

YEAR ENDED DECEMBER 31, 2013





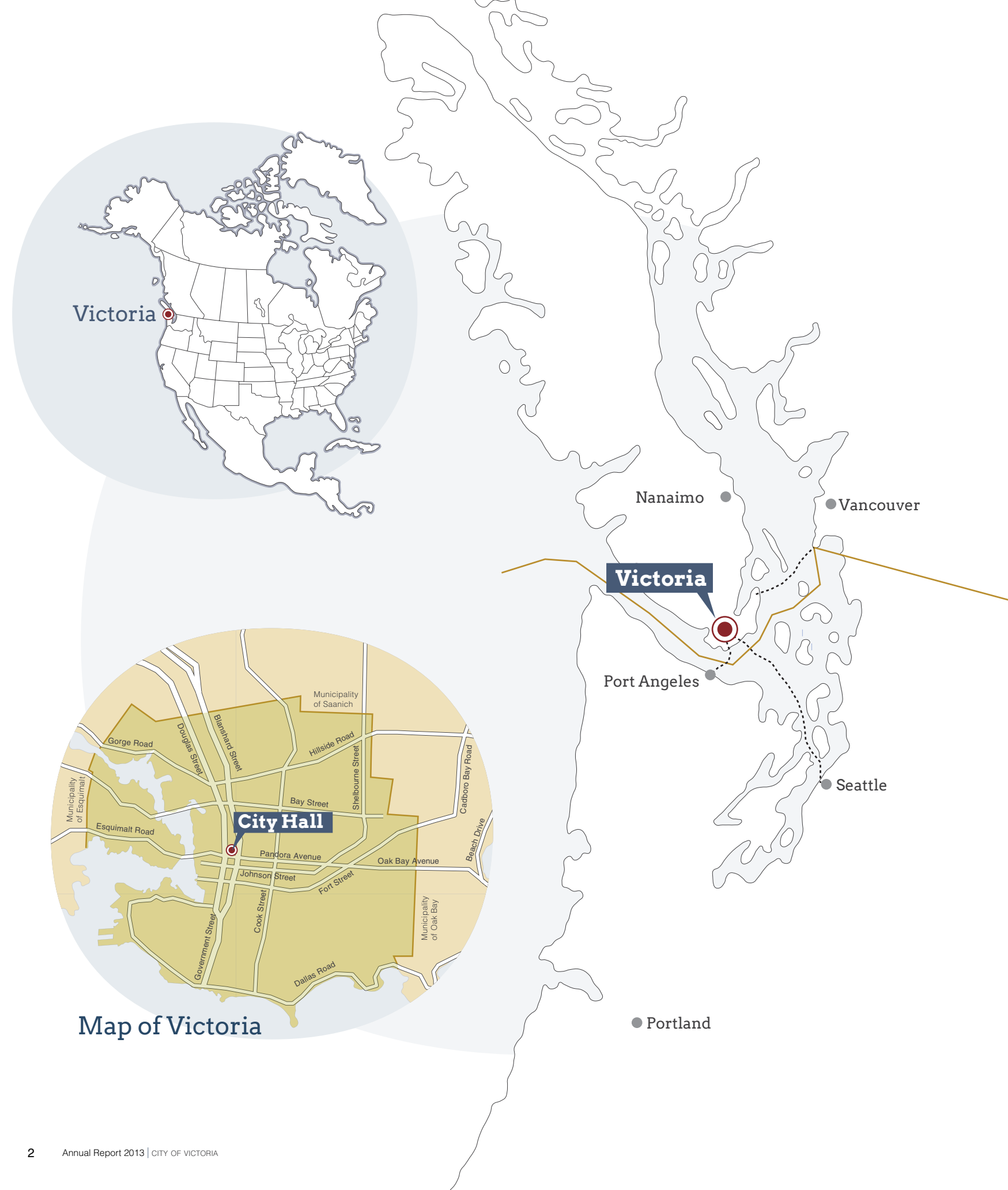


# Welcome to Victoria

Located on the southern tip of Vancouver Island, the City of Victoria is home to close to 83,000 people and is the economic and entertainment centre for the 375,000 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.

Facing new challenges and opportunities each day, the City of Victoria is evolving to find innovative ways of providing the highest level of service possible. We're building on the strengths of today, to make Victoria even stronger for the generations of tomorrow.





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# Making Changes to Serve You Better

As a local government we interact with thousands of customers each day. From the new business owner who visits City Hall to apply for a business licence, to a parent enrolling their children in recreation classes, to the homeowner receiving efficient garbage collection services, we serve a variety of customers and needs.

Customer service has always been at the forefront of everything we do. As times change, we recognize that the needs of our customers change and we must adapt and sharpen our focus on how we provide service.

In 2013 the City of Victoria made significant improvements, including easier access to services and information online and physical improvements at City Hall.

We will continue working to deliver quality services that are essential to the well-being and quality of life of Victorians. We will continue to look for online solutions that allow residents to save a trip to City Hall.

We will listen, continually measure our performance and communicate the results. We will strive for continuous improvement, embracing innovation, best practices, and learning.

Facing new challenges and opportunities each day, the City is evolving to find innovative ways of providing the highest level of service possible. We're building on the strengths of today, to make Victoria even stronger for the generations of tomorrow.



# Message from the Mayor



Top to bottom: Opening of the Development Centre with first permit application, electrical charging station in parkade, Downtown Victoria Business Association's Clean Team, groundbreaking for Johnson Street Bridge

On behalf of Victoria City Council, I am proud to share our 2013 Annual Report with you. Every year, staff and Council work hard to ensure that Victoria remains one of the top places to live, work and play in Canada. We are very proud of our city and we hope you are too.

This year we saw outstanding results from years of commitment to our top priorities. Property crime and late night disorder in our downtown core is down, thanks to innovative programs like Late Night, Great Night; we have made incredible strides in reducing homelessness on our streets, thanks to our ongoing commitment to affordable housing; our commitment to the local economy is paying off with increased investment in our downtown and local industries.

I would like to acknowledge the Councillors, staff, businesses, social service agencies and the community who work so hard to build and maintain the Victoria that we all love. Together, we have accomplished a lot.

This year, we broke ground on the new Johnson Street Bridge, which will replace the 100 year-old blue bridge and will vastly improve cycling, walking and driving options to and from the downtown.

We have been diligently investing in Victoria's infrastructure, more than doubling yearly contributions to our reserve funds and also increasing our capital spending. This means that we can afford to invest in critical sewers, bridges and roads without asking future generations to pay the bills.

Great cities have vibrant public spaces. Victoria has 70 city parks and 190 hectares of parkland, covering 8% of the City's landbase. We have been revitalizing these public spaces, updating playgrounds and improving our parks. This year, we replaced aging play equipment in the Wark Street and Fern Street Parks, after hearing ideas from children and parents about the features that they wanted to see in the playground, and we installed an outdoor fitness circuit in Central Park.

We welcomed baseball back to Victoria with the Victoria HarbourCats West Coast League team. During their inaugural season, the HarbourCats drew an attendance of more than 34,000, building on the momentum of the Royals hockey team, the Highlanders soccer team and other sport events.

Food security and access to local food has been an important topic in recent years. Acknowledging the importance of local food production, we piloted two community orchard programs to integrate food production into two city parks. Community members participate in the care and harvesting of the fruit and nut trees and the food is shared with the community.

Housing and homelessness continue to be a top priority. In 2010, the City purchased two Traveller's Inn motels for the purpose of increasing the number of supportive housing units in Victoria. Renovations were completed on Phase I of Siem Lelum

in 2013, and the building now provides 26 units of housing for young Aboriginal adults who are working and/or in school and for young Aboriginal families or Aboriginal grandparents raising grandchildren. Siem Lelum is Salish for Respected House and reflects the vision to develop a safe, affordable, supported and holistic urban village.

This fall, we began webcasting our Council and Committee meetings, making it even easier for residents and stakeholders to access their local government.

In 2014, we will welcome a new Police Chief and a new City Manager. Together we will continue to build on our successes and ensure that Victoria remains a city that we can all be proud of.

I would like to take this opportunity to thank all members of Council and staff for their hard work and commitment to public service. I look forward to another successful year in 2014.

Dean Fortin  
Mayor



# Mayor and City Council



The Mayor and Council of the City of Victoria were each elected for a three-year term in the municipal election held in November 2011. 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.

In 2013, Council had four standing committees: Governance and Priorities, Corporate Services and Community Development, Environment and Infrastructure, and Planning and Land Use. The Governance and Priorities Committee is a standing committee of the whole comprised of the Mayor and all eight Councillors, and focuses on broad policy issues that affect the community or organization as a whole. The other three standing committees were comprised of three Councillors each and focus on specific areas of interest.

## Portfolio

- City of Victoria Cycling Task Force
- CRD Board of Directors
- Victoria Police Board (Chair)
- Victoria Regional Transit Commission
- Greater Victoria Labour Relations Association (GVLRA)



**Marianne Alto**  
**Neighbourhood:** Oaklands

- City of Victoria Planning and Land Use Standing Committee (Chair)
- City of Victoria Corporate Services Standing Committee
- City of Victoria Cycling Task Force
- CRD Board of Directors
- Community Action Plan on Discrimination liaison
- Downtown Victoria Business Association Board of Directors
- Tourism Victoria Board of Directors
- University of Victoria liaison
- Victoria Conference Centre Advisory Committee
- Victoria Regional Transit Commission



**Chris Coleman**  
**Neighbourhood:** James Bay

- City of Victoria Corporate Services Standing Committee (Chair)
- City of Victoria Community and Senior Centres' Performance Measures Task Group
- City of Victoria Standing Committee on Victoria Harbour Aerodrome
- CRD Board of Directors (Alternate)
- Greater Victoria Labour Relations Association (GVLRA)



**Shellie Gudgeon**  
**Neighbourhoods:** North Park and North/South Jubilee

- City of Victoria Corporate Services Standing Committee
- CRD Board of Directors (Alternate)
- Greater Victoria Harbour Authority Board
- Provincial Capital Commission Board
- Victoria Hospitality Awards Committee
- Victoria Parks and Recreation Foundation Society Board



**Lisa Helps**  
**Neighbourhoods:** Downtown and Victoria West

- City of Victoria Planning and Land Use Standing Committee
- City of Victoria Standing Committee on Victoria Harbour Aerodrome
- City of Victoria Youth Council liaison
- CRD Board of Directors (Alternate)
- Community Action Plan on Discrimination liaison



**Ben Isitt**  
**Neighbourhoods:** Hillside/Quadra and Rockland

- City of Victoria Community Development, Environment and Infrastructure Standing Committee
- City of Victoria Cycling Task Force
- CRD Board of Directors
- Greater Victoria Airport Authority – Airport Consultative Committee
- Provincial Capital Commission Board



**Pamela Madoff**  
**Neighbourhood:** Fairfield/Gonzales

- City of Victoria Planning and Land Use Standing Committee
- City of Victoria Community and Seniors Centres Performance Measures Task Group
- City of Victoria Art in Public Places Committee
- City of Victoria Standing Committee on Victoria Harbour Aerodrome
- CRD Board of Directors (Alternate)
- Greater Victoria Harbour Authority Board
- Greater Victoria Public Library Board
- Royal and McPherson Theatres Society Board
- Victoria Civic Heritage Trust
- Victoria Conference Centre Advisory Committee
- Victoria Heritage Foundation



**Charlayne Thornton-Joe**  
**Neighbourhood:** Burnside Gorge

- City of Victoria Community Development, Environment and Infrastructure Standing Committee (Chair)
- City of Victoria Community and Senior Centres' Performance Measures Task Group
- City of Victoria Honorary Citizens Committee
- CRD Board of Directors (Alternate)
- Board of Cemetery Trustees of Greater Victoria
- Greater Victoria Family Court and Youth Justice Committee



**Geoff Young**  
**Neighbourhood:** Fernwood

- City of Victoria Community Development, Environment and Infrastructure Standing Committee
- CRD Board of Directors
- Capital Region Emergency Service Telecommunications Corporation (CREST)



# Message from the City Manager

We are very fortunate as City of Victoria staff to serve the Capital City and keep it running smoothly for our residents, businesses and visitors each year. It's a responsibility our team of employees across the organization, take very seriously.

The 2013 Annual Report highlights the City's key accomplishments and the progress made towards achieving Council's vision.

Building on the achievements of the past year, we will continue to focus on providing exceptional customer service to our community. We strive to ensure City Hall and all aspects of the organizations are flexible and proactive to respond to the community's needs.

Being responsive to the needs of residents and businesses is the premise of our work. We will find new ways of making information easier to access and understand, and to seek feedback on where attention is needed.

An important focus for staff in the coming year will be to improve how we report on City finances and progress towards delivering on Council's strategic initiatives. We're working to make City finances and services more accessible for greater public

understanding. Soon, taxpayers will be able to access an improved, easy to understand budget document that clearly demonstrates how the City's budget is allocated to provide the many services taxpayers receive.

Whether it is a front-line garbage collector, firefighters responding to emergencies, inspectors ensuring buildings are safe, or the many support services within the City, staff take great pride in working for the citizens of Victoria. I consider myself very fortunate to join this team of hardworking, skilled and committed people.

On behalf of all City of Victoria staff, we look forward to the coming year, and working to support City Council's vision and direction for this great city.

We welcome your feedback and look forward to working with you.

Sincerely,

Jason Johnson  
City Manager



# Message from the Director of Finance

I am pleased to present the City of Victoria's audited consolidated financial statements for the year ended December 31, 2013. The financial statements are the responsibility of the City of Victoria's management and have been prepared in compliance with Section 167 of the *Community Charter* and in accordance with generally accepted accounting principles approved by the Public Sector Accounting Board (PSAB). The City maintains a system of internal accounting controls designed to safeguard the assets of the corporation and provide reliable financial information. The financial statements have been audited by KPMG LLP who have expressed that in their opinion these statements present fairly, in all material aspects, the financial position of the City as at December 31, 2013.

To ensure comparability between government organizations nationally, the reporting standards require that four statements and notes to those statements be prepared:

- Statement of Financial Position outlines assets and liabilities and reflects the City's capacity to meet financial obligations
- Statement of Operations and Accumulated Surplus outlines the net result of current year revenues and expenses
- Statement of Changes in Net Financial Assets provides more details to explain changes in assets and liabilities

- Statement of Cash Flows provides more detail to explain changes to cash and cash equivalents; and
- Notes to the Financial Statements provide details to support significant financial statement balances

The format of these statements is complex and may be difficult for the reader to interpret; however we are legislated to comply with the national reporting standards. To provide a better explanation of the financial activity for the year, the summary below describes significant operating results for 2013.

## Summary

The continued growth in net financial position reflects an ongoing commitment to strengthening the City's capacity to meet financial obligations. Unlike senior government organizations, municipalities are legislated not to incur deficits and debt for operations. Debt can only be incurred for capital purposes, and an accumulated surplus must be maintained.

The City's debt was reduced in 2013 by \$3.1 million, while the accumulated surplus grew in the year to a total of \$436 million. This balance reflects the accumulation of the City's increases in equity in capital assets and reserve balances since its inception. Equity in capital assets, such as roads, underground infrastructure, land, and buildings, makes up the most

significant portion of the accumulated surplus balance (\$308 million), followed by reserve balances (\$127 million).

Consolidated revenues for 2013 were \$4.8 million more than 2012, primarily due to increased taxes levied and increased water utility revenue. 2013 consolidated expenses were up \$3 million over 2012, primarily due to increased costs of protective services. The net result for 2013 is a contribution to accumulated surplus of \$35.6 million for the year. This balance consists primarily of increased investment in tangible capital assets, followed by growth in reserve balances, with a small portion of general operating fund surplus which is available for future spending.

The City's continued commitment to long term financial sustainability is reflected in its increasing investment in capital assets and reserves, and prudent management of debt.

Sincerely,

Susanne Thompson, CPA, CGA  
Acting Director of Finance

April 24, 2014





# Our Bright Future: Victoria's Strategic Plan 2013 – 2015

## Accountability

The City is required to report out annually on its financial statements and progress in achieving the objectives established in the Strategic Plan.

We also highlight our strategic priorities and other key accomplishments and performance indicators that contribute to our progress over the past year. The Annual Report follows through with our commitment to be accountable to the public and report back on how we are doing, and provides an opportunity to reflect on our past performance and prepare for future successes.

## Our Priorities

The 2013–2015 Strategic Plan focuses and prepares the City to achieve results, as we continually strive for improvement in everything we do. The plan outlines our strategic direction and identifies goals, strategies and key initiatives that are focused to:

1. Enhance Community Well-being
2. Improve Financial Sustainability
3. Strengthen the Economy
4. Enhance Customer Service
5. Foster Informed and Open Decision-Making

## Our Mission

Make the City of Victoria a leader in social, economic and environmental sustainability.

Delivery quality services that are essential to the well-being and quality of life of Victorians.

## Our Values

### Respect:

We respect the dignity of others at all times.

### Integrity:

We are fair, ethical and honest.

### Openness:

We are accessible and transparent.

### Collaboration:

We welcome and encourage the opinions and expertise of our residents, businesses and partners.

### Inclusivity:

We honour and celebrate our diversity.

### Compassion:

We are caring and treat each other with kindness.

## Our Service Principles

### Future oriented:

We consider the needs of future generations when making decisions today.

### Open and accountable:

We listen, continually measure our performance and communicate the results.

### Responsive:

We provide easy access to services and information.

### Continuous improvement:

We embrace innovation, best practices, and continuous learning.

### Value for money:

We strive to deliver high quality services and excellent value for your tax dollars.



# “Our focus is providing great service, and our strength is our people.”

## In 2013 the City of Victoria:

Launched VicMap, an interactive and multi-layered online mapping system. VicMap provides users with a wide range of data and uses, and enables citizens to directly download raw data sets from the map. VicMap was included in the ESRI Canada 2014 Map Gallery Calendar, featuring some of the best work being done by Geographic Information Professionals and features outstanding maps from across the country.

Launched webcasting of Council and Committee meetings. This allows citizens to stay up to date on the latest decisions of City Council, and the discussions that lead to them, even if they are not able to make it to City Hall. The meetings are available to view through live streaming and video archives, including on mobile devices. Users can access meeting videos along with relevant supporting materials like staff reports, meeting agendas and minutes, from the comfort of their own home.

Initiated a pilot project to enable researchers to take their own digital photos of maps, plans and other documents from City Archives that are too large or too fragile for regular photocopying, thereby increasing access to these records and documents

Received the Canadian Award for Financial Reporting for the 2012 Annual Report from the Government Finance Officers Association – the 8th consecutive year for the award

Was recognized by the BC Municipal Safety Association for the highest standards in occupational health and safety through the association's Certificate of Recognition program

Implemented customer service surveys for key front-line areas and introduced post-construction surveys for Public Works projects, improving feedback and customer service

Hosted a “hackathon” with the local open data community for International Open Data Day. A hackathon brings people together to review and utilize various sets of raw data which can then be harnessed for meaningful electronic applications.

Adopted an Open Meeting Policy, a principle statement by Council that they will conduct business in the open to the greatest extent possible

Launched an online garbage collection reminder service that allows residents to sign up for personalized garbage day reminders by text, email, phone or Twitter, or download the mobile app. Over 5,400 households have signed up for active reminders, over 6,500 personal garbage calendars have been downloaded, and the mobile app has been downloaded 1,600 times.

There is a team of City professionals in place to support the Capital City. Some you see in the community each day and some are behind the scenes, supporting the front line services. All are essential to achieving our key priorities in the coming years.

Completed the 2013 Citizen and Business Surveys. Information gained from both surveys assists the City in planning, service delivery and prioritizing budgets.

Hosted the TEDxVictoria simulcast of TEDCity 2.0, a day-long event for urban innovators

Launched an Open Data catalogue to provide improved access to raw data, including mapping, archival and business licence data. The catalogue includes more than 30 data sets, with new data added as it becomes available.

Completed customer service excellence training for all City staff

Implemented changes from review of the City's organizational structure, thereby cutting costs and improving efficiency

Adopted a budget reduction strategy following comprehensive public engagement

Added electronic screens providing a wide range of information to visitors at Crystal Pool and Fitness Centre and the Development Centre

Continued to connect with residents through social media channels including Twitter (over 13,000 followers), Facebook (over 8,600 fans) and YouTube (more than 3,600 views of all videos)

Completed City Hall accessibility and seismic upgrades which included a new elevator and the creation of the Development Centre, a one-stop location for business, zoning and permitting needs. The Development Centre includes self-serve kiosks for printing forms and applications.







Recent customer service improvements aim to help residents “skip a trip” to City Hall by offering more services online. In 2013, there were 61,560 in person transactions at City Hall, down from 64,818 in 2012.




### Did You Know?

- 91% of residents and 79% of businesses report satisfaction with the City's overall level and quality of services
- 60% of residents agree that Council welcomes citizen involvement in community planning and decision-making
- 55% of residents agree that the City listens to them
- 48% of businesses agree that the City listens to them

SOURCE: 2013 CITIZEN AND BUSINESS SURVEYS









# “Working with our residents, business and visitors, we strive to create a livable and vibrant city.”

- 
  - Received the Gold Award for Excellence in Policy Planning (City and Urban Areas) from the Planning Institute of British Columbia for the new *Official Community Plan* (OCP)
  - Released the *CITYVibe* guide and iPhone app to showcase the many spectacular summer festivals and outdoor events happening in Victoria
  - Prepared Royal Athletic Park for the inaugural season of the Victoria HarbourCats baseball team
- 
  - Collaborated with the Art Gallery of Greater Victoria to present XENALEKEN, a First Nations Artist Forum that explored the role of Aboriginal art in decolonization
  - Opened a new outdoor fitness circuit at Central Park
  - Co-sponsored the 10th Annual City of Victoria Butler Book Prize
  - Partnered with the Victoria Royals to celebrate RBC Sports Day in Canada with two special events at Save-On-Foods Memorial Centre
- 
  - Celebrated the 40th anniversary of the Twinning relationship between Victoria and Napier, New Zealand
  - Launched an integrated graffiti management strategy
  - Received two awards for the Heritage Tax Incentive Program, the Award of Excellence in Heritage Planning from the Canadian Association of Heritage Professionals and the Pinnacle Award from the International Downtown Association

We provide services that enhance quality of life and help make Victoria a unique and desirable place to live, work, play and visit.

## In 2013 the City of Victoria:

- 
  - Advanced the plan for David Foster Way through the development of “special place” concepts for eight locations along the pathway
  - Partnered with the Downtown Victoria Business Association (DVBA) to install seasonal LED decorations and host Spirit of the Season in the Square festivities, including the annual Christmas Tree Light-up, the DVBA Ferris Wheel and the 48th Annual Carolling Week at City Hall
- 
  - Transferred Queens Manor supportive housing complex to BC Housing
  - Hosted the 14th Annual Public Works Day and open house to provide 700 elementary school students with an opportunity to learn more about how City staff help keep the community healthy, safe and sustainable
  - Completed Phase One of renovations on the 120 Gorge Road supportive housing complex, and moved the first tenants into 26 units at Siem Lelum House
- 
  - Unveiled *The Hands of Time*, 12 bronze sculptures of life-size hands engaged in activities that symbolize the Capital City’s history and identity
  - Celebrated the unveiling of a stamp featuring the Gate of Harmonious Interest, part of Canada Post’s new Gates of Chinatown collection
  - Completed a management plan for Pioneer Square that preserves and enhances the rich historical value of the park’s cemetery while maintaining a park space that suits the needs of the surrounding community
- 
  - Celebrated Canada Day with family-friendly activities, multicultural programming, live music performances, and spectacular fireworks
  - Hosted a blood donor clinic at City Hall, in cooperation with Canadian Blood Services
  - Presented Culture Days in the Square, part of a national celebration of Canada’s diverse arts and cultural community, in partnership with La Société Francophone de Victoria and the Victoria African and Caribbean Cultural Society
- 
  - Completed the *Official Community Plan 2013 Annual Review*, which includes annual and five-year baseline indicators that will form the basis for future reviews, and approved the OCP implementation strategy
  - Collected 6,192 pounds of food and \$500 in grocery store gift certificates for the Mustard Seed Food Bank during the 14th Annual Holiday Food Drive
  - Completed installation of new bike lanes on Pandora, Johnson and Begbie
- 
  - Replaced the heating and venting system at the Fernwood Community Centre and conducted electrical repairs at the Crystal Pool and Fitness Centre with assistance from Western Economic Diversification Canada with \$144,600 in Community Improvement Infrastructure funding







The City completed the Heavenly Lights project in Chinatown in 2012 with the installation of two painted dragons along Government Street. The project is a partnership between the City, Downtown Victoria Business Association and the Chinese community to enhance the appeal of this vibrant and historical district. The Heavenly Lights project received a Merit Award from the International Downtown Association.

### Did You Know?


- 97% of residents rate the over quality of life in Victoria as good
- 87% of residents are satisfied with the design of streets, boulevards and public spaces
- 92% of residents are satisfied with city beautification


SOURCE: 2013 CITIZEN SURVEY




“We are sharpening our focus on initiatives that grow our community’s tax base and help businesses thrive.”

In 2013 the City of Victoria:

- 


Created an Economic Development Office to lead economic initiatives within the city, collaborating with regional and economic partners to tap into new opportunities. This office focuses on economic priorities, including supporting a vibrant downtown retail sector, supporting the implementation of the downtown core area plan, harbour planning and development.
- 


Began construction of the new Johnson Street Bridge. The new bridge will encourage and strengthen development opportunities in Victoria West and downtown Victoria, and spur economic benefits from new development and overall revitalization of the area. 50% of the new bridge will be dedicated to cycling and walking.
- 

Opened the new Development Centre – a key component of the City’s Customer Service Action Plan. The centre is designed to improve information and services for residents, businesses and developers in the city.

- Added the Business Licensing function to the Development Centre, as well as a dedicated engineering resource. This removes steps for customers and provides increased coordination and application processing.
- Mayor Fortin represented the City as part of the Royal Roads University delegation’s 2013 International Business Mission to China. The delegation visited Shanghai and Tianjin. A reciprocal visit to Victoria by the Tianjin delegation occurred later in the year.
- Adopted regulatory changes that will allow businesses to place portable signs on City sidewalks. The regulations balance the value of signs to businesses with the need to maintain safe and clear passage for all sidewalk users.

The health of Victoria’s economy is fundamental to the success of all other initiatives within the city.

- 

Adopted changes to the Vehicles for Hire Bylaw that updated and clarified the regulations applicable to sightseeing businesses
- 

Mayor Fortin spoke at an international business forum in Khabarovsk, Russia to highlight Victoria’s growing entrepreneur sector and share information about Canadian entrepreneurship programs. The Mayor visited two of Victoria’s twin cities: Khabarovsk, Russia and Morioka, Japan, to highlight the global economy, where municipalities are taking on local issues in a global or international forum.
- Received \$100,000 in funding from Vancity towards the development of Heron Cove at Fisherman’s Wharf, one of 11 “special place” concepts developed to make David Foster Way a spectacular landmark and a positive catalyst for investment in Victoria
  - Received more than \$180,000 in funding through the Province of British Columbia’s Brownfield Renewal Program towards environmental investigation and testing at two City-owned downtown properties
  - Completed improvements to the horse-drawn carriage operating area on Menzies at Belleville, including water service, boulevard/tree well improvements, catch basin replacement and new storage benches
  - Welcomed four “Vic-Star” Scholarship recipients and other students from our Friendship City of Changsha, China who are pursuing studies in Canada





Victoria was named the #1 Small City in the Americas for Investment by fDi Magazine from the Financial Times. Greater Victoria took home three of the 2013/2014 American Cities of the Future Awards in the small city category, including Best Business Friendliness Winner, Overall Winner and Top 10 Best Foreign Direct Investment Strategy.

## Did You Know?

- 79% of residents and 60% of businesses believe they receive good value for their municipal taxes
- 66% of businesses agree the City's regulatory environment is fair to business
- 81% of businesses believe overall the City is a good place to operate a business

SOURCE: 2013 CITIZEN AND BUSINESS SURVEYS





# “We are an organization and community built on strong values.”

## In 2013 the City of Victoria:

- Made changes to residential garbage collection and began collecting kitchen scraps. In the first year over 1,800 tonnes of kitchen scraps were separated and processed into compost, instead of being sent to the landfill, 300 tonnes more than the anticipated target of 1,500 tonnes.
- Approved a new Urban Forest Master Plan which sets out a vision, goals and strategy for Victoria's urban forest for the next 50 years
- Participated in Earth Hour, a global initiative organized by the World Wildlife Fund, to raise awareness about climate change and energy conservation
- Awarded special project grants to 10 community organizations to assist with programs that will reduce emissions, increase energy efficiency, expand the green economy or create a more livable city

- Increased energy efficiency at City operated buildings,\* including:
  - Heating the foyer of City Hall with excess heat captured from the server room, lighting upgrades, smarter programming of heating and cooling systems
  - A new energy efficient natural gas furnace in the greenhouse at Beacon Hill Park – reducing natural gas use by 15%

- Received the highest level of Building Environmental Standards accreditation for the Victoria Conference Centre (VCC) from the Building Owners and Managers Association. Only three other buildings in BC have this accreditation level. The VCC has realized over \$35,000 in annual energy savings through adoption of these best practices.

- Planted the Small Steps Edible Garden in Centennial Square and partnered with Our Place Society to plant, maintain and harvest vegetables and herbs to make soup for their lunch program
- Completed work to upgrade the sidewalks and crosswalks and improve accessibility and lighting at the intersection of Bay and Tyee

We are committed to stewardship of our natural and built environments,  
and making our community sustainable for future generations.

- New more efficient natural gas boilers and control system for the change rooms at Royal Athletic Park and Topaz Park – reducing natural gas use by 14%
- Smarter programming of heating and cooling systems at the Victoria Conference Centre – reducing total energy use at this location by 7%
- New boiler and other energy efficiency work at the Fernwood Community Centre – reducing electricity use for heating and power by 16%
- Partnered with the Victoria West Community Association Food Security Collective and the Fernwood Neighbourhood Resource Group to plant community orchards in Banfield Park in Victoria West and William Stevenson Park in Fernwood
- Introduced an improved recycling and composting program in City Hall
- Installed eight new electric vehicle charging stations at City parkades. Two additional charging stations have been installed at the Public Works Yard, for use by City vehicles.
- Completed road construction on View Street between Cook and Ormond and on Cecilia Road between Napier and Jutland

\*The energy savings reported above compare energy use in the year before the energy efficiency work to the year after.





The City of Victoria engaged property owners through focus groups, open houses and workshops on the stormwater utility and rainwater management credit program.

### Did You Know?

- There are 253 km of stormwater mains in the City of Victoria. End-to-end that would stretch from Victoria to Campbell River.
- There are 76 stormwater outlets where stormwater enters our waterways.



# Performance Measures

## Our City Government

- 20 Mayor's Open Doors
- 145 media releases
- 61,560 in person transactions (down from 64,818)
- 38,371 transactions through online banking (up from 35,307 in 2012)
- \$39.9 million processed through online banking transactions (up from \$31.5 in 2012)
- 86,763 transactions through online and phone payments (down from 87,640 in 2012)
- Responded to 102 FOI requests, (up from 97 in 2012)
- 1,983 hours of customer service learning taken by staff, up from 421 in 2012
- Average hours of in-house training per employee: 6.98
- Average turnover rate for employees: 6.42% of full time equivalents
- 990 employees (total)
- 778 full time equivalents (staff)
- 27 Special Council Meetings
- 66 Council Committee Meetings
- 22 Council Meetings
- 54 Public Hearings

## Our Community

- City invested in 26 affordable housing units
- Total attendance at Crystal Pool and Fitness Centre: 255,050
- Total attendance at Royal Athletic Park: 72,039
- Number of bookings at Royal Athletic Park: 98
- Number of sport field/court bookings: 4,710
- 81% of new residential development created within urban core or 400 metres of a town centre/large urban village (1,145 out of 1,414 units)
- 235 special event permits
- Total attendance at City-sponsored festival and events: 700,000 over 30 events
- 6 protocol special events and 18 protocol visits
- 49% of residents and 29% of businesses report having an emergency kit with enough supplies for at least 3 days
- 408 fires attended by Victoria Fire Department

## Our Economy

- \$56.6 million in business assessment growth (1.4%)
- 3,667 construction permits for a total value of \$170 million
- 19 sub-division and strata conversion reviews and approvals
- 9,281 business licence renewals
- \$47 million in economic impact of conference spending generated by Victoria Conference Centre
- 100 new business licences (net)
- Economic impact of City-sponsored arts, culture, entertainment and sporting events: \$5.9 million in direct spending

## Our Environment

- Condition rating for:
  - Civic Facilities: Fair
  - Water System: Fair
  - Storm Drain System: Fair
  - Sanitary Sewer System: Fair
  - Roads: Good
  - Bike Lanes: Good
  - Parks Infrastructure: Good
  - Public Trees: Fair
  - Natural Areas: Fair
  - Cemetery Infrastructure: Poor
- 11 new naturalized areas
- 1,675 tonnes of kitchen scraps diverted from the landfill
- Waste management from Civic Buildings recycled: 243 tonnes
- 1,511 tonnes of garden waste collected
- 3,958 tonnes of garbage collected from nearly 14,000 households
- Total Carbon Footprint: 3,604 tCO<sub>2</sub>e
- Victoria Conference Centre carbon footprint: 322.3
- Greenhouse gas emissions from:
  - Civic Buildings: 1,798 tCO<sub>2</sub>e
  - Streetlights: 71 tCO<sub>2</sub>e
  - Vehicle fleet: 1,734 tCO<sub>2</sub>e
- 1,500 tonnes of garbage collected from City operations (street cleaning, furniture pickup etc)
- Energy use from:
  - Civic Buildings: 76,295 GJ (gigajoules)
  - Streetlights: 17,625 GJ
  - Vehicle fleet: 956,546 litres





# Victoria Fire Department

Providing exemplary emergency response services to the Capital City, the Victoria Fire Department's professional staff deliver a wide variety of safety-based programs that serve children, seniors, businesses and the community at large. Founded in 1858, the Victoria Fire Department is the oldest department west of Toronto and north of San Francisco.

## Fire Prevention

In 2013, the Victoria Fire Department (VFD) introduced a new free smoke alarm program for Victoria property owners. The VFD conducted 69 in-home smoke alarm educational sessions and installed 56 new smoke alarms. During Fire Prevention Week, the department partnered with Domino's Pizza to reward Victoria residents who had working smoke alarms in their homes with free pizza.

## History

Recognizing the important role the Tiger Company Fire Hall played in providing fire protection to Victoria's downtown from 1880 to 1899, a commemorative plaque was unveiled outside of Victoria City Hall.

## 2013 By the Numbers

- Number of calls for service: 6,610
- Property saved: \$40.24 million
- Property value dollar loss: \$2.1 million
- Number of fires contained to room of origin: 34
- Average response time: 6 minutes or less in 89% of incidents
- Total fires attended: 408

## Victoria Emergency Management Agency (VEMA)

The Victoria Emergency Management Agency (VEMA) is the City of Victoria's resource for helping our community prepare for an emergency. Responsible for training City staff and coordinating an emergency response in the event of a disaster, VEMA also educates and empowers Victoria citizens on how to be "emergency prepared".

In 2013, the Victoria Emergency Management Agency:

- Hosted Operation "Show and Tell", part emergency exercise, part open house at the Oaklands Community Centre
- Organized the Tour de Disaster Rally, designed to demonstrate the important role cyclists can play in disaster response
- Conducted two Emergency Operations Centre exercises with participation from City staff and Victoria Emergency Management Agency volunteers
- Participated in an all-day emergency exercise with volunteers from other municipal emergency programs, St. John Ambulance and the Canadian Search and Disaster Dogs Association
- Participated in the Great British Columbia Shake-Out, a province-wide earthquake drill
- Delivered 44 Emergency Preparedness talks to 1,165 people

- Supported 107 City staff with identified roles in the Emergency Operations Centre
- Supported 30 City staff with identified roles on the Rapid Damage Assessment Team
- Supported 102 VEMA volunteers contributing 5,986 volunteer hours (equivalent value \$131,692)
- Provided assistance to 146 people through 6 evacuee assistance response incidents





# Victoria Police Department

The Victoria Police Department (VicPD) continued its efforts in 2013 to enhance the department's connection with the community through its operational priorities and sustained communications efforts. Since 1858, VicPD has served its citizens based on input from the community. This connection was strengthened in 2013 with the launch of the new MobileVicPD app, the work of the newly formed Crime Reduction Unit, and the neighbourhood-based community service provided by VicPD's Volunteers and Reserve Constables.

## MobileVicPD: Virtual First Responder

VicPD was the first police department in Canada to unveil a fully interactive mobile police application for the communities of Victoria and Esquimalt. MobileVicPD was launched in October after months of development, and was specifically designed to enhance service delivery. MobileVicPD allows community members to stay up to date with all the latest information from VicPD including news releases, job postings and all of VicPD's social media channels. The app also allows citizens to track crime with the Crime Reports software and report crimes online through the online reporting function.

One of the greatest public safety features of mobileVicPD is the "Alerts" feature. Through this feature, officers can notify the public of important information or request assistance in ongoing investigations. The feature has been used several times since the launch of mobileVicPD in assisting with the location of missing elderly people. Feedback from the community about this ground-breaking public safety app has been overwhelmingly positive.

## Crime Reduction Unit: Protecting Your Property

The Crime Reduction Unit (CRU) was created in 2013 and quickly made its presence felt among those that would steal and trade in stolen property. From the recovery of priceless and irreplaceable artifacts taken from Christ Church Cathedral in May to the arrest of high-profile criminals and the seizure of drugs and guns throughout 2013, the Crime Reduction Unit has been dedicated to using every investigative method at their disposal for the benefit of public safety.

Members of CRU have been particularly successful in combatting property crime throughout the year, reuniting stolen property with its rightful owners on countless occasions. Many of CRU's recoveries can be found on VicPD's Pinterest Board "Is This Yours?", where recovered stolen property is posted by VicPD in one of the many ways VicPD uses social media to enhance the safety of our community.

## VicPD Volunteers and Reserves Constables: Committed to the Community

VicPD's 88 volunteers provided the communities of Victoria and Esquimalt with over 7,200 hours of donated time during the last year. VicPD volunteers organize several crime prevention and safety initiatives through the Crime Watch program. Volunteers are also the first friendly faces at VicPD's front desk and Museum.

VicPD currently has 40 Reserve Constables who contributed over 6,350 hours of service in 2013 through numerous community initiatives and working alongside officers every day. Reserve Constables are very active in the community with numerous duties including Lock Out Auto Crime, Block Watch, Cell Phone and Speed Watch, safety presentations, abandoned/stolen bicycle pick-up and the Crime Free Multi-Housing program.

There are many proactive projects that Reserves are trained to do, including home safety audits in which Reserve Constables conduct a thorough assessment of residential properties while offering recommendations to the home owner on how to prevent property crime in their neighbourhood.





CONSOLIDATED FINANCIAL STATEMENTS OF

# The Corporation of the City of Victoria

Year Ended December 31, 2013



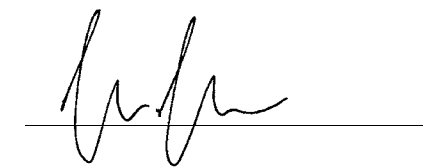
# Management’s Responsibility for the Consolidated Financial Statements

The accompanying financial statements of The Corporation of the City of Victoria (the “City”) are the responsibility of management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in Note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

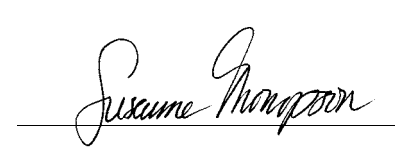
The City's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

Mayor and Council meet with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

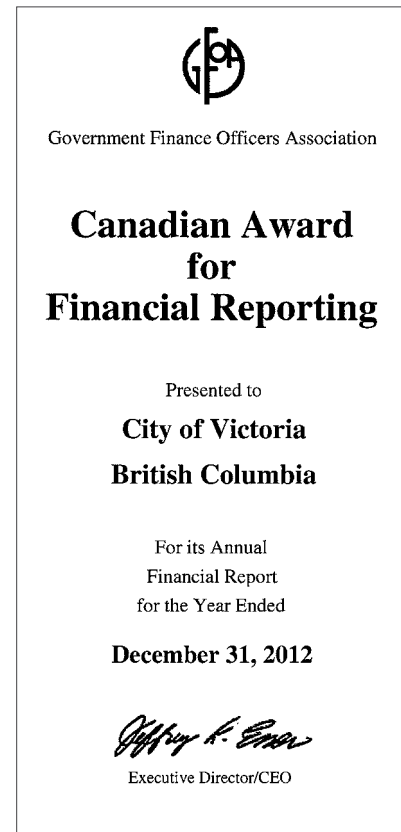
The financial statements have been audited by KPMG LLP, independent external auditors appointed by the City. The accompanying Independent Auditors’ Report outlines their responsibilities, the scope of their examination and their opinion on the City's financial statements.



Chief Administrative Officer



Acting Director of Finance



# Independent Auditors’ Report

## To the Mayor and Councillors of The Corporation of the City of Victoria

We have audited the accompanying financial statements of The Corporation of the City of Victoria, which comprise the statement of financial position as at December 31, 2013, the statements of operations, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

## Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## Auditors’ Responsibility

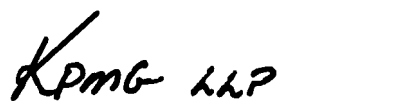
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Corporation of the City of Victoria as at December 31, 2013, and its results of operations, its changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Accountants

April 24, 2014  
Victoria, Canada

KPMG LLP

Chartered Accountants

St. Andrew's Square II	Telephone 250.480.3500
800–730 View Street	Fax 250.480.3539
Victoria, BC V8W 3Y7	www.kpmg.ca



# Statement of Financial Position

December 31, 2013, with comparative information for 2012

	2013	2012
<b>Financial assets:</b>		
Cash and cash equivalents (NOTE 2)	\$ 77,029,860	\$ 68,674,544
Accounts receivable:		
Property taxes	3,689,048	4,049,099
Other (NOTE 3)	23,990,209	20,668,188
Investments (NOTE 4)	79,947,834	67,966,042
Other assets	820,177	837,019
	185,477,128	162,194,892
<b>Financial liabilities:</b>		
Accounts payable and accrued liabilities (NOTE 5)	25,713,605	19,975,979
Deposits and prepayments	8,165,942	7,497,496
Deferred rev enue (NOTE 6)	11,374,879	11,254,243
Long term debt (NOTE 7)	48,684,183	51,793,520
Obligations under capital lease (NOTE 8)	428,679	569,919
Employee future benefit obligations (NOTE 9)	14,139,728	13,266,418
	108,507,016	104,357,575
<b>Net financial assets</b>	76,970,112	57,837,317
<b>Non financial assets:</b>		
Tangible capital assets (NOTE 10)	357,742,684	341,183,966
Inventory of supplies	861,738	811,715
Prepaid expenses and deposits	633,735	760,732
	359,238,157	342,756,413
<b>Accumulated surplus</b> (NOTE 11)	<b>\$ 436,208,269</b>	<b>\$ 400,593,730</b>

Commitments (NOTE 15)  
Contingent liabilities (NOTE 16)

The accompanying notes are an integral part of these financial statements.

On behalf of the City:

  
Acting Director of Finance

# Statement of Operations

Year ended December 31, 2013, with comparative information for 2012

	Budget	2013	2012
	(NOTE 17)		
<b>Revenue:</b>			
Net taxes available for municipal purposes (NOTE 12)	\$ 117,218,660	\$ 117,527,959	\$ 113,627,445
Net grants in lieu of taxes available for municipal purposes	5,810,400	6,002,398	5,694,671
Sale of goods and services	37,365,635	39,213,870	37,762,019
Sale of water	17,247,408	18,014,368	15,734,163
Licences and permits	3,695,500	3,762,836	3,553,329
Fines	5,080,000	4,648,084	5,274,661
Rentals and leases	925,000	964,149	995,575
Other penalties and interest	2,480,000	3,140,578	3,284,492
Government transfers (NOTE 13)	24,521,978	10,354,581	13,215,076
Actuarial adjustment on debt	–	473,053	608,236
Miscellaneous	3,971,532	5,442,979	4,911,545
Total revenue	218,316,113	209,544,855	204,661,212
<b>Expenses:</b>			
General government	36,989,370	36,887,351	39,122,389
Protective services	62,657,146	64,194,738	61,021,975
Transportation services	19,232,012	20,345,311	20,326,562
Environmental and public health services	6,381,874	6,573,576	6,079,537
Community planning	3,205,002	2,883,739	3,128,821
Parks recreation and community development	23,995,203	24,916,529	25,346,991
Water utility	12,517,685	12,895,938	12,549,516
Sewer utility	2,499,759	5,233,134	3,347,289
Total expenses	167,478,051	173,930,316	170,923,080
<b>Annual surplus</b>	50,838,062	35,614,539	33,738,132
Accumulated surplus, beginning of year	400,593,730	400,593,730	366,855,598
<b>Accumulated surplus, end of year</b>	<b>\$ 451,431,792</b>	<b>\$ 436,208,269</b>	<b>\$ 400,593,730</b>

The accompanying notes are an integral part of these financial statements.



# Statement of Change in Net Financial Assets

Year ended December 31, 2013, with comparative information for 2012

	Budget	2013	2012
	(NOTE 17)		
Annual surplus	\$ 50,838,062	\$ 35,614,539	\$ 33,738,132
Acquisition of tangible capital assets	(83,149,750)	(28,522,210)	(29,713,991)
Amortization of tangible capital assets	–	9,584,265	8,666,776
Loss (gain) on disposal of tangible capital assets	–	(172,514)	(4,798)
Proceeds on disposal of tangible capital assets	–	2,551,741	70,005
	(83,149,750)	(16,558,718)	(20,982,008)
Consumption of inventory of supplies	–	(50,023)	(14,234)
Purchase of prepaid expenses and deposits	–	126,997	(233,119)
	–	76,974	(247,353)
Change in net financial assets	(32,311,688)	19,132,795	12,508,771
Net financial assets, beginning of year	57,837,317	57,837,317	45,328,546
Net financial assets, end of year	\$ 25,525,629	\$ 76,970,112	\$ 57,837,317

The accompanying notes are an integral part of these financial statements.

# Statement of Cash Flows

Year ended December 31, 2013, with comparative information for 2012

	2013	2012
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 35,614,539	\$ 33,738,132
Items not involving cash:		
Amortization of tangible capital assets	9,584,265	8,666,776
Loss (gain) on disposal of tangible capital assets	(172,514)	(4,798)
Change in employee benefits and other liabilities	873,310	969,064
Actuarial adjustment on debt	(473,053)	(608,236)
Change in non cash operating assets and liabilities:		
Accounts receivable other	(3,322,021)	50,223
Property taxes receivable	360,051	(231,294)
Other financial assets	16,842	108,358
Accounts payable and accrued liabilities	5,737,626	2,559,222
Deposits and prepayments	668,446	1,414,990
Deferred revenue	120,636	748,006
Inventory of supplies	(50,023)	(14,234)
Prepaid expenses and deposits	126,997	(233,119)
	49,085,101	47,163,090
Capital activities:		
Cash used to acquire tangible capital assets	(28,522,210)	(29,713,991)
Proceeds on disposal of tangible capital assets	2,551,741	70,005
	(25,970,469)	(29,643,986)
Investing activities:		
Decrease (increase) in investments	(11,981,792)	1,188,780
Financing activities:		
Debt repaid	(2,636,284)	(4,742,141)
Capital lease repaid	(141,240)	(138,409)
	(2,777,524)	(4,880,550)
Increase in cash and cash equivalents	8,355,316	13,827,334
Cash and cash equivalents, beginning of year	68,674,544	54,847,210
Cash and cash equivalents, end of year	\$ 77,029,860	\$ 68,674,544

The accompanying notes are an integral part of these financial statements.



# Notes to Financial Statements

Year ended December 31, 2013

The Corporation of the City of Victoria (the “City”) is incorporated and operates under the provisions of the Local Government Act and the Community Charter of British Columbia.

The City provides municipal services such as police, fire, public works, engineering, planning, parks, recreation, community development, conference facilities and other general government operations.

## 1. Significant accounting policies:

The financial statements of The Corporation of the City of Victoria (the “City”) are prepared by management in accordance with Canadian generally accepted accounting principles for governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the City are as follows:

- (a) Reporting entity:

The financial statements include a combination of all the assets, liabilities, accumulated surplus, revenues and expenses of all of the City’s activities and funds. Inter departmental balances and organizational transactions have been eliminated.
- (i) Consolidated entities

The City does not control any significant external entities and accordingly no entities have been consolidated in the financial statements.
- (ii) Funds held in trust

The financial statements exclude trust assets that are administered for the benefit of external parties (NOTE 14).
- (b) Basis of accounting:

The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.
- (c) Government transfers:

Government transfers are recognized in the financial statements as revenues in the period the transfers are authorized and any eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the recipient government. Transfers received which meet the definition of a liability are included in deferred revenue.
- (d) Deferred revenue:

Certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred or the services are performed.
- (e) Deposits and prepayments:

Receipts restricted by third parties are deferred and reported as deposits and are refundable under certain circumstances. Deposits and prepayments are recognized as revenue when qualifying expenditures are incurred.
- (f) Property tax revenue:

Property tax revenue is recognized on the accrual basis using the approved bylaw rates and the anticipated assessment related to the current year.
- (g) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and included in deferred revenue.
- (h) Cash and cash equivalents:

Cash equivalents include short term highly liquid investments with a term to maturity of 90 days or less at acquisition. Cash equivalents also include investments in the Municipal Finance Authority of British Columbia (“MFA”) Money Market Funds which are recorded at cost plus earnings reinvested in the funds.
- (i) Long term debt:

Long term debt is recorded net of related sinking fund balances and actuarial adjustments.

# Notes to Financial Statements

Year ended December 31, 2013

- (j) Employee future benefits:

(i) The City and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred. Sick leave and other retirement benefits are also available to the City’s employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(ii) The costs of multi employer defined contribution pension plan benefits, such as the Municipal Pension Plan, are the employer’s contributions due to the plan in the period.
- (k) Non financial capital assets:

Non financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The costs, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life – years
Buildings	20 – 50
Furniture, equipment, technology and motor vehicles	5 – 25
Roads, bridges and highways	10 – 80
Water infrastructure	35 – 100
Sewer infrastructure	50 – 100
Drainage infrastructure	50 – 100

Tangible capital assets are written down when conditions indicate that they no longer contribute to the City’s ability to provide goods and services, or when the value of future economic benefits associated with the asset are less than the book value of the asset.

Amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use.

(ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Natural resources

Natural resources are not recognized as assets in the financial statements.

(iv) Works of art and cultural and historic assets

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

(v) Interest capitalization

The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

(vi) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(vii) Inventories of supplies

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.
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# Notes to Financial Statements

Year ended December 31, 2013

## 1. Significant accounting policies (CONTINUED):

(l) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating historical cost and useful lives of tangible capital assets, estimating provisions for accrued liabilities and in performing actuarial valuations of employee future benefits. Actual results could differ from these estimates.

(m) Foreign currency:

Monetary items denominated in U.S. dollars are converted to Canadian dollars for financial statement purposes at exchange rates in effect at the reporting date. Non monetary items are translated at rates of exchange in effect when the assets were acquired or obligations incurred. Revenues and expenses are translated at rates in effect at the time of the transactions. Gains and losses on foreign currency translations are included as revenue (expenses).

(n) Change in accounting policy:

The City adopted Public Sector Accounting Standard PS 3510, “Tax Revenue” effective January 1, 2013. This standard was adopted on a prospective basis.

Under PS 3510, municipalities recognize property tax revenue using the approved mill rate and the anticipated assessment. The standard requires that property tax revenue be reported net of tax concessions. Tax transfers are reported as an expense and taxes levied on behalf of others in a flow through arrangement are not reported in the statement of operations.

There were no adjustments as a result of the adoption of this standard.

(o) Future accounting pronouncements:

A number of new standards and amendments to standards are not yet effective for the year ended December 31, 2013 and have not been applied in preparing these financial statements. Those expected to potentially impact the financial statements of the City are as follows:

(i) **PS 3450 Financial Instruments:**  
Financial Instruments PS 3450 and Foreign Currency Translation PS 2601 have been approved by the PSAB and are effective for years commencing on or after April 1, 2015. The standards are to be adopted prospectively from the date of adoption. The new standards provide comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments and foreign currency transactions. Under PS 3450, all financial instruments, including derivatives, are included on the statement of financial position and are measured either at fair value or amortized cost based on the characteristics of the instrument and the entity’s accounting policy choices.

(ii) **PS 3260 Contaminated Sites:**  
This section establishes recognition, measurement and disclosure standards for liabilities relating to contaminated sites. The City will be required to recognize a liability when contamination exceeds an accepted environmental standard and the City is directly responsible, or accepts responsibility for, the damage. The liability will be measured at the City’s best estimate of the costs directly attributable to remediation of the contamination. The Section is effective for fiscal periods beginning on or after April 1, 2014. The impact of adoption of this standard is being evaluated by management and is not known or reasonably estimable at this time.

## 2. Cash and cash equivalents:

	2013	2012
Cash and cash equivalents:		
Cash	\$ 3,798,671	\$ 6,101,033
MFA Money Market Funds	73,231,189	62,573,511
	<b>\$ 77,029,860</b>	<b>\$ 68,674,544</b>

# Notes to Financial Statements

Year ended December 31, 2013

## 3. Accounts receivable:

	2013	2012
Sewer	\$ 2,494,417	\$ 1,888,841
Water	9,644,264	9,017,370
Grants	3,440,140	2,208,058
Miscellaneous	9,053,148	8,315,328
Valuation allowance	(641,760)	(761,409)
	<b>\$ 23,990,209</b>	<b>\$ 20,668,188</b>

## 4. Investments:

Investments consist of bonds and government guaranteed investments and have costs that approximate market values. They have stated interest rates of 1.56% – 4.94% and various maturity dates to December 22, 2019.

## 5. Accounts payable and accrued liabilities:

	2013	2012
Trade accounts payable	\$ 15,816,656	\$ 12,888,644
Payroll accounts payable	6,283,072	4,219,856
Contract holdbacks	893,784	277,354
School authorities	837,855	875,909
Capital Regional District	398,210	365,982
Legal settlements	1,090,930	967,911
Integrated recreation	106,600	108,799
BC Transit	156,288	142,791
Regional Hospital District	105,181	102,929
BC Assessment Authority	25,029	25,804
	<b>\$ 25,713,605</b>	<b>\$ 19,975,979</b>

## 6. Deferred revenue:

Deferred revenue includes the following:

	2013	2012
Building permit fees	\$ 1,999,061	\$ 2,092,533
Development cost charges	7,615,303	6,673,707
General operating deferred revenue	1,760,515	2,488,003
<b>Total deferred revenue</b>	<b>\$ 11,374,879</b>	<b>\$ 11,254,243</b>

### Schedule of Building Permit Fees

	2013	2012
Opening balance of building permit fees	\$ 2,092,533	\$ 700,942
Add:		
Fees and contributions	1,651,399	2,914,675
	3,743,932	3,615,617
Less revenue earned	(1,744,871)	(1,523,084)
	<b>\$ 1,999,061</b>	<b>\$ 2,092,533</b>



## Notes to Financial Statements

Year ended December 31, 2013

### 6. Deferred revenue (CONTINUED):

#### Schedule of Development Cost Charges

	2013	2012
Opening balance of unspent funds	\$ 6,673,707	\$ 4,245,766
Add:		
Development cost charges received during year	858,176	2,657,178
Interest earned	83,420	48,145
	7,615,303	2,705,323
Less amount spent on projects and recorded as revenue	–	(277,382)
	<b>\$ 7,615,303</b>	<b>\$ 6,673,707</b>

#### Development Cost Charges include the following:

	2013	2012
Water and environment	\$ 901,548	\$ 890,418
Streets	19,752	19,508
Transportation	2,959,628	2,598,109
Water	289,082	248,914
Drainage	174,802	152,005
Sewage	1,027,484	851,617
Parkland acquisition	1,662,332	1,429,198
Parkland development	580,675	483,938
	<b>\$ 7,615,303</b>	<b>\$ 6,673,707</b>

There were no waivers and/or reductions in development cost charges during 2013 or 2012.

### 7. Long-term debt:

The City issues debt instruments through the MFA, pursuant to security issuing bylaws under authority of the Community Charter, to finance certain capital expenditures. Sinking fund balances, managed by the MFA, are used to reduce long term debt.

Interest rates on long term debt range from 3.89% to 5.89%. The weighted average interest rate for 2013 was 4.96% (2012 – 4.96%).

(a) Gross amount of debt and the repayment and actuarial adjustments to retire the debt are as follows:

	Gross debt	Repayment and actuarial adjustments	Net debt 2013	Net debt 2012
<b>General Capital Fund</b>	<b>\$ 60,914,785</b>	<b>\$ 12,230,602</b>	<b>\$ 48,684,183</b>	<b>\$ 51,793,520</b>

(b) Current period and future aggregate payments of net outstanding debenture debt, including sinking fund payments, over the next five years are as follows:

	General Capital Fund
2014	\$ 1,850,286
2015	1,864,832
2016	1,879,944
2017	1,895,644
2018	1,911,955

Scheduled debt repayments may be suspended in the event of excess sinking fund earnings within the MFA. Principal paid during the year was \$2,636,284 (2012 – \$4,742,141). Interest paid during the year was \$2,848,064 (2012 – \$3,470,638).

## Notes to Financial Statements

Year ended December 31, 2013

### 8. Obligations under capital lease:

The City has financed a fire truck by entering into capital leasing arrangements with the MFA. The City will acquire ownership of the equipment at the end of the lease term. Repayments are due as shown:

2014	\$ 151,347
2015	151,347
2016	138,974
	441,668
Less amount representing interest (at a rate of 2%)	12,989
<b>Present value of net minimum capital lease payments</b>	<b>\$ 428,679</b>

### 9. Employee future benefit obligations:

The City provides sick leave and certain benefits to its employees. These amounts will require funding in future periods and are recorded as follows:

	Fire and other	Police	Total 2013	Total 2012
Employee benefit obligations:				
Vested benefits	\$ 3,357,470	\$ 6,042,739	\$ 9,400,209	\$ 8,403,667
Non vested benefits	3,507,163	1,232,356	4,739,519	4,862,751
Accrued employee benefit obligation	6,864,633	7,275,095	14,139,728	13,266,418
Less funded amount	(4,250,952)	(5,713,841)	(9,964,793)	(9,403,737)
<b>Unfunded employee benefit obligation</b>	<b>\$ 2,613,681</b>	<b>\$ 1,561,254</b>	<b>\$ 4,174,935</b>	<b>\$ 3,862,681</b>

Vested benefits represent the actuarially determined value of the City's liability for future employee benefits which the City is contractually obligated to pay upon retirement to an employee, independent of his or her future employment. These benefits include sick leave and vacation in year of retirement for Police and Firefighters, deferred vacation for Police, and lump sum retirement payments.

Non vested benefits represent the actuarially determined value of the City's liability for future employee benefits which the City is not contractually obligated to pay upon retirement to an employee, but is instead conditional on future employment. These benefits include sick leave, long service leave, personal leave program and benefit continuation while disabled.

Information about the City's benefit plans is as follows:

	2013	2012
Accrued benefit obligation:		
Balance, beginning of year	\$ 13,266,418	\$ 12,297,354
Service cost	1,151,200	1,116,600
Interest cost	527,600	505,000
Benefits payments	(909,000)	(837,000)
Actuarial loss	46,841	103,232
Pension overcontributions	56,669	81,232
<b>Accrued benefit liability, end of year</b>	<b>\$ 14,139,728</b>	<b>\$ 13,266,418</b>



# Notes to Financial Statements

Year ended December 31, 2013

## 9. Employee future benefit obligations (CONTINUED):

The accrued benefit obligations and the net periodic benefit cost were estimated by actuarial valuation as of December 31, 2011.

The significant actuarial assumptions adopted in measuring the City's accrued benefit obligations are as follows:

	2013	2012
Discount rates	4.00%	3.50%
Expected future inflation rates	2.50%	2.50%
Expected wage and salary increases	2.58% to 4.63%	2.58% to 4.63%

The difference between the actuarially determined accrued benefit obligation as at December 31, 2013 of \$13,772,909 and the accrued benefit liability of \$14,139,728 is pension over contributions of \$366,819. There is an unamortized actuarial loss of \$701,792 at December 31, 2013 that is being amortized over a period equal to the employee's average remaining service lifetime of 11 years.

### Other pension plans

The City and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trusteeed pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi employer contributory pension plan. Basic pension benefits provided are based on a formula. The plan has about 179,000 active members and approximately 71,000 retired members. Active members include approximately 1,200 contributors from the City of Victoria.

The most recent actuarial valuation as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015, with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the plan in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The City of Victoria paid \$9,163,984 (2012 – \$8,226,452) for employer contributions and City of Victoria employees paid \$7,204,310 (2012 – \$6,494,360) for the plan in fiscal 2013.

### GVLRA – CUPE Long Term Disability Trust

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers and the Canadian Union of Public Employees representing a number of CUPE locals. The Trust's sole purpose is to provide a long term disability income benefit plan. The City and its employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2011. At December 31, 2013, the total plan provision for approved and unreported claims was \$18,615,400 with a net deficit of \$5,484,632. The City paid \$528,571 (2012 – \$343,443) for employer contributions and City employees paid \$528,571 (2012 – \$343,443) for employee contributions to the plan in 2013.

# Notes to Financial Statements

Year ended December 31, 2013

## 10. Tangible capital assets:

	Land and land improvements	Buildings	Furniture, equipment, technology and motor vehicles	Roads, bridges and highways	Water infrastructure	Sewer infrastructure	Drainage infrastructure	Assets under construction	Total 2013	Total 2012
<b>Cost:</b>										
Balance, beginning of year	\$135,784,271	85,145,510	50,884,754	83,685,450	51,259,470	16,108,253	12,078,440	28,301,635	\$463,247,783	\$433,994,406
Additions	909,305	8,092,890	7,771,803	2,694,686	1,817,885	332,428	358,005	16,541,945	38,518,947	32,377,774
Disposals/transfers	–	(2,467,856)	(567,933)	(84,406)	–	–	–	(9,996,737)	(13,116,932)	(3,124,397)
Balance, end of year	136,693,576	90,770,544	58,088,624	86,295,730	53,077,355	16,440,681	12,436,445	34,846,843	488,649,798	463,247,783
<b>Accumulated amortization:</b>										
Balance, beginning of year	80,175	33,501,202	31,332,533	42,323,692	7,327,473	4,988,007	2,510,735	–	122,063,817	113,792,448
Disposals	–	(90,914)	(565,648)	(84,406)	–	–	–	–	(740,968)	(395,407)
Amortization	35,165	2,084,591	4,454,874	2,095,467	624,842	167,957	121,369	–	9,584,265	8,666,776
Balance, end of year	115,340	35,494,879	35,221,759	44,334,753	7,952,315	5,155,964	2,632,104	–	130,907,114	122,063,817
<b>Net book value, end of year</b>	<b>\$136,578,236</b>	<b>55,275,665</b>	<b>22,866,865</b>	<b>41,960,977</b>	<b>45,125,040</b>	<b>11,284,717</b>	<b>9,804,341</b>	<b>34,846,843</b>	<b>\$357,742,684</b>	<b>\$341,183,966</b>



## Notes to Financial Statements

Year ended December 31, 2013

### 10. Tangible capital assets (CONTINUED):

(a) *Work in progress*

Assets under construction totaling \$34,846,843 (2012 – \$28,301,635) have not been amortized. Amortization of these assets will commence when the asset is available for service.

(b) *Contributed assets*

No contributed assets have been recognized during 2013 or 2012.

(c) *Tangible capital assets disclosed at nominal values*

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value.

(d) *Works of art and historical treasures*

The City manages and controls various works of art and non operational historical cultural assets. These assets are not recorded as tangible capital assets.

(e) *Write down of tangible capital assets*

No write down of tangible capital assets occurred during 2013 or 2012.

## Notes to Financial Statements

Year ended December 31, 2013

### 11. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2013	2012
<b>Surplus:</b>		
Equity in tangible capital assets	\$ 308,629,822	\$ 288,820,527
Operating Fund	3,342,583	1,125,337
Unfunded employee benefit obligations	(4,174,935)	(3,862,681)
Total surplus	307,797,470	286,083,183
<b>Reserves:</b>		
Financial Stability Reserves	2,598,515	3,227,324
Equipment and Infrastructure Replacement Fund	52,665,034	53,037,267
Gas Tax	6,436,998	5,137,696
Economic Development	734,445	725,378
Debt Reduction	21,255,012	13,335,722
Self Insurance	3,733,373	3,687,282
Working Capital Fund	3,837,082	3,789,711
Tax Sale Lands Fund	9,663,642	10,326,723
Parks and Greenways Acquisition Fund	2,269,464	2,241,446
Local Amenities	102,044	100,784
Affordable Housing	1,896,984	2,051,341
Climate Action	380,950	253,415
Water Utility	4,900,973	1,844,385
Sewer Utility	16,403,688	13,434,671
Tree Conservation	339,873	306,403
Art in Public Places	301,565	234,205
Downtown Core Area Public Realm Improvements	57,373	–
Heritage Building Seismic Upgrades	19,124	–
Total reserves	127,596,139	113,733,753
<b>Other assets:</b>		
MFA Debt reserve fund	814,660	776,794
	<b>\$ 436,208,269</b>	<b>\$ 400,593,730</b>



## Notes to Financial Statements

Year ended December 31, 2013

### 12. Taxation:

Taxation revenue, reported on the statement of operations, is comprised of the following:

	2013	2012
General taxation:		
Property and business taxes	\$ 194,541,230	\$ 187,960,454
Utility 1% tax	1,377,495	1,341,869
Special assessments:		
Boulevard frontage	563,885	575,736
Local improvement	–	1,071
Specified area improvement	129,053	129,053
Sewer frontage	762,423	738,135
Hotel tax:		
Tourism Victoria – Destination Marketing Commission	2,058,724	1,828,573
Victoria Conference Centre	581,200	576,016
	200,014,010	193,150,907
Less taxes levied for other authorities:		
Capital Regional District	14,404,133	12,083,313
School Authorities	50,143,568	50,579,860
Regional Hospital District	7,128,838	6,916,888
Municipal Finance Authority	4,771	4,808
BC Assessment Authority	1,589,638	1,597,657
BC Transit	8,253,915	7,398,205
Business Improvement Association	961,188	942,731
	82,486,051	79,523,462
	<b>\$ 117,527,959</b>	<b>\$ 113,627,445</b>

### 13. Government transfers:

The City recognizes the transfer of government funding as expenses or revenues in the period that the events giving rise to the transfer occurred. The Government transfers reported on the statement of operations and accumulated surplus are:

	2013	2012
Traffic fine revenue sharing	\$ 1,867,217	\$ 3,439,150
Jail	59,288	73,998
Gas Tax	2,146,763	5,778,867
Infrastructure grants:		
General capital	2,183,326	1,392,358
Sewer	–	–
Water	–	–
Johnson Street Bridge	3,935,188	2,485,703
Cost sharing:		
General capital	162,799	45,000
<b>Total revenue</b>	<b>\$ 10,354,581</b>	<b>\$ 13,215,076</b>

## Notes to Financial Statements

Year ended December 31, 2013

The Traffic Fine Revenue Sharing program is an unconditional grant provided to municipalities to assist in ensuring community safety and addressing community specific strategic priorities. The program returns 100% of net revenues from traffic violations to municipalities that are directly responsible for paying for policing.

Gas Tax is provided by the Government of Canada. The use of the funding is established by a funding agreement between the City and the Union of British Columbia Municipalities. These funds may be used towards designated infrastructure projects that achieve positive environmental results.

Infrastructure grants related to the Johnson Street Bridge Replacement Project are restricted to eligible expenses as defined by the funding agreement established between the City, Union of British Columbia Municipalities and The Government of Canada’s Build Canada Fund Program.

### 14. Trust funds:

Trust funds administered by the City have not been included in the statement of financial position nor have their operations been included in the statement of operations and accumulated surplus.

	2013	2012
Ross Bay Cemetery	\$ 868,370	\$ 840,761
Nature Interpretation Centre	589,951	582,668
Bastion Square Revitalization	226,148	223,356
	<b>\$ 1,684,469</b>	<b>\$ 1,646,785</b>

The Ross Bay Cemetery Trust is a fund for the non commercial Ross Bay Cemetery and is used for perpetual maintenance. The Nature Interpretation Centre is a trust for the construction of a nature interpretation centre in Beacon Hill Park. The Bastion Square Revitalization Trust is a trust received from the Bastion Square Association Society for the sole purpose of improving Bastion Square.

### 15. Commitments:

In the normal course of business, the City enters into commitments for both capital and operational expenses. These commitments have been budgeted for within the appropriate annual budget and have been approved by Council.

In 2010 residents authorized the City, by referendum, to borrow up to \$49,200,000 for the planning, study, design, and construction of a bridge to replace the Johnson Street Bridge and to decommission the existing bridge. The City has assumed a \$10,200,000 low interest loan from the CMHC under the Municipal Infrastructure Lending Program in respect of the authorized borrowing for this project. The estimated cost for the Johnson Street Bridge is \$92.8 million and completion is expected by March 2016. At December 31, 2013, construction contracts of \$75 million were in process with estimated costs to complete of \$58 million.

On March 23, 2011, the City signed a contribution agreement with the Federal Government agreeing to financial assistance towards the project of \$21 million through the Building Canada Fund. On March 3, 2012, the Federal Government announced an additional commitment of \$16.5 million towards the project through the Federal Gas Tax Fund.



## Notes to Financial Statements

Year ended December 31, 2013

### 16. Contingent liabilities:

The City is a defendant in various lawsuits. The City records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. The remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable. Included in accumulated surplus is an insurance reserve of \$3,733,373 (2012 – \$3,687,282) which is maintained to offset settlements and insurance coverage has been maintained to provide for insurable claims should they exceed the liability deductible of \$1,000,000 in any year. In 2008, the City joined the Municipal Insurance Association and all insurable claims from that date forward are subject to a liability deductible of \$250,000 in any year.

Under borrowing arrangements with the Municipal Finance Authority, the City is required to lodge security by means of demand notes and interest bearing cash deposits based on the amount of the borrowing. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits are included in the City's financial assets as other assets and are held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposits are refunded to the City. At December 31, 2013 the balance of the deposits was \$814,660 (2012 – \$776,794). At December 31, 2013 there were contingent demand notes of \$1,794,839 (2012 – \$1,794,839) which are not included in the financial statements of the City.

Capital Regional District debt, under provisions of the Local Government Act, is a direct, joint and several liability of the Capital Regional District and each member municipality within the Capital Regional District, including the City.

The City is reviewing environmental objectives and potential liabilities for its activities and properties including potential site reclamation obligations. The amount of any such obligations is not presently determinable.

The City is a shareholder and member of Capital Regional Emergency Service Telecommunications (CREST) Incorporated, which provides centralized emergency communications and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.

In 2011, the Federal Government of Canada entered into an agreement with the Capital Regional District to provide a financial contribution for the new, permanent, safe, transitional and supportive housing. Subsequently, the Capital Regional District entered into a sub project funding agreement in which \$1,200,000 was contributed to the City towards the purchase of two properties within the City. The agreement states that if the properties are not operated for their intended purpose or are sold and the proceeds of disposition are not applied to providing similar services then the City will be required to repay the contribution amount. The amount of the required repayment is dependent on the length of the time that the intended purpose of the contribution is met and extends to March 31, 2026 at which point no further repayment is required.

## Notes to Financial Statements

Year ended December 31, 2013

### 17. Budget data:

The budget data presented in these financial statements is based upon the 2013 operating and capital budgets approved by Council on May 2, 2013. Amortization was not contemplated on development of the budget and, as such, has not been included. The chart below reconciles the approved budget to the budget figures reported in these financial statements.

	Budget amount
Revenues:	
Operating budget	\$ 280,422,811
Capital budget	83,149,750
	363,572,561
Less:	
Transfers from other funds	(64,726,448)
Collections for other Governments	(80,530,000)
Total revenue	218,316,113
Expenses:	
Operating budget	280,422,811
Capital budget	83,149,750
	363,572,561
Less:	
Capital expenditures	(83,149,750)
Transfer to other funds	(25,975,723)
Debt principal payments	(6,439,037)
Collections for other Governments	(80,530,000)
Total expenses	167,478,051
Annual surplus	\$ 50,838,062



# Notes to Financial Statements

Year ended December 31, 2013

## 18. Segmented information:

The City of Victoria is a diversified municipal organization that provides a wide range of services to its citizens. For management reporting purposes, the City's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. City services are provided by departments and their activities reported within these funds. Certain functions that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

(i) **General Government:**

The General Government operations provide the functions of Building Services and Maintenance, Corporate Administration, Finance, Human Resources, Legislative Services and any other functions categorized as non departmental.

(ii) **Protective Services:**

Protective Services is comprised of four different functions, including the City's Emergency Management Agency, Fire, Police and Regulatory and Development Services. The Emergency Management Agency prepares the City to be more prepared and able to respond to, recover from, and be aware of, the devastating effects of a disaster or major catastrophic event that will impact the community. The Fire Department is responsible for providing critical, life saving services in preventing or minimizing the loss of life and property from fire and natural or man made emergencies. The Police Department ensures the safety of the lives and property of Victoria as well as Esquimalt citizens through the enforcement of municipal bylaws, criminal laws and the laws of British Columbia, the maintenance of law and order, and the prevention of crime. The mandate of the Regulatory and Development Services is to promote, facilitate and enforce general compliance with the provisions of bylaws that pertain to the health, safety and welfare of the community and provide a full range of planning services related to zoning, development permits, variance permits, and current regulatory issues.

(iii) **Transportation Services:**

Transportation Services is responsible for a wide variety of transportation functions such as Parking, Engineering Operations and Streets. Services provided include infrastructure development and maintenance, traffic control, transportation planning, review of land development impacts on transportation, traffic management, pedestrian and cycling issues, on street parking regulations, including street signs and painting as well as traffic signal timing.

(iv) **Environmental and Public Health Services:**

The Environmental and Public Health Services is comprised of four sections in the areas of Solid Waste Services, Storm Drains, Street Cleaning and Public Works. The Solid Waste Collection and Recycling Operations Section is responsible for the collection of household garbage. Storm Drains section provides the design, inspection and technical supervision of civil engineering projects related to the construction and maintenance of the storm drain collection systems to protect public health. The Street Cleaning Section is responsible for the collection and disposal of litter and debris from streets, sidewalks and squares. The Public Works department is responsible for the delivery of municipal public works services related to the planning, development and maintenance of roadway systems, the maintenance of parks and open space, and street lighting.

(v) **Community Planning:**

Community Planning works to achieve the City's community planning goals through the official community plan, neighbourhood plans, special sector and precinct plans, urban design and other policy initiatives. The division is also responsible for the heritage program, downtown vitality and public use of space.

# Notes to Financial Statements

Year ended December 31, 2013

(vi) **Parks, Recreation and Community Development:**

Parks is responsible for the maintenance, planning and development of all park facilities such as ornamental gardens, natural ecosystems, sport and entertainment venues and playgrounds for recreational and cultural enjoyment in a beautiful and safe environment; preserves and enhances green spaces on public lands. Recreation Services facilitates the provision of recreation and wellness programs and services through the City's pool, arena, Royal Athletic Park, Community and Seniors' Centres. Community Development co ordinates and leads efforts to enhance our neighbourhoods, foster arts and culture, and works to create a city that is vibrant and people centred. This function also includes the Victoria Conference Centre which is one of the largest conference facilities in BC and plays a significant economic impact on the local economy.

(vii) **Water and Sewer Utilities:**

The Sewer Utility protects the environment and human health from the impacts of liquid wastes generated as a result of human occupation and development in the City. The Water Utility delivers clean, safe and aesthetically pleasing potable water, in accordance with the Provincial Drinking Water Protection Act, to the citizens of the City of Victoria and Township of Esquimalt. The water is for the purpose of domestic consumption and fire fighting.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. The General Fund reports on municipal services that are funded primarily by taxation such as property taxes and other tax revenues. Taxation and payments in lieu of taxes are apportioned to the General Fund services based on budgeted taxation revenue as presented in the financial plan.

The allocation to other expenses includes the interdepartmental recoveries of asset charges which results in negative expense balances for certain departments.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in note 1.



Notes to Financial Statements

Year ended December 31, 2013

18. Segmented information (CONTINUED):

2013	General Government			Protective Services		Transportation Services		Environmental and Public Health Services		Community Planning		Community Development		Water Utility		Sewer Utility		Total	
<b>Revenue:</b>																			
Taxation	\$	41,511,208	\$	50,814,961	\$	5,521,969	\$	7,976,977	\$	2,401,142	\$	14,541,677	\$	–	\$	762,423	\$	123,530,357	
Goods and services		290,194		7,465,944		11,107,361		2,592,561		385		9,506,116		18,564,956		7,700,721		57,228,238	
Government transfers		4,552,176		1,867,217		3,935,188		–		–		–		–		–		10,354,581	
Other		7,900,555		356,696		5,506,450		–		2,629,005		1,817,089		221,884		–		18,431,679	
Total revenue		54,254,133		60,504,818		26,070,968		10,569,538		5,030,532		25,864,882		18,786,840		8,463,144		209,544,855	
<b>Expenses:</b>																			
Salaries and wages		13,024,096		57,391,609		11,172,494		4,112,906		2,688,652		11,913,059		2,159,542		1,675,390		104,137,748	
Materials, supplies and services		4,699,943		3,752,674		8,537,850		2,594,095		100,761		8,956,053		9,303,185		700,030		38,644,591	
Interest and other		14,612,546		2,156,744		(2,252,045)		(330,676)		94,326		3,784,692		808,369		2,689,757		21,563,713	
Amortization		4,550,766		893,711		2,887,012		197,251		–		262,725		624,842		167,957		9,584,264	
Total expenses		36,887,351		64,194,738		20,345,311		6,573,576		2,883,739		24,916,529		12,895,938		5,233,134		173,930,316	
<b>Annual surplus (deficit)</b>																			
	\$	17,366,782	\$	(3,689,920)	\$	5,725,657	\$	3,995,962	\$	2,146,793	\$	948,353	\$	5,890,902	\$	3,230,010	\$	35,614,539	

Notes to Financial Statements

Year ended December 31, 2013

18. Segmented information (CONTINUED):

2012	Parks											
	General Government	Protective Services	Transportation Services	Environmental and Public Health Services	Community Planning	Recreation and Community Development	Water Utility	Sewer Utility	Total			
<b>Revenue:</b>												
Taxation	\$ 39,345,700	\$ 50,001,348	\$ 5,133,652	\$ 6,556,098	\$ 2,539,765	\$ 15,007,418	\$ -	\$ 738,135	\$ 119,322,116			
Goods and services	354,392	7,301,093	10,415,051	2,880,019	183	9,509,303	16,441,463	6,594,678	53,496,182			
Government transfers	7,290,223	3,439,150	2,485,703	-	-	-	-	-	13,215,076			
Other	7,009,633	2,286,834	6,363,089	141,251	283,247	2,323,163	205,982	14,639	18,627,838			
Total revenue	53,999,948	63,028,425	24,397,495	9,577,368	2,823,195	26,839,884	16,647,445	7,347,452	204,661,212			
<b>Expenses:</b>												
Salaries and wages	13,496,188	54,239,322	10,701,402	3,733,038	2,821,364	11,973,864	2,121,429	1,537,880	100,624,487			
Materials, supplies and services	4,668,782	3,627,322	8,434,118	2,212,213	140,853	8,462,034	9,234,343	588,268	37,367,933			
Interest and other	16,494,637	2,780,189	(1,580,620)	(3,547)	166,604	4,687,468	661,488	1,057,665	24,263,884			
Amortization	4,462,782	375,142	2,771,662	137,833	-	223,625	532,256	163,476	8,666,776			
Total expenses	39,122,389	61,021,975	20,326,562	6,079,537	3,128,821	25,346,991	12,549,516	3,347,289	170,923,080			
<b>Annual surplus (deficit)</b>	<b>\$ 14,877,559</b>	<b>\$ 2,006,450</b>	<b>\$ 4,070,933</b>	<b>\$ 3,497,831</b>	<b>\$ (305,626)</b>	<b>\$ 1,492,893</b>	<b>\$ 4,097,929</b>	<b>\$ 4,000,163</b>	<b>\$ 33,738,132</b>			

19. Comparative information:

Certain 2012 comparative information has been reclassified to conform with the financial statement presentation adopted for the current year.



STATISTICAL INFORMATION

# The Corporation of the City of Victoria

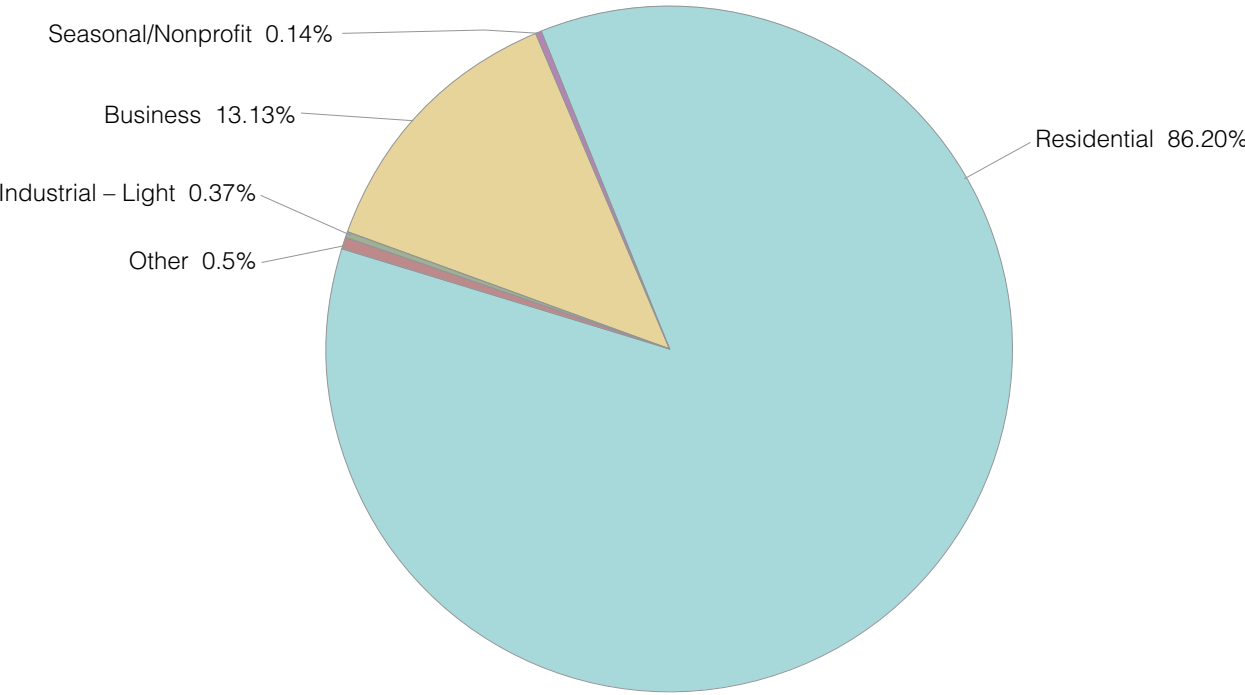
Year Ended December 31, 2013

## Statistical Information

### Taxable Assessments of Land and Improvements 2009 – 2013 (IN MILLIONS)

PROPERTY CLASS	2009	2010	2011	2012	2013
Residential	\$ 12,524	\$ 13,002	\$ 13,651	\$ 13,645	\$ 13,333
Utilities	19	20	20	21	16
Industrial - Major	4	4	4	10	10
Industrial - Light	33	40	41	53	57
Business	3,645	3,811	3,813	3,960	2,030
Seasonal/Non-profit	19	20	21	24	21
	<b>\$ 16,244</b>	<b>\$ 16,898</b>	<b>\$ 17,550</b>	<b>\$ 17,713</b>	<b>\$ 15,467</b>

2013 Assessments By Property Class



SOURCE: BC ASSESSMENT



## Statistical Information

### Property Tax Rates 2009 – 2013

	2009	2010	2011	2012	2013
<b>Municipal</b> (\$ PER 1000 ASSESSMENT)					
Residential	3.5519	3.6581	3.7731	3.9536	4.2271
Utilities	33.0061	31.4411	33.0729	32.9529	32.5274
Supportive Housing	3.5519	3.6581	3.7731	3.9536	4.2271
Industrial – Major	13.0021	13.1471	13.5454	13.3089	13.4535
Industrial – Light	13.0021	13.1471	13.5454	13.3089	13.4535
Business	13.0021	13.1471	13.5454	13.3089	13.4535
Seasonal	9.6101	9.0819	9.3538	7.9917	8.2639
<b>Total</b> – Including School, Region, etc. (\$ PER 1000 ASSESSMENT)					
Residential	6.1859	6.3060	6.2999	6.5009	6.8790
Utilities	53.0236	50.8938	51.8868	51.8776	51.4691
Supportive Housing	4.3143	4.4263	4.6808	4.8200	5.1573
Industrial – Major	23.4468	23.4345	23.5854	23.1375	23.2940
Industrial – Light	23.1543	23.1281	23.2636	22.8105	27.5538
Business	22.9316	22.8481	22.9902	22.5344	22.6671
Recreation Non-Profit	14.7573	13.8808	13.9174	12.4785	12.8241
<b>Municipal Tax billings by Property Class</b> (IN THOUSANDS)					
Residential	\$ 44,482	\$ 47,564	\$ 51,506	\$ 53,946	\$ 56,358
Utilities	623	631	678	682	524
Industrial – Major	48	54	56	138	136
Industrial – Light	431	527	561	708	760
Business	47,394	50,102	51,644	52,707	27,316
Seasonal	185	184	197	190	174
<b>Total</b>	<b>\$ 93,164</b>	<b>\$ 99,062</b>	<b>\$ 104,641</b>	<b>\$ 108,371</b>	<b>\$ 85,268</b>

### New Construction 2009 – 2013

	2009	2010	2011	2012	2013
Construction Permits	3,608	3,917	4,097	3,798	3,666
Construction Value (\$ MILLION)	\$ 319	\$ 140	\$ 120	\$ 289	\$ 157
Taxes Generated from New Growth	\$ 1,958,701	\$ 1,878,822	\$ 1,659,973	\$ 328,105	\$ 108,640

SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

### Labour Force Activity 2009 – 2013

	2009	2010	2011	2012	2013
Unemployment Rate	6.4%	6.3%	6.1%	5.4%	5.4%
Number of City Employees	1,207	1,210	1,169	1,194	1,188

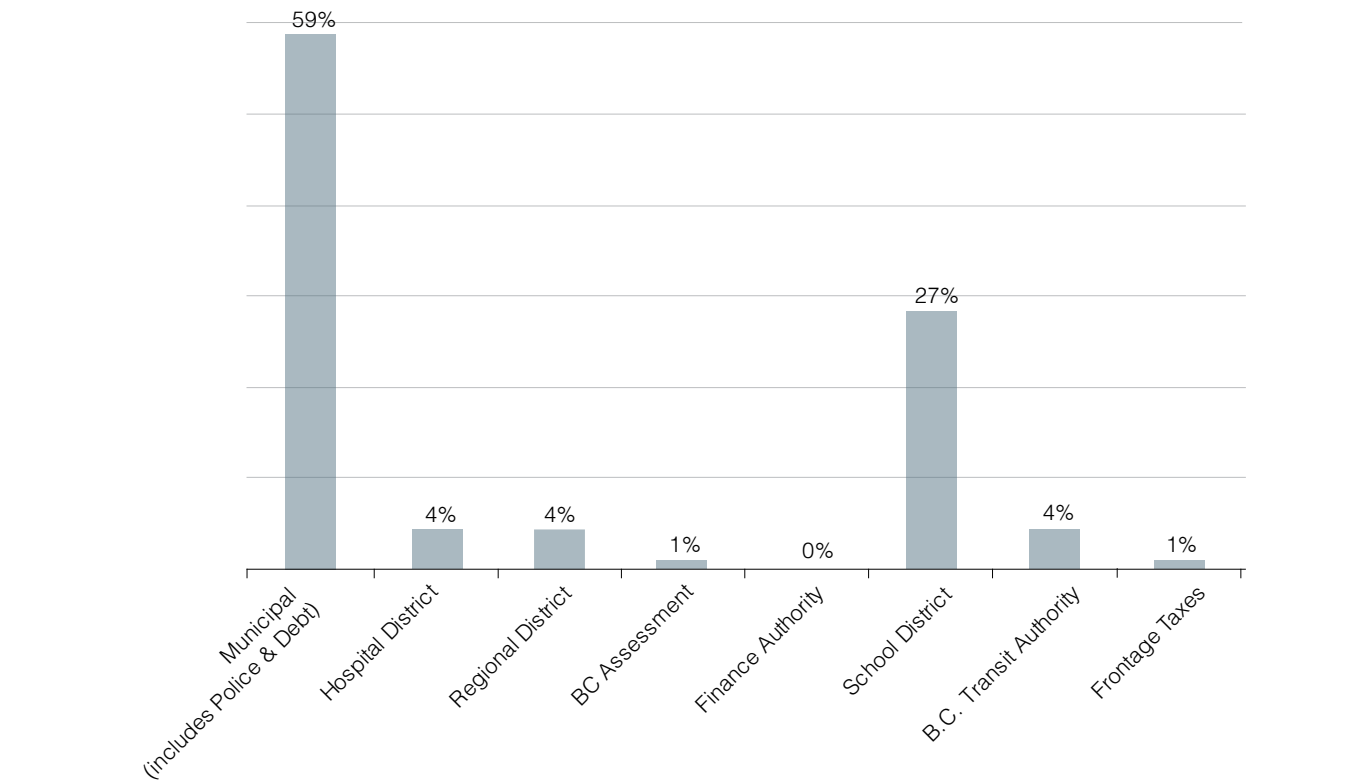
SOURCE: MUNICIPAL FINANCE AUTHORITY, SOURCE: POPULATION: STATISTICS CANADA, SOURCE: LABOUR FORCE SURVEY: STATISTICS CANADA

## Statistical Information

### Property Tax Levied and Collected 2009 – 2013 (IN THOUSANDS)

	2009	2010	2011	2012	2013
Municipal (incl Police & Debt)	\$ 93,164	\$ 99,061	\$ 104,640	\$ 108,371	\$ 111,992
Hospital District	5,112	6,699	6,728	6,917	7,055
Regional District	9,544	8,317	6,673	6,990	7,130
BC Assessment	1,583	1,666	1,616	1,598	1,630
Finance Authority	4	4	5	5	5
School District	49,782	51,055	50,249	50,580	51,600
B.C. Transit Authority	5,133	5,722	7,236	7,398	7,550
Frontage Taxes	2,175	2,243	2,291	2,376	2,426
	\$ 166,499	\$ 174,768	\$ 179,438	\$ 184,234	\$ 189,389
Total Current Taxes Levied	\$ 166,499	\$ 174,768	\$ 179,438	\$ 184,234	\$ 189,389
Current Taxes Collected	165,443	172,923	178,254	183,453	188,678
Percentage	92.52%	96.70%	99.34%	99.58%	99.62%
Outstanding at Beginning of Year	\$ 7,892	\$ 7,226	\$ 6,850	\$ 7,601	\$ 8,156
Arrears Collected	6,790	6,643	6,293	6,475	7,239
Percentage	86.04%	91.93%	91.86%	85.19%	88.76%
<b>Total Tax Collections</b>	<b>\$ 172,233</b>	<b>\$ 179,566</b>	<b>\$ 184,547</b>	<b>\$ 189,928</b>	<b>\$ 195,916</b>

### 2013 Taxes by Jurisdiction



SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT



# Statistical Information

## 2013 Principal Corporate Tax Payers

Registered Owner	Primary Property	Taxes Levied
4239440 Canada Inc	Shopping Centre	4,194,227
Hillside Centre Holdings Inc	Shopping Centre	3,058,802
TBC Nominee Inc	Shopping Centre	2,166,605
Jawl Investment Corporation	Office Bldg	1,762,006
Jawl Holdings Ltd	Various	1,532,788
Empress Title Corp	Hotel	1,241,775
Columbus Real Estate Inc	Office Bldg	968,225
596961 BC Ltd	Retail/Office Bldg	906,300
Canadian Imperial Bank of Commerce/ Standard Life Assurance Company of Canada	Shopping Centre	853,797
Sussex Place Equities Ltd	Retail/Office Bldg	827,912
Greater Victoria Harbour Authority	Office Bldg	687,084
Sun Life Assurance Company of Canada	Office Bldg	655,365
Pacific Sun Hotel Inc	Hotel	643,519
Grampian Holdings Ltd	Office Bldg	600,342
Westside Village Shopping Centre Ltd	Retail	558,517
Victoria Downtown Hotel Estates Ltd	Hotel	510,953
Ruth Singer Investments Ltd	Shopping Centre	502,994
Delta Hotels No 40 Holdings Ltd	Hotel	501,071
IMH James Bay Properties Ltd/ Capreit Limited Partnership	Multi-Family/Minimal Commercial	480,330
Saratoga Investments Ltd	Retail/Office Bldg	479,166
Wilson Kool Ltd	Shopping Centre-Community	461,201
Standard Life Assurance Company of Canada	Office Bldg	437,089
Canada Safeway Ltd	Shopping Centre-Neighborhood	433,956
Investors Group Trust Co Ltd	Retail	416,915
Royal Trust Corp of Canada	Offices	416,915
BC Transit	Bus Depot	405,854
Gill-Am Investments Ltd	Office Bldg	405,246
Concert Real Estate Corporation	Stores/Offices	399,271
Wottrich Holdings Ltd	Stores/Offices	391,851
357689 BC Ltd	Office Bldg	382,083
		<b>\$ 27,282,159</b>

# Statistical Information

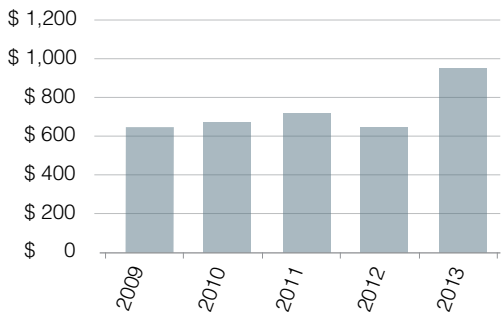
## Debenture Debt 2009 – 2013 (IN THOUSANDS)

	2009	2010	2011	2012	2013
Gross Outstanding Debt	\$ 90,769	\$ 81,169	\$ 69,969	\$ 61,715	\$ 60,915
Less: Sinking Fund Payments	41,382	30,264	12,825	9,921	12,231
<b>Net Debt</b>	<b>\$ 49,386</b>	<b>\$ 50,905</b>	<b>\$ 57,144</b>	<b>\$ 51,794</b>	<b>\$ 48,684</b>
General	\$ 49,279	\$ 50,880	\$ 57,132	\$ 51,794	\$ 48,684
Sewer	107	25	12	–	–
	\$ 49,386	\$ 50,905	\$ 57,144	\$ 51,794	\$ 48,684
<b>Debt Servicing Costs</b>					
Property Tax Supported	\$ 6,071	\$ 7,024	\$ 6,498	\$ 8,193	\$ 5,484
Specified Area & Other	–	–	–	–	–
Sewer Utility	112	112	15	14	–
<b>Total Debt Servicing Costs</b>	<b>\$ 6,183</b>	<b>\$ 7,136</b>	<b>\$ 6,513</b>	<b>\$ 8,207</b>	<b>\$ 5,484</b>
Population	78,057	78,057	80,017	80,017	80,017
Net Debt per Capita	\$ 633	\$ 652	\$ 714	\$ 647	\$ 962
Debt Servicing per Capita	\$ 91	\$ 88	\$ 81	\$ 103	\$ 69
Debt Service as % of Expenses	4.63%	4.22%	3.88%	4.80%	3.15%
# of Households	44,783	44,783	47,691	47,691	47,691
Gross Debt Servicing Limit	\$ 43,951	\$ 44,696	\$ 47,079	\$ 47,971	\$ 47,971
Debt Capacity Available	\$ 36,117	\$ 37,759	\$ 36,139	\$ 36,254	\$ 36,254

## Consolidated Statement of Financial Position 2009 – 2013 (IN THOUSANDS)

	2009	2010	2011	2012	2013
Financial Assets	\$ 127,782	\$ 129,133	\$ 149,484	\$ 162,195	\$ 185,477
Financial Liabilities	\$ 96,595	\$ 95,999	\$ 104,155	\$ 104,358	\$ 108,507
<b>Net Financial Assets/(Net Debt)</b>	<b>\$ 31,188</b>	<b>\$ 33,134</b>	<b>\$ 45,329</b>	<b>\$ 57,837</b>	<b>\$ 76,970</b>

### Per Capita Net Debt





# Statistical Information

## Revenue and Expenses 2009 – 2013 (IN THOUSANDS)

Revenue	2009	2010	2011	2012	2013
Property Taxes	\$ 98,147	\$ 104,199	\$ 109,858	\$ 113,627	\$ 117,528
Payment In Lieu of Taxes	5,066	5,455	5,578	5,695	6,002
Sales of Services	36,326	35,798	37,462	39,126	39,214
Sale of Water	14,592	14,174	16,047	15,734	18,014
Licences and Permits	5,145	4,690	3,890	3,553	3,763
Fines	5,199	5,127	5,085	5,275	4,648
Rentals and Leases	971	1,103	1,120	996	964
Interest and Penalties	3,072	3,943	3,124	3,284	3,141
Unconditional Government Transfers	4,058	1,293	3,374	3,439	1,867
Conditional Government Transfers	4,329	5,145	4,457	8,412	8,487
Other	7,621	7,272	5,746	5,520	5,916
Gain on Sale of Capital Assets	–	–	–	–	–
	<b>\$ 184,527</b>	<b>\$ 188,197</b>	<b>\$ 195,740</b>	<b>\$ 204,661</b>	<b>\$ 209,545</b>
<b>Expenses by Function</b>					
General Government	\$ 28,613	\$ 36,606	\$ 40,540	\$ 39,122	\$ 36,887
Protective Services	56,736	58,732	59,012	61,022	64,195
Transportation Services	17,724	18,820	18,775	20,327	20,345
Enviromental/Public Health	6,122	6,268	6,239	6,080	6,574
Community Planning	2,267	2,890	3,070	3,129	2,884
Parks Recreation and Cultural	28,405	23,093	24,386	25,347	24,917
Water Utility	11,216	12,736	12,918	12,550	12,896
Sewer Utility	2,977	2,969	2,980	3,347	5,233
	<b>\$ 154,060</b>	<b>\$ 162,113</b>	<b>\$ 167,920</b>	<b>\$ 170,923</b>	<b>\$ 173,930</b>
<b>Expenses by Object</b>					
Salaries Wages and Benefits	\$ 89,259	\$ 96,465	\$ 96,887	\$ 100,624	\$ 104,138
Materials Supplies and Services	36,810	37,638	37,774	37,368	38,645
Interest & Other	22,207	21,000	25,249	24,264	21,564
Amortization	5,785	7,011	8,011	8,667	9,584
	<b>\$ 154,060</b>	<b>\$ 162,113</b>	<b>\$ 167,920</b>	<b>\$ 170,923</b>	<b>\$ 173,930</b>

## Consolidated Statement of Operations 2009 – 2013 (IN THOUSANDS)

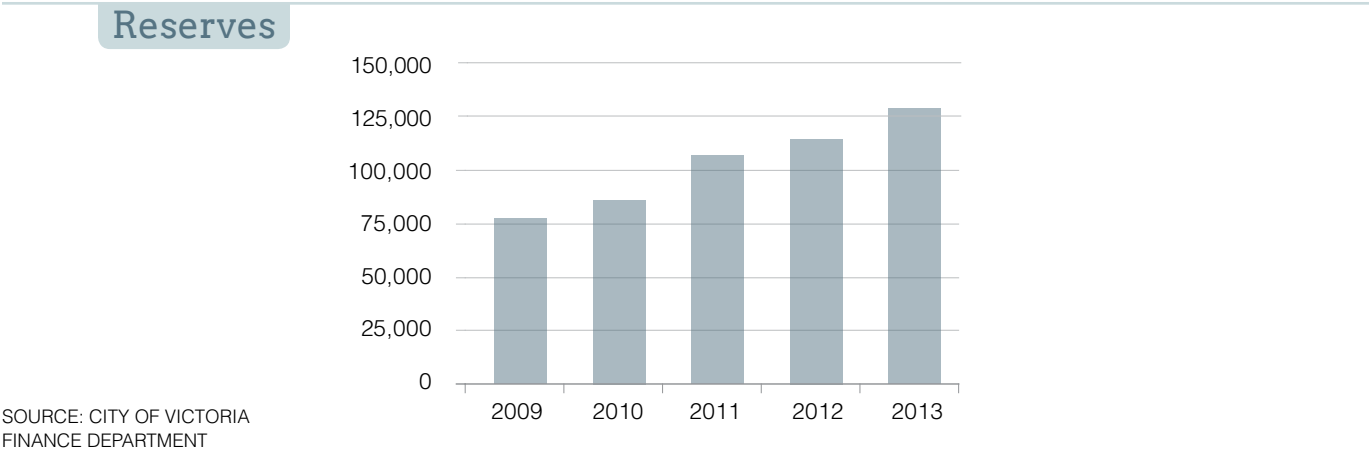
	2009	2010	2011	2012	2013
Accumulated Surplus, Beginning of Year	\$ 282,486	\$ 312,953	\$ 339,037	\$ 366,856	\$ 400,594
Annual Surplus/(Deficit)	30,466	26,084	27,819	33,738	35,615
<b>Accumulated Surplus, End of Year</b>	<b>\$ 312,953</b>	<b>\$ 339,037</b>	<b>\$ 366,856</b>	<b>\$ 400,594</b>	<b>\$ 436,208</b>

SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

# Statistical Information

## Reserve Funds and Statement of Surplus 2009 – 2013 (IN THOUSANDS)

Description	2009	2010	2011	2012	2013
<b>Reserve Funds</b>					
Equipment & Infrastructure	\$ 34,569	\$ 44,813	\$ 57,943	\$ 58,175	\$ 59,102
Economic Development	703	707	716	725	734
Financial Stability	723	728	2,329	3,227	2,599
Debt Reduction	8,694	7,494	11,525	13,336	21,255
Self Insurance	4,507	4,534	3,642	3,687	3,733
Working Capital	3,674	3,696	3,743	3,790	3,837
Tax Sale Lands	8,996	10,104	9,954	10,327	9,664
Local Amenities	49	98	100	101	102
Parks & Greenways Acquisition	1,850	2,009	2,135	2,241	2,269
Affordable Housing	3,643	3,004	2,870	2,051	1,897
Fringe Benefit Rate Stabilization	684	788	–	–	–
Climate Action	–	187	263	253	381
Water Utility	2,993	336	787	1,844	4,901
Sewer utility	5,772	7,179	10,443	13,435	16,404
Tree Conservation	–	–	285	306	340
Art in Public Places	–	–	124	234	302
Downtown Core Area Public Realm Improvement	–	–	–	–	57
Heritage Building Seismic Upgrades	–	–	–	–	19
Restricted Cash	1,112	748	879	777	815
	<b>\$ 77,969</b>	<b>\$ 86,427</b>	<b>\$ 107,739</b>	<b>\$ 114,511</b>	<b>\$ 128,411</b>
<b>Statement of Unappropriated Surplus (deficit)</b>					
General Operating Surplus	\$ 10,661	\$ 3,392	\$ 1,016	\$ 1,228	\$ 3,512
Water Operating Surplus	–	–	–	–	–
Sewer Operating Surplus	–	–	–	–	–
	<b>\$ 10,661</b>	<b>\$ 3,392</b>	<b>\$ 1,016</b>	<b>\$ 1,228</b>	<b>\$ 3,512</b>
<b>Reserves Plus Unappropriated Surplus</b>	<b>\$ 88,630</b>	<b>\$ 89,820</b>	<b>\$ 108,755</b>	<b>\$ 115,739</b>	<b>\$ 131,923</b>





Statistical Information

Capital Expenditures and Funding Sources 2009–2013 (IN THOUSANDS)

	2009	2010	2011	2012	2013
Expenditures					
Civic Facilities	\$ 3,828	\$ 9,281	\$ 4,129	\$ 8,470	\$ 7,678
Equipment	8,232	5,592	4,285	6,043	5,540
Streets	4,368	3,668	2,721	2,402	2,438
Transportation and Development	1,662	2,421	7,156	9,277	9,618
Civic Services	44	49	–	42	36
Storm Drains	2,767	2,013	2,952	2,191	3,074
Parks	1,291	2,209	3,067	2,734	1,370
Planning and Development	138	394	–	32	4
Shoreline Protection	–	15	108	10	–
Revitalization	237	282	–	16	12
Downtown Revitalization	1,722	332	243	311	322
Environmental Remediation	184	142	165	274	806
Water Utility	8,509	6,746	4,614	2,666	2,716
Sewer Utility	5,293	2,501	1,328	1,891	2,405
Victoria Conference Centre	408	41	115	154	35
	\$ 38,681	\$ 35,686	\$ 30,883	\$ 36,513	\$ 36,053
Funding Sources					
Capital Tax Levy	\$ 9,885	\$ 8,609	\$ 9,892	\$ 10,502	\$ 10,895
Connection Fees	242	194	196	236	1,053
Equipment & Infrastructure	5,324	6,013	6,583	8,053	9,537
Tax Sale Land Reserve	1,152	372	1,228	522	781
Development Cost Charges	10	–	50	277	–
Economic Development Reserve	–	–	–	–	–
Parks and Recreation Facility Reserve	41	98	–	–	93
Parking Reserve	4,327	1,889	590	557	1,211
Trust Funds	19	45	–	7	–
Grants and Partnerships	1,279	2,330	882	3,903	5,121
Gas Tax	3,680	1,282	1,449	677	912
Debt	739	4,609	2,937	5,779	564
Water Utility	8,509	6,746	4,614	2,631	2,165
Sewer Utility	2,150	2,501	1,328	1,664	2,152
Victoria Conference Centre	421	56	146	–	–
Tree Conservation	–	–	–	–	–
Police Equipment & Infrastructure	904	943	988	1,208	927
Victoria Housing Fund	–	–	–	360	390
Other	–	–	–	136	253
	\$ 38,681	\$ 35,686	\$ 30,883	\$ 36,513	\$ 36,053

SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

Statistical Information

2013 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
5th (BC) Field Regiment, RCA	\$	\$ 148	\$	\$ 148
Anawim Companions Society			3,432	3,432
Anglican Synod of the Diocese of BC			65,408	65,408
Apostolic Trustees of Friars Minor			6,952	6,952
Art Gallery of Greater Victoria	7,000	7,249	65,280	79,529
Attractions Victoria	15,000			15,000
B Wilson Building (Heritage)			14,079	14,079
BC Accordion Society	4,000	952		4,952
BC Associaiton of Aboriginal Friendship Centres		596		596
BC Association of Seventh Day Adventists			2,215	2,215
BC Dom Operations Canadian Forces		771		771
BC Lions Society for Children		201		201
BC Muslim Association			1,649	1,649
BC Professional Firefighters Association		586		586
BC SPCA			33,768	33,768
Beacon Community Services	30,000		13,736	43,736
Belfrey Theatre Society			29,705	29,705
Bioregional Education Association			6,929	6,929
Bipolar Disorder Society of British Columbia	6,500			6,500
Bishop of Victoria			59,399	59,399
Black Hat Building (Heritage)			53,182	53,182
Boys' and Girls' Club of Greater Victoria			25,777	25,777
British Columbia Healthy Communities – City of Victoria Youth Council	20,000			20,000
Burnside Gorge Community Association	71,379	435		71,814
Camosum College Students Society		2,503		2,503
Canadian Cancer Society			47,868	47,868
Canadian Mental Health Association		417		417
Canadian National Institute for the Blind			34,804	34,804
Canadian Pacific Lawn Bowling Club			24,672	24,672
Canadian Red Cross Society			49,388	49,388
Capital Mental Health Association			29,450	29,450
Casa Maria Emergency Housing Society			2,579	2,579
Centennial United Church			13,144	13,144
Central Baptist Church			23,490	23,490
Chinese Consolidated Benevolent Association		1,759	16,620	18,379
Chinese Settlement House Building (Heritage)			10,611	10,611
Christian and Missionary Alliance			2,504	2,504
Church of Latter Day Saints		203		203
Churchill Building (Heritage)			54,418	54,418
Clover Point Anglers' Association			2,583	2,583

# Statistical Information

## 2013 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
Community of Christ Inc	\$	\$	\$ 2,504	\$ 2,504
Community Social Planning Council	26,590			26,590
Congregation Emanu-El		2,058	942	3,000
Cook St Village Activity Centre Society	36,666			36,666
Cornerstone Christian Fellowship			7,275	7,275
Craigdarroch Castle Historical Museum Society			87,935	87,935
Creatively United for the Planet Society	5,000	1,748		6,748
Cridge Centre for the Family			24,893	24,893
Crisis Intervention and Public Information Society of Greater Victoria	20,103			20,103
Dart Coon Club of Canada		274		274
Deuces Northwest		6,188		6,188
Dockside Green Ltd			53,930	53,930
Dogwood Building (Heritage)			142,378	142,378
Downtown Residents' Association	2,870			2,870
Downtown Victoria Business Association		775	6,485	7,259
Earth Walk Committee		1,194		1,194
Fairfield Community Association	100,533			100,533
Fairfield Gonzales Community Association	5,000			5,000
Fan Tan Entertainment Inc		450		450
Fernwood Community Association	17,935		7,144	25,079
Fernwood Community Association (Heritage)			1,678	1,678
Fernwood Neighbourhood Resource Group	52,564	250	3,472	56,286
Fire Fighters Burn Fund Victoria			2,025	2,025
First Baptist Church			2,471	2,471
First Church of Christ Scientist			9,710	9,710
First Church of the Truth			3,446	3,446
First Open Heart Society of BC Inc			2,502	2,502
Flemenco de la Isla Society	1,000			1,000
Foursquare Gospel Church of Canada			1,421	1,421
Girl Guides of Canada			5,533	5,533
Glad Tidings Pentecostal Church			90,374	90,374
Glenlyon-Norfolk School Society			37,735	37,735
Go Rowing and Paddling Association		79	20,409	20,488
Good Shepherd Lutheran Church			2,727	2,727
Governing Council of the Salvation Army in Canada, The			56,614	56,614
Grace Evangelical Lutheran Church			15,941	15,941
Great Canadian Beer Festival Society		157		157
Greater Victoria Bike to Work Society	2,500	75		2,575
Greater Victoria Chamber of Commerce	50,000	329		50,329
Greater Victoria Citizens Counselling Centre			11,705	11,705

# Statistical Information

## 2013 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
Greater Victoria Coalition to End Homelessness	\$ 100,000	\$	\$	\$ 100,000
Greater Victoria Cycling Coalition	10,000			10,000
Greater Victoria Festival Society	16,186	15,965		32,151
Greater Victoria Film Commission	45,000			45,000
Greater Victoria Housing Society			41,523	41,523
Greater Victoria Volunteer Society	11,439			11,439
Greater Victoria Women's Shelter Society			7,647	7,647
Groves, Melanie and Kyffin, Jen (Secondary Suite)	5,000			5,000
Gurdwara Singh Sabha			16,104	16,104
Haggard, John and Janet (Secondary Suite)	5,000			5,000
He, Ming-Yong and Tu, Wei (Secondary Suite)	5,000			5,000
Healing Cities Institute Society	10,000			10,000
Hero Work Program		205		205
Hoppe, Eric Matthew and Norton, Robert William (Secondary Suite)	5,000			5,000
Hotel Rialto Building (Heritage)			91,874	91,874
Hudson Building (Heritage)			155,899	155,899
India Canada Cultural Association	2,500			2,500
InnovativeCommunities.Org Foundation			4,603	4,603
Intrepid Theatre Company	15,500			15,500
Island Corridor Foundation			13,114	13,114
Island Equipment Owners Association		7,848		7,848
James Bay Anglers' Association			636	636
James Bay Community Project	10,000			10,000
James Bay Community School Centre	51,729			51,729
James Bay Health and Community Services Society			31,522	31,522
James Bay New Horizons	55,902			55,902
John Howard Society of Victoria			5,157	5,157
Kalghidhar Shromani Society			2,273	2,273
Keystone Victoria Christian Ministries Inc			2,306	2,306
Khalsa Diwan Society of Victoria			11,836	11,836
Kiwanis Club of Victoria			9,114	9,114
Knights of Columbus		508		508
Laren House Society			4,633	4,633
Leiser Building (Heritage)			71,220	71,220
Maharishi Age of Enlightenment School Society			1,198	1,198
Maplewood Gospel Hall			4,743	4,743
March Against Monsanto		4,237		4,237
Maritime Museum	20,000			20,000
Mcpherson Playhouse Foundation			91,228	91,228
Mexican Canadian Community Association of Victoria	1,000			1,000



# Statistical Information

## 2013 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
Morley's Soda Factory Building (Heritage)	\$	\$	\$ 11,101	\$ 11,101
Multiple Sclerosis Society of Canada			36,042	36,042
Mustard Seed Street Church			4,529	4,529
North Jubilee Neighbourhood Association	11,900			11,900
North Park Community Association		99		99
North Park Neighbourhood Association	4,828			4,828
Oak Bay Gospel Assembly			5,553	5,553
Oaklands Chapel		613	5,945	6,558
Oaklands Community Association	78,371		5,340	83,711
Oaklands Elementary		145		145
Old Carriage House Parking Ltd, The (Heritage)			15,040	15,040
Open Space Arts Society	10,000		8,879	18,879
Oriental Hotel Building (Heritage)			50,225	50,225
Our Place Society	35,000			35,000
Pacific Montessori Society		78		78
Pacifica Housing Advisory Association			34,328	34,328
Palladian, The (Heritage)			46,132	46,132
Parkdale Evangelical Free Church			2,684	2,684
Passion for Tango Society	1,000			1,000
Pentecostal Assemblies of Canada			4,023	4,023
Phoenix Human Society			5,749	5,749
President of Lethbridge Stake			13,325	13,325
Prior Building (Heritage)			69,275	69,275
Quadra Village Community Centre (formerly Blanshard Community Centre)	49,244	170		49,414
Recreation Integration Victoria	28,717			28,717
Redeemed Christian Church of God			6,347	6,347
Renaissance Building (Heritage)			39,482	39,482
Rockland Community Association	2,175			2,175
Rogers Chocolates Building (Heritage)			6,902	6,902
Royal Roads University		78		78
Royal Victoria Yacht Club		2,256		2,256
Rumpel, Steven and Amber (Secondary Suite)	5,000			5,000
Ryder Hesjdal's Tour de Victoria		18,483		18,483
Saint Germain Foundation of Canada			2,859	2,859
Saint Sophia Parish of the Russian Orthodox Church			2,909	2,909
Scout Properties (BC/Yukon) Ltd			7,870	7,870
Shekinah Homes Society Inc			3,268	3,268
Societe Francophone de Victoria, La	4,000			4,000
South Island Mountain Bike Society		270		270

# Statistical Information

## 2013 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
South Jubilee Neighbourhood Association	\$ 1,365	\$	\$	\$ 1,365
Sporthost Victoria	7,500			7,500
St Andrew's and Caledonian Society	1,000			1,000
St John Ambulance	2,221			2,221
St Johns Court Society			7,305	7,305
St Joseph's Hospital X Wing (Heritage)			27,091	27,091
St Vincent de Paul Society of Victoria			38,921	38,921
Stamp-Vincent, Fraser and Radford, Sara (Secondary Suite)	5,000			5,000
Suddenly Dance Theatre Society	6,000			6,000
Synergy Sustainability Institute	10,000			10,000
Terry Fox Foundation		1,208		1,208
Theatre SKAM	4,000			4,000
Times Colonist Cycling Festival		1,676		1,676
TLC (The Land Conservancy) of BC			23,146	23,146
Together Against Poverty Society	5,000			5,000
Tourism Victoria	47,500			47,500
Trustees of James Bay United Church			9,735	9,735
Trustees of Our Lords Church			13,437	13,437
Trustees of the Chinese Presbyterian Church			7,966	7,966
Trustees of the Congregation of Fairfield United Church			3,972	3,972
Trustees of the Congregation of St Andrew's Presbyterian Church			14,792	14,792
Trustees of the Congregation of the Jubilee Congregation of Jehovah's Witness			3,545	3,545
Trustees of the Congregation of the Open Door Spiritualist Church			1,430	1,430
Trustees of the Religious Society of Friends			6,578	6,578
Tweed Ride Victoria		759		759
Ukrainian Catholic Eparchy of the New Westminster			4,900	4,900
United Church of Canada			21,370	21,370
United Way of Greater Victoria			17,525	17,525
Unity Church of Victoria			2,629	2,629
University of Victoria Native Student Union		1,046		1,046
Vancouver Island Addiction Recovery Society			1,746	1,746
Vancouver Island Health Authority			61,476	61,476
Victoria Advanced Technology Council	22,500			22,500
Victoria African and Caribbean Society	1,000			1,000
Victoria AM Association	2,000			2,000
Victoria Association for Community Living			5,677	5,677
Victoria BC SKA Society	7,000			7,000
Victoria Brain Injury Society	5,000			5,000
Victoria Civic Heritage Trust	523,470			523,470

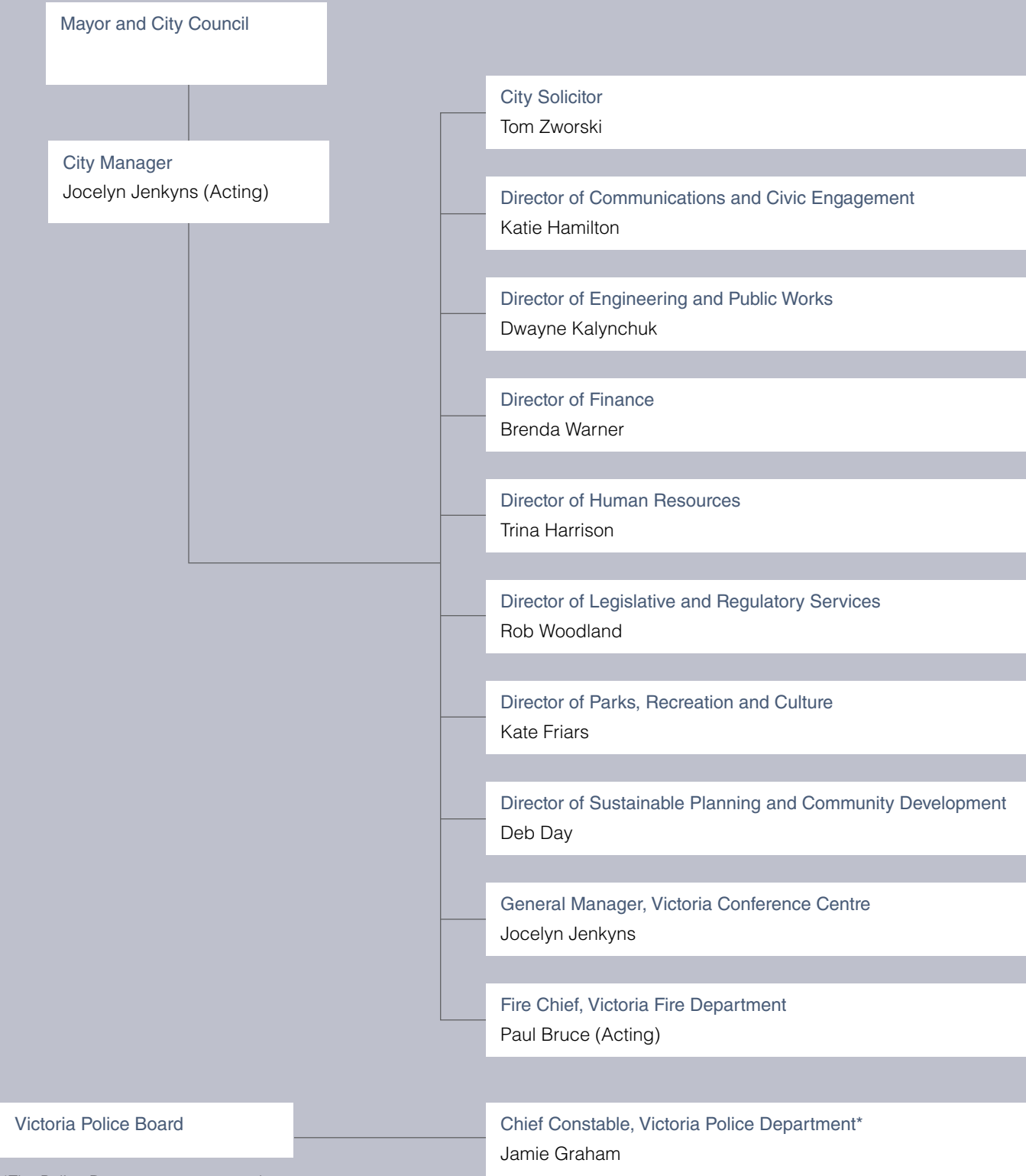
Statistical Information

2013 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
Victoria Compost Education Centre	\$ 13,530	\$ 252	\$	\$ 13,782
Victoria Conservatory of Music	2,500		72,313	74,813
Victoria Cool Aid Society			6,383	6,383
Victoria Cool Aid Society – AIDS Vancouver Island			22,050	22,050
Victoria Curling Club			50,518	50,518
Victoria Cycling Series		2,768		2,768
Victoria Dragon Boat Festival Society	9,200	6,102		15,302
Victoria Film Festival		178		178
Victoria Harbour Celebration Society		672		672
Victoria Heritage Foundation	193,931			193,931
Victoria Highland Games Association	4,500	1,835		6,335
Victoria Hospice Foundation		74		74
Victoria Immigrant and Refugee Centre Society	1,000			1,000
Victoria Independent Film and Video Festival Society	12,000			12,000
Victoria International Buskers Festival Society	9,000	2,568		11,568
Victoria International Chalk Art Society	2,000	367		2,367
Victoria International Running Society		5,882		5,882
Victoria Jazz Society	17,000	1,648		18,648
Victoria Marathon Society		24,243		24,243
Victoria Native Friendship Centre	5,000	365	6,649	12,014
Victoria Pride Society	1,600	4,485		6,085
Victoria Shambhala Centre and Southside Christian Group			4,134	4,134
Victoria Silver Threads	36,666			36,666
Victoria Single Parent Resource Centre Society			8,543	8,543
Victoria Symphony Society	11,500	10,648		22,148
Victoria Theatre Guild and Dramatic School			21,579	21,579
Victoria Truth Centre Inc			29,601	29,601
Victoria West Community Association	86,791	212		87,003
Victoria Women in Need Community Co-Op			10,157	10,157
Victoria Women’s Transition House Society			11,238	11,238
Victoria Youth Empowerment Society	17,000		6,955	23,955
Western Canada Wilderness		1,024		1,024
Wilson Dalby/Mc and Mc Building (Heritage)			154,283	154,283
Wilson, Philip (Secondary Suite)	5,000			5,000
Women’s Sexual Assault Centre		719		719
Yan, Brian (Secondary Suite)	5,000			5,000
YM/YWCA of Greater Victoria			85,720	85,720
TOTAL	\$2,157,904	\$149,081	\$3,012,693	\$5,319,678

2013 Organizational Chart

CITY OF VICTORIA | AS OF DECEMBER 31, 2013



*\*The Police Department reports to the Police Board which is chaired by the Mayor.*







City of Victoria  
1 Centennial Square  
Victoria, British Columbia  
V8W 1P6  
**victoria.ca**

## Our commitment to the environment

24 kg solid waste  
not generated



787,155 BTUs energy  
not consumed

