tone and vibro-tactile surface, to provide additional information to pedestrians. Following an industry scan by staff in January 2017, Council approved trial installations of APS units in 2017, to help develop a City standard.

Deliverables:

Install a new accessible pedestrian signal at one intersection, and countdown signals at 3 intersections, in conjunction with the Fort Street Bike network implementation project.

2018 Projects:

Fernwood at Johnson - APS, in conjunction with planned maintenance work
Fort/Quadra - Countdown signals. Coordinate with Bike network implementation.
Fort/Vancouver - Countdown signals. Coordinate with Bike network implementation.
Cook/Johnson - Countdown signals. Coordinate with Bike network implementation.

2019 Projects:

Fisgard/Quadra - APS
Burnside/Harriet - APS
Quadra/Yates - APS and countdown

2020 Projects:

Cook/Hillside - countdown signals. Long pedestrian crossing.

2021 projects:

Gorge/Washington - APS
Johnson/Vancouver - Countdown signals
Vancouver/Yates - Countdown signals. Gap in Yates Street corridor.



Project Forecast

Year	Total Expense
2018	34,000
2019	35,000
2020	36,000
2021	37,000
2022	38,000
2023	39,000
2024	40,000

Project Summary

2025	41,000
2026	42,000
2027	43,000
2028	44,000
2029	45,000
2030	46,000
2031	47,000
2032	48,000
2033	49,000
2034	50,000
2035	51,000
2036	52,000
2037	53,000
	<hr/>
	870,000

Project Summary

Project Number:	ENG-070	Budget Year:	2018
Project Title:	New Traffic Safety Upgrades and Installations	Business Unit:	50073
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

All new traffic signal work, with the exception of pedestrian countdown signals and accessible/audible pedestrian signals, are funded under this program. This includes new traffic signal installations, the addition of signal head required for new phases, overall network enhancements such as transit-priority hardware, and upgrades resulting from changes to Provincial legislation.

Improvements are identified through collision statistics analysis to address trends or patterns.

Deliverables:

2018 Project:

Traffic Signal design/upgrades:

1. Fernwood at Johnson - #2 by 5 year collision rate \$27,000
2. Cook at Kiwanis - New Traffic Signal \$35,000 Partial Funding - Remainder of funding to come from ICBC

Project Forecast

Year	Total Expense	Cost Sharing ICBC	Net City Funding
2018	203,000	141,000	62,000
2019	63,000	-	63,000
2020	64,000	-	64,000
2021	65,000	-	65,000
2022	68,000	-	68,000
2023	69,000	-	69,000
2024	70,000	-	70,000
2025	72,000	-	72,000
2026	73,000	-	73,000
2027	75,000	-	75,000
2028	76,000	-	76,000
2029	78,000	-	78,000
2030	79,000	-	79,000
2031	81,000	-	81,000
2032	82,000	-	82,000
2033	84,000	-	84,000
2034	86,000	-	86,000
2035	87,000	-	87,000
2036	89,000	-	89,000
2037	91,000	-	91,000
	1,655,000	141,000	1,514,000



Project Summary

Project Number:	ENG-176	Budget Year:	2018
Project Title:	Gate Of Harmonious Interest Chinatown - Remediation	Business Unit:	50579
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Remediate roof of Harmonious Gate of Interest to maintain structure in intended form.

The gate was erected in 1981 in honour and recognition of the Chinese heritage in Victoria. This project was a joint project between the City and the Chinese community to preserve and revitalize the historic Chinatown. The roof is constructed of ceramic tile, which has been replaced once already in the early 90's. The remainder of the structure is steel with painted wooden motifs adorning the structure.

Over the past few years the deterioration of the roof tiles has accelerated. Loose pieces of the roof are routinely removed during maintenance activities and at times pieces of the roof tiles fall to the road and sidewalk below. An inspection carried out in March of 2009 suggests that the deterioration has reached a point where major significant remediation is required to maintain this structure in its intended form and to keep tiles from falling. A study will be undertaken to assess the current tiles and to devise a new roof system that will look similar, but that will be more resilient. Consultation with the Chinatown community will be part of this study.

If work is not done, the roof tiles will continue to deteriorate, break apart and fall to the sidewalk below, and could injure a passerby.

Deliverables:

2018 Project: To plan and design a new, more resilient roof system that will look similar to the old Gate roof based on the Class C Estimate and consultant report. Preventative Maintenance.

2019 Project: Replace tile roof, replace wood substructure, inspection and maintenance plan.

To construct a new, more resilient roof system that will look similar to the old Gate roof based on the design study consultant report. Also to replace the wood substructure and refurbish the surrounding wood panels including the detailed painting work.

Project Forecast

Year	Total Expense
2018	100,000
2019	TBD
	100,000



Project Summary

Project Number:	ENG-201	Budget Year:	2018
Project Title:	Traffic Signal Fibre Optic Upgrade	Business Unit:	50630
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

To install a fiber optic link between strategic traffic signals and our Traffic Operations Center Servers. This will allow the traffic signals to be monitored automatically and remotely. This helps keep the traffic signals all timing together, thus keeping traffic flowing. Notification of issues will then automatically be sent to the right people for an appropriate response (eg. Signal in Flash, power outage). Working in conjunction with our IT department we will be able to control and monitor traffic patterns, reducing congestion and emission of greenhouse gases by effectively moving traffic and general public throughout the city. Communications can also allow fire department to be integrated into the network to allow fire preemption at signals to reduce response times in the event of an emergency, saving lives and property damage. In the case of large events we can not only change timings to increase the amount of vehicle traffic moving in and out of the city, but we can give VicPD access to our traffic cameras to monitor events and maintain crowd control, or possible attacks on the city. The City currently has 15 intersections on the network and is scheduled to add 115 to the network by the end of 2019, with room for expansion. The projects are identified and prioritized based on the following: 1 – Heaviest volumes of traffic and transit 2 – Preemption and emergency vehicle corridors 3 – Areas of poor power conditioning that affect time clocks in traffic controllers

Deliverables:

Replace existing out of date (not usable) communication cable between about 45% of our traffic signals. 15% of them have already been done under the Transit Signal Priority project.

Projects:

2018 – Quadra Corridor, Vancouver and Cook corridors
2019 – Esquimalt and Vic West



Project Forecast

Year	Total Expense
2018	25,000
2019	25,000
	50,000



Project Summary

Project Number:	ENG-216	Budget Year:	2018
Project Title:	Surface Infrastructure Program	Business Unit:	50631
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

The Public Works Division is responsible for maintaining most of the surface infrastructure in the City of Victoria. These include: 1,525 Fire Hydrants, 900 Cluster Lamps, 1,750 Signal and Streetlight Poles, 250 Bollards, 260 Benches, 18km of Railings, and other miscellaneous items that adorn our sidewalks, squares, boulevards, walkways and other civic spaces.

This new program establishes a 5 year cycle for refinishing this infrastructure, and keeps the City of Victoria sparkling and clean looking for our citizens and tourists. Currently there are several pockets of funding, but it is inadequate to fund a proper refinishing cycle. This budget request will add funding to achieve this cycle.

Deliverables:

All surface infrastructure will be refinished on a 5 year cycle (average for painted surfaces) or as other surface preparations dictate. Annually prep-prime-paint 305 hydrants, 180 clusters, 50 bollards, 350 poles, 52 benches, and 11,600 feet of railings.

Project Forecast

Year	Total Expense
2018	286,000
2019	292,000
2020	298,000
2021	304,000
2022	310,000
2023	316,000
2024	322,000
2025	328,000
2026	335,000
2027	342,000
2028	349,000
2029	356,000
2030	363,000
2031	370,000
2032	377,000
2033	385,000
2034	393,000
2035	401,000
2036	409,000
2037	417,000
	6,953,000



Project Summary

Project Number:	ENG-226	Budget Year:	2018
Project Title:	Street Light Pole and Arms	Business Unit:	50464
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

This program is intended to fund the replacement of aging, damaged, rusted or fatigued street light and traffic signal poles including BC Hydro pole streetlight arms, new pole and light installations, adding or installing new davits and lights on existing utility poles, new crosswalk downlighting and regular assessments for damage and structural integrity.

The main purpose of lighting roadways and other transportation-related facilities is safety - providing a safe environment for the public to use the road system during periods of darkness. A well-lit public right-of-way reduces motor vehicle collisions, and provides a safe, comfortable environment for pedestrians, cyclists and drivers.

The inspection program helps to reduce liability and maintain the integrity of these assets. Each pole's structural integrity will be tested and rated every 6 years, with a visual inspection each 3 years. The rating system will allow the City to identify and prioritize poles that are of concern to determine future pole replacement.

BC Hydro's accelerated pole replacement program is now extended at a lower level. We are capturing this opportunity to upgrade to LED fixtures and take advantage of BC Hydro's 25% rebate program as when BC Hydro replaces a pole, the City's streetlight fixtures are removed and have to be replaced. Some of the supporting arms may have to be replaced at the same time.

Individual projects have not yet been identified for new installations as typically, this budget is used to respond to emerging public requests in a timely manner, or to complement other Transportation Capital projects where lighting needs to be upgraded.

The City has 3,123 metals poles for street lights and traffic signals and 4,800 hydro pole streetlight arms. The majority of the Street Light Pole system are metal poles, which have an engineered life of 20 years. We are installing new galvanized poles, with a life expectancy of 30-50 years.

Deliverables:

1. Annual Replacement of approximately 20+ metal poles - \$194,000
2. Annual Replacement of approximately 150+ hydro pole streetlight arms (BC Hydro routine wood pole replacement schedule) - \$50,000
3. New Installation of 8 street lights - \$17,000

Project Forecast

Year	Total Expense
2018	261,000
2019	230,000
2020	223,000
2021	227,000
2022	287,000
2023	235,000
2024	240,000
2025	256,000
2026	249,000
2027	253,000
2028	323,000
2029	263,000
2030	268,000
2031	287,000
2032	278,000
2033	283,000
2034	362,000



Project Summary

2035	294,000
2036	299,000
2037	305,000
	<hr/>
	5,423,000

Project Summary

Project Number: ENG-245
Project Title: Electrical Bonding of Junction Box Castings
Strategic Plan Link: Complete a Multi-Modal and Active Transportation Network

Budget Year: 2018
Business Unit: 50669

Overview:

The City electrical system has many underground junction boxes in sidewalks and roadways. In the past these were not required to be bonded. We have had several incidents where dogs have received an electrical shock when the road or sidewalk is wet, due to the wires in a junction box becoming exposed (due to insulation rubbing off the wires from movement and vibration). A small number of these were rectified several years ago, but there are many more to complete the conversion so that this risk is eliminated.

Deliverables:

The lids of the junction boxes will be retrofitted so that they are bonded, and a shock cannot occur.

Project Forecast

Year	Total Expense
2018	72,000
	72,000



Project Summary

Project Number:	ENG-115	Budget Year:	2018
Project Title:	Traffic Controller Replacement Program	Business Unit:	50557
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

This program replaces traffic control cabinets and the controllers, installs un-interruptible power supplies in strategically located traffic signals so they will function normally if BC Hydro power supply fails and upgrades traffic signal detection systems when an existing "in pavement" system is at end of life or the road is in such a condition that we cannot reliably re-install traffic signal detector loops.

The replacement of traffic control cabinets and the controllers program may include replacing the cabinet or the controller, or both. There are 146 units of various styles, with four different models of controllers. The current steel cabinets are at end of life and rusting; the units are designed to be air tight and are failing. This can lead to some intersections malfunctioning due to moisture in the controllers.

The controllers located in the cabinets also need to be upgraded to newer standards and capabilities. The replacement lifecycle for cabinets; 20 years for the external cabinet, and 10 years for the electronics. There is a master inventory list of 146 units that determines replacements. The current rate of replacement is six cabinets per year.

The installation of un-interruptible power program signals are on emergency response routes and on main corridors with Saanich and the Ministry of Transportation. Both of these organizations already have UPS's installed on their portion of these corridors.

The lifespan of the un-interruptible power signal units can range between 10 to 15 years, so an average of 12 years has been applied to determine the replacement schedule.

When our existing loops detectors fail in the road, we have a contractor install a new inductive loop into the road surface. Cutting the road surface shortens the life of the asphalt, over time leading to early failure of the detector loop. Most developments and City driven projects near traffic signals typically cause the road to be cut to install services, these same cuts often go through the existing detector loops and they then need to be replaced.

If not cut or dug up, an "in road" traffic loop can last up to 10 years, depending on site conditions. Upgrades to the traffic signal detection systems allows for better cyclist detection. These new systems are mounted on the traffic signal poles and not as wire loops in the asphalt.

Deliverables:

2018 Replacement Schedule:

Installation of 6 Traffic Control Cabinets and Controllers: \$129,000

1. Wharf at Government
2. Douglas at Humboldt
3. Johnson at Fernwood
4. Blanshard at Fisgard
5. Blanshard at Johnson
6. Fort at Wharf

Installation of additional 7 un-interruptible power program signal units: \$50,000

1. Blanshard at Caledonia
2. Hillside at Cedar Hill
3. Hillside at Cook
4. Hillside at Doncaster
5. Hillside at Gosworth
6. Hillside at Quadra
7. Bay at Quadra

Installation of Traffic Signal Detection Systems: \$75,000

1. Blanshard and Finlayson
2. Hillside and Quadra



Project Forecast

Year	Total Expense
2018	254,000
2019	260,000
2020	210,000
2021	214,000

Project Summary

2022	217,000
2023	221,000
2024	225,000
2025	290,000
2026	234,000
2027	238,000
2028	305,000
2029	311,000
2030	317,000
2031	322,000
2032	264,000
2033	269,000
2034	274,000
2035	279,000
2036	284,000
2037	289,000
<hr/>	
	5,277,000



Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2018	3,500	0.0
2019	3,570	0.0
2020	3,641	0.0
2021	3,714	0.0
2022	3,789	0.0
2023	3,864	0.0
2024	3,942	0.0
2025	4,020	0.0
2026	4,101	0.0
2027	4,183	0.0
2028	4,266	0.0
2029	4,352	0.0
2030	4,439	0.0
2031	4,528	0.0
2032	4,618	0.0
2033	4,711	0.0
2034	4,805	0.0
2035	4,901	0.0
2036	5,000	0.0
2037	5,100	0.0

Project Summary

Project Number:	PRC-106	Budget Year:	2018
Project Title:	Beacon Hill Park - Lighting Upgrades	Business Unit:	50575
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

Continuation of critical electrical upgrade and installation of new LED lighting conduit and fixtures. Existing lighting is from the early 1970s and does not meet current electrical codes. Lighting level is inadequate for the increasing evening use of the park. The current light fixtures diffuse the light rather than provide directional pathway lighting. Total length of pathways for new lighting is 1,325 meters. There are 50 LED lights in Beacon Hill which will be replaced.

Deliverables:

2018 Scope is a continuation of upgrades to the Park

Electrical wiring and lighting upgrades within "B-Section" of Beacon Hill Park (area between bandstand and Douglas Street) which is characteristically quite dark. Beacon Hill Park Lighting Phase 4 - scope to be provided.

Project Forecast

Year	Total Expense
2018	150,000
	150,000

Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2018	800	0.0
2019	816	0.0
2020	832	0.0
2021	849	0.0
2022	866	0.0
2023	883	0.0
2024	901	0.0
2025	919	0.0
2026	937	0.0
2027	956	0.0
2028	975	0.0
2029	995	0.0
2030	1,015	0.0
2031	1,035	0.0
2032	1,056	0.0
2033	1,077	0.0
2034	1,098	0.0
2035	1,120	0.0
2036	1,142	0.0
2037	1,165	0.0



Project Summary

Project Number:	ENG-268	Budget Year:	2018
Project Title:	Fire Pre-Emption Equipment	Business Unit:	
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Upgraded GPS based pre-emption equipment on emergency response vehicles and at signalized intersections along emergency response routes. The total system installation will be phased over 3 years.

Deliverables:

Total system installation - \$425,000. This includes GPS equipment and software/licensing installed at 48 priority intersections and in Fire Department Vehicles as require.

Bay Street corridors (7 intersections west of Cook Street), and the Yates and Pandora corridors (11 corridor intersections + the Cook/Johnson intersection) are considered priorities.

Project Forecast

Year	Total Expense
2018	125,000
2019	100,000
2020	200,000
	425,000

Project Summary

Project Number:	ENG-246
Project Title:	Ship Point Pier
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network

Budget Year:	2018
Business Unit:	50683

Overview:

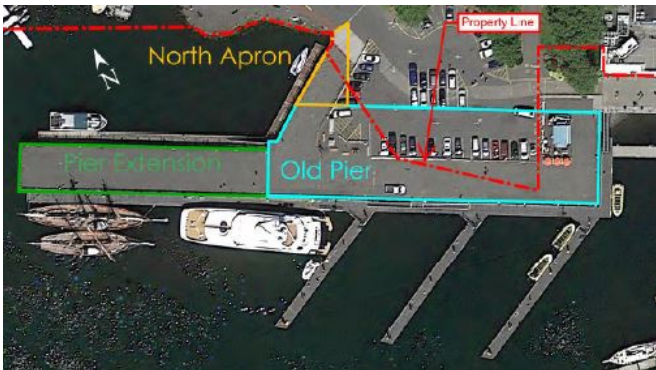
The Ship Point Pier structure is located on parcels of land owned by the Greater Victoria Harbour Authority (GVHA) and the City. Recent inspections have identified the need to rehabilitate portions of the structure. Repairs to the structure will ensure ongoing use of the City property as a parking lot and event space. Multiple piles are in poor condition between high and low water levels due to marine attack and fungal decay.

Deliverables:

Replacement of multiple piles

Project Forecast

Year	Total Expense
2018	150,000
	150,000



Project Summary

Project Number:	ENG-005	Budget Year:	2018
Project Title:	Dallas Road Seawall Rehabilitation	Business Unit:	50529
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

This is a continuing project to stabilize the seawall prior to the balustrade (which sits on top at road level) being replaced. Large chunks of seawall have delaminated and have fallen onto the beach below.

A structural evaluation of the Dallas Road seawall and balustrade indicated the balustrade had reached the end of its serviceable life. Further investigation also revealed repairs were required to the seawall structure prior to replacing the balustrade structure. Repairing the seawall and balustrade will allow continued pedestrian, cyclist and vehicle passage on Dallas Road.

In 2014 the worst sections were repaired, (approximately 75m² of the seawall face) and work will continue until all sections have been addressed. This is a safety concern and also protects the beach, road and sidewalk above. This is also on one of two main transportation routes from the Cruise Ship Terminal. This work will prolong the life of the seawall asset by adding a structural facing to the existing wall. When this project is completed in 2018, the balustrade can then be replaced.

The project was originally anticipated to be complete in 2016, however, as sections of the wall were opened up, it has become clear that the whole wall should be resurfaced, so the project has been extended to 2018.

This project is in collaboration with Transportation and Development (ENG-186) capital budget to replace the balustrade structure once the Seawall Rehabilitation project has been completed.

Deliverables:

A structurally sound seawall that protects the existing road, sidewalk and underground utilities on this section of Dallas Road.

As work has progressed on the main part of the seawall resurfacing, a remainder (158m in length) at the far west end that runs into the path that leads to the Breakwater has been reviewed. Part of this remaining section is exposed to the sea, and part is more land based; all of it supports the balustrade and adjacent parking areas.

This section of wall has been damaged (see attached photos) and should be refaced. Although the cross section of this wall varies several times, it would all be encased in with one design of cross section to give it a uniform look. This would complete the entire seawall from the Breakwater parking area to the far east end at Lewis Street. The entire wall with all stairways and lookouts will be completed with this final phase by the end of 2018.

Project Forecast

Year	Total Expense
2018	695,000
	695,000



Project Summary

Project Number: ENG-186

Project Title: Dallas Road Seawall Ballustrade

Strategic Plan Link: Complete a Multi-Modal and Active Transportation Network

Budget Year: 2018

Business Unit: 50633

Overview:

To replace the balustrade (railing) once the seawall rehabilitation project has been completed. The existing balustrade is failing, has been bolted to hold portions together, and has to be painted every two years to minimize the rust stains. It is constructed from reinforced concrete. A replacement balustrade must be designed and approved, and a cost estimate provided.

The original railing is extremely deteriorated, and a replacement railing will be required. A public consultation process will be necessary as design options are developed, and Council approval will be required prior to proceeding with final design. Construction of a new railing will have to be coordinated with planned CRD work on Dallas Road for sewage treatment conveyance piping.

Deliverables:

Construction - to be deferred to 2019, to align with planned CRD pipe installation work.

Project Forecast

Year	Total Expense
2019	200,000
	200,000



Project Summary

Project Number:	ENG-239	Budget Year:	2018
Project Title:	Ross Bay Seawall Replacement	Business Unit:	
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

The Ross Bay Seawall is located on the ocean side of the sidewalk, and protects the sidewalk and road from the rocks, wood and other ocean debris that storms push up the adjacent beach. It runs from St. Charles Street to Memorial Crescent and is 722 meters long, and is approximately 4 feet high with several stairwells including one long one at the east end. The existing wall was constructed in 1911/12 at a cost of \$160,000 (translated into current day would be \$3.3M).

The seawall is over 100 years old and is showing signs of deterioration and damage due to the rusting of the rebar from the salt water and rain, the resulting spalling of concrete, and the repeated pounding from debris on the ocean side. Staff have repaired many areas over the years, and as a result it looks like a patchwork of old and new. It is time to replace this asset entirely.

Deliverables:

Replacement of the existing seawall, in the same location, with a similar concrete structure that would be even more resilient to storms and deterioration. Elements could be considered for inclusion that would make it more of an amenity for people who visit the beach at Ross Bay.

2018: Planning of the replacement
2019: Construction of the replacement

Project Forecast

Year	Total Expense
2018	50,000
2019	TBD
	50,000



Project Summary

Project Number:	ENG-081	Budget Year:	2018
Project Title:	Point Ellice Bridge Rehabilitation/Painting	Business Unit:	50550
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

The existing Point Ellice Bridge structure is in need of substantial rehabilitation work. The issues of leaking deck joints, causing rusting to the top flanges and ends of the steel members and cracking/spalling in the area of the abutments and approach spans, most likely associated with settlement. The project involves carrying out larger-scale rehabilitation work on the Point Ellice Bridge, identified through previous condition assessment reports.

The City received a BC Small Communities Grant for the rehabilitation of the Point Ellice (Bay Street) Bridge. The work is planned to take place in 2018, to maintain the bridge's structural components, and renew its deck surface, paint, lighting and handrails.

Deliverables:

- Construction:
1. Replacing the main expansion joints
 2. Rehabilitating concrete at the abutments
 3. Adding anodes to the bridge structure to reduce future steel corrosion
 4. Removing the asphalt deck to add a waterproof membrane
 5. Resurfacing the bridge deck (asphalt)
 6. Rehabilitating pedestrian handrails and light standards
 7. Rehabilitating the existing steel structure

Project Forecast

Year	Total Expense
2018	TBD
	TBD



Project Summary

Project Number:	ENG-082	Budget Year:	2018
Project Title:	Johnson Street Bridge - Replace	Business Unit:	50546
Strategic Plan Link:	Complete a Multi-Modal and Active Transportation Network		

Overview:

The new bridge will include on-road bike lanes, a multi-use trail for pedestrians and cyclists, and a dedicated pedestrian pathway in addition to maintaining three lanes for vehicles.

Deliverables:

Build a replacement for the Johnson Street Bridge with a lifeline seismic standard, improving safety and accessibility while providing service to the community for the next 100 years.

Project Forecast

Year	Total Expense
2018	4,682,000
	4,682,000



CAPITAL Facilities

Guiding Principles

- Maintain and renew civic facilities to meet today's needs
- Accommodate civic and community needs as Victoria grows

Guiding Plans

- Facilities Asset Management Program
- Facilities Preventative Maintenance Program
- Victoria City Hall Practical Conservation Plan
- Fire Station #1 Needs Analysis & Facility Assessment
- Crystal Pool Condition Assessment

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013–2017
Public Safety Buildings	<ul style="list-style-type: none"> • 1 police building • 3 fire stations 	<ul style="list-style-type: none"> • 0% • 33% 	<p>Police</p> <ul style="list-style-type: none"> • Substructure repair • Water infiltration Roof deck and ramp repairs • DDC component replacement • Parkade patio repairs • Crack injections, and HVAC upgrades <p>Fire</p> <ul style="list-style-type: none"> • Access controls • Fire Hall #1 condition assessment • Fire Hall #2 generator replacement, and exterior paint • Fire Station #3 replace heating system 	

CAPITAL Facilities

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013–2017
Community Centre Buildings	<ul style="list-style-type: none"> • 7 community centres • 2 seniors centres 	<ul style="list-style-type: none"> • 14% • 22% 	Oaklands Community Centre <ul style="list-style-type: none"> • HVAC design Vic West Community Centre <ul style="list-style-type: none"> • Upgrade windows, exterior doors, and skylights • Roof repairs Quadra Village <ul style="list-style-type: none"> • HVAC replacement James Bay New Horizon Community Centre <ul style="list-style-type: none"> • Roof repairs Cook Street Village Activity Centre <ul style="list-style-type: none"> • Accessible entry door replacement 	
Recreation Buildings	<ul style="list-style-type: none"> • Crystal Pool and Fitness Centre • Royal Athletic Park (stadium) • 7 recreation clubs • 2 sports field change rooms • 1 activity building (BHP) 	<ul style="list-style-type: none"> • 100% • 15% • 14% • 0% • 0% 	Crystal Pool and Fitness Centre <ul style="list-style-type: none"> • Feasibility study • Universal washroom addition Royal Athletic Park <ul style="list-style-type: none"> • Tile replacement • Painting and rock wall repair Sports Hut <ul style="list-style-type: none"> • Full interior renovation 	

CAPITAL Facilities

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013–2017
Entertainment and Exhibition Buildings	<ul style="list-style-type: none"> • Save-On-Foods Memorial Centre • Cameron Bandshell • McPherson Theatre • Visitor Centre 	<ul style="list-style-type: none"> • TBD 	Save-On-Foods Memorial Centre <ul style="list-style-type: none"> • Maintenance audit • Glulam beam repairs • Water tank replacement • Roof repair Visitor Centre <ul style="list-style-type: none"> • Plumbing fixture upgrades • Accessible lift repairs • Replace fire alarm panel • Repair motor controllers James Bay Library <ul style="list-style-type: none"> • Tenant improvement 	
Parkades	5 parkades: <ul style="list-style-type: none"> • Centennial Square • Johnson Street • Bastion Square • View Street • Broughton Street 	<ul style="list-style-type: none"> • TBD 	View Street <ul style="list-style-type: none"> • Electrical upgrade design • Elevator renewal and cab improvements • Structural maintenance • Annual interior improvement program Centennial Square <ul style="list-style-type: none"> • Elevator modernization • Annual interior improvement program Johnson Street <ul style="list-style-type: none"> • Roof repair • Annual interior improvement program Broughton Street <ul style="list-style-type: none"> • Wet wall repairs • Stair treads replacements Bastion Square <ul style="list-style-type: none"> • Annual interior improvement program 	

CAPITAL Facilities

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013–2017	What We Added 2013–2017
Victoria Conference Centre	<ul style="list-style-type: none"> Victoria Conference Centre main building Crystal Gardens 	<ul style="list-style-type: none"> 0% 	Victoria Conference Centre <ul style="list-style-type: none"> Elevator modernization Building envelope upgrades DDC upgrades HVAC cooler loop replacements Boiler replacement Sanitary pump renewal 	<ul style="list-style-type: none"> Crystal Garden building
City Administration Buildings	<ul style="list-style-type: none"> City Hall Pandora administration building Centennial Arcade Public Works and Parks Yard Beacon Hill administration building 	<ul style="list-style-type: none"> TBD 	City Hall <ul style="list-style-type: none"> 3rd Floor window restoration East broiler replacement West atrium and entrance door roof repair Centennial Square washroom renovation Hearing Loop for Council Chambers Parks Yard <ul style="list-style-type: none"> Access controls and security fencing Window replacement Administration area office renovation Structural CMU brick repairs and painting Roof repairs Yard Cameras A/C unit install Parks Yard <ul style="list-style-type: none"> Greenhouse roof repairs Remove old oil tank Public Beacon Hill administration building washroom upgrade 	<ul style="list-style-type: none"> Public Works Storage Facility (Island Saw building)

CAPITAL Facilities

Investing In Our Community's Future (2018 – 2020)

Area	Today's City (Renewal): \$2.643m	Tomorrow's City (New): \$ TBD
Public Safety Buildings	<ul style="list-style-type: none"> Ongoing facility renewal, rehab and renovations: \$555k 	TBD
Community Centre Buildings	<ul style="list-style-type: none"> Ongoing facility renewal, rehab and renovations: \$0 	TBD
Recreation Buildings	<ul style="list-style-type: none"> Ongoing facility renewal, rehab and renovations: \$45k 	TBD
Entertainment and Exhibition Buildings	<ul style="list-style-type: none"> Ongoing facility renewal, rehab and renovations: \$383k 	TBD
Parkades	<ul style="list-style-type: none"> Ongoing facility maintenance and renovations: \$58k 	TBD
Victoria Conference Centre	<ul style="list-style-type: none"> Ongoing facility renewal, rehab and renovations: \$402k 	TBD
City Administration Buildings	<ul style="list-style-type: none"> Ongoing facility renewal, rehab and renovations: \$800k 	TBD
Parks	<ul style="list-style-type: none"> Ongoing facility renewal, rehab and renovations: \$0 	TBD
Public Works	<ul style="list-style-type: none"> Ongoing facility renewal, rehab and renovations: \$400k 	TBD

Project Summary

Project Number:	ENG-168	Budget Year:	2018
Project Title:	Parking - Parkade Rehabilitation - View Street Parkade	Business Unit:	50600
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

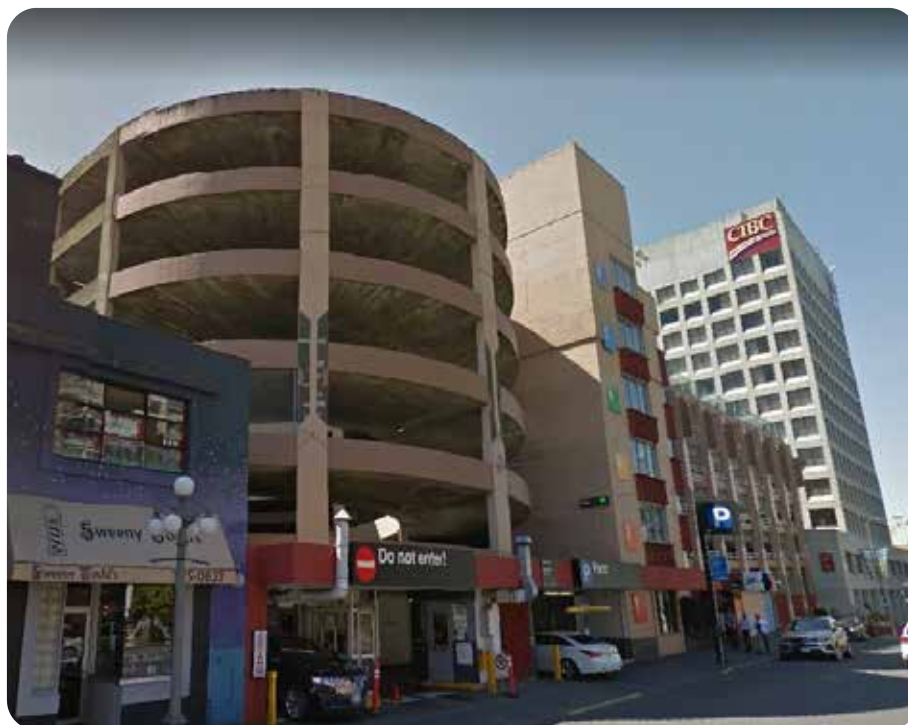
In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Structural Repairs
- Expansion Joints-North and South Elevations

Project Forecast

Year	Total Expense
2018	25,000
	25,000



Project Summary

Project Number:	ENG-169	Budget Year:	2018
Project Title:	Parking - Parkade Repair and Rehab - Johnson Street Parkade	Business Unit:	50603
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Annual Interior Improvement Program

Project Forecast

Year	Total Expense
2018	33,000
	33,000



Project Summary

Project Number: ENG-170
Project Title: City Hall
Strategic Plan Link: Enhance and Steward Public Spaces, Green Spaces and Food Systems

Budget Year: 2018
Business Unit: 50593

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Window Restorations

Project Forecast

Year	Total Expense
2018	360,000
	360,000



Project Summary

Project Number:	PRC-254	Budget Year:	2018
Project Title:	Public Works Yard	Business Unit:	50657
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Yard Cameras (Phase 2)

Project Forecast

Year	Total Expense
2018	150,000
	150,000



Project Summary

Project Number:	PRF-261	Budget Year:	2018
Project Title:	Visitor's Centre (812 Wharf St.) Bathroom Improvements	Business Unit:	
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Bathroom Partition Replacement

Project Forecast

Year	Total Expense
2018	60,000
	60,000



Project Summary

Project Number:	PRF-262	Budget Year:	2018
Project Title:	Victoria Police Department - Cooling Tower Replacement and Envelope Repairs	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Replace cooling tower structure
- Repair cooling tower envelope

Project Forecast

Year	Total Expense
2018	165,000
	165,000



Project Summary

Project Number:	PRF-265	Budget Year:	2018
Project Title:	Paint Program	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

In October 2015, the Facility Condition Assessment (FCA) was completed. The assessment looked at all City buildings and provided a recommended annual work plan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

The FCA identified numerous facilities throughout the city that require painting to restore functionality and restore service life. This program consolidates multiple projects into one strategic paint program.

Deliverables:

- Painting of buildings

Project Forecast

Year	Total Expense
2018	200,000
	200,000



Project Summary

Project Number:	PRF-269	Budget Year:	2018
Project Title:	Centennial Arcade - Store 16 Renovation	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

The following is recommended to be completed to increase operational efficiency and provide more work stations.

Deliverables:

- Centennial Square Arcade Store 16 office space creation and renovations

Project Forecast

Year	Total Expense
2018	120,000
	120,000



Project Summary

Project Number: PRF-270
Project Title: Crystal Gardens – 709/711 Douglas Tenant Renovation
Strategic Plan Link: Create Prosperity Through Economic Development

Budget Year: 2018
Business Unit:

Overview:

Tenant space is currently vacant and in order to make the site safe and provide a viable real estate opportunity, improvements are required.

Deliverables:

- Renovate Tenant Space

Project Forecast

Year	Total Expense
2018	65,000
	65,000



Project Summary

Project Number:	PRF-271	Budget Year:	2018
Project Title:	Crystal Gardens – Replace Parking Lot Pavers	Business Unit:	
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

Ongoing issues with the parking lot pavers are causing safety concerns and have the potential to damage the Aria Strata Complex which borders the City of Victoria property. In order to mitigate the risk of this potential damage, replacement of the pavers is required.

Deliverables:

- Replace parking lot pavers

Project Forecast

Year	Total Expense
2018	75,000
	75,000



Project Summary

Project Number: PRF-284
Project Title: Royal Athletic Park - Water Pressure Booster
Strategic Plan Link: Enhance and Steward Public Spaces, Green Spaces and Food Systems

Budget Year: 2018
Business Unit:

Overview:

To increase operational efficiency and will improve field quality and turf maintenance.

Deliverables:

- Water Pressure Booster

Project Forecast

Year	Total Expense
2018	45,000
	45,000



Project Summary

Project Number:	PRF-285	Budget Year:	2018
Project Title:	Save-On-Foods Memorial Centre Renovations	Business Unit:	
Strategic Plan Link:	Facilitate Social Inclusion and Community Wellness		

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Millwork Repairs Throughout Building
- Boards
- Media Box / Offices / Suites / Restaurant / Commercial Spaces
- Repaint
- Floors - Various Locations

Project Forecast

Year	Total Expense
2018	133,000
	133,000



Project Summary

Project Number: PRF-286
Project Title: Victoria Conference Centre - Lifts
Strategic Plan Link: Create Prosperity Through Economic Development

Budget Year: 2018
Business Unit:

Overview:

The City embarked on an elevator condition report in 2017. Complete recommendations as per Gunn's Consultant's 2017 elevator condition assessment.

Deliverables:

- Freight Elevator - Hydraulic Cylinder Replacement
- Theatre Accessible Lift - Lift Refurbishment

Project Forecast

Year	Total Expense
2018	163,000
	163,000



Project Summary

Project Number:	PRF-287	Budget Year:	2018
Project Title:	Victoria Conference Centre - Architectural Renovations	Business Unit:	
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Acoustic Tiles
- Carpet Replacement - Carson Hall

Project Forecast

Year	Total Expense
2018	223,000
	223,000



Project Summary

Project Number: PRF-288
Project Title: Victoria Conference Centre - Replace Cooler Compressors
Strategic Plan Link: Create Prosperity Through Economic Development

Budget Year: 2018
Business Unit:

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Replace Cooler Compressors

Project Forecast

Year	Total Expense
2018	16,000
	16,000



Project Summary

Project Number:	PRF-292	Budget Year:	2018
Project Title:	City Hall - Detailed Mechanical Design and Build	Business Unit:	
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- 2018 Project:
- Detailed Design of Sustainable HVAC System
- 2019 Project:
- Construction of HVAC System

Project Forecast

Year	Total Expense
2018	120,000
2019	TBD
	120,000



Project Summary

Project Number:	FIR-008	Budget Year:	2018
Project Title:	Fire Hall #1 Replacement/Rehabilitation	Business Unit:	
Strategic Plan Link:	Plan for Emergencies Including Climate Change Short and Long-Term		

Overview:

The City is looking at options for the development of Fire Hall #1, upon completion of market sounding and Council direction. Fire Hall #1 is located at 1234 Yates Street and is adjacent to 1240 Yates Street, another City building that is subject to the market sounding.

Deliverables:

To provide the Victoria Fire Department with a new or refurbished Fire Hall #1 and to ensure best use of its current properties.

Project Forecast

Year	Total Expense
2018	TBD
	TBD

Project Summary

Project Number:	PRF-300	Budget Year:	2018
Project Title:	Fire Station #3 - New Mechanic Building, Emergency Access and Drafting Pit - Detailed Design	Business Unit:	
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

To ensure that our fire safety service facilities stay current with equipment and operational requirements, detailed design and construction of these improvements is required.

Deliverables:

Detailed Design of the following:

- New Mechanic Building
- Emergency Access
- Drafting Pit

Project Forecast

Year	Total Expense
2018	390,000
	390,000



Project Summary

Project Number:	PRF-302
Project Title:	Spaghetti Factory - Window Repair
Strategic Plan Link:	Create Prosperity Through Economic Development

Budget Year:	2018
Business Unit:	

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual work plan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2a were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

- Window repair

Project Forecast

Year	Total Expense
2018	50,000
	50,000



Project Summary

Project Number:	ENG-260	Budget Year:	2018
Project Title:	Public Works Facility Master Plan	Business Unit:	
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

This is the phase-II of the project which was launched in year 2017.

PW facility located in 417 Garbally Rd. & 2920 Bridge St. is an important asset to the city. Considering the age of the buildings and critical role PW teams play in case of emergency, it is important to develop an expansion/reconstruction master plan for the facility. Most of the current buildings are rated as poor and beyond their life expectancy, and would not withstand a significant earthquake.

To develop a long term master plan for PW facilities, first service requirements and space requirements to be studied for the activities that take and will place there. Once this is accomplished, the Master Plan can be developed.

Deliverables:

To complete the design portion identified in the 2017 Public Works master plan.

Project Forecast

Year	Total Expense
2018	250,000
	250,000



Project Summary

Project Number:	LRS-005	Budget Year:	2018
Project Title:	Remediation/Capital Work-City Owned Properties	Business Unit:	50115
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

This budget outlines capital expenditures relating to City owned properties (i.e. remediation, servicing, etc.). The City is legally required to clean up contaminated sites in order to comply with Environmental Management Act and remediation provides economic opportunity and ensures land is put to its highest use.

Deliverables:

Deliverables depend upon need/demand for capital expenditures in any given year.

- Environmental studies and/or remediation at 1012/1014 Yates Street

Project Forecast

Year	Total Expense
2018	250,000
	250,000

Project Summary

Project Number: COR-001
Project Title: Corporate Equipment Replacement
Strategic Plan Link: All Strategic Plan Objectives

Budget Year: 2018
Business Unit: 50061

Overview:

Replacement of office equipment and furniture to support City operations.

Deliverables:

Various office equipment and furniture needs throughout the organization

Project Forecast

Year	Total Expense
2018	202,000
2019	206,000
2020	210,000
2021	214,000
2022	218,000
2023	223,000
2024	227,000
2025	232,000
2026	236,000
2027	241,000
2028	246,000
2029	251,000
2030	256,000
2031	261,000
2032	266,000
2033	271,000
2034	277,000
2035	282,000
2036	288,000
2037	294,000
	<hr/>
	4,901,000



Project Summary

Project Number: FIN-003
Project Title: Corporate IT Infrastructure
Strategic Plan Link: All Strategic Plan Objectives

Budget Year: 2018
Business Unit: 50025

Overview:

Annual replacement and maintenance of the City's IT hardware inventory according to the established hardware replacement policy.

To keep the City's IT infrastructure in alignment with industry best practice around lifecycle management a replacement schedule assists in maintaining a reliable and stable IT hardware in the most cost-effective way possible.

Managing computer devices on a schedule ensures that they remain serviceable with downtime due to technology issues minimized.

Deliverables:

Current mix of Desktops 425, Printers 105, Laptops/Tablets 75.
 Replace 110 PCs
 Replace 20 laptops
 Replace 10 Multifunction and single function printers
 Replace 50 Monitors
 Replace 8 Edge Switches
 Fibre Optic Remediation
 Lifecycle Timeframes:



Device Type	Timeframe	Reason for replacement
Desktop PC's	4 year replacement	Maintenance and Warranty costs and age of equipment
Laptops	4 year replacement	Maintenance and Warranty costs and age of equipment
Monitors	7 year replacement	Maintenance and Warranty costs and age of equipment
Servers	5 year replacement	Maintenance and Warranty costs and age of equipment
Storage	6 year replacement	Maintenance and Warranty costs and age of equipment
Network (Core)	5 year replacement	Maintenance and Warranty costs and age of equipment
Network (Edge)	10 year replacement	Maintenance and Warranty costs and age of equipment
Security Appliances	5 year replacement	Maintenance and Warranty costs and age of equipment

Project Forecast

Year	Total Expense
2018	551,000
2019	532,000
2020	615,000
2021	597,000
2022	410,000
2023	480,000
2024	437,000
2025	481,000
2026	641,000
2027	569,000
2028	460,000
2029	508,000
2030	579,000
2031	767,000



Project Summary

2032	457,000
2033	473,000
2034	555,000
2035	478,000
2036	631,000
2037	245,000
	<hr/>
	10,466,000



Project Summary

Project Number:	FIN-006	Budget Year:	2018
Project Title:	Corporate Application Support	Business Unit:	50010
Strategic Plan Link:	All Strategic Plan Objectives		

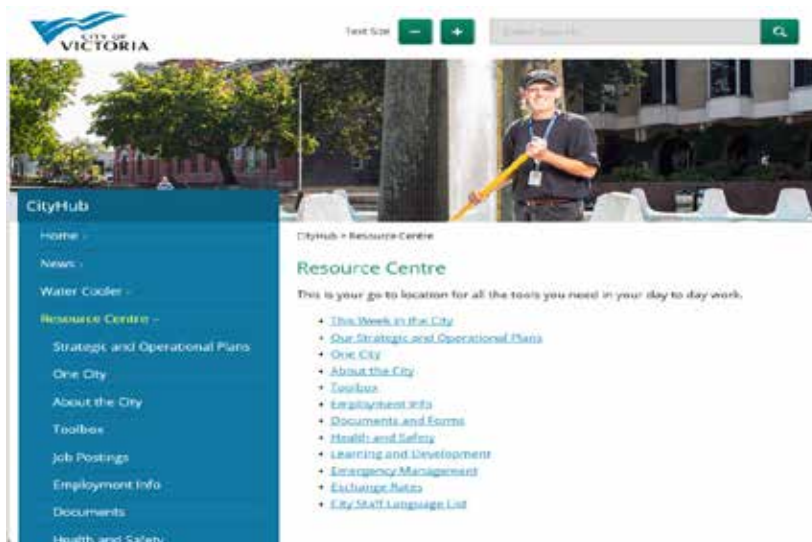
Overview:

Information systems have an important role in the City's ability to deliver exceptional customer service and expedite processes. Enhanced communication, engagement and accountability are reliant on effective use of technology to engage with the citizens, business and community partners.

Continual enhancement of the City's software applications occur to improve customer service, information sharing and maximize resources in providing service to the community. This includes enhancements to existing functions and introducing new tools and programs that integrate with other corporate systems.

Deliverables:

Online Business Licensing Applications
 Online Dog License Applications
 New Performance Planning Solution
 Business Portal
 Land Inventory Management Solution
 Electronic Records Management Solution
 Online Forms
 Asset Management Solution Rollout
 Development Monitoring Solution
 Electronic Requisition Form
 Business Intelligence Tools
 Strategic Real Estate Website
 Intranet Upgrade
 Internet Upgrade
 Crisis Communications Solutions
 Digital Plan Submissions and Management
 Digital Transformation (Rollout of Office 365 Tools)
 Project Online Deployment



Project Forecast

Year	Total Expense
2018	502,000
2019	TBD
2020	TBD
2021	TBD
2022	TBD
2023	TBD
2024	TBD
2025	TBD
2026	TBD
2027	TBD
2028	TBD
2029	TBD
2030	TBD
2031	TBD
2032	TBD
2033	TBD
2034	TBD

Project Summary

2035	TBD
2036	TBD
2037	TBD
	<hr/>
	502,000

Project Summary

Project Number: ACE-107
Project Title: Festival Equipment Asset Replacement
Strategic Plan Link: Nurture Our Arts, Culture and Learning Capital

Budget Year: 2018
Business Unit: 50125

Overview:

To replace and preserve the City's existing performance and festival infrastructure including festival equipment (bleachers, staging, tents, barriers, etc.).

Deliverables:

Pop-up tent frames and skins replaces, cable & transition matting for accessibility, marquis tent replacement and other minor equipment (storage and transport tools) required to deliver the program.

Project Forecast

Year	Total Expense
2018	25,000
2019	26,000
2020	27,000
2021	28,000
2022	29,000
2023	30,000
2024	31,000
2025	32,000
2026	33,000
2027	34,000
2028	35,000
2029	36,000
2030	37,000
2031	38,000
2032	39,000
2033	40,000
2034	41,000
2035	42,000
2036	43,000
2037	44,000
690,000	



Project Summary

Project Number:	FIR-001	Budget Year:	2018
Project Title:	Fire - Fire Boat	Business Unit:	50453
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Replacement of the Fire Boat, the “Protector” in 2028. The Protector was purchased in 2008 and has a 20 year maximum life span.
Replacement of Fire Boat 2 in 2030. Fire Boat 2 is a 2002 Safe Boat which was repowered and reconfigured in 2015. Fire Boat 2 was acquired from the Victoria Police Department.

Deliverables:

New Fire Boats

Project Forecast

Year	Total Expense
2028	1,200,000
2030	550,000
	1,750,000



Project Summary

Project Number:	FIR-002	Budget Year:	2018
Project Title:	FIRE - Fire Equipment	Business Unit:	50121
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

To replace and update required fire and rescue equipment utilized in the delivery of service by the Victoria Fire Department. This ensures fire equipment meets industry standards.

Deliverables:

Requirement for efficient service delivery depending on quality of equipment available.

Rope Rescue - Confined Space Rescue:

- Ropes
- Harnesses
- Prussic
- Pulleys
- Carabiner
- Sked

Self Contained Breathing Apparatus SCBA:

- Scott Air Pack Harness
- Scott Face Piece
- Scott Air Cylinder

General Equipment:

- Ladders
- Saws
- Tarps
- Fire Hoses
- Appliances

Fireboat Equipment



Project Forecast

Year	Total Expense
2018	106,000
2019	108,000
2020	110,000
2021	112,000
2022	114,000
2023	117,000
2024	120,000
2025	122,000
2026	124,000
2027	127,000
2028	129,000
2029	132,000
2030	134,000
2031	137,000
2032	140,000
2033	143,000
2034	146,000

Project Summary

2035	149,000
2036	152,000
2037	155,000
	<hr/>
	2,577,000

Project Summary

Project Number:	FIR-003	Budget Year:	2018
Project Title:	FIRE - Furniture/Fixtures	Business Unit:	50129
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Replacement of existing station furniture located at the three 24/7 operating City of Victoria Fire Stations.

Deliverables:

To meet replacement schedule of existing furniture.

Project Forecast

Year	Total Expense
2018	8,000
2019	8,000
2020	8,000
2021	8,000
2022	8,000
2023	8,000
2024	8,000
2025	8,000
2026	8,000
2027	8,000
2028	8,000
2029	8,000
2030	8,000
2031	8,000
2032	8,000
2033	8,000
2034	8,000
2035	8,000
2036	8,000
2037	8,000
	160,000



Project Summary

Project Number:	FIR-005	Budget Year:	2018
Project Title:	Fire-Protective Fire Clothing	Business Unit:	50487
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Annual replacement of Personal Protective Firefighting clothing presently in service at the Victoria Fire Department. This is required to meet WorkSafe BC and Occupational health and safety requirements. Implementation of inspection and maintenance program for turnout gear to meet requirements of industry standards and fire fighter occupational health and safety.

Deliverables:

Assurance that members are equipped with proper personal protection for safe fire and rescue operations

Project Forecast

Year	Total Expense
2018	80,000
2019	82,000
2020	84,000
2021	86,000
2022	88,000
2023	90,000
2024	92,000
2025	94,000
2026	96,000
2027	98,000
2028	100,000
2029	102,000
2030	104,000
2031	106,000
2032	108,000
2033	110,000
2034	112,000
2035	114,000
2036	116,000
2037	118,000
	1,980,000



Project Summary

Project Number:	FIR-009	Budget Year:	2018
Project Title:	Fire-EM Equipment Replacement	Business Unit:	50023
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Capital spending for equipment acquisitions for Emergency management.

Types of equipment include: tents, radios, water filtration systems, Urban Search and Rescue (USAR) tools, Polaris All Terrain Vehicle, cots (for emergency shelters or staff or volunteers to use during event), and City of Victoria Emergency Management Radio System.

Equipment is purchased in support of the emergency social services (ESS) service (e.g. cots, blankets, generators, safety equipment, water filtering system, Group Lodging and Reception Centre Supplies), Urban Search and Rescue (tools, equipment, communications, technical rescue equipment), Emergency Operations Centre (EOC) (communications, equipment, alternate location supplies, muster container supplies), and other emergency management functions as required.

Deliverables:

Capital spending for equipment acquisitions to support Emergency management teams and Emergency management. This includes the purchasing of 60 Public Works and Parks Emergency Management 2-way radio systems. The funding for the radios are phased in over a 4 year period (2017-2020):

2017 – (15) Portable/mobile radios = \$25,000
 2018 – (15) Portable/mobile radios = \$25,000
 2019 – (15) Portable/mobile radios = \$25,000
 2020 – (15) Portable/mobile radios = \$25,000



Project Forecast

Year	Total Expense
2018	106,000
2019	108,000
2020	110,000
2021	87,000
2022	89,000
2023	91,000
2024	93,000
2025	95,000
2026	97,000
2027	99,000
2028	101,000
2029	103,000
2030	105,000
2031	107,000
2032	109,000
2033	111,000
2034	113,000
2035	115,000
2036	117,000
2037	119,000
	2,075,000



Project Summary

Project Number:	ENG-072	Budget Year:	2018
Project Title:	Vehicle & Heavy Equipment Replacement	Business Unit:	50028
Strategic Plan Link:	All Strategic Plan Objectives		

Overview:

To fund the ongoing replacement of Vehicle and Heavy equipment. The estimated total replacement cost of the entire fleet is approximately \$22 Million (excluding Fire and Police)

The Fleet section administers the replacement of assets based on the following guidelines:

- The Asset no longer satisfies the Municipal Government criteria
- The Asset is no longer reliable or cost effective to operate
- The Asset is no longer needed by the program
- The Asset has met the end of its useful life (based on life cycle and condition assessments)
- To replace damaged Assets and heavy equipment

Deliverables:

City of Victoria Operations Fleet

2018 Projects:

- Four (4) high utilization pickup trucks/chassis cabs (~\$45,000 each)
- Two (2) tandem axle Vactor/gully sucker class 3 trucks (~\$ 450,000 each)
- Seven (7) 1996 and older class 2 service trucks with various tipper/crane bodies (between \$95,000 and \$145,000 each)
- One garbage trailer to support the weekend green collection
- One John Deere loader to support Parks

Project Forecast

Year	Total Expense
2018	2,615,000
	2,615,000



Project Summary

Project Number:	ENG-110	Budget Year:	2018
Project Title:	Small Equipment and Tools	Business Unit:	50029
Strategic Plan Link:	All Strategic Plan Objectives		

Overview:

This capital budget is to maintain and repair all restricted and non-plated mechanical equipment, barricades and gas monitors for Public Works, Engineering and Parks.

This is an ongoing annual program. Equipment is replaced when repair costs are too high and the equipment is too worn to repair. Inventory of all small equipment and tools assets to be completed. Equipment is replaced based on the above criteria and when needed.

Deliverables:

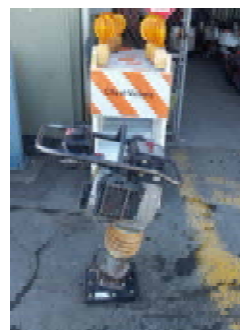
The projected 2018 replacement includes a combination of

- Replacement scooters for the parking ambassadors
- Digitization for the oil dispensing system for the fleet shop
- Compact tractors and mowers for the parks department
- Resist graph for parks department
- Miscellaneous trimmers, blowers and small equipment to support all sections within the City

The total estimated cost for 2018 is \$228,000 including a 10% exchange rate/project contingency budget.

Project Forecast

Year	Total Expense
2018	228,000
2019	233,000
2020	238,000
2021	243,000
2022	248,000
2023	253,000
2024	258,000
2025	263,000
2026	268,000
2027	273,000
2028	278,000
2029	284,000
2030	290,000
2031	296,000
2032	302,000
2033	308,000
2034	314,000
2035	320,000
2036	326,000
2037	332,000
	5,555,000



Project Summary

Project Number:	ENG-250	Budget Year:	2018
Project Title:	Cigarette Butt Collection Program	Business Unit:	50668
Strategic Plan Link:	Enhance and Steward Public Spaces, Green Spaces and Food Systems		

Overview:

A pilot project was initiated through a request by the City to partner with Surfrider Foundation and the Downtown Victoria Business Association (DVBA) in year 2014.

With DVBA support, suitable candidates sites were selected, Surfrider Foundation volunteers established agreements and arranged for installation on private properties. The City facilitated fastening onto sites in the public realm. Over the first 33 weeks of the trial (June 2014 to January 2015), the volume of butts collected totaled over 130,000 for an average of approximately 4,000 butts a week.

Businesses located adjacent to the butt receptacles have seen positive benefits, believing that this program has made a difference in the localized amount of littering. The DVBA reports that cigarette butt litter has decreased dramatically where receptacles have been installed. They have received positive feedback from businesses and no complaints). As well Public Works crews have found that there are improvements where smokers congregate, but that not all smokers use the canisters.

Deliverables:

Manufacturing and installation of estimated 50 canisters.

Project Forecast

Year	Total Expense
2018	15,000
	15,000



Project Summary

Project Number:	ENG-243	Budget Year:	2018
Project Title:	Public Works Departmental Operations Centre	Business Unit:	50676
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

In 2016, Public Works obtained and installed a Sea Can in the Public Works Yard, to act as an emergency Departmental Operations Centre (DOC) should the main administration buildings collapse or be heavily damaged in an earthquake. This program is to setup the DOC with workstations, computers, maps, supplies, generators, radios, and other items to allow it to be fully functional in an emergency. It will also house tents to allow for the setup of other work areas in such an event.

Deliverables:

A fully functional emergency DOC with materials to operate and setup other ancillary shelters in the PW Yard. In addition to the requirements within the DOC, outside equipment and sheltering is required to setup additional work areas - portable tents, awnings, portable generator(s), and first aid supplies for triage.

Project Forecast

Year	Total Expense
2018	20,000
	20,000



Project Summary

Project Number:	ENG-020	Budget Year:	2018
Project Title:	Parking Equipment/Technology Upgrade	Business Unit:	50060
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

The Parking Technology Upgrade budget is utilized to improve customer service and overall operations of Parking Services. These improvements can be made to the parkades and on-street parking where the new technology will have a positive effect on either business practice.

Deliverables:

1. Parkade Gates - \$25,000 – Parkade gates have served well beyond their time purchased in 2000. This will replace gates at Broughton (4) and Centennial (2) and completes the parkade gate replacement project.
2. Pay Stations - \$65,000 – To replace heavily used machines in the downtown core which will allow the older machines to be shifted to streets that are suggested to be converted to pay by space from limited time zones.
3. Parkade entry system - \$90,000 – Initial pilot program for Centennial to determine the ability for a newer smart phone application to provide users with a seamless entry and exit experience utilizing Blue Tooth technology to open entry and exit gates while charging the user through the application. Would improve customer service as parkade users would enter and exit in a smoother and quicker manner. Should the pilot be effective over the early part of 2018, would look to expand quickly through all the parkades. This will replace the previous 2017 License Plate Recognition pilot that was held back.
4. Security cameras (Yates St. Parkade) - \$70,000 – Current security camera systems in parkades are really inadequate and piece meal. Camera systems would extend throughout the parkade and allow the ability for remote viewing and recording as necessary. Replacement and installation would begin with Yates St. and continue with other parkades in following years. Yates St. is chosen as this parkade has the highest incident calls.
5. Security cameras (Johnson St. Parkade) - \$50,000 – Current security system in Johnson Street Parkade is at end of life and requires replacement.

Project Forecast

Year	Total Expense
2018	300,000
2019	255,000
2020	260,000
2021	265,000
2022	270,000
2023	275,000
2024	281,000
2025	287,000
2026	293,000
2027	299,000
2028	305,000
2029	311,000
2030	317,000
2031	323,000
2032	329,000
2033	336,000
2034	343,000
2035	350,000
2036	357,000
2037	364,000
	6,120,000



Project Summary

Project Number:	ENG-086	Budget Year:	2018
Project Title:	Parkade Revenue Control System	Business Unit:	
Strategic Plan Link:	Create Prosperity Through Economic Development		

Overview:

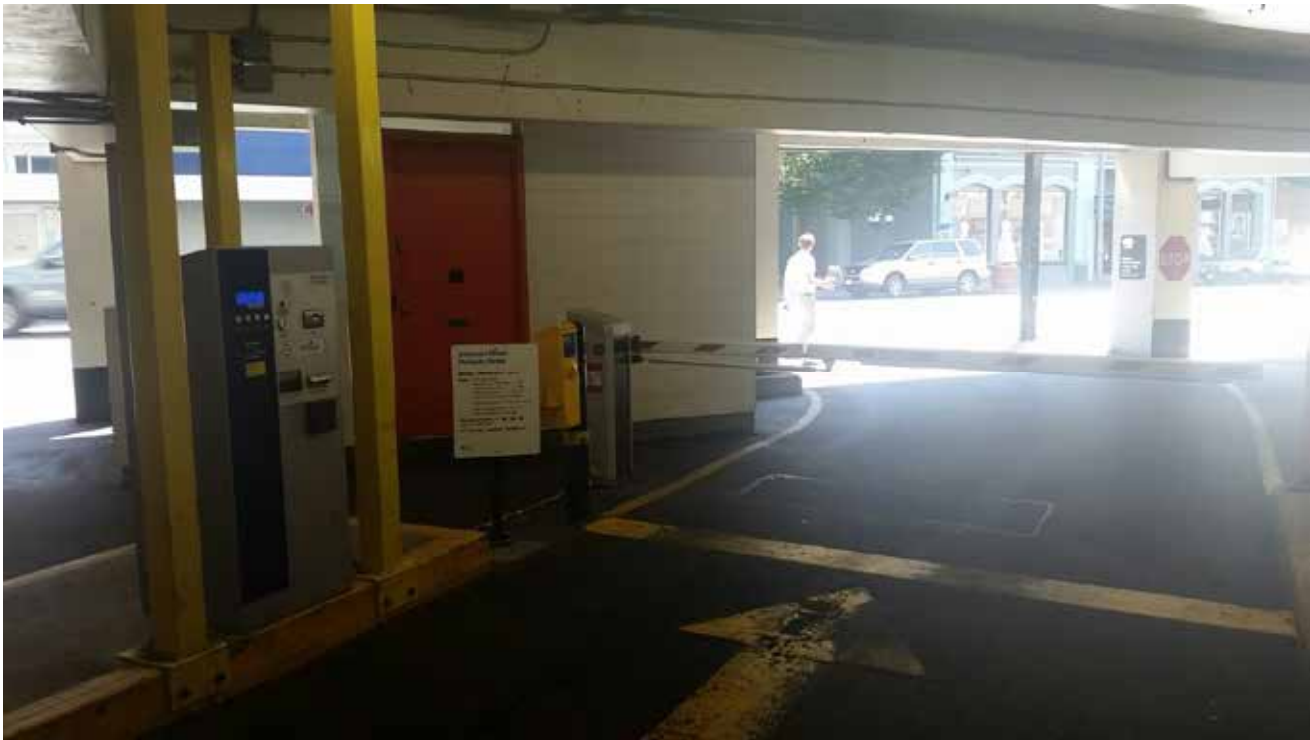
For the upgrade and replacement of the Parkade revenue control system containing ticket spitters, card readers, gates and fee computers.

Deliverables:

Replacement of the Parkade revenue control system.

Project Forecast

Year	Total Expense
2025	800,000
	800,000



Project Summary

Project Number: VCC-002
Project Title: VCC - Equipment
Strategic Plan Link: Create Prosperity Through Economic Development

Budget Year: 2018
Business Unit: 50087

Overview:

Equipment that supports the Victoria Conference Centre programming and functions: furniture, computer work stations, stages, risers, podiums, chairs, tables, dance floors, stanchions and partitions. Ongoing replacement is determined by age, condition and new technology.

Deliverables:

Podiums (4)
Stanchions

Project Forecast

Year	Total Expense
2018	20,000
	20,000



Project Summary

Project Number: PRC-006
Project Title: CP/Arena/Recreation Equipment
Strategic Plan Link: Facilitate Social Inclusion and Community Wellness

Budget Year: 2018
Business Unit: 50103

Overview:

This is a planned and ongoing program that replaces in accordance to fitness and aquatic equipment lifecycle plans throughout the recreation facility. The equipment purchased is focused on both meeting existing needs and preparing for new trends to ensure that a variety of options are available for the patrons. The planned replacement provides quality service experience for patrons and minimize service disruptions.

Deliverables:

Replace fitness equipment

Project Forecast

Year	Total Expense
2018	30,000
2019	25,000
2020	26,000
2021	27,000
2022	28,000
2023	29,000
2024	30,000
2025	31,000
2026	32,000
2027	33,000
2028	34,000
2029	35,000
2030	36,000
2031	37,000
2032	38,000
2033	39,000
2034	40,000
2035	41,000
2036	42,000
2037	43,000
	676,000



CAPITAL

Waterworks, Sanitary Sewers and Stormwater

Guiding Principles

- Maintain existing utility infrastructure in acceptable condition.
- Upgrade or provide new utility infrastructure to meet future community needs.

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan
- Water System Master Plan
- Master Drainage Plan
- Condition Assessment Reports

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2017	What We Added 2013 – 2017
Waterworks	<ul style="list-style-type: none"> • 331 km of water mains¹ • 1 pump station • 1,828 fire hydrants • 11 PRV stations 	<ul style="list-style-type: none"> • 19%² 	<ul style="list-style-type: none"> • 11.0km 	
Sanitary Sewers	<ul style="list-style-type: none"> • 236 km • 11 pump stations 	<ul style="list-style-type: none"> • 10%³ 	<ul style="list-style-type: none"> • 8.2km 	
Stormwater	<ul style="list-style-type: none"> • 259 km • 4 pump stations • 6,900 catch basins 	<ul style="list-style-type: none"> • 10%³ 	<ul style="list-style-type: none"> • 10.4km 	
Water Connections	<ul style="list-style-type: none"> • 17,753⁴ 	<ul style="list-style-type: none"> • 19% 	<ul style="list-style-type: none"> • 300 	
Sewer Lateral Connections	<ul style="list-style-type: none"> • 14,300 	<ul style="list-style-type: none"> • 10% 	<ul style="list-style-type: none"> • 225 	
Storm Lateral Connections	<ul style="list-style-type: none"> • 10,939 	<ul style="list-style-type: none"> • 10% 	<ul style="list-style-type: none"> • 225 	

¹ Includes Esquimalt

² Based on City of Victoria Water System Master Plan

³ Based on Draft City of Victoria Sanitary and Stormwater Piping Condition Assessment Report

⁴ Includes Esquimalt. Based on water meter numbers.

Investing In Our Community's Future (2018 – 2020)

Area	Today's City (Renewal): \$46.7million	Tomorrow's City (New): New Infrastructure: \$TBD
Waterworks	<ul style="list-style-type: none"> • Replace 2 to 5km of watermains, \$13.6m 	
Sanitary Sewers	<ul style="list-style-type: none"> • Replace 4 to 7km of sewers, \$18m 	Pending master plan
Stormwater	<ul style="list-style-type: none"> • Replace 2 to 5km of storm sewers, \$15.1m 	

Project Summary

Project Number:	ENG-035	Budget Year:	2018
Project Title:	Inflow & Infiltration	Business Unit:	30015
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To address problems of inflow and infiltration to the sanitary sewer system. This program will support pipe rehabilitation, lateral service connection sealing, manhole upgrades, the reconnection of storm connections that are incorrectly connected to the sanitary sewer, flow monitoring to determine priorities, and pilot projects to effectively reduce inflow and infiltration.

Deliverables:

Flow Monitoring Program - \$23,000
 Overflow Monitoring & Elimination - \$75,000
 Smoke Testing follow-up investigations - \$25,000

Lateral Service Connection Sealing & Lining Program - \$250,000
 Combined Manhole Replacement Program - \$120,000
 Catchment I&I Reduction Program (Install 235m of stormdrain on Belton) - \$275,000
 2018 Mainline Lining Program - \$400,000

Project Forecast

Year	Total Expense
2018	1,168,000
2019	1,227,000
2020	1,288,000
2021	1,352,000
2022	1,420,000
2023	1,491,000
2024	1,566,000
2025	1,644,000
2026	1,726,000
2027	1,812,000
2028	1,903,000
2029	1,998,000
2030	2,098,000
2031	2,203,000
2032	2,313,000
2033	2,429,000
2034	2,550,000
2035	2,678,000
2036	2,812,000
2037	2,953,000
	38,631,000



Project Summary

Project Number:	ENG-037	Budget Year:	2018
Project Title:	Mains Replacement	Business Unit:	30011
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To replace and upgrade sanitary mains which have been identified as a system deficiency, having inadequate capacity, or having gone well beyond their life expectancy. Rehabilitation efforts include extending the life of existing infrastructure that is nearing the end of its life expectancy, or is in need of repair.

Deliverables:

Earle St, St Charles to east of 1656 Earle. Maintenance and operations issues. Replace 239m of 200mm vitrified clay sanitary sewer pipe with 250mm PVC - \$452,000
Wark Street, Hillside to Market. Maintenance and operations issues. Replace 173m of 200mm vitrified clay sanitary sewer pipe with 200mm PVC - \$275,000
Linden Ave, May to Chapman. Maintenance and operations issues. Replace 100m of 250mm vitrified clay sanitary sewer pipe with 250mm PVC - \$190,000
Grant, Fernwood to Stanley. Coordinate with street paving. Replace 225m of 200mm vitrified clay sanitary sewer pipe with 200mm PVC - \$360,000
System Component Funding (Emergency Mains Replacement, Manhole Replacement Program, Lift Station Replacement Program, Lateral Replacement, Lateral Lining, Co-ordinated Streets/Prior-to-Paving) - \$543,000
SCADA system review - \$100,000
2019 Projects Design - \$80,000

Project Forecast

Year	Total Expense
2018	2,000,000
2019	2,100,000
2020	2,205,000
2021	2,315,000
2022	2,431,000
2023	2,553,000
2024	2,680,000
2025	2,814,000
2026	2,955,000
2027	3,103,000
2028	3,258,000
2029	3,421,000
2030	3,592,000
2031	3,771,000
2032	3,960,000
2033	4,158,000
2034	4,366,000
2035	4,584,000
2036	4,813,000
2037	5,053,000
66,132,000	



Project Summary

Project Number: ENG-038
Project Title: New Services
Strategic Plan Link: Steward Water Systems and Waste Streams Responsibly

Budget Year: 2018
Business Unit: 30010

Overview:

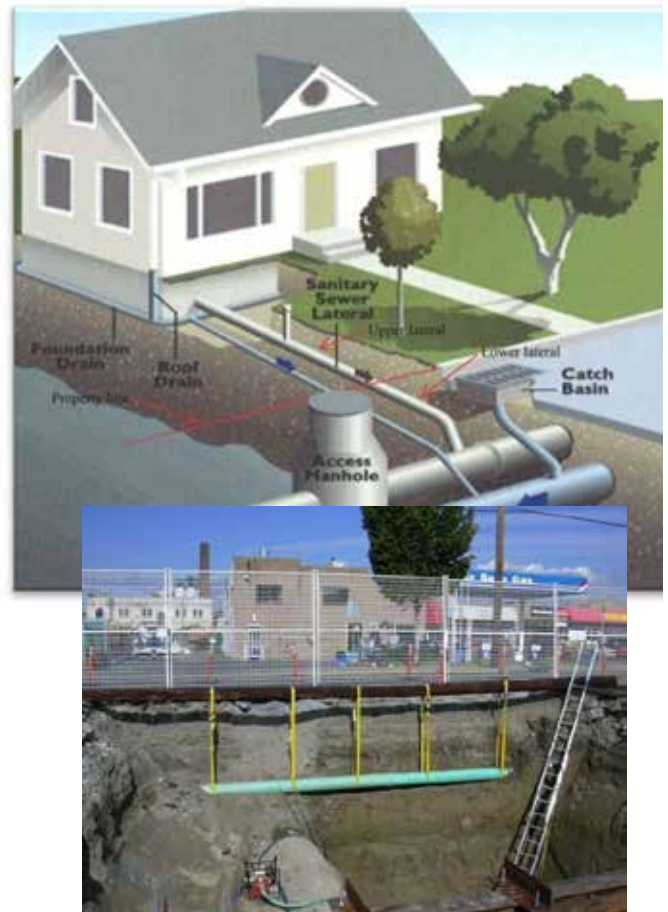
To install sanitary service connections as requested by residents, businesses, and commercial/institutional properties.

Deliverables:

Sanitary service connections for applicants (residents, businesses, institutions)

Project Forecast

Year	Total Expense
2018	300,000
2019	300,000
2020	350,000
2021	350,000
2022	350,000
2023	350,000
2024	350,000
2025	350,000
2026	350,000
2027	350,000
2028	350,000
2029	350,000
2030	350,000
2031	350,000
2032	350,000
2033	350,000
2034	350,000
2035	350,000
2036	350,000
2037	350,000
<hr/>	
	6,900,000



Project Summary

Project Number:	ENG-039	Budget Year:	2018
Project Title:	System Planning	Business Unit:	30016
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

The development of a Sanitary Sewer Master Plan. The Master Plan allows for simulation and analysis of the sanitary sewer system using computer software, and the determination of sewage flows, including inflow and infiltration flows, forecasting of future development flows, assessment of the conveyance system capacity, impacts of climate changes, and evaluation of upgrade scenarios. It also allows staff to make informed, economical decisions about the system for future construction activities.

The Master Plan provides a prioritized, multi-year plan for system wide improvements including a list of priorities and cost estimates. It incorporates CCTV condition assessment data and coordinate upgrades with other master plans.

A request for proposal for specialty engineering services to develop the Master Plan will be prepared and a consultant with expertise in this field will be selected. The consultant will be provided with the existing hydraulic model, infrastructure data, as well as planning and development information. Detailed design criteria and land use information for generation of flows will be developed and incorporated into the Master Plan. Generally the Master Plan is updated every five years.

Deliverables:

Sanitary Sewer System Master Plan

Project Forecast

Year	Total Expense
2022	200,000
2027	250,000
2032	300,000
	750,000



Project Summary

Project Number:	ENG-040	Budget Year:	2018
Project Title:	System Assessment	Business Unit:	30019
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To complete Closed Circuit TV (CCTV) pipe video investigations to gather current condition information to prioritize system rehabilitation.

To investigate sanitary sewer service connections by CCTV lamping program to help with reduction of inflow and infiltration caused by aging infrastructures, offset joints, root intrusion, debris sediment, sagging laterals, and cross-connections.

Deliverables:

Viewing infrastructure by CCTV:

- Lamping - \$135,000
- Engineering Investigations and Spill Response - \$44,000
- System Condition Assessment - \$36,000
- System Assessment (Prior-to-Pave CCTV) - \$40,000

Project Forecast

Year	Total Expense
2018	255,000
2019	260,000
2020	265,000
2021	270,000
2022	275,000
2023	281,000
2024	287,000
2025	293,000
2026	299,000
2027	305,000
2028	311,000
2029	317,000
2030	323,000
2031	329,000
2032	336,000
2033	343,000
2034	351,000
2035	359,000
2036	367,000
2037	375,000
	6,201,000



Project Summary

Project Number:	ENG-125	Budget Year:	2018
Project Title:	System Upgrades	Business Unit:	30021
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

Large projects or initiatives that are focused on the optimum functioning of the system. New pumps and mains that allow optimal rerouting or diversion of heavy flows and allow the system to function with less surcharging and energy expended.

Deliverables:

To be determined; pending master plan results.

Project Forecast

Year	Total Expense
2018	2,040,000
2019	2,081,000
2020	2,123,000
2021	2,165,000
2022	2,208,000
2023	2,252,000
2024	2,297,000
2025	2,343,000
2026	2,390,000
2027	2,438,000
2028	2,487,000
2029	2,537,000
2030	2,588,000
2031	2,640,000
2032	2,693,000
2033	2,747,000
2034	2,802,000
2035	2,858,000
2036	2,915,000
2037	2,973,000
	49,577,000



Project Summary

Project Number:	ENG-188	Budget Year:	2018
Project Title:	Capital Equipment	Business Unit:	30022
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

Purchase of equipment, tools and supplies used for construction of Sanitary Sewer capital works projects.

Deliverables:

Miscellaneous equipment, tools and supplies

Project Forecast

Year	Total Expense
2018	14,000
2019	14,000
2020	14,000
2021	14,000
2022	14,000
2023	14,000
2024	14,000
2025	14,000
2026	14,000
2027	14,000
2028	14,000
2029	14,000
2030	14,000
2031	14,000
2032	14,000
2033	14,000
2034	14,000
2035	14,000
2036	14,000
2037	14,000
	280,000



Project Summary

Project Number:	ENG-024	Budget Year:	2018
Project Title:	SD - Stormwater Quality	Business Unit:	50092
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To fund stormwater quality infrastructure and continue stormwater utility development and to fund the catch basin replacement program.

There are more than 300 catch basins identified for replacement due to their poor condition.

Deliverables:

Ongoing Development of Standards, Communication Material and Consulting \$15,000
 Investigations/Lab Testing \$10,000
 Catch Basin Replacement Program \$59,000
 Green Infrastructure Program (Rain gardens maintenance) \$15,000
 Ongoing Development of Stormwater Management Study \$20,000

Project Forecast

Year	Total Expense
2018	119,000
2019	121,000
2020	124,000
2021	127,000
2022	130,000
2023	132,000
2024	134,000
2025	136,000
2026	138,000
2027	140,000
2028	142,000
2029	144,000
2030	146,000
2031	148,000
2032	150,000
2033	153,000
2034	156,000
2035	160,000
2036	163,000
2037	166,000
	2,829,000



Project Summary

Project Number:	ENG-026	Budget Year:	2018
Project Title:	SD - New Services	Business Unit:	50005
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

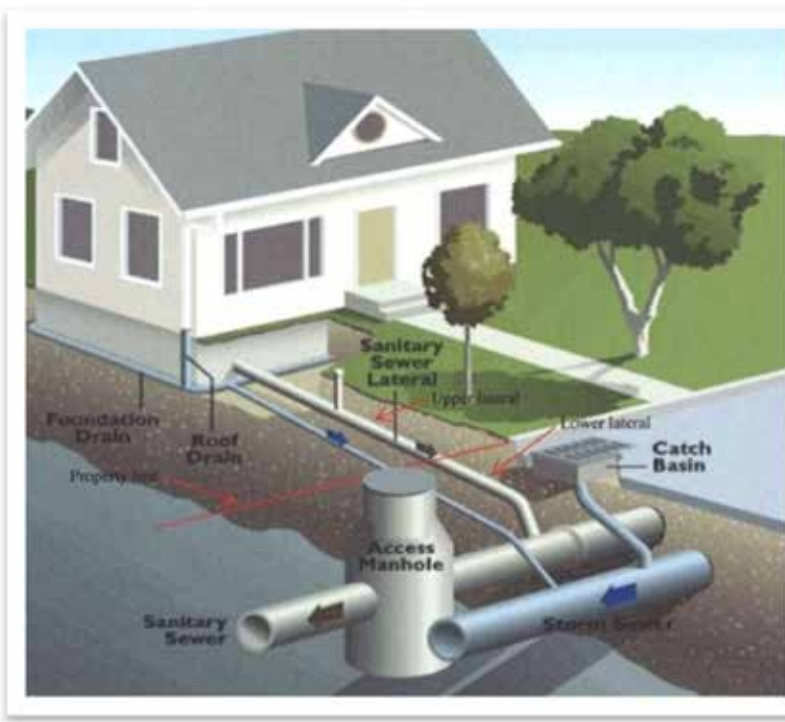
To install storm service connections as requested by residents, businesses, and commercial/institutional properties.

Deliverables:

Storm service connections for applicants (residents, businesses, institutions)

Project Forecast

Year	Total Expense
2018	250,000
2019	250,000
2020	250,000
2021	250,000
2022	250,000
2023	250,000
2024	250,000
2025	250,000
2026	250,000
2027	250,000
2028	250,000
2029	250,000
2030	250,000
2031	250,000
2032	250,000
2033	250,000
2034	250,000
2035	250,000
2036	250,000
2037	250,000
	5,000,000



Project Summary

Project Number:	ENG-027	Budget Year:	2018
Project Title:	SD - Mains Replacement	Business Unit:	50096
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To replace and upgrade storm mains which have been identified as a system deficiency, having inadequate capacity, or having gone well beyond their life expectancy. Rehabilitation efforts include extending the life of existing infrastructure that is nearing the end of its life expectancy, or is in need of repair.

Deliverables:

Dallas, Olympia to Paddon. Deferred from 2016. Identified in Stormwater Master Plan. Replace 102m of 200mm VTC stormdrain pipe with 250mm PVC - \$163,000
Howard, Denman to Bay. Deferred from 2016. Identified in Stormwater Master Plan. Replace 160m of 200mm VTC stormdrain pipe with 300mm PVC - \$261,000
Redfern Park stormdrain (Parks) – Green infrastructure design. Mitigation of flooding of surrounding properties. - \$20,000
Quebec St, Oswego to east end (D1490 to D5419). Flooding issues. Replace 130m of 150mm VTC stormdrain pipe with 200mm PVC - \$208,000
Brotchy/Menzies to Rithet east end. Identified in Stormwater Master Plan. Flooding issues. Replace 115m of 200mm VTC storm drain pipe with 300mm PVC - \$180,000
Shelbourne, Haultain to Kings. Pipe failing. Replace 165m of 250mm VTC storm drain pipe with 250mm PVC - \$264,000
Dallas, Montreal to Dock. Identified in Condition Assessment Report for replacement. Coordinate with CRD works on Dallas Road forcemain. Replace 95m of 300mm VTC stormdrain with 300mm PVC - \$158,000
Grant, Stanley to DMH1695. Identified in Stormwater Master Plan. Flooding issues. Coordinate with street paving. Replace 180m of 200 VTC stormdrain with 200/ 250/ 300mm PVC - \$288,000
Fort, Oak Bay to Belcher. Identified in Stormwater Master Plan. Capacity issues. Coordinate with streets paving. Replace 261m of 200 VTC stormdrain with 250mm PVC - \$419,000
Wark, Hillside to Market. Identified in Stormwater Master Plan. Capacity issues. Coordinate with SS replacement. Replace 46m of 200 VTC stormdrain with 375mm PVC - \$75,000
2019 Projects Design - \$70,000
2018 Lining Projects - \$340,000
System Component Funding (Laterals, main spot repairs, manholes rehabilitation) - \$217,000
Prior-to-paving - \$150,000

Project Forecast

Year	Total Expense
2018	2,813,000
2019	3,094,000
2020	3,249,000
2021	3,411,000
2022	3,582,000
2023	3,761,000
2024	3,949,000
2025	4,146,000
2026	4,353,000
2027	4,571,000
2028	4,800,000
2029	5,040,000
2030	5,292,000
2031	5,557,000
2032	5,835,000
2033	6,127,000
2034	6,433,000



Project Summary

2035	6,755,000
2036	7,093,000
2037	7,448,000
	<hr/>
	97,309,000

Project Summary

Project Number:	ENG-030	Budget Year:	2018
Project Title:	SD-Brick Main Rehabilitation	Business Unit:	50494
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

Most of the brick mains are approaching 100 years in age. Many of these mains are located within easements and under buildings. Brick mains are showing signs of age. Closed circuit TV (CCTV) shows that the portions of the mains are in poor shape – open cracks laterally and at the crown.

Deliverables:

Cook St, Southgate to Mckenzie. Reline 184m of brick main with GRP liner - \$1,900,000
 Cook St, Mckenzie to Oxford. Reline 95m of brick main with CIPP liner - \$400,000
 Contract Administration - \$150,000

Project Forecast

Year	Total Expense
2018	2,450,000
2019	564,000
2020	1,055,000
2021	1,076,000
2022	1,097,000
2023	1,119,000
2024	1,141,000
2025	1,164,000
2026	1,187,000
2027	1,211,000
2028	1,235,000
2029	1,260,000
2030	1,285,000
2031	1,311,000
2032	1,337,000
2033	1,364,000
2034	1,391,000
2035	1,419,000
2036	1,447,000
2037	1,476,000
	25,589,000



Project Summary

Project Number:	ENG-105	Budget Year:	2018
Project Title:	SD - System Planning & Assessment	Business Unit:	50522
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To complete Closed Circuit TV (CCTV) pipe video investigations to gather current condition information to prioritize system rehabilitation.

To investigate storm drain service connections by CCTV lamping program to help with reduction of inflow and infiltration caused by aging infrastructures, offset joints, root intrusion, debris sediment, sagging laterals, and cross-connections.

Deliverables:

Viewing infrastructure by CCTV:

- Lamping - \$50,000
- Engineering Investigations and Spill Response - \$50,000
- System Condition Assessment - \$50,000
- System Assessment (Prior-to-Pave CCTV) - \$100,000

Project Forecast

Year	Total Expense
2018	250,000
2019	250,000
2020	250,000
2021	250,000
2022	250,000
2023	250,000
2024	250,000
2025	250,000
2026	250,000
2027	250,000
2028	250,000
2029	250,000
2030	250,000
2031	250,000
2032	250,000
2033	250,000
2034	250,000
2035	250,000
2036	350,000
2037	350,000
5,200,000	



Project Summary

Project Number: ENG-189
Project Title: Stormwater - Capital Equipment
Strategic Plan Link: Steward Water Systems and Waste Streams Responsibly

Budget Year: 2018
Business Unit: 50617

Overview:

Flush nozzles, 2 cleaning mains, reciprocating saw, 1 cleanout repair, construction fencing - 12 4' panels

Deliverables:

- Miscellaneous equipment, tools and supplies.
- Flush nozzles 2 cleaning mains
 - Reciprocating saw 1 cleanout repair
 - Construction fencing 12 4' panels

Project Forecast

Year	Total Expense
2018	10,000
2019	10,000
2020	10,000
2021	10,000
2022	10,000
2023	10,000
2024	10,000
2025	10,000
2026	10,000
2027	10,000
2028	10,000
2029	10,000
2030	10,000
2031	10,000
2032	10,000
2033	10,000
2034	10,000
2035	10,000
2036	10,000
2037	10,000
200,000	



Project Summary

Project Number: ENG-076
Project Title: New Services
Strategic Plan Link: Steward Water Systems and Waste Streams Responsibly

Budget Year: 2018
Business Unit: 10010

Overview:

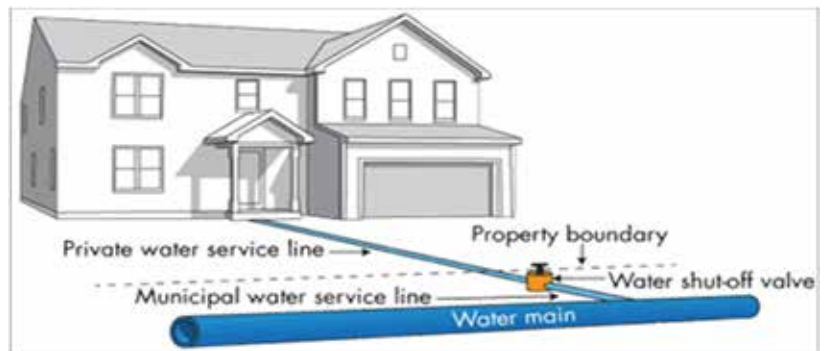
To install water service connections as requested by the customer. The fund subsidizes the cost of providing/installing services done by City crews.

Deliverables:

Water service connections for applicants (residents, businesses, institutions)

Project Forecast

Year	Total Expense
2018	550,000
2019	550,000
2020	550,000
2021	600,000
2022	600,000
2023	600,000
2024	600,000
2025	600,000
2026	600,000
2027	600,000
2028	600,000
2029	600,000
2030	600,000
2031	600,000
2032	600,000
2033	600,000
2034	600,000
2035	600,000
2036	600,000
2037	600,000
	11,850,000



Project Summary

Project Number:	ENG-077	Budget Year:	2018
Project Title:	System Planning & Assessment	Business Unit:	10031
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

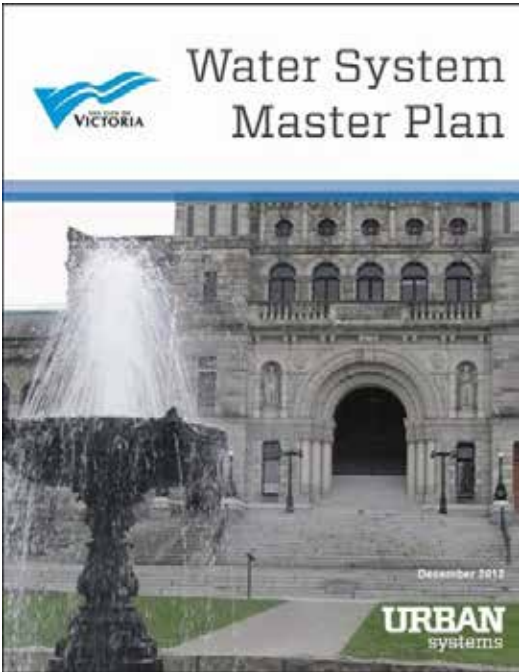
Ongoing water distribution infrastructure planning work including periodic updates to the water system hydraulic model and master plan. Generally the master plan gets updated every five years. This year, the unidirectional flushing plan is included. Unidirectional Flushing (UDF) is an excellent, water-efficient method of cleaning water distribution pipes to improve water quality and restore capacity. UDF is a more effective way of cleaning than conventional flushing. It uses on average about 40% less water than conventional flushing. Also, the sediment, corrosion products and biofilm are flushed out and not just moved to another pipe run that's often the case in conventional flushing.

Deliverables:

Hydraulic model updates and Water Distribution System Master Plan update - \$150,000
Unidirectional Flushing Plan, including UDF software - \$150,000

Project Forecast

Year	Total Expense
2018	300,000
2023	200,000
2028	250,000
2033	300,000
	1,050,000



Project Summary

Project Number:	ENG-078	Budget Year:	2018
Project Title:	Main Replacement	Business Unit:	10030
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

To replace and upgrade watermain which have been identified as a system deficiency, having inadequate capacity, or having gone well beyond their life expectancy. Rehabilitation efforts include extending the life of existing infrastructure that is nearing the end of its life expectancy, or is in need of repair.

Deliverables:

Balfour Pl, Balfour Ave to west end. Deferred from 2017. Replace 67m of 100mm AC watermain pipe with 100mm PVC - \$77,000
 Highrock, Rockheights to Highrock Pl. Deferred from 2017. Replace 80m of 100mm AC watermain pipe with 100mm PVC - \$92,000
 Wharf St, View to Courtney. Lining prior to AAA bike lane construction. Identified in Water System Master Plan as a high-risk watermain. Reline 250m of 300mm cast iron pipe. - \$308,000
 Courtney, Wharf to Douglas. Identified in Water System Master Plan, Year 1-5. Reline 300m of 150mm cast iron pipe. - \$289,000
 Government St, Bay to Hillside high pressure WM upgrade. Identified in Downtown Emergency Fire Fighting Water Supply System Report for replacement as the last part of Phase One upgrades. Install 320m of 400mm of PVC C909 - \$608,000
 Herald, Douglas to Government. Deferred from 2016. Identified in Water System Master Plan. Replace 193m of 200mm cast iron watermain pipe with 200mm PVC - \$309,000
 Richmond Rd, Fort to Coronation. Identified in Water System Master Plan. Strengthening water supply to Royal Jubilee Hospital. Replace 230m of 300mm cast iron watermain pipe with 300mm PVC C909 - \$437,000
 Richmond, Leighton PRV to Fort. Identified in Water System Master Plan. Strengthening water supply to Royal Jubilee Hospital. Replace 135m of 300mm cast iron watermain pipe with 300mm PVC C909 - \$256,000
 Holly St, Hamilton to Belmont. Issues with low pressure. Replace 95m of 100mm CI watermain pipe with 200mm PVC - \$109,000
 Dallas, Douglas to Camas. Rehabilitation of 570m of 150 CI watermain pipe. Coordinate with CRD works on Dallas Road forcemain - \$556,000
 2019 WM Projects Design - \$80,000
 System Component Funding (Emergency Mains Replacement, Fire hydrants, Large Meters, Valves and Coordinated Streets) - \$437,000

Project Forecast

Year	Total Expense
2018	3,558,000
2019	3,893,000
2020	4,088,000
2021	4,292,000
2022	4,507,000
2023	4,732,000
2024	4,969,000
2025	5,217,000
2026	5,478,000
2027	5,752,000
2028	6,040,000
2029	6,342,000
2030	6,659,000
2031	6,992,000
2032	7,342,000
2033	7,709,000
2034	8,094,000
2035	8,499,000
2036	8,924,000
2037	9,370,000
	122,457,000



Project Summary

Project Number:	ENG-122	Budget Year:	2018
Project Title:	Capital Equipment	Business Unit:	10036
Strategic Plan Link:	Steward Water Systems and Waste Streams Responsibly		

Overview:

Purchase of equipment, tools and supplies used for construction of Water capital works projects.

Deliverables:

Miscellaneous equipment, tools and supplies

Project Forecast

Year	Total Expense
2018	41,000
2019	42,000
2020	43,000
2021	44,000
2022	45,000
2023	46,000
2024	47,000
2025	48,000
2026	49,000
2027	50,000
2028	51,000
2029	52,000
2030	53,000
2031	54,000
2032	55,000
2033	56,000
2034	57,000
2035	58,000
2036	59,000
2037	60,000
	1,010,000



Project Summary

Project Number: FIN-011
Project Title: Contingency Fund
Strategic Plan Link: All Strategic Plan Objectives

Budget Year: 2018
Business Unit: 50638

Overview:

The contingency fund is established to meet capital requirements to address unanticipated and unforeseen events that arise during the year. Events can include unforeseen weather, natural disasters, public safety and health needs. This fund is to provide additional flexibility to capital requirements to ensure the City provides a safe, healthy and sustainable community.

Deliverables:

An uninterrupted capital program that provides safe, healthy, vibrant and sustainable community.

Project Forecast

Year	Total Expense
2018	364,000
2019	371,000
2020	378,000
2021	386,000
2022	394,000
2023	402,000
2024	410,000
2025	418,000
2026	426,000
2027	435,000
2028	444,000
2029	453,000
2030	462,000
2031	471,000
2032	480,000
2033	490,000
2034	500,000
2035	510,000
2036	520,000
2037	530,000
	8,844,000

CAPITAL

Police

Guiding Principles

- To use resources efficiently to support service excellence
- Enhance and evolve our continued use of intelligence-led policing
- Future investment will be based on the Information Management Strategy, Fleet Management Plan and an action plan to support growing community needs

Guiding Plans

- Strategic Plan
- Framework Agreement
- Police Act
- Information Management Strategy (commencing September 2017)
- Information System Strategy
- Policing Requirements To Support Growing Communities Action Plan (in development)
- Fleet Management Plan (in development)

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2017	What We Added 2013 – 2017
Fleet	<ul style="list-style-type: none"> • 15 Administration Vehicles • 24 Operational Vehicles (marked) • 3 Chief & Deputies • 36 Specialized Unit Vehicles • 7 West Division 	<ul style="list-style-type: none"> • 10% 	<ul style="list-style-type: none"> • Replacement of approximately 10% of fleet per year • Increased standardization of equipment packages to improve interoperability of units 	<ul style="list-style-type: none"> • Began an initiative to factory install lighting packages to reduce costs and improve performance • Key management system to pool vehicles and improve efficient use of assets
Information Technology	<ul style="list-style-type: none"> • Hardware and Software support for approximately 347 employees • Network servers for VicPD and integrated units housed within VicPD • CCTV Camera system • Mobile Data Terminals for police vehicles 	<ul style="list-style-type: none"> • 35% 	<ul style="list-style-type: none"> • Computer & printer replacement • Improvements to computer forensics equipment 	<ul style="list-style-type: none"> • Archiver system to meet increasing demand for evidence storage and processing • Disk Backup System to improve backup capacity
Furniture & Equipment	<ul style="list-style-type: none"> • Workstations 	<ul style="list-style-type: none"> • 5% 	<ul style="list-style-type: none"> • Replacement based on annual condition assessment 	<ul style="list-style-type: none"> • Ergonomic Assessments and upgrades to improve worker health and safety

CAPITAL

Police

Current Status of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2013 – 2017	What We Added 2013 – 2017
Building Upgrades	<ul style="list-style-type: none"> Leasehold improvements Paint and Flooring 	<ul style="list-style-type: none"> 20% 	<ul style="list-style-type: none"> Investigative Services Division Briefing Room Policy unit Jail cells Interview rooms Victim Services 	<ul style="list-style-type: none"> Upgrades to front lobby to improve customer experience Server room upgrade Expansion to Exhibit Control storage
Communications Equipment	<ul style="list-style-type: none"> 911 Dispatch 	<ul style="list-style-type: none"> 25% 	<ul style="list-style-type: none"> Communication consoles 	<ul style="list-style-type: none"> Surveillance push to talk
K9 Unit	<ul style="list-style-type: none"> 7 dogs 4 general 3 specialized 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Replacement based on availability of trained dogs and physical condition of current dogs 	<ul style="list-style-type: none"> N/A

Investing In Our Community's Future (2018 – 2020)

Area	Today's City (Renewal): \$4.954 million	Tomorrow's City (New): \$370,000
Fleet	<ul style="list-style-type: none"> Replacement Motorcycle Fleet \$326,000 Completion Emergency Response Team vehicle replacement \$358,000 Replacement K9 \$179,000 Replacement Patrol \$870,000 Replacement West Division \$195,000 Replacement Traffic \$162,500 Replacement Specialized Units \$408,500 	<ul style="list-style-type: none"> Increase interoperability of fleet, reduce administration fleet and improve use of operational fleet
Information Technology	<ul style="list-style-type: none"> Replacement program for existing hardware \$1,180,000 CCTV system replacement \$200,000 Software licensing renewal \$310,000 Upgrades to email system and spam filter \$70,000 Replace backup systems \$70,000 	<ul style="list-style-type: none"> Implement Information Management Strategy \$100,000 Upgrade to Voice Over IP \$200,000 Implement dictation software \$20,000 Security Upgrades \$50,000
Furniture & Equipment	<ul style="list-style-type: none"> Ergonomic Assessments \$50,000 Furniture replacement \$108,000 	<ul style="list-style-type: none"> TBD

CAPITAL

Police

Investing In Our Community's Future (2018 – 2020)

Area	Today's City (Renewal): \$4.954 million	Tomorrow's City (New): \$370,000
Building Upgrades	<ul style="list-style-type: none"> Flooring replacement \$45,000 Painting \$15,000 Fume Hoods (Forensic Identification) \$45,000 Repurpose decommissioned EOC \$50,000 Repurpose decommissioned Communications Centre \$110,000 Repurpose atrium to office space \$50,000 	<ul style="list-style-type: none"> Reallocation of building resources once Regional Communications Centre has opened Plan for increased integration of police services
Communications Equipment	<ul style="list-style-type: none"> Switchboard replacement for radio system \$50,000 Upgrades to reconfigure communications equipment post E-Comm \$90,000 	<ul style="list-style-type: none"> TBD
K9 Unit	<ul style="list-style-type: none"> Plan for retirement of 1 K9 in 2019 \$12,000 	<ul style="list-style-type: none"> Replacement based on existing needs Consultations ongoing with the RCMP over integrating K9 services

Project Summary

Project Number: POL-001
Project Title: Police - Communications Equipment
Strategic Plan Link: Take Climate Action and Prepare for Emergencies

Budget Year: 2018
Business Unit: 50086

Overview:

Ongoing costs to replace and upgrade communications equipment.

Deliverables:

Upgrades to the switchboard required for changeover of 9-1-1 and dispatch operations to E-Comm

Project Forecast

Year	Total Expense
2018	50,000
2019	50,000
2020	40,000
2021	40,000
2022	40,000
2023	40,000
2024	40,000
2025	40,000
2026	40,000
2027	40,000
2028	40,000
2029	40,000
2030	40,000
2031	40,000
2032	40,000
2033	40,000
2034	40,000
2035	40,000
2036	40,000
2037	40,000
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	820,000



Project Summary

Project Number: POL-002
Project Title: Police - Computer Equipment
Strategic Plan Link: All Strategic Plan Objectives

Budget Year: 2018
Business Unit: 50070

Overview:

Replacement of computer equipment such as terminals, servers, monitors, printers, CCTV cameras, online training resources and multi-year software licenses.

Deliverables:

Reassess software licensing and maintenance needs to determine efficiency allocation of resources
 Replace obsolete CCTV systems with newer technology
 Replace IT infrastructure based on lifecycle requirements
 Implement online training initiatives
 Implement upgrades to network security

Project Forecast

Year	Total Expense
2018	887,000
2019	650,000
2020	663,000
2021	676,000
2022	690,000
2023	704,000
2024	718,000
2025	732,000
2026	747,000
2027	762,000
2028	777,000
2029	792,000
2030	808,000
2031	824,000
2032	841,000
2033	858,000
2034	875,000
2035	892,000
2036	910,000
2037	928,000
	15,734,000



Project Summary

Project Number: POL-003
Project Title: Police - Furniture & Fixtures
Strategic Plan Link: All Strategic Plan Objectives

Budget Year: 2018
Business Unit: 50084

Overview:

To fund the replacement of furniture and equipment that is beyond repair or to meet ergonomic assessment requirements.

Deliverables:

Replacement of existing furniture and equipment based on annual condition ratings, prioritized allocation of resources and ergonomic requirements

Project Forecast

Year	Total Expense
2018	77,000
2019	40,000
2020	41,000
2021	42,000
2022	43,000
2023	44,000
2024	45,000
2025	46,000
2026	47,000
2027	48,000
2028	49,000
2029	50,000
2030	51,000
2031	52,000
2032	53,000
2033	54,000
2034	55,000
2035	56,000
2036	57,000
2037	58,000
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	1,008,000



Project Summary

Project Number:	POL-004	Budget Year:	2018
Project Title:	Police - Vehicles	Business Unit:	50182
Strategic Plan Link:	All Strategic Plan Objectives		

Overview:

To fund the ongoing replacement of all City of Victoria Police vehicle assets.

Deliverables:

Establish new standard for Motorcycle fleet and implement staged replacement cycle
 Replace marked and unmarked police vehicles based on replacement schedule and condition rating
 Implement key management system to improve the efficiency of use for the fleet, establish usage data and plan future replacements based on the best use of assets and interoperability

Project Forecast

Year	Total Expense
2018	899,000
2019	800,000
2020	800,000
2021	650,000
2022	663,000
2023	676,000
2024	690,000
2025	704,000
2026	718,000
2027	732,000
2028	747,000
2029	762,000
2030	777,000
2031	793,000
2032	809,000
2033	825,000
2034	842,000
2035	859,000
2036	876,000
2037	894,000
	15,516,000



Project Summary

Project Number: POL-005
Project Title: Police - Department Upgrades
Strategic Plan Link: Facilitate Social Inclusion and Community Wellness

Budget Year: 2018
Business Unit: 50459

Overview:

To fund annual building upgrades.

Deliverables:

Replace flooring and paint based on condition rating assessments
 Replace Fume Hoods in Forensic Identification Unit to improve workplace safety
 Renovations to repurpose the former Emergency Operations Centre room

Project Forecast

Year	Total Expense
2018	115,000
2019	100,000
2020	100,000
2021	50,000
2022	51,000
2023	52,000
2024	53,000
2025	54,000
2026	55,000
2027	56,000
2028	57,000
2029	58,000
2030	59,000
2031	60,000
2032	61,000
2033	62,000
2034	63,000
2035	64,000
2036	65,000
2037	66,000
	1,301,000



Project Summary

Project Number:	POL-007	Budget Year:	2018
Project Title:	Police - K9 Unit	Business Unit:	50564
Strategic Plan Link:	Take Climate Action and Prepare for Emergencies		

Overview:

Acquisition and training of City of Victoria Police dogs.

Deliverables:

To plan for and train replacement dogs for the K9 unit

Project Forecast

Year	Total Expense
2019	12,000
2022	13,000
2025	14,000
2028	14,000
2031	15,000
2034	16,000
2037	17,000
	101,000



APPENDIX A

Financial Sustainability Policy

Authorized by: Council

Date of issue: January 20, 2009

Date of amendment: October 1, 2015

Purpose

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

Primary Objective

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

Policies

1. Growth in Property Tax Base

The City is surrounded by other municipalities and has no ability to expand. However, re-development is occurring that brings in new property tax revenue. This new revenue must be estimated using the best available data. The City recognizes that any new developments or re-developments increase demand on existing infrastructure and may result in the need to expand that existing infrastructure.

Policy 1.0

Conservative estimates of non-market change assessment revenue will be included in the budget based on information provided by BC Assessment, the Planning and Development Department and the Finance Department.

Policy 1.1

To balance infrastructure upgrade needs with ongoing operating funding requirements, the first \$500,000 of assessment growth (non-market change) property tax revenue will be transferred to infrastructure reserves and the remaining balance allocated as determined by Council.

2. Property Tax Increase

Rising costs of existing services at existing service levels must be recognized. One-time revenues or non-renewable reserves should not be used to fund on-going operating expenses.

Policy 2.0

Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at existing service levels and then considering other enhancements. (Also see Policy 3.)

3. New Services and Major Enhancements to Existing Services

The property tax increase established under Policy 2 allows the City to provide the same level of service to the existing tax base. It is not designed to provide for new services or major enhancements to existing services.

Policy 3.0

New services or enhancements to existing services will be funded by one or a combination of the following:

1. A reduction in the cost of existing services. This may include a reallocation of resources from one area to another.
2. An increase in non-tax revenues.
3. A further increase in property taxes.

4. Efficiencies, Demand Management and Service Level Changes

As a sound business practice, departments strive to find and explore efficiencies throughout the City's operations. The City does not have the resources to meet all of the demands that are made. Demand must be managed to make sure that expectations reflect our fiscal realities and the need to contain expenditures. Areas where service level changes may be possible must be identified and brought forward for Council's consideration.

Policy 4.0

Business Plans will identify demand management strategies and will include options for service level changes and alternative service delivery models

Financial Sustainability Policy

5. Alternative Revenues and External Funding

To diversify its revenue base, the City continually looks for new revenue sources that are consistent with the City's Five-year Financial Plan and 20-year Capital Plan.

Policy 5.0

All departments will make every effort to access external funding from non-City sources including other levels of government. All departments will endeavour to develop partnerships, strategic alliances and shared project funding to assist in the reduction of expenditure to the City. Any additional funding can be used to reduce property tax increases, increase service levels and/or provide new services.

Policy 5.1

Grants should be sought for known infrastructure needs or identified priorities in the City's Strategic Plan even if they are not included in the financial plan due to limited funding or pending Council decision.

6. Infrastructure Maintenance and Replacement

Much of the City's infrastructure is at or nearing the end of its life. The City is in the process of creating an inventory and completing a condition assessment of its assets. This will allow the City to develop a plan to keep the infrastructure in a proper state of repair to avoid costly failures.

Policy 6.0

The City will establish and maintain an inventory of its infrastructure. A maintenance/replacement plan will be developed utilizing best practices, to keep existing infrastructure in an acceptable condition. This program will be included in the Five-year Financial Plan and the 20-year Capital Plan.

Policy 6.1

The City will depreciate its infrastructure over the useful life of the assets and a sustainable funding strategy will be developed.

Policy 6.2

Each year, Council will consider a property tax increase dedicated to increasing capital infrastructure investment.

7. Self Financed Programs

The City has several self financed programs: Water Utility, Sewer Utility, Stormwater Utility and Solid Waste and Recycling Utility. The costs for self financed programs should be fully funded by user fees. The Water and Sewer Utilities have established reserves. Any surplus or deficit is transferred at the end of each year to or from each reserve.

Policy 7.0

The City's self financed programs are to be fully funded by user fees including corporate overhead, equipment replacement, debt financing, transfers to reserves and capital expenditures.

Policy 7.1

To ensure that programs remain self funded, user fees for each will be adjusted annually to offset any changes in costs.

8. Debt Management

The maximum amount that the City can borrow from external sources is set by the Community Charter. Debt should only be incurred for one-time capital expenditures and not for on-going programs. Borrowing for one-time capital expenditures allows the cost of the project to be spread out over the useful life of the asset. This results in the costs being paid by future beneficiaries as well as current taxpayers.

Policy 8.0

Debt from external sources should only be incurred for one-time capital projects. These projects should be identified as debt-funded projects in the Five-year Financial Plan and 20-year Capital Plan. A separate report, including a business case, to Council is required seeking approval for proceeding with the borrowing process.

Policy 8.1

Every attempt should be made to keep the debt servicing charges at the current budget level of 7% of the property tax levy by adding new debt only in the years when other debt issues are retired. This will minimize the impact on property taxes as a result of new debt.

Policy 8.2

Debt for Self-financed entities (Water Utility, Sewer Utility, Stormwater Utility, Solid Waste and Recycling Utility and Parking Services) can be incurred if supported through a business case, without consideration of Policy 8.1 which only applies to projects that impact on property taxes.

Policy 8.3

As an alternative to external borrowing, funds in the City's Debt Reduction Reserve can be borrowed with a maximum repayment term of 15 years at an interest rate equal to the lost investment interest

Financial Sustainability Policy

9. Fees and Charges

Fees and charges are a significant portion of the City's revenues. They will be reviewed on a regular basis to avoid major changes and to provide users with adequate notice of those changes. Any review will include an analysis of the City's costs in providing the service as well as a comparison to other municipalities.

Policy 9.0

Fees and charges will be reviewed annually and adjusted where appropriate. Departments should consider a minimum increase equal to inflation (CPI.) The users will be provided with no less than 2 months notice of those changes. Fee bylaws should, when appropriate, include an annual increase equivalent to the Consumer Price Index for Victoria.

10. Surplus

Surplus represents non-renewable savings and should not be used for operating purposes or for on-going capital programs.

The Financial Stability Reserves (Operating Fund, Police Department, Water Utility, Sewer Utility and Stormwater Utility) were established to ensure ongoing financial stability and fiscal health of all City Entities. They are funded from the year-end surplus in each respective fund.

Policy 10.0

Surplus will only be considered as a funding source for one-time expenditures. Any surplus not used for one-time expenditures will be transferred to infrastructure reserves, financial stability reserves and/or debt reduction reserves. (Also see Policy 11.)

11. Reserve Funds

The City has a number of reserve funds established for various purposes. The City strives to develop appropriate reserves to meet future financial obligations with respect to City equipment and infrastructure, fiscal needs and employee benefit obligation.

Policy 11.0

Each reserve fund is governed by the City's Reserve Fund Policy that outlines the purpose, the types of expenditures permitted and the desired levels of each reserve.

12. Capital Projects and Programs

Capital projects and programs are funded from a variety of sources including a capital property tax levy, grants and reserves. Once the project or program is completed, its on-going maintenance costs need to be included in the operating budget and future upgrade and/or replacement costs need to be included in the capital plan. These on-going and future costs must be clearly understood before a capital project is approved.

Policy 12.0

Each capital project or program submitted for consideration must clearly state the full initial cost as well as future costs, including operating and upgrade/replacement costs. In addition, the source of sustainable funding for such costs has to be demonstrated.

13. Re-budgeted Capital Projects and Programs

Every year, some capital projects and programs are not completed in the year they were budgeted for. In such instances, a request to re-budget the portion of the project or program that is yet to be completed is submitted to Finance.

Policy 13.0

Requests to re-budget capital projects underway are granted. However, other capital items may be scaled back or deferred to accommodate the re-budget request.

Policy 13.1

Requests to re-budget capital projects that have not been started are not granted. These projects will be considered and prioritized along with all other capital items being put forward.

Policy 13.2

Requests to re-budget capital programs are not normally granted. However, should such a request be granted, next year's program will be scaled back to accommodate the re-budget request.

14. Large Scale Capital Projects

Some capital projects are very large in scale and have various phases.

Policy 14.0

Large scale capital projects will be budgeted in at least two phases. Phase one is for planning and design. Phase two and any subsequent phases are for implementation/build.

APPENDIX B

Reserve Fund Policy

Authorized by: Council Date of issue: September 30, 2004

Revised: July 2015

Purpose

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

Guiding Principles

All Reserves Funds must be established, maintained and used for a specified purpose mandated by this policy, statute, or City by-law.

Annual operating surpluses are to be transferred to the Equipment and Infrastructure Reserve or the appropriate Financial Stability Reserve in each fund and used in accordance with the priorities outlined in this policy.

The City shall strive to develop appropriate reserves to meet future financial obligations with respect to City equipment and infrastructure, fiscal needs and employee benefit obligations.

Primary Objectives

Reserves shall be established and expended to:

1. Ensure Stable & Predictable Levies

The City recognizes that unstable and unpredictable tax levies can adversely affect residents and businesses in Victoria. In order to maintain stable and predictable levies, the City will maintain sufficient reserves to buffer the impact of unusual or unplanned cost increases and revenue reductions over multiple budget cycles.

2. Provide for Operating Emergencies

The City is exposed to unusual operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues, environmental hazards and so on. It may not be feasible, or cost-effective, to absorb the costs of such emergencies during one budget cycle. The City will maintain adequate reserves to avoid such emergencies, extensive service interruptions, and prevent risks to infrastructure and public safety.

3. Finance New Capital Assets

Use of Reserves for financing new capital assets is an effective means of matching one-time funds to one-time capital projects. In addition, the City requires financial resources to quickly respond to opportunities that could provide capital infrastructure through private sector partnerships, and other alternative service delivery methods.

4. Safeguard and Maximize Existing Assets

The City has an inventory of specialized machinery, equipment and technology systems necessary for the efficient delivery of services to the public, which needs to be replaced on well-defined lifecycle standards. The City also has a need to provide insurance against unforeseen losses of these and other assets and claims against its assets where it is found legally liable.

General Criteria

Reserves shall be established, maintained and used in accordance with the following General Criteria.

1. Least Cost to Taxpayers

Reserves should support the least cost alternative in the long-term for delivering standards of service adopted by Council. This means they will be used to:

- Buffer the effects of large cost increases and revenue reductions and allow time to adjust City service costs or revenue generation to avoid unnecessary tax increases, and
- Provide internal capital financing which is more cost-effective than external borrowing or leasing.

Reserve Fund Policy

2. Fairness & Equity to Taxpayers

Reserves should serve to balance the impact of the operating costs and capital costs, on both current and future taxpayers by:

- Applying Reserves derived from one-time revenue sources to one-time capital or operating projects.
- Applying Reserve Funds and current revenues in a ratio, which recognizes the appropriate sharing of savings from current taxpayers with contributions from future taxpayers (this will likely require repayment of all, or a portion of, Reserves from future rates or user fees).

3. Meets Statutory and Legal Requirements

Reserves must meet the requirements of the Community Charter, Federal statutes, City By-Laws or any other contract or judgment enforceable by law.

4. Meets Accounting Standards

Reserves must meet generally accepted accounting principles (GAAP) and accounting standards applicable to local governments (PSAB).

3. Minimum and Maximum Balances

A minimum and maximum balance shall be established for each Reserve Fund. A minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. A maximum balance ensures that it does not grow beyond its intended purpose.

4. Repayment Period

If funding is borrowed from a reserve, a time period shall be specified for the repayment or replenishment to its specified minimum or maximum balance.

5. Business Case Requirements

A business case shall be provided specifying the purpose, benefits and method of repayment for each proposed Departmental use of a reserve fund, except as provided by statute, City by-law or Council policy. A business case will be subject to the applicable budget, ranking or other prioritization process, and Council approval.

Policy Administration

The Director of Finance shall be responsible to:

- Ensure the Reserve Funds are established and maintained in compliance with this Policy.
- Conduct an annual review of the Reserve Funds and report the results to City Council.
- On an “as required basis”, recommend revisions or amendments to this Policy, due to changes in applicable statutes, accounting standards, or economy.

Administrative Criteria

1. Unique Corporate Purpose

Reserves must have a unique and specific corporate purpose. Every effort must be made to:

- Reduce complexity by combining amounts with similar purposes
- Eliminating those with redundant or outdated purposes, and
- Re-focus departmental reserves to corporate purposes and strategic plans.

2. Interest and Calculation Method

All Reserves Funds will earn interest each year. Interest will be calculated based on the audited fund balance at the end of the prior year. The interest rate used will be the determined on an annual basis.

Reserve Funds

City of Victoria Reserve Funds are established under the authority of the Community Charter and are each supported by a bylaw that outlines the purpose and use of each fund.

A description of each of the different types of Reserve Funds covered by this policy is outlined below:

Financial Stability Reserves

Description

Financial Stability Reserves are required to ensure the ongoing financial stability and fiscal health, of all City Entities. Each reserve is funded from the year-end surplus from the appropriate entity (i.e. Operating Fund, Police Department). For the Water, Sewer and Stormwater Utilities, 50% of each utility's surplus are to be applied to the respective financial stability reserve until they reach target balances and the remainder to the respective equipment and infrastructure reserve.

- **Debt Reduction** – This reserve was established to provide a source of funds to finance internal borrowings, local improvements and paying down the City's outstanding debt. It is currently being funded from the City's share of surpluses identified in MFA Sinking Funds and payment holidays on debt issues.
- **Reserve for Insurance Claims** – This reserve was established to provide a source of funds for liability claims not covered under our Insurance Policies.

Reserve Fund Policy

Guidelines for Using Funds

A Council Resolution or an Adopted Budget Bylaw is required for all appropriations from the Financial Stability Reserve Funds.

All appropriations from Financial Stability Reserves are to be considered in accordance with the following priorities.

1. **Operating and Environmental Emergencies**
 - These appropriations are the highest priority and are based on public safety and demand nature of the expenditure.
2. **Revenue Stabilization and Operating Contingency**
 - These appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City's ability to adjust in the short-term.
3. **Innovation Fund**
 - As an incentive to encourage creativity and innovation, appropriations may be made to fund departments and/or workgroups that would like to explore innovative and creative solutions directed towards making the Corporation more efficient and effective.
 - Business cases requesting use of these funds require that the replenishment methods be specified. These would include future departmental cost or service level adjustments or additional revenue generation necessary to "top up" the accounts over a three-year period.

Equipment and Infrastructure

Description

Equipment and Infrastructure Reserves are established to create a funding source for buildings and infrastructure capital projects, new equipment purchases and capital equipment replacement programs. Currently, the city has established equipment and infrastructure reserve funds for the following purposes:

- **Police Vehicles, Equipment and Infrastructure** – This reserve is to fund the replacement and purchase of Police vehicles and equipment. This reserve is funded by annual depreciation contributions included in the Police operating budget.
- **Police Emergency Response Team Vehicles and Equipment** – This reserve is to fund the replacement and purchase of equipment for the Regional Emergency Response Team. The reserve is funded by the annual surplus from the ERT Program.
- **Victoria Conference Centre Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Conference Centre building and furnishings. This reserve is also used to fund equipment replacements and new equipment purchases. The reserve is funded by the annual surplus from the Conference Centre.
- **City Equipment** – This reserve is to fund the replacement and purchase of City equipment. This includes equipment replacement programs, computer equipment and software, office furniture, etc. This reserve is funded by annual depreciation contributions included in the City operating budget.
- **City Vehicles and Heavy Equipment** – This reserve is to fund the purchase and replacement of City vehicles and heavy equipment. This reserve is funded by annual depreciation contributions included in the City operating budget.
- **City Buildings and Infrastructure** – This reserve was established to provide a source of funds to properly maintain City Buildings and Infrastructure. This reserve is funded by annual budget contributions that are increasing by \$500,000 per year until the reserve attains an adequate funding level. This increase is subject to annual Council approval.
- **Parking Services Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the City parkades. The reserve is also used to fund Parking Services equipment replacement and new equipment purchases. This reserve is funded from annual depreciation contributions included in the City's operating budget.
- **Multipurpose Equipment and Infrastructure** – This reserve was established to provide funding for equipment replacement and maintaining the Multipurpose Facility. This reserve is funded by annual depreciation contributions from the City's operating budget and RG Properties.
- **Recreation Facilities Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain City Recreation Facilities. The reserve is also used to fund equipment replacement and new equipment purchases for City Recreation Facilities. This reserve is funded from user fees assessed on tickets to events and facility rentals.
- **Archives Equipment** – This reserve is to fund the purchase and replacement of Archives material and equipment. The funding for this reserve comes from grants and donations.

Reserve Fund Policy

- **Artificial Turf Field** – This reserve was established to provide a source of funds for replacement of the Finlayson field carpet and amenities and for future development of artificial turf fields. This reserve is funded from the fees collected from the rental of the Finlayson field.
- **Gas Tax** – The Governments of Canada, British Columbia and the UBCM entered into the Gas Tax Agreement on September 19, 2005. The Agreement is focused on achieving three environmental sustainability outcomes: reduced greenhouse gas emissions, cleaner water and cleaner air. The Community Works Fund provides annual contributions into this reserve.
- **Water Utility Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Water Utility Infrastructure. The reserve is also used to fund Water Utility equipment replacement and new equipment purchases. The reserve should be funded by annual budget contributions from the Water Utility and 50% of the Water Utility's surplus until the target balance has been met within the Water Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Water Utility Equipment and Infrastructure Reserve.
- **Sewer Utility Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Sewer Utility Infrastructure. The reserve is also used to fund Sewer Utility equipment replacement and new equipment purchases. The reserve should be funded by annual budget contributions from the Sewer Utility and 50% of the Sewer Utility's surplus until the target balance has been met within the Sewer Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Sewer Utility Equipment and Infrastructure Reserve.
- **Stormwater Utility Equipment and Infrastructure** – This reserve was established to provide a source of funds to properly maintain the Stormwater Utility Infrastructure. The reserve is also used to fund Stormwater Utility equipment replacement and new equipment purchases. The reserve should be funded by annual budget contributions from the Stormwater Utility and 50% of the Stormwater Utility's surplus until the target balance has been met within the Stormwater Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Stormwater Utility Equipment and Infrastructure Reserve.

Guidelines for Using Funds

Use of equipment and infrastructure reserves is restricted to the following types of purchases:

- Major construction, acquisition, or renovation activities as defined in the Capital Asset Policy that add value to the municipal physical assets or significantly increase their useful life. Some examples include:
 - Renovation and construction projects pertaining to new or existing city buildings,
 - Renewal, replacement, enhancement or construction of city infrastructure, sewers, storm drains, water distribution systems, buildings, roads, sidewalks, traffic systems, parks, etc.
- Vehicles and heavy equipment, individual pieces of equipment and ongoing annual equipment replacement programs as defined in the Capital Asset Policy.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Employee Benefit Obligations

Description

Reserves for employee benefit obligations will be established where the City is incurring a retirement benefit liability or other employee related liability, which the City is obligated to pay at some future date. Current reserves established include:

- **Police Retirement Benefits** – This reserve is to fund retirement benefits (one months pay and vested sick leave) accrued to retiring Police officers. This reserve is funded by annual contributions included in the Police operating budget.
- **Police Employee Pension Buybacks** – Police employees are entitled to purchase additional pension service time related to their probation period, provided they were not covered by pension. The City is obligated to pay 50% of the cost once the employee retires or reaches 55 years of age. This reserve was established to fund the City's share of costs for employees purchasing pension service for probation periods. This reserve is funded by annual contributions included in the Police operating budget.
- **Police Pension Corporation Over Contributions** – This reserve was established to accumulate the City's share of Police pension over contributions. These amounts are payable to the employee upon retirement. This reserve is funded from pension contributions refunded to the City by the BC Pension Corporation.

APPENDIX B

Reserve Fund Policy

- **City Retirement Benefits** – This reserve has been established to help fund retirement benefits (one months pay and vested sick leave) accrued to retiring City Employees. This reserve is funded by annual contributions included in the City's operating budget.
- **City Employee Pension Buybacks** – City employees are entitled to purchase additional pension service time related to their probation period provided they were not covered by pension. The City is obligated to pay 50% of the cost once the employee retires or reaches 55 years of age. This reserve was established to fund the City's share of costs for employees purchasing pension service for probation periods. This reserve is funded by annual contributions included in the City's operating budget.
- **City Pension Corporation Over Contributions** – This reserve was established to accumulate the City's share of Firefighter pension over contributions. These amounts are payable to the employee upon retirement. This reserve is funded from pension contributions refunded to the City by the BC Pension Corporation.

Guidelines for Using Funds

Use of funds is restricted to the purpose for which each fund was established. Funds may only be accessed to supplement funding a retirement payout.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories..

Development Cost Charges

Description

This reserve is required by the Community Charter to account for the proceeds from development cost charges levied against new developments. The reserve is funded from the proceeds of development cost charges levied.

Guidelines for Using Funds

Use of these funds is governed by the Development Cost Charge Bylaw and restricted to the funding approved projects as allowed by that bylaw.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Tax Sale Lands

Description

The Tax Sale Lands Reserve was established to account for proceeds from any sales of City land and buildings. This reserve is funded from all sales of City land and buildings.

Guidelines for Using Funds

These funds are available for building and land purchases and capital expenditures required for preparing City properties to sell (i.e. remediation, servicing, etc.)

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Parks and Greenways Acquisition

Description

This reserve was established to provide a source of funds for purchasing Park Lands. It is currently funded from 10% of the proceeds of any City land sale.

Guidelines for Using Funds

These funds are available for purchasing park lands or lands to be developed into a park.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Local Amenities

Description

This reserve tracks and accounts for monies received from a developer, for public amenities related to specific developments (i.e. pathways, parks, docks, etc.). This reserve is funded from contributions by Developers.

Guidelines for Using Funds

Use of these funds is restricted to the purpose for which each contribution was based on.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Reserve Fund Policy

Victoria Housing

Description

This reserve has been established to provide a source of funds to help fund housing projects including projects that fall under the Secondary Suite Incentive Program. The reserve is funded by annual contributions included in the City's Operating Budget.

Guidelines for Using Funds

Use of these funds is restricted to the funding of housing projects including those that fall under the Secondary Suite Incentive Program.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Dockside Affordable Housing

Description

This is a reserve that has been established to provide a source of funds to help fund affordable housing projects in Dockside. The Dockside Master Development Agreement outlines certain requirements around affordable housing that the developer has to meet. There is an option to provide cash instead of the affordable housing requirements. Those funds would be put into this reserve. In addition, the reserve is funded by 20% of the building permit fees applicable to the Dockside development.

Guidelines for Using Funds

Use of these funds is restricted to the funding of affordable housing projects in Dockside.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Climate Action

Description

This reserve has been established to provide a source of funds for funding climate mitigation and adaptation strategies that target energy and GHG reductions associated with facilities or transportation of either City-owned assets or Community public lands and services. This reserve is funded by the Climate Action Revenue Incentive Program (CARIP) grants.

Guidelines for Using Funds

Use of these funds is restricted to the funding of climate change initiatives.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Art in Public Places

Description

This reserve has been established to provide a source of funds for art in public spaces and expand opportunities for artists and members of the public to participate in the process. The Arts in Public Places policy outlines the funding formula for this reserve.

Guidelines for Using Funds

Use of these funds is restricted to the funding of art in public places initiatives.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

APPENDIX B

Reserve Fund Policy

Downtown Core Area Public Realm Improvements

Description

This reserve has been established to assist in funding improvements that tangibly and visibly improve the physical condition, appearance and function of the public realm within the Downtown Core Area and provide a public benefit to the overall surrounding area.

This reserve is funded by monetary contributions provided to the City of Victoria as part of the Density Bonus System described in the *Downtown Core Area Plan*. The *Downtown Core Area Plan* outlines the funding formula for this reserve.

Guidelines for Using Funds

Use of these funds is restricted to the funding of public realm improvements that support the objectives and policies of the *Downtown Core Area Plan*.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Heritage Buildings Seismic Upgrades

Description

This reserve has been established to assist in funding a portion of the cost of seismic upgrading as part of the re-use, retrofit and conservation of eligible heritage buildings within the Downtown Neighbourhood.

This reserve is funded by monetary contributions provided to the City of Victoria as part of the Density Bonus System described in the *Downtown Core Area Plan*. The *Downtown Core Area Plan* outlines the funding formula for this reserve.

Guidelines for Using Funds

Use of these funds is restricted to funding a portion of the cost of seismic upgrading of eligible heritage buildings as described in the *Downtown Core Area Plan*.

Note: A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

APPENDIX C

Revenue and Tax Policy

Authorized by: Council Date of issue: February 16, 2009

Date of revision: January 29, 2015

Purpose

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

Objectives

- To provide tax payers with stable, equitable and affordable property taxation while at the same time providing high quality services.
- To support the OCP and other City plans as well as complement the Regional Context Statement.

Policies

1. Revenue Proportions by Funding Sources

Property taxes are the main source of revenue for the City and pay for services such as police and fire protection, bylaw enforcement, and infrastructure maintenance. Property taxes provide a stable and consistent source of revenue for services that are difficult or undesirable to fund on a user pay basis. Therefore, property taxes will continue to be the City's major source of revenue.

However, it is the City's desire to charge user fees where feasible. Some programs, such as recreation, are partially funded by user fees. The City also has several self-financed programs that are fully funded by user fees. These include Water Utility, Sewer Utility, Stormwater Utility, and Garbage Utility.

Policy 1.0

User pay funding will be used for such services that are practical and desirable to fund on a user pay basis.

Services that are undesirable or impractical to fund on a user pay basis will be funded by property taxes.

Policy 1.1

The City will continue to explore alternative revenue sources to diversify its revenue base.

2. Distribution of Property Taxes Among Property Classes

Market value changes that result in uneven assessment changes between property classes result in a tax burden shift to the class experiencing greater market value increases unless tax ratios are modified to mitigate the shift.

Until 2007, it was Council's practice to modify tax ratios to avoid such shifts. This equalization practice provided an effective tax increase that was equal for all classes. It is important to be aware that this practice only avoids shifts between property classes. There is still a potential for shifts within a property class where one property has experienced a market value change that is greater than the average for that class.

However, starting in 2007, business and industrial tax ratios have been held constant in recognition of the larger tax burden that has been placed on those classes. This resulted in higher tax increases being passed on to the residential class compared to business and industrial.

The pressure continues across the country to reduce the tax burden on the business and industrial classes. In recognition of this, and the desire to support a healthy business environment, Council's goal is to have a business class tax burden that is equitable.

In 2012, a comprehensive review of the Revenue and Tax Policy was conducted to determine if Council's objective of reducing the tax burden on the business class was appropriate and if so, that the mechanism of achieving the objective (reduction of tax ratio) was the most effective mechanism to achieve the goal. The review concluded that additional relief for the business tax class was warranted. However, the tax ratio was not the best mechanism of achieving that goal. As a result, Council approved the following policy objective: To reduce the business property tax class share of the total property tax levy to 48% over three years (2012-2014). The redistribution excludes impact of new assessment revenue. The total redistribution of the tax levy was \$1.51 million.

Revenue and Tax Policy

In 2015, an update review was completed and based on the findings, policy 2.0 was amended to maintain the current share of taxes among tax classes.

Policy 2.0

Maintain the current share of distribution of property taxes among property classes, excluding the impact of new assessment revenue, by allocating tax increases equally. Business and industrial classes will be grouped as outlined in Policy 2.1.

Policy 2.1

Tax rates for the light and major industrial tax classes will be equal to the business tax rate to support the City's desire to retain industrial businesses.

Policy 2.2

Farm Tax Rates will be set at a rate so taxes paid by properties achieving farm status will be comparable to what the property would have paid if it were assessed as residential.

3. Use of Permissive Property Tax Exemptions

The City continues to support local non-profit organizations through permissive tax exemptions. Each year, a list of these exemptions is included in the City's Annual Report.

In addition, the City offers a Tax Incentive Program to eligible owners of downtown heritage designated buildings to offset seismic upgrading costs for the purposes of residential conversion of existing upper storeys. The exemptions are for a period up to ten years.

The City encourages redevelopment of lands within the City and the use of environmentally sustainable energy systems for those developments through revitalization property tax exemptions.

Policy 3.0

Permissive property tax exemptions are governed by the City's Permissive Property Tax Exemption Policy, which outlines the criteria for which property tax exemptions may be granted.

Policy 3.1

Heritage property tax exemptions are governed by the City's Heritage Tax Incentive Program.

Policy 3.2

Revitalization property tax exemptions are governed by the City's Revitalization Tax Exemption (Green Power Facilities) bylaw.