

Budget Conversations

Print Survey Responses



100 – 852 Fort Street Victoria BC V8W 1H8
Phone 250.383.7191 | Fax 250.385.-3552 | victoriachamber.ca

February 21, 2013

Mayor and Council
City of Victoria
#1 Centennial Square
Victoria BC V8W 1P6

**THE
CHAMBER.**

GREATER VICTORIA
CHAMBER OF COMMERCE

Re: 2013/2014 Budget

The Chamber was fortunate to have hosted a budget consultation and provide considerable feedback at the event. I am confident that feedback was captured and hope it will be helpful in council's deliberations. The Chamber has considerable concern about the rate of increase in municipal spending in general and has taken many steps to address the issue including advocating for an Auditor General for Local Government.

In addition, the Chamber created a vibrant communities agenda based on the following four principles:

- 1. Keeping tax increases and spending within our means.**
 - Cap municipal budget increases at the rate of real GDP growth plus a factor for population growth and inflation
 - Fund new program spending out of current operational savings
 - Create programs to examine service delivery models for new and existing programs
- 2. Building our quality of life and save for the future.**
 - Focus operational spending on core municipal service priorities
 - Allocate sufficient funds to address aging infrastructure
 - Clearly identify core and discretionary municipal services
- 3. Actively communicating municipal business in a clear and understandable fashion.**
 - Publish council's voting records in timely and accessible fashion
 - Work to ensure that all citizens have the opportunity to fully understand the nature and context of council discussions whether or not they are able to attend council meetings
 - Adopt notification systems for agendas and minutes so citizens can sign up to automatically receive meeting notifications and meeting outcomes as they are published
- 4. Working individually and with regional stakeholders to deliver services in the most efficient and effective way.**
 - Create a process to identify regional infrastructure priorities and regularly update the list
 - Ensure there are cost-benefit reports for regional infrastructure priorities
 - Support the creation of a regional transportation authority
 - Institute joint service delivery reviews for core municipal services

The principles should be helpful in the councils' budget deliberations.

Yours truly,

Original signed by

Bruce Carter
Chief Executive Officer

2013–2015 Budget Conversations

SURVEY



Public feedback on the 2013–2015 budgets and proposed cost reduction strategies is encouraged, and all comments will be provided to City Council before finalizing the budget this spring.

For more information or to fill out the survey online, please visit www.victoria.ca/budget

Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

SHOW LEADERSHIP + TAKE PAY CUT!

Changes to Council taxable remuneration

REVERT + TAKE SAVINGS!

Limit exempt staff salary increases to 0% in 2013

NUMBER OF EXEMPT STAFF TOO HIGH
EXEMPT STAFF SALARIES ARE WAY TOO HIGH

Limit budget increases for library and police to 2% for 2013, 2014, 2015

SHOW LEADERSHIP - 0%!

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

CAPITAL WORKS ARE NOT EFFICIENTLY DONE BY CITY
WORKERS + PLANNERS. FIX IT!

Partial automation of some parkades during slow periods

USE AUTOMATION AS MUCH AS POSSIBLE.
RFP to CONTRACTORS to MAXIMIZE SAVINGS!

Advertising in parkades, on parking machines etc

APPROPRIATE ADVERTISING WOULD BE GREAT!

CONTINUED >

Shift from annuals to perennials in some beds

YES! NATIVE PERENNIALS EVERYWHERE!
SAVE COSTS/WATER/FERTILIZERS

Reduce City-led seasonal programming in Centennial Square

ISSUE RFPs FOR SPONSORSHIP OF SEASONAL PROGRAMMING!
MORE FESTIVALS + EVENTS PLEASE → AT LOWER COST → FIND REVENUE SOURCES

Please provide any additional comments

**UNDERTAKE ZERO BASED BUDGETING. DON'T JUST ASSUME
LAST YEARS PLANS + BUDGETS + % INCREASE. HAVE EVERY LINE
ITEM MAKES SENSE! + IS JUSTIFIED AGAINST ALTERNATIVES**

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|--|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input checked="" type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

VNCA - website

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

Surveys will be accepted until February 8, 2013.

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2013–2015 Budget Conversations

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Limit Mayor and Council salary increases to 0% in 2013

yes

Changes to Council taxable remuneration

yes, if it save \$

Limit exempt staff salary increases to 0% in 2013

yes + eliminate some union + exempt staff positions

Limit budget increases for library and police to 2% for 2013, 2014, 2015

yes

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Not sure, may need a bit more.

Partial automation of some parkades during slow periods

If it truly saves money

Advertising in parkades, on parking machines etc

yes + yes

CONTINUED >

Shift from annuals to perennials in some beds

Yes

Reduce City-led seasonal programming in Centennial Square

Yes

Please provide any additional comments

3.25% is too much. Reduce annual budget increases. Property taxes for residents are too high + new sewage treatment costs etc. Consider the total picture. Also, don't build any more

Are you a Victoria taxpayer?

☒ Yes – Residential

☐ Yes – Business

☐ Yes – Residential and Business

☐ No

low cost housing that are subsidize – let other municipalities pick up the slack.

Which neighbourhood do you live in?

☐ Burnside Gorge

☐ Downtown

☐ Fairfield Gonzales

☐ Fernwood

☐ Harris Green

☐ Hillside Quadra

☐ James Bay

☐ North Jubilee

☐ North Park

☐ Oaklands

☐ Rocklands

☐ South Jubilee

☒ Vic West

☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

Ad + T.C

Did you attend an information session?

☒ Yes

☐ No

Did you use the website for information?

☐ Yes

☒ No

not yet

Thank you

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Limit Mayor and Council salary increases to 0% in 2013
Changes to Council taxable remuneration
Limit exempt staff salary increases to 0% in 2013
Limit budget increases for library and police to 2% for 2013, 2014, 2015
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure
Partial automation of some parkades during slow periods <i>Stupid Idea!</i>
Advertising in parkades, on parking machines etc

CONTINUED >

Shift from annuals to perennials in some beds

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
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How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☐ No

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Limit Mayor and Council salary increases to 0% in 2013

Symbolic. I would prefer our Council/1015 are paid a wage commensurate with full-time employment so they do not need other work.

Changes to Council taxable remuneration

Good. More transparent.

Limit exempt staff salary increases to 0% in 2013

Seems simplistic. Do we have too many managers?

Limit budget increases for library and police to 2% for 2013, 2014, 2015

Too bad this cannot be enforced. Lobby for majority control of police board — or at least 50:50.

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

n/c

Partial automation of some parkades during slow periods

Good.

Advertising in parkades, on parking machines etc

Good.

CONTINUED >

Shift from annuals to perennials in some beds

Good.

Reduce City-led seasonal programming in Centennial Square

n/c

Please provide any additional comments

As we end homelessness, ensure police + security savings are captured by reducing budgets. Does the City employ any fundraisers for grants, bequests, etc. create equitable process for community centre

Are you a Victoria taxpayer?

☒ Yes - Residential

☐ Yes - Business

☐ Yes - Residential and Business

☐ No

funding rather than current grandfathering situation with others locked out (i.e. a competition).

Budget consultation that excludes utility ~~term~~ if CRD costs is a false consultation as it is only a partial picture of full budget and taxpayer costs.

Which neighbourhood do you live in?

☐ Burnside Gorge

☐ Downtown

☒ Fairfield Gonzales

☐ Fernwood

☐ Harris Green

☐ Hillside Quadra

☐ James Bay

☐ North Jubilee

☐ North Park

☐ Oaklands

☐ Rocklands

☐ South Jubilee

☐ Vic West

☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

Engaged citizen.

Did you attend an information session?

☒ Yes

☐ No

Did you use the website for information?

☒ Yes

☐ No

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Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City Infrastructure
Partial automation of some parkades during slow periods <div style="font-size: 2em; font-family: cursive;">NOWAY !!</div>
Advertising in parkades, on parking machines etc

CONTINUED >

Shift from annuals to perennials in some beds

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
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| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☐ No

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Changes to Council taxable remuneration
Limit exempt staff salary increases to 0% in 2013
Limit budget increases for library and police to 2% for 2013, 2014, 2015
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure
Partial automation of some parkades during slow periods I rather deal with person over a machine during slow periods.
Advertising in parkades, on parking machines etc

CONTINUED >

Shift from annuals to perennials in some beds

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|---|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input checked="" type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
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| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

through a friend

Did you attend an information session?

- ☐ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☐ No

Thank you

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Limit Mayor and Council salary increases to 0% in 2013 YES
Changes to Council taxable remuneration —
Limit exempt staff salary increases to 0% in 2013 YES
Limit budget increases for library and police to 2% for 2013, 2014, 2015 —
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure —
Partial automation of some parkades during slow periods NO. MACHINES ARE NOT DEPENDABLE! THEN SOMEONE COMES AND LETS ME OUT FOR FREE. LOST REVENUE.
Advertising in parkades, on parking machines etc GOOD IDEA

CONTINUED >

Shift from annuals to perennials in some beds

O.K.

Reduce City-led seasonal programming in Centennial Square

yes

Please provide any additional comments

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|--|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
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| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

C FAX RADIO SHOW

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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Limit Mayor and Council salary increases to 0% in 2013

Agree, give savings to the councillor.

Changes to Council taxable remuneration

for a limited time + comparable / in line with public bargaining

Limit exempt staff salary increases to 0% in 2013

Agree.

Limit budget increases for library and police to 2% for 2013, 2014, 2015

↓ It seems the budget shouldn't increase for police. A large amount of capital

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

yes

supports the program
46M/60M @ present

Partial automation of some parkades during slow periods

yes

Advertising in parkades, on parking machines etc

yes

CONTINUED >

Shift from annuals to perennials in some beds

yes

Reduce City-led seasonal programming in Centennial Square

yes. + or paid through business
community not residential

Please provide any additional comments

tax base.

More of the tax base should come from

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

the commercial core + high
users of the services.

Which neighbourhood do you live in?

- | | |
|--|--|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay |
| <input checked="" type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee |
| <input type="checkbox"/> Fairfield Gonzales | <input checked="" type="checkbox"/> North Park |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee |

- ☐ Vic West
☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

mother-in-law

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☐ Yes
☒ No

Thank you

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Limit Mayor and Council salary increases to 0% in 2013

agree

Changes to Council taxable remuneration

agree

Limit exempt staff salary increases to 0% in 2013

agree

Limit budget increases for library and police to 2% for 2013, 2014, 2015

agree

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Not enough

Partial automation of some parkades during slow periods

agree

Advertising in parkades, on parking machines etc

agree

CONTINUED >

Shift from annuals to perennials in some beds

agree

Reduce City-led seasonal programming in Centennial Square

Disagree - more Rnding / participation from
Business Community

Please provide any additional comments

Amalgamation

North Park - Crystal Pool - Ruyd
Athletic Park should be

Are you a Victoria taxpayer?

- ☒ Yes - Residential
☐ Yes - Business
☐ Yes - Residential and Business
☐ No

top priority - future revenue
generating opportunities

Which neighbourhood do you live in?

- | | |
|---|--|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee |
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| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee |

- ☐ Vic West
☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

Times Colonist

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☒ Yes
☐ No

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Limit Mayor and Council salary increases to 0% in 2013

Sure - but be mindful that attracting young/fresh council members means that they need to make some salary.

Changes to Council taxable remuneration

No

Limit exempt staff salary increases to 0% in 2013

Yes - Maybe also let go a couple of Directors

Limit budget increases for ~~library~~ and police to 2% for 2013, 2014, 2015

(+) ↓ the # of old/fuel consuming fleet vehicles @ Police

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Yes - tie into seismic/climate adaptation efforts

Partial automation of some parkades during slow periods

Sure - need to maintain safety though

Advertising in parkades, on parking machines etc

Sure Provide free advertising to NGOs on 50% of advertising space.

CONTINUED >

Shift from annuals to perennials in some beds

Yes - Native plants encouraged.

Reduce City-led seasonal programming in Centennial Square

Sure Fine w/ me

Please provide any additional comments

Sell crystal gardens? Increase
or vice ship fees through
GVHA? Create stormwater
utility

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
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| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
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| <input type="checkbox"/> Fernwood | <input checked="" type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Colleague

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☒ No

Thank you

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Limit Mayor and Council salary increases to 0% in 2013

No — we need to attract quality people
I respect the hour you put in

Changes to Council taxable remuneration

No — see above

Limit exempt staff salary increases to 0% in 2013

as contracts expire / ~~new~~ retired employees leave
re-virt so Directors salaries E&B roll back

Limit budget increases for library and police to 2% for 2013, 2014, 2015

do we fund libraries proportionate to Victoria
resident memberships?

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

yes, continue to build for that "rainy day"

Partial automation of some parkades during slow periods

sounds good. is Rn on new systems greater than
savings of staff

Advertising in parkades, on parking machines etc

Good idea — don't limit to parkades. Extend
to city vehicles, city properties

[Handwritten signatures]

CONTINUED >

Shift from annuals to perennials in some beds

no - short sighted. Are we not
City of Gardens ?? Can volunteers support

Reduce City-led seasonal programming in Centennial Square certain gardens?

eg: Alpine garden in BHP.

Please provide any additional comments

I see no addressing of staff productivity in
any literature. I firmly maintain we do not

get value for \$ with outside staff

Are you a Victoria taxpayer?

☒ Yes - Residential SS YIS

☐ Yes - Business

☐ Yes - Residential and Business

☐ No

Which neighbourhood do you live in?

☐ Burnside Gorge

☐ James Bay

☐ Vic West

☐ Downtown

☐ North Jubilee

☐ I don't know

☐ Fairfield Gonzales

☐ North Park

Other (PLEASE SPECIFY)

☐ Fernwood

☒ Oaklands

☐ Harris Green

☐ Rocklands

☐ Hillside Quadra

☐ South Jubilee

How did you learn about the budget process and the budget consultation?

T-C ad

Did you attend an information session?

☐ Yes

☐ No

Did you use the website for information?

☐ Yes

☒ No

★ how aggressive are we
in getting parking tax
paid ?

Thank you

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Limit Mayor and Council salary increases to 0% in 2013	Yes
Changes to Council taxable remuneration	Yes
Limit exempt staff salary increases to 0% in 2013	Yes
Limit budget increases for library and police to 2% for 2013, 2014, 2015	Yes
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure	Yes
Partial automation of some parkades during slow periods	No
Advertising in parkades, on parking machines etc	Yes

CONTINUED >

Shift from annuals to perennials in some beds *Yes*

Reduce City-led seasonal programming in Centennial Square *Yes*

Please provide any additional comments

Do not sell any City property except Point Hope Shipyard Land. Land is contaminated and zoned for industry only. Cut or freeze management salaries and bonuses. Do not waste money on useless

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Projects asked by radical minority. New garbage and compost picks up, waste of money. Do not brake up perfectly good side walks, just for the sake of curbs bulbs. Remove concrete island from Bus routes. they create traffic congestions.

Which neighbourhood do you live in?

- ☐ Burnside Gorge
☐ Downtown
☐ Fairfield Gonzales
☐ Fernwood
☐ Harris Green
☐ Hillside Quadra

- ☐ James Bay
☐ North Jubilee
☐ North Park
☐ Oaklands
☐ Rocklands
☐ South Jubilee

- ☒ Vic West
☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

E & N Rail Trail is wast of money

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☒ No

Beacon Hill Park traffic calming not needed. No more roundabouts and bike lanes. No more speed bumps (they are useless and very hard on cars) Victoria residents earn less then CRA income

Do not add more local housing. it will create slums in the future

Thank you

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2013–2015 Budget Conversations SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

YES - SHOWS THAT LEADERS
WALK THE TALK.
- FAIRLY COMFORTABLE GROUP - RELATIVELY

Changes to Council taxable remuneration

YES. ~~THESE EXEMPTIONS SHOULD APPLY~~

Limit exempt staff salary increases to 0% in 2013

YES - THESE ARE BETTER THAN AVERAGE JOBS, BENEFITS
- WALK THE TALK

Limit budget increases for library and police to 2% for 2013, 2014, 2015

YES - AS A MAXIMUM.
- BETTER THAN AVERAGE JOBS + BENEFITS

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

- YES. MAXIMUM

Partial automation of some parkades during slow periods

- YES.

Advertising in parkades, on parking machines etc

- YES. IF TASTEFUL. NOT GLARING SIGNS.
- CONTROL THE QUALITY.

EASY ONES:
GARDENERS

OTHER: ① - PHASE IN MORE VOLUNTEER STAFF
- TO PHASE IN SALARY COSTS INTELLIGENTLY
- HONORARIUMS / INTERNS / CAJETS / PT RETIREES

CONTINUED >

② TAX ILLEGAL SUITES

③ MORE JOB SHARING / FLEXIBLE WORK / PART TIME

Shift from annuals to perennials in some beds

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☐ No

Thank you

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2013 – 2015 Budget Conversations

SURVEY



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Limit Mayor and Council salary increases to 0% in 2013

Changes to Council taxable remuneration

Limit exempt staff salary increases to 0% in 2013

Limit budget increases for library and police to 2% for 2013, 2014, 2015

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Is there a conversation about attracting a wealthier population? Why does Saanich, Oak Bay etc. have the higher income earners? Why don't they live in Victoria? How can we get them here?

Partial automation of some parkades during slow periods

Go for it.

Advertising in parkades, on parking machines etc

YES.

Cost of city management compared to income level of its citizens. Info required.

CONTINUED >

Shift from annuals to perennials in some beds

great idea.

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

*How balanced is the CRA contribution to City of Victoria?
Burden vs. regional income & needs?*

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|--|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input checked="" type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Paper, husband.

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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2013–2015 Budget Conversations

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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

sure.

Changes to Council taxable remuneration

Good idea - the non-taxable portion levels the playing field (progressive?) + the 2/3 is taxed higher for those who earn more.

Limit exempt staff salary increases to 0% in 2013

sure.

Limit budget increases for library and police to 2% for 2013, 2014, 2015

IF this can be done without reducing community well-being.

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

good planning

Partial automation of some parkades during slow periods

small savings, depends on how good the 24 hour security coverage is.

Advertising in parkades, on parking machines etc

OK

CONTINUED >

Shift from annuals to perennials in some beds

*small savings relative to possible loss of beauty.
- volunteers?*

Reduce City-led seasonal programming in Centennial Square

I would like to know more about attendance

Please provide any additional comments

① Looking forward to learning of the consultants' recommendations after the org. review - MUST look at

Are you a Victoria taxpayer?

- ☒ Yes - Residential
☐ Yes - Business
☐ Yes - Residential and Business
☐ No

Victoria's size + median income

When comparing us to other municipal cities

② Had hoped for more discussion of values - "what kind of community do we want to create?"

Which neighbourhood do you live in?

- ☐ Burnside Gorge
☐ Downtown
☐ Fairfield Gonzales
☐ Fernwood
☐ Harris Green
☐ Hillside Quadra

- ☐ James Bay
☐ North Jubilee
☐ North Park
☐ Oaklands
☐ Rocklands
☒ South Jubilee

③ Amalgamation

- ☐ Vic West
☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

Newspaper ads

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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2013–2015 Budget Conversations

SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013	I REALLY DON'T KNOW
Changes to Council taxable remuneration	?
Limit exempt staff salary increases to 0% in 2013	?
Limit budget increases for library and police to 2% for 2013, 2014, 2015	LIBRARY & POLICE ARE IMPORTANT AND CAN'T BE REDUCED
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure	GOOD IDEA - THEN WE WILL HAVE SOMETHING TO WORK WITH IN THE FUTURE
Partial automation of some parkades during slow periods	WOULD THAT HELP AT ALL?
Advertising in parkades, on parking machines etc	DOES ANYONE READ THESE NOTICES

CONTINUED >

Shift from annuals to perennials in some beds

OUR FLOWERS ARE VERY IMPORTANT

Reduce City-led seasonal programming in Centennial Square

I DON'T TAKE PART - SO DO NOT KNOW

Please provide any additional comments

I LIKE LIVING HERE AND DON'T RELISH
TOO MANY CHANGE

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|---|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input checked="" type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | _____ |

How did you learn about the budget process and the budget consultation?

FROM SENIORS ACTIVITY CENTRE

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☒ No

Thank you

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2013–2015 Budget Conversations SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

Yes

Changes to Council taxable remuneration

this is complicated & don't understand it

Limit exempt staff salary increases to 0% in 2013

Yes

Limit budget increases for library and police to 2% for 2013, 2014, 2015

no

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

yes

Partial automation of some parkades during slow periods

no

Advertising in parkades, on parking machines etc

no

CONTINUED >

Shift from annuals to perennials in some beds



Reduce City-led seasonal programming in Centennial Square

no

Please provide any additional comments

it's time to amalgamate all the municipalities & city

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|---|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input checked="" type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☐ Yes
☒ No

Thank you

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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

Yes

Changes to Council taxable remuneration

Not enough knowledge to properly comment

Limit exempt staff salary increases to 0% in 2013

Yes

Limit budget increases for library and police to 2% for 2013, 2014, 2015

Yes

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Yes

Partial automation of some parkades during slow periods

*No - that does not provide "customer service"
You need people staffing to deal with
Don't want to lose problems
revenue because gate stuck
etc*

Advertising in parkades, on parking machines etc

Excellent revenue generator.

CONTINUED >

City of Victoria
H's flowers / hanging baskets Don't you grow your annuals from seed?

Shift from annuals to perennials in some beds

Won't be a great \$ saver. Every perennial- especially flowering kind, need maintenance; ie, a person to deadhead, prune, shear etc.

Reduce City-led seasonal programming in Centennial Square

yes

Please provide any additional comments

More re automation parkades. What is a "slow period" one day, could be busy the next depending on shows, events, season etc in the City. Machines cannot do the job properly!

Are you a Victoria taxpayer?

- ☐ Yes - Residential
☐ Yes - Business
☐ Yes - Residential and Business
☒ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

Other (PLEASE SPECIFY)

Saanich Peninsula

How did you learn about the budget process and the budget consultation?

C-Fax / T.C. / on-line

Did you attend an information session?

- ☐ Yes
☐ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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2013 – 2015 Budget Conversations

SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

I think salaries of council are very low - think they deserve more.

Changes to Council taxable remuneration

Limit exempt staff salary increases to 0% in 2013

yes

Limit budget increases for library and police to 2% for 2013, 2014, 2015

yes

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Partial automation of some parkades during slow periods

why not lower - paid people? There people need work - its not best way to save money.

Advertising in parkades, on parking machines etc

yes.

CONTINUED >

Shift from annuals to perennials in some beds

Yes

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

What is the city position / role in Amalgamation
of municipalities? Need it!

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Get other
municipalities
to contribute to
COV!

Give up on Halls —
give whole picture!

Which neighbourhood do you live in?

- ☐ Burnside Gorge
☐ Downtown
☒ Fairfield Gonzales
☐ Fernwood
☐ Harris Green
☐ Hillside Quadra

- ☐ James Bay
☐ North Jubilee
☐ North Park
☐ Oaklands
☐ Rocklands
☐ South Jubilee

- ☐ Vic West
☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

Press

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☐ No + yet — will do — (maybe identify this more)

Thank you

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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

yes

Changes to Council taxable remuneration

no opinion on this

Limit exempt staff salary increases to 0% in 2013

yes

Limit budget increases for library and police to 2% for 2013, 2014, 2015

yes.

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

yes.

Partial automation of some parkades during slow periods

no

Advertising in parkades, on parking machines etc

yes

CONTINUED >

Shift from annuals to perennials in some beds

yes

Reduce City-led seasonal programming in Centennial Square

no

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☒ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Word of mouth -

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

and in future years until costs are under control

Changes to Council taxable remuneration

sure, but does this reduce costs? - answered yes in Q/A

Limit exempt staff salary increases to 0% in 2013

and until they become more in line with other cities the same size

Limit budget increases for library and police to 2% for 2013, 2014, 2015

yes

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

yes

Partial automation of some parkades during slow periods

makes sense

- have the ability to use the same parking card on the street as in the parkade.

Advertising in parkades, on parking machines etc

cost vs benefit - has this been done?

CONTINUED >

Shift from annuals to perennials in some beds

YES but not in downtown core

Reduce City-led seasonal programming in Centennial Square



3 days - OK

- do not allow builders to build to 3 feet around properties - runoff needs to be reduced.
license cats.

Please provide any additional comments

this is not enough. fix vehicles - don't buy new. Enforce the law to raise funds.
Reduce outside consultants - we have expensive staff!!
push back to provt feds. reduce budgets 15% - lay off managers

Are you a Victoria taxpayer?

- ☒ Yes - Residential
☐ Yes - Business
☐ Yes - Residential and Business
☐ No

Which neighbourhood do you live in?

- ☐ Burnside Gorge
☐ Downtown
☒ Fairfield Gonzales
☐ Fernwood
☐ Harris Green
☐ Hillside Quadra

- ☐ James Bay
☐ North Jubilee
☐ North Park
☐ Oaklands
☐ Rocklands
☐ South Jubilee

- What happened to public servant honour to serve, not a right to be paid more than private companies.

- The system is broken - Needs an overhaul.

- reduce conference attendance

- eliminate parking passes!

☐ Vic West

☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

Ken Roueche, my neighbour

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013
Changes to Council taxable remuneration
Limit exempt staff salary increases to 0% in 2013
Limit budget increases for library and police to 2% for 2013, 2014, 2015
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure
Partial automation of some parkades during slow periods
Advertising in parkades, on parking machines etc

CONTINUED >

Shift from annuals to perennials in some beds

Within limited context of prop tax budget - generally agree
Reduce City-led seasonal programming in Centennial Square
with your approach here.

Please provide any additional comments

I can not provide feedback because it lacks

Are you a Victoria taxpayer?

- ☒ Yes - Residential
☐ Yes - Business
☐ Yes - Residential and Business
☐ No

the full picture including
utility + CRO increases
even though some of these are
not under direct control of council

Which neighbourhood do you live in?

- ☐ Burnside Gorge
☐ Downtown
☐ Fairfield Gonzales
☐ Fernwood
☐ Harris Green
☐ Hillside Quadra

- ☐ James Bay
☐ North Jubilee
☐ North Park
☒ Oaklands
☐ Rocklands
☐ South Jubilee

Sit on
the CRO

- ☐ Vic West
☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☒ Yes
☐ No

I seek information to
form an informed position

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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Plus seek action on climate. Completely missing
from budget docs.

2013–2015 Budget Conversations

SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013	Hold Mayor's salary at present level until next election. Reduce Councillor's remuneration to \$1000 or \$5000 Honorarium
Changes to Council taxable remuneration	Tax all elected staff same as all permanent City employees
Limit exempt staff salary increases to 0% in 2013	Consider exempt staff salary roll backs
Limit budget increases for library and police to 2% for 2013, 2014, 2015	0% for both library board and police. Refer police budget to BC Solicitor General for arbitration
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure	If unresolved, request Province to install RCM in both Victoria and Esquimalt
Partial automation of some parkades during slow periods	Agreed
Advertising in parkades, on parking machines etc	If unsupervised, parkades will become haven for crime, needle traffic and homeless camping. If staffing not possible, gate fence and lock parkades closed during slow periods.
	Agreed - will have little revenue.

CONTINUED >

Shift from annuals to perennials in some beds

Be serious !

Reduce City-led seasonal programming in Centennial Square

Severely reduce programming

Please provide any additional comments

Cut tax breaks to developers and heritage renovators

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|--|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input checked="" type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Times Colonist article

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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Limit Mayor and Council salary increases to 0% in 2013

?

Changes to Council taxable remuneration

?

Limit exempt staff salary increases to 0% in 2013

?

Limit budget increases for library and police to 2% for 2013, 2014, 2015

?

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

yes ~

- definitely get a fund for capital, if possible.

Partial automation of some parkades during slow periods

Will fewer eye-tables mean less security at night? I don't desire to down town.

Advertising in parkades, on parking machines etc

- OK - keep it neatly framed & small - not just for multinationals, but for smaller local businesses ??

CONTINUED >

Shift from annuals to perennials in some beds

Yes! Use grasses too (see atrium
rain garden); 7 small bushes.

Reduce City-led seasonal programming in Centennial Square

? Do the "locals" need this
entertainment!

Please provide any additional comments

I resent "PR" departments. The Saanich Vic City
just published about the budget ~~was~~ ^{was} too loaded with

Are you a Victoria taxpayer?

when fuzzy pictures, lack of data on oppo
pages
a significant

☐ Yes – Residential

☐ Yes – Business

☐ Yes – Residential and Business

☒ No

Which neighbourhood do you live in?

☐ Burnside Gorge

☒ James Bay

☐ Vic West

☐ Downtown

☐ North Jubilee

☐ I don't know

☐ Fairfield Gonzales

☐ North Park

Other (PLEASE SPECIFY)

☐ Fernwood

☐ Oaklands

☐ Harris Green

☐ Rocklands

☐ Hillside Quadra

☐ South Jubilee

How did you learn about the budget process and the budget consultation?

News Horizon

Did you attend an information session?

☐ Yes

☒ No

Did you use the website for information?

☐ Yes

☒ No

Thank you

Surveys will be accepted until February 8, 2013.

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2013–2015 Budget Conversations SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

yes

Changes to Council taxable remuneration

Probably a good idea.

Limit exempt staff salary increases to 0% in 2013

yes - too many "highly paid" "top heavy" administration in City of Victoria

Limit budget increases for library and police to 2% for 2013, 2014, 2015

yes

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

yes

Partial automation of some parkades during slow periods

I do not agree with this. As someone who has been parked at Broughton when machines down - very frustrating but important to be able to deal with a "PERSON". Better Customer Service

Advertising in parkades, on parking machines etc

For Sure!

CONTINUED >

Shift from annuals to perennials in some beds

No - just not the same effect. Hanging baskets & Beacon Hill Park gardens symbolic to the City of Victoria

Reduce City-led seasonal programming in Centennial Square

Yes

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☒ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | <u>Sidney</u> |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Times-Colonist Paper / Verbal communication with friends

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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2013–2015 Budget Conversations

SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013 <i>No</i>
Changes to Council taxable remuneration
Limit exempt staff salary increases to 0% in 2013 <i>NO BONUSES!</i>
Limit budget increases for library and police to 2% for 2013, 2014, 2015 <i>POLICE YES, LIBRARY NO!</i>
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure
Partial automation of some parkades during slow periods <i>ABSOLUT NOT!!!</i>
Advertising in parkades, on parking machines etc <i>OK</i>

CONTINUED >

Shift from annuals to perennials in some beds

CRAZY IDEA. YOU STILL HAVE TO NEED.

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

REDUCE EXEMPT STAFF BY 15 %

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☒ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input checked="" type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☐ No

Thank you

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2013–2015 Budget Conversations SURVEY



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Limit Mayor and Council salary increases to 0% in 2013

Changes to Council taxable remuneration

Limit exempt staff salary increases to 0% in 2013

Limit budget increases for library and police to 2% for 2013, 2014, 2015

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Partial automation of some parkades during slow periods

I am not partial to that!

Advertising in parkades, on parking machines etc

CONTINUED >

Shift from annuals to perennials in some beds

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☐ No

Thank you

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2013–2015 Budget Conversations SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

0% absolutely... Increase social services.
health services.

Changes to Council taxable remuneration

✓

Limit exempt staff salary increases to 0% in 2013

Limit all salary. ~~No~~ No increases. You all make more than ppl who save lives.

Limit budget increases for library and police to 2% for 2013, 2014, 2015

More policing. Drivers in this city are horrendous.

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Increase tax to high income business/compa

Partial automation of some parkades during slow periods

That is not convenient in my opinion to anyone
What happens when someone can't operate your

Advertising in parkades, on parking machines etc

automated machines?! who will be there to help?
Sure! why not

CONTINUED >

Shift from annuals to perennials in some beds

I love the ~~per~~ beds now. you're doing
a ~~great~~ job!

Reduce City-led seasonal programming in Centennial Square

Why?! Move cultural stuff!!
Bring this town together.

Please provide any additional comments

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Namaste.

Which neighbourhood do you live in?

- | | | |
|--|--|---------------------------------------|
| <input checked="" type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Informed Insiders.

Did you attend an information session?

- ☒ Yes
☐ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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2013–2015 Budget Conversations SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013	✓
Changes to Council taxable remuneration	✓
Limit exempt staff salary increases to 0% in 2013	✓
Limit budget increases for library and police to 2% for 2013, 2014, 2015	No - We need POLICE! This town is dangerous enough!! Library is owed
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure	How?
Partial automation of some parkades during slow periods	No the people like to see people. Machines suck!
Advertising in parkades, on parking machines etc	✓

CONTINUED >

Shift from annuals to perennials in some beds

No! We want change!

Reduce City-led seasonal programming in Centennial Square

No!

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☒ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | |
|---|--|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee |

- ☒ Vic West
☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☐ Yes
☒ No

Thank you

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2013–2015 Budget Conversations SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

Yes

Changes to Council taxable remuneration

Yes

Limit exempt staff salary increases to 0% in 2013

Yes

Limit budget increases for library and police to 2% for 2013, 2014, 2015

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

~~At least~~ Okay -

Partial automation of some parkades during slow periods

No - safety considerations of concern

Advertising in parkades, on parking machines etc

Fine - good idea.

CONTINUED >

Shift from annuals to perennials in some beds

Good idea, ~~but also~~ especially the look to introducing more native plants.

Reduce City-led seasonal programming in Centennial Square

Yes -

Please provide any additional comments

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|---|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input checked="" type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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2013–2015 Budget Conversations SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013
Changes to Council taxable remuneration
Limit exempt staff salary increases to 0% in 2013
Limit budget increases for library and police to 2% for 2013, 2014, 2015
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure
Partial automation of some parkades during slow periods <i>Machines fail - human provides security and back back up when machines fail</i>
Advertising in parkades, on parking machines etc

CONTINUED >

Shift from annuals to perennials in some beds

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☐ No

Thank you

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2013–2015 Budget Conversations SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

Yes

Changes to Council taxable remuneration

Limit exempt staff salary increases to 0% in 2013

Yes

Limit budget increases for library and police to 2% for 2013, 2014, 2015

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Partial automation of some parkades during slow periods

No → Automation - machines break person to person preferred.

Advertising in parkades, on parking machines etc

Yes

CONTINUED >

Shift from annuals to perennials in some beds

Yes

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes -- Residential
☐ Yes -- Business
☐ Yes -- Residential and Business

☒ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

YES.

Changes to Council taxable remuneration

YES.

Limit exempt staff salary increases to 0% in 2013

YES.

Limit budget increases for library and police to 2% for 2013, 2014, 2015

YES.

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Partial automation of some parkades during slow periods with breakins on cars on the rise it seems that taking people out of parkades will end up costing way more than keeping them on duty so people feel safer. This will result in police calls & perhaps even injury. Hope this does not happen, for all.

Advertising in parkades, on parking machines etc

YES sounds like a good idea

CONTINUED >

Shift from annuals to perennials in some beds

great idea.

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|--|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input checked="" type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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2013–2015 Budget Conversations

SURVEY



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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary Increases to 0% in 2013 <i>yes</i>
Changes to Council taxable remuneration
Limit exempt staff salary increases to 0% in 2013 <i>yes</i>
Limit budget increases for library and police to 2% for 2013, 2014, 2015 <i>yes</i>
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City Infrastructure <i>yes</i>
Partial automation of some parkades during slow periods <i>No - would not feel secure</i>
Advertising in parkades, on parking machines etc <i>yes</i>

CONTINUED >

Shift from annuals to perennials in some beds

Great idea

Reduce City-led seasonal programming in Centennial Square

No

Please provide any additional comments

Are you a Victoria taxpayer?

- ☒ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

Changes to Council taxable remuneration

Limit exempt staff salary increases to 0% in 2013

Limit budget increases for library and police to 2% for 2013, 2014, 2015

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Partial automation of some parkades during slow periods

automation is slow and impersonal - older people find it hard to understand - it will be easier to park at a mall - it will literally drive people away.

Advertising in parkades, on parking machines etc

CONTINUED >

Shift from annuals to perennials in some beds

Reduce City-led seasonal programming in Centennial Square

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business

☒ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

☒ Other (PLEASE SPECIFY)

Sanich

How did you learn about the budget process and the budget consultation?

T.V. News

Did you attend an information session?

☐ Yes

☒ No

Did you use the website for information?

☒ Yes

☐ No

Thank you

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Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

YES

Changes to Council taxable remuneration

GOOD IDEA

Limit exempt staff salary increases to 0% in 2013

OK

Limit budget increases for library and police to 2% for 2013, 2014, 2015

OK

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

MAKES SENSE

Partial automation of some parkades during slow periods

NO - EVEN NOW AT ST. PARRADE W

1 LANE WITH AUTOMATION - WHEN EVERYONE LEAVES AT THE SAME TIME (EXAMPLE AFTER A SHOW AT THE ROYAL THEATRE) IT'S A NIGHT MARE TO GET OUT WITH ONLY 1 ATTENDANT ON IN THE

Advertising in parkades, on parking machines etc

GOOD IDEA

DAY TIME AND NO ATTENDANTS ON AT NIGHT.

. NO TO FURTHER AUTOMATION IT KEEPS PEOPLE WAITING AND NOT WANTING TO COME BACK.

CONTINUED >

Shift from annuals to perennials in some beds

MAKES SENSE - BUT WE ARE THE GARDEN CITY.

Reduce City-led seasonal programming in Centennial Square

NO - WE NEED THE ARTS.

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes - Residential
☐ Yes - Business
☐ Yes - Residential and Business
☒ No

Which neighbourhood do you live in?

- ☒ Burnside Gorge
☐ Downtown
☐ Fairfield Gonzales
☐ Fernwood
☐ Harris Green
☐ Hillside Quadra

- ☐ James Bay
☐ North Jubilee
☐ North Park
☐ Oaklands
☐ Rocklands
☐ South Jubilee

- ☐ Vic West
☐ I don't know

Other (PLEASE SPECIFY)

How did you learn about the budget process and the budget consultation?

LOCAL NEWS PAPER

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

Surveys will be accepted until February 8, 2013.

Surveys can be returned to: City Hall at 1 Centennial Square, V8W 1P6, Attn: Budget Conversations.

2013–2015 Budget Conversations SURVEY



Public feedback on the 2013–2015 budgets and proposed cost reduction strategies is encouraged, and all comments will be provided to City Council before finalizing the budget this spring.

For more information or to fill out the survey online, please visit www.victoria.ca/budget

Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013

Changes to Council taxable remuneration

Limit exempt staff salary increases to 0% in 2013

agree as long as it doesn't mean loss of jobs.

Limit budget increases for library and police to 2% for 2013, 2014, 2015

Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure

Partial automation of some parkades during slow periods

AT Johnson St Parkade - AT certain Times a day it has overcharged me and very late a

Advertising in parkades, on parking machines etc

Good Idea

YOUR Present Automation - AT certain Times a day it has overcharged me and very late a NIGHT IT DOESN'T charge at all - what will more automation bring? I would guess more of the same with no one there to complain too about it.

CONTINUED >

Shift from annuals to perennials in some beds

No - Here the City of Gardens

Reduce City-led seasonal programming in Centennial Square

No - Keep The Arts

Please provide any additional comments

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☒ No

Which neighbourhood do you live in?

- | | | |
|--|--|---------------------------------------|
| <input checked="" type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☒ No

Did you use the website for information?

- ☒ Yes
☐ No

Thank you

Surveys will be accepted until February 8, 2013.

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2013–2015 Budget Conversations SURVEY



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For more information or to fill out the survey online, please visit www.victoria.ca/budget

NO TOP USPS in any form.
Please review the proposed budget reduction strategies and provide comments on any or all of the proposed strategies.

Limit Mayor and Council salary increases to 0% in 2013	<i>NO increases to anything if you can't afford it, and we can't do it. if you don't want to be in a hole don't start digging.</i>
Changes to Council taxable remuneration	<i>i don't care how you report to revenue Canada, if the changes mean more transparency to what happens to remuneration (mayor and council), good and so be it.</i>
Limit exempt staff salary increases to 0% in 2013	<i>NO increases to anything if you can't afford it. if you don't want to be in a hole don't start digging</i>
Limit budget increases for library and police to 2% for 2013, 2014, 2015	<i>no increases to anything if you can't afford it. if you don't want to be in a hole don't start digging.</i>
Allocate 1.25% of 2013 tax increase (1.3 million) to capital work to maintain City infrastructure	<i>no increase to anything if you can't afford it. if you don't want to be in a hole don't start digging</i>
Partial automation of some parkades during slow periods	<i>Whatever that is, define partial automation</i>
Advertising in parkades, on parking machines etc	<i>possibly too much commercialism was advertising on public things now, debatable.</i>

CONTINUED >

Shift from annuals to perennials in some beds

*keep everything annuals to keep parks workers working,
possible deplorable*

Reduce City-led seasonal programming in Centennial Square

no reductions on anything for the public good.

Please provide any additional comments

See attached sheet.

Are you a Victoria taxpayer?

- ☐ Yes – Residential
☐ Yes – Business
☐ Yes – Residential and Business
☐ No

Which neighbourhood do you live in?

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Burnside Gorge | <input type="checkbox"/> James Bay | <input type="checkbox"/> Vic West |
| <input type="checkbox"/> Downtown | <input type="checkbox"/> North Jubilee | <input type="checkbox"/> I don't know |
| <input type="checkbox"/> Fairfield Gonzales | <input type="checkbox"/> North Park | Other (PLEASE SPECIFY) |
| <input type="checkbox"/> Fernwood | <input type="checkbox"/> Oaklands | _____ |
| <input type="checkbox"/> Harris Green | <input type="checkbox"/> Rocklands | _____ |
| <input type="checkbox"/> Hillside Quadra | <input type="checkbox"/> South Jubilee | |

How did you learn about the budget process and the budget consultation?

Did you attend an information session?

- ☐ Yes
☐ No

Did you use the website for information?

- ☐ Yes
☐ No

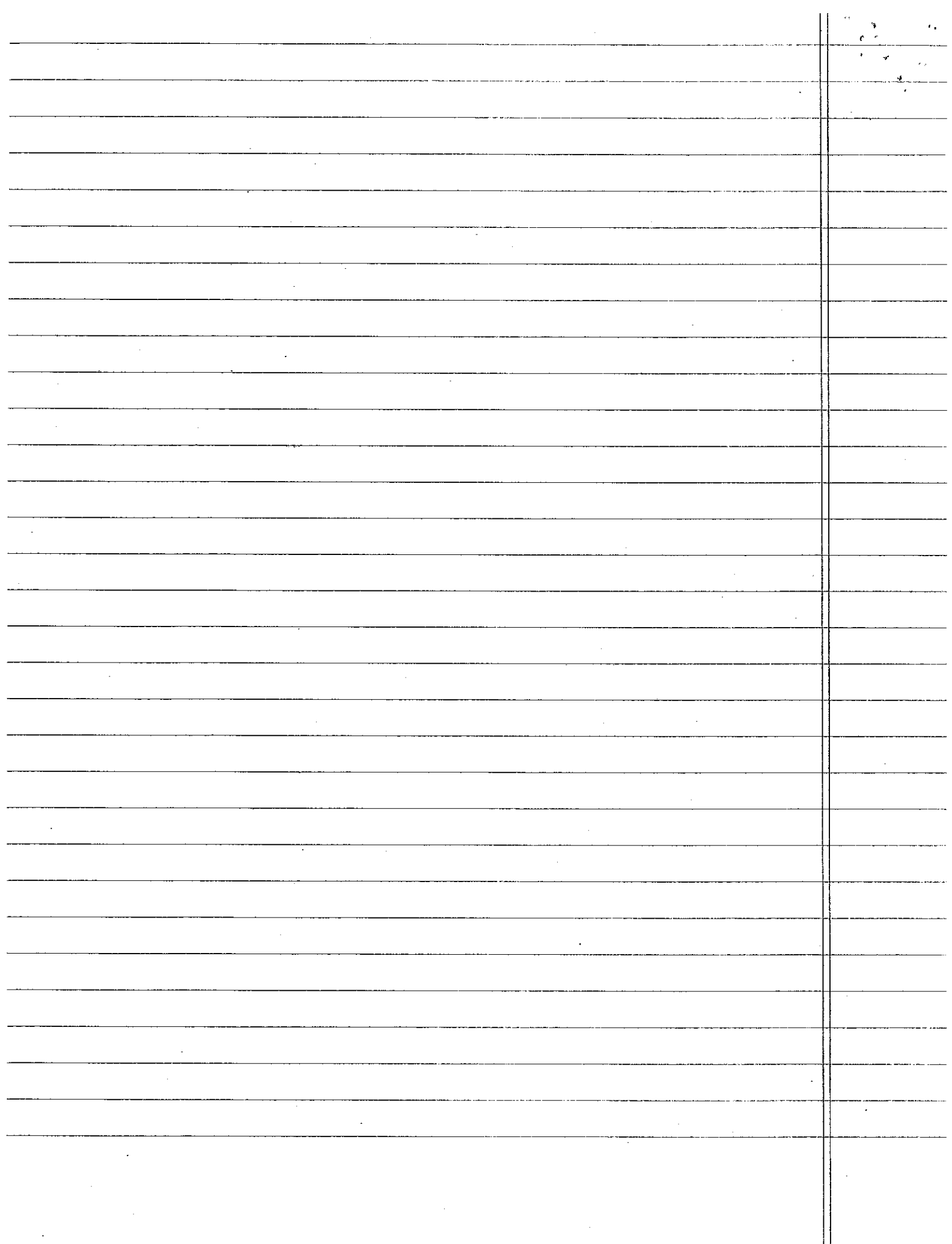
Thank you

Surveys will be accepted until February 8, 2013.

Surveys can be returned to: City Hall at 1 Centennial Square, V8W 1P6, Attn: Budget Conversations.

NO JOB LOSSES IN ANY FIRM.

- ① NO INCREASES IN DEBT OR YRS. LIBRARY POLICE FIRE PROGRAMS
- ② \$82,000 A/YR. < 10% YR.
- ③ NO CONTRACTING OUT.
- ④ NO CONSULTANTS
- ⑤ PUBLIC WORKS FOR PUBLIC SAFETY AND HEALTH ONLY
- ⑥ FULL WASTE RECYCLE/COMPOSTING PROGRAM
- ⑦ COMMUNITY GRANTS SYSTEM
- ⑧ PUBLIC WORKS (RPS) EXPIRES STATE WORKS (SINCE AT OSWEGO)
MEMORIAL PARK
OSWEGO AT HENRY
P.O. AT CROFTON
- ⑨ NO CYCLE LANES.



Budget Conversations

Letter Responses



308 – 999 Burdett Ave.
Victoria, British Columbia
V8V 3G7

Wednesday February 6, 2013

Mayor and Council
City of Victoria
1 Centennial Square
Victoria, British Columbia V8W 1P6

Ref: Budget Conversations - Operating Budget Reduction Strategies

As requested, please accept the following as written confirmation of a number of the suggestions which I advanced at the Central Library, Broughton Street session focussed upon the above objectives.

- 1. Roll back the salaries of all Councillors to a \$5,000 per annum “honorarium” after 60 days written notice. No travel or meal allowances should be offered to Councillors. Vacancies arising from present Councillors who are unwilling to continue to serve at the reduced salary should not be filled. At next civic elections, prospective Council candidates will understand both the time commitment and the corresponding salary.**

Being a part of civic government as a Councillor is a public service; it should not be sought as a source of paid employment via self created “busywork”.

Mayor Fortin has advised that the number of City Council members is mandated by Province of British Columbia regulations tied to population of the municipality. The number of proposed Council seats at next civic election should be limited to the minimum which provincial regulations allow.

Paid involvement of Council members should be focussed upon establishing City of Victoria policies, project and service level objectives, priorities, which should then be followed by high level monitoring of performance of the (highly paid) executive management staff during their delivery of Council’s list of defined projects and services.

The present Mayor and Council are micromanaging and interfering in the effectiveness of the existing professional (and mostly competent) City management staff.

Mayor and Council should function as City of Victoria's Board of Directors, not as "helicopter parents" to City staff at all levels. Paid participation by Councillors in sundry committees to provide (unwanted and often interfering) guidance to City staff is neither warranted nor desired.

- 2. Retain the Mayor's salary at the present level with 0% adjustment until the next civic election. No special arrangements or tax benefits should be provided. The mayor should receive all benefits and identical tax treatment as all permanent City of Victoria employees.**

The position of Mayor of Victoria is a full time job. The Mayor's position priorities should include more focus upon effectively leading and managing City Council meetings, ensuring Councillors have all pertinent information necessary to make decisions upon agenda items prior to start of City Council meetings, then (along with Councillors) monitoring whether or not the professional executives (Directors) have accomplished Council's published objectives.

- 3. City of Victoria, as a municipal corporation, is presently blessed with some very competent, committed, and effective staff. Unfortunately, there are now too many people on payroll at salary levels that are unreasonably high. Having created this situation, City Council has the responsibility to resolve the problem by cutting back both executive numbers and compensation levels.**

Provide 60 days notice of intent, then roll back salaries of all executives and management (exempt from bargaining unit collective agreements) by 20%.

Accept resignations then negotiate separation allowances for executives and managers unwilling to work at reduced salary levels.

Adequate and fully competent professional management staff is readily available in Canada who can be recruited to work in Victoria at substantially lower salary levels. Victoria is a desirable location to live and raise a family. Most management professionals who have moved to Victoria from elsewhere acknowledge and have accepted reduced compensation levels for the advantage of living here.

Past and present City Councils have mistakenly hired too many managers at premium salary levels, apparently accepting the premise that "top salaries have to be paid to attract the brightest and best people". The fallacy of that argument is clearly represented by General Motors, BC Hydro, and the performance of many of the high profile cabinet ministers and executive managers in the British Columbia provincial government.

Realign, then refocus the priorities and objectives of all remaining executive and management staff (and all union personnel) upon amended and reduced City projects and services (see Item # 6 below).

4. Cancel the executive position of Director of Communications/corporate spokesman/woman. Reassign support staff to operational service delivery departments.

The Mayor and Councillors were elected this past voting cycle based upon their commitment to open and transparent civic governance. Their actions should be self explanatory. Any of those elected should be capable of responding to media or taxpayer enquiries.

The City Manager is certainly capable of responding both to media and to taxpayers' enquiries.

Many Victoria taxpayers feel they do not need the services of this highly paid position. The salary dollars can be better spent elsewhere.

There is a high level of voter distrust of "corporate organizational spokespersons", given recent campaigns to explain away the management pratfalls of BC Transit, BC Hydro, VIHA etc.

5. Suspend the permissive tax exemptions to developers and property owners for preservation and rehabilitation of Heritage Properties.

Hundreds of thousands of dollars in ptax revenue to the City of Victoria is presently being forgone as a result of this initiative. Unless the cheerleaders for heritage on City Council can demonstrate a net benefit in terms of near term future tax revenues directly to City of Victoria, this gravy train to development and heritage restoration community should be permanently cancelled.

6. **Assess all City run programs intelligently and evaluate their effectiveness and importance to City of Victoria taxpayers, both the business community and residents.**

Establish priorities, and cut program by program on the basis of need and in ways which do not impair the delivery of services or maintenance of facilities which continue to be supported.

Reassign, retrain, or release (with separation allowance) employees previously assigned to programs which are not funded.

The Mayor and Council were elected to provide leadership and to make hard decisions.

Please, do it.

Thank you for the opportunity to provide input to the Budgetary Review process.

A handwritten signature in cursive script, reading "George Churcher".

George Churcher
308 - 999 Burdett Ave.
Victoria, British Columbia V8V 3G7

JAN 22 2013

VICTORIA, B.C.

January 20, 2013

Mayor Dean Fortin,
City Hall,
1 Centennial Square,
Victoria V8W 106

Dear Mayor Fortin,

2013 Budget consultations

Thank you for the extensive presentation at the Central Library on Saturday last. In all the cities I have lived in, I have never seen a mayor and councillors undertake a briefing like that. Remarkable.

The overall impression was of a Council that's doing its job. Prudent budgeting, an eye on downstream consequences, a substantial cash reserve account, an insistence on finishing one job before embarking on the next—all were comforting to this taxpayer.

We moved here eight years ago from Toronto, where we paid twice the tax on a smaller property. The taxes we pay in Victoria do not seem particularly onerous, and since there is in place a system to allow lifetime tax deferral for older people with income constraints, there does not seem to be much argument against moderate increases in future years—provided always that value can be demonstrated for money paid.

In this context I offer the following comments and suggestions:

- (1) The specific rollbacks suggested in "Budget-in-Brief" are unexceptionable and worth considering. In particular, I think Council should consider basing the pay of senior officials on a benchmark of the 50th percentile of their peers across the country, or perhaps the 40th, taking the psychic income of living in "Beautiful BC" into account.
- (2) The City needs to take a more hard-nosed stance with its unionized employees in future contract negotiations. Already the wages paid by governments at all levels are having uncomfortable effects on private sector labour markets. Where labour costs rise too far, the City will need to consider reducing headcounts or contracting out services.
- (3) The headcount of the fire service seems particularly high, since they feel they must race the paramedics and the police to every emergency, the result of an unseemly competition to appear indispensable to public order. If each of these services stuck to its last there ought to be considerable economies. Will the organizational review look at this? I hope so.
- (4) On the revenue side, it seems to me that, at 3.5:1, there is too large an imbalance between business and residential mill rates. In the competition for taxable assets between Victoria and its many neighbours we may be shooting ourselves in the foot.

- (5) Likewise, the assiduousness of our parking commissionaires makes downtown an unfriendly place to shop. I understand the incentive issues, but allowing 15-20 minutes' grace rather than the present 5 minutes would help a lot, as would the ability to park in most downtown place for 2 hours (for \$4?) rather than 1.5 hours.
- (6) One of the services I most appreciate about Victoria is its public library system. It's a huge asset to civility, and the key to connectedness for those who can't afford a computer and the nasty fees for an internet connection. I would willingly pay higher taxes for improved library facilities, especially a new central library.
- (7) It is encouraging that the City is contemplating a serious public review of long-term capital budgeting. I fear that the enormous hit of the new sewage treatment system will squeeze out the possibilities for a new performing arts center, library, or even sports facilities like a replacement for the Crystal Pool. In that context, lowering the allocation to reserves may turn out to be short-sighted.
- (8) On the revenue side, Victoria should demand that the federal and provincial governments pay grants-in-lieu of taxes in a fully responsible manner. It seems the main culprit is the provincial government, and that the imposition of specific user fees does not make up a fair amount. This should be the first item of conversation with the new government in May.

Sincerely yours,



Harry Swain

Budget Conversations

Email Responses



[REDACTED]
[REDACTED]@[REDACTED]
Sent: Sunday, Jan 20, 2013 10:28 AM

To: Ming Moodrey

Subject: General Inquiry

From: stan and anne bartlett

Email : b[REDACTED] Public Budget Consultation that my wife and I attended at the Public Library Reference :

Daytime Phone : [REDACTED]

First, thank you for the opportunity to throw our two cents worth in at the Public Budget Consultation that my wife and I attended at the Public Library. As there is insufficient room to put in the "Additional Comments" sections, here are our thoughts.

For starters, we are in agreement with ALL of the proposed budget reduction strategies listed in the survey. Kudos for the development of the rainy day capital fund and a low debt service.

While the reduction strategies are a good start, feel free to adopt any and all of the strategies below:

1> It seem to us that the overriding important item that the city needs to vigorously chase is organizational structure review and a cap on management and staff wages. The disparity of the wages, particularly when the average salary of taxpayers in the City of Victoria is compared to the rest of the region, is very significant and must be respected. As seniors on fixed income, it's good that a review by a third party is underway.

But it remains to be seen if the council has the political fortitude to make the tough decisions, otherwise, quite frankly I don't think the budget will ever be moderated and controlled.

2> The revenue side of the ledger was insufficiently addressed in the meetings and as I understand will be done so at a latter stage.. This includes better collection, enforcement and so on, not necessarily upping fees.

3> Dog license fees, as an example, is foregoing several hundred thousand dollars in uncollected fees annually. About two thirds of dogs are running around without licenses - that needs to be turned around. Let's add a fee for cats while we are at it. And why aren't bikes licensed to help pay for the insatiable infrastructure demands and to encourage some responsible safe cycling practices?

4> It is untenable and unacceptable from a taxpayers point of view that we are providing FREE law enforcement (and presumably free fire services) to the Legislature. This long- standing issue needs to be moved to the front burner when a more council-friendly government is ushered in this spring.

There needs to be a game plan developed/strategy that includes an annual public press conference in the form of an invoice presentation to the province. Maybe withhold/delay an equivalent amount of funds owing to the province on another file. The specific costs need to be quantified. Maybe someone new on council needs to take the lead on this issue to get some results.

We should be playing hardball on the issue of third party grants.

4> One of the more shocking numbers in the budget documents handed out was the measly \$250,000 allocated for economic development, arguably the lifeblood of the community. It seems to me the City should be proposing that an economic development section should be proposed for the CRD with all 13 municipalities contributing. The tax base needs to be protected and expanded aggressively, something that all other municipalities are very aware of.

5> A police budget consisting of 90% wages seems excessive and needs to be moderated and reconciled with the new economic reality. How does the cost per taxpayer compare to other jurisdictions? How much does overtime contribute to the budget? What cost savings can be found?

6> Council should give some consideration to developing a modest/simple awards program for employees and the public to promote cost savings and working more efficiently. With the new economic reality out there, the corporate culture needs to be onside and thinking differently as does the public. It's also a nice photo op for council !

From: David Coe [REDACTED]
Sent: Wednesday, Jan 23, 2013 10:47 PM
To: Mayor (Dean Fortin)
Subject: thank you

Hi Dean,

I wanted to take a moment to thank you for taking the time to receive the feedback from the public with the budget balancing process. Not only did I find that you did an excellent job with the budget process in coming up with some fantastic solutions including, but not limited to, reducing police salaries to a responsible 2%, your team has done an amazing job in answering all my questions openly.

Although, there were some suggestions that I had related to financing, grants and making sure we had blooming flowers all year round, overall these were only minor suggestions and your budget was right on.

I also took some time to read through your biography and can honestly say I'm glad to see we have the right person doing the Mayor's job.

Best Regards,

Dave

David M. Coe, CPA, CIA
[REDACTED]

From: [REDACTED]

Sent: Thursday, Jan 24, 2013 11:46 AM

To: Mayor (Dean Fortin); Marianne Alto; Chris Coleman (Councillor); Shellie Gudgeon; Lisa Helps; Ben Isitt; Pam Madoff (Councillor); Charlayne Thornton-Joe (Councillor); Geoff Young (Councillor)

Subject: "Budget Conversations" for the city of Victoria

I attended the first budget "conversation" on January 19 at the central branch of the library. I will be very brief.

Here are my two suggestions for paring down the expenses for the city.

1. Roll back salary increases that have been implemented within the last 5 years for exempt staff to 2 percent per year,
and do the same for any staff that are now paid over 100,000 per year. The city cannot afford these high pay rates
and such rates are unconscionable considering the minimum wage in this province.
2. Stop the replacement of the Johnson Street Bridge - do the necessary upgrades and maintenance instead. This will
save the city millions of dollars. This is a project that was foisted on citizens and taxpayers, and it proceeded under
such a cloud of obfuscation that it should be stopped.

Thank you for your serious consideration of these suggestions.

Judy Smith
[REDACTED]

From: [REDACTED]

Sent: Thursday, Jan 24, 2013 11:49 AM

To: Mayor (Dean Fortin); Marianne Alto; Chris Coleman (Councillor); Shellie Gudgeon; Lisa Helps; Ben Isitt; Pam Madoff (Councillor); Charlayne Thornton-Joe (Councillor)

Subject: Public Sector Employees

Greetings Mayor and Councillors,

I came across some research today and was interested in bringing it to attention of Victoria Council and the CRD members.

BC's public service is overpaid vs. it's private sector peers. The below link along with other studies have made this point clear over the years yet government seems unable to restrain or contain the wage gap between public sector unions and private sector workers. The province adopted net zero with provincial employees yet our municipality happily gives 6% raises to our civil servants. Why the disconnect?

Regarding the recent survey for input from the public. Less than 29% of eligible voters cast ballots in the last municipal election. Through low voter participation the people clearly default to the elected body to make decisions on their behalf. Lets get on with it and make some decisions.

Another problem with surveys (as Victoria experienced in the past with the garbage survey) is the results are not necessarily respected by Council members. Why ask us what we want if you won't implement the recommendation? Additionally, you recall that the union took out ads in local papers and guided its membership with regards to the garbage survey. This type of influence of a public survey by a union is not democratic nor will it produce a truly accurate results due to the union members skew. Who is to say that CUPE is not guiding its members regarding this survey again? Its math folks. A minority interest like CUPE can have a majority influence on such a survey. CUPE has a clear agenda which is not necessarily in harmony with that of the people they are charged to serve.

Time is not on our side with regards to addressing fiscal matters. Will it take a crisis on your watch before something gets done? Will inaction in the face of this challenge be your legacy?

<http://www.fraserinstitute.org/research-news/news/display.aspx?id=19262>

The Fraser Institute – News

Contacts:

Jason Clemens

Amela Karabegovic

Release Date:

January 24, 2013

VANCOUVER, BC—Public-sector workers (federal, provincial, and local) in British Columbia earned wages 13.6 per cent higher, on average, than their private-sector counterparts in 2011, finds a new report from the Fraser Institute, an independent, non-partisan Canadian think-tank.

"As the B.C. government struggles with deficits and finding ways to constrain spending, public-sector compensation is one area that should be closely scrutinized," said Jason Clemens, Fraser Institute executive vice-president and co-author of Comparing Public and Private Sector Compensation in British Columbia.

"The fact is government workers in B.C. enjoy a wage premium over their private-sector

counterparts.”

Comparing Public and Private Sector Compensation in British Columbia examines wage and non-wage benefits for government employees (federal, provincial, and local) and private-sector workers in B.C. It calculated the wage premium for public-sector workers using Statistics Canada's Labour Force Survey from April 2011, after adjusting for personal characteristics such as gender, age, marital status, education, tenure, size of establishment, type of job, and industry. When unionization is included in the analysis, the public-sector “wage premium” (i.e., the degree to which public-sector wages exceed private-sector wages) declines to 11.2 per cent from 13.6 per cent.

Aside from higher wages, the study also found strong indications that public-sector workers enjoy more generous non-wage benefits than the private sector, including:

- **Pensions:** 89.8 per cent of B.C.'s public-sector workers were covered by a registered pension plan in 2011 compared to 19.4 per cent of private-sector workers. Of those covered by a registered pension plan, 95.6 per cent in the public sector enjoyed defined-benefit pensions (i.e., guaranteeing a certain level of benefits in retirement) compared to 49.3 per cent of private-sector workers.
- **Early retirement:** B.C. government employees retired 2.8 years earlier, on average, than private-sector workers between 2007 and 2011.
- **Job security:** In 2011, 0.6 per cent of public-sector workers lost their jobs—less than one seventh the job-loss rate in the private sector (4.3 per cent).

“Public-sector wages and benefits are largely driven by political factors and the monopolistic nature of government, while in the private sector they are guided by market forces, competition, and profit constraints,” said Amela Karabegović, Fraser Institute senior economist and study co-author.

“Overall, the public-sector workers in British Columbia enjoy higher wages—and likely higher non-wage benefits—than comparable workers in the private sector.”

--

Regards,
Risto P. Louhimo

██████████

-----Original Message-----

From: [REDACTED]
Sent: Saturday, Jan 26, 2013 4:29 PM
To: Ming Moodrey
Subject: General Inquiry

From: Janis Ringuette

Email : [REDACTED]

Reference :

Daytime Phone : [REDACTED]

The recent suggestion to reduce Victoria's budget by replacing annual flowers with perennials is a false economy and a bad idea.

Annuals add colour, beauty and variety to public areas, contributing greatly to Victoria's reputation as the "city of gardens." Annuals offer significant maintenance advantages, too. Staff dig up entire beds twice a year, thus stopping perennial weeds from establishing. Annuals lie on the surface where staff can see them, so beds can be hoed any time, unlike easily damaged perennials.

Perennial beds require a huge amount of maintenance. They must be weeded constantly; new weed seeds arrive in mulch, are carried to beds by animals and blown in on the wind. Beds must be entirely dug up every few years to renew the soil and remove well-entrenched weeds. Some plants need to be lifted and divided; others need to be cut back, often more than once in a season. To reduce this work load, the Parks Department eliminated or reduced many perennial beds in the last decade.

Eliminating annuals would also adversely affect the viability of the historic Beacon Hill Park Nursery. Growing annuals is one piece in an efficient, cost-effective operation which also produces 2500 hanging baskets, propagates native plants and stores large ornamentals over the winter. It is important to retain city workers with these skill sets.

Eliminating annuals would deprive the city of beauty, yet not save money. Continuing to plant both annuals and perennials makes esthetic and economic sense.

From: Janis Ringuette [REDACTED]
Subject: Victoria: the city that used to have gardens?
Date: 26 January, 2013 6:01:18 PM PST
To: <mayor@victoria.ca>, <lhelps@victoria.ca>

Dean and Lisa,

Asking the public what to cut in the city budget often elicits quick and easy answers from people who do not have enough knowledge or expertise, but assume they do.

The recent suggestion to reduce Victoria's budget by replacing annual flowers with perennials is a false economy and a bad idea.

Annuals add colour, beauty and variety to public areas, contributing greatly to Victoria's reputation as the "city of gardens." Annuals offer significant maintenance advantages, too. Staff dig up entire beds twice a year, thus stopping perennial weeds from establishing. Annuals lie on the surface where staff can see them, so beds can be hoed any time, unlike easily damaged perennials.

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Eliminating annuals would deprive the city of beauty, yet not save money over time. Continuing to plant both annuals and perennials makes esthetic and economic sense.

Janis Ringuette
1109 350 Douglas Street
Victoria, B.C. V8V2P5
[REDACTED]

-----Original Message-----

From: [REDACTED]
Sent: Saturday, Jan 26, 2013 10:42 AM
To: Ming Moodrey
Subject: General Inquiry

From: stan bartlett
Email : [REDACTED]
Reference :
Daytime Phone : [REDACTED]

Please read this important counn below on economic growth from the Globe and Mail.

While I am pleased to see that city council is limiting budget increases for the next three years to 3.25 % or less, this article would suggest an increase of 1 or 2% might fit the new economic paradigm out there even better. Canadian inflation is now running at less than 1% so the current City of Victoria tax increase is running 325 per cent more than inflation - a tidy difference indeed.

Stan Bartlett BA, BCA, MCA

~~~~~  
Jeffrey Simpson  
Are we ready to face the realities of slow growth?

The Globe and Mail

Published Saturday, Jan. 26 2013, 6:00 AM EST

Last updated Saturday, Jan. 26 2013, 10:37 AM EST  
40 comments

Two trends have snuck up on us â€” slower long-term economic growth and an aging society. Together, they will stress public finances and force harder decisions for governments, regardless of political stripe. They will put squarely before society the options of higher taxes and/or fewer government services, options no politician or electorate welcomes.

This week, the Bank of Canada published economic growth estimates. The bank said economic growth in 2012, when all is accounted for, will be 1.9 per cent, followed by 2 per cent in 2013 and 2.7 per cent in 2014. If correct (and predictions are usually proven at least slightly wrong), that would mean an average growth rate of 2.2 per cent over these three years.

Look back over the 19 years leading to 2011. According to the World Bankâ€™s numbers, Canadaâ€™s economy grew at more than 2.2 per cent in 13 of those years, grew at less five of those years, and at the 2.2 per cent rate once. On average, the Canadian economy grew closer to 3 per cent than 2 per cent over that period of almost two decades.



Per year, the difference between 2 and 3 per cent growth doesn't seem like much. Add it up, year after year, and the gap is telling. More important, most of the long-term forecasting suggests that for the rest of this decade, growth will be slower than what we knew before the financial recession of 2008.

The effects of slower growth will be twofold. First, government revenues will grow less rapidly than before, assuming no changes in tax rates. Second, some government expenditures will increase with slower growth, especially since slower growth means stubbornly high unemployment. The double-whammy will pinch government budgets, which are already strained by deficits, except in Saskatchewan.

Then, there is the aging population with fewer people in the work force to earn income for governments to tax to produce revenues for the additional costs of an aging society. The baby-boomer generation began to retire two years ago, the harbinger of what will be a lopsided population profile.

Today, about 14 per cent of the population is over 65 years of age. It is estimated that in two decades, almost 25 per cent will be seniors. The ratio of those working to those out of the work force will change slowly but dramatically over time.

Unless Canadians work much smarter and unless the Canadian economy becomes much more productive — both of which require, at a minimum, more investments in education and research (and reducing poverty, which is a drag on economic performance) — then aging will be a long-term drag on growth.

Health-care spending for seniors, for example, will rise because there will be more of them. The best estimates suggest only an increase of 1 per cent in overall health-care spending, but that would be something of the order of \$1.4-billion per year in today's dollars. Any ideas where that money might be found? Higher taxes? Reductions in spending elsewhere? Both.

The extra spending is only one part of the equation. The other part is that fewer people will be in the work force to tax to pay for the higher costs. Call it an unfunded future liability.

Political people are elected for four years. These trends, however, stretch far beyond one term in office. Finding political people who will explain these trends, and finding voters willing to listen to complicated explanations in a dumbed-down media world, will be supremely challenging.

Maybe the long-term growth projections are too pessimistic. Maybe startling technological breakthroughs will transform economic life. Maybe governments can reinvent how they deliver services, so that Baumol's cost disease — that public-sector wage gains outstrip productivity over time — will be proven wrong.

Maybe Canadians can be persuaded that they should pay a larger share of their incomes in taxes, and stop dreaming that hard decisions can be avoided by the magic potion of "efficiency gains." Maybe the United



States, on whose economic strength Canada depends, will recover its esprit.

But for now, it would appear that the already hard challenges of governing will become even harder in an age of constrained resources.



-----Original Message-----

From: [REDACTED]  
Sent: Friday, Feb 1, 2013 10:04 PM  
To: Ming Moodrey  
Subject: Mayor and Council email

From: Freida Eriksen  
Email : [REDACTED]

Reference :

Daytime Phone : 2 [REDACTED]

Budget cutbacks: Do not put any more islands in our streets. They do not slow traffic down at all and are costly. Don't add any more bicycle lanes. Definitely do not lower the speed limit in urban areas. I do not drive my car often. I do walk. There is nothing wrong with our speed limit. Pedestrians often just walk out in front of traffic without paying attention. Many bike riders do not follow the rules of the road. I see this when I walk and drive. The cost for all these things - changing signs, etc. is unnecessary in these hard times. I think council's focus has to be on keeping taxes lower. Don't add the extras. Deal with the necessities. Many of us live on low pensions and we bought our houses when they were affordable. High taxes just adds to the burden of living within our incomes.



**From:** Patrick Skillings [mailto:patrick@burrproperties.com]

**Sent:** Thursday, February 07, 2013 03:52 PM

**To:** [REDACTED] Geoff Young (Councillor); Charlayne Thornton-Joe (Councillor); Pam Madoff (Councillor); Ben Isitt; Lisa Helps; Shellie Gudgeon; Chris Coleman (Councillor); Marianne Alto; Mayor (Dean Fortin)

**Cc:** Brenda Warner

**Subject:** Re: OUR BRIGHT FUTURE ?

Mayor & Councillors,

I attended the information meeting in Fairfield on January 30 to engage the public in understanding Victoria's budgetary situation. It seemed to be a good effort to explain the city's budget and I thought the mayor did a good job.

I did request that the city accounting staff do an analysis of the percentage of staff costs versus the management costs over the last several decades.

The feeling of many in the downtown precinct is that management costs have increased inordinately and that one manager for 13 full time employees is perhaps a little too heavily slanted to management. When did the city create a police controller? The entire approximately \$200,000,000 budget includes the police costs and why it should have a separate financial overseer is difficult to understand? Brenda Warner seems quite capable to manage the entire budget.

The television already shows the parking attendants trying to justify their employment. It has occurred to me for some time that the growing road divide/ medians would be an ongoing growing cost to plant flowers & shrubs. Really the downtown precinct needs the flower baskets but residential areas should be left to private citizens beautifying their own gardens. The new Beacon Hill children's playground & new Fisherman's wharf park expenditures are hard to reconcile in an increasingly difficult budgetary period. I think it really quite difficult to understand why the city needs such an expensive communications department to sell city actions. We have elections to facilitate that process.

You will need to be quite strong and stout hearted to stem the inevitable tide of special interests trying to maintain the status quo. With so many retired folks on fixed incomes it is necessary to bring the costs of city governance down and that means reducing the number of employees and management. We have other costs coming our way as the years pass by and a strong city council can help lay the foundation for our bright future.

best regards

patrick skillings  
burr properties ltd.  
655 fort st.  
250-382-8838  
[patrick@burrproperties.com](mailto:patrick@burrproperties.com)



**From:** Ken [REDACTED]

**Sent:** Wednesday, Feb 6, 2013 1:39 PM

**To:** Geoff Young (Councillor); Charlayne Thornton-Joe (Councillor); Pam Madoff (Councillor); Ben Isitt; Lisa Helps; Shellie Gudgeon; Chris Coleman (Councillor); Marianne Alto; Mayor (Dean Fortin)

**Cc:** Brenda Warner

**Subject:** OUR BRIGHT FUTURE ?

Dear Mayor and Council:

Thank you for the opportunity to comment on your proposed Victoria's Strategic Plan 2013-15.  
Please find attached my suggestions.

Yours truly,

Ken Roueche  
47 Howe Street  
Victoria, British Columbia  
Canada V8V 4K2

[REDACTED]  
February 6, 2013

Dear Mayor and Council:

### OUR BRIGHT FUTURE ?

Congratulations on your initial proposals to permanently cut \$1.563 million in annual expenditures and your determination to limit annual tax increases to no more than 3.25% for three years. The items identified are, quite frankly, a very weak start towards the \$6 million target. As staff reports have indicated it will take some time to change direction even once priorities have been set, we do not have a lot of time left to meet the target. Moreover there is the nagging problem of those \$1.5 million in surprises that seem to arrive every year, like the first snowdrops of spring. The challenge may well be much bigger than the \$6 million target, staff reports put the number as perhaps as high as \$11 million. I would suggest the following priorities for further cuts.

Over 50% of the \$200 million city budget is for wages and benefits, including city and VICPD workers. The unionized city staff are scheduled to receive a 2% wage increase in 2013, the last year of their current contract. Those contracts are of course negotiated by the very secretive Greater Victoria Labour Relations Association who also negotiate the contracts for VICPD unionized employees on behalf of the VICPD Board. It would appear that you have already decided that the VICPD will be exempt from any cuts; in fact they are being offered a 2% budget increase for each of the next 3 years, meanwhile crime rates continue to fall. Perhaps this reflects the Mayor's conclusion that he, as chair of the VICPD Board, is unable to set strategic direction for the VICPD (ref. the Greatbatch



report, p.16). The only hint as to plans for other wage policies is: "annual salary increases for all employees will be kept at affordable levels." You need to be much more engaged in setting the goals for both city and VICPD contract negotiations if the budget cutting goals are going to be met in a timely and efficient manner. You also need to examine staffing levels, wages, working conditions and benefits within the current collective agreements for savings. These elements are critical to meeting the budget targets.

Coupled with the above initiative you must also consider immediate reductions to the communications and the sustainability departments.

Consideration must also be given reduced funding for park and streetscaping projects which have become increasingly lavish.

The Victoria Conference Centre, including the Crystal Gardens, appears to be an ongoing burden. If contracts with the Empress Hotel and others cannot be renegotiated perhaps some facilities and/or services need to be sold or privatized. The operation of Royal Athletic Park also needs to be reviewed, private sector partners could perhaps help to eliminate the deficit and build a fund to finance upgrades.

Some of the \$6.2 million in tax exemptions and grants seem to have outlived their usefulness. One small example is right in my neighbourhood, the \$2500 tax exemption that is given to the Clover Point Anglers Association, a rather elusive group that make occasional use of the boat shed and launch at Clover Point. I would suggest that the exemption be withdrawn and the anglers encouraged to consolidate their operations with the James Bay Anglers Association. The existing waterfront footprint could perhaps be leased out to an eatery and/or a water sports rental shop, thus making the space available to the greater population and generating some revenue for the city. No doubt there are numerous other examples buried in the grants and tax exemptions budget that need to be exhumed. Victoria currently spends substantially more, per capita, on these items than other comparable municipalities in British Columbia.

The budget for economic development needs to be reduced. Victoria cannot afford to continue to do the heavy lifting when the benefits accrue to the entire region; for example support for the Chamber of Commerce, the Greater Victoria Development Agency and for trade missions need to be assessed with a view to securing more substantial contributions from other municipalities and the CRD.

I think it is essential that council establish a Finance Committee. Quite frankly you have assigned the Corporate Services Committee (CSC) an impossible task, they are responsible for fiscal and auditing policy, human resources and bargaining, property management, risk management, information technology and bylaw enforcement. The CSC have asked for support from a citizens advisory committee and I think this is a vital first step towards improving our collective



financial literacy. I am confident that there are numerous retirees in Victoria, including CA's and CGA's, who would gladly volunteer to assist.

And finally, once we get our fiscal house in order, then the province's refusal to pay the \$4 million in grants in lieu of taxes for the Legislative Precinct and the thirty-six acre Government House property must be addressed. There is a need for a comprehensive review with the provincial government as to the fiscal impact these policies are having on the city. One partial solution might be for the province to "gift" the southern portion of the Government House property, below the escarpment, to the city. That section along Richardson and lower Lotbniere, away from the Garry Oak meadow, could perhaps be zoned for townhouse/duplex development and the northern and eastern portions developed as a CRD Park, the first in Victoria. Full implementation of this initiative would probably take us well beyond the three year budget cycle, however I do truly believe that we will all be working on budget cutting well beyond three years.

Yours truly,

Ken Roueche  
47 Howe Street  
Victoria V8V 4K2



-----Original Messag

From: Mervin & Dana [REDACTED]

Sent: Wednesday, Feb

To: Mayor (Dean Fortin); Marianne Alto; Chris Coleman (Councillor);

Shellie Gudgeon; Lisa Helps; Ben Isitt; Pam Madoff (Councillor);

Charlayne Thornton-Joe (Councillor); Geoff Young (Councillor)

Subject: Parkade Automation ( support )

To: Council & Mayor,

I support the automation of parkades in Victoria and applaud your efforts to reduce costs to taxpayers. Furthermore I hope you will continue to search for other measures increase efficiency and reduce tax rates. Much appreciated!!

Mervin & Dana Miller

Victoria BC



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**From:** [REDACTED]

**Sent:** Thursday, Feb 7, 2013 7:23 PM

**To:** Mayor (Dean Fortin)

**Subject:** Oppose the automation of parkades

I appose the automation of parkades.

I want to maintain the currently service and only agree to use the parkade because of this.

As a women I feel safe with this knowledge.

Diane Marson



**From:** [REDACTED]

**Sent:** Thursday, February 07, 2013 10:02 AM

**To:** Mayor (Dean Fortin); Marianne Alto; Chris Coleman (Councillor); Shellie Gudgeon; Lisa Helps; Ben Isitt; Pam Madoff (Councillor); Charlayne Thornton-Joe (Councillor); Geoff Young (Councillor)

**Cc:** 'cupelocal50@shaw.ca' <cupelocal50@shaw.ca>

**Subject:** Say NO to fully automated parkades

Victoria Mayor and City Councillors,

I park at the Broughton Street parkade on a daily basis for work. I cannot tell you how many times I've had to wait in a line up that wraps down around the corner from one level to the next because of an elderly person or just a person that has never used an automated payment system before and they are experiencing difficulty using the automated system and they hold up the traffic leaving the parkade because of this. If it wasn't for the actual human attendants there, I'd probably still be sitting there. They are there to assist and move things along quicker when problems such as this arise.

There have been times when my swipe card hasn't opened the gate to get out of the parkade and the attendant has been able to assist me. And I have to say, I feel very secure walking around in this parkade because I know it is patrolled regularly and that there is always someone there watching out for us. It makes a HUGE difference. There are costs all over to park downtown but in particular, I feel the cost for parking here is well worth it because of how safe I feel. I don't even worry about parking my vehicle in this parkade. I've parked in many parkades over town for work and I have to say I'm impressed with this set up and I don't want to see it changed.

I enjoy the personal aspect of having someone present when coming and going from the parkade, I even gave Purdy's chocolates to the attendant this year at Christmas time. I understand the need for automating things and moving forward with technology that we have these days but this is one example of something that still requires a human body to occupy these types of positions.

Thank you,

**KIM JORDISON**

[REDACTED]



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**From:** Cloak, Ken [mailto:Ken.Cloak@colliers.com]

**Sent:** Thursday, Feb 14, 2013 4:13 PM

**To:** Mayor (Dean Fortin)

**Subject:** Automation Proposal, City of Victoria owned/operated parkades

Dean, many of our employees park in the adjacent View Street parkade and most will tell you that the level of service and general demeanor and attitude of the parking attendants operating this facility is appalling. On a personal note, I think it is fiscally responsible to look at any means available to operate these facilities in a more efficient and cost effective manner so I wanted to write to advise that I, as well as a majority of my colleagues, are in favour of automating the parkades. Please be advised that this is a personal opinion not to be connected with Colliers in any way.

Good luck with the proposal and trust that the right business case will rule given the fiscal pressures that Municipalities are currently operating under.

Sincerely,

**Ken Cloak**

Associate Vice President

Dir +1 250 414 8372

Main +1 250 388 6454 | Fax +1 250 382 3564

[ken.cloak@colliers.com](mailto:ken.cloak@colliers.com)



**From:** sheena bellingham [REDACTED]  
**Sent:** Saturday, February 16, 2013 04:27 PM  
**To:** Mayor (Dean Fortin)  
**Subject:** Automation of parkades

Dear Honourable Mayor Dean Fortin,

I do oppose the automation of downtown parkades.

I use the downtown parkades quite frequently while working. At 5 pm when I leave, it is somewhat disquieting to come out of the elevator or stairs into the lot and have a moment's indecision as to where it was I left my car that morning. I'm sure we've all had these 'moments'. However, I always find it reassuring to remember that if I've really forgotten, there is a face to talk to at the exit to the parkade.

On a more serious note, one feels the sense of danger from someone with less than good intentions could be mitigated if there are actually people on duty at the exit. It is quite a vacant parkade most times of day.

Lastly, wouldn't it be better to pay wages now, rather than unemployment cheques in the future? This is surely a better way to contribute to the economy.

Many thanks,

Sheena Bellingham



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**From:** Bryson, Kari [REDACTED]

**Sent:** Tuesday, Feb 19, 2013 1:07 PM

**To:** Mayor (Dean Fortin); Marianne Alto; Chris Coleman (Councillor); Shellie Gudgeon; Lisa Helps; Ben Isitt; Pam Madoff (Councillor); [cthorton-joe@victoria.ca](mailto:cthorton-joe@victoria.ca); Geoff Young (Councillor)

**Subject:** Closure/automation of Victoria Parkades

I utilize the Victoria Downtown parkades at least three times per week. Mostly I use the View street parkade. The guys and gals who work there are helpful and welcoming. Please do not automate the parkades. There is enough automation in our lives, face to face is becoming extinct.

I value the service I get each time and wish to continue in the future.

Kind regards,

Kari Bryson

Kari Bryson, CFP, FMA, RRC

[REDACTED]  
[REDACTED]  
[REDACTED]



**From:** Colin Nielsen [REDACTED]  
**Sent:** Tuesday, Jan 22, 2013 5:14 PM  
**To:** Mayor (Dean Fortin)  
**Subject:** 2013 Budget Deliberations - suggestions

Mayor & Council

**Re: 2013 Budget Deliberations:**

I appreciate the challenges you are facing in managing expenditures for the upcoming year. Addressing Victoria's aging infrastructure will be a major challenge and careful management of all other costs must be a priority in order to allocate as much as possible to infrastructure remediation. I have been going through the Statements of Financial Information and audited Annual Financial Returns compiled by the 3 largest Municipalities on Vancouver Island (and have attached same for your information). Executive salaries escalated far beyond the rate of inflation/cost of living between 2008 & 2011 and, while not the sole cause of rising Municipal budgets, I believe that they are a significant factor that needs to be addressed if Council hopes to keep the rate of property tax increases below 3.25% over the next 3 to 4 years. As you are well aware, the most severe recession since the Great Depression began in late 2007 and persisted throughout the 4 year period that the spreadsheet covers. During this period, the Stats Canada CPI has remained far below the amount of the City's expenditure increases (and property taxes increases). Many of the people paying these taxes (including renters who indirectly pay taxes through their monthly rents) are lower income, students or seniors on fixed incomes. Any increases in income that have received over that period have been much lower than the City's budget/tax increases. Governments often fail to realize that there is only **one taxpayer**, who pay direct or indirect taxes and fees to Federal, Provincial and Municipal governments and also have to cope with other rising costs. This year, that includes increased E.I. & C.P.P. contributions, increased MSP premiums and a BC Hydro increase. Seniors on fixed incomes, pensions have received only small CPI pension increases from federal pensions (CPP/OAP) and many rely, at least in part, on fixed investment income. With lower interest rates, GIC's, Canada Savings Bonds, Money Markets and other guaranteed investments are producing very poor returns. On top of this, Victoria residents will be faced with increased utility fees, largely due to the planned CRD Liquid Waste Water Treatment system. Seniors using the Province's Tax Deferral Program will not be able to defer increased fees on their utility bills associated with sewage treatment, hence these fees will make things that much more difficult for them. Apartment owners will also face additional pressure from sewage treatment fees on their utility bills. Apartment owners may well apply to the Residential Tenancy Office for rent increases above the norm to make up for these increased utility fees, which will push up rents. Bottom line – one area Council must reign in is Executive salaries. You need to hold the line on executive salaries for the next few years.

Some salary increases are startling, given that they occurred during such a severe recession and they are outlined on the spreadsheet. Victoria's salary's overall has increased much more rapidly during this period than either Nanaimo or Saanich salary structures. Victoria's overall salary budget has increase by \$9,297, 301.00 (21%) from 2008 to 2011, while Nanaimo's increased by \$4,315,943.00 (10.6%) and Saanich's increased 3,025,075 (6.3%).

Some other examples – in 2008, Victoria had 1 employee earning over \$150,000 but by 2011 there were 15. At the same time, Saanich went from 2 employees over \$150,000 to 4 and Nanaimo remained stable at 5 throughout that period.



In 2008, Victoria had **85** employees earning over \$75,000 – by 2011 Victoria had **224** employees earning over \$75,000. During that same period, Nanaimo had **112** employees earning over \$75,000 and that figure increased to **176** (a much more moderate rate of growth, despite Nanaimo's strong population growth). Saanich had **90** employees earning over \$75,000 and by 2011 they had **170** earning over \$75,000. My question for council is why has Victoria's rate of growth for those earning over \$75,000 so out of proportion with Saanich and Nanaimo?

Some specific examples of Executive salaries that have increased far above the rate of inflation (CPI) and far above their counterparts in Saanich and Nanaimo (specifics on attached spreadsheet)

City Manager, Director of Finance, Operations Manager, Director of Legislative Services, Communications Specialist, Director of Planning, Director of Parks & Recreation. These huge raises at the top of the City's pay rates also set a very poor example for non-exempt (Union employees).

**Victoria Council also needs to become far more vocal and active in pushing for municipal amalgamation and, in particular, in pushing for a Regional Police Force.**

The City currently (and historically) provides services to Greater Victoria residents that live outside the City. Examples are the underlying costs of Memorial Arena – Saanich originally agreed to pay some grants to the City towards Memorial, yet the only record I could find was a 2008 Grant in the amount of \$107,000 and nothing since. I suggest that with a larger population than Victoria, it is likely that more Saanich residents (and those from other area Municipalities) attend events at Memorial than Victorians. Victorians, through property taxes, already contribute to Memorial but those from outside the City do not. Council should consider implementing a surcharge on event fees to all non residents attending events at Memorial. A similar policy years ago by Sidney and North Saanich shamed Central Saanich into cost sharing operating costs at Panorama Recreation Centre. I would also suggest the same policy for Royal Athletic Park. This might not bring in a lot of revenue, but it would bring the amalgamation discussion more out into the open, getting the attention of residents outside the city and making them see the disadvantage the City is in. I also noted that Saanich, Esquimalt and Oak Bay contribute very little directly to groups supporting housing or services to the homeless. These services are very necessary, but the costs should not be shouldered by Victorians alone. This is another reason to press for amalgamation.

An immediate freeze on all exempt staff, where not contractually prohibited, should be implemented for the next three to five years. If any leave as a result of pay freezes, too bad. I'm confident that there will always be many qualified individuals that would be only too happy to replace them – Victoria is and always will be a desirable place to live.

Sincerely

Colin Nielsen & Sandra Menzies

1008 Carberry Gardens

Victoria, B.C. V8S 3R7



# **Comparative Statistics - Vancouver Island's 3 Largest Municipalities - Saanich, Nanaimo & Victoria - Page 1 of 6:**

Figures Below EXCLUDE Police (who are not covered in Statements of Financial Information) & Benefits also excluded:

Population:

113,999                      83,810                      80,017

|                                        | <u>Saanich:</u> | <u>Nanaimo:</u> | <u>Victoria:</u> | <u>Note:</u>                            |
|----------------------------------------|-----------------|-----------------|------------------|-----------------------------------------|
| Mayor & Council Renumeration - 2008    | \$ 297,864.00   | \$ 280,920.00   | \$ 202,866.00    | 2008 Statement of Financial Information |
| Mayor & Council Renumeration - 2009    | \$ 318,257.00   | \$ 297,991.00   | \$ 469,581.00    | 2009 Statement of Financial Information |
| Mayor & Council Renumeration - 2010    | \$ 349,935.00   | \$ 293,587.00   | \$ 449,767.00    | 2010 Statement of Financial Information |
| Mayor & Council Renumeration - 2011    | \$ 367,059.00   | \$ 297,103.00   | \$ 455,908.00    | 2011 Statement of Financial Information |
| Increase - 2011 costs minus 2008 costs | \$ 69,195.00    | \$ 16,183.00    | \$ 253,042.00    |                                         |
| Percentage                             | 23.23%          | 5.76%           | 124.73%          | Excludes Mayor/Councilor Expenses       |

# of Employees Over \$150,000 in 2008: 2                      5                      1  
# of Employees Over \$150,000 in 2011: 4                      5                      15 \*                      \* Fire Chiefs Command Change

# of Employees that were paid over \$100,000 in 2008: 25                      26                      18  
# of Employees that were paid over \$100,000 in 2011: 54                      53                      57

# of Employees that were paid over \$75,000 in 2008: 90                      112                      85  
# of Employees that were paid over \$75,000 in 2011: 170                      176                      224

## **MANAGEMENT TEAM RENUMERATION COMPARISONS:**

| City Managers          |               |               |               |                                   |
|------------------------|---------------|---------------|---------------|-----------------------------------|
| 2008 Renumeration      | \$ 191,838.00 | \$ 228,038.00 | \$ 164,751.00 | Last Full Year - Penny Ballantyne |
| 2011 Renumeration      | \$ 220,911.00 | \$ 223,269.00 | \$ 231,452.00 | Gail Stephens                     |
| Increase/Decrease      | \$ 29,073.00  | \$ (4,769.00) | \$ 66,701.00  |                                   |
| Percentage of Increase | 15.15%        | -2.09%        | 40.49%        |                                   |



# Comparative Statistics - Vancouver Island's 3 Largest Municipalities - Saanich, Nanaimo & Victoria - Page 2 of 6:

## Finance Directors

|                        | Saanich:      | Nanaimo:      | Victoria:     |               |
|------------------------|---------------|---------------|---------------|---------------|
| 2008 Renumeration      | \$ 139,484.00 | \$ 129,722.00 | \$ 135,181.00 | Brenda Warner |
| 2011 Renumeration      | \$ 165,752.00 | \$ 138,960.00 | \$ 171,464.00 | Brenda Warner |
| Increase/Decrease      | \$ 26,268.00  | \$ 9,238.00   | \$ 36,283.00  |               |
| Percentage of Increase | 18.83%        | 7.12%         | 26.84%        |               |

## Managers of Corporate Services

|                      |               |               |               |                       |
|----------------------|---------------|---------------|---------------|-----------------------|
| 2008 Renumeration    | unknown       | \$ 165,647.00 | \$ 153,899.00 | Mike McClinggott 2009 |
| 2011 Renumeration    | \$ 149,651.00 | \$ 180,816.00 | \$ 166,713.00 | Kevin Craig           |
| Increase/Decrease    |               | \$ 15,169.00  | \$ 12,814.00  |                       |
| Percentage of Change |               | 9.16%         | 8.33%         |                       |

## GM Operations:

|                      |               |                                    |
|----------------------|---------------|------------------------------------|
| 2009 Renumeration    | \$ 161,051.00 | Peter Sparanese (from Engineering) |
| 2011 Renumeration    | \$ 227,258.00 | Peter Sparanese                    |
| Increase/Decrease    | \$ 66,207.00  |                                    |
| Percentage of Change | 41.11%        |                                    |

## Conference Centre

|                        |               |               |               |                 |
|------------------------|---------------|---------------|---------------|-----------------|
| 2008 Renumeration      | No Equivalent | No Equivalent | \$ 137,703.00 | Jocelyn Jenkins |
| 2011 Renumeration      |               |               | \$ 169,149.00 | Jocelyn Jenkins |
| Increase/Decrease      |               |               | \$ 31,446.00  |                 |
| Percentage of Increase |               |               | 22.84%        |                 |

## City Solicitor

|                      |               |                |
|----------------------|---------------|----------------|
| 2008 Renumeration    | \$ 139,134.00 | Hired May 2010 |
| 2010 Renumeration    | \$ 158,888.00 |                |
| Increase/Decrease    | \$ 19,754.00  |                |
| Percentage of Change | 14.20%        |                |



**Comparative Statistics - Vancouver Island's 3 Largest Municipalities - Saanich, Nanaimo & Victoria - Page 3 of 6:**

|                              | <u>Saanich:</u> | <u>Nanaimo:</u> | <u>Victoria:</u> |         |
|------------------------------|-----------------|-----------------|------------------|---------|
| <b>Directors of Planning</b> |                 |                 |                  |         |
| 2008 Renumeration            | \$ 138,990.00   | \$ 127,907.00   | \$ 135,707.00    | Deb Day |
| 2011 Renumeration            | \$ 147,472.00   | \$ 139,104.00   | \$ 178,333.00    | Deb Day |
| Increase/Decrease            | \$ 8,482.00     | \$ 11,197.00    | \$ 42,626.00     |         |
| Percentage of Change         | 6.10%           | 8.75%           | 31.41%           |         |

|                              |               |               |               |                  |
|------------------------------|---------------|---------------|---------------|------------------|
| <b>Engineering Directors</b> |               |               |               |                  |
| 2008 Renumeration            | \$ 139,134.00 | \$ 137,560.00 | \$ 135,707.00 | Peter Sparanese  |
| 2011 Renumeration            | \$ 165,402.00 | \$ 157,306.00 | \$ 168,519.00 | Dwayne Kalynchuk |
| Increase/Decrease            | \$ 26,268.00  | \$ 19,746.00  | \$ 32,812.00  |                  |
| Percentage of Change         | 18.88%        | 14.35%        | 24.18%        |                  |

|                                              |               |               |               |             |
|----------------------------------------------|---------------|---------------|---------------|-------------|
| <b>Directors of Parks, Rec &amp; Culture</b> |               |               |               |             |
| 2008 Renumeration                            | \$ 138,990.00 | \$ 130,756.00 | \$ 133,175.00 | Kate Friars |
| 2011 Renumeration                            | \$ 146,499.00 | \$ 142,574.00 | \$ 176,332.00 | Kate Friars |
| Increase/Decrease                            | \$ 7,509.00   | \$ 11,818.00  | \$ 43,157.00  |             |
| Percentage of Change                         | 5.40%         | 9.04%         | 32.41%        |             |

|                                     |               |               |               |                        |
|-------------------------------------|---------------|---------------|---------------|------------------------|
| <b>Directors of Human Resources</b> |               |               |               |                        |
| 2008 Renumeration                   | \$ 117,806.00 | \$ 139,568.00 | \$ 135,556.00 | Trina Scott/Harrison   |
| 2011 Renumeration                   |               | \$ 142,464.00 | \$ 165,690.00 | Trina Harrison (Scott) |
| Increase/Decrease                   |               | \$ 2,896.00   | \$ 30,134.00  |                        |
| Percentage of Change                |               | 2.07%         | 22.23%        |                        |

|                                             |              |  |                   |             |
|---------------------------------------------|--------------|--|-------------------|-------------|
| <b>Internal Audit &amp; Risk Management</b> |              |  |                   |             |
| 2008 Renumeration                           | \$ 91,470.00 |  | New in March 2010 |             |
| 2011 Renumeration                           | \$ 99,407.00 |  | \$ 175,682.00     | Bill Fanous |
| Increase/Decrease                           | \$ 7,937.00  |  |                   |             |
| Percentage of Change                        | 8.68%        |  |                   |             |



Comparative Statistics - Vancouver Island's 3 Largest Municipalities - Saanich, Nanaimo & Victoria - Page 4 of 6:

**Communications Specialists**

2008 Renumeration  
2011 Renumeration  
Increase/Decrease  
Percentage of Change

|                | <u>Saanich:</u> | <u>Nanaimo:</u> | <u>Victoria:</u> |                |
|----------------|-----------------|-----------------|------------------|----------------|
| Has no         |                 | Hired Aug 2012  | \$ 98,068.00     | Kate Josephson |
| Communications |                 | No Renumeration | \$ 148,929.00    | Kate Josephson |
| Department     |                 | Data Available  | \$ 50,861.00     |                |
|                |                 |                 | 51.86%           |                |

In 2011, Surrey's Communications Specialist under Mayor Diane Watts was paid: \$ 79,825.00

**Legislative Services:**

2008 Renumeration  
2011 Renumeration  
Increase/Decrease  
Percentage of Change

|  |               |              |               |              |
|--|---------------|--------------|---------------|--------------|
|  | \$ 109,780.00 | \$ 96,719.00 | \$ 135,707.00 | Rob Woodland |
|  | \$ 149,543.00 |              | \$ 180,400.00 | Rob Woodland |
|  | \$ 39,763.00  |              | \$ 44,693.00  |              |
|  | 36.22%        |              | 32.93%        |              |

**Fire Chiefs**

2008 Renumeration  
2011 Renumeration  
Increase/Decrease  
Percentage of Change

|  |               |               |               |              |
|--|---------------|---------------|---------------|--------------|
|  | \$ 154,696.00 | \$ 129,348.00 | \$ 135,707.00 | Doug Angrove |
|  | \$ 152,292.00 | \$ 134,808.00 | \$ 168,357.00 | Mark Cline   |
|  | \$ (2,404.00) | \$ 5,460.00   | \$ 32,650.00  |              |
|  | -1.55%        | 4.22%         | 24.06%        |              |



**Employee Costs (excluding Benefits) 2008 through 2011:**

|                                                        | <u>Saanich:</u>  | <u>Nanaimo:</u>  | <u>Victoria:</u> |                                         |
|--------------------------------------------------------|------------------|------------------|------------------|-----------------------------------------|
| Total Renumeration - employees above \$75,000 in 2008: | \$ 8,745,034.00  | \$ 10,886,263.00 | \$ 7,884,149.81  | 2008 Statement of Financial Information |
| Total Renumeration - employees above \$75,000 in 2011: | \$ 16,068,746.00 | \$ 16,771,675.00 | \$ 21,355,259.95 | 2011 Statement of Financial Information |
| Increase/Decrease:                                     | \$ 7,323,712.00  | \$ 5,885,412.00  | \$ 13,471,110.14 |                                         |
| Percentage:                                            | 83.75%           | 54.06%           | 170.86%          |                                         |

Total Renumeration - employees under \$75,000 in 2008: \$ 39,397,248.00 \$ 29,743,679.00 \$ 35,614,159.22 2008 Statement of Financial Information

Total Renumeration - employees under \$75,000 in 2011: \$ 35,098,611.00 \$ 28,174,210.00 \$ 31,440,350.69 2011 Statement of Financial Information

Increase/Decrease: \$ (4,298,637.00) \$ (1,569,469.00) \$ (4,173,808.53)

Percentage: -10.91% -5.28% -11.72%

Total Employee Renumeration (all) - 2008: \$ 48,142,282.00 \$ 40,629,942.00 \$ 43,498,309.03 2008 Statement of Financial Information

Total Employee Renumeration (all) - 2011: \$ 51,167,357.00 \$ 44,945,885.00 \$ 52,795,610.64 2011 Statement of Financial Information

Increase/Decrease: \$ 3,025,075.00 \$ 4,315,943.00 \$ 9,297,301.61

Percentage: 6.28% 10.62% 21.37%

**Employee Costs (including Benefits) 2008 through 2011 - reported in 2008 & 2011 Audited Financial Reports:**

|                                                 |                  |                  |                  |                                      |
|-------------------------------------------------|------------------|------------------|------------------|--------------------------------------|
| Employee Salaries, Wages & Benefits 2008:       | \$ 73,853,503.00 | \$ 48,119,249.00 | \$ 84,015,546.00 | 2008 Annual Audited Financial Report |
| Total Employee Salaries, Wages & Benefits 2011: | \$ 82,521,107.00 | \$ 53,697,661.00 | \$ 96,886,912.00 | 2011 Annual Audited Financial Report |
| Increase/Decrease:                              | \$ 8,667,604.00  | \$ 5,578,412.00  | \$ 12,871,366.00 |                                      |
| Percentage:                                     | 11.74%           | 11.59%           | 15.32%           |                                      |



**NOTES:**

1) Gerry Berry's last full year as City Manager in Nanaimo was 2008 at remuneration shown

Al Kenning succeeded Gerry Berry in 2009

2) *From 2008 through 2011, Victoria Staff Remuneration increased by 21.37% - following is the CPI indexes for those same years:*

|                                                       | <u>Canadian:</u> | <u>BC:</u>  |              |
|-------------------------------------------------------|------------------|-------------|--------------|
| Official CPI Cost of Living Increase 2008             | 2.3%             | 2.1%        | Stats Canada |
| Official CPI Cost of Living Increase 2009             | 0.3%             | 0.0%        | Stats Canada |
| Official CPI Cost of Living Increase 2010             | 1.8%             | 1.3%        | Stats Canada |
| Official CPI Cost of Living Increase 2011             | <u>2.9%</u>      | <u>2.4%</u> | Stats Canada |
| <i>While the Canadian &amp; BC CPI's increased by</i> | <u>7.3%</u>      | <u>5.8%</u> |              |

3) The most severe recession since the Great Depression began in late 2007 and persisted throughout this four year period. The official CPI remained very low as did the cost of borrowing. While Canada's economy did better than some other developed Countries, it did not escape the worldwide effects of the recession and residents here felt the effects through pay freezes and lower sales for small businesses. Seniors on fixed incomes received very small COL raises in their pensions and income from fixed (guaranteed) investments continued to see low returns. While income taxes rose very little, a variety of fees and payroll taxes did rise, along with everything else covered by the CPI. At the same time, the City of Victoria continued to increase property taxes at rates well above the CPI. The salary component of Council increased by 53.89% between 2008 & 2011. The number of employees making more than \$150,000 annually rose from 1 in 2008 (who earned \$170,890.00) to 15 in 2011, who were collectively paid \$2,676,931.00, a 4 year increase equal to 1446.46%. Over the same period, the number of employees paid more than \$150,000.00 annually at Saanich increased from 2 to 4 and in Nanaimo there was no increase -Nanaimo had 5 employees paid more than \$150,000 in 2008 and still had 5 by 2011. The total remuneration paid to Civic employees in Victoria went up \$9,297,301.00 (an increase of 21.37%) from 2008 through 2011 while Saanich's increased \$3,025,075.00 (an increase 6.28%) while Nanaimo's employee remuneration increase \$4,315,943.00 (an increase of 10.62%). Victoria's wages must be reigned in, particularly at the executive level. Based on large salary increases over this 4 year period, executive pay should be frozen unless guaranteed by contract. Also, several new executive positions were created and the timing of same couldn't have been worse. Council needs to find a combination of savings and perhaps some new revenues and hold the line on property taxes. New revenue could come in the form of charging non-Victoria residents a fee or surcharge for attending events at City owned facilities, e.g. Memorial Arena and Royal Athletic Park. Council should also become much more active at pressing for amalgamation, which would more fairly apportion the costs associated with downtown Victoria across the region.



---

**From:** [REDACTED]  
**Sent:** Saturday, Jan 26, 2013 8:44 AM  
**To:** Lisa Helps; Shellie Gudgeon; Ben Isitt; Mayor (Dean Fortin); raymau@shaw.ca  
**Subject:** Fw: "Tipping Point" Coming ...  
**Importance:** High

Hi,

Please find attached an open letter entitled: **"Tipping Point"** Coming! In light of today's budget session, the **"Tipping Point"** could be one touch point within which we discuss strategies and tactics of improving the city's budgeting process.

Also attached please find other documents such as: **"Learning City – Creating Our Future"** – a strategic approach to what Victoria can be as a learning city bringing in great minds and hosting innovative and forward looking ideas. Also see an example from Portland, Oregon called the **"Portland Alliance Overview"** showing how they have created an Alliance Plan in forging a future oriented vision and plan to improve their downtown over the years.

Sincerely,

Ray Mau  
2635 Roseberry Avenue  
Victoria, BC V8R 3T8  
[REDACTED]



~~REDACTED~~



## An Open Letter – “*Tipping Point*” Coming!

[Original Draft – April 2012]

This letter comes to us from the future... a future not far away. It is late summer 2012 now and life in all categories are at a '*Tipping Point*' which will usher in changes we have not calculated nor seen before because of our limited field of view and perspective. This is not a political 'open letter!' It is not a 'scare tactic!' It is not even a 'philosophical treatise!' Hopefully, every reader will see it as a rational look at what we have experienced already as a global society, a national community and a local region.

What do I mean when I use the word “*Tipping Point*?” Here is my definition: “***The Tipping Point***” is a dynamic force that interconnects and interlocks economic, financial and social realities into one holistic system whereby one action or decision in one sector will have a domino effect on all other sectors. Picture it as a series of floats [in a swimming pool] connected together. When one incident pulls down one float, the others are pulled down along with it. Here are a few examples:

1] The Plight of the Eider Duck : a University of Victoria professor made a documentary on the plight of the Eider Duck - <http://www.peopleofafeather.com/> . He researched how fresh water from hydro dams in Ontario is being pumped into Hudson Bay which is changing not only the lives of the Eider Duck, polar bears and the Inuit community in Nunavut but ultimately it is changing the flow of the jet stream over the Atlantic Ocean. This one action in turn ultimately impacts every human being on planet earth. An environmental study was promised to measure the effects on climate change; two years later and to date no study has been conducted.

Malcolm Gladwell, author of *The Tipping Point* gives us insight into human behaviour and decisions that bring about monumental change - either for good or for bad. If you have an opportunity to read it, you will see what I mean. It gives all of us a different perspective on the decisions we make in whatever capacity or role in life we find ourselves. It also shows us how we [individual human beings or as a collective] change the outcomes, impacts and results we have on our cities, our society and our future. Gladwell has tracked what he calls epidemics in various sectors that have a spillover effect in many other areas.

Internationally – we are still in the midst of a global recession with Europe suffering. Greece could well be their '*Tipping Point*,' pulling down not only itself, but Italy, then Spain, then Portugal and possibly Ireland. We in Canada will be very much affected by what happens across the Atlantic.

Nationally - the recession of 2008 is still alive and well south of our borders and even within our borders. The rate of mortgage foreclosures, personal and corporate bankruptcies are in the hundreds of thousands of dollars affecting the same number of lives.

Locally - bringing it home to British Columbia, this author is seeing a chain of events from the past that has added fuel and momentum to where we are today. Decisions are being made that will take us in a direction that will be damaging instead of doing good. As for instance: the decision to create and build our own 'fast ferries' in the 90's robbed our provincial treasury



of much needed finances to fund education, health care, families, etc. The recent fight to reverse the HST tax has caused nothing but grief to individuals, families, businesses, etc., because the HST taxed items which were exempt in the past but are now being taxed. It is robbing our personal accounts, our municipal and provincial purses. The impact goes beyond the governmental and political walls... it hits us in our homes, our schools, our hospitals... the whole of our society. Do we need to discuss BC Hydro being allowed to install their 'new' Smart Meters [without a citizen referendum] resulting in higher costs, invasion of our privacy and potential risks to our health? At the municipal level, the City of Victoria is looking at a \$6 million dollar cost crunch. And what about the infamous 'Blue Bridge' replacement cost that started at \$77 million and is now at \$93 million; possibly going higher and higher? One councillor voiced that we haven't seen the last of the costs. Is this our municipal **"Tipping Point?"**

The current labour/contract unrest with one bargaining unit [BC Teachers] will eventually spill over into upcoming negotiations with many other labour groups. This contract unrest with the BC Teachers could well become the **"Tipping Point"** provincially to take us over the edge. Why? It is because one contract dispute is not an isolated situation or incident. It is one piece [float] in a chain of events that is interconnected with other similar labour/contract negotiations. While we have the realities of government policies, contracts and net zero language, what this author is seeing about goes way beyond what is in front of our faces. This is more than just one labour contract negotiation or adhering to a policy decision.

Just to reiterate: what we are talking about is being one link [one float] as a local society chained into an interconnected system with municipal, national and international turmoil. As said before, **"The Tipping Point" is a dynamic force that interconnects and interlocks economic, financial, social realities into one holistic system whereby one action or decision in one sector will have a domino effect on all other sectors.** Picture it as a series of floats connected together. When one incident pulls down one float, the others are pulled down along with it.

What is at stake here is the trend of events that will bring about a **"Tipping Point"** that can take us over the edge as said above. As we understand the nature and dynamics of the **"Tipping Point,"** we will see that our decisions can take us in one of two directions: a) down a slope of no return into a recession of catastrophic proportions not only in economic instability but also lack of capacity. We will see human and societal despair with symptoms of hopelessness, financial bankruptcies and a breakdown of family units and communities; or, b) upward toward a future of security, greater capacity and growth with hope, joy, love and vision.

Question: what kind of future do we see and want for ourselves?

Sincerely,

Ray Mau, a futurist  
2635 Roseberry Avenue  
Victoria, BC, V8R 3T8  
Tel: 250-595-1991



**Co-Sponsored by:**

**Knowledge Management International  
Northern Alberta Institute of Technology  
PALLACE International Learning Community Project**

# **Creating Our Future: Building Towns and Cities as Learning Communities**

## **The PALLACE Project**

*(Promoting Active Lifelong Learning in Australasia, Canada, and Europe)* is funded through the European Commission, and incorporates seven learning community projects focusing on technology, culture, adult education, municipal leaderships, schools, public-private partnerships, and community learning centres.

**June 3-4, 2004**

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**Rooms are \$67.50 Canadian**

## **Day One: Building the Future**

Over the last several years the "learning communities" or "learning cities" movement has gained increasing momentum in Europe and Australia, with considerable activity in New Zealand, and building interest in India, China, and Canada.

There's a good reason! Learning is the fundamental human activity that fosters individual and collective growth, yet few communities have a lifelong learning strategy, let alone make learning a core component of community growth and development.

Defining a learning community is impossible, since each community interprets and implements the concept differently; defining the term puts it in a box and kills the idea. But we can describe

one, identify some common attributes, and create a general framework that any community can use to help it develop a lifelong learning strategy that integrates multiple activities across all community sectors, and helps the community grow and prosper.

Four fundamental principles underlying learning communities are: (i) They are integrative; (ii) solutions and future strategies are inherent in the communities themselves; (iii) they demand practical partnerships; and (iv) they are not projects with beginnings and ends, but

are about an ongoing way of life.

The first part of this two-day workshop will

focus on what we mean by a learning community, why it is an important idea, and some of the

common characteristics, principles, and issues that drive success. We'll talk about the current PALLACE project (*Promoting Active Lifelong Learning in Australasia, Canada, and Europe*) funded through the European Commission, and incorporating a variety of learning community projects in Australia, New Zealand, China, Canada,

**Edinburgh-The Learning City**



## **Day Two: Turning YOUR community into a Learning Community**

What does it take to get from talking about being a learning community to actually being one? While there's no one-size-fits-all approach because every community is unique, we can learn a great deal by looking at other communities around the world.

A Learning Community initia-

tive is not a project or a program—it's a framework that enables all sectors within a community to work towards common goals. A Learning Community makes a conscious, collective decision to place lifelong learning at the heart of community development, economic development, health

care, social growth, recreation and culture, and more. Discover a practical framework and explore a range of strategies that communities can use as a basis for creating Learning Community Initiatives and for developing an effective, community-wide strategy for YOUR learning community.



# Day 1

Thursday 03 June

# Building our Future

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                 |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 0900-0915 | Welcome and Introductions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Sylvia Lee, Sam Allwinkle                                                       |
| 0915-0945 | Why Learning Communities?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Norman Longworth, PALLACE Project Manager                                       |
|           | We have sustainable communities, healthy communities, smart communities, resilient communities, and a whole host more concepts. Why Learning Communities? Learning Towns, Cities and Regions are springing up all around the world. They must in order to survive the challenges of change. But what is a learning community and how does it differ from the old model? Gain an overview of its essential characteristics in preparation for the in-depth case studies and discussions later in the workshop. |                                                                                 |
| 0945-1015 | Where we were, where we are now                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Espoo, Adelaide, Papakura                                                       |
|           | Three communities share their learning community journey, from why things had to change, why they chose the learning community concept, and what they've gained.                                                                                                                                                                                                                                                                                                                                              |                                                                                 |
| 1015-1030 | Questions, comments, and (we hope!) some answers                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                 |
| 1050-1120 | Common Attributes, Characteristics, and Principles of Learning Communities                                                                                                                                                                                                                                                                                                                                                                                                                                    | Sylvia Lee, Canada and Learning Community representatives from other countries  |
|           | Learning communities are as different as the towns and cities themselves are, but research with communities in Europe and Australia show there are some common underpinnings.                                                                                                                                                                                                                                                                                                                                 |                                                                                 |
| 1120-1150 | Building a Learning Community - a How-To Overview                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Espoo and Adelaide                                                              |
|           | Using their own experiences, two communities briefly share how they moved from initial idea to implementation, and what they learned along the way                                                                                                                                                                                                                                                                                                                                                            |                                                                                 |
| 1150-Noon | Q&A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                 |
| 1300-1330 | The PALLACE Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Norman Longworth, PALLACE Project Manager                                       |
|           | This two-year project, funded primarily by the European Commission and involving six countries, explored various aspects of a learning community: Schools, adult education, culture, technology, municipal leadership, public-private partnerships, and creating a community learning centre.                                                                                                                                                                                                                 |                                                                                 |
| 1330-1430 | Concurrent PALLACE Presentations:<br><ul style="list-style-type: none"> <li>Technology and the Learning Community</li> <li>Culture and the Learning Community</li> <li>Municipal Leadership and the Learning Community</li> <li>Adult Education and the Learning Community</li> </ul>                                                                                                                                                                                                                         | Edmonton, Alberta<br>Espoo, Finland<br>Sannois, France<br>Papakura, New Zealand |
| 1450-1550 | Concurrent PALLACE Presentations:<br><ul style="list-style-type: none"> <li>Schools and the Learning Community</li> <li>Public-Private Partnerships and the Learning Community</li> <li>Building a Community Learning Centre for 800,000 people</li> </ul>                                                                                                                                                                                                                                                    | Adelaide, Australia<br>Queensland, Australia<br>Beijing, China                  |
| 1550-1615 | What PALLACE has achieved                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Norman Longworth                                                                |
|           | Six countries, seven communities, seven projects—how does it all tie together, what have we learned about learning communities, how will it be shared, and what's next                                                                                                                                                                                                                                                                                                                                        |                                                                                 |
| 1615-1730 | Networking and Relaxation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                 |
| 1730      | Barbecue Supper                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                 |

Westridge Park Lodge and Golf Resort features has 34 rooms with data ports, exercise facility, saunas, 9 hole-par 36 golf course (with rentals,) and plenty of walking trails along the North Saskatchewan River. Activities include darts, pool, shuffleboard, karaoke, volleyball, and just plain lounging around! Just 20 minutes from Edmonton International Airport!

Rooms are \$67.40 Canadian per night. [www.westridgelodge.com](http://www.westridgelodge.com)



# Turning YOUR Community into a Learning Community

Day 2

Friday 04 June

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                    |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| 0900-0930 | Getting Canada Excited                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Sam Allwinkle, Scotland                                            |
|           | It's happened in Europe and Australia, and it's growing in China, New Zealand, and India. What happened to get communities, regions, and countries excited about learning and learning communities?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                    |
| 0930-0945 | Q & A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                    |
| 0945-1030 | Blueprint for a Learning Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Sylvia Lee, Canada                                                 |
|           | So where do you start? Most communities need some kind of framework for developing their learning community initiative and strategy. Here's a practical, flexible double-framework that you can take back to your community and adapt as you need.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                    |
| 1050-1200 | Developing a Learning Community Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Facilitators                                                       |
|           | Facilitated workshops to help you develop a basic strategy for activating a learning community initiative in your town, city, or region.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                    |
| 1300-1400 | Other Kinds of Learning Communities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Open Discussion Session                                            |
|           | There are all kinds of communities—in this facilitated open discussion explore how the learning community concept supports and nurtures communities such as professional learning communities in schools, businesses as learning communities, interest-based communities, virtual communities, and many more.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                    |
|           | REALLY Building! — From Bare Ground to Learning Community                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Mawson Lakes, Australia                                            |
|           | Mawson Lakes is a new urban community 12 kms north of Adelaide being developed by Delfin Lend Lease and voted Australia's best master planned development for 2004. It is developing as a connected and sustainable learning community: Connected = the creation of learning partnerships and the optimal use of new learning technologies; sustainable = the economic contribution of education to the development of the community. Policies and strategies are implemented, collaborative arrangements and new resource models formed between key stakeholders - public and private education providers, government, business and community organisations - to facilitate delivery of a wide range of accessible and seamless educational services that meet the needs of learners of all ages and communities in the 21stC. Key drivers and outcomes of the educational model have been identified and these support the potential transferability of the model to other locations. |                                                                    |
|           | Learning About Learning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Dr. David Wolsk, Canada                                            |
|           | Our society generally views learning as involving subjects, classrooms, teacher at the front, reading lists, exams, etc., yet research shows conclusively that our brains are set up for something quite different. Learning Communities that understand how people actually learn can do much to encourage more "brain-based learning" in formal settings, foster multiple learning alternatives in the community, and celebrate ALL forms of learning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                    |
| 1400-1500 | A Call to Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Facilitators                                                       |
|           | Break into small groups and discuss ways to get Canada and Canadian communities excited about Learning Communities, and ways to bring communities together to share ideas and practices.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                    |
| 1500-1545 | Share your results and join in the plenary discussion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Sylvia Lee, (Facilitator)                                          |
| 1600-1700 | The Learning Community Trade Show!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                    |
|           | Here's your chance to talk with representatives from the PALLACE partners. There's no particular format—just time for exploring, moving from group to group as you wish.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Australia, New Zealand, Finland, Canada, Beijing, France, Scotland |
| 1545-1615 | Special Presentation: The Beijing Experience: Lifelong Learning and Community Development in China                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Beijing, China                                                     |
| 1700-1715 | Thank You and Wrap Up                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Sylvia Lee, Norman Longworth, Sam Allwinkle                        |
| 1715 on   | Relaxation and Networking, followed by supper for those who wish to stay chat and build regional, national, and international linkages and friendships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                    |



Co-Sponsored by: Knowledge Management International  
Northern Alberta Institute of Technology  
PALLACE International Learning Community Project

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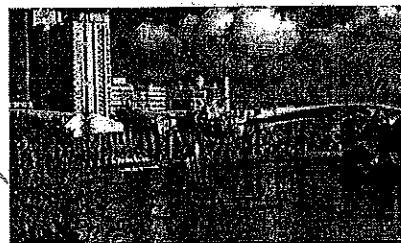
Email: [kmi@kmintl.biz](mailto:kmi@kmintl.biz)

## Building the Learning Communities Network

Learning Communities are collaborative—they share ideas, information, and progress with other communities in their countries and around the world. Help us explore the idea of establishing a Canadian Learning Communities Network and a Global Learning Communities Network.

Share your ideas about what such network could and should do, and how they can help you and your community initiate and become learning communities.

Learn more about WILL—the World Initiative for Lifelong Learning



Adelaide, Australia: A Learning City

## International Perspectives on Learning Communities

*"A Learning City...uses the strengths of social and institutional relationships to bring about cultural shifts in perceptions of the value of learning. Learning Cities explicitly use learning as a way of promoting social cohesion, regeneration, and economic development which involves all parts of the community [and] provide local solutions to local challenges."* (U.K.)



Espoo, Finland—City of Learning

*"The Learning City concept strives to understand how the community is changing in order to shape its future...new ways to respond to economic and social change through using learning to bring together existing expertise and encourage local community involvement."* (New Zealand.)

*"A Learning Community recognizes learning as a measure of personal growth, competence, citizenship, social cohesion, employment, wealth creation, and regeneration; ensures good basic services; involves all aspects of the community."* (Finland.)

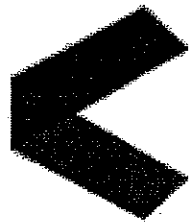
*"Learning communities are a form of community development in which local people from every community sector act together to enhance the social, economic, cultural, and environmental conditions of their community...provide a coherent, integrated, and comprehensive approach to face the ever-changing challenges of the knowledge-based economy"* (Canada.)

*"A Learning City is a 'way of life', it is one where industry, education, business and the community come together to encourage, recognize and celebrate lifelong learning for all. It is a City that integrates economic, social, and environmental development."* (Australia.)

**To register, fax the form below to +1.780.401.3271**

|                                                                                                                                         |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Organization Name                                                                                                                       |          | Check the Learning Communities section at <a href="http://www.kmintl.biz">www.kmintl.biz</a> and the PALLACE website at <a href="http://www.pallace.net">www.pallace.net</a>                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| Names of People Attending:                                                                                                              |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| Phone:                                                                                                                                  |          | Fax:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| E-Mail:                                                                                                                                 |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
| Mailing Address:                                                                                                                        |          | <b>PAYMENT</b><br>International Money Order <input type="checkbox"/> Cheque <input type="checkbox"/> Credit Card <input type="checkbox"/><br>To pay using a credit card (MasterCard, VISA, Discover, American Express, E-Check) go to <a href="http://www.paypal.com">www.paypal.com</a> and make your payment to The KMI Group. (If you don't have a PayPal account, you will need to sign up for one—it's free!)<br><br>Cheques and money orders must be in Canadian funds and payable to Knowledge Management International. Send to:<br>9740-106 Street, Edmonton, Alberta, Canada, T5K 2P8 |  |
| City:                                                                                                                                   | Country: | Post Code:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
| _____ People x \$90 Canadian (incl. lunches/refreshments)<br>GST @ 7% (Canadian residents only)<br>_____ People x \$30 BBQ Supper—Day 1 |          | \$ _____<br>\$ _____<br>\$ _____<br>\$ _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| TOTAL                                                                                                                                   |          | \$ _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |





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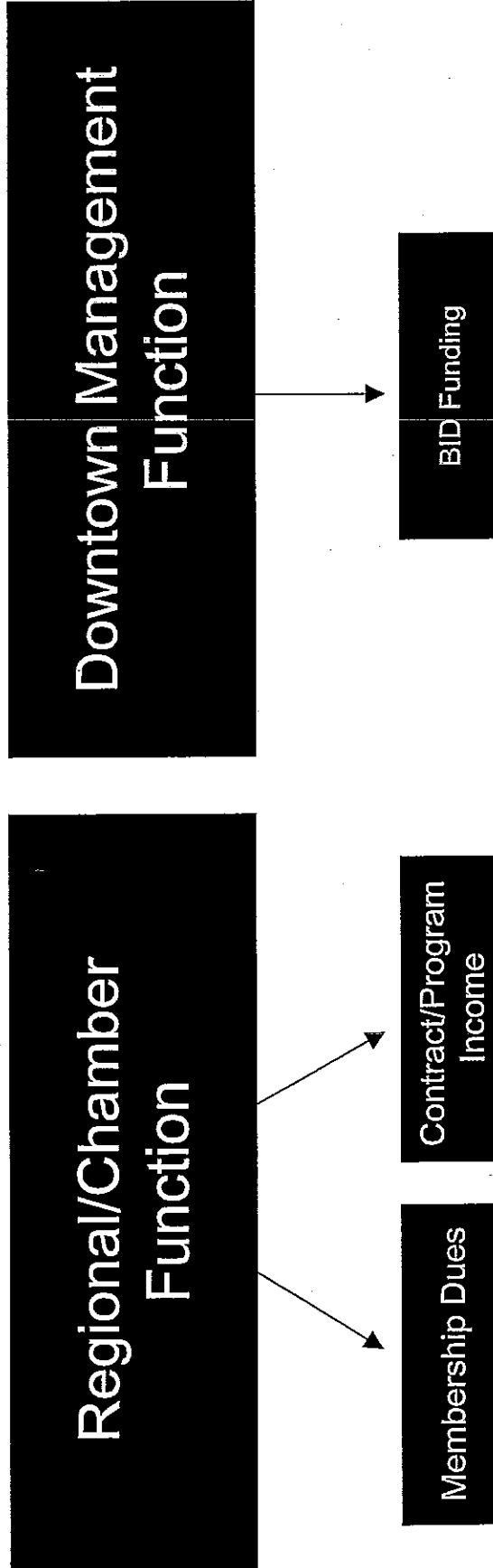




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## Integrated Mission







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Alliance

Revenue

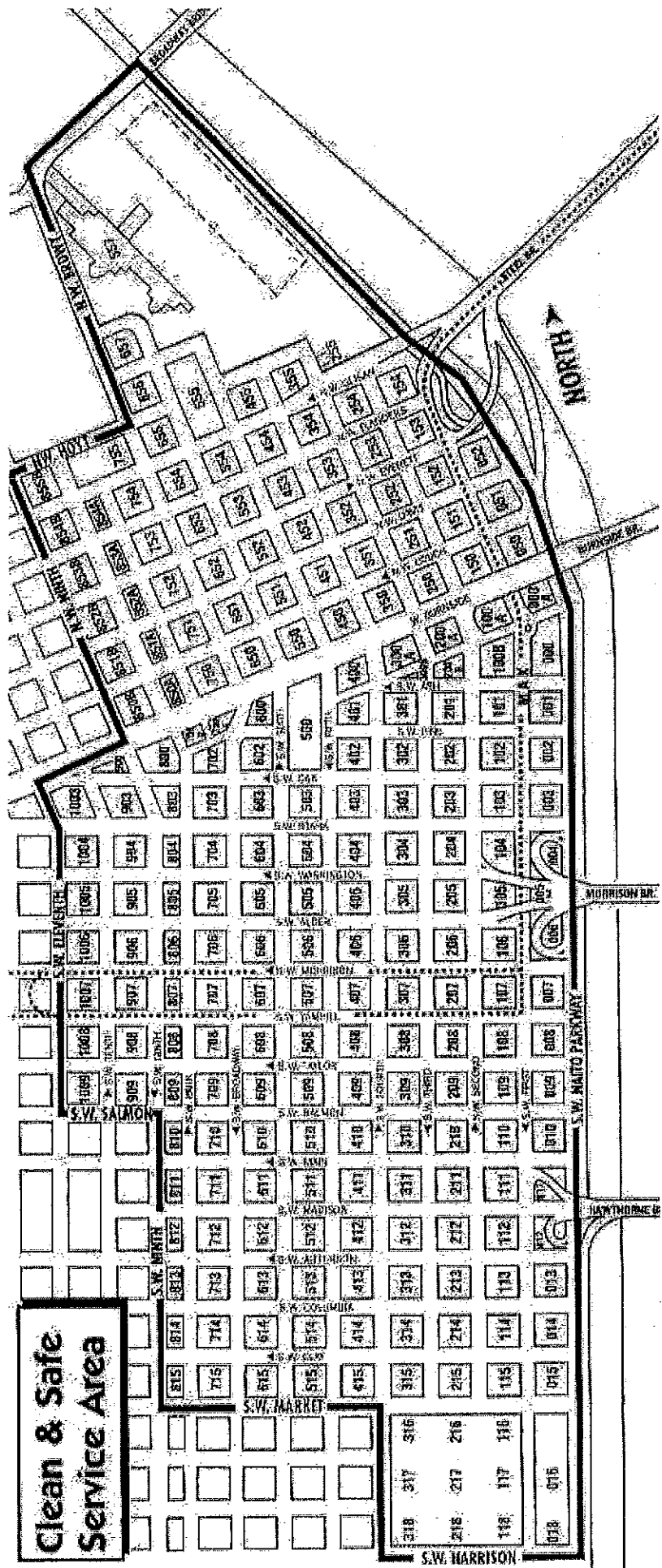
Total Business Improvement District  
Capture Area & Revenue Sources

- BID
  - 213 City Block Capture Area
  - \$4 million BID contribution
- General
  - \$1 million in special service contracts
  - \$2 million in membership dues





# PORTLAND BUSINESS ALLIANCE







**PORTLAND BUSINESS**

**ALLIANCE**

## Alliance

### Department Overview and Funding Source

- Downtown Services (75% BID/25% Special Services Contracts)
- Government Relations (25% BID/75% Membership)
- Economic Development (50% BID/50% Membership)
- Membership Services (100% Membership)
- Marketing & Education (75% BID/25% Program Income)
- Administration (50% BID/50% Membership)





PORTLAND BUSINESS

**ALLIANCE**



Alliance

BID Funded  
Programs

- Downtown Services
- Government Relations
- Economic Development
- Image Marketing





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## **Downtown Services**

### **Safe Program**

Enhance safety and security in the downtown

- Downtown foot and bicycle patrols
  - 25 full time peace officers
  - 213 block coverage
- Downtown DA Legal Aid
  - 1 full time employee
  - Support staff to ensure proper prosecution of quality of life legal cases





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## Downtown Services

### Safe Program

Enhance safety and security in the downtown

- Graffiti Reduction Identification & Prosecution
- .25 FTE
- Maintain database of all downtown tags
- Build multiple incident cases with the cooperation of the courts





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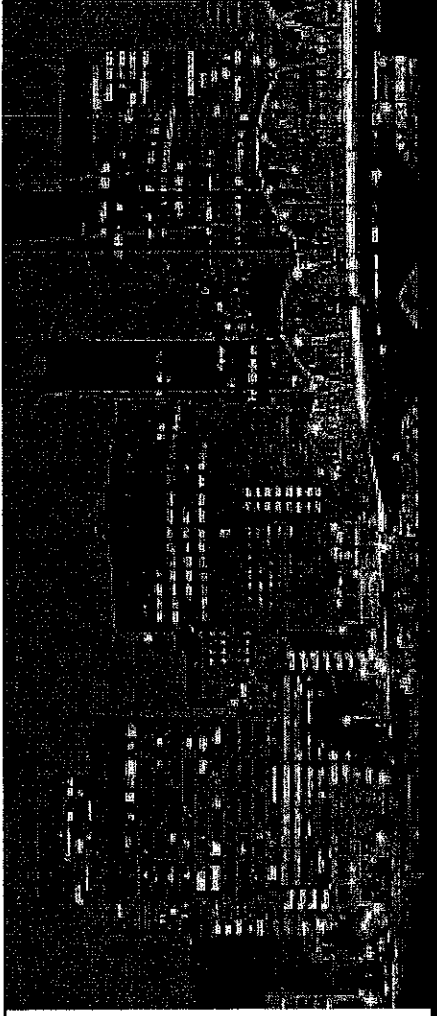
**ALLIANCE**

## Downtown Services

## Safe Program

Enhance safety and security in the downtown

- Crime Prevention Specialist – 1 FTE
- Fax Alert Network (FAN)
  - Immediate alert to participating retail and office partners of cons, forgery, shoplifting, theft, etc.
  - Has proved very successful in identification and capture of suspects working the retail core







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## **Downtown Services**

### **Safe Program**

Enhance safety and security in the downtown

- Crime prevention services
- Environmental survey and review of public safety concerns
- Neighborhood/Business Watch
- Neighborhood liaison to the police bureau
- Street Intervention Coordinator





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**Downtown  
Services**

**Safe Program**

Provide an alternative system of justice for perpetrators of quality-of-life crimes

- Community Court – 3 FTE
  - Change in County Court operating procedures
  - Social Services Coordinator to ensure service outreach and assessment
  - Community Service Coordinator to monitor offenders performing community service





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**Downtown  
Services**

Maintain a clean, attractive and orderly downtown  
23 Full Time Contracted Employees

**Clean  
Program**

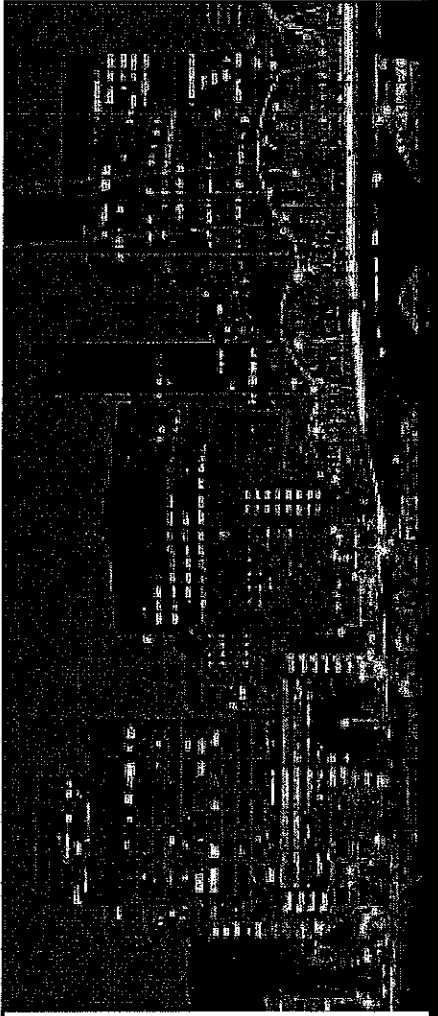
- 224-PETE for Clean and Safe dispatch
- Cleaning services for downtown, park restrooms, and transit shelter cleaning
- Sidewalk sweeping, gum removal, power washing
- Graffiti removal
- Leaf removal





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## Downtown Services

## Clean Program

Maintain a clean, attractive and orderly downtown  
23 Full Time Contracted Employees

- Special Projects:
  - Immediate removal of abandoned shopping carts, rubbish, bedding
  - Removal and cleaning of human/animal waste
  - Power washing of trouble sidewalk areas (tree sap, restaurant waste water stains, etc.)





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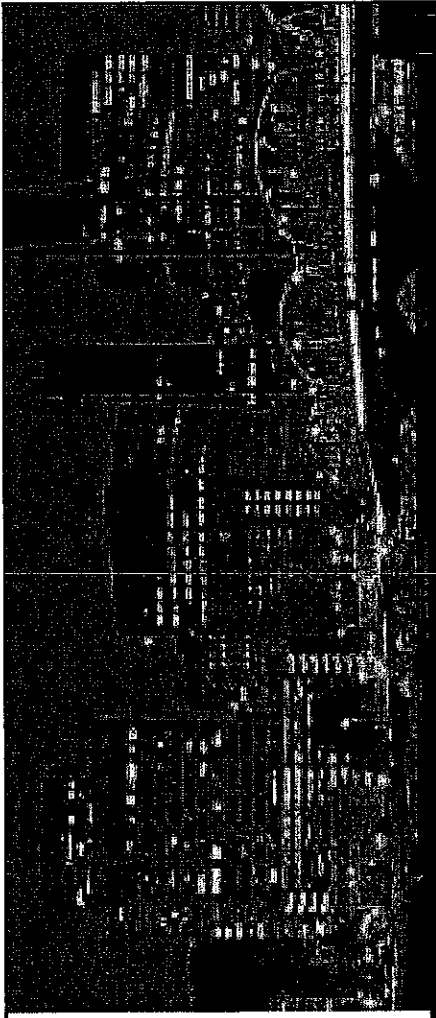
**Downtown  
Services**

**Clean & Safe  
Contract  
Income**

Assist the City and the County in resolving public space maintenance or public safety issues in public environments

**Additional Clean & Safe Contracts**

- Tri-Met shelter cleaning
- Downtown Parks Patrols
- Downtown parks restroom cleaning
- Mead Building security patrols
- Pioneer Courthouse Square security & cleaning







# APPENDIX H - EXAMPLE SECURITY REPORT - 1/2004

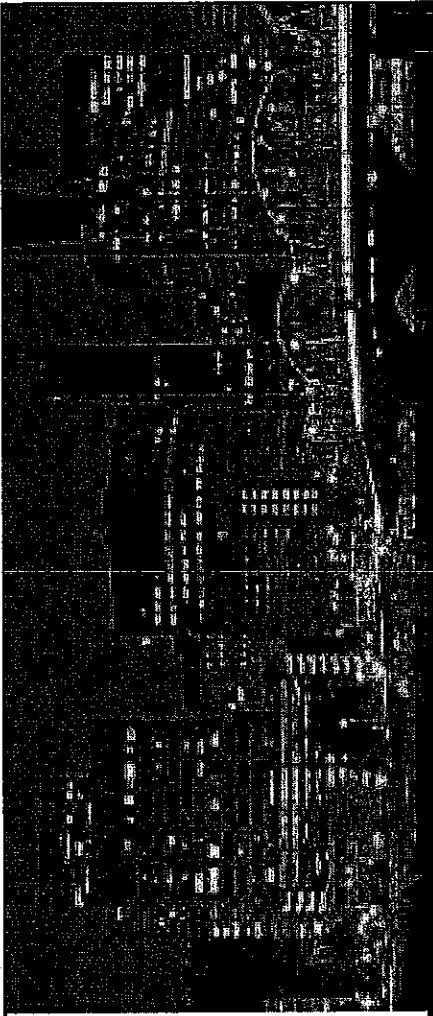
|                             | JAN           | FEB           | MAR           | 2004<br>APR   | MAY           | JUNE          | JULY          | AUG           | SEPT          | OCT           | NOV           | DEC           | JAN           | FY04<br>YTD   |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Enforcement Activity</b> |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| Arrest                      | 104           | 143           | 113           | 91            | 131           | 165           | 170           | 139           | 107           | 110           | 33            | 36            | 33            | 618           |
| Exclusion                   | 12            | 24            | 162           | 103           | 109           | 189           | 25            | 188           | 141           | 151           | 28            | 42            | 48            | 881           |
| Enforcement Non-Arrest      | 62            | 77            | 114           | 74            | 31            | 64            | 80            | 53            | 81            | 63            | 57            | 66            | 63            | 533           |
| <b>Contact Activity</b>     |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| Patrolman Contacts          | 717           | 629           | 790           | 678           | 737           | 740           | 637           | 472           | 603           | 504           | 429           | 433           | 448           | 35,055        |
| Business Contacts           | 155           | 150           | 152           | 150           | 140           | 141           | 124           | 135           | 153           | 163           | 141           | 141           | 122           | 1,308         |
| <b>Problem Solving</b>      |               |               |               |               |               |               |               |               |               |               |               |               |               |               |
| Aggressive Behavior         | 14            | 22            | 35            | 18            | 23            | 20            | 16            | 22            | 19            | 12            | 12            | 5             | 7             | 93            |
| Assault                     | 0             | 3             | 2             | 0             | 2             | 1             | 2             | 3             | 3             | 0             | 0             | 0             | 0             | 9             |
| Assault Citizen             | 307           | 307           | 298           | 311           | 300           | 296           | 34            | 24            | 24            | 24            | 21            | 11            | 25            | 1,826         |
| Assault Police              | 36            | 20            | 49            | 44            | 31            | 37            | 38            | 21            | 27            | 17            | 27            | 10            | 18            | 153           |
| Biting Violation            | 600           | 580           | 637           | 636           | 673           | 619           | 377           | 634           | 642           | 573           | 400           | 395           | 349           | 3,725         |
| Business Assault            | 207           | 202           | 205           | 203           | 215           | 214           | 144           | 158           | 158           | 157           | 155           | 155           | 185           | 1,741         |
| Car Fight                   | 16            | 12            | 6             | 19            | 10            | 17            | 0             | 0             | 1             | 1             | 0             | 0             | 0             | 2             |
| Directed Traffic            | 44            | 20            | 25            | 17            | 48            | 1             | 1             | 0             | 1             | 0             | 1             | 0             | 0             | 3             |
| Disorderly Conduct          | 15            | 15            | 15            | 15            | 15            | 15            | 15            | 15            | 15            | 15            | 15            | 15            | 15            | 150           |
| Drinking in Public          | 3             | 2             | 2             | 4             | 6             | 4             | 5             | 4             | 3             | 5             | 4             | 3             | 3             | 27            |
| Drug Activity               | 43            | 37            | 57            | 53            | 67            | 45            | 37            | 46            | 63            | 52            | 37            | 27            | 59            | 324           |
| Fighting                    | 3             | 18            | 17            | 12            | 19            | 13            | 19            | 18            | 13            | 13            | 13            | 13            | 13            | 130           |
| Found Property              | 15            | 41            | 7             | 9             | 8             | 16            | 4             | 1             | 6             | 5             | 2             | 4             | 3             | 25            |
| Gang Activity               | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             |
| Graffiti                    | 35            | 24            | 34            | 18            | 21            | 22            | 15            | 11            | 11            | 11            | 11            | 11            | 11            | 110           |
| Indecent Person             | 35            | 15            | 45            | 22            | 26            | 24            | 21            | 18            | 16            | 25            | 26            | 25            | 24            | 150           |
| Medical Problem             | 10            | 13            | 6             | 15            | 14            | 20            | 15            | 7             | 11            | 11            | 2             | 2             | 7             | 62            |
| Mental                      | 28            | 19            | 57            | 33            | 24            | 11            | 43            | 21            | 21            | 20            | 12            | 11            | 12            | 130           |
| Other                       | 246           | 156           | 136           | 140           | 105           | 104           | 104           | 81            | 89            | 100           | 87            | 84            | 88            | 614           |
| Parasailing                 | 82            | 57            | 85            | 48            | 51            | 63            | 42            | 44            | 30            | 26            | 24            | 41            | 27            | 245           |
| Park Patrol                 | 57            | 48            | 40            | 310           | 147           | 63            | 26            | 53            | 30            | 32            | 24            | 16            | 14            | 124           |
| PDSI Return                 | 79            | 80            | 77            | 85            | 79            | 80            | 58            | 28            | 60            | 43            | 56            | 57            | 71            | 311           |
| Prostitution                | 0             | 0             | 1             | 0             | 0             | 0             | 0             | 0             | 1             | 1             | 0             | 0             | 0             | 3             |
| Shooting                    | 3             | 17            | 10            | 10            | 12            | 6             | 4             | 6             | 5             | 3             | 3             | 3             | 3             | 55            |
| Shopping Carts              | 47            | 38            | 31            | 37            | 33            | 36            | 44            | 25            | 20            | 38            | 18            | 33            | 33            | 217           |
| Shareholders                | 266           | 271           | 260           | 262           | 305           | 303           | 336           | 291           | 304           | 275           | 184           | 147           | 123           | 1,930         |
| Suspicious Person           | 53            | 52            | 53            | 42            | 40            | 21            | 14            | 16            | 15            | 26            | 21            | 14            | 16            | 124           |
| Traffic Accident            | 3             | 7             | 4             | 5             | 2             | 3             | 3             | 1             | 3             | 1             | 0             | 9             | 2             | 13            |
| Transpasing                 | 33            | 63            | 68            | 102           | 97            | 86            | 2             | 4             | 2             | 2             | 2             | 2             | 2             | 17            |
| Unwanted Persons            | 109           | 62            | 271           | 122           | 130           | 113           | 80            | 151           | 45            | 101           | 101           | 54            | 50            | 1,155         |
| Vandalism                   | 2             | 3             | 3             | 4             | 2             | 0             | 1             | 1             | 3             | 0             | 1             | 1             | 1             | 8             |
| <b>TOTAL</b>                | <b>18,549</b> | <b>16,648</b> | <b>18,545</b> | <b>17,402</b> | <b>17,733</b> | <b>17,545</b> | <b>16,287</b> | <b>12,182</b> | <b>16,211</b> | <b>13,320</b> | <b>11,550</b> | <b>11,155</b> | <b>12,156</b> | <b>91,731</b> |





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**Downtown  
Services**

**Image  
Marketing**

**Image Marketing – 16 FTE**

- Create, coordinate, and implement image marketing events with downtown retailers, restaurants, and hotels.
- Management, training, and staffing of the Portland I's – Sidewalk Ambassador Program
- Coordinate and implement holiday lighting program.





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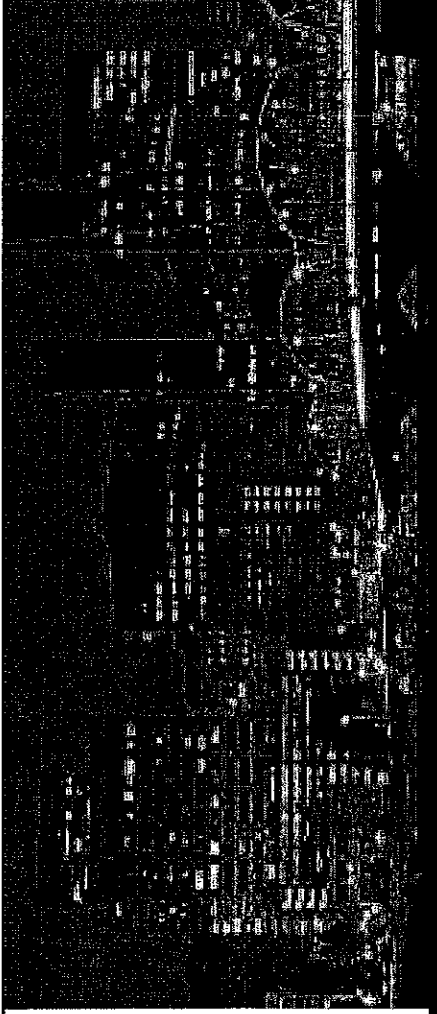
**ALLIANCE**

**Economic  
Development**

**Retail  
Management**

Retail Recruitment and Marketing – 1 FTE

- Assist downtown retailers with marketing opportunities and property brokers with retail recruitment
- Manage International Council of Shopping Centers convention presence
- Implement retention marketing programs for retailers adversely impacted during infrastructure improvements
- Advocacy for retail community through the Downtown Retail Council







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**Economic  
Development**

**Downtown  
Housing  
Facilitation**

Housing Development Facilitation – 1 FTE

- Assist downtown housing developers through advocacy for regulatory reform, system development charge exemptions, and continued incentive programs for smart growth, high density housing
- Market all housing units within the BID <http://www.portlandalliance.com/central-city-housing.htm>
- Facilitate monthly developer roundtable
- Manage all housing related research studies, including bi-annual occupancy report







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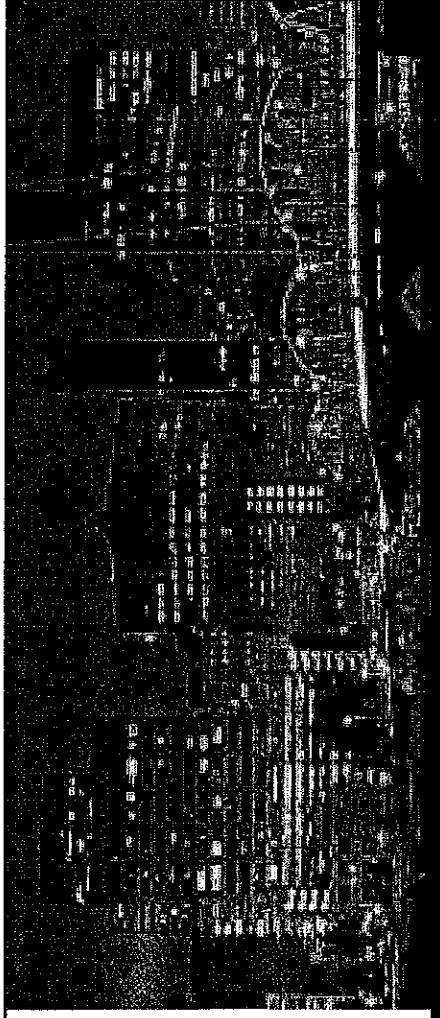
**ALLIANCE**

**Economic  
Development**

**Market  
Research**

### Commercial Market Research – 1 FTE

- Assist downtown property owners through a comprehensive business census identifying all enterprises by federal business code, employees, salary ranges, etc.
- Manipulate the census to provide prospective new businesses with location analysis by block group
- Participate in national downtown research
- Create specialized survey instruments and implement study concerning policy issues facing downtown







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## Government Relations

## Central City Advocacy

### Government Relations – 3 FTE

- Analyze and advocate for a prosperous Central City with specific emphasis on downtown.
- Work to equalize competitive taxing disadvantage of doing business in Portland/Multnomah County.
- Provide regulatory oversight for housing, commercial, and general economic development.
- Work to balance economic priorities with livability priorities.





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