



Draft Financial Plan 2018 - 2022



Overview

- Council sets service levels and allocates funding through the financial planning process
- Draft Financial Plan was introduced to Council on October 26
- Each department will present operating and capital budgets today and on October 31 and November 7
- Opportunity for Council to review and discuss the draft budget

- Council direction for maximum tax increase of inflation plus 1%; most recent inflation is 1.8% (August)
- Draft operating budget totals \$233.3 million and the draft capital budget totals \$43.1 million
- Proposed overall property tax increase 2.77%, including utilities 2.80%

Alignment with Strategic Plan

- At the outset of Council's term, the Strategic Plan and the Financial Plan were aligned for the first time
- Cumulative improvements to the process have been made, including foundational pieces
 - Better service level and budget information
 - Project management framework and practices
 - Technology
 - Engagement



Your Priorities. Your Budget. Your City.
Get Involved.



strategic plan

+



budget

+



input from the public

=



direction for your City

Achievements

- We are seeing results across all areas of the Strategic Plan
- Strategic Plan includes 136 actions to support 76 outcomes
- 85% of the actions have been achieved, are underway or have been paused by Council
- The remainder are incorporated into the draft financial plan



Achievements

Innovate and Lead

- Project Management Framework

Engage and Empower the Community

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



Achievements

Strive for Excellence in Planning and Land Use

- Development turnaround times and transparency
- Neighbourhood planning

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

Launch the App



Build the Financial Capacity of the Organization

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



Achievements

Create Prosperity Through Economic Development

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

Business Hub

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



Make Victoria More Affordable

- Victoria Housing Strategy



Achievements

Facilitate Social Inclusion and Community Wellness

- Crystal Pool and Fitness Centre
- Transgender policy

Planning for the future of Crystal Pool and Fitness Centre



Enhance and Steward Public Spaces, Green Spaces and Food Systems

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

Parks and Open Spaces Master Plan



Achievements

Complete a Multi-Modal and Active Transportation Network

- Cycling network
- Traffic calming initiatives
- Signage



Nurture Our Arts, Culture and Learning Capital

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



Achievements

Steward Water Systems and Waste Streams Responsibly

- Stormwater Utility
- Waste management

Stormwater Management

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

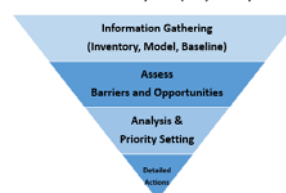


Take Climate Action and Prepare for Emergencies

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



Climate Leadership Plan (CLP) Development



Continuous Improvement

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



Continuous Improvement

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



Service Pressures

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



Supplementary Requests



Managing Growth and New Development

Strategic Objective: Strive for Excellence in Planning and Land Use

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

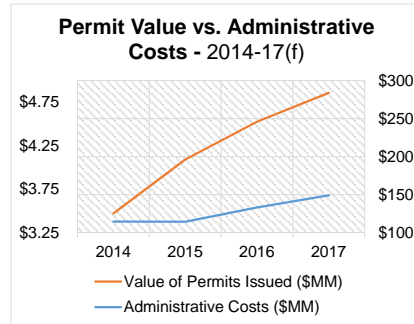
2018 Supplemental Requests

Ongoing:

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

One Time:

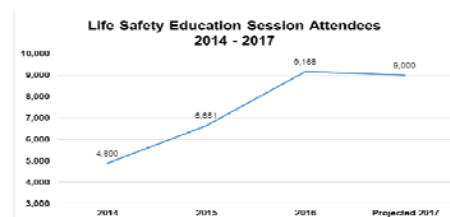
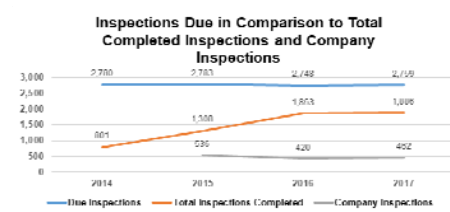
- Secretary – Planning \$67,000
- Parks Arboriculture \$97,000



Managing Public Safety – Fire Prevention Officer

Strategic Objective: Take Climate Action and Prepare for Emergencies

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



Managing Public Safety – Fire Prevention Officer

Strategic Objective: Take Climate Action and Prepare for Emergencies

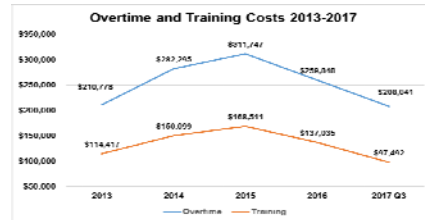
Efficiencies Implemented

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

2018 Supplemental Requests

Ongoing:

- Fire Prevention Officer \$121,000



Managing Public Green Spaces - Sheltering

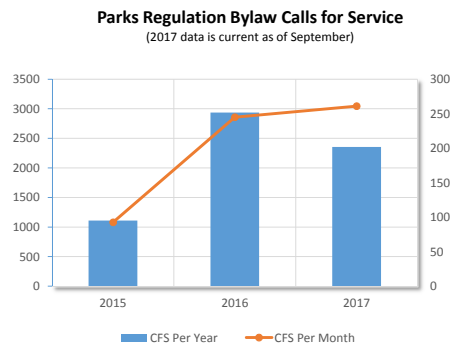
Strategic Objective: Enhance and Steward Public Spaces and Food Systems

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

2018 Supplemental Requests

One Time:

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



Managing Public Green Spaces

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

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

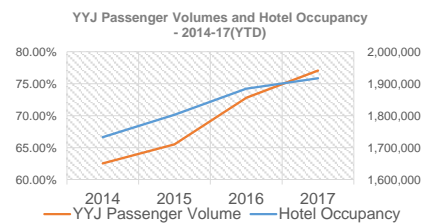
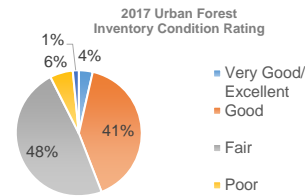
2018 Supplemental Requests

Ongoing:

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

One Time:

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



Managing Public Engagement

Strategic Objective: Engage and Empower the Community

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

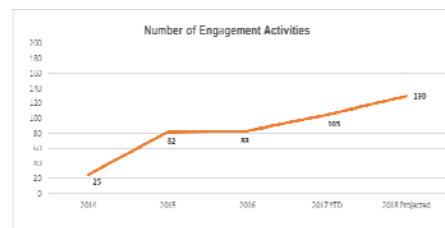
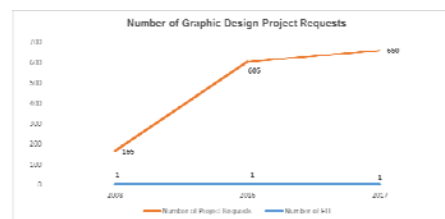
2018 Supplemental Requests

Ongoing:

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

One Time:

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



Managing Accessibility

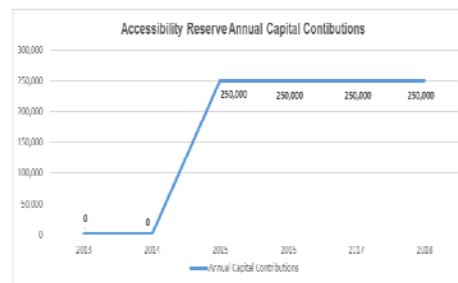
Strategic Objective: Facilitate Social Inclusion and Community Wellness

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

2018 Supplemental Requests

One Time:

- Accessibility Framework \$40,000



Youth Initiatives

Strategic Objective: Engage and Empower the Community

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

2018 Supplemental Requests

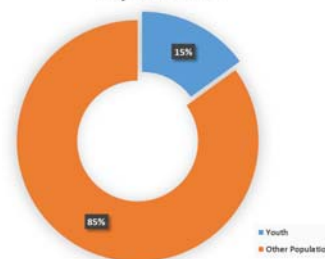
Ongoing:

- Youth Leaders in Training Program \$20,000

One Time:

- Youth Strategy Liaison \$30,000

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



Active Transportation – Managing Road Safety

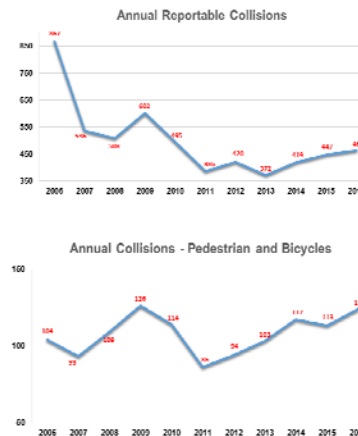
Strategic Objective: Complete a Multi-Modal and Active Transportation Network

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

2018 Supplemental Requests

One Time:

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



Multi-Modal Transportation Network – Traffic and Parking

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

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

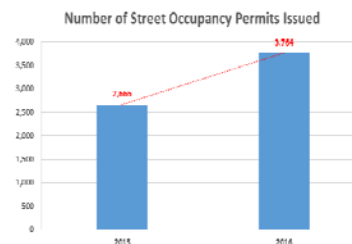
2018 Supplemental Requests

Ongoing:

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

One Time:

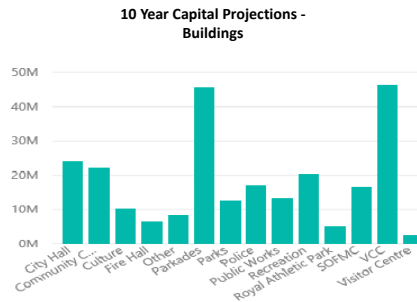
- Traffic Signal Timing Update Study \$40,000
- Extra Bridge Coverage \$30,000



Asset Management

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

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



2018 Supplemental Requests

Ongoing:

- Building Project Administrator \$99,000

One Time:

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

Managing Climate Action and Sustainability

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

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

2018 Supplemental Requests

Ongoing:

- Sustainability Waste Management Engineer \$99,000

One Time:

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

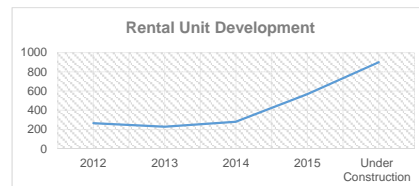
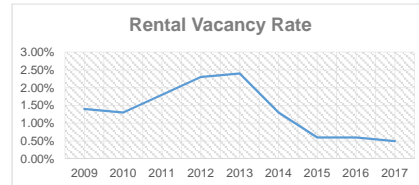
Managing Housing

Strategic Objective: Make Victoria More Affordable

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

Supplemental requests for 2018

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



Finance



DEPARTMENT SUMMARY

Finance

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Finance

Budget Summary

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

Expanded summaries on pages 516, 541



DEPARTMENT SUMMARY

Finance

Proposed Initiatives for 2018

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



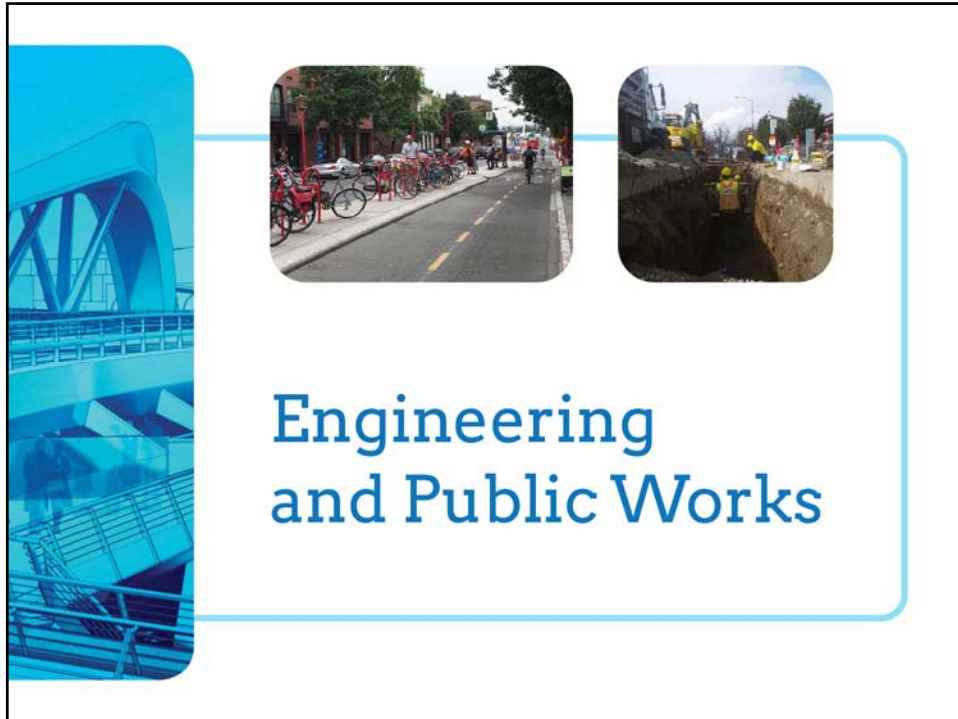
DEPARTMENT SUMMARY

Finance

Draft Financial Plan Document

Operating Budget pages 507-574

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



DEPARTMENT SUMMARY

Engineering and Public Works

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Engineering and Public Works

Budget Summary

Engineering and Public Works excluding Utilities

2018 Base Expenditures	14,094,685
2018 One Time Expenditures	12,000
2018 Proposed Expenditures	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%



DEPARTMENT SUMMARY

Engineering and Public Works

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%

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



DEPARTMENT SUMMARY

Engineering and Public Works

Proposed Initiatives for 2018

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



DEPARTMENT SUMMARY

Engineering and Public Works

Draft Financial Plan Document

Operating Budget pages 247-506

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



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Core Services/Service Areas

Parks

- Manage and maintain 207 hectares of park and open spaces, including 137 parks:
 - 72 hectares of natural areas
 - Ross Bay Cemetery
 - 33,000 trees on public land
 - 40 playgrounds, 23 tennis courts, 12 dog off-leash areas, a skate park, bike park
 - 500 flower and shrub beds, 1,300 hanging baskets, and nine rain gardens
 - 17 public washrooms
 - Litter pick-up and garbage collection
 - 208,063 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



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Core Services/Service Areas

Recreation

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



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Core Services/Service Areas

Facilities

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



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Budget Summary

2018 Base Expenditures	20,464,945
2018 One Time Expenditures	119,750
2018 Proposed Expenditures	20,584,695

2017 Base Expenditures	20,299,318
2017 One Time Expenditures	745,109
2017 Approved Expenditures	21,044,427
Base Budget Change	165,627
Change by %	0.82%

2018 Base Revenues	2,678,951
2018 One Time Revenues	119,750
2018 Proposed Revenues	2,798,701

2017 Base Revenues	2,652,857
2017 One Time Revenues	334,109
2017 Approved Revenues	2,986,966
Base Budget Change	26,094
Change by %	0.98%

2018 FTE	176.81
2017 FTE	176.81
Change	0
Change by %	0.00%

Expanded summaries on pages 618, 619, 659, 685, 711, 733



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Proposed Initiatives for 2018

Recreation

- Crystal Pool and Wellness Centre Replacement Project



DEPARTMENT SUMMARY

Parks, Recreation and Facilities

Draft Financial Plan Document

Operating Budget pages 607-746

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



Victoria Fire Department



DEPARTMENT SUMMARY

Victoria Fire Department

Core Services/Service Areas

- **Fire Suppression:** 24 hour emergency response to citizens in support of emergency and non-emergency incidents, including harbour response
- **Fire Prevention:** Conducts fire inspections, delivers public fire safety education, and provides 24 hour fire investigation response
- **Mechanical:** Professional, cost-effective and efficient emergency and non-emergency maintenance of fire apparatus, specialty equipment, marine vessels and fleet. Regional fleet maintenance facility. Specialized training relating to vehicle operations, equipment use and marine vessel operation.
- **Harbour Response:** 24 hour emergency harbour response with the Fire Boat Protector and Rapid Response Marine vessel for rescue, environmental and inter-departmental responses



DEPARTMENT SUMMARY

Victoria Fire Department

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Victoria Fire Department

Budget Summary

2018 Base Expenditures	16,933,870
2018 One Time Expenditures	0
2018 Proposed Expenditures	<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%

Expanded summary on page 778



DEPARTMENT SUMMARY

Victoria Fire Department

Proposed Initiatives for 2018

- Emergency Management Renewal



DEPARTMENT SUMMARY

Victoria Fire Department

Draft Financial Plan Document

Operating Budget pages 773-834

Capital Budget pages 1055-1060



Legislative and Regulatory Services



DEPARTMENT SUMMARY

Legislative and Regulatory Services

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Legislative and Regulatory Services

Budget Summary

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

Expanded summary on page 165



DEPARTMENT SUMMARY

Legislative and Regulatory Services

Proposed Initiatives for 2018

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

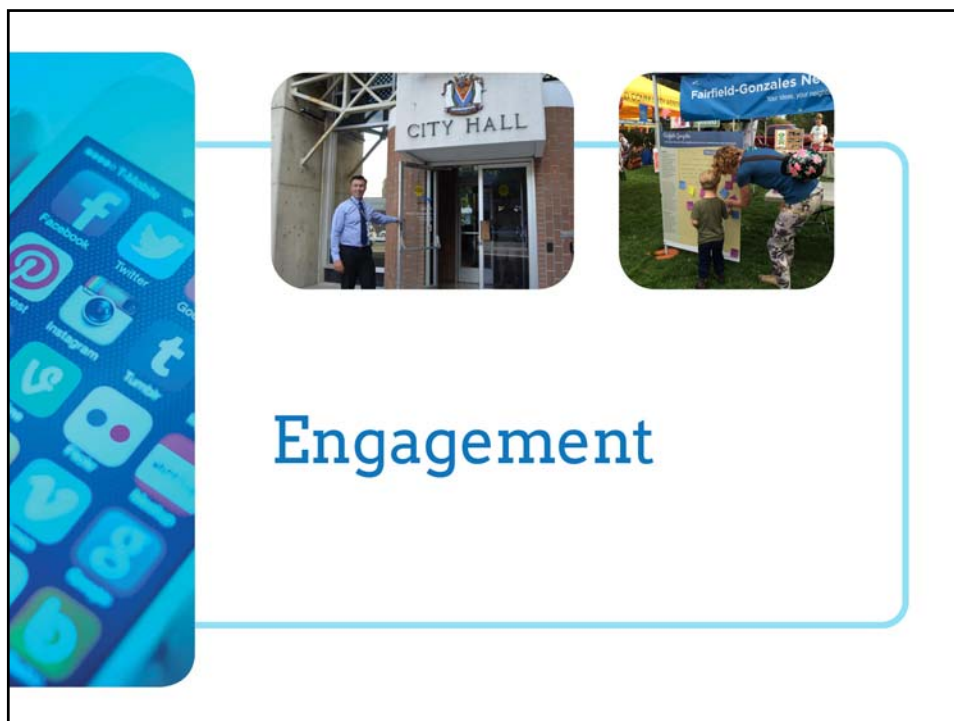


DEPARTMENT SUMMARY

Legislative and Regulatory Services

Draft Financial Plan Document

Operating Budget pages 157-178



DEPARTMENT SUMMARY

Engagement

Core Services

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



DEPARTMENT SUMMARY

Engagement

Budget Summary

2018 Base Expenditures	1,855,994
2018 One Time Expenditures	0
2018 Proposed Expenditures	1,855,994
2017 Base Expenditures	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%

Expanded summary on page 137



DEPARTMENT SUMMARY

Engagement

Proposed Initiatives for 2018

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



DEPARTMENT SUMMARY

Engagement

Draft Financial Plan Document

Operating Budget pages 133-156



Human Resources



DEPARTMENT SUMMARY

Human Resources

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Human Resources

Budget Summary

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

Expanded summary on page 579



DEPARTMENT SUMMARY

Human Resources

Proposed Initiative for 2018

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

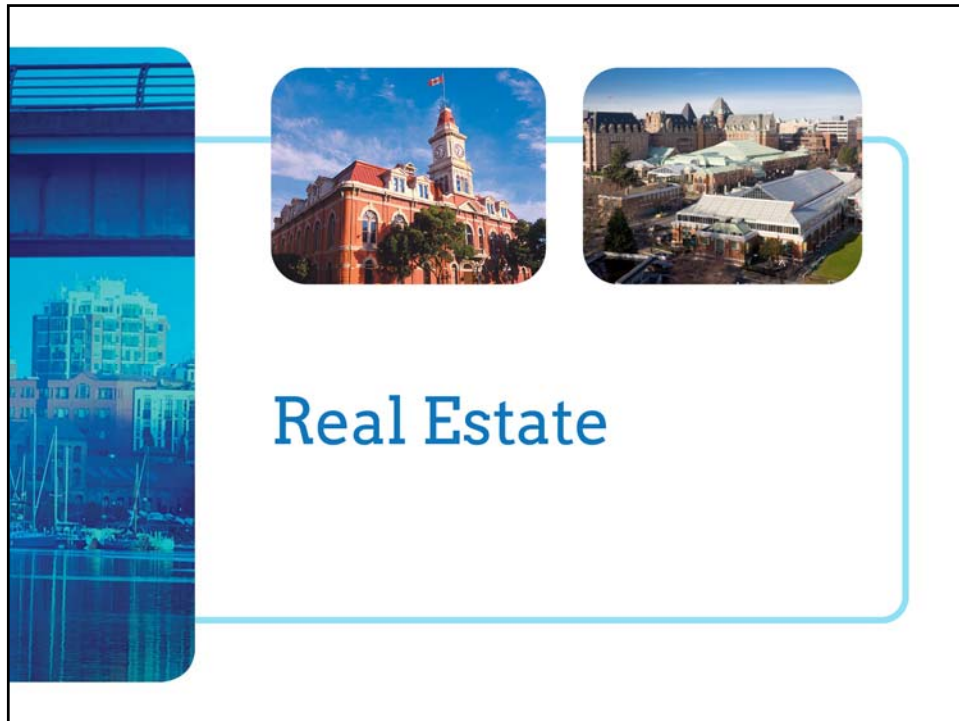


DEPARTMENT SUMMARY

Human Resources

Draft Financial Plan Document

Operating Budget pages 575-596



DEPARTMENT SUMMARY

Real Estate

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Real Estate

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Real Estate

Budget Summary

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

Expanded summary on page 182



DEPARTMENT SUMMARY

Real Estate

Proposed Initiatives for 2018

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



DEPARTMENT SUMMARY

Real Estate

Draft Financial Plan Document

Operating Budget pages 179-194



DEPARTMENT SUMMARY

Arts, Culture and Events

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Arts, Culture and Events

Budget Summary

2018 Base Expenditures	1,384,807
2018 One Time Expenditures	207,500
2018 Proposed Expenditures	1,592,307
2017 Base Expenditures	1,354,957
2017 One Time Expenditures	435,800
2017 Approved Expenditures	1,790,757
Base Budget Change	29,850
Change by %	2.20%
2018 Base Revenues	203,250
2018 One Time Revenues	207,500
2018 Proposed Revenues	410,750
2017 Base Revenues	202,000
2017 One Time Revenues	195,800
2017 Approved Revenues	397,800
Base Budget Change	1,250
Change by %	0.62%
2018 FTE	7.29
2017 FTE	7.29
Change	0
Change by %	0.00%

Expanded summary on page 95



DEPARTMENT SUMMARY

Arts, Culture and Events

Proposed Initiatives for 2018

- Arts and Culture Master Plan Implementation



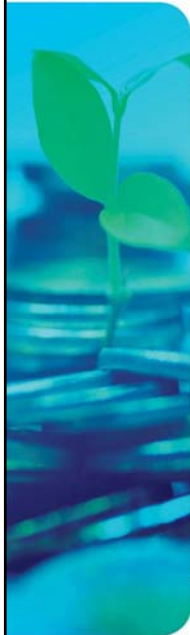
DEPARTMENT SUMMARY

Arts, Culture and Events

Draft Financial Plan Document

Operating Budget pages 91-122

Capital Budget page 986, 1053



Economic Development



DEPARTMENT SUMMARY

Economic Development

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Economic Development

Budget Summary

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



DEPARTMENT SUMMARY

Economic Development

Proposed Initiatives for 2018

- Business Hub
- City Studio
- Trade Mission



DEPARTMENT SUMMARY

Economic Development

Draft Financial Plan Document

Operating Budget pages 123-132



DEPARTMENT SUMMARY

Victoria Conference Centre

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Victoria Conference Centre

Budget Summary

Victoria Conference Centre (VCC)

2018 Base Expenditures	3,568,591
2018 One Time Expenditures	0
2018 Proposed Expenditures	3,568,591
2017 Base Expenditures	3,503,818
2017 One Time Expenditures	0
2017 Approved Expenditures	3,503,818
Base Budget Change	64,773
Change by %	1.85%
2018 Base Revenues	3,987,405
2018 One Time Revenues	0
2018 Proposed Revenues	3,987,405
2017 Base Revenues	3,739,138
2017 One Time Revenues	0
2017 Approved Revenues	3,739,138
Base Budget Change	248,267
Change by %	6.64%



DEPARTMENT SUMMARY

Victoria Conference Centre

VCC Event Costs Paid by Clients

2018 Base Expenditures	3,460,000
2018 One Time Expenditures	0
2018 Proposed Expenditures	3,460,000
2017 Base Expenditures	3,460,000
2017 One Time Expenditures	0
2017 Approved Expenditures	3,460,000
Base Budget Change	0
Change by %	0.00%
2018 Base Revenues	3,460,000
2018 One Time Revenues	0
2018 Proposed Revenues	3,460,000
2017 Base Revenues	3,460,000
2017 One Time Revenues	0
2017 Approved Revenues	3,460,000
Base Budget Change	0
Change by %	0.00%
2018 FTE	13.62
2017 FTE	13.62
Change	0
Change by %	0%

Expanded summary on page 201



DEPARTMENT SUMMARY

Victoria Conference Centre

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



DEPARTMENT SUMMARY

Victoria Conference Centre

Draft Financial Plan Document

Operating Budget pages 195-246

Capital Budget page 1067



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Core Services/Service Areas

Community Planning:

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

Development Services:

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



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Core Services/Service Areas

Permits and Inspections:

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



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Budget Summary

2018 Base Expenditures	4,839,289
2018 One Time Expenditures	393,750
2018 Proposed Expenditures	<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%

Expanded summary on page 752



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Proposed Initiatives for 2018

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



DEPARTMENT SUMMARY

Sustainable Planning and Community Development

Draft Financial Plan Document

Operating Budget pages 747-772

Capital Budget page 985



DEPARTMENT SUMMARY

Legal Services

Core Services/Service Areas

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



DEPARTMENT SUMMARY

Legal Services

Budget Summary

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

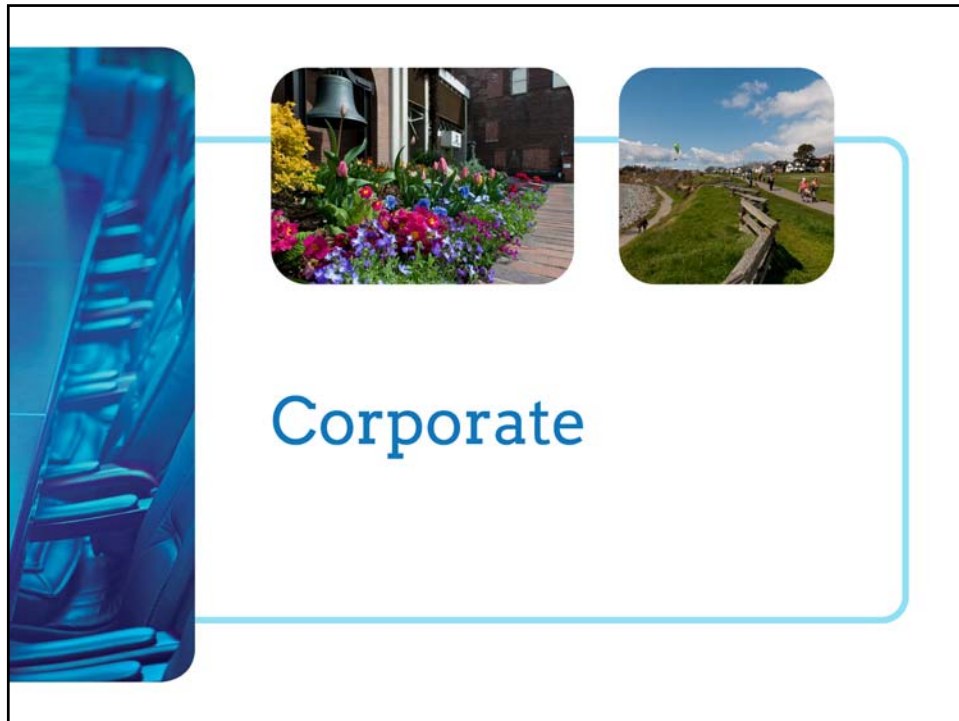


DEPARTMENT SUMMARY

Legal Services

Draft Financial Plan Document

Operating Budget pages 597-605



DEPARTMENT SUMMARY

Corporate

Core Services/Service Areas

- Grants
- Taxation
- Insurance
- Debt
- Reserves



DEPARTMENT SUMMARY

Corporate

Budget Summary

2018 Base Expenditures	43,662,642
2018 One Time Expenditures	0
2018 Proposed Expenditures	<u>43,662,642</u>
2017 Base Expenditures	40,998,524
2017 One Time Expenditures	2,270,809
2017 Approved Expenditures	<u>43,269,333</u>
Base Budget Change	<u>2,664,118</u>
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	<u>272,235</u>
Change by %	1.15%

Expanded summary on page 837, 838



DEPARTMENT SUMMARY

Corporate

Draft Financial Plan Document

Operating Budget pages 835-896

Recommendations

On November 7, staff will recommend that Council:



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

Recommendations, continued



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

Recommendations, continued

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



Timeline

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