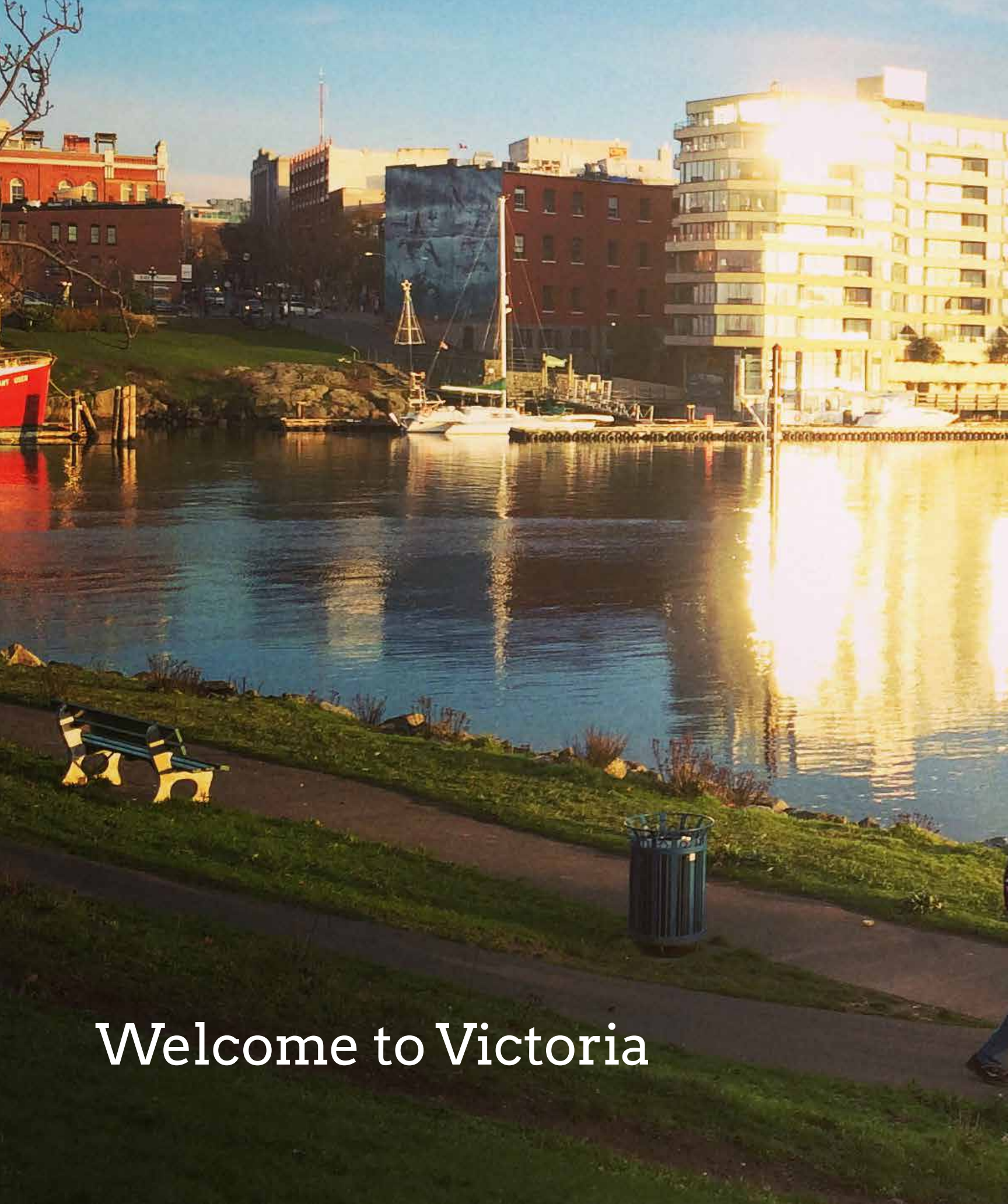


City of Victoria

BRITISH COLUMBIA

Annual Report

YEAR ENDED DECEMBER 31, 2014



Welcome to Victoria





Victoria

Nanaimo

Vancouver

Victoria

Port Angeles

Seattle

Portland

City Hall

Map of Victoria

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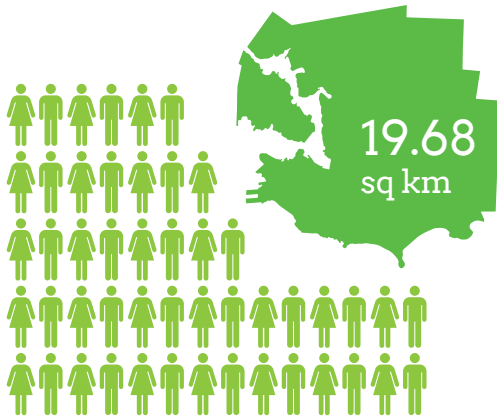
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City of Victoria at a Glance



Population **80,017**
(14th largest city in British Columbia)

Property taxpayers*

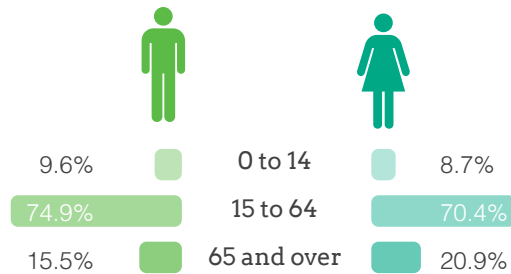
30,863

Rent vs Own



Average household income .. \$58,648
Median household income \$45,827

Demographics by age and gender



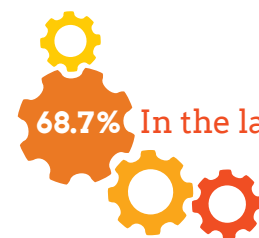
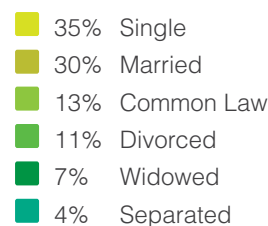
Family size



Married couples with children 3,475
Married couples without children 6,845
Common-law-couples with children 820
Common-law-couples without children 3,815



Marital Status



68.7% In the labour force

Source: Stats Canada, 2011 Census
*City of Victoria

Community Overview

Located on the southern tip of Vancouver Island, the City of Victoria is home to 80,000 people, and is the economic and entertainment centre for the 345,000 residents of Greater Victoria. The Capital City of British Columbia, Victoria is a community of choice for its temperate climate, natural beauty, recreational sites and superior economic opportunities.

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

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

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

Victoria at a glance:

- Incorporated on August 2, 1862
- Population: 80,000
- Serves as the metropolitan core for a region of 345,000
- Capital City of British Columbia
- Over 3 million visitors annually
- Average of 2,183 hours of sunshine each year
- Average rainfall is 66.5 centimetres per year

Mayor and City Council

The Mayor and Council of the City of Victoria were each elected for a four-year term in the municipal election held in November 2014. Each member is appointed to specific portfolios and City standing committees, and is responsible for a particular Victoria neighbourhood. Some members of Council are also appointed to the Board of the Capital Regional District (CRD). Appointments are made by the City to internal committees as well as external boards and committees. There are also external sub-committees or other groups to which members are appointed by those external bodies.

In 2014, Council had four committees: Governance and Priorities, Planning and Land Use, Corporate and Strategic Services and Community Services. The Governance and Priorities Committee and Planning and Land Use Committee are committees of the whole comprised of the Mayor and all eight Councillors. Governance and Priorities Committee focuses on broad policy issues that affect the community or organization as a whole, and Planning and Land Use Committee deals with land development regulations and policy, and specific land development applications. The other two standing committees were comprised of four Councillors each and focused on specific areas of interest.



Message from the Mayor



Mayor's Community Drop-in

On behalf of Victoria City Council, I am proud to share our 2014 Annual Report with you. Every year, staff and Council work hard to ensure that Victoria remains one of the best places to live, work and play. In 2014 we made some good strides to continue to improve our quality of life and invest in our infrastructure.

As a councillor in the 2014 fiscal year I was proud to work alongside my colleagues and the former Mayor as we did our best to balance competing demands on finite resources and to move forward. I would like to acknowledge the hard work of Mayor and Councillors, staff, businesses, non-profit groups and all members of the community

who work so hard to build and maintain the Victoria that we all love. Together, we accomplished a lot.

In 2015 and beyond I look forward to working with council, staff and the community to implement the recently adopted bold and innovative strategic plan which focuses on policies and actions that create prosperity, well-being and happiness.

Lisa Helps
Mayor

City Council

Councillor Neighbourhood Liaisons and Regional Service and Civic Committees



Marianne Alto

malto@victoria.ca

Neighbourhood Liaison:

- Oaklands Community Association

Regional Service and Civic Committees

- Canadian Capital Cities Organization Board
- Community Action Plan on Discrimination
- Te'mexw Treaty Advisory Committee
- Victoria Regional Transit Commission
- Capital Regional District Board
 - Lead, First Nations Task Force
 - Member: Core Area Liquid Waste Committee, Eastside Wastewater Treatment and Resource Recovery Select Committee, Finance Committee, Transportation Select Committees



Chris Coleman

ccoleman@victoria.ca

Neighbourhood Liaison:

- Fairfield Gonzales Community Association

Regional Service and Civic Committees

- Capital Regional District Board 2nd Alternate
- Capital Regional District Board Water Supply Commission
- Federation of Canadian Municipalities Board of Directors
- Greater Victoria Labour Relations Association
- Te'mexw Treaty Advisory Committee – Alternate



Margaret Lucas

mlucas@victoria.ca

Neighbourhood Liaison:

- Downtown Residents Association, including Harris Green
– *Shared appointment with Councillor Thornton-Joe*
- James Bay Neighbourhood Association

Regional Service and Civic Committees

- Capital Region Emergency Service Telecommunications (CREST)
- Capital Regional District Board 5th Alternate
- Greater Victoria Airport Authority – Airport Consultative Committee
- Greater Victoria Harbour Authority Member Representative
- Tourism Victoria Board of Directors
- Victoria Civic Heritage Trust
- Victoria Conference Centre Advisory Committee



Pamela Madoff

pmadoff@victoria.ca

Neighbourhood Liaison:

- North Jubilee Neighbourhood Association
- South Jubilee Neighbourhood Association
- Rockland Neighbourhood Association

Regional Service and Civic Committees

- Capital Regional District Board Arts Council
- Capital Regional District Board 3rd Alternate
- Greater Victoria Public Library Board
- Royal and McPherson Theatres Society Board
- Victoria Civic Heritage Trust
- Victoria Conference Centre Advisory Committee
- Victoria Heritage Foundation



Ben Isitt

bisitt@victoria.ca

Neighbourhood Liaison:

- Hillside-Quadra Neighbourhood Action Group

Regional Service and Civic Committees

- Capital Regional District Board
- Capital Regional District Board Water Supply Commission
- Community Action Plan on Discrimination
- Greater Victoria Harbour Authority Board
- Victoria Parks and Recreation Foundation Society



Jeremy Loveday

jloveday@victoria.ca

Neighbourhood Liaison:

- North Park Neighbourhood Association
- Victoria West Community Association

Regional Service and Civic Committees

- Capital Regional District Board 1st Alternate
- Capital Regional District Board Water Supply Commission
- City of Victoria Youth Council



Charlayne Thornton-Joe

cthorton-joe@victoria.ca

Neighbourhood Liaison:

- Downtown Residents Association, including Harris Green – *Shared appointment with Councillor Lucas*
- Fernwood Community Association

Regional Service and Civic Committees

- Canadian Capital Cities Organization Representative
- Capital Regional District Board 4th Alternate
- Greater Victoria Family Court and Youth Justice Committee
- Regional Housing Trust Fund Commission



Geoff Young

gyoung@victoria.ca

Neighbourhood Liaison:

- Burnside-Gorge Community Association

Regional Service and Civic Committees

- Board of Cemetery Trustees of Greater Victoria
- Capital Regional District Board
- Capital Regional District Board Water Supply Commission
- Municipal Insurance Association of British Columbia



Message from the City Manager

2014 was a busy year in the Capital City. It was a year of positive reflection and renewed focus on operational effectiveness and delivering results for Mayor and Council.

Our City staff team worked hard to deliver on the vision and direction set out by the City Council to deliver high quality services to Victoria taxpayers, businesses and residents.

Some highlights of the year included:

Improving customer service

- This year we worked hard to connect people with information and services faster. In City Hall, a new customer service centre opened and a customer service ambassador was introduced. We introduced free Wi-Fi and customer parking, as well as more seating and new technology to make City Hall more inviting and accessible.
- We held our first “Development Summit” to build stronger relationships with the local development community and to identify ways to improve processing and turnaround times.
- Several changes were introduced to encourage high parking turnover on street and make parking easier in the Capital City.

Harnessing “great ideas” across the organization

- Staff across the organization engaged in generating ideas and overhauling our financial planning process. Hundreds of ideas to improve customer service and save money were generated and are being implemented across the City of Victoria.
- We embraced a “better is possible” approach to all that we do, collaborating on doing more of what works well and identifying what can be done better.

Increased public involvement

- Thousands of residents provided input into decisions about land-use, where to put bike lanes, how to improve parking services, as well as how to improve City playgrounds and parks. Great efforts were made to encourage voter engagement during the municipal election and in 2014 we saw the highest voter turnout in decades.

A new Police Agreement

- A new police agreement was established between Victoria and Esquimalt, renewing a long-standing relationship and the delivery of police services by Victoria Police Department.

An unprecedented land exchange

- The City and the Province of BC facilitated future development of harbourfront properties for the marine industry, and the City gained two new parks and the historic Crystal Garden property.

2015 holds great potential as we build on the successes of the past year. In partnership with the community, City Council has established a clear vision and desired outcomes for the next four years and as a collective staff team, we are aligning our talents and resources to deliver on that vision through all aspects of our operations.

We are blessed with the opportunity to serve Victoria taxpayers and ensure the Capital City is one of the best places to live and do business in Canada. We look forward to working with you.

Sincerely,

Jason Johnson
City Manager

jjohnson@victoria.ca



Message from the Director of Finance

I am pleased to present the City of Victoria's audited consolidated financial statements for the year ended December 31, 2014. The financial statements are the responsibility of the City of Victoria's management and have been prepared in compliance with Section 167 of the Community Charter and in accordance with generally accepted accounting principles approved by the Public Sector Accounting Board (PSAB). The City maintains a system of internal accounting controls, including policies and procedures, designed to safeguard the assets of the corporation and provide reliable financial information. The financial statements have been audited by KPMG LLP who have expressed that in their opinion these statements present fairly, in all material aspects, the financial position of the City as at December 31, 2014.

To ensure comparability between government organizations nationally, the reporting standards require that four statements and notes to those statements be prepared. The format of these statements is complex and may be difficult for the reader to interpret; however we are legislated to comply with the national reporting standards. To provide a better explanation of the financial activity for the year, the summary below describes significant operating results for 2014.

Operational Results

The City continued to build its net financial position, reflecting the ongoing commitment to strengthening the City's capacity to meet financial obligations. Unlike senior government organizations, municipalities are legislated not to incur deficits and debt for operations. Debt can only be incurred

for capital purposes, and an accumulated surplus must be maintained.

The accumulated surplus grew in the year to a total of \$483 million. This balance reflects the accumulation of the City's increases in equity in capital assets and reserve balances since its inception. Equity in capital assets, such as roads, underground infrastructure, land, and buildings, makes up the most significant portion of the accumulated surplus balance (\$319 million), followed by reserve balances (\$166 million).

Consolidated revenues for 2014 were \$11.6 million more than 2013, primarily due to increased government transfers for Johnson Street Bridge funding and increased taxes levied. The largest expense increases were \$2.3 million in General Government, and \$1.7 million in Protective Services, as a result of increased amortization of capital assets and contractual wage and benefit increases. The net result for 2014 is a contribution to accumulated surplus of \$47.1 million for the year. This balance consists primarily of increased investment in tangible capital assets, followed by growth in reserve balances, with a small portion of general operating fund surplus which is available for future spending.

Highlights

Throughout 2014 Finance guided the City through a major transformation of the financial planning process to incorporate greater detail on the budget, including revenues, costs and benefits of the various programs and capital projects as well as increased public consultation. The process change involved all areas of the organization and the resulting process is designed to

continuously evolve and will align with the City's strategic objectives and goals.

As part of the financial planning process, Council is required to outline its objectives and policies regarding revenue proportions by funding source; distribution of property taxes among property classes; and permissive property tax exemptions. The City's Revenue and Tax Policy outlines these objectives and policies. In 2014, the City initiated a review that resulted in a policy that will see the tax share between property taxes remain unchanged as well as keeping the tax rates for the industrial classes the same as that for business.

In 2014 the City initiated a review of its Reserve Fund Policy. The review assessed the relevance of the City's reserve funds, identified the City's commitment to reserve funding and proposed a methodology for determining target reserve fund balances, which Council approved in March 2015.

The changes made in 2014 aim to increase transparency and improve understanding of the services provided and assets maintained by the City.

The City's commitment to continuous improvement and long term financial sustainability is reflected in its financial policies and processes; increasing investment in capital assets and reserves; and prudent management of debt.

Sincerely,

Susanne Thompson, CPA, CGA
Director of Finance

April 23, 2015

Measuring Our Progress

Each year the City reports on its financial statements and progress towards achieving the objectives established in its strategic plan. The Annual Report demonstrates to the public the activities of the past year, and provides an opportunity to reflect on past performance and prepare for future achievement.

The Annual Report highlights municipal results and value for service, as well as an overview of municipal operations and services.

2013–2015 Strategic Plan Priorities

1. Enhance community well-being
2. Improve financial sustainability
3. Strengthen the economy
4. Enhance customer service
5. Foster informed and open decision-making

Four Strategic Areas

“Our City Government” focuses on Council decision-making and the organization’s performance.

- The City of Victoria is fiscally prudent and sustainable
- The City of Victoria is open and accountable
- The City of Victoria is a great place to work
- The City of Victoria is recognized for excellent customer service to residents, businesses and visitors

“Our Community” concentrates on issues of livability and social well-being.

- The City of Victoria is an outstanding place to live, work, play and visit
- The City of Victoria is vibrant, with a distinctive sense of place, urban design and beauty
- The City of Victoria is safe, caring, inclusive and resilient

“Our Economy” focuses on what is needed to encourage economic growth and vitality.

- The City of Victoria is prosperous, innovative and entrepreneurial
- The City of Victoria is a vibrant centre for government, business, arts and culture

“Our Environment” targets our ability to protect and sustain the natural and built environment and reduce our ecological impact.

- The City of Victoria is home to a natural environment that is celebrated and stewarded for current and future generations
- The City of Victoria is recognized for a built environment that meets the needs of residents and businesses, utilizing best management practices



For the full 2013–2015 Strategic Plan and performance indicators and targets visit victoria.ca



A Year in the Life of the City of Victoria



From the provision of clean water, garbage collection and emergency services to parks and recreation programs, community planning and land use development, first rate City services are the foundation for building a safe, healthy and sustainable community. The role of each of our departments is critical to the quality of life of an individual and a business' ability to provide goods and services.

We invite you to review the highlights of 2014, and experience a year in the life of the City of Victoria...



Highlights of 2014

2014 was an exciting year at the City of Victoria. Great strides were made in several key areas, improving community vibrancy and quality of life for Victoria citizens.

City Hall Customer Service Improvements

Opened a new customer service centre in City Hall and introduced a customer service ambassador and dedicated 15 minute free customer parking at City Hall.

Parking Improvements

Implemented improvements to the downtown parking experience, including one hour free in City parkades as well as free evenings, a parkade SafeWalk service, and better signage and lighting in parkades.

Bike Master Plan

Consulted with the community to garner input on future cycling improvements. Established a renewed focus on bike lanes for all ages and abilities.

Municipal Election

Held a Municipal Election with a turnout of 39%, the highest turnout in recent history. Introduced new tools for voters including a Candidate Profile Guide and a "Future Voter" sticker for children.

Land Exchange with BC Government

Exchanged key harbourfront lands with the BC Government to create opportunities for new investment and job creation. The City received the historic Crystal Garden and two additional parks.

David Foster Harbour Pathway

Received a \$1.4 million funding contribution from the Trans Canada Trail to advance pathway connections.

New Policing Agreement

Signed a policing agreement with the Township of Esquimalt regarding VicPD policing for the two communities.

New Playgrounds and Fitness Equipment

Revitalized four City parks and playgrounds, including Alexander Park, Hollywood Park, Oaklands Park and Hereward Park. Three new outdoor fitness stations installed at Topaz Park, Cecilia Ravine Park and Oaklands Park.

Johnson Street Bridge Construction

Construction continued on the new bridge, as well as realignment of road approaches on the westside occurred. A new four way intersection at Esquimalt and Harbour Roads was introduced.

Reducing Speed Limits

Speed limits were reduced to 40 km in several areas throughout Victoria to create a more inviting environment for people who walk and ride bikes.

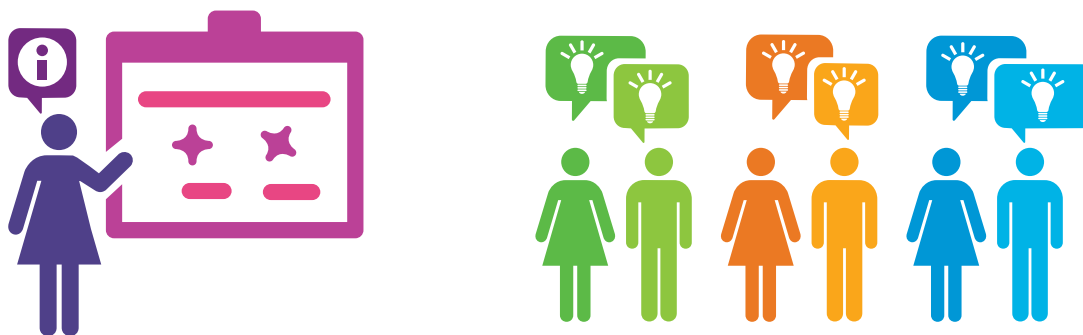


Citizen Engagement and Strategic Planning

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

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

In mid-2014, the department was created, aligning various service areas in one department for greater coordination.



Engaged with approximately **3,500** citizens

In person at engagement events



- Collected approximately **2,800** survey responses
- Held or supported **25** public engagement events

➔ **12** Great Ideas sessions hosted with
280 City staff generating **672** ideas

Media Releases



2,500 
Media Enquiries
average of 7 per day

100 Dog biscuits and **1 million**
(approx) smiles handed out
by Customer Service Ambassador
at City Hall.



Friends and Followers

9,862



Increase of 1,462

18,551



Increase of 6,551

2,500

VIEWS



Added



Produce key City publications:

Annual Report • Strategic Plan • CityVibe
Active Living Guide • Connect Newsletter

Connect newsletter delivered to
27,500 households, **2** times a year

76,000
Active Living Guides produced

Johnson Street Bridge eNews
sent to **1,663** subscribers each month

Produce:

- 4** Brochures
- 21** Factsheets
- 27** Postcards and Inserts
- 31** Posters
- 22** Publications
- 239** Signs



Key Web Stats

1,271,016
visits

781,985
users

30%
mobile usage

23
sets of open data added

146
“Latest News” updates

14,728
Unique visitors
to Council webcasting



Election

2,000
downloads of Victoria Votes app

Nov. 14
saw highest web visitation
to the site ever

6th
most accessed section of the
website for the whole year

Produced online Candidate Guide

for first time, with
18,576 unique page views

2,000
“Future Voter” stickers

25,000
“I Voted” stickers

1 Blood Donor Clinic hosted,
collecting **48** units of blood



Supported **Council orientation** for **1** new City
Council consisting of **9** members, participating
in **17** orientation sessions and **1** fire boat tour.



1 New intranet launched
for **990** employees

Promote:

29
Summer events/
festivals



44
Concerts in
the Park

34
Lunchtime Concerts
in the Square



7,000
Households served by **1** garbage
collection reminder widget and app

4,000
Downloads of Park
Victoria app



Engineering and Public Works

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



6,127

Tonnes of waste collected
(from **14,000** households)

35% Green Bin diversion rate



Street cleaning annually removes:

480 tonnes of dirt

1,100 tonnes of leaves



Maintain

6,500
Street lights

125
Traffic signals



Public Works Day

650 students from **12** schools



88% of city blocks have sidewalks for a total of **464 km** of sidewalk
680 metres added in 2014

2014 Transportation Projects



- 3** Crosswalk upgrades
- 2** New bike lane areas
- 5** Bus shelter installations
- 2** Intersection redesigns and traffic signal work

- 2** Street light installations
- 5** LED pedestrian signals
- 6** Major pedestrian improvements
- 2** Major street rehabilitations

- 2** Major arterial upgrades
- 4** Local street rehabilitations
- 4** Pavement improvements

Maintain



41 km 
bike lanes
1,500 metres added in 2014

280 km 
roadway


270 km 
stormwater mains

3 stormwater rehabilitation units

73 stormwater outlets



558 
vehicles and heavy equipment
(including VicPD)

250 
parking pay stations

Operate



4
Surface Lots

5
City Parkades



1,900 
On-street parking spots



Energy use from

Civic Buildings: 98,415 GJ (*gigajoules*)

Vehicle Fleet: 896,178 litres

Greenhouse gas emissions from

Civic Buildings: 1,718 tCO₂e
(*tonnes of carbon dioxide equivalent*)

Vehicle Fleet: 1,694 tCO₂e

Total Carbon Footprint: 3,412 tCO₂e

Does not include VicPD building and fleet statistics



VicMap

153 Layers → **69,797** Visits



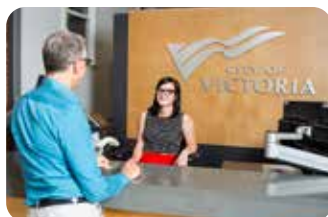
Highest Visitation to VicMap
November 15, Election Day



17 Sub-division and strata conversion reviews and approvals

Finance

The Finance Department is responsible for safeguarding the City's financial assets and planning to ensure the financial stability and viability of the City. The department provides financial reporting and control and is responsible for the implementation of financial management policies. The department also provides financial information and advice to Council, City departments and the general public, and is responsible for the City's information technology systems.



5,000
Visitors each month
to the Public Service Centre



Increasing to
9,000 in the month of June = **64,000** in-person transactions



90,000+
Transactions and inquiries
(including telephone)
at Public Service Centre



\$31.5 million
Online transactions
amount processed



59,400
Utility bills produced



1,200
Utility bill address changes



58,000
Water meter reads



Competitions posted: 165 Tender, RFO, RFP

Non-tax revenue
as a % of total revenue:
42.37%

Own source revenue
as a % of total revenue:
35.41%

\$128.7 million
growth in assessed business
property value over 2013 (3.21%)

Accounts



Receivable

1,656

Invoices prepared

27,704

Pre-authorized withdrawals



Payable

47,833

Invoices paid

33,899

Pay stubs processed

Home Owner Grants



7,108

Applications
applied for online

Business Licences

9,155

Issued

(179 net new licences)



506 Busker Licences issued

Property Taxpayers

30,863



Technology Support



60+

Applications



50

Laptops



600

Desktops



100+

Printers



250+

Mobile
devices



4 Phone nodes operating 350 phones

30 Helpdesk calls/day (7,400+/year)
90% resolved same day

New Technology Implemented:

- Mobile inspections for Building, Electrical and Plumbing inspections



- eRegistration for recreation programs
- eBilling for Business Licence, Property Tax and utility billing



130
Servers

800
Network users

33
Network sites

200
Network devices

Human Resources

The Human Resources Department provides high quality services to achieve staff and service excellence. The department applies innovative human resources practices to support the City as high-performing organization.

The department's role is to assist in creating a safe, healthy and supportive work environment where staff are valued and respected, and are given the opportunity to achieve their potential through training and development. This is achieved by providing strategic and tactical advice in recruitment, organizational development, job evaluation, labour and employee relations, and related programs.

 **990**
Number of City Employees
(full-time, part-time, auxiliary, seasonal)

 Includes **94** Seasonal positions to support City programs and initiatives including to beautify parks, lead summer camps and provide construction assistance.



Average age of city employees



Planning for future:





Applications Received

4,500



279 Vacancies



Growing from
Within 60%

were filled by existing staff



Most visted section
of the website

(jobs section busiest on Monday)

The City offers a variety of learning events to support staff in their ongoing professional development including coaching and career planning, and training for specific operational needs.



4,009

Learning hours offered



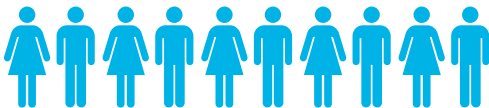
109

Learning Events

Number of Unions 4

Negotiations completed with three of four unions in 2014

- Canadian Union of Public Employees
- International Association of Firefighters Collective
- International Brotherhood of Electrical Workers
- United Brotherhood of Carpenters and Joiners



↓ 37

Grievances
30% over
10 years

The goal of Occupational Health and Safety is to reduce injuries and accidents in the workplace.



Safety Claims

22.5%

Reduction in WorkSafe costs



11%

Reduction in
sick leave costs



Legal Services

Legal Services provides timely, accurate and practical legal advice and services to assist in the management and mitigation of risks to the City and to assist in protecting the City's legal rights and interests.

Services are provided utilizing in-house resources and engaging external legal resources where necessary and appropriate.



Respond to approximately **1,300**

↪ legal inquiries and requests for legal advice from Council and City staff

In 2014:

Number of hours worked by in-house lawyers: **5,500**
(approximate value \$1,500,000)

Number of hours worked by external counsel: **650**
(approximate value \$180,000)



Estimated number of electronic filings at land title office: **180** annually

housing agreements • statutory rights of way • development permit notices • heritage designation notices • easements • restrictive covenants

Negotiated, prepared, or reviewed



over **130**
agreements and covenants



Provided legal support



for real estate
transactions
worth over
\$20 million

success ratio:
100%

Time spent preparing
for and attending court
and arbitration hearings:
approx. 10 weeks



In 2014:

203

New matters



174

Matters concluded



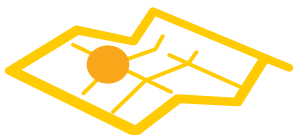
6

Secondary suite agreements registered



Number of successful challenges
to City decisions since in-house
legal department was
re-established: **0**

Amendments and updates



to the Zoning Regulations Bylaw: **46**



Aggregate years of legal
experience of in-house
lawyers in 2014: **31** years

Continuing Development

by in-house lawyers
in 2014:
132 hours
(teaching and learning)



Legislative and Regulatory Services

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

The department also coordinates records management, printing services, public records access requests and operates the City Archives, all of which provide access to important City records. Bylaw enforcement services, including animal control, provide community patrols and response to bylaw complaints to ensure compliance with expected community standards. The City's Property Management service is responsible for leasing and licensing the use of City property to ensure the City gets the best return from its property assets.



Property Management

Leased out **57** properties, including:



31

Commercial units

31

Agreements with
community groups

92%

Occupancy rate in
City-owned properties

\$915,519

Annual gross revenue

Election



86

Requests for records completed under
Freedom of Information and Protection of Privacy Act



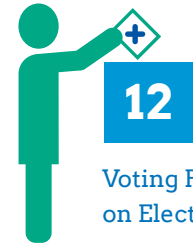
39%

Voter turnout 24,665 ballots cast

50%

Increase in voter turnout

4 Advance Voting opportunities



Voting Places
on Election Day



2,000

Individuals assisted
by City Archives



12

New or changed
Liquor Licences

Coordinated visits and welcomed



over 379

visitors from Twin Cities, Friendship
Cities and other delegations

Bylaw and Licensing

7,099

Public Contracts



Received and processed

2,103

Bylaw and Licensing
calls for service



That resulted in

2,023

Investigations into
violations of City Bylaws



Produced through in-house Print Shop:

9,541

Business licences

48,407

Utility bills and inserts

1,468

Dog licences

105,375

Parking tickets, warnings
and reminders

Initiated 9

Privacy Impact
Assessments



Administered

Over 74 Council and committee meetings
(average of 1 every 3.5 business days)

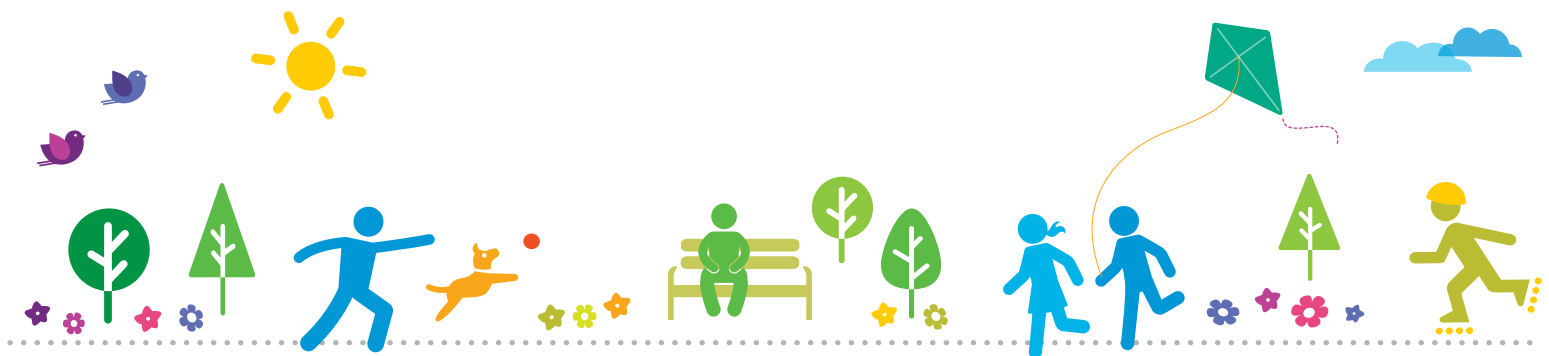


Honourary Citizen
awards given

Parks and Recreation

Working with, and for, our residents, the City focuses on initiatives that build strong families and create a safe and vibrant community for all.

The Parks and Recreation Department provides diverse opportunities for recreation and sports, and creating enjoyable outdoor spaces, parks, and natural areas.



Manage and Maintain

72
City parks

72
Hectares of
natural landscape

191
Hectares of parkland
(8% of total City land base)

32,500
City-owned trees

300
Kilometres of City-owned
boulevards



- 45** ball diamonds and soccer fields
- 1** pool and fitness centre
- 1** stadium
- 1** skateboard park
- 1** bicycle park
- 3** public docks
- 12** dog leash-optional areas
- 17** public washrooms
- 23** tennis courts
- 40** playgrounds



Park and Playground upgrades: **4**

- Alexander Park Playground
- Hollywood Park Playground
- Oaklands Park Greenway
- Hereward Park Greenway



92,000

Ladybugs released to
protect trees from aphids



New outdoor fitness equipment installations: **3**

- Topaz Park
- Cecelia Ravine Park
- Oaklands Park



Operate and develop

City trails and greenways program, including the **5** kilometre David Foster Way project

➔ **Introduced** interm Boulevard Gardening Guidelines

Crystal Pool and Fitness Centre

250,000

visits



5,223 Registrants at Crystal Pool and Fitness Centre
through **1,703** registered programs



101 courses offered
through new online
registration



1,982
Camp
registrants

963
Drop-in fitness
classes

6,367
Drop-in fitness
participants

816
Aqua Fit classes

8,858
Aqua Fit
participants

1,929
Children learned
to swim



1,350
Hanging Baskets



190
Trees planted



183 Annual
flower plantings



1 Planted orca
sculpture



1 New Rose Garden
at Beacon Hill Park



Maintain



7
Community
Centres

3
Senior
Centres

9
Rain Gardens

76
Bookings of Royal
Athletic Park

70,000
Attendance at Royal
Athletic Park

2
Victoria Book
Prize recipients



1
Poetry Month



1
Little Lending
Library introduced



230
cubic metres of woodchips from residential branch pick up



1 Edible garden
planted at Centennial
Square with a variety
of plants

Operate Ross
Bay Cemetery,
a national
heritage site on
11 hectares

44

Concerts
in Centennial Square
and Beacon Hill Park



Film permits



Financially Support

29
Festivals and Events

issue
311
Special Event Permits
with over 700,000 participants

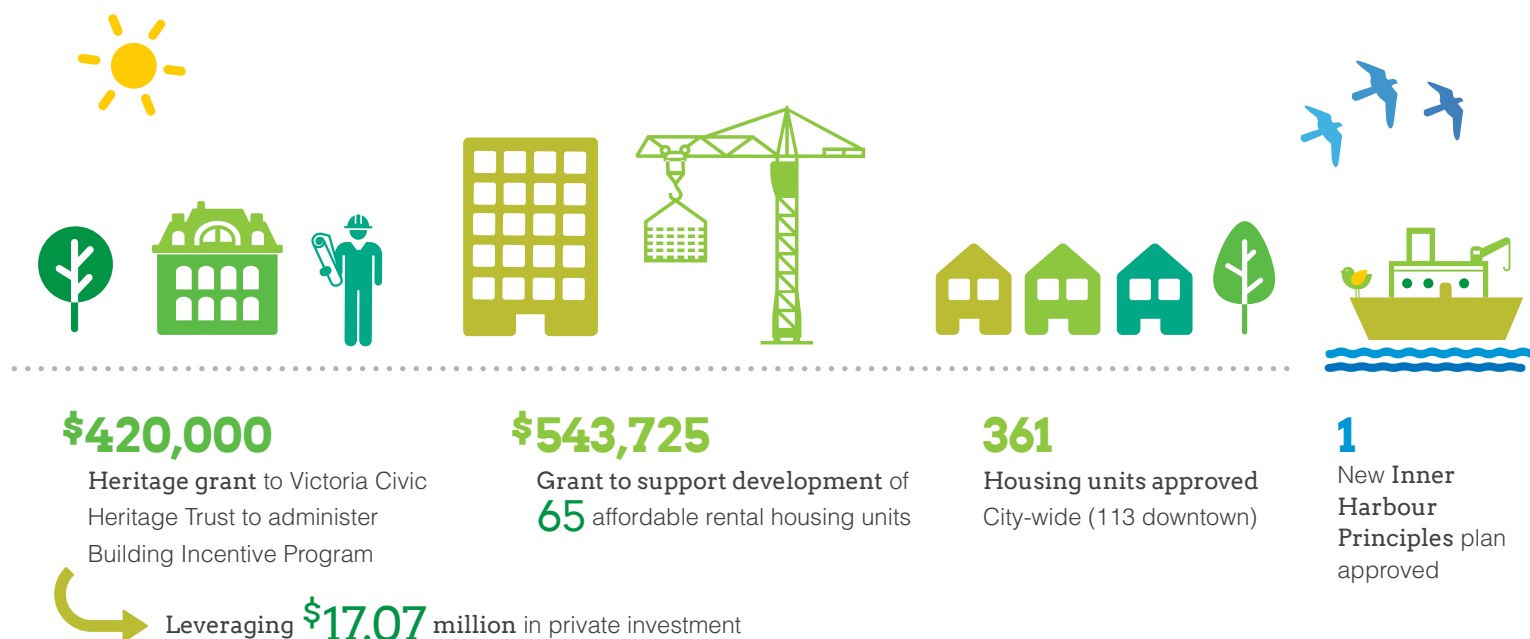


3,300+
Calls for service

Sustainable Planning and Community Development

Sustainable Planning and Community Development is key to supporting quality development and economic health of the city. The department is committed to balancing economic prosperity, social development and environmental sustainability in order to address Victoria's future.

The department has a broad range of policy, regulatory and program responsibilities including: community and city-wide land use planning; urban design; heritage; planning applications including zoning, development and variance permits; demographic and other planning information services; and permitting and inspection services.



Encouraging Economic Growth and Development in our Downtown, for



345,000

Regional Residents
Stats Canada 2011 Census



1,950+

Businesses in Downtown



33,800

People who work within
downtown core area



6,050+

Residents in downtown core area



APPROX.

2,500 People served each month
(at the Development Centre)

8,725

Inspections performed



1,303

Zoning Regulation
Bylaw Plan Checks



18,053 notices generated for → **38** Community Association
Land Use Committee meetings

182

Reports to Council, Governance
and Priorities or Planning and
Land Use Committee



Permits

3,452

Construction permits issued,
for a total value of \$156 million



758

Building



951

Plumbing



1,604

Electrical



34

Demolition



88

Signage



17

Other

Meetings Resourced



- 16** Board of Variance
- 9** Advisory Design Panel
- 8** Heritage Advisory Committee
- 24** Technical Review Committee

Heritage



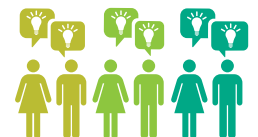
- 8** new Heritage Designations
- 13** Heritage Alteration Permits
- 34** Heritage Minor Amendment
Permit applications

Community Planning

- 1** Official Community Plan (OCP)
- 13** Neighbourhoods
- 30** Year life span



Input from
6,000 Citizens



Applications

38

Rezoning

52

Development
Permits

13

Development
Variance Permits

57

Development Permit
Minor Amendments

37

Board of Variance

Victoria Conference Centre

The Victoria Conference Centre is responsible for strengthening the City's economy through the implementation of a vision and action plan for economic sustainability and growth in Victoria. Economic development in Victoria focuses on the prospects for the future as a city with a high quality of life which supports the building of a vibrant, prosperous, fiscally sound and economically robust community.

Late in 2014 the Arts and Culture division merged with the Victoria Conference Centre staff.

151,524
Participant Days
(97,827 non-resident only)



\$44 million
Direct spending by
non-resident delegates

552
Average
conference size

41
Associations hosted

39
Trade shows

27,168



Hotel room nights
generated

53,993



Cups of coffee served

6,807



Service orders generated

Building Owners and Managers Association of Canada

Level 4 Accreditation achieved for BEST (Building Environmental Standards)

Electricity

-10.5%

reduction equivalent
to 21 average homes'
annual use

Water

-48%

reduction equivalent to
nearly 6 Olympic-sized
swimming pools

Paper

-68%

reduction equivalent
to saving 41 trees

Landfill

Diversion Rate

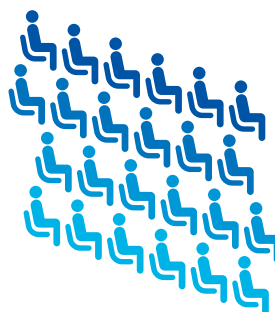
Up to **5%** to a total of **68%**

73,000 square feet
of rentable space



Meeting Rooms

400 Seat theatre



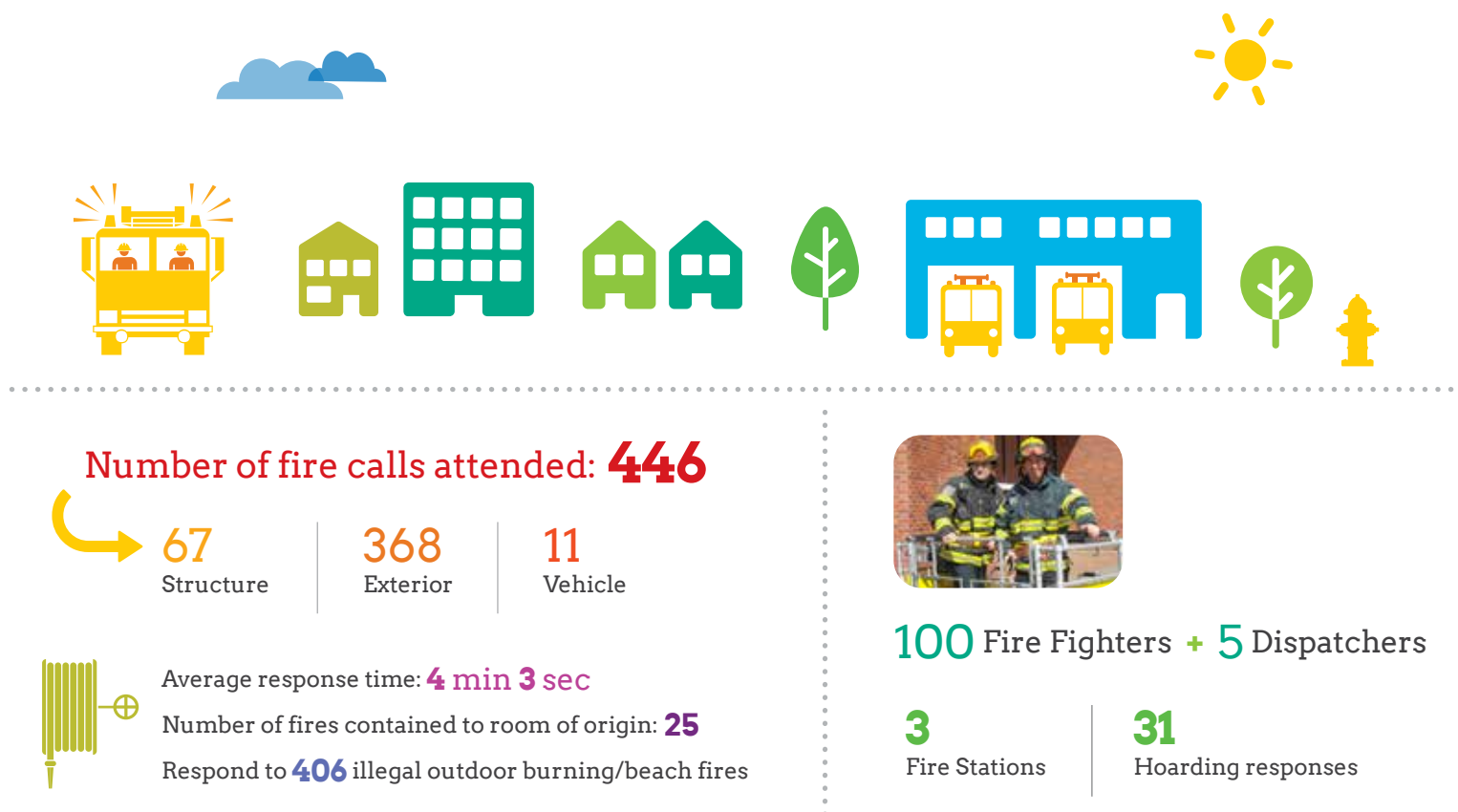
181 Events



Victoria Fire Department

The Victoria Fire Department (VFD) has a proud history of providing exceptional fire rescue services to the citizens of Victoria in an efficient and cost effective manner. The department's goal is to ensure our citizens are safe, educated on fire safety and provided a highly-skilled professional fire service that is ready to respond when required. The VFD serves citizens out of three strategically located fire stations to ensure optimal response times to incidents.

Operations are supported through seven divisions: Fire Suppression Division, Fire Prevention Division, Mechanical Division, Emergency Management, Communications Division, Training Division, and the Administration Division.



Victoria Emergency Management Agency (VEMA)



Volunteers: 130

(training, communication, deployment)

Emergency Preparedness Week:

- Participated in 2nd Annual Great BC ShakeOut
- Emergency preparedness talks delivered: **50** to **1,226** attendees



23 of participants in **Tour Disaster**,
to train volunteer cyclists in emergency response

2

Emergency Operations
Centre exercises with



111

City staff

1

VEMA Volunteer Exercise

1

Red Cross Exercise

1

Regional Evacuee
Assistance Exercise



Property saved

\$54.89

million



46

Public education sessions
with **3,190** participants



1,586

Fire inspections performed



30

Smoke alarm test
and installations
(program started in 2013)



Vehicles maintained:

45

In our own fleet

19

From outside agencies



6,645

Calls for service



School tours/visits:

474 children



Training Hours:

(aggregate)

14,898



People assisted through Evacuee Assistance

Response: **187** during **12** evacuations

Victoria Police Department

The Victoria Police Department (VicPD) continued its efforts in 2014 to enhance its connection with the communities of Victoria and Esquimalt through its sustained community engagement efforts. Since 1858, VicPD has served its citizens based on input from the community and 2014 saw a continuation of that proven approach. VicPD conducted its largest-ever survey of citizens and businesses and held a series of public consultations to find out what really matters in our community. Using this feedback as a foundation, VicPD initiated work on a new strategic plan that will chart the department's course well into the future.



Composition of the VicPD Team

(and number of hours that volunteers contribute to community safety)

243

Officers

90

Volunteers

64

Reserves

100

Professional Support Staff



14,000

Hours of volunteer time donated by Volunteers and Reserves



Total calls for service
(NEARLY)
60,000



Calls to 911
33,000



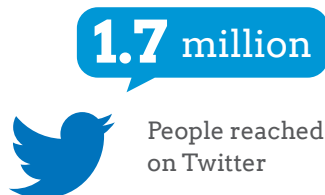
SERVE NEARLY

100,000 People

(the population of Victoria and Esquimalt)

as well as an estimated **3.5** million tourists and
broader regional residents who work or play in Victoria

Social Media Stats



998 Victoria residents surveyed
as part of VicPD's Community
Survey project.

Results at: vicpd.ca/listening



Satisfaction Rate: **87%**



252
Media
releases



10
Presentations and
engagement sessions

Property Items Returned
via Pinterest: **15**

"Is This Yours?" board
— bikes, photos, phones





CONSOLIDATED FINANCIAL STATEMENTS OF

The Corporation of the City of Victoria

Year Ended December 31, 2014

Management’s Responsibility for the Consolidated Financial Statements

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

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

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

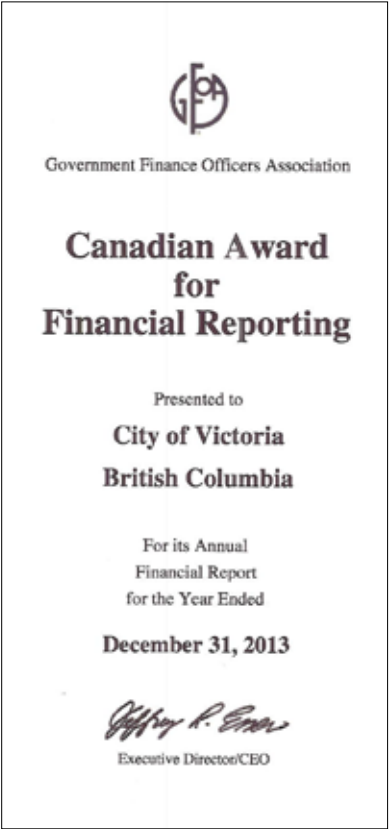
The financial statements have been audited by KPMG LLP, independent external auditors appointed by the City. The accompanying Independent Auditors’ Report outlines their responsibilities, the scope of their examination and their opinion on the City’s financial statements.



Chief Administrative Officer



Susanne Thompson
Director of Finance



Independent Auditors' Report

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

We have audited the accompanying financial statements of The Corporation of the City of Victoria, which comprise the statement of financial position as at December 31, 2014, the statements of operations, change in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Corporation of the City of Victoria as at December 31, 2014, and its results of operations, its changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Accountants

April 24, 2014
Victoria, Canada

KPMG LLP

Chartered Accountants

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

Statement of Financial Position

December 31, 2014, with comparative information for 2013

	2014	2013
Financial assets:		
Cash and cash equivalents (NOTE 2)	\$ 97,385,214	\$ 77,029,860
Accounts receivable:		
Property taxes	3,795,694	3,689,048
Other (NOTE 3)	25,587,485	23,990,209
Investments (NOTE 4)	93,700,066	79,947,834
Other assets	1,036,018	820,177
	221,504,477	185,477,128
Financial liabilities:		
Accounts payable and accrued liabilities (NOTE 5)	23,620,327	25,713,605
Deposits and prepayments	8,193,837	8,165,942
Deferred revenue (NOTE 6)	11,734,791	11,374,879
Long term debt (NOTE 7)	68,353,996	48,684,183
Obligations under capital lease (NOTE 8)	284,587	428,679
Employee future benefit obligations (NOTE 9)	15,501,792	14,139,728
	127,689,330	108,507,016
Net financial assets	93,815,147	76,970,112
Non financial assets:		
Tangible capital assets (NOTE 10)	387,765,232	357,742,684
Inventory of supplies	845,240	861,738
Prepaid expenses and deposits	913,358	633,735
	389,523,830	359,238,157
Accumulated surplus (NOTE 11)	\$ 483,338,977	\$ 436,208,269

Commitments (NOTE 15)

Contingent liabilities (NOTE 16)

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

On behalf of the City:



Director of Finance

Statement of Operations

Year ended December 31, 2014, with comparative information for 2013

	Financial Plan	2014	2013
	(NOTE 17)		
Revenue:			
Net taxes available for municipal purposes (NOTE 12)	\$ 121,394,360	\$ 121,800,171	\$ 117,527,959
Net grants in lieu of taxes available for municipal purposes	6,077,500	5,657,610	6,002,398
Sale of goods and services	38,396,853	40,075,210	39,213,870
Sale of water	17,702,850	19,712,023	18,014,368
Licences and permits	3,705,500	3,809,220	3,762,836
Fines	5,080,000	3,976,072	4,648,084
Rentals and leases	683,000	915,519	964,149
Other penalties and interest	780,000	886,207	796,462
Investment income	1,700,000	3,567,450	2,344,116
Government transfers (NOTE 13)	29,634,386	15,380,134	10,354,581
Actuarial adjustment on debt	–	553,700	473,053
Miscellaneous	3,260,416	4,827,449	5,442,979
Total revenue	228,414,865	221,160,765	209,544,855
Expenses:			
General government	37,832,171	39,202,029	36,887,351
Protective services	65,708,051	65,930,883	64,194,738
Transportation services	19,021,898	19,618,419	20,345,311
Environmental and public health services	6,960,133	6,795,319	6,573,576
Community planning	3,084,908	2,874,152	2,883,739
Parks recreation and community development	23,848,106	23,772,456	24,916,529
Water utility	12,285,895	12,375,086	12,895,938
Sewer utility	2,664,214	3,461,713	5,233,134
Total expenses	171,405,376	174,030,057	173,930,316
Annual surplus	57,009,489	47,130,708	35,614,539
Accumulated surplus, beginning of year	436,208,269	436,208,269	400,593,730
Accumulated surplus, end of year	\$ 493,217,758	\$ 483,338,977	\$ 436,208,269

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

Statement of Change in Net Financial Assets

Year ended December 31, 2014, with comparative information for 2013

	Financial Plan	2014	2013
	(NOTE 17)		
Annual surplus	\$ 57,009,489	\$ 47,130,708	\$ 35,614,539
Acquisition of tangible capital assets	(89,911,495)	(40,429,276)	(28,522,210)
Amortization of tangible capital assets	–	10,406,728	9,584,265
Gain on disposal of tangible capital assets	–	(84,540)	(172,514)
Proceeds on disposal of tangible capital assets	–	84,540	2,551,741
	(89,911,495)	(30,022,548)	(16,558,718)
Consumption of inventory of supplies	–	16,498	(50,023)
Purchase of prepaid expenses and deposits	–	(279,623)	126,997
	–	(263,125)	76,974
Change in net financial assets	(32,902,006)	16,845,035	19,132,795
Net financial assets, beginning of year	76,970,112	76,970,112	57,837,317
Net financial assets, end of year	\$ 44,068,106	\$ 93,815,147	\$ 76,970,112

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

Statement of Cash Flows

Year ended December 31, 2014, with comparative information for 2013

	2014	2013
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 47,130,708	\$ 35,614,539
Items not involving cash:		
Amortization of tangible capital assets	10,406,728	9,584,265
Gain on disposal of tangible capital assets	(84,540)	(172,514)
Change in employee benefits and other liabilities	1,362,064	873,310
Actuarial adjustment on debt	(553,700)	(473,053)
Change in non cash operating assets and liabilities:		
Accounts receivable other	(1,597,276)	(3,322,021)
Property taxes receivable	(106,646)	360,051
Other financial assets	(215,841)	16,842
Accounts payable and accrued liabilities	(2,093,278)	5,737,626
Deposits and prepayments	27,895	668,446
Deferred revenue	359,912	120,636
Inventory of supplies	16,498	(50,023)
Prepaid expenses and deposits	(279,623)	126,997
	54,372,901	49,085,101
Capital activities:		
Cash used to acquire tangible capital assets	(40,429,276)	(28,522,210)
Proceeds on disposal of tangible capital assets	84,540	2,551,741
	(40,344,736)	(25,970,469)
Investing activities:		
Increase in investments	(13,752,232)	(11,981,792)
Financing activities:		
Debt issued	23,200,000	–
Debt repaid	(2,976,487)	(2,636,284)
Capital lease repaid	(144,092)	(141,240)
	20,079,421	(2,777,524)
Increase in cash and cash equivalents	20,355,354	8,355,316
Cash and cash equivalents, beginning of year	77,029,860	68,674,544
Cash and cash equivalents, end of year	\$ 97,385,214	\$ 77,029,860

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

Notes to Financial Statements

Year ended December 31, 2014

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

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

1. Significant accounting policies:

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

(a) Reporting entity:

The financial statements include a combination of all the assets, liabilities, accumulated surplus, revenues and expenses of all of the City's activities and funds. Inter departmental balances and organizational transactions have been eliminated.

(i) Consolidated entities

The City does not control any significant external entities and accordingly no entities have been consolidated in the financial statements.

(ii) Funds held in trust

The financial statements exclude trust assets that are administered for the benefit of external parties (note 14).

(b) Basis of accounting:

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

(c) Government transfers:

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

(d) Deferred revenue:

Certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred or the services are performed.

(e) Deposits and prepayments:

Receipts restricted by third parties are deferred and reported as deposits and are refundable under certain circumstances. Deposits and prepayments are recognized as revenue when qualifying expenditures are incurred.

(f) Property tax revenue:

Property tax revenue is recognized on the accrual basis using the approved bylaw rates and the anticipated assessment related to the current year. As tax revenues are based on assessed value, unresolved assessment appeals at year end represent a property tax revenue loss. Expected losses are accrued at year end using assessment projections by the Capital Assessment Office. Assessments that have been not been appealed or are resolved prior to year end are highly collectible due the Provincial statutes regarding property tax sale.

(g) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

(h) Cash and cash equivalents:

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

(i) Long term debt:

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

Notes to Financial Statements

Year ended December 31, 2014

(j) Employee future benefits:

- (i) The City and its employees make contributions to the Municipal Pension Plan. As this is a multi employer pension plan, contributions are expensed as incurred.
- (ii) Sick leave and other retirement benefits are also available to the City's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(k) Non financial assets:

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

(i) Tangible capital assets

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

Asset	Useful life – years
Buildings	20 – 50
Furniture, equipment, technology and motor vehicles	5 – 25
Roads, bridges and highways	10 – 80
Water infrastructure	35 – 125
Sewer infrastructure	50 – 100
Drainage infrastructure	50 – 100

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

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

(ii) Contributions of tangible capital assets

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

(iii) Natural resources

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

(iv) Works of art and cultural and historic assets

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

(v) Interest capitalization

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

(vi) Leased tangible capital assets

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

(vii) Inventories of supplies

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

Notes to Financial Statements

Year ended December 31, 2014

1. Significant accounting policies: (CONTINUED)

(l) Use of estimates:

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

(m) Foreign currency:

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

(n) Comparative figures:

Certain comparative figures have been reclassified to conform with presentation adopted in the current year.

(o) Future accounting pronouncements:

A number of new standards and amendments to standards are not yet effective for the year ended December 31, 2014 and have not been applied in preparing these financial statements. Those expected to potentially impact the financial statements of the City are as follows:

(i) PS 3450 Financial Instruments:

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

(ii) PS 3260 Contaminated Sites:

This section establishes recognition, measurement and disclosure standards for liabilities relating to contaminated sites. The City will be required to recognize a liability when contamination exceeds an accepted environmental standard and the City is directly responsible, or accepts responsibility for, the damage. The liability will be measured at the City's best estimate of the costs directly attributable to remediation of the contamination. The Section is effective for fiscal periods beginning on or after April 1, 2014. The impact of adoption of this standard is being evaluated by management.

2. Cash and cash equivalents:

	2014	2013
Cash and cash equivalents:		
Cash	\$ 4,426,944	\$ 3,798,671
MFA Money Market Funds	86,958,270	73,231,189
Guaranteed investment certificates	6,000,000	—
	\$ 97,385,214	\$ 77,029,860

Notes to Financial Statements

Year ended December 31, 2014

3. Accounts receivable:

	2014	2013
Sewer	\$ 2,628,561	\$ 2,494,417
Water	11,264,255	9,644,264
Grants	4,197,802	3,440,140
Miscellaneous	8,181,564	9,053,148
Valuation allowance	(684,697)	(641,760)
	\$ 25,587,485	\$ 23,990,209

4. Investments:

Investments consist of bonds and guaranteed investment certificates and have costs that approximate market values. They have stated interest rates of 1.60% – 3.85% and various maturity dates to December 24, 2015.

5. Accounts payable and accrued liabilities:

	2014	2013
Trade accounts payable	\$ 12,838,605	\$ 15,816,656
Payroll accounts payable	6,242,420	6,283,072
Contract holdbacks	2,380,840	893,784
School authorities	850,629	837,855
Capital Regional District	373,190	398,210
Legal settlements	517,670	1,090,930
Integrated recreation	105,204	106,600
BC Transit	173,788	156,288
Regional Hospital District	112,565	105,181
BC Assessment Authority	25,416	25,029
	\$ 23,620,327	\$ 25,713,605

6. Deferred revenue:

Deferred revenue includes the following:

	2014	2013
Building permit fees	\$ 1,964,003	\$ 1,999,061
Development cost charges	8,405,584	7,615,303
General operating deferred revenue	1,365,204	1,760,515
Total deferred revenue	\$ 11,734,791	\$ 11,374,879

Schedule of Building Permit Fees

	2014	2013
Opening balance of building permit fees	\$ 1,999,061	\$ 2,092,533
Add:		
Fees and contributions	1,866,032	1,651,399
	3,865,093	3,743,932
Less revenue earned	(1,901,090)	(1,744,871)
	\$ 1,964,003	\$ 1,999,061

Notes to Financial Statements

Year ended December 31, 2014

6. Deferred revenue: (CONTINUED)

Schedule of Development Cost Charges

	2014	2013
Opening balance of unspent funds	\$ 7,615,303	\$ 6,673,707
Add:		
Development cost charges received during year	747,110	858,176
Interest earned	95,191	83,420
	8,457,604	7,615,303
Less amount spent on projects and recorded as revenue	(52,020)	–
	\$ 8,405,584	\$ 7,615,303

Development Cost Charges include the following:

	2014	2013
Water and environment	\$ 912,817	\$ 901,548
Streets	19,999	19,752
Transportation	3,197,355	2,959,628
Water	323,792	289,082
Drainage	194,176	174,802
Sewage	1,178,926	1,027,484
Parkland acquisition	1,917,016	1,662,332
Parkland development	661,503	580,675
	\$ 8,405,584	\$ 7,615,303

There were no waivers and/or reductions in development cost charges during 2014 or 2013.

7. Long term debt:

The City issues debt instruments through the MFA, pursuant to security issuing bylaws under authority of the Community Charter, to finance certain capital expenditures. The debt is issued on a sinking fund basis, whereby MFA invests the City's principal payments so that the payments, plus investment income will equal the original outstanding debt amount at the end of the repayment period. Actuarial earnings on debt represent the repayment and/or forgiveness of debt by the MFA using surplus investment income generated by the principal payments.

Interest rates on long term debt range from 2.10% to 4.90%. The weighted average interest rate for 2014 was 3.50 % (2013 – 4.65%).

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

	Gross debt	Repayment and actuarial earnings	Net debt 2014	Net debt 2013
General Capital Fund	\$ 84,114,785	\$ 15,760,789	\$ 68,353,996	\$ 48,684,183

Notes to Financial Statements

Year ended December 31, 2014

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

	General Capital Fund
2015	\$ 2,518,805
2016	2,533,917
2017	2,549,617
2018	2,565,928
2019	2,582,873

Scheduled debt repayments may be suspended in the event of excess sinking fund earnings within the MFA. Principal paid during the year was \$2,976,487 (2013 – \$2,636,284). Interest paid during the year was \$ 2,261,491 (2013 – \$2,848,064).

8. Obligations under capital lease:

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

2015	\$ 151,347
2016	138,974
	290,321
Less amount representing interest (at a rate of 2%)	5,734
Present value of net minimum capital lease payments	\$ 284,587

9. Employee future benefit obligations:

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

	Fire and other	Police	Total 2014	Total 2013
Employee benefit obligations:				
Vested benefits	\$ 3,072,184	\$ 6,412,601	\$ 9,484,785	\$ 9,400,209
Non vested benefits	4,753,918	1,263,089	6,017,007	4,739,519
Accrued employee benefit obligation	7,826,102	7,675,690	15,501,792	14,139,728
Less funded amount	(4,319,252)	(6,184,547)	(10,503,799)	(9,964,793)
Unfunded employee benefit obligation	\$ 3,506,850	\$ 1,491,143	\$ 4,997,993	\$ 4,174,935

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

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

Notes to Financial Statements

Year ended December 31, 2014

9. Employee future benefit obligations: (CONTINUED)

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

	2014	2013
Accrued benefit obligation:		
Balance, beginning of year	\$ 14,139,728	\$ 13,266,418
Service cost	1,115,300	1,151,200
Interest cost	600,300	527,600
Benefits payments	(864,800)	(909,000)
Plan amendment	100,500	–
Actuarial loss	313,677	46,841
Pension overcontributions	97,087	56,669
Accrued benefit liability, end of year	\$ 15,501,792	\$ 14,139,728

The accrued benefit obligations and the net periodic benefit cost were estimated by actuarial valuation as of December 31, 2014.

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

	2014	2013
Discount rates	3.10%	4.00%
Expected future inflation rates	2.25%	2.50%
Expected wage and salary increases	2.33% to 4.38%	2.58% to 4.63%

The difference between the actuarially determined accrued benefit obligation as at December 31, 2014 of \$15,037,885 and the accrued benefit liability of \$15,501,792 is pension over contributions of \$463,907. There is an unamortized actuarial loss of \$2,234,415 at December 31, 2014 that is being amortized over a period equal to the employees' average remaining service lifetime of 12 years.

Other pension plans

The City and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi employer contributory pension plan. Basic pension benefits provided are based on a formula. The plan has about 182,000 active members and approximately 75,000 retired members. Active members include approximately 1,200 contributors from the City of Victoria.

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

The City of Victoria paid \$9,808,373 (2013 – \$9,163,984) for employer contributions and City of Victoria employees paid \$7,807,076 (2013 – \$7,204,310) for the plan in fiscal 2014.

GVLRA – CUPE Long Term Disability Trust

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers and the Canadian Union of Public Employees representing a number of CUPE locals. The Trust's sole purpose is to provide a long term disability income benefit plan. The City and its employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2014. At December 31, 2014, the total plan provision for approved and unreported claims was \$15,368,300 with a net surplus of \$270,044. The City paid \$539,704 (2013 – \$528,571) for employer contributions and City employees paid \$539,704 (2013 – \$528,571) for employee contributions to the plan in fiscal 2014.

Notes to Financial Statements

Year ended December 31, 2014

10. Tangible capital assets:

	Land improvements	Buildings	Furniture, equipment, technology and motor vehicles	Roads, bridges and highways	Water infrastructure	Sewer infrastructure	Drainage infrastructure	Assets under construction	Total 2014	Total 2013
Cost:										
Balance, beginning of year	\$136,693,576	90,770,544	58,088,624	86,295,730	53,077,355	16,440,681	12,436,445	34,846,843	\$488,649,798	\$463,247,783
Additions	5,192,139	10,451,192	4,782,673	4,477,100	2,572,336	2,338,921	4,014,755	23,018,169	56,847,285	38,518,947
Disposals/ transfers	(6,257,782)	(143,695)	(1,798,322)	–	–	–	–	(10,030,902)	(18,230,701)	(13,116,932)
Balance, end of year	135,627,933	101,078,041	61,072,975	90,772,830	55,649,691	18,779,602	16,451,200	47,834,110	527,266,382	488,649,798
Accumulated amortization:										
Balance, beginning of year	115,340	35,494,879	35,221,759	44,334,753	7,952,315	5,155,964	2,632,104	–	130,907,114	122,063,817
Disposals	–	(14,370)	(1,798,322)	–	–	–	–	–	(1,812,692)	(740,968)
Amortization	43,163	2,434,973	4,911,535	2,200,817	498,026	175,919	142,295	–	10,406,728	9,584,265
Balance, end of year	158,503	37,915,482	38,334,972	46,535,570	8,450,341	5,331,883	2,774,399	–	139,501,150	130,907,114
Net book value, end of year	\$135,469,430	63,162,559	22,738,003	44,237,260	47,199,350	13,447,719	13,676,801	47,834,110	\$387,765,232	\$357,742,684

Notes to Financial Statements

Year ended December 31, 2014

10. Tangible capital assets: (CONTINUED)

(a) Work in progress

Assets under construction totaling \$47,834,110 (2013 – \$34,846,843) have not been amortized. Amortization of these assets will commence when the asset is available for service.

(b) Contributed assets

No contributed assets have been recognized during 2014 or 2013.

(c) Tangible capital assets disclosed at nominal values

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

(d) Works of art and historical treasures

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

(e) Write down of tangible capital assets

No write down of tangible capital assets occurred during 2014 or 2013.

Notes to Financial Statements

Year ended December 31, 2014

11. Accumulated surplus:

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

	2014	2013
Surplus:		
Equity in tangible capital assets	\$ 319,126,649	\$ 308,629,822
Operating Fund	2,765,431	3,342,583
Unfunded employee benefit obligations	(4,997,993)	(4,174,935)
Total surplus	316,894,087	307,797,470
Reserves:		
Financial Stability Reserves	3,087,284	2,598,515
Equipment and Infrastructure Replacement Fund	78,903,972	53,479,694
Gas Tax	8,439,766	6,436,998
Economic Development	743,626	734,445
Debt Reduction	25,319,981	21,255,012
Self Insurance	3,780,040	3,733,373
Working Capital Fund	3,885,046	3,837,082
Tax Sale Lands Fund	7,201,808	9,663,642
Parks and Greenways Acquisition Fund	2,297,832	2,269,464
Local Amenities	103,320	102,044
Affordable Housing	2,140,697	1,896,984
Climate Action	505,768	380,950
Water Utility	8,488,272	4,900,973
Sewer Utility	20,614,264	16,403,688
Tree Conservation	418,801	339,873
Art in Public Places	436,960	301,565
Downtown Core Area Public Realm Improvements	58,090	57,373
Heritage Building Seismic Upgrades	19,363	19,124
Total reserves	166,444,890	128,410,799
	\$ 483,338,977	\$ 436,208,269

Notes to Financial Statements

Year ended December 31, 2014

12. Taxation:

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

	2014	2013
General taxation:		
Property and business taxes	\$ 201,629,044	\$ 194,541,230
Utility 1% tax	1,361,099	1,377,495
Special assessments:		
Boulevard frontage	545,639	563,885
Specified area improvement	195,131	129,053
Sewer frontage	787,181	762,423
Hotel tax:		
Tourism Victoria – Destination Marketing Commission	2,153,910	2,058,724
Victoria Conference Centre	581,200	581,200
	207,253,204	200,014,010
Less taxes levied for other authorities:		
Capital Regional District	16,315,717	14,404,133
School Authorities	50,249,369	50,143,568
Regional Hospital District	7,396,246	7,128,838
Municipal Finance Authority	4,802	4,771
BC Assessment Authority	1,589,930	1,589,638
BC Transit	8,917,165	8,253,915
Business Improvement Association	979,804	961,188
	85,453,033	82,486,051
	\$ 121,800,171	\$ 117,527,959

13. Government transfers:

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

	2014	2013
Traffic fine revenue sharing	\$ 1,872,920	\$ 1,867,217
Jail	46,095	59,288
Gas Tax	3,316,307	2,146,763
Infrastructure grants:		
General capital	406,916	2,183,326
Sewer	–	–
Water	–	–
Johnson Street Bridge	9,648,373	3,935,188
General capital	89,523	162,799
Total revenue	\$ 15,380,134	\$ 10,354,581

Notes to Financial Statements

Year ended December 31, 2014

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

Gas Tax is provided by the Government of Canada. The use of the funding is established by a funding agreement between the City and the Union of British Columbia Municipalities. These funds may be used towards designated infrastructure projects that fall within one of the eligible project categories.

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

14. Trust funds:

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

	2014	2013
Ross Bay Cemetery	\$ 888,385	\$ 868,370
Nature Interpretation Centre	597,326	589,951
Bastion Square Revitalization	228,975	226,148
	\$ 1,714,686	\$ 1,684,469

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

15. Commitments:

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

In 2010 residents authorized the City, by referendum, to borrow up to \$49,200,000 for the planning, study, design, and construction of a bridge to replace the Johnson Street Bridge and to decommission the existing bridge. The City has assumed a low interest loan of \$33,400,000 from the CMHC under the Municipal Infrastructure Lending Program in respect of the authorized borrowing for this project. The estimated cost for the Johnson Street Bridge is \$92.8 million and completion is expected in 2017. At December 31, 2014, construction contracts of \$70 million were in process with estimated costs to complete of \$48 million.

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

Notes to Financial Statements

Year ended December 31, 2014

16. Contingent liabilities:

The City is a defendant in various lawsuits. The City records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. The remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable. Included in accumulated surplus is an insurance reserve of \$3,780,040 (2013 – \$3,733,373) which is maintained to offset settlements and insurance coverage has been maintained to provide for insurable claims in excess of insurance deductibles.

In 2008 the City joined the Municipal Insurance Association (the “MIA”) and all insurable claims from that date forward are subject to a liability deductible of \$250,000, prior to 2008, claims are subject to a deductible of \$1,000,000. Should the MIA pay out claims in excess of premiums received, it is possible that the City, along with other participants, would be required to contribute towards the deficit.

Change orders for significant additional construction costs have been presented to the City by contractors engaged in the construction of the Johnson Street Bridge. The City represented by lawyers are currently in a mediation process. Any settlement is subject to City Council approval.

Under borrowing arrangements with the Municipal Finance Authority, the City is required to lodge security by means of demand notes and interest bearing cash deposits based on the amount of the borrowing. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits are included in the City's financial assets as other assets and are held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposits are refunded to the City. At December 31, 2014 the balance of the deposits was \$1,032,325 (2013 – \$814,660). At December 31, 2014 there were contingent demand notes of \$2,197,196 (2013 – \$1,794,839) which are not included in the financial statements of the City.

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

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

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

In 2011, the Federal Government of Canada entered into an agreement with the Capital Regional District to provide a financial contribution for the new, permanent, safe, transitional and supportive housing. Subsequently, the Capital Regional District entered into a sub project funding agreement in which \$1,200,000 was contributed to the City towards the purchase of two properties within the City. The agreement states that if the properties are not operated for their intended purpose or are sold and the proceeds of disposition are not applied to providing similar services then the City will be required to repay the contribution amount. The amount of the required repayment is dependent on the length of the time that the intended purpose of the contribution is met and extends to March 31, 2026 at which point no further repayment is required. In 2013, the purchase of one of the properties by Provincial Rental Housing Corp included transfer of the funding agreement repayment obligation applicable to that property. The funding agreement conditions of the remaining property held by the City continue to be applicable.

Notes to Financial Statements

Year ended December 31, 2014

17. Financial plan data:

The financial plan data presented in these financial statements is based upon the 2014 operating and capital financial plan approved by Council on May 8, 2014. The chart below reconciles the approved financial plan to the financial plan figures reported in these financial statements.

	Budget amount
Revenues:	
Operating financial plan	\$ 295,217,825
Capital financial plan	89,911,495
	385,129,320
Less:	
Transfers from other funds	(71,354,090)
Collections for other Governments	(85,360,365)
Total revenue	228,414,865
Expenses:	
Operating financial plan	295,217,825
Capital financial plan	89,911,495
Amortization	8,000,000
Stormwater overhead allocation	350,000
	393,479,320
Less:	
Capital expenditures	(89,911,495)
Transfer to other funds	(41,222,464)
Debt principal payments	(5,579,620)
Collections for other Governments	(85,360,365)
Total expenses	171,405,376
Annual surplus	\$ 57,009,489

Notes to Financial Statements

Year ended December 31, 2014

18. Segmented information:

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

(i) General Government:

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

(ii) Protective Services:

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

(iii) Transportation Services:

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

(iv) Environmental and Public Health Services:

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

(v) Community Planning:

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

Notes to Financial Statements

Year ended December 31, 2014

(vi) Parks, Recreation and Community Development:

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

(vii) Water and Sewer Utilities:

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

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

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

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

Notes to Financial Statements

Year ended December 31, 2014

18. Segmented information (CONTINUED):

2014	General Government	Protective Services	Transportation Services	Environmental and Public Health Services	Community Planning	Parks Recreation and Community Development	Water Utility	Sewer Utility	Total
Revenue:									
Taxation	\$ 41,313,773	\$ 53,067,422	\$ 5,915,117	\$ 8,692,565	\$ 1,633,376	\$ 16,048,347	\$ –	\$ 787,181	\$ 127,457,781
Goods and services	272,660	7,541,507	11,378,852	2,806,516	220	9,072,224	20,205,038	8,510,216	59,787,233
Government transfers	3,858,841	1,872,920	9,648,373	–	–	–	–	–	15,380,134
Other	9,084,133	377,370	4,792,229	–	2,868,747	1,212,178	200,960	–	18,535,617
Total revenue	54,529,407	62,859,219	31,734,571	11,499,081	4,502,343	26,332,749	20,405,998	9,297,397	221,160,765
Expenses:									
Salaries and wages	14,260,213	59,668,010	10,835,409	4,237,841	2,646,245	12,047,808	1,994,829	1,617,744	107,308,099
Materials, supplies and services	4,533,201	3,423,283	8,345,183	2,223,257	155,489	8,946,990	9,181,943	659,700	37,469,046
Interest and other	14,985,084	2,052,875	(2,528,305)	61,726	72,418	2,494,858	699,178	1,008,350	18,846,184
Amortization	5,423,531	786,715	2,966,132	272,495	–	282,800	499,136	175,919	10,406,728
Total expenses	39,202,029	65,930,883	19,618,419	6,795,319	2,874,152	23,772,456	12,375,086	3,461,713	174,030,057
Annual surplus (deficit)	\$ 15,327,378	\$ (3,071,664)	\$ 12,116,152	\$ 4,703,762	\$ 1,628,191	\$ 2,560,293	\$ 8,030,912	\$ 5,835,684	\$ 47,130,708

Notes to Financial Statements

Year ended December 31, 2014

18. Segmented information (CONTINUED):

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

STATISTICAL INFORMATION

The Corporation of the City of Victoria

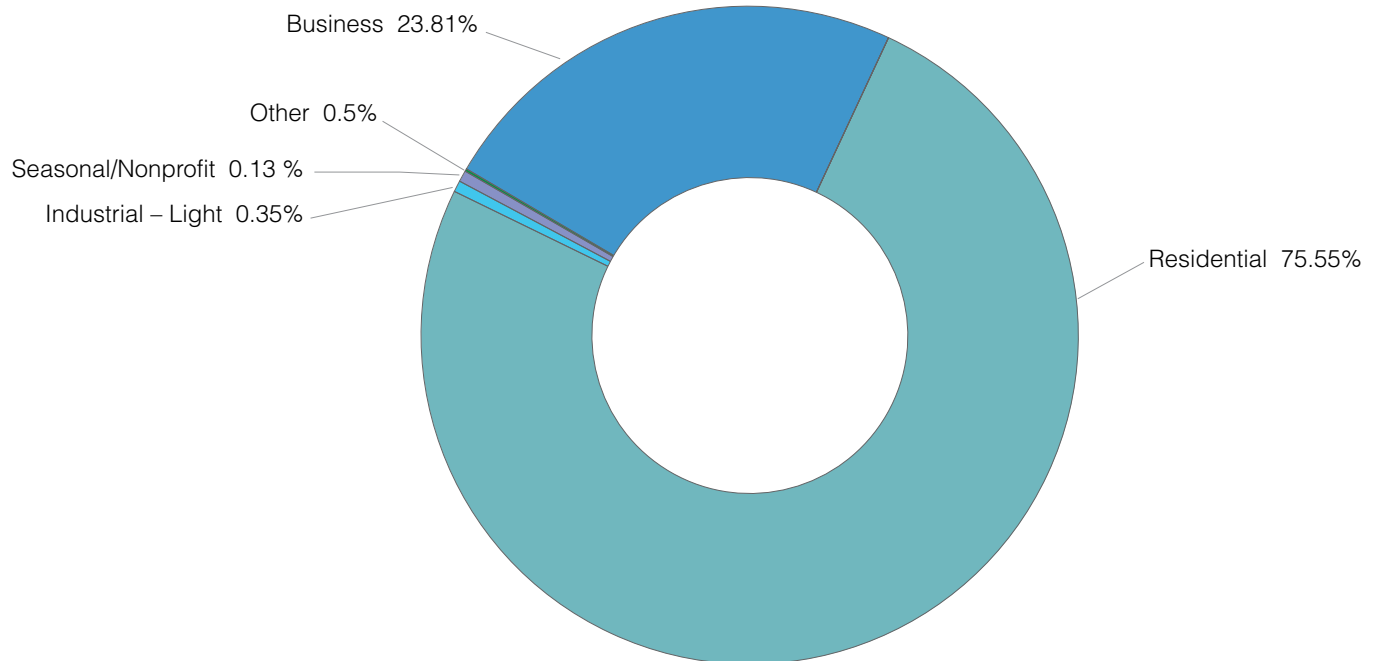
Year Ended December 31, 2014

Statistical Information

Taxable Assessments of Land and Improvements 2010–2014 (IN MILLIONS)

PROPERTY CLASS	2010	2011	2012	2013	2014
Residential	\$ 13,002	\$ 13,651	\$ 13,645	\$ 13,333	\$ 13,152
Utilities	20	20	21	16	16
Industrial – Major	4	4	10	10	10
Industrial – Light	40	41	53	57	60
Business	3,811	3,813	3,960	4,017	4,146
Seasonal/Non-profit	20	21	24	21	23
	\$ 16,898	\$ 17,550	\$ 17,713	\$ 17,453	\$ 17,408

2014 Assessments By Property Class



SOURCE: BC ASSESSMENT

Statistical Information

Property Tax Rates 2010 – 2014

	2010	2011	2012	2013	2014
Municipal (\$ PER 1000 ASSESSMENT)					
Residential	3.6581	3.7731	3.9536	4.2271	4.4691
Utilities	31.4411	33.0729	32.9529	32.5274	33.1233
Supportive Housing	3.6581	3.7731	3.9536	4.2271	4.4691
Industrial – Major	13.1471	13.5454	13.3089	13.4535	13.4416
Industrial – Light	13.1471	13.5454	13.3089	13.4535	13.4416
Business	13.1471	13.5454	13.3089	13.4535	13.4416
Seasonal	9.0819	9.3538	7.9917	8.2639	8.1846
Total – Including School, Region, etc. (\$ PER 1000 ASSESSMENT)					
Residential	6.3060	6.2999	6.5009	6.8790	7.1894
Utilities	50.8938	51.8868	51.8776	51.4691	51.7735
Supportive Housing	4.4263	4.6808	4.8200	5.1573	5.4366
Industrial – Major	23.4345	23.5854	23.1375	23.2940	23.1686
Industrial – Light	23.1281	23.2636	22.8105	27.5538	22.8326
Business	22.8481	22.9902	22.5344	22.6671	22.5370
Recreation Non-Profit	13.8808	13.9174	12.4785	12.8241	12.7579
Municipal Tax Billings by Property Class (IN THOUSANDS)					
Residential	\$ 47,564	\$ 51,506	\$ 53,946	\$ 56,358	\$ 58,779
Utilities	631	678	682	524	537
Industrial – Major	54	56	138	136	137
Industrial – Light	527	561	708	760	812
Business	50,102	51,644	52,707	54,041	55,723
Seasonal	184	197	190	174	187
Total	\$ 99,062	\$ 104,641	\$ 108,371	\$ 111,993	\$ 116,176

New Construction 2010 – 2014

	2010	2011	2012	2013	2014
Construction Permits	3,917	4,097	3,798	3,666	3,452
Construction Value (\$ Million)	\$ 140	\$ 120	\$ 289	\$ 157	\$ 156
Taxes Generated from New Growth	\$ 1,878,822	\$ 1,659,973	\$ 328,105	\$ 108,640	\$ 1,369,512

SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

Labour Force Activity 2010 – 2014

	2010	2011	2012	2013	2014
Unemployment Rate	6.3%	6.1%	5.4%	5.4%	5.4%
Number of City Employees	1,210	1,169	1,194	1,188	1,218

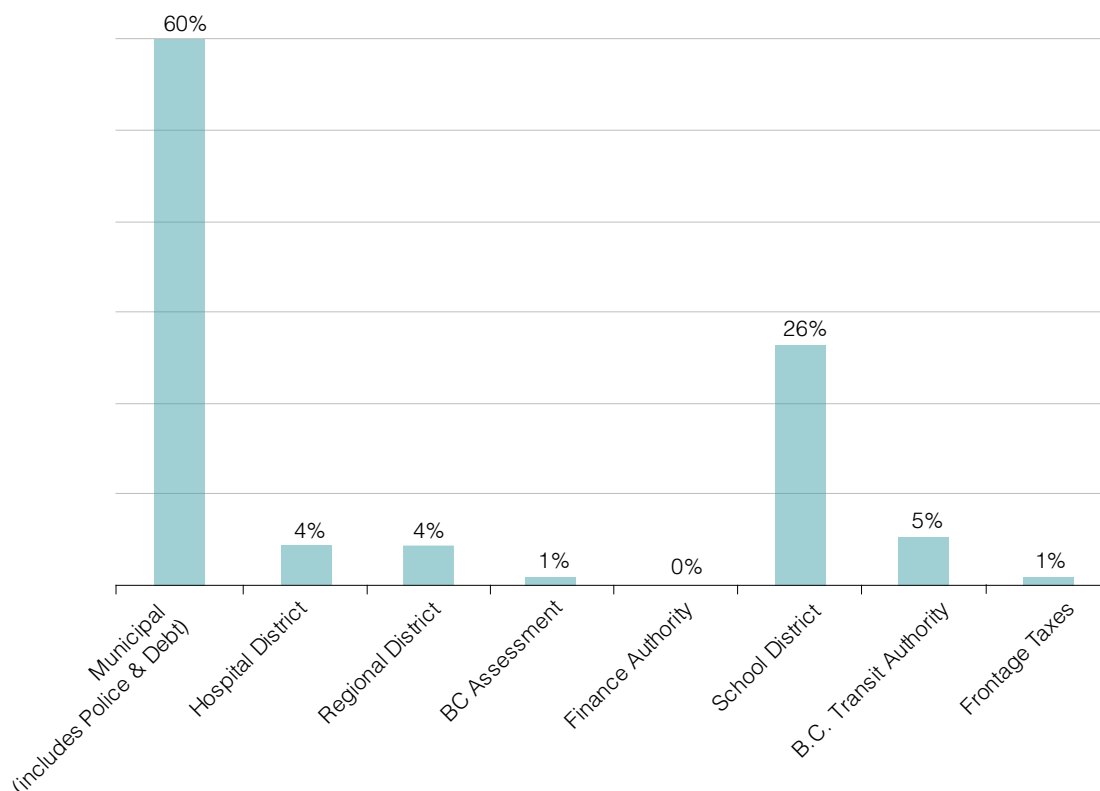
SOURCE: LABOUR FORCE SURVEY: STATISTICS CANADA

Statistical Information

Property Tax Levied and Collected 2010 – 2014 (IN THOUSANDS)

	2010	2011	2012	2013	2014
Municipal (incl Police & Debt)	\$ 99,061	\$ 104,640	\$ 108,371	\$ 111,992	\$ 116,176
Hospital District	6,699	6,728	6,917	7,055	7,396
Regional District	8,317	6,673	6,990	7,130	7,627
BC Assessment	1,666	1,616	1,598	1,630	1,590
Finance Authority	4	5	5	5	5
School District	51,055	50,249	50,580	51,600	50,249
B.C. Transit Authority	5,722	7,236	7,398	7,550	8,917
Frontage Taxes	2,243	2,291	2,376	2,426	2,431
	\$ 174,768	\$ 179,438	\$ 184,234	\$ 189,389	\$ 194,392
Total Current Taxes Levied	\$ 174,768	\$ 179,438	\$ 184,234	\$ 189,389	\$ 194,392
Current Taxes Collected	172,923	178,254	183,453	188,678	193,352
Percentage	96.70%	99.34%	99.58%	99.62%	99.47%
Outstanding at Beginning of Year	\$ 7,226	\$ 6,850	\$ 7,601	\$ 8,156	\$ 8,138
Arrears Collected	6,643	6,293	6,475	7,239	7,108
Percentage	91.93%	91.86%	85.19%	88.76%	87.35%
Total Tax Collections	\$ 179,566	\$ 184,547	\$ 189,928	\$ 195,916	\$ 200,460

2014 Taxes by Jurisdiction



SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

Statistical Information

2014 Principal Corporate Tax Payers

Registered Owner	Primary Property	Taxes Levied
4239440 Canada Inc	Shopping Centre	4,189,090
Hillside Centre Holdings Inc	Shopping Centre	4,108,038
TBC Nominee Inc	Shopping Centre	2,184,359
Jawl Investment Corporation	Office Building	1,840,718
Jawl Holdings Ltd	Various	1,675,030
Empress Title Corp	Hotel	1,246,488
Columbus Real Estate Inc	Office Building	1,028,385
596961 BC Ltd	Retail/Office Building	941,172
Canadian Imperial Bank of Commerce/ Standard Life Assurance Company of Canada	Shopping Centre	904,253
Sussex Place Equities Ltd	Retail/Office Building	855,652
Sun Life Assurance Company of Canada	Office Building	703,201
Greater Victoria Harbour Authority	Office Building	688,055
Telus Communications Inc	Office Building	658,702
Grampian Holdings Ltd	Office Building	644,166
Pacific Sun Hotel Inc	Hotel	637,625
Westside Village Shopping Centre Ltd	Retail	573,409
Llrc Investments Ltd	Shopping Centre	527,697
Wilson Kool Ltd	Shopping Centre-Community	514,095
Victoria Downtown Hotel Estates Ltd	Hotel	506,223
IMH James Bay Properties Ltd/Capreit Limited Partnership	Multi-Family/Minimal Commercial	506,186
Delta Hotels No 40 Holdings Ltd	Hotel	499,116
Saratoga Investments Ltd	Retail/Office Building	490,803
Jim Pattison Developments Ltd	Shopping Centre-Neighbourhood	487,881
Standard Life Assurance Company of Canada	Office Building	458,326
Investors Group Trust Co Ltd	Retail	449,974
Concert Real Estate Corporation	Stores/Offices	428,479
Royal Trust Corp of Canada	Offices	420,631
BC Transit	Bus Depot	413,441
Wottrich Holdings Ltd	Stores/Offices	411,792
357689 BC Ltd	Office Building	403,860
		\$ 29,396,861

Statistical Information

Debenture Debt 2010–2014 (IN THOUSANDS)

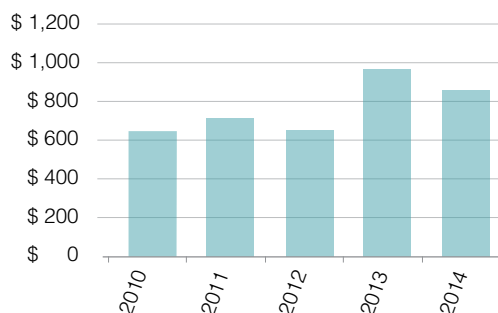
	2010	2011	2012	2013	2014
Gross Outstanding Debt	\$ 81,169	\$ 69,969	\$ 61,715	\$ 60,915	\$ 84,115
Less: Sinking Fund Payments	30,264	12,825	9,921	12,231	15,761
Net Debt	\$ 50,905	\$ 57,144	\$ 51,794	\$ 48,684	\$ 68,354
General	\$ 50,880	\$ 57,132	\$ 51,794	\$ 48,684	\$ 68,354
Sewer	25	12	–	–	–
	\$ 50,905	\$ 57,144	\$ 51,794	\$ 48,684	\$ 68,354
Debt Servicing Costs					
Property Tax Supported	\$ 7,024	\$ 6,498	\$ 8,193	\$ 5,484	\$ 5,170
Specified Area & Other	–	–	–	–	–
Sewer Utility	112	15	14	–	–
Total Debt Servicing Costs	\$ 7,136	\$ 6,513	\$ 8,207	\$ 5,484	\$ 5,170
Population	78,057	80,017	80,017	80,017	80,017
Net Debt per Capita	\$ 652	\$ 714	\$ 647	\$ 608	\$ 854
Debt Servicing per Capita	\$ 88	\$ 81	\$ 103	\$ 69	\$ 65
Debt Service as % of Expenses	4.22%	3.88%	4.80%	3.15%	2.97%
# of Households	44,783	47,691	47,691	47,691	47,691
Gross Debt Servicing Limit	\$ 44,696	\$ 47,079	\$ 47,971	\$ 49,332	\$ 51,004
Debt Servicing Capacity Available	\$ 37,759	\$ 36,139	\$ 36,254	\$ 40,329	\$ 44,052

SOURCE: MUNICIPAL FINANCE AUTHORITY, SOURCE: POPULATION: STATISTICS CANADA

Consolidated Statement of Financial Position 2010–2014 (IN THOUSANDS)

	2010	2011	2012	2013	2014
Financial Assets	\$129,133	\$ 149,484	\$ 162,195	\$ 185,477	\$ 221,504
Financial Liabilities	\$ 95,999	\$ 104,155	\$ 104,358	\$ 108,507	\$ 127,689
Net Financial Assets/(Net Debt)	\$ 33,134	\$ 45,329	\$ 57,837	\$ 76,970	\$ 93,815

Per Capita Net Debt



Statistical Information

Revenue and Expenses 2010–2014 (IN THOUSANDS)

Revenue	2010	2011	2012	2013	2014
Property Taxes	\$ 104,199	\$ 109,858	\$ 113,627	\$ 117,528	\$ 121,800
Payment In Lieu of Taxes	5,455	5,578	5,695	6,002	5,658
Sales of Services	35,798	37,462	39,126	39,214	40,075
Sale of Water	14,174	16,047	15,734	18,014	19,712
Licences and Permits	4,690	3,890	3,553	3,763	3,809
Fines	5,127	5,085	5,275	4,648	3,976
Rentals and Leases	1,103	1,120	996	964	916
Interest and Penalties	3,943	3,124	3,284	3,141	4,454
Unconditional Government Transfers	1,293	3,374	3,439	1,867	1,873
Conditional Government Transfers	5,145	4,457	8,412	8,487	13,507
Other	7,272	5,746	5,520	5,916	5,381
Gain on Sale of Capital Assets	–	–	–	–	–
	\$ 188,197	\$ 195,740	\$ 204,661	\$ 209,545	\$ 221,161

Expenses by Function

General Government	\$ 36,606	\$ 40,540	\$ 39,122	\$ 36,887	\$ 39,202
Protective Services	58,732	59,012	61,022	64,195	65,931
Transportation Services	18,820	18,775	20,327	20,345	19,618
Environmental/Public Health	6,268	6,239	6,080	6,574	6,795
Community Planning	2,890	3,070	3,129	2,884	2,874
Parks Recreation and Cultural	23,093	24,386	25,347	24,917	23,772
Water Utility	12,736	12,918	12,550	12,896	12,375
Sewer Utility	2,969	2,980	3,347	5,233	3,462
	\$ 162,113	\$ 167,920	\$ 170,923	\$ 173,930	\$ 174,030

Expenses by Object

Salaries Wages and Benefits	\$ 96,465	\$ 96,887	\$ 100,624	\$ 104,138	\$ 107,308
Materials Supplies and Services	37,638	37,774	37,368	38,645	37,469
Interest & Other	21,000	25,249	24,264	21,564	18,846
Amortization	7,011	8,011	8,667	9,584	10,407
	\$ 162,113	\$ 167,920	\$ 170,923	\$ 173,930	\$ 174,030

Consolidated Statement of Operations 2010–2014 (IN THOUSANDS)

	2010	2011	2012	2013	2014
Accumulated Surplus, Beginning of Year	\$ 312,953	\$ 339,037	\$ 366,856	\$ 400,594	\$ 436,208
Annual Surplus/(Deficit)	26,084	27,819	33,738	35,615	47,131
Accumulated Surplus, End of Year	\$ 339,037	\$ 366,856	\$ 400,594	\$ 436,208	\$ 483,339

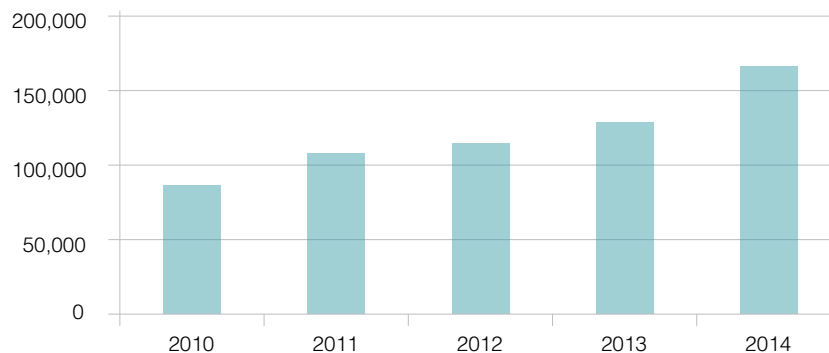
SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

Statistical Information

Reserve Funds and Statement of Surplus 2010 – 2014 (IN THOUSANDS)

Description	2010	2011	2012	2013	2014
Reserve Funds					
Equipment & Infrastructure	\$ 44,813	\$ 57,943	\$ 58,175	\$ 59,102	\$ 86,311
Economic Development	707	716	725	734	744
Financial Stability	728	2,329	3,227	2,599	3,087
Debt Reduction	7,494	11,525	13,336	21,255	25,320
Self Insurance	4,534	3,642	3,687	3,733	3,780
Working Capital	3,696	3,743	3,790	3,837	3,885
Tax Sale Lands	10,104	9,954	10,327	9,664	7,202
Local Amenities	98	100	101	102	103
Parks & Greenways Acquisition	2,009	2,135	2,241	2,269	2,298
Affordable Housing	3,004	2,870	2,051	1,897	2,141
Fringe Benefit Rate Stabilization	788	–	–	–	–
Climate Action	187	263	253	381	506
Water Utility	336	787	1,844	4,901	8,488
Sewer utility	7,179	10,443	13,435	16,404	20,614
Tree Conservation	–	285	306	340	419
Art in Public Places	–	124	234	302	437
Downtown Core Area Public Realm Improvement	–	–	–	57	58
Heritage Building Seismic Upgrades	–	–	–	19	19
Restricted Cash	748	879	777	815	1,032
	\$ 86,427	\$ 107,739	\$ 114,511	\$ 128,411	\$ 166,445
Statement of Unappropriated Surplus (Deficit)					
General Operating Surplus	\$ 3,392	\$ 1,016	\$ 1,228	\$ 3,512	\$ 2,898
Water Operating Surplus	–	–	–	–	–
Sewer Operating Surplus	–	–	–	–	–
	\$ 3,392	\$ 1,016	\$ 1,228	\$ 3,512	\$ 2,898
Reserves Plus Unappropriated Surplus	\$ 89,820	\$ 108,755	\$ 115,739	\$ 169,957	\$ 169,343

Reserves



SOURCE: CITY OF VICTORIA
FINANCE DEPARTMENT

Statistical Information

Capital Expenditures and Funding Sources 2010 – 2014 (IN THOUSANDS)

	2010	2011	2012	2013	2014
Expenditures					
Civic Facilities	\$ 9,281	\$ 4,129	\$ 8,470	\$ 7,678	\$ 3,810
Equipment	5,592	4,285	6,043	5,540	4,413
Streets	3,668	2,721	2,402	2,438	2,995
Transportation and Development	2,421	7,156	9,277	9,618	19,174
Civic Services	49	–	42	36	6
Storm Drains	2,013	2,952	2,191	3,074	3,617
Parks	2,209	3,067	2,734	1,370	2,681
Planning and Development	394	–	32	4	95
Shoreline Protection	15	108	10	–	3
Revitalization	282	–	16	12	346
Downtown Revitalization	332	243	311	322	287
Environmental Remediation	142	165	274	806	845
Water Utility	6,746	4,614	2,666	2,716	4,081
Sewer Utility	2,501	1,328	1,891	2,405	2,106
Victoria Conference Centre	41	115	154	35	273
	\$ 35,686	\$ 30,883	\$ 36,513	\$ 36,053	\$ 44,732
Funding Sources					
Capital Tax Levy	\$ 8,609	\$ 9,892	\$ 10,502	\$ 10,895	\$ 12,371
Connection Fees	194	196	236	1,053	1,031
Equipment & Infrastructure	6,013	6,583	8,053	9,537	2,123
Tax Sale Land Reserve	372	1,228	522	781	2,633
Development Cost Charges	–	50	277	–	52
Economic Development Reserve	–	–	–	–	–
Parks and Recreation Facility Reserve	98	–	–	93	–
Parking Reserve	1,889	590	557	1,211	786
Trust Funds	45	–	7	–	–
Grants and Partnerships	2,330	882	3,903	5,121	10,055
Gas Tax	1,282	1,449	677	912	1,394
Debt	4,609	2,937	5,779	564	7,788
Water Utility	6,746	4,614	2,631	2,165	3,579
Sewer Utility	2,501	1,328	1,664	2,152	1,802
Victoria Conference Centre	56	146	–	–	286
Tree Conservation	–	–	–	–	–
Police Equipment & Infrastructure	943	988	1,208	927	173
Affordable Housing Reserve	–	–	360	390	–
Other	–	–	136	253	657
	\$ 35,686	\$ 30,883	\$ 36,513	\$ 36,053	\$ 44,732

SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

Statistical Information

2014 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
5th (BC) Field Regiment, RCA	\$	\$ 104	\$	\$ 104
African Heritage Association of Vancouver Island	2,000			2,000
Aids Vancouver Island/Victoria Cool Aid Society			31,238	31,238
Anawim Companions Society			3,598	3,598
Anglican Synod of the Diocese of BC			75,998	75,998
Art Gallery of Greater Victoria	7,500	7,495	66,513	81,508
Arthritis Society			20,258	20,258
Attractions Victoria	15,000			15,000
Ballet Victoria Society	5,000			5,000
Bayanihan Community Centre			2,897	2,897
BC Accordion Society	1,500			1,500
BC Dom Operations Canadian Forces		686		686
BC Government of Canada Strategic Planning and Events GCPE		125		125
BC Muslim Association			17,998	17,998
BC Society for the Prevention of Cruelty to Animals			34,437	34,437
Beacon Community Services	30,000		28,295	58,295
Belfry Theatre Society			30,230	30,230
Bioregional Education Association			4,323	4,323
Bipolar Disorder Society of British Columbia	6,500			6,500
Bishop of Victoria			98,628	98,628
Black Hat Building (Heritage)			58,350	58,350
Blue Bridge Theatre Society			11,802	11,802
Boys' and Girls' Club of Greater Victoria			25,280	25,280
British Columbia Healthy Communities – City of Victoria Youth Council	20,000			20,000
British Motor Car Club		105		105
Burnside Gorge Community Association	77,958	423		78,381
Canadian Cancer Society BC and Yukon Division			49,277	49,277
Canadian Mental Health Association		409		409
Canadian Red Cross Society			50,729	50,729
Capital Mental Health Association			30,472	30,472
Casa Maria Emergency Housing Society			2,628	2,628
Centennial United Church			13,086	13,086
Central Baptist Church			14,266	14,266
Central Middle School	300			300
Chinese Consolidated Benevolent Association		2,215	16,562	18,776
Chinese Settlement House Building (Heritage)			11,012	11,012
Church of God in Victoria, The-Maplewood Gospel Hall			4,837	4,837
Church of Jesus Christ of Latter Day Saints			12,935	12,935
Church of Our Lord			13,668	13,668
Church of Truth – Community of Conscious Living			3,413	3,413
Churchill Building (Heritage)			56,140	56,140
Clover Point Anglers' Association			2,488	2,488
CNIB BC – Yukon Division			31,695	31,695

Statistical Information

2014 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
Community Arts Council of Greater Victoria	\$ 3,000	\$ 975	\$	\$ 3,975
Community of Christ Inc			2,360	2,360
Community Social Planning Council of Greater Victoria	24,090			24,090
Congregation Emanu-El			1,211	1,211
Cook St Village Activity Centre Society (New Horizons)	40,000			40,000
Cornerstone Christian Fellowship			7,261	7,261
Craigdarroch Castle Historical Museum Society			93,904	93,904
Creatively United for the Planet Society	5,000	1,260		6,260
Cridge Centre for the Family			30,281	30,281
Crisis Intervention and Public Information Society of Greater Victoria	20,200			20,200
Dart Coon Club of Canada		210		210
Dogwood Building (Heritage)			151,003	151,003
Downtown Residents' Association	3,454			3,454
Downtown Victoria Business Association		293	6,779	7,071
Earth Walk Committee		1,145		1,145
Esquimalt High School	300			300
EVTA of BC		104		104
Fairfield Community Association	26,869			26,869
Fairfield Community Place	74,340			74,340
Fairfield Gonzales Community Association	16,025			16,025
Fairfield United Church			3,616	3,616
Fairway Gorge Paddling Club		184		184
Fan Tan Entertainment Inc (Canada Day)		142		142
Fernwood Community Association	6,130		7,487	13,616
Fernwood Community Association (Heritage)			1,505	1,505
Fernwood Neighbourhood Resource Group Society	55,723	679		56,401
Fire Chiefs' Association of BC		53		53
Fire Fighters' Burn Fund of Greater Victoria			1,971	1,971
First Baptist Church			2,513	2,513
First Church of Christ Scientist			9,789	9,789
First Metropolitan United Church			21,444	21,444
First Open Heart Society of BC Inc			2,717	2,717
Flamenco de la Isla Society	2,000			2,000
Franciscan Friars of Western Canada			4,089	4,089
Friends Uniting for Nature Society	6,000			6,000
George Jay Elementary School	300			300
Gerenska, M and Karagiozov, K (Secondary Suite)	5,000			5,000
Girl Guides of Canada Southern Vancouver Island			5,663	5,663
Glad Tidings Pentacostal Church			64,495	64,495
Glenlyon-Norfolk School Society			41,028	41,028
Go Rowing and Paddling Association of Canada		231	11,157	11,388
Good Shepherd Lutheran Church			2,750	2,750
Governing Council of the Salvation Army in Canada			67,551	67,551

Statistical Information

2014 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
Grace Evangelical Lutheran Church	\$	\$	\$ 15,788	\$ 15,788
Greater Victoria Bike to Work Society	2,500	85		2,585
Greater Victoria Chamber of Commerce	50,000	184		50,184
Greater Victoria Citizens' Counselling Centre			12,151	12,151
Greater Victoria Coalition to End Homelessness	100,000			100,000
Greater Victoria Festival Society	16,195	13,306		29,501
Greater Victoria Film Commission	45,000			45,000
Greater Victoria Housing Society			10,283	10,283
Greater Victoria Performing Arts	500			500
Greater Victoria Rental Development Society			33,617	33,617
Greater Victoria Volunteer Society	11,500			11,500
Greater Victoria Women's Shelter Society			8,031	8,031
Gurdwara Singh Sabha Society of Victoria			14,970	14,970
Healing Cities Institute Society	6,000			6,000
Hero Work Program		417		417
Hotel Rialto Building (Heritage)			91,215	91,215
Howes, Christi May (Secondary Suite)	5,000			5,000
Hudson Building (Heritage)			159,256	159,256
India Canada Cultural Association	3,000			3,000
InnovativeCommunities.Org Foundation			4,755	4,755
Inter-Cultural Association of Greater Victoria	5,000			5,000
Intrepid Theatre Company	18,000	1,050		19,050
Ironmonger, Peter G (Secondary Suite)	5,000			5,000
Island Corridor Foundation			20,909	20,909
Island Equipment Owners Association		5,756		5,756
James Bay Community Project	10,000			10,000
James Bay Community School Centre	53,286			53,286
James Bay Health and Community Services Society			29,316	29,316
James Bay Neighbourhood Association	3,507			3,507
James Bay New Horizons	63,436			63,436
James Bay United Church			12,586	12,586
John Howard Society of Victoria			5,484	5,484
Jubilee Congregation of Jehovah's Witnesses			3,986	3,986
Kaleidoscope Theatre Productions Society	5,000			5,000
Kalghidhar Shromani Society			2,316	2,316
Kenny, Patrick and Robertson, Heather (Secondary Suite)	5,000			5,000
Keystone Victoria Christian Ministries Inc			2,275	2,275
Khalsa Diwan Society of Victoria			12,211	12,211
Kiwanis Club of Victoria			9,483	9,483
Knights of Columbus		105		105
Lansdowne Middle School	300			300
Laren Society			4,898	4,898
Learning Disabilities Association of BC	5,000			5,000

Statistical Information

2014 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
Leiser Building (Heritage)	\$	\$	\$ 76,994	\$ 76,994
LifeCycles Project Society	8,000			8,000
M.A.C. Farrant	5,000			5,000
Maharishi Age of Enlightenment School Society			1,138	1,138
Margaret Jenkins Elementary School	300			300
Maritime Museum	20,000			20,000
McCafrey, Sean L (Secondary Suite)	5,000			5,000
Morley's Soda Factory Building (Heritage)			11,141	11,141
Move Adapted Fitness and Rehabilitation Society of BC		53		53
Multiple Sclerosis Society of Canada			31,615	31,615
Mustard Seed Street Church			12,948	12,948
North Jubilee Neighbourhood Association	2,288			2,288
North Park Community Association		79		79
North Park Neighbourhood Association	5,988			5,988
Oak Bay Gospel Assembly			5,598	5,598
Oaklands Chapel		523	3,899	4,422
Oaklands Community Association	78,259		2,367	80,626
Oaklands Elementary School	300	105		405
Old Carriage House Parking Ltd, The (Heritage)			31,722	31,722
Open Door Spiritualist Church			1,416	1,416
Open Space Arts Society		26	9,100	9,126
Oriental Hotel Building (Heritage)			55,290	55,290
Our Place	25,000			25,000
Pacifica Housing Advisory Association			27,440	27,440
Palladian, The (Heritage)			46,409	46,409
Pandora Arts Collective	7,500			7,500
Parkdale Evangelical Free Church			2,601	2,601
Passion for Tango Society	1,000			1,000
Pentecostal Assemblies Of Canada			3,960	3,960
Phoenix Human Services Association			10,928	10,928
Prior Building (Heritage)			71,608	71,608
Quadra Elementary School	300			300
Quadra School Parent Advisory Council	8,292			8,292
Quadra Village Community Centre	53,497	282		53,779
Recreation Integration Victoria	29,435			29,435
Redeemed Christian Church of God			1,776	1,776
Religious Society of Friends			5,598	5,598
Renaissance Building (Heritage)			42,662	42,662
Rockland Community Association	2,618			2,618
Rogers Chocolates Building (Heritage)			7,084	7,084
Royal and McPherson Theatre Society			115,221	115,221
Royal Roads University		131		131
Royal Victoria Yacht Club		2,506		2,506

Statistical Information

2014 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
Ryder Hesjdal's Tour de Victoria	\$	\$ 16,824	\$	\$ 16,824
Saint Germain Foundation Of Canada (Victoria Branch)			2,832	2,832
Saint Sophia Parish of the Russian Orthodox Church			2,791	2,791
Scouts Canada 2nd Fort Victoria Group			8,070	8,070
Seventh-Day Adventist Church			2,251	2,251
Shekinah Homes Society			3,522	3,522
Sierra Club BC		351		351
Silver Threads Service	270,683			270,683
Sir James Douglas Elementary School	300			300
Societe Francophone de Victoria, la	4,000			4,000
Society of Friends of St Ann's Academy	7,500			7,500
Society of St Vincent de Paul Vancouver Island			39,747	39,747
South Jubilee Neighbourhood Association	1,643			1,643
South Park Elementary School	300			300
South Park School PAC		53		53
SportHost	7,500			7,500
St Andrew's Presbyterian Church			20,895	20,895
St John Ambulance	2,250			2,250
St John Court Society			7,235	7,235
Suddenly Dance Theatre Society	13,500			13,500
Terry Fox Foundation		1,086		1,086
Theatre Inconnu	7,500			7,500
Theatre SKAM	4,000			4,000
Times Colonist Cycling Festival		1,723		1,723
TLC (The Land Conservancy) of BC			22,749	22,749
Tourism Victoria	47,500			47,500
Tweed Ride Victoria		1,128		1,128
Ukrainian Catholic Eparchy of the New Westminster			3,028	3,028
United Way of Greater Victoria			19,325	19,325
Unity Church of Victoria			2,569	2,569
University of Victoria – Faculty of Graduate Studies	6,750			6,750
UrbaCity Challenge		208		208
Vancouver Island Addiction Recovery Society			1,814	1,814
Victoria Advanced Technology Council	22,500			22,500
Victoria African and Caribbean Cultural Society		473		473
Victoria AM Association	2,000			2,000
Victoria Association for Community Living			5,962	5,962
Victoria BC SKA Society	7,000	622		7,622
Victoria Brain Injury Society	5,800			5,800
Victoria Chinese Alliance Church			2,480	2,480
Victoria Chinese Presbyterian Church			8,111	8,111
Victoria Civic Heritage Trust	523,470			523,470
Victoria Compost Education Centre	13,530	337		13,867

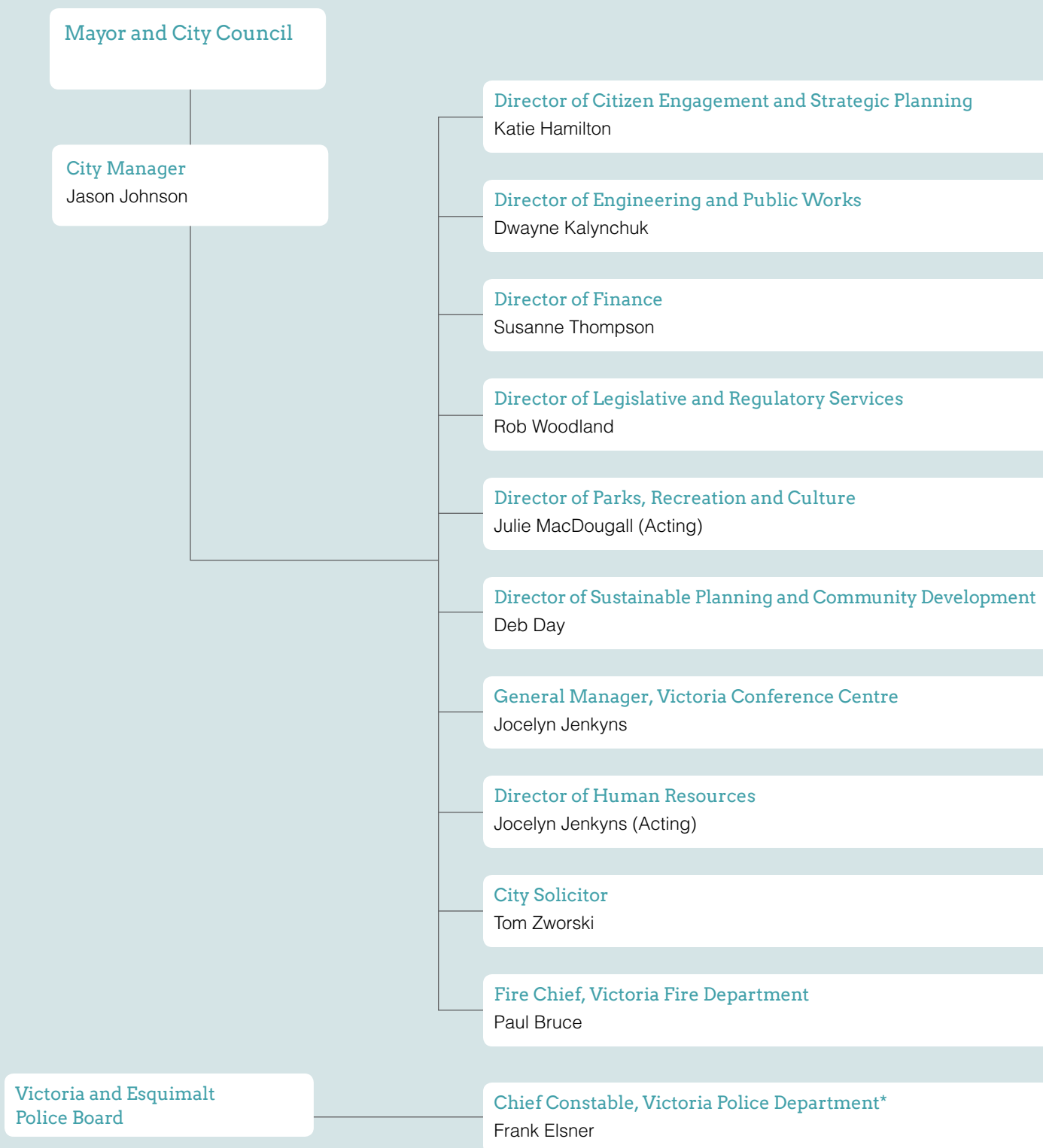
Statistical Information

2014 Grants

Organization	Grants	City In-Kind Services	Exemption from Property Taxes	Total
Victoria Conservatory of Music	\$ 2,000	\$	\$ 72,786	\$ 74,786
Victoria Cool Aid Society	4,675		7,454	12,129
Victoria Curling Club			49,331	49,331
Victoria Cycling Series		2,159		2,159
Victoria Django Society	1,000			1,000
Victoria Dragon Boat Festival Society		1,588		1,588
Victoria Filipino Canadian Association		105		105
Victoria Foursquare Gospel Church of Canada			1,383	1,383
Victoria Heritage Foundation	191,621			191,621
Victoria High School	300			300
Victoria Highland Games Association	5,500	1,299		6,799
Victoria Hospice Foundation		105		105
Victoria Hospitality Award Program	950			950
Victoria Immigrant and Refugee Centre Society	1,000			1,000
Victoria Independent Film and Video Festival Society	11,000			11,000
Victoria International Buskers Festival Society	9,000	2,491		11,491
Victoria International Chalk Art Society	2,000	746		2,746
Victoria International Running Society		6,025		6,025
Victoria Jazz Society	17,000	2,381		19,381
Victoria Marathon Society		28,922		28,922
Victoria Military Music Festival Society	3,200			3,200
Victoria Native Friendship Centre		153	23,400	23,553
Victoria Pride Society	2,000	4,172		6,172
Victoria Sexual Assault Centre Society			7,850	7,850
Victoria Shambhala Centre			2,120	2,120
Victoria Single Parent Resource Centre Society			8,925	8,925
Victoria Symphony Society	11,500	8,772		20,272
Victoria Theatre Guild and Dramatic School			22,138	22,138
Victoria Truth Centre Inc			27,287	27,287
Victoria West Community Association	86,285	159		86,444
Victoria West Elementary School	300			300
Victoria Women in Need Community Cooperative			10,458	10,458
Victoria Women's Sexual Assault Centre		773		773
Victoria Women's Transition House Society			14,125	14,125
Victoria Youth Empowerment Society	17,000		7,124	24,124
Wilson Dalby/Mc and Mc Building (Heritage)			164,435	164,435
Wilson, Deborah and Hawthorn, Thomas (Secondary Suite)	5,000			5,000
World Fisheries Trust	4,775			4,775
YM/YWCA of Greater Victoria			81,847	81,847
Total	\$ 2,444,021	\$ 124,099	\$ 3,049,715	\$ 5,617,834

2014 Organizational Chart

CITY OF VICTORIA | AS OF DECEMBER 31, 2014



**The Police Department reports to the Police Board which is co-chaired by the Mayor of Victoria and the Mayor of the Township of Esquimalt.*

Looking Forward

Strategic Plan 2015–2018

In April 2015 Mayor and Council adopted a new Strategic Plan that will guide the direction for the City over the next four years.

Our Goal

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





Objectives

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

