



**2014—2018  
FINANCIAL PLAN**

---

***April 24<sup>th</sup> 2014***

***“Serving the People”***



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# EXECUTIVE SUMMARY

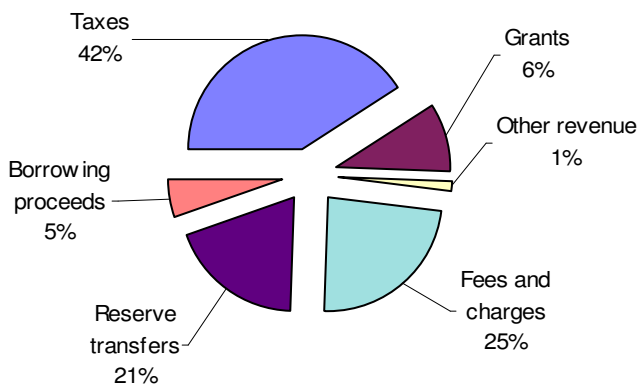
The Community Charter Act Requires that the District of Saanich approve a Five Year Financial Plan bylaw each year prior to the adoption of the annual property tax bylaw. This document provides the supporting details to the 2014-2018 Financial Plan Bylaw, which will be considered for adoption by Council on or before May 15, 2014.

## 1. Consolidated Financial Plan Summary

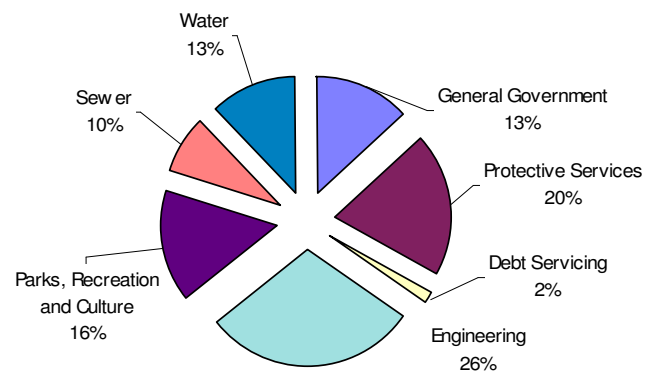
Local governments are required by law to have balanced financial plans. Current revenue, including transfers from reserves, must be sufficient to support current expenditures for each of the three funds.

Saanich's consolidated financial plan for 2014 balances \$241,012,900 in revenues and transfers with \$241,012,900 in expenditures.

**Consolidated Revenue**



**Consolidated Expenditure**



The budget is based on:

1. A municipal property tax increase of 1.68% (\$36.17) for operations, 0.75% (\$16.15) for additional infrastructure replacement and 0.35% (\$7.54) for new infrastructure operating costs. This totals 2.78% or \$59.86 to the average single family homeowner,
2. No service reductions from 2013 levels,
3. Utility rates approved in December 2013,
4. A refuse collection fee of \$165 (based on similar collection volumes to 2013).

Including all municipal taxes and utilities, an average homeowner is projected to pay about \$138 more in 2014:

	2013	2014
Property Taxes	\$ 2,155	\$ 2,215
Sewer	327	362
Water	448	482
Refuse Collection	156	165
	<u>\$ 3,086</u>	<u>\$ 3,224</u>

## 2. Summary of Consolidated Financial Plan Changes From 2013 To 2014

Additional revenues from taxation, reserves and user fees will be used to fund inflationary increases in 2014 operating programs, new infrastructure maintenance, new service costs and increased capital replacement. Grants from senior levels of government and some reserves will also be used to fund large capital projects such as the Wilkinson Bridge replacement and Cook Street work:

<u>Consolidated Revenue</u>							
Source	General Operating	General Capital	Sewer & Water Utility	2014 Budget Total	2013 Budget Total	2013 Actuals Total	2012 Actuals Total
Taxes	90,825,800	11,205,800	-	102,031,600	98,144,800	98,133,600	93,875,600
Grants	3,755,500	10,384,800	-	14,140,300	23,741,300	14,727,700	5,902,800
Other revenue	3,598,300	-	-	3,598,300	3,066,200	16,947,100	8,591,500
Fees and charges	25,717,000	-	34,418,700	60,135,700	56,578,400	60,275,100	56,178,500
Reserve transfers	7,467,700	25,616,100	16,372,700	49,456,500	45,801,200	21,053,500	23,835,100
Borrowing proceeds	-	8,086,900	3,563,600	11,650,500	13,312,600	4,053,300	3,473,100
<b>Total</b>	<b>131,364,300</b>	<b>55,293,600</b>	<b>54,355,000</b>	<b>241,012,900</b>	<b>240,644,500</b>	<b>215,190,300</b>	<b>191,856,600</b>

<u>Consolidated Expenditure</u>							
Function	General Operating	General Capital	Sewer & Water Utility	2014 Budget Total	2013 Budget Total	2013 Actuals Total	2012 Actuals Total
Administration	1,741,100	-	-	1,741,100	1,742,900	2,023,100	1,633,400
Corporate Services	5,129,300	2,155,400	-	7,284,700	6,789,400	4,113,700	1,582,200
Finance	14,291,300	-	-	14,291,300	14,696,500	5,062,400	11,985,700
Debt Servicing	3,146,800	-	1,452,000	4,598,800	4,440,100	2,901,300	3,151,700
Legislative Services	4,667,600	-	-	4,667,600	4,088,400	3,367,600	4,434,800
Police Protection	30,737,100	1,262,100	-	31,999,200	31,604,100	33,777,900	30,577,800
Fire Protection	15,291,300	472,000	-	15,763,300	15,218,800	14,950,600	15,315,600
Emergency Program	379,300	48,000	-	427,300	447,500	414,600	374,300
Planning	5,099,800	-	-	5,099,800	4,819,100	4,945,300	4,524,100
Engineering & PW	19,059,400	44,331,000	52,903,000	116,293,400	119,292,500	99,480,500	78,806,400
Parks & Recreation	26,139,300	7,025,100	-	33,164,400	32,177,500	29,994,700	29,130,600
Cultural	5,682,000	-	-	5,682,000	5,327,700	5,308,300	5,160,200
<b>Total</b>	<b>131,364,300</b>	<b>55,293,600</b>	<b>54,355,000</b>	<b>241,012,900</b>	<b>240,644,500</b>	<b>206,340,000</b>	<b>186,676,800</b>

Note: The above total figure for General Operating is \$19,568,000 less than the total amount on page 20 due to the removal of the inter-departmental recoveries and the allocation of the capital expenditure funded by property taxes to the General Capital Fund.

<b>Consolidated Revenue level in 2013</b>	<b>\$ 240,644,500</b>
Revenues were increased because:	
General Taxes were increased by 2.97% to average homeowner	3,886,800
Reduced use of grant revenue for infrastructure spending	(9,601,000)
Increased revenue from 1% utility taxes, grants-in-lieu and interest	532,100
Increased fees and charges from recreation	317,400
Increased fees and charges from Solid Waste Services	683,500
Increased fees and charges from water and sewer programs	2,261,800
Increased fees and charges from other programs	294,600
Decreased borrowing for infrastructure	(1,662,100)
Increased use of reserve funds (Work in Progress)	3,655,300
<b>New Consolidated Revenue Level for 2014</b>	<b>\$ 241,012,900</b>

<b>Consolidated Expenditures level in 2013</b>	\$ 240,644,500
Expenses were increased because:	
Increased General Operating costs	4,275,000
Decreased General Capital costs	(7,768,000)
Increased Water System operating and capital costs	1,442,400
Increased Sewer System operating and capital costs	2,419,000
<b>New Consolidated Expenditure Level in 2014</b>	<b>\$ 241,012,900</b>

### 3. 2014 Consolidated Fund Balance Summary

Municipal activities are accounted for on a fund basis. Total fund balances are expected to remain approximately at 2013 levels, with an expected reduction in equipment replacement and capital works reserves as higher value capital projects are being initiated such as the garden and kitchen waste diversion and the Admirals Road project.

	<b>Fund Balances</b>				
	<u>General Operating</u>	<u>General Capital</u>	<u>Sewer Utility</u>	<u>Water Utility</u>	<u>Reserve Fund</u>
Fund Balance, January 1	21,624,000	18,833,200	12,697,800	17,855,100	58,478,500
Total Revenues	(127,089,300)	(63,061,600)	(19,707,000)	(30,786,600)	(7,167,300)
Total Expenditures	127,089,300	63,061,600	19,707,000	30,786,600	23,535,900
Fund Balance, December 31	21,624,000	18,833,200	12,697,800	17,855,100	42,109,900

### 4. General Operating Fund Summary:

This budget provides for the annual operation of the municipality in 2014 based on a 1.68% increase for core operations, 0.35% increase for new infrastructure maintenance, increases in policing and fire operations, and an additional policy increase in infrastructure spending of 0.75% in municipal property taxes. A separate refuse collection fee of \$165 (based on similar collection volumes to 2013) per household is moved to the utility bill to fund refuse, garden and kitchen waste collection and disposal.

This revenue funds the net cost to increase services over 2013 levels, continues Council's policy of gradually increasing tax funded capital programs to sustainable levels and reflects the economic circumstances that will limit municipal revenue increases for 2014.

### 5. Water Utility Fund Summary:

The Water Utility Budget provides for all operations and capital funding to support the water system. In December 2013 a 7.7% annual increase in water rates was approved to support increased infrastructure replacement spending. Cost to the average homeowner increased by \$34 from \$448 to \$482 per year.

### 6. Sewer Utility Fund Summary:

The Sewer Utility Budget provides for all operations and capital to support the sewage disposal system. In December 2013 an 11.8% increase in sewer rates was approved to support CRD operating and debt cost and higher Saanich infrastructure replacement spending. Annual cost to the average homeowner increased by \$35 from \$327 to \$362 per year.

## 7. General Capital Fund Summary:

The 2014 General Capital Program provides for a \$55.3 million program of infrastructure and equipment replacement funded from a mixture of property taxation, debt, reserves, grants and development cost charges. Significant new capital projects in 2014 include \$3.3 million Cook Street Road work, \$2.5 million Wilkinson Green Street Project, \$3.3 million in Wood Stave replacement, \$3.2 million in Facility upgrades and \$1.7 million in Fleet replacement.

The Capital Plan matches the District's needs for investment in capital with available financial resources. Replacement of aging infrastructure is given priority in balancing capital requirements with funding. Replacement infrastructure spending is being gradually increased to reach sustainable levels, rising from \$7 million in 2001 to an annual average of over \$30 million in the last three years.

## 8. Reserve Fund Summary:

Reserve Funds are projected to decrease from \$93,599,900 in 2013 to \$68,548,700 in 2014 as work in progress reserves are used to complete capital projects planned in previous years. The reserve funds have average around \$71.3 million over the last five years.

## 9. Debt Summary:

Overall debt levels are projected to increase to \$32.8 million in 2014. This remains well below policy guideline of \$72 million in general debt. Current outstanding debt, interest rate and maturity dates are listed below:

BY-LAW NUMBER	GENERAL	SEWER	TOTAL	INTEREST RATE	MATURITY DATE
	\$	\$	\$		Year
7973	2,092	54,582	56,674	3.15%	2014
8073		168,665	168,665	3.15%	2015
8132	5,326	204,174	209,500	3.15%	2015
8181		209,891	209,891	3.05%	2016
8293		136,650	136,650	3.05%	2017
8344		204,975	204,975	2.10%	2017
8409	1,104,693		1,104,693	2.10%	2028
3197	670,913	391,203	1,062,116	4.98%	2019
3257	1,803,577		1,803,577	4.55%	2020
3292	1,403,559		1,403,559	4.17%	2020
3363	2,728,005		2,728,005	4.43%	2021
3466	1,141,074	401,245	1,542,319	4.82%	2022
3726	1,504,935		1,504,935	3.35%	2025
3726		970,719	970,719	3.73%	2025
3771	7,523,220		7,523,220	3.65%	2026
3853		712,544	712,544	2.90%	2027
	(89,338)	(56,792)	(146,130)	Accrued Actuarial Gains	
<b>TOTAL</b>	<u>17,798,056</u>	<u>3,397,856</u>	<u>21,195,912</u>		

## 10. Consolidated 2014 Budget Highlights by Strategic Plan Theme Area

Funding of key initiatives has been allocated to each Strategic Plan theme area as follows:

### Safe Community:

- \$141,600 in additional police funding to cover two new technical positions: IT Services and Digital Evidence
- \$50,000 for PRIME 2 factor authentication
- \$257,000 in additional funding for the Regional Crime Unit, Crimestoppers, Vancouver Island Integrated Major Crime Unit and the Gaoler's contract
- \$125,000 funding for additional firefighters to address recommendations in the Fire Service Review

### Healthy Community:

- \$305,000 for arena, field house flooring and Cedar Hill Squash area HVAC replacement
- \$2,044,000 for park, playground, trail and other park infrastructure replacement
  - Cadboro Gyro Accessibility and playground upgrades
  - Mt. Douglas Improvements
  - Trail Resurfacing
  - Reynolds Parking Lot replacement

### Sustainable Environment:

- \$4,322,600 to complete replacement of the Craigflower Bridge (Gas Tax Funded)
- \$2,496,500 to replace Wilkinson Bridge and add to the Colquitz Trail (Gas Tax Funded - \$2,250,000)
- \$2,942,000 to upgrade the Colquitz/Gorge View and Portage Sewer Pump Stations
- \$8,607,300 to seismically upgrade the Rithet Reservoir
- \$3,104,000 to continue replacing asbestos cement sewer and water mains

### Balanced Transportation:

- A minimum of \$2,725,000 of sidewalk additions and improvements in areas such as:
  - Cedar / Thistle / Rowan 400m
  - Interurban Road Phase 2 (North to Courtland) 380m
  - Wilkinson Road (Cherry to Interurban) 175m
  - Carey / Norwood 75m
- \$656,000 for bikeways additions and improvements in areas such as:
  - Lansdowne Road (Shelbourne to Foul Bay)
  - Raymond Street Connections
- Over \$5,632,000 in various road improvements including 2,180m of sidewalks and 460m of bikelanes:
  - Cook Street (Quadra to Maplewood) (Gas Tax Funded - \$2,750,000)
  - Arbutus Road (Haro to Finnerty)
  - Wilkinson Road (fronting SIDES)

### Vibrant Connected Economy:

- \$200,000 for Douglas Corridor and Uptown Centre Planning Study

### Service Excellence:

- \$265,000 for website improvements
- \$144,000 for ERP (enterprise resource planning) assessment
- \$100,000 for determination of an asset management solution



# INTRODUCTION

## COMMUNITY PROFILE

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### Population

Saanich's population was reported to be 109,752 in the 2011 census making Saanich the eighth largest municipality in British Columbia.

### Age Distribution

The population is distributed among age groups similar to other cities in the province. Saanich's population is slightly older than that of the provincial average, with a higher percentage of its population in the highest two age groups.

#### Age and Gender Distribution

Ages	Male	Female	Total	Percent	BC
0 to 14	7,765	7,275	15,040	13.7%	15.5%
15 to 24	7,955	7,625	15,580	14.2%	12.6%
25 to 44	12,565	13,060	25,625	23.3%	26.3%
45 to 64	15,635	17,815	33,450	30.5%	30.0%
65+	9,010	11,035	20,045	18.3%	15.6%
Total	52,930	56,810	109,740	100.0%	100.0%

### History

Since incorporation on March 1, 1906, Saanich has become a major residential area in the Capital Regional District. The history of Saanich and its pattern of settlement are still evident in many of the old buildings and structures located throughout the district. Geographically, elevations range from sea level to 213 meters, and the municipality is complemented by 817.49 hectares of fresh water lakes and 30 km of marine shoreline.

***Saanich's appealing, clean environment, its recreation and parks amenities, skilled workforce & responsive public services make the municipality a great community to live, work & do business in.***

Today, Saanich is the largest of the municipalities in Greater Victoria, with an area of 11,179 hectares and a population of approximately 110,000. Located in a core position within the metropolitan area – the Trans Canada Highway enters from the west and the Pat Bay Highway enters from the north, converging within the Municipality and running parallel into the City of Victoria. Traditionally, Saanich has been the bedroom community or “gateway” to the downtown core of Victoria, by virtue of its location and strong historical rural roots.

Saanich is a thriving community that benefits from strong infrastructure and a wide range of community-based services for youth, families, adults, and seniors. This infrastructure helps sustain local economic development, while meeting or exceeding social and environmental commitments.

## ORGANIZATION PROFILE

The District of Saanich has a motto in Latin – "*Populo Serviendo*" – which means serving the people. It is a message that all Councillors and staff take to heart in their respective roles.

### Saanich Council

The Saanich municipal council represents the citizens of Saanich and provides leadership as the legislative and policy-making body for the organization. Saanich Council is made up of a Mayor and eight Councillors who are elected for three-year terms. Saanich Council is comprised of the following members:

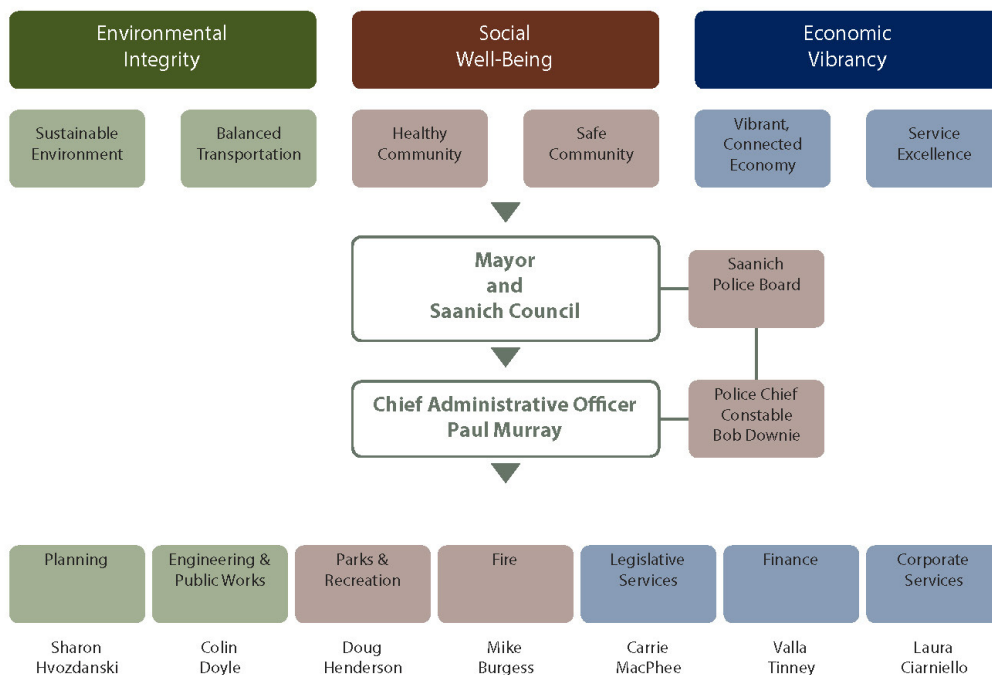
**Mayor:** Frank Leonard

**Councillors:** Susan Brice                      Dean Murdock  
 Judy Brownoff                              Vicki Sanders  
 Vic Derman                                      Nicola Wade  
 Paul Gerrard                                      Leif Wergeland



### Senior Management Team

The Chief Administrative Officer (CAO) leads a senior management team responsible for providing recommendations to Council and coordinating the day-to-day operations of municipal staff. The senior management team also provides vision and leadership in the annual development and implementation of Strategic Plan initiatives. As illustrated in the following diagram, the senior management team consists of the CAO, Directors and Managers of the departments, the Fire Chief and the Chief Constable:



## STRATEGIC CONTEXT

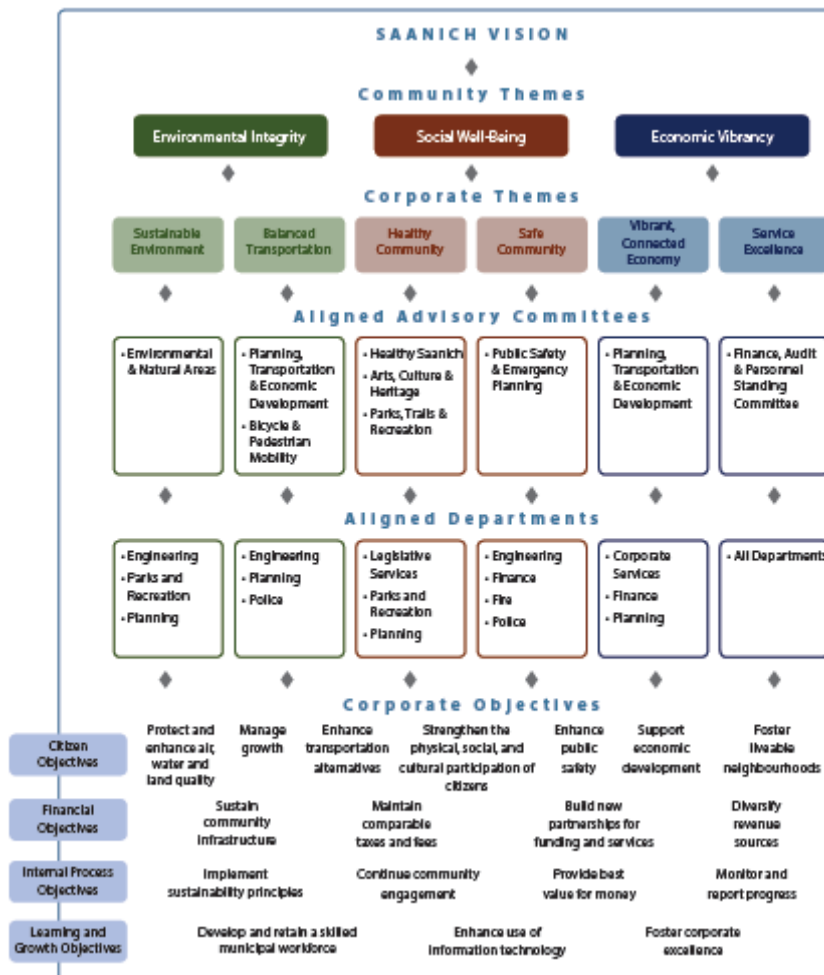
### 1. Strategic Plan

The 2014 - 2018 Saanich Strategic Plan offers a framework to focus and measure progress towards the preferred future as a municipality. Specifically, moving towards and achieving the Saanich Vision. The development of the plan was based on public consultation involving council, citizens and staff. Using the Balanced Scorecard planning approach, the plan identifies priority initiatives within six key community themes aligned with Saanich's Official Community Plan's three overarching themes:

Environmental Integrity	Social Well-Being	Economic Vibrancy
➤ <b>Sustainable Environment</b>	➤ <b>Healthy Community</b>	➤ <b>Vibrant, Connected Economy</b>
➤ <b>Balanced Transportation</b>	➤ <b>Safe Community</b>	➤ <b>Service Excellence</b>

The value of using the Balanced Scorecard approach is its ability to address a traditional challenge within organizations: the need to effectively link long-term strategy (achieving the Saanich Vision) with short-term actions (annual departmental activities) in a balanced, integrated way. It helps do this by using four balanced perspectives; Customer, Financial, Internal Process and Learning and Growth to determine organizational objectives and priorities

Each of the six Corporate Theme Groups has cross-departmental representatives composed of staff members working toward the initiatives selected for the theme. The following diagram outlines the departmental groupings of each theme.



## 2. Financial Planning Process

Financial planning is an on-going process. Planning activities begin as early as June and continue until the following May when the plan is adopted by Council:

June – August	Departmental Strategic Plans
August – October	Departmental Financial Plans
October – December	Draft Financial Plan
February – April	Public Budget Meetings
May	Final Financial Plan and bylaws adopted

Departmental Strategic Plans - Using the six key community themes, each department lists all the major activities to accomplish in the coming year. The plans specify what needs to be done, who is responsible and when the action will be completed.

Departmental Financial Plans - Based on the activities planned for the next year, departmental budgets are compiled, outlining expected costs and associated revenue.

Draft Financial Plan - The departmental budgets are compiled to create a draft financial plan. The draft is compared to the current strategic plan to ensure consistency.

Public Meetings - Several public meetings are scheduled where each department presents its portion of the financial plan, allowing for public scrutiny and input.

Final Financial Plan - As input is received from the public and Council discusses financial plan priorities, the proposed financial plan is revised until a final version is reached. This becomes the document the District is required to adopt by bylaw. This bylaw then becomes the basis for adoption of the annual property tax bylaw. The financial plan may be amended by bylaw at any time during the five-year period.

## BUDGET POLICY AND PRINCIPLES

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### 1. Financial Plan Policies and Assumptions

#### Balanced Financial Plan

The District of Saanich, under the Community Charter, is required to have a balanced financial plan. Expenditures may not exceed the total of revenues, transfers from reserves and proceeds from debt.

Financial performance is monitored through quarterly budget variance analysis at the department level and monthly at division and section levels.

#### Accounting

The accounting policies of the District conform to Canadian generally accepted accounting principles for local governments and the Consolidated Financial Statements are prepared as prescribed by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants.

Operating and capital expenditures are recognized on the accrual basis in the period incurred.

The District uses various funds to account for its revenue and expenditures. The revenue in each fund may be spent only for the purpose specified by the fund. Each fund belongs to one of three categories: operating, capital, or reserve. Operating funds are used for day-to-day operations. Capital funds pay for physical assets with a life of more than two years. Reserve funds accumulate revenue and interest that will be used to pay for major capital expenses in future years.

All funds (general, water utility, sewer utility and reserves) are accounted for on the accrual basis. Sources of revenue are recognized when earned. Revenue unearned in the current period is reported on the balance sheet as deferred revenue. All funds are appropriated for specific purposes as follows:

General Operating Fund - used to account for all general operating revenues and expenses of the Municipality other than water and sewer operations.

Water Utility Fund - provides for all revenues and expenses related to the operation of the municipal water system. Revenues are collected through water billing based on volume of water consumed.

Sewer Utility Fund - community sewage disposal system revenues and expenditure are accounted for separately. Revenues are primarily recovered from consumption based utility billings.

General Capital Fund (Capital Programs) - used to account for all capital expenditures.

Statutory Reserve Fund - used to account for all statutory reserve revenues and transfers.

#### Budgets

Each Department prepared core 2014 budget submissions within a zero increase in controllable operating expenses, a 2% increase in core capital expenditures, salary and benefit costs within approved wage and benefit plans and an additional property tax contribution per year for infrastructure replacement.

The operating component of the Five Year Financial Plan is focused on 2014 but includes a general forecast for the balance of the five year horizon based on the following:

1. 2 - 3% annual inflation factor applied to most expenditures.
2. 1% annual inflation factor applied to fees and charges.
3. Wage and benefit costs per collective agreement commitments.
4. Water rates increased a minimum 3% annually for replacement infrastructure.
5. Sewer rates increased a minimum 3% annually for replacement infrastructure.

The capital component of the Five Year Financial Plan focuses on increasing infrastructure replacement to sustainable levels. This forecast is based on the following assumptions:

1. 2% annual increase in core capital funding from taxation.
2. Property taxation increased a minimum 0.75% annually for infrastructure replacement.
3. Debt levels maintained at guideline.
4. Federal gas tax funding allocated to transportation projects.
5. New infrastructure funding mainly relies on modest debt room, government grants, community contributions and operating budgets, and
6. All figures shown in current year (2014) dollars – no inflation allowance,

## 2. Revenue And Tax Policies

Proportion of Total Revenue: The Municipality will continue to pursue revenue diversification to minimize the overall percentage of revenue raised from property taxes wherever possible. The objective is to continue maintaining a reasonable tax burden by maximizing other revenue sources, lowering the cost of municipal services and shifting the burden to user fees and charges where feasible.

Distribution of Property Taxes: The Municipality will continue to set tax rates to ensure tax stability by maintaining a consistent proportionate relationship between classes and uniform annual tax increases. The 2014 Saanich Strategic Plan target for the proportion of business property tax revenue is set at a minimum of 21%, consistent with prior years.

In order to maintain the current share of taxation between property classes and have a uniform tax increase, minor adjustments are made to the tax multiples to account for market based assessment variation between the classes.

Estimated tax rates are provided in the table below and provide for a balanced tax impact among property classes. Properties in Supportive Housing Class 3 will remain tax exempt per Provincial regulation.

	<u>2013</u>	<u>2014</u>	<u>% Property Tax Levy</u>	<u>Tax Multiple</u>
Residential	3.5429	3.7719	76.70%	1.0000
Utilities	27.7146	28.3459	0.35	7.5150
Supportive Housing	3.5429	3.7719	0.00	1.0000
Light Industry	10.7993	10.6164	0.14	2.8146
Business/Other	12.3350	12.6030	22.71	3.3413
Managed Forest	21.2587	23.3500	0.00	6.1905
Rec/Non Profit	6.8588	7.2379	0.10	1.9189
Farm	0.5000	0.5000	0.00	0.1326

Permissive Tax Exemptions: The Municipality will continue to support local organizations through permissive tax exemptions. The objective is to consider annual exemptions individually on their merits, in context with the Saanich Strategic Plan.

### 3. Expenditure Policies

#### Debt Limit Policy

The District of Saanich adheres to the Community Charter which sets a limit on the amount of debt a Local Government may have. The limit states that no additional debt may be issued if it would result in the total annual debt servicing costs exceeding 25% of the revenue collected in the previous year. At the end of 2013, the legal debt limit is such that average annual servicing costs cannot exceed \$38.6 million or total debt of \$405 million.

The municipality limits debt internally to a maximum of 7% of the property tax revenue collected in the previous year. At the end of 2014 this limits annual debt servicing costs to no more than \$6.8 million or total debt of \$72 million.

Debt principal repayments are charged to financial activities when payments are made.

### 4. Relationship Between Funds and District's Departments

While the District's finances are structured according to funds, its daily activities are structured by functional departments (e.g., Engineering Services, Fire, Police, etc.). Funds and departments overlap somewhat with some departments using all funds.

<i>Use of Funds by Departments</i>							
<i>Department</i>	<i>Operating Fund</i>			<i>Capital Fund</i>			<i>Reserve Fund</i>
	<i>G</i>	<i>W</i>	<i>S</i>	<i>GC</i>	<i>WC</i>	<i>SC</i>	<i>R</i>
Administration	✓						
Corporate Services	✓						
Finance	✓			✓			✓
Legislative Services	✓						
Police Protection	✓			✓			✓
Fire Protection	✓			✓			✓
Emergency Program	✓			✓			
Planning & Development	✓						
Engineering & Public Works	✓	✓	✓	✓	✓	✓	✓
Parks & Recreation	✓			✓			✓
Cultural	✓						

G - General  
R - Reserves  
W - Water Utility  
S - Sewer Utility  
  
GC - General Capital  
WC - Water Capital  
SC - Sewer Capital

## 5. Staffing Level In 2014

Between 2013 and 2014, total full-time equivalent (FTE) positions are expected to increase by a net of 5.1 FTE or 0.49% as follows:

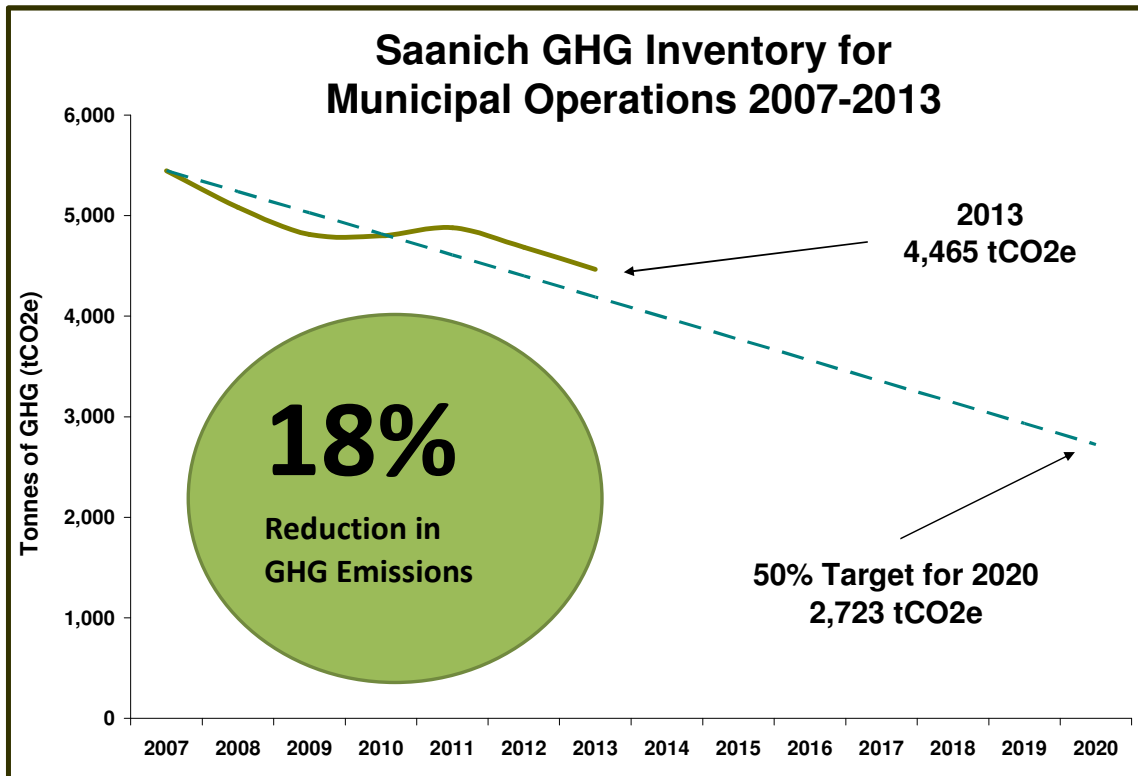
Department	Full-Time Equivalent (FTE) Employees				Description of Change
	2012	2013	2014	FTE Change	
Administration	12.1	12.1	12.1	0.0	
Corporate Services	42.7	42.7	43.3	0.6	Increase is due to a new part time position of Communications Assistant in Corporate Services.
Finance	34.9	34.9	34.9	0.0	
Legislative	18.8	19.4	19.4	0.0	
Police Protection	232.6	236.4	236.8	0.4	2.0 FTE decrease in secondments staffing offset by two new tech positions and 0.4 FTE increase in various civilian staff backfill positions.
Fire Protection	119.6	119.8	124.2	4.4	3.4 FTE increase in suppression rescue to achieve emergency response standards. 0.5 FTE in each of Dispatchers and Admin Assistants.
Emergency Program	2.5	2.5	2.8	0.3	Increase in ESS Coordinator position.
Planning and Development	43.6	43.6	45.6	2.0	1.0 FTE increase in Inspections for a plan checker (funded from permit revenues) and 1.0 FTE temporary increase in planning for a sustainable community planner (funded from Carbon Fund Reserve).
Engineering and Public Works (includes utilities)	250.3	249.6	244.4	(5.2)	Decrease is due to new greener garbage program with curb-side pickup.
Parks and Recreation	276.0	283.1	285.7	2.6	3.0 net FTE increase in CHGC, GHRC, SCP and Parks offset by 0.4 net FTE decrease in CHRC & Pearkes to accommodate changes in recreation programs and Parks and Golf course services.
<b>Total</b>	<b>1,033.1</b>	<b>1,044.1</b>	<b>1,049.4</b>	<b>5.1</b>	



### Change In Carbon Footprint

The municipality has made a Climate Action Plan commitment to reduce carbon footprint by 50% of 2007 levels by the year 2020.

Department	Carbon Footprint (CO <sub>2</sub> e)			GHG Change	Description of Change
	2011	2012	2013		
Administration	9	10	10	0	
Corporate Services	14	47	48	1	Increase in hall energy consumption due to inefficient boiler/building
Finance	72	48	48	0	
Legislative Services	92	77	59	(18)	Decrease in heating oil from heritage and rental building upgrades
Police Protection	601	594	596	2	
Fire Protection	266	240	204	(36)	Decrease in fuel consumption
Planning and Development	68	75	78	3	Increase in hall energy consumption due to inefficient boiler/building
Engineering and Public Works (includes utilities)	1,529	1,527	1395	(132)	Reduction due to fleet fuel savings and lower carbon footprint of Hydro electricity
Parks and Recreation	2,229	2,067	2027	(40)	Reduction due to lower carbon footprint of Hydro electricity.
<b>Total (Baseline 2007 = 5,446)</b>	<b>4,880</b>	<b>4,685</b>	<b>4,465</b>	<b>(220)</b>	



## BUDGET PLANNING ISSUES

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### 1. 2014 Financial Planning Issues

Preparation of the 2014 budget proposal has taken into account the following financial planning issues:

Infrastructure – Replacement of aging infrastructure is a priority. An overall plan to increase capital spending to reach sustainable levels by 2019 is in place. This increased spending is estimated at a minimum of 0.75% property tax increase per year in addition to the inflationary cost increase of operations. This target is reviewed each year and may need to be increased in future should replacement cost estimates change. Capital program funding from utility charges have also been increased at a minimum of 3% per year in both Water and Sewer.

Wage and benefit costs – The IAFF Fire contract ended on December 2011 and the Police Association contract ended on December 2012. Pension and Employment Insurance are expected to increase. Contingency estimates have been included in the financial plan for these items. CUPE contract will end December 2015.

Economic Impact - Given the continued economic uncertainty which began in 2008 and is still affecting the municipality, the departments have not increased their budgeted controllable costs. This uncertainty has also impacted permit revenues and non-market assessment increases as development levels continue to experience a slow recovery.

New Infrastructure Maintenance and Services Operating Cost - For 2014, an additional .35% tax increase has been identified to fund new Saanich Police and Fire positions, increases for continued participation in the Regional Crime Unit, Crimestoppers and Vancouver Island Integrated Major Crime Unit, increases to the Gaoler's contract with the Commissionaires, new costs associated with PRIMEBC, new parks maintenance costs and the commencement of implementation of the Invasive Species Strategy.

Water costs – A significant proportion of water costs are bulk water purchases from the CRD. These costs are subject to change each year dependant on CRD regional infrastructure work and operating costs.

Sewer costs – A significant proportion of sewer costs are from CRD regional Sewage Treatment. CRD sewer charges increased by 30.87% over last year due to operational cost increases and to fund new Liquid Waste Management Plan mandated regional sewer treatment.

### 2. 2015 – 2018 Financial Planning Issues

Future year budget planning will take into account the following more significant issues:

Economic uncertainty - The provincial and federal governments are continuing cost cutting measures to cope with their deficits due to the current economic uncertainty. The District of Saanich has also implemented 1% to 2% expense reductions to each of its 2009 to 2012 budget years to reduce the impact on property taxes. The proposed 2014 budget does not include any service reductions. The expectation is that for the near future, expense reductions will continue to be considered each year during the budget process.

Provincial grants – Unconditional operating grants of \$1.56 million are paid annually by the Province of BC based on sharing of traffic fine revenues. It is uncertain whether this grant will continue in the long term given the current economic climate. Should the grant be discontinued the equivalent effect would be a 1.54% tax increase on property taxes or an equivalent reduction in police service programs that are funded by this grant.

Wage costs uncertainty – The extent of possible wage cost impact is uncertain at this time as contract negotiations with Public Safety unions are incomplete. Public Safety settlements continue to trend at higher than CPI rates.

Benefit costs increases – Increased costs in LTD, MSP and Pension are expected. For 2013 these costs were partially offset by reduced WorkSafe premiums achieved via the COR program but this will not continue into 2014.

Water purchases – Water sale volumes in the municipality have been slowly declining as homeowners continue to conserve water use. The cost of bulk water purchases from the CRD may increase above inflation to offset reductions in volume as most regional water costs are fixed in nature.

Sewer costs – Regional sewer charges are likely to increase significantly in the next three to four years as the provincially mandated regional sewer treatment system is built and operations commence.

Demand for new services – The Current Police Department Strategic Plan envisions significant regular staff increases in the next several years. The Financial Plan includes the addition of two new technical positions one each in IT services and digital evidence.

Infrastructure Replacement – The overall plan to increase capital spending to sustainable levels by 2019 requires consistent funding increases over the next six years. In 2013 facility capital repair costs were refined and adjustments are incorporated into the 2014 plan and beyond. The following is a snapshot of the current plan to reach sustainability:

**Current Capital Sustainable Funding Levels**

Capital Program	Average Annual Replacement Needed	Total Current Funding Levels	Core Funding (Taxes/Utility)	Borrowing	Grants	Year Program is Sustainable
Water	7,177,000	6,560,000	6,560,000			2015
Sewer	6,992,000	5,015,000	3,515,000	1,500,000		2019
Transportation	8,404,000	7,131,000	2,631,000	1,500,000	3,000,000	2019
Drainage	7,508,000	4,580,000	4,080,000	500,000		2019
Facility	4,300,000	2,891,100	2,891,100			2016
Parks	3,172,600	1,627,200	827,200	800,000		2019
	37,553,600	27,804,300	20,504,300	4,300,000	3,000,000	

## General Operating Fund

Total General Operating Fund expenditures are expected to increase by \$5,403,200 or 3.71% in 2014. Revenues will also increase by 3.71% as summarized in the table below.

The primary source of revenue is Property Taxation.

The increase in property tax revenue this year is made up of a 1.68% increase for current operations, 0.35% increase in operating cost of new infrastructure maintenance and new service costs approved in the previous year and a policy increase of 0.75% in infrastructure replacement spending. Overall property tax revenues are estimated to rise by 2.78% (\$59.86) to the average single family homeowner.

BUDGET SUMMARY	
2014 Tax Levy	\$102,011,300
2013 Tax Levy	\$98,120,800
Budget Change	3,890,500
Average Single Family Homeowner Increase %	2.78%
2014 FTE	982.16
2013 FTE	976.85
FTE Change	5.31
FTE Change %	0.54%
2013 Carbon Footprint (CO <sub>2</sub> e)	4365 Tonnes
2012 Carbon Footprint (CO <sub>2</sub> e)	4553 Tonnes
Carbon Footprint Change	(188) Tonnes

### BUDGET SUMMARY BY OBJECT

Budget By Object	Actual	Actual	Budget	Budget	% Change
EXPENDITURES	2012	2013	2013	2014	2014/2013
Personnel	81,853,900	84,754,900	84,704,900	86,408,000	2.01%
Goods and Services (1)	31,242,300	31,745,500	29,004,800	31,297,800	7.91%
Fiscal Services (2)	2,394,900	2,350,200	3,158,500	3,313,000	4.89%
Grants, Overheads & Transfers	13,182,400	11,648,400	18,396,400	18,707,700	1.69%
Capital (tax funded portion only) (3)	11,344,000	13,140,300	10,264,500	11,205,800	9.17%
<b>TOTAL</b>	<b>140,017,500</b>	<b>143,639,300</b>	<b>145,529,100</b>	<b>150,932,300</b>	<b>3.71%</b>
REVENUES AND RECOVERIES					
Property Taxation	(93,851,600)	(98,109,600)	(98,120,800)	(102,011,300)	3.97%
Parcel Tax	(24,000)	(24,000)	(24,000)	(20,300)	(15.42%)
Other Corporate Revenues (4)	(7,097,800)	(7,360,000)	(6,699,900)	(7,353,800)	9.76%
Other Departmental Revenues (5)	(27,754,100)	(29,234,100)	(24,421,500)	(25,717,000)	5.30%
Inter-Departmental Recoveries	(7,891,800)	(7,809,500)	(8,440,100)	(8,362,200)	(0.92%)
Reserves And Others	(4,030,700)	(3,510,700)	(7,822,800)	(7,467,700)	(4.54%)
Other Grants	(80,300)	(90,500)	-	-	0.00%
<b>TOTAL</b>	<b>(140,730,300)</b>	<b>(146,138,400)</b>	<b>(145,529,100)</b>	<b>(150,932,300)</b>	<b>3.71%</b>
NET OPERATIONS					
	(712,800)	(2,499,100)	-	-	0.00%

Notes:

1. Goods and Services increased 7.91% due mainly to the carry forward of unused 2013 project funds to be used in 2014.
2. Fiscal services increased to fund new debt charges for greener garbage program.
3. Property tax based capital funding increased 9.17% per infrastructure spending policy.
4. Other corporate revenues increased by 9.76% due to increase in payments Grant-In-Lieu by senior governments and increase in investment interest income.
5. Other departmental revenues increased by 5.30% due mainly to increases in recreation and solid waste services revenues.

### Budget Summary By Function:

Operating Budget	Actual	Actual	Budget	Budget	% Change
ALL DEPARTMENTS	2012	2013	2013	2014	2014/2013
Property Taxation	(93,851,600)	(98,109,600)	(98,120,800)	(102,011,300)	3.97%
Parcel Tax	(24,000)	(24,000)	(24,000)	(20,300)	(15.42%)
Utility and Hotel Tax	(1,491,800)	(1,523,700)	(1,503,800)	(1,494,900)	(0.59%)
Grants In Lieu	(2,086,300)	(2,189,400)	(2,075,000)	(2,197,000)	5.88%
Interest and Penalties	(1,781,100)	(1,940,100)	(1,413,000)	(1,676,000)	18.61%
Surplus Appropriations	-	-	-	(285,200)	0.00%
Other Revenues	(180,100)	(148,300)	(149,600)	(142,200)	(4.95%)
Capital Contribution	11,344,000	13,140,300	10,264,500	11,205,800	9.17%
Net Departmental Cost	87,358,100	88,295,700	93,021,700	96,621,100	3.87%
<b>SURPLUS/DEFICIT</b>	<b>(712,800)</b>	<b>(2,499,100)</b>	-	-	<b>0.00%</b>

**Property Taxation** - The largest single source of revenue for the Municipality is property taxes. Property taxes are levied on owners of property situated in Saanich based on the assessed value of their property. This core budget provides for a 2.78% increase in municipal property taxes to the average single family homeowner with an assessed value of \$587,250 and to average business properties. The remaining increase in property taxes is from new tax revenues on construction completed during the previous year.

**Utility and Hotel Tax** - This includes the 1% revenue tax from utilities such as Terasen, Shaw, BC Hydro and Telus and 2% hotel revenue tax on hotels that operate within Saanich. These are projected to continue to increase marginally in the future.

**Grants in Lieu** - Grants in Lieu are similar to property taxes and are paid by Federal and Provincial Crown Agencies. Because these agencies are exempt from property taxation by law, they pay the Municipality a grant in lieu of the property taxes they would otherwise pay. These are projected to continue to increase with the increase in assessments.

**Provincial Grants** - The Province continues to provide a single unconditional grant program to share traffic fine revenues. These funds are used to offset on-going public safety programs in the Saanich Police Department. A portion of the funds is transferred to the Police Equipment Replacement Reserve and used from year to year to fund police capital costs approved by Council. This grant was reduced in 2012 but is projected to remain consistent in the near term.

**Interest and Penalties** - The majority of revenues are collected in July whereas expenses are paid throughout the year. Until expenses are incurred, funds are available to invest. Revenue from these investments is an important source of operating funds and reduces the amount needed from property taxes. Property Owners who do not pay their property taxes by the deadline are assessed penalties and interest based on provincial guidelines. Investment returns increased slightly in 2013 and are projected to remain the same in 2014.

**Surplus Appropriation** – Surplus funds from prior years are used to fund election costs which occur once every three years.

**Other Revenues** - This includes a mixture of sundry revenues such as early payment discounts and school tax collection commissions.

**Capital Contribution** - A portion of the core capital program is funded from property taxation. This continues the practice of increasing capital funding from property taxation by a guideline of 2% on all capital programs and an additional minimum of 0.75% or \$750,000 each year for facility upgrades. This appears as a funding source in the capital program shown later in this document and is supplemented by other funding from reserves, grants and long term debt.

## Net Departmental Cost

Net departmental operating costs include total expenditure less revenues or recoveries generated by the departments. The net departmental costs are projected to rise by \$3,599,400 or 3.87% in 2014. The majority of this increase is attributable to addition of personnel to Police and Fire services, an increase in library related operating costs including the new lease at Uptown for the Emily Carr Branch and increases in protective services wage and debt service contingencies.

More specific details relative to each Department have been provided in each Departmental budget section later in this document.

Net Department Budget	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration	1,552,500	1,606,200	1,547,500	1,615,100	67,600	4.37%
Corporate Services	4,125,800	4,052,700	4,336,500	4,395,800	59,300	1.37%
Finance	6,124,800	4,870,300	8,758,300	9,225,200	466,900	5.33%
Debt Servicing	2,217,800	2,146,500	2,453,700	2,762,400	308,700	12.58%
Legislative Services	2,284,100	2,233,600	2,246,000	2,685,200	439,200	19.55%
Police Protection	25,326,100	26,351,100	26,423,100	27,157,500	734,400	2.78%
Fire Protection	13,921,000	14,071,000	14,089,600	14,639,200	549,600	3.90%
Emergency Program	355,100	359,600	359,600	363,800	4,200	1.17%
Planning and Development	1,881,100	1,552,500	2,285,900	2,381,600	95,700	4.19%
Engineering & Public Works	11,485,000	11,882,000	11,861,200	11,942,600	81,400	0.69%
Parks and Recreation	12,924,600	13,861,900	13,332,600	13,770,700	438,100	3.29%
Cultural	5,160,200	5,308,300	5,327,700	5,682,000	354,300	6.65%
<b>TOTAL</b>	<b>87,358,100</b>	<b>88,295,700</b>	<b>93,021,700</b>	<b>96,621,100</b>	<b>3,599,400</b>	<b>3.87%</b>

- Administration increased by 4.37% due to higher grants being approved for 2014.
- Finance increased by 5.33% due to higher general and debt management contingencies.
- Debt servicing increased by 12.58% to fund greener garbage totes and vehicles.
- Legislative Services increased by 19.55% due to a 15% increase in insurance costs, 11.25% decrease in property lease revenues and the setting up of 2014 election costs.
- Fire increased by 3.90% due to the addition of five personnel partway through the year to achieve emergency response standards.
- Planning and Development increased by 4.19% due to wage increments.
- Parks and Recreation increased by 3.29% due to increase in hydro costs and increases to new parks maintenance costs and Invasive Species program.
- Cultural increased 6.65% due to a 3.67% increase in GVPL funding to cover 2014 operating costs and the inception of lease costs for the new Emily Carr Library branch.

## Council, Administration and Grants

This budget provides for the operation of Municipal Council, committees and corporate administration.

In addition various special events and community grant programs are grouped under this heading.

The **Council and Committees** section provides for the direct costs of operating Council and a variety of committees.

The **Administration** section is responsible for corporate leadership for all municipal operations and providing management advice to Council.

The **Grants** section is where Council provides a mixture of community, social, environmental and other grants to organizations in the Greater Victoria Area.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>1,615,100</b>
<b>2013 Net Budget</b>	<b>1,547,500</b>
<b>Budget Change</b>	<b>67,600</b>
<b>Change by %</b>	<b>4.37%</b>
<b>2014 FTE</b>	<b>12.07</b>
<b>2013 FTE</b>	<b>12.07</b>
<b>FTE Change</b>	<b>0</b>
<b>FTE Change %</b>	<b>0%</b>
<b>2013 Carbon Footprint ( CO<sub>2</sub>e)</b>	<b>10 Tonnes</b>
<b>2012 Carbon Footprint ( CO<sub>2</sub>e)</b>	<b>10 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>0 Tonnes</b>

### CORE BUDGET

The Department's 2014 Budget of \$1,615,100 represents a 4.37% increase over 2013.

Net Budget By Function	Actual 2012	Actual 2013	Budget 2013	Budget 2014	\$ Change 2014/2013	% Change 2014/2013
Council & Committees	463,600	477,900	484,500	494,600	10,100	2.08%
Administration	416,600	421,300	405,000	422,100	17,100	4.22%
Grants	672,300	707,000	658,000	698,400	40,400	6.14%
<b>Total</b>	<b>1,552,500</b>	<b>1,606,200</b>	<b>1,547,500</b>	<b>1,615,100</b>	<b>67,600</b>	<b>4.37%</b>

- Administration increased by 4.22% due to wage increment increases.
- Grants increased by 6.14% due to increase in grant provided for 2014.



## Corporate Services

The Corporate Services Department is comprised of four distinct areas: Corporate Projects, Human Resources, Information Technology and Occupational Health and Safety.

The **Corporate Projects** section provides communication and engagement support for initiatives undertaken throughout the organization.

The **Human Resources** Division provides support to a work force of approximately 1,600 employees. The Division provides a full range of Human Resources services to managers, employees and the public. These include; recruitment and selection, job evaluation, learning and development, employee recognition, career counselling leave management, pension counseling, support for succession planning initiatives and labour relations. The Division supports managers and employees in meeting operational demands and achieving their strategic goals.

The **Occupational Health and Safety** Division provides a comprehensive corporate safety program that meets the Certification of Recognition standards of the Worksafe BC program. This program includes safety prevention support for all employees of the municipality and return to work support for injured employees.

The **Information Technology** Division provides computer and technology to nine different locations. The Information Technology Division operates a Helpdesk for staff queries, conducts technology training courses, assesses new products and upgrades existing corporate applications. Network Services operates a geographical dispersed integrated data and voice network with secure access to the internet. The Saanich website is maintained in conjunction with a group of departmental web authors throughout the organization.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>4,395,800</b>
<b>2013 Net Budget</b>	<b>4,336,400</b>
<b>Budget Change</b>	<b>59,300</b>
<b>Change by %</b>	<b>1.37%</b>
<b>2014 FTE</b>	<b>43.25</b>
<b>2013 FTE</b>	<b>42.71</b>
<b>FTE Change</b>	<b>0.54</b>
<b>FTE Change %</b>	<b>1.26%</b>
<b>2013 Carbon Footprint ( CO<sub>2</sub>e)</b>	<b>48 Tonnes</b>
<b>2012 Carbon Footprint ( CO<sub>2</sub>e)</b>	<b>47 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>1 Tonnes</b>

### 2014 BUDGET CHALLENGES

- Meeting increased demands from internal departments to provide service within existing resources

### KEY 2013 ACCOMPLISHMENTS

#### Corporate Projects

- Implementation of Communications Policy
- Implementation of strategic planning software
- Improvements to content on the Saanich Website

#### Occupational Health and Safety

- Successfully completed the internal audit related to Work Safe BC certificate of recognition in safety (prevention) and disability management.



Human Resources Division

- Development and extensive delivery of Harassment and Bullying training to Managers and Supervisors to meet the requirements of Bill 14.
- Successful launch of the Wellness Program in support of all employees health to reduce reliance on sick time.
- Facilitated a Health Fair where 150 employees attended.

Information Technology Division

- Development of new municipal GIS map services.

**2014 KEY PRIORITIES**

**Priority Strategic Initiatives include:**

Service Excellence

- Deliver the next generation of the Saanich website.
- Assess enterprise resource planning
- Implement collaboration technology

**Priority Departmental Initiatives include:**

Item	Description	Supports Strategic Plan
1. Public Participation	Completion of employee training and development of internal and external toolkits	C1 Healthy Community
2. Employee performance evaluation system	Implement revised performance evaluation system	L1 Service Excellence
3. Web based Safety Orientation	Enhance safety orientation program by introducing web-based software	P3 Service Excellence L2 Service Excellence
4. Next Generation Desktop	Replace all existing computers and upgrade to Windows 7 and Office 2013	L2 Service Excellence

**CORE BUDGET**

The core budget for 2014 of \$4,395,800 represents a 1.37% increase over 2013.

Net Budget By Function	Actual 2012	Actual 2013	Budget 2013	Budget 2014	\$ Change 2014/2013	% Change 2014/2013
Corporate Services	645,200	554,400	563,400	569,800	6,400	1.14%
Human Resources	818,800	783,000	903,500	930,100	26,600	2.94%
Information Technology	2,852,800	2,959,300	2,981,500	2,997,100	15,600	0.52%
Occupational Health/Safety						
Revenue	(583,100)	(613,400)	(624,700)	(620,300)	4,400	(0.70%)
Expense	<u>392,100</u>	<u>369,400</u>	<u>512,800</u>	<u>519,100</u>	6,300	<u>1.23%</u>
Total	(191,000)	(244,000)	(111,900)	(101,200)	10,700	(9.56%)
<b>Total</b>	<b>4,125,800</b>	<b>4,052,700</b>	<b>4,336,500</b>	<b>4,395,800</b>	<b>59,300</b>	<b>1.37%</b>

- Occupational Health and Safety decreased 9.56% due to reduction in rebate revenue from Worker's Compensation for the COR program. The rebate is based on the 2012 basic premium paid for WCB which declined due to the success of our Occupational Health and Safety program.

## Finance

The Finance Department is responsible for the overall management of the financial affairs of the municipality and the procurement of all required goods and services.

The **Accounting/Payroll Section** provides the following: accounting, audit and budgeting of over \$240 million in annual expenses and revenues; cash management of up to \$190 million in investments is provided on a daily basis to maximize the returns and provide additional income to both operating and reserve funds; accounts payable processing over 9,500 cheque payments and 36,000 invoices processed per year; payroll coordinates the production of five different payroll groups paid on a bi-weekly basis and maintains benefits records for over 1,700 staff.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>9,225,200</b>
<b>2013 Net Budget</b>	<b>8,758,300</b>
<b>Budget Change</b>	<b>466,900</b>
<b>Change by %</b>	<b>5.33%</b>
<b>2014 FTE</b>	<b>29.59</b>
<b>2013 FTE</b>	<b>29.59</b>
<b>FTE Change</b>	<b>0</b>
<b>FTE Change %</b>	<b>0%</b>
<b>2013 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>48 Tonnes</b>
<b>2012 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>48 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>0 Tonnes</b>

The **Revenue Collection Section** manages the daily billing and collection process of all revenues including property taxes, utility bills, dog licenses, business licenses and recreation programs. Over 105,000 utility bills, 42,500 tax notices and 4,600 business licenses are produced annually. A pre-approved instalment tax payment system and web based online payment system is managed.

The **Purchasing Division** provides a complete range of purchasing services to all departments. Over 300 quotations, tenders and requests for proposals totalling \$30 million dollars are managed and processed in a year.

### 2014 BUDGET CHALLENGES

- Budgeting for various contingencies such as wage and benefit increases for Police and Fire contract wage settlements for the upcoming year and Pension, Employment Insurance and LTD costs.

### KEY 2013 ACCOMPLISHMENTS

- GFOA Financial Reporting Award received.
- GFOA Distinguished Budget Presentation Award received.
- Sustainable purchasing program implemented.

### 2014 KEY PRIORITIES

#### Priority Strategic Initiatives include:

##### Vibrant, Connected Economy

- Maintaining comparable taxes and fees within the Victoria Region.
- Maintaining infrastructure replacement capital spending.
- Continue to support the work of the GVDA to retain and enhance existing businesses, and attract new environmentally friendly businesses in the region.

Service Excellence

- Implement new PSAB accounting standards for contaminated sites for adoption in 2015.

Sustainable Environment

- Implement the next phase of the sustainable purchasing program.

**Priority Departmental Initiatives include:**

Item	Description	Supports Strategic Plan
1. Capital Budgeting, Monitoring and Reporting	Two year project to develop a process, with Engineering, to enhance the financial management of capital projects from inception to completion	P3 Service Excellence
2. Implement Job Order Contracting	Provide a new tool for facilities staff to procure, through a single tendering process, the services of general contractors who can provide construction services for small to medium value projects for a number of years which will then allow for earlier completion of projects and more effective use of staff time.	P3 Service Excellence
3. Update Payroll Processes	Review payroll data input and implement any required changes to enhance accuracy and controls.	P3 Service Excellence
4. Financial Course for Supervisors and Managers	Develop a half day course, with HR, to educate employees about Saanich's accounting, payroll and purchasing processes which will enhance accuracy and controls of Saanich's financial data.	L1 Service Excellence

**CORE BUDGET**

The Department's 2014 net core budget of \$9,225,200 represents a 5.33% increase over prior year. Excluding contingencies, the 2014 net core budget would have increased 2.69% over 2013.

<b>Net Budget By Function</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Change</b>	<b>% Change</b>
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>2014/2013</b>	<b>2014/2013</b>
Accounting and Payroll	1,342,000	1,339,800	1,390,800	1,423,800	33,000	2.37%
Revenue Collections						
Revenue	(652,800)	(650,800)	(659,000)	(650,000)	9,000	(1.37%)
Expense	<u>785,600</u>	<u>840,600</u>	<u>819,000</u>	<u>843,000</u>	<u>24,000</u>	<u>2.93%</u>
Total	132,800	189,800	160,000	193,000	33,000	20.63%
Purchasing	329,100	319,600	336,300	346,900	10,600	3.15%
Sundry Costs & Recoveries	3,224,400	1,833,000	5,810,400	6,198,000	387,600	6.67%
Government Services	1,096,500	1,188,100	1,060,800	1,063,500	2,700	0.25%
<b>Total</b>	<b>6,124,800</b>	<b>4,870,300</b>	<b>8,758,300</b>	<b>9,225,200</b>	<b>466,900</b>	<b>5.33%</b>

- Revenue Collections net cost increased by 20.63% due to reduction in tax certificate revenues and wage increments.
- Sundry Costs increased 6.67% due to wage and debt management contingencies.
- In years where collective bargaining is underway, a contingency for the outcome is consolidated under the Finance budget. Once bargaining is finalized, the contingency is allocated out to each operational area.

## Debt Management

Under the Community Charter, all long term debenture financing is coordinated by the Capital Regional District through the Municipal Finance Authority. There are two debenture issues per year, spring and fall. To authorize the financing request, a Council resolution is required.

As of December 2013, the total outstanding debt in the general operating fund is approximately \$17.8 million. This is projected to increase by \$8.1 million during the year, bringing total outstanding general operating debt to about \$25.9 million (\$34.6 million including utilities) by December 2014.

This remains well within guideline of a maximum of 7% of property tax revenue. This is \$6.8 million in annual debt servicing cost or about \$72 million in total debt at current rates. The total legal borrowing limit for Saanich is \$405 million.

The average homeowner's share of total outstanding debt is \$594 (\$476 in 2013).

The debt servicing budget is maintained each year at borrowing guideline levels and the balance held in a finance debt management contingency. This debt service room is used each year for capital projects through expenditure or transfer to reserves until such time as it is needed.

Interest charges are projected to increase 28.67% as interest payments on new greener garbage debt commence.

Royal Oak Burial Park debt servicing costs of \$63,000 per year are 100 % recovered.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>2,762,400</b>
<b>2013 Net Budget</b>	<b>2,453,700</b>
<b>Budget Change</b>	<b>308,700</b>
<b>Change by %</b>	<b>12.58%</b>
<b>FTE</b>	<b>n/a</b>
<b>Carbon Footprint (CO<sub>2</sub>e)</b>	<b>n/a</b>

### CORE BUDGET

Core budget increase of 12.58% reflects the net increase in debt due to new borrowing for greener garbage program in 2014.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Interest	1,023,200	933,000	1,076,900	1,385,600	308,700	28.67%
Principal	1,194,600	1,213,500	1,376,800	1,376,800	-	0.00%
<b>Total</b>	<b>2,217,800</b>	<b>2,146,500</b>	<b>2,453,700</b>	<b>2,762,400</b>	<b>308,700</b>	<b>12.58%</b>

## Legislative Services

The Legislative Services Department comprises the Lands, Legal, Legislative, and Risk Management Divisions, and the Archives and Strategic Planning Sections. The Department provides a diverse variety of external and internal customer services.

The **Lands Division** acquires, develops, manages, and disposes of real property on behalf of the Municipality. The Division negotiates, prepares and registers Municipal rights-of-way, and supports the subdivision process. The Division manages the rental housing stock and the Mt. Douglas and Mt. Tolmie communication facilities.

The **Legal Division** provides legal services to the Municipality and is responsible for providing advice to Council and staff, preparing legal documents, negotiating contracts, managing legal proceedings, and representing the municipality on treaty advisory claims. The Division works closely with the Risk Management Division to manage and settle claims, and the Lands Division to complete real property acquisitions and dispositions.

The **Legislative Division** is responsible for corporate administration, and provides management, information and support services for Council, its advisory committees, and the Board of Variance. The Division administers the *Freedom of Information and Protection of Privacy* legislation and oversees the corporate records management program. The Division also conducts the local government elections, referenda, and elector approval processes. The **Archives Section** as part of the Legislative Division collects and preserves the documentary heritage of Saanich and makes this information available through public reference room services, website resources, and public outreach.

The **Risk Management Division** promotes policies and procedures designed to prevent incidents causing loss. The Division is also responsible for managing an insurance program that sustains the Municipality's ability to deliver services to the community. The Division receives, investigates and adjusts claims filed by citizens or businesses and assists with recovery of costs when the Municipality suffers a loss as a result of a third party.

The **Strategic Planning Section** manages and supports the strategic planning and progress reporting processes, providing corporate advice and coordination on reporting for the past year, implementation in the current year, and planning for future years. The Section also undertakes other corporate initiatives such as the citizen and business surveys which provide feedback to help guide corporate decision making.

BUDGET SUMMARY	
2014 Net Budget	2,685,200
2013 Net Budget	2,246,000
Budget Change	439,200
Change by %	19.55%
2014 FTE	19.44
2013 FTE	19.44
FTE Change	0
FTE Change %	0%
2013 Carbon Footprint (CO <sub>2</sub> e)	59 Tonnes
2012 Carbon Footprint (CO <sub>2</sub> e)	92 Tonnes
Carbon Footprint Change	(33) Tonnes

### 2014 BUDGET CHALLENGES

- Meeting the fluctuating demand for legal services and land management.
- Covering the cost of increasing insurance rates for earthquake coverage on municipal assets.
- Implementing the Document and Information Management Strategy in a timely manner and undertaking a higher level of corporate risk analysis with current resources.

## KEY 2013 ACCOMPLISHMENTS

### Lands Division

- Provincial crown grant of lands under lease to the Horticulture Centre of the Pacific.
- Completed licence agreement renewals for the Mt. Douglas Communication Facility.

### Legal Division

- Negotiated purchase and sale agreements for the Beckwith Road/Blenkinsop Lake land acquisition.
- Negotiated lease agreement for the relocation of the Emily Carr Library Branch to the Uptown Centre.

### Legislative Division

- With the expertise of a temporary, part-time Records Coordinator, began preparing for the roll out of the corporate records classification and retention schedule.
- Completed a review of the identified new election technologies for voting place efficiency as part of the elections future strategy review.

### Archives Section

- Began work on a multi-year initiative, “Saanich Remembers World War One”, to commemorate the men and women of Saanich who served in the First World War.

### Risk Management Division

- Successfully settled damage claims in an equitable, timely, and cost effective manner.
- Conducted risk assessments on parks, facilities, and equipment in order to prevent loss.

### Strategic Planning Section

- Successfully integrated the strategic planning process with new corporate technology.

## 2014 KEY PRIORITIES

### Priority Strategic Initiatives include:

#### Service Excellence

- As a multi-year initiative, roll out the corporate classification and retention schedule as a key component of the Document and Information Management Strategy.

### Priority Departmental Initiatives include:

Item	Description	Supports Strategic Plan
2014 Elections	Elections are the cornerstone of representative democracy. Conduct the 2014 local government elections, ensuring a transparent and equitable process	C1 Healthy Community
Web Streaming	Deliver recommendations on web streaming Council meetings to increase public information and accessibility	C1 Healthy Community
Surveys	Begin preparations for the citizen and business surveys to be conducted in 2015	C1 Healthy Community

## CORE BUDGET

The Department's 2014 net core budget of \$2,685,200 represents a 19.55% increase over 2013.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Legal Services	379,300	528,600	471,000	484,200	13,200	2.80%
Legislative	740,400	773,600	774,000	803,400	29,400	3.80%
Elections	4,400	-	-	285,200	285,200	100.00%
Archives	165,100	191,700	170,800	174,000	3,200	1.87%
Risk Management	301,200	307,400	268,800	274,300	5,500	2.05%
Insurance & Claims	713,600	476,400	544,500	610,600	66,100	12.14%
Lands/Property Management						
Revenue	(322,900)	(293,700)	(295,900)	(262,600)	33,300	(11.25%)
Expense	303,000	249,600	312,800	316,100	3,300	<u>1.05%</u>
Total	(19,900)	(44,100)	16,900	53,500	36,600	216.57%
<b>Total</b>	<b>2,284,100</b>	<b>2,233,600</b>	<b>2,246,000</b>	<b>2,685,200</b>	<b>439,200</b>	<b>19.55%</b>

- Legislative division increased 3.80% due to wage increments.
- Elections costs are funded from prior year surplus.
- Insurance & Claims increased 12.14% due to increase in insurance premiums related to earthquake coverage.
- Lands division increased by \$36,600 due to a reduction in property lease revenue.



## Police Services

The Mission of the Saanich Police is to provide quality service by working with the community to keep Saanich Safe.

The Saanich Police Strategic Plan provides direction and assists in decision-making processes, as well as resource acquisition and allocation. It reinforces the strong community-focused traditions of the Saanich Police.

Increased staff, the introduction of advanced technology, improved facilities, organizational restructuring, and engagement in activities that have balanced pro-active and reactive policing strategies have made a positive impact on community safety and policing effectiveness.

Continued, planned and incremental improvements in these areas will allow the Saanich Police to sustain and enhance the level of service the community currently enjoys in the face of increased demands and societal changes.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>27,157,500</b>
<b>2013 Net Budget</b>	<b>26,423,100</b>
<b>Budget Change</b>	<b>734,400</b>
<b>Change by %</b>	<b>2.78%</b>
<b>2014 FTE</b>	<b>236.76</b>
<b>2013 FTE</b>	<b>236.37</b>
<b>FTE Change</b>	<b>0.39</b>
<b>FTE Change %</b>	<b>0.16%</b>
<b>2013 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>596 Tonnes</b>
<b>2012 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>594 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>2 Tonnes</b>

### 2014 BUDGET CHALLENGES

- Increased legislative requirements for records management; higher levels of accountability; complexity of investigations requiring a greater depth of reporting; changing laws and policies associated with reviews, inquests and inquiries all impact the ability to maintain service levels with existing resources.
- Increases in contracts and mandatory services such as information technology (IT) services and licencing; Police Records Information Management Environment BC (PRIMEBC); contracted detention facility security contract with the Commissionaires, and participation in the BC Municipal Undercover Program and Regional Crime Unit.
- Increasing cost of vehicles and equipment that require ongoing cyclical replacement.

### KEY 2013 ACCOMPLISHMENTS

- **Public Safety Building:** Police staff worked collaboratively with municipal staff and council to identify critical infrastructure replacement needs, which include remediation of the public safety building. This will meet the police and fire requirement for accommodation that will be operational in a post disaster environment.
- **Detention Facility:** The expansion of the Saanich Police detention facility is complete and now has the capacity to hold male, female and youth prisoners. With this expansion, we are no longer dependent upon policing partners to house our youth and female prisoners.

- **Building Space Acquisition:** The Emily Carr branch of the Victoria Public Library will be moving into Uptown in 2014. The building located at 3500 Blanshard Street will be renovated to provide short-term accommodation for the growing demands on the Saanich Police. This has the potential to allow workspace for volunteers and other community based groups who work closely with the Community Liaison Division, and will afford opportunities to enhance regional partnerships.
- **Post Disaster / Emergency Preparedness:** Progress on the police Post Disaster Plan includes completed construction of the police / fire Incident Command Vehicle which is to be delivered by year end, and the ongoing training of staff to allow further development of response plans. These two initiatives will support each other and position the police to better serve the community.
- **Research Capacity:** A civilian research/policy analyst position was authorized for 2013. The position is currently filled with a Co-Op student from the School of Public Administration at the University of Victoria. The position will be permanently staffed following a competition in early 2014.
- **Investigative Capacity / Partnerships:** Saanich entered into an agreement with the Vancouver Island Integrated Major Crime Unit (VIIMCU) in April of 2013. The three police and one civilian staff positions have been filled and we are now fully contributing to VIIMCU.
- **Canine Championships:** In September of 2013 Saanich Police hosted the Canadian Police Canine Championships. Police Service Dog Zeke and his handler Cst. Jonathan Zielinski were successful in becoming the national champions for the second year in a row. The competition saw canine teams from across the country come to Saanich to take part in the event. The public portion of the competition was held at the University of Victoria and was well attended.
- **Succession Planning / Competency Development:** With respect to succession planning for senior staff positions, the Police Board reviewed the Police Sector Council competency framework and agreed that this will serve to guide staff as to the competencies to be considered by the Board in future selection processes. In addition, all supervisory and management staff were provided with training in relation to coaching and mentoring to improve their capacity for developing others.

## 2014 KEY PRIORITIES

### Priority Strategic Initiatives Include:

#### Safe Community

- Improve transportation safety at high risk intersections.
- Expand the use of volunteers in the delivery of a variety of programs.
- Develop programs with community partners to help at-risk youth make the smart decisions that will keep them from becoming clients of the criminal justice system.
- Build on the partnership with the Inter-Cultural Association to learn more about diverse cultures and groups.

**Priority Departmental Initiatives include:**

Item	Description	Supports Corporate Strategic Plan
1. Personnel / Competency Development	There will be a continued focus on succession planning and senior staff development building on the work done implementing the Police Sector Council Competency Framework. This includes an examination and revision of the Personnel Development Appraisal process.	C6 Safe Community
2. Building Improvements	Considerable effort will be required to work with municipal staff in planning for and executing the move to 3500 Blanshard Street. This will include extensive consultation with internal and external stakeholders.	C6 Safe Community
3. Community Engagement	Enhance community engagement through continuing focus on the following programs: 1. Block Watch to increase by 15 blocks and incorporate social media 2. Business Watch to increase by one strip mall 3. Crime Free Multi-Housing to increase by three buildings	C1/C6 Safe Community
4. Working with Youth	Focus on identifying and assisting youth who are potentially at risk of becoming a client of the criminal justice system by working with community partners in a coordinated approach to mitigate risk.	C6 Safe Community
5. Seniors' Programs	Saanich Police are committed to connecting with seniors. To make programs more accessible, Saanich Police will visit participating senior's homes or care facilities to share information on elder abuse and other crime prevention strategies in an effort to reduce fear and incidence of crime.	C1 Safe Community
6. Diversity	Saanich has the highest ethno-culturally diverse population on Vancouver Island and, in recognition of this, Saanich Police have created a welcoming, culturally sensitive environment. Building on this commitment multi-language digital signage will be installed in the public safety building; crime prevention materials will be displayed in various languages; and, and in consultation with community partners, input will be sought to ensure needs are met.	C1 Safe Community
7. Post Disaster Capacity	A member of the Saanich Police is currently being trained in the area of Disaster and Emergency Management with the goal to create a robust response plan for Saanich Police. In 2014 we will work in conjunction with Saanich Fire and other community partners to create the framework for a coordinated disaster management plan.	C6 Safe Community

8. Investigative Capacity	Through realignment of existing resources, and to address increased demands for service, the Family Protection Unit will be expanded by 20% (1 position). This will better serve families in crisis and increase victim safety.	C6 Safe Community
9. Business Process Analysis	Saanich Police are committed to delivering quality service to the citizens of Saanich in the most efficient and effective manner. A business process review is being conducted within the Administration Division to identify opportunities for improvements. This methodology will be evaluated to determine its applicability to other divisions in search of the same opportunities.	C1 Safe Community

### CORE BUDGET

The Saanich Police Board 2014 net core budget is \$27,157,500 which represents a 2.78% increase over 2013.

Net Budget By Function	Actual 2012	Actual 2013	Budget 2013	Budget 2014	\$ Change 2014/2013	% Change 2014/2013
Executive Administration						
Revenues	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	-	0.00%
Expenses	2,991,800	3,014,900	2,989,500	3,145,400	<u>155,900</u>	5.21%
Total	1,491,800	1,514,900	1,489,500	1,645,400	155,900	10.47%
Staff Development	743,400	783,200	741,600	747,900	6,300	0.85%
General Administration	4,781,300	5,012,400	4,832,500	5,160,700	328,200	6.79%
Uniform Division	10,735,400	10,837,000	11,022,100	11,076,900	54,800	0.50%
Community Liaison	1,818,600	1,898,000	1,934,600	1,960,600	26,000	1.34%
Detectives	5,195,300	5,672,300	5,837,000	6,049,100	212,100	3.63%
Secondments	560,300	633,300	565,800	516,900	(48,900)	(8.64%)
<b>Total</b>	<b>25,326,100</b>	<b>26,351,100</b>	<b>26,423,100</b>	<b>27,157,500</b>	<b>734,400</b>	<b>2.78%</b>

- Traffic fine revenues are received as an unconditional grant to defray the cost of police services
- Executive Administration expenses increased 10.47% due to the full costing of the audit and planning member position, increase in payments to Crime Stoppers, increase in maintenance costs for part of the year for the new Blanshard Police building and wage increments.
- General Administration increased 6.79% due to addition of one senior IT technician and an increase in Gaoler's contract.
- Detectives increased 3.63% due to addition of one digital evidence technician.
- Secondments decreased 8.64% due to reduction of one member from the Regional Crime Unit.
- Police labour contract ended December 31, 2012. Neither budget columns reflect any labour contract increases beyond that date.

## Fire Protection

The Saanich Fire Department provides high quality, efficient and caring emergency response, fire prevention and life-safety education services to the District of Saanich.

Saanich Fire responds to a range of emergency incidents including fire suppression, medical response, vehicle extrication, land and marine rescue, mutual aid requests, hazardous materials incidents and requests for public service.

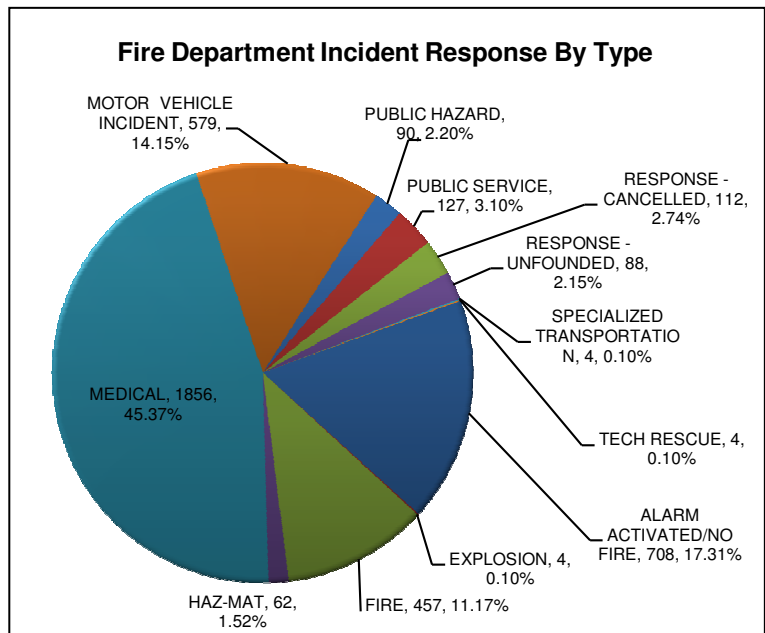
The department also provides fire safety inspections, public education, fire apparatus, mechanical and high angle rescue services. Fire dispatch services, including emergency and non-emergency call receiving, processing and dispatching are provided to seven client municipalities.

The department employs 116 uniformed personnel and 6 support staff working out of three fire stations.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>14,639,200</b>
<b>2013 Net Budget</b>	<b>14,089,600</b>
<b>Budget Change</b>	<b>549,600</b>
<b>Change by %</b>	<b>3.90%</b>
<b>2014 FTE</b>	<b>124.25</b>
<b>2013 FTE</b>	<b>119.77</b>
<b>FTE Change</b>	<b>4.48</b>
<b>FTE Change %</b>	<b>3.74%</b>
<b>2013 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>204 Tonnes</b>
<b>2012 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>240 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>(36) Tonnes</b>

### FIRE DEPARTMENT STATISTICAL SUMMARY<sup>1</sup>

Population served	109,752
Protection area in square kilometers	103.43 (est)
Incident responses	4,096
Emergency incident responses	3,399
Number of fire related	Fatalities: 1 Injuries: 4
Total dollar fire loss (est)	\$3,109,500
Public building inspections	3,074
Incidents dispatched (Saanich and clients)	10,400



<sup>1</sup>12 month period ending September 30, 2013

## 2014 BUDGET CHALLENGES

- **Station and Facilities:** Fire station maintenance and storage issues and the department's medium and long term infrastructure needs.
- **Revenue Generation:** Opportunities to increase the number of dispatch service agreements with fire departments in the Capital Region are maximized. Permit and enforcement revenues continue to decline as a result of increased public awareness through education and enforcement activities.
- **Programs and Services:** Delivery of specialized services and programs continue to be challenging with increased cost pressures associated with training/certification and specialized equipment (i.e. technical rescue program).

## KEY 2013 ACCOMPLISHMENTS

- **Suppression/Rescue:** 3,400 incident responses for fire, medical, motor vehicle incidents, marine, hazardous materials and technical rescues where 91% of the time the first apparatus arrived within 8 minutes of the request for service.
- **Fire Inspections:** 3,074 public building inspections completed, 403 pre-fire and new construction plans reviewed and 533 oil burner and tank inspections carried out.
- **Community Safety:** Fire Prevention staff installed 199 smoke alarms for residents requesting assistance as part of the department's ongoing public safety program to have a working smoke alarm in every home.
- **Public Education:** 77 fire and life-safety programs provided to more than 5,000 participants of all ages (i.e. fire extinguisher training).
- **Alternative Water Supply:** Received Fire Underwriters Surveyor of BC Superior Tanker Shuttle Service Accreditation which provided fire insurance premium cost reductions for residents living in rural and waterless areas of the Municipality.
- **Fire Dispatch Services:** Renewed dispatch service contracts signed with Central Saanich, North Saanich and Oak Bay.
- **Service Delivery:** Completed a public safety education program review; alternative service delivery methods identified to improve quality and efficiency as well as identify options for new programs.
- **Staffing and Resource Deployment:** Successfully completed a 2 year trial assessment with the goal of improving use of available resources to reduce coverage response deficits utilizing a revised staffing and deployment model.
- **Administrative Review:** Completed an organizational review of administrative support functions for the department which resulted in restructuring of staff support and efficiencies.
- **Internal Communication:** Supported electronic access to information through providing email access to all Fire Department personnel.
- **Regional Honour Guard:** Supported creation of a fire fighter regional honour guard for ceremonial functions and services.

## 2014 KEY PRIORITIES

### Priority Strategic Initiatives include:

#### Safe Community

- **Enhance municipal emergency management capabilities:** Work with Police, Public Works and Corporate Services to develop capacity to provide timely public communications in a major emergency, including effective use of social and other media to engage the community and allow two-way information sharing as well as develop dark pages for the municipal website to support dissemination of information.
- **Support a safe and effective migration to the next generation CREST radio system.** The CREST radio network supports all local public safety communications including Saanich Fire, Police and their dispatch clients. Significant equipment, technology and radio spectrum changes are approaching as Industry Canada releases dedicated public safety 700 MHz band frequencies. Saanich Fire and Police will work collaboratively with CREST to ensure public safety emergency communication needs are met.

### Priority Departmental Initiatives include:

Item	Description	Supports Strategic Plan
1. Emergency management	<b>Enhance municipal emergency management capabilities.</b> Work with Police, Public Works and Corporate Services to develop capacity to provide timely public communications in a major emergency, including effective use of social and other media to engage the community and allow two-way information sharing as well as develop dark pages for the municipal website to support dissemination of information	C6 Safe community
2. Emergency management	<b>Support a safe and effective migration to the next generation CREST radio system.</b> The CREST radio network supports all local public safety communications including Saanich Fire, Police and their dispatch clients. Significant equipment, technology and radio spectrum changes are approaching as Industry Canada releases dedicated public safety 700 MHz band frequencies. Saanich Fire and Police will work collaboratively with CREST to ensure public safety emergency communication needs are met	C6/F4 Safe Community
3. Emergency management	<b>Conduct space needs analysis of fire stations and facilities</b> in support of future growth and infrastructure needs	F4 Safe Community
4. Public education	<b>Deliver community fire extinguisher education programs.</b> To increase public safety and participation, prepare a fire extinguisher education program which can be delivered to a wide audience in a variety of locations	C6 Safe community
5. Staff recruitment	<b>Attract and retain a skilled workforce that reflects the community it serves.</b> Identify outreach opportunities to recruit and encourage people of diverse backgrounds to apply to the fire department	L1 Safe community

## CORE BUDGET

The Department's 2014 net core budget of \$14,639,200 represents a 3.90% increase over 2013.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration	963,800	1,078,200	1,065,500	1,125,900	60,400	5.67%
Suppression and Rescue	10,464,200	10,235,700	10,262,000	10,716,900	454,900	4.43%
Dispatch						
Revenues	(422,400)	(495,800)	(498,200)	(510,700)	(12,500)	2.51%
Expenses	<u>1,078,500</u>	<u>1,274,100</u>	<u>1,319,100</u>	<u>1,364,300</u>	<u>45,200</u>	3.43%
Total	656,100	778,300	820,900	853,600	32,700	3.98%
Prevention	747,200	742,000	759,900	759,200	(700)	(0.09%)
Staff Development	293,800	356,200	389,200	390,400	1,200	0.31%
Equipment Maintenance	707,800	768,300	718,600	719,200	600	0.08%
Building Maintenance	88,100	112,300	73,500	74,000	500	0.68%
<b>Total</b>	<b>13,921,000</b>	<b>14,071,000</b>	<b>14,089,600</b>	<b>14,639,200</b>	<b>549,600</b>	<b>3.90%</b>

- Administration increased 5.67% due to increase in wage increments and elevating an assistant position to admin coordinator position.
- Suppression and Rescue increased 4.43% due to wage increments and additional firefighter positions; \$180,000 of the increase was allocated from contingency where it was budgeted in 2013.
- Dispatch net expenditure increased 3.98% due to an increase in wage increments.
- Fire labour contract ended December 31, 2011. Neither budget columns reflect any labour contract increases beyond that date.



## Emergency Program

The Saanich Fire Department is responsible for administration of Saanich's Emergency Program. The program provides for continuity in government and preservation of life and property through a coordinated response by elected officials, municipal departments, volunteer services and outside agencies who are able to assist during a major emergency or disaster.

The Deputy Fire Chief is the Emergency Program Coordinator and is responsible for maintaining Saanich's emergency plan and ensuring key municipal staff and departments are trained in emergency preparedness practices and ready to respond should a major emergency or disaster unfold.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>363,800</b>
<b>2013 Net Budget</b>	<b>359,600</b>
<b>Budget Change</b>	<b>4,200</b>
<b>Change by %</b>	<b>1.17%</b>
<b>2014 FTE</b>	<b>2.77</b>
<b>2013 FTE</b>	<b>2.50</b>
<b>FTE Change</b>	<b>0.27</b>
<b>FTE Change %</b>	<b>10.8%</b>
<b>Carbon Footprint (CO<sub>2</sub>e)</b>	<b>n/a</b>

Complementing the Emergency Program and Saanich's emergency response and recovery capacity are more than 100 municipal staff trained in Emergency Operations Centre (EOC) response procedures. There are also 175 Emergency Program volunteers in 3 emergency response divisions. Services provided to the community by Emergency Program volunteers include emergency social services, search and rescue, emergency communications, and neighbourhood emergency preparedness.

### 2014 BUDGET CHALLENGES

- **Organizational Capacity:** Additional support is required to assist with managing volunteer components and emergency preparedness/management capacity for the Emergency Program.
- **Urban Search and Rescue:** Limited ability to develop services such as urban search and rescue.

### KEY 2013 ACCOMPLISHMENTS

- **Community Engagement:** Completed community emergency preparedness survey to assist with establishing priorities for building out a long term strategic plan. 495 households completed the telephone survey.
- **Long Term Strategic Plan:** Completed a draft emergency program strategic plan for review by Public Safety and Emergency Planning Committee.
- **Emergency Management Systems:** Developed Department Operations Centre (DOC) template to facilitate standardized build-out for all municipal DOCs.
- **Emergency Management Training:** 111 municipal staff provided with Emergency Operations Centre (EOC) and/or Incident Command System (ICS) training.
- **Emergency Preparedness:** 2,470 citizens attended Neighbourhood Emergency Preparedness presentations.

- **Regional Tsunami Inundation Mapping:** Participated in a regional tsunami mapping initiative and notifications mailed out to approximately 900 Saanich residents within the identified planning zones.

## 2014 KEY PRIORITIES

### Priority Strategic Initiatives include:

#### Safe Community

- Enhance Neighbourhood Emergency Preparedness Programs

### Priority Departmental Initiatives include:

Item	Description	Supports Strategic Plan
1. Neighbourhood Emergency Preparedness Program	<b>Develop and distribute Personal Preparedness Handbooks</b> to support Neighbourhood Emergency Preparedness Workshops	C6 Safe community
2. Emergency Program Strategic Plan	<b>Implement the Long Term Emergency Program Strategic Plan.</b> Review all programs and services based on the four pillars of emergency management: mitigation, preparedness, response and recovery	C6 Safe community
3. Emergency management systems	<b>Review and update the Municipal Emergency Response and Recovery Plan</b> and incorporate use of Department Operations Centers	C6 Safe community
4. Emergency management systems	<b>Facilitate development of municipal Department Operations Centres (DOCs).</b> Support municipal departments to use the standardized DOC planning templates to develop and implement their DOCs to operate during an emergency	C6 Safe community
5. Emergency management systems	<b>Expand the use of GIS mapping.</b> Include current hazard risk vulnerability assessment mapping and other key information to support emergency response and recovery activities for the Emergency Operations Centre and Mobile Command vehicle	C6 Safe community
6. Staff Development	<b>Support EOC/ICS training for municipal staff</b>	C6/L1 Safe community

## CORE BUDGET

The Department's 2014 net core budget of \$363,800 represents a 1.17% increase over 2013.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Program Administration	319,600	333,600	330,100	342,300	12,200	3.70%
Training Programs	28,500	18,600	22,100	15,100	(7,000)	(31.67%)
Neighbour Helping Neighbour	7,000	7,400	7,400	6,400	(1,000)	(13.51%)
<b>Total</b>	<b>355,100</b>	<b>359,600</b>	<b>359,600</b>	<b>363,800</b>	<b>4,200</b>	<b>1.17%</b>

- Program Administration increased by 3.70% due to reallocation of budgets within the Emergency Program to fund an increase of hours for the ESS Coordinator position.
- Fire labour contract ended December 31, 2011. Neither budget columns reflect any labour contract increases beyond that date.

## Planning and Inspections

The Planning Department is comprised of six Divisions: Community Planning; Current Planning; Environmental Services; Sustainability; Subdivision; and Inspections (which includes Bylaw Enforcement). These Divisions manage all activities and applications relating to long range and current planning, subdivision review, building construction, environmental protection, and climate change mitigation & adaptation. The Bylaw Enforcement Section responds to customer complaints and enquiries, and conducts investigations regarding alleged bylaw violations.

The Department continued to experience staff departures in 2013, as a result of people seeking new career opportunities and retirements. Retention and recruitment of qualified core staff remains a priority for the Department.

In 2013, progress was made on both the Saanich Climate Action Plan and the Adaptation Plan. The department continues to lead the municipality's efforts to reduce greenhouse gas emissions in the community and in municipal operations, while ensuring the municipality is ready to adapt to a changing climate.

Community outreach continued on a variety of fronts during 2013, including land use, the environment, mobility, heritage and public art. The demand for long range planning and policy development on a range of issues continues to increase.

In 2013, there was a steady level of application activity, which included major projects such as the ongoing development activity associated with *Uptown*, and a range of smaller commercial and multiple family developments across the District. Both the number of commercial and residential Building Permits held steady from the numbers issued in 2012. Construction values and building permit revenue continue to be consistent with figures over the last 5 years (excluding increases related to *Uptown*).

It is anticipated that the only possible large scale project in 2014 would be phase 3 of *Uptown*, subject to market conditions. However, a continued and steady level of mid-size and smaller project activity is anticipated. Ten multi-family building permits were issued in 2013, which is a slight decrease from 2012, when twelve multi-family building permits were issued. It is anticipated that a modest increase in multi-family residential development will occur in 2014.

Subdivision activity was similar between 2012 and 2013. There were 29 applications received in 2013 representing 43 potential new lots. At the present time, there are 67 active subdivision applications in total under review representing 94 potential new lots. It is expected that the trend towards a greater number of small 2-lot style applications will continue.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>2,381,600</b>
<b>2013 Net Budget</b>	<b>2,285,900</b>
<b>Budget Change</b>	<b>95,700</b>
<b>Change by %</b>	<b>4.19%</b>
<b>2014 FTE</b>	<b>45.61</b>
<b>2013 FTE</b>	<b>43.61</b>
<b>FTE Change</b>	<b>2.00</b>
<b>FTE Change %</b>	<b>4.59%</b>
<b>2013 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>78 Tonnes</b>
<b>2012 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>75 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>3 Tonnes</b>

In 2014 subdivision applications are expected to be consistent with 2013 figures. Rezoning and major project applications in 2014 are expected to be similar to the volume experienced in during 2013.

**2014 BUDGET CHALLENGES**

- General economic slowdown may continue to result in reduced application revenue.
- Increasing requests for new services and service levels.

**KEY 2013 ACCOMPLISHMENTS**

- The Federation of Canadian Municipalities and Local Governments for Sustainability recognized the District of Saanich for taking steps to reduce GHGs and improve energy efficiency, achieving Milestone 5 of the Partners for Climate Protection program for community and corporate programs. Saanich becomes that 8th Canadian municipality to accomplish this prestigious achievement.
- Completing work on the Shelbourne Valley Action Plan which will provide clarity around future growth, land use and mobility along and adjacent to the Shelbourne corridor. The goal of this 30 years vision is the creation of a series of linked vibrant and liveable Centres built on an underlying mobility network where walking, cycling and public transit are inviting options for all ages and abilities. Presentation of the Plan to Council is anticipated for early 2014.

**2014 KEY PRIORITIES**

**Priority Strategic Initiatives include:**

- Implementing key initiatives from the Climate Action Plan and Climate Change Adaptation Plan.
- Implementing key mobility initiatives called for in the Shelbourne Valley Action Plan (2014 - 2016).
- Commencing a multi year update of the 12 Local Area Plans.

**Priority Departmental Initiatives include:**

Item	Description	Supports Strategic Plan
1. Phase 1 - Douglas Corridor & Uptown Planning Study	Conduct background research, mapping and area analysis to support community consultation work starting January 2015	C5 Vibrant Connected Economy
2. Climate Change	Continue public engagement work regarding Climate Change through the “Sustainable Saanich Learning Series” and “Carbon Champions Program”	C4 Sustainable Environment

**CORE BUDGET**

The Department's 2014 net core budget of \$2,381,600 represents a 4.19% increase over 2013.

<b>Net Expenditure By Function</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Change</b>	<b>% Change</b>
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>2014/2013</b>	<b>2014/2013</b>
Planning Administration	544,500	594,200	547,300	571,400	24,100	4.40%
Environmental Services	349,700	365,700	344,500	350,800	6,300	1.83%
Community Planning	514,000	648,100	648,400	658,800	10,400	1.60%
Current Planning						
Revenues	(105,200)	(160,500)	(110,000)	(110,000)	-	0.00%
Expenses	<u>359,700</u>	<u>487,000</u>	<u>468,500</u>	<u>481,100</u>	<u>12,600</u>	<u>2.69%</u>
Total	254,500	326,500	358,500	371,100	12,600	3.51%
Subdivision						
Revenues	(56,700)	(63,900)	(59,100)	(59,100)	-	0.00%
Expenses	<u>180,400</u>	<u>199,300</u>	<u>231,700</u>	<u>239,200</u>	<u>7,500</u>	<u>3.24%</u>
Total	123,700	135,400	172,600	180,100	7,500	4.35%
Inspections						
Revenues	(1,972,200)	(2,596,600)	(1,744,600)	(1,814,000)	(69,400)	3.98%
Expenses	<u>1,623,000</u>	<u>1,668,400</u>	<u>1,588,000</u>	<u>1,684,000</u>	<u>96,000</u>	<u>6.05%</u>
Total	(349,200)	(928,200)	(156,600)	(130,000)	26,600	(16.99%)
Bylaw Enforcement	443,900	410,800	371,200	379,400	8,200	2.21%
<b>Total</b>	<b>1,881,100</b>	<b>1,552,500</b>	<b>2,285,900</b>	<b>2,381,600</b>	<b>95,700</b>	<b>4.19%</b>

- Planning Administration increased by 4.40% due to wage increments.
- Current Planning net expenses increased 3.51% due to wage increments.
- Subdivision net expenses increased 4.35% due to wage increments.
- Inspection net revenue decreased 16.99% due to increase in wage increments and the addition of one FTE which was offset by a corresponding increase in revenues.

## Engineering

The Engineering Department is responsible for all municipal infrastructures, which include roads, water, sewers, drains, street and traffic lights, and municipal facilities.

The Department is comprised of three divisions: Engineering Design, Development and Facility Operations, and Public Works.

The **Engineering Design Division**, comprising of Transportation and Underground Services, is responsible for coordinating the design, rehabilitation, improvement and reconstruction of all municipal infrastructure and facilities. To help build community awareness and understanding, Engineering also co-ordinates a public information process that occurs during the development of a project.

The **Development and Facilities Division** are responsible for two main areas:

1) processing, approving and inspecting all works installed by private developers that become municipal property, and 2) the construction and safe and efficient operation of a number of municipal facilities.

The **Public Works Division** is responsible for the maintenance and repair of roads, bridges, traffic signals, streetlights, street signs, sidewalks, bus shelter maintenance, residential refuse collection, leaf pick up, roadside litter control, garden waste drop off and disposal, storm drainage, creeks and waterways maintenance, wastewater collection including sewer lift station maintenance, water main and service repair and replacement, hydrant, valve and meter maintenance, water sample collection and testing, and the maintenance of six finished water reservoirs and 30 pressure regulating stations. Management of materials in our Stores section, Fleet services, and Administration round out the Public Works functional responsibility.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>11,942,600</b>
<b>2013 Net Budget</b>	<b>11,861,200</b>
<b>Budget Change</b>	<b>81,400</b>
<b>Change by %</b>	<b>0.69%</b>
<b>2014 FTE</b>	<b>182.55</b>
<b>2013 FTE</b>	<b>187.65</b>
<b>FTE Change</b>	<b>(5.10)</b>
<b>FTE Change %</b>	<b>(2.72%)</b>
<b>2013 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>1295 Tonnes</b>
<b>2012 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>1395 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>(100) Tonnes</b>

### 2014 BUDGET CHALLENGES

#### Engineering:

- The need to address municipal bridges / structures with a comprehensive and planned approach to undertake rehabilitation or replacement as required will place additional demands on the transportation capital budget while working to address Complete Streets.
- Implementation of the Public Engagement Policy with respect to transportation projects will impact the project development / delivery process.

#### Public Works:

- Deteriorating workplace conditions at 1040 McKenzie Avenue, including vectors, inefficient layout and overcrowding.
- Roll out of the Greener Garbage Collection Program, including organics and green waste processing.
- Increased demand for litter control at bus shelters and trail connectors.
- Increased demand for bike lane sweeping.
- The demands for drain house connection repairs exceeding budget.

## KEY 2013 ACCOMPLISHMENTS

### Engineering and Public Works

- New buffered bike lane markings used on Interurban Road (Dumeresq St.-McKenzie Ave overpass) as trial application.
- Joint Cedar Hill Road / Finlayson / North Dairy intersection improvements completed with City of Victoria.
- Next phase of Douglas Connector (Douglas St / Haynes Rd – Municipal Hall Precinct) completed.

### Engineering Design -- Transportation

- Craigflower Bridge – tender awarded and construction initiated with about 50% completed.
- Cook Street “Complete Streets” project advanced to detailed design.
- McKenzie Avenue reconstruction (McGill – Finnerty) was completed. This included improved pedestrian and cycling facilities, as well as a new roundabout at Finnerty to replace a traffic signal.
- New 10-year Transit Shelter Agreement signed with Pattison Outdoor Advertising.

### Engineering Design – Underground Services

- Rithet Reservoir replacement tendered.
- Cherry Tree Bend Pump Station upgrade completed.
- Gorge Road sewers installation completed.

### Engineering – Development/Drafting/GIS

- Continued to process, review, approve and inspect development projects, utility improvements and a variety of permits.
- Continued to update the GIS and to provide information to staff and the public on our infrastructure.

### Engineering – Facility Operations

- Facilities and the Carbon Fund installed electric vehicle charging stations at the Rec Centres and the Hall.
- New LED exterior lighting was installed at the Hall.
- A new roof was installed on Municipal Hall and on the Public Safety Building.
- Consultants started work on new boilers for the Hall and Gordon Head Rec Centre and for new ice equipment at Pearkes.
- Cross connection control was installed on the water systems at the Fire Halls.
- The Emily Carr Branch of the Greater Victoria Public Library was moved to Uptown.

### Public Works

- Completed acquisition process for new refuse and organics collection vehicles, as well as for procurement, delivery and roll out of 64,000 new curb side containers for the Greener Garbage Collection Program.
- Removal of sediment and vegetation from creeks such as Gabo and PW creek to prevent flooding of nearby residences and to enhance habitat.
- Completed certification of five (5) staff as instructors through the Environmental Operators Certification Program.
- Restarted dispatcher function to increase efficiencies and streamline equipment usage.



**2014 KEY PRIORITIES**

**Priority Strategic initiatives include:**

Sustainable Environment

- Implement a curbside refuse and kitchen scraps collection process.

**Priority Departmental Initiatives include:**

Item	Description	Supports Strategic Plan
<b>Engineering Design</b>		
1. Municipal Bridges	Undertake reviews and conditional assessments as required to develop and finalize a prioritized list of municipal structures/bridges requiring major rehabilitation or replacement in the future. This is to consider criteria for prioritization, order of magnitude cost estimates, and potential funding options	C7 Safe Community
2. Bike Network Update	Finalize and incorporate changes to the network to integrate commuter bike routes, multi-use trails, greenways and local connections including mapping and updated bike lane standards	C7 Balanced Transportation
<b>Development and Facility Operations</b>		
3. Facilities	Continue to identify major improvements required to facilities for seismic, code compliance, building envelope and operational requirements	C7 Safe Community
<b>Public Works</b>		
4. Solid Waste Services	Roll out Greener Garbage Program	C4 Sustainable Environment
5. Fleet Services	Implement Fleet asset management	C7 Safe Community
6. Admin	Complete AWWA Water Audit	P3 Service Excellence

## CORE BUDGET

The Department's 2014 net core budget of \$11,942,600 represents a 0.69% increase over 2013.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
ALL DIVISIONS	2012	2013	2013	2014	2014/2013	2014/2013
Engineering Services						
Revenue	(1,195,700)	(1,120,200)	(1,187,600)	(1,193,100)	(5,500)	0.46%
Expense	3,530,300	3,532,300	3,698,600	3,807,000	108,400	2.93%
Total	2,334,600	2,412,100	2,511,000	2,613,900	102,900	4.10%
Facility Operations	1,202,100	1,296,200	1,231,400	1,249,900	18,500	1.50%
Public Works	7,948,300	8,173,700	8,118,800	8,078,800	(40,000)	(0.49%)
<b>Total</b>	<b>11,485,000</b>	<b>11,882,000</b>	<b>11,861,200</b>	<b>11,942,600</b>	<b>81,400</b>	<b>0.69%</b>

- Net Engineering Services Division costs noted above are projected to increase 4.10% primarily from wage increments.

## Facility Operations

The Division's net core budget of \$1,249,900 represents a 1.50% increase over 2013.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration	204,700	181,600	129,500	140,300	10,800	8.34%
Minor Facility Repair	138,900	280,100	350,600	337,700	(12,900)	(3.68%)
Les Passmore Building	150,400	147,400	146,200	149,700	3,500	2.39%
Municipal Hall Building	537,300	523,700	487,800	501,400	13,600	2.79%
Municipal Annex	135,100	150,800	112,100	115,600	3,500	3.12%
Other Buildings	-	2,600	5,200	5,200	-	0.00%
Public Safety Building	15,900	4,700	-	-	-	0.00%
Public Works and Parks	19,800	5,300	-	-	-	0.00%
<b>Total</b>	<b>1,202,100</b>	<b>1,296,200</b>	<b>1,231,400</b>	<b>1,249,900</b>	<b>18,500</b>	<b>1.50%</b>

- Facility Administration increased 8.34% due to wage increments.
- Minor Facility Repair decreased 3.68% due to funds being allocated to other functions in various maintenance sections.
- Municipal Annex increased by 3.12% due to increase in hydro costs.

## Public Works

The Public Works Division provides diverse services to the community from above ground services such as roads, bridges and refuse collection to underground services such as waterworks, drainage and sewer collection. The Division's net core budget of \$8,078,800 decreased 0.49% over 2013.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration	539,300	519,200	567,400	578,100	10,700	1.89%
Stores	125,500	194,100	165,300	162,400	(2,900)	(1.75%)
Fleet						
Revenue	(4,193,900)	(4,241,800)	(4,106,100)	(4,119,900)	(13,800)	0.34%
Expense	<u>4,185,400</u>	<u>4,233,300</u>	<u>4,097,600</u>	<u>4,111,400</u>	<u>13,800</u>	0.34%
Total	(8,500)	(8,500)	(8,500)	(8,500)	-	0.00%
Solid Waste Services						
Revenue	(4,789,300)	(4,995,000)	(5,002,500)	(5,685,900)	(683,400)	13.66%
Expense	5,234,400	5,441,100	5,448,600	5,937,500	488,900	<u>8.97%</u>
Total	445,100	446,100	446,100	251,600	(194,500)	(43.60%)
Storm Drains	1,844,800	1,977,100	1,963,800	1,985,600	21,800	1.11%
Street Operations	5,002,100	5,045,700	4,984,700	5,109,600	124,900	2.51%
<b>Total</b>	<b>7,948,300</b>	<b>8,173,700</b>	<b>8,118,800</b>	<b>8,078,800</b>	<b>(40,000)</b>	<b>(0.49%)</b>

- Solid Waste Services net cost decreased 43.60% due mainly to the leaf collection program being included in the basic fee for waste collection services as part of the greener garbage program.

# Parks and Recreation

The Parks and Recreation Department promotes active, healthy living through the effective provision of a wide range of programs, services and facilities. It also promotes the engagement of community members in a variety of arts, special events, cultural, social and environmental activities to encourage strong community connections.

The Department is comprised of two Divisions that plan and manage a number of municipal services.

## Parks

Saanich Parks has something for everyone – oceans, beaches, creeks, lakes, meadows, forests, playgrounds, multi-use trails and sports fields. With over 168 parks covering more than 800 hectares, Saanich Parks are unique for their ecological diversity and leisure opportunities. The Parks Division encompasses park planning and design, construction, maintenance, horticulture, natural areas management and urban forestry.

## Recreation

The Recreation Division is comprised of four Recreation Centres, Community Services, the Cedar Hill Golf Course, and Recreation Administration.

Features vary from Centre to Centre and include: aquatic facilities; arenas; fitness studios; gymnasiums; youth activity centres; art studios; indoor tennis courts; food services and a variety of multipurpose program space. The Community Services section provides many arts, cultural and community special events, programming specifically designed for youth and seniors and hundreds of affordable community programs that are enjoyed by people of all ages. The Cedar Hill Golf Course is a picturesque 5100 yard, 18 hole public golf course open year round for the recreational to experienced golfer. Services include: a fully stocked Pro Shop with a “warm up” range and CPGA golf instruction; licensed light snack and beverage service and banquet and meeting services.

## 2014 BUDGET CHALLENGES

### Parks

- Balancing the retention of existing service levels with both new inventory demands and increasing public expectation.
- Responding to the growth in natural area stewardship including increased support for the Saanich Pulling Together Program, increased emphasis on inventory, monitoring, mapping and control of priority invasive species, and restoration of disturbed areas.
- Balancing capital funding for replacement of existing infrastructure, with community expectation for new and expanded parks/services.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>13,770,700</b>
<b>2013 Net Budget</b>	<b>13,332,600</b>
<b>Budget Change</b>	<b>438,100</b>
<b>Change by %</b>	<b>3.29%</b>
<b>2014 FTE</b>	<b>285.67</b>
<b>2013 FTE</b>	<b>283.14</b>
<b>FTE Change</b>	<b>2.53</b>
<b>FTE Change %</b>	<b>0.89%</b>
<b>2013 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>2027 Tonnes</b>
<b>2012 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>2067 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>(40) Tonnes</b>

**Recreation**

- Maintaining program recovery rates with continuous cost escalation while trying to keep program fees affordable
- Maintaining participation rate at the recreation centres
- Increasing utility costs in recreation centres

**Golf**

- Continuation of soft local golf market
- Ongoing focus on improving efficiencies in the food & beverage operation
- Continued drainage and other course improvements
- Maintaining and improving course conditions

**KEY 2013 ACCOMPLISHMENTS****Parks**

- Gorge Park Allotment Garden Concept Approved
- Pearce Crescent Play Area
- Initiated Cadboro-Gyro Park accessibility improvements
- Completed 4 interpretive signs plus additional 2 large and 8 small directional/wayfinding signs
- Continued Mt Douglas Creek in-stream restoration work.
- Tree Preservation Bylaw Amendment Process
- Continued implementation of Invasive Species Management Strategy
- Supported 40+ sites, 100 registered volunteers & hundreds more that help occasionally with the Saanich Pulling Together Program
- Infrastructure assessments/lifecycle maintenance studies - parking lots, tennis courts, park buildings and the Gorge Waterway wall.
- Successful cost sharing projects with home sports user groups - Hampton Little League irrigation, Gordon Head Lawnbowling windows, Saanich Lacrosse fencing, Victoria/Saanich Women's Fastball fencing.
- Parking lot upgrades - Lambrick Park, Tolmie and Playfair.
- Mount Douglas Parks – Churchhill Drive distance marker stones
- Colquitz Centennial Trail – Loenholm to Grange completed
- Caldecote Trail - upgrade and boardwalk installation
- Stair replacements - Darcy, Timber and Walema beach accesses, and Doumac Park.

**Recreation**

- Upgrade to lighting systems in both arenas at Pearkes and in the natatorium at Commonwealth
- Launched the RBC Hockey program at Pearkes for children and youth who have not played before due to affordability
- Celebrated the 40<sup>th</sup> anniversary of Cedar Hill Recreation Centre and the 20<sup>th</sup> anniversary of Commonwealth Place
- Purchased accessible weight room equipment at Gordon Head

**Golf**

- Enhanced signage installed around club house and Derby Road entrances to chip trail
- Key club house and course maintenance equipment replacement
- Continuation of enhanced marketing initiatives

**2014 KEY PRIORITIES**

**Priority Strategic initiatives include:**

Sustainable Environment

- Protect Panama Flats
- Implement Urban Forest Strategy
- Implement Invasive Species Management Strategy

Balanced Transportation

- Work with Engineering on the interconnected cycling network

Healthy Community

- Plan for use & management of Panama Flats
- Establish New Youth Development Strategy
- Age Friendly Community Partnerships with Health Sector

**Priority Departmental Initiatives include:**

Item	Description	Supports Strategic Plan
1. Cadboro-Gyro Upgrades	accessibility & playground upgrades (matching grant)	F4 Healthy Community
2. Interpretive & Wayfinding	Continued installation of signage	F4 Healthy Community
3. Tree Planting Program	Implement comprehensive Tree Planting Program	C4 Sustainable Environment
4. Gorge Park Community Garden	Detail Design & Implementation of plan	C2 Healthy Community
5. Review of Recreation scope of service	Establish a timetable and manageable process	P3 Service Excellence
6. Ensure continuous learning to meet emerging needs and to support success in program delivery.	Establish a framework for staff training programs/processes and succession planning	L1 Service Excellence
7. Golf Course	Continue to work towards sustainability	P3 Service Excellence

## CORE BUDGET

The Department's 2014 net core budget of \$13,770,700 represents a 3.29% increase over 2013.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
ALL DIVISIONS	2012	2013	2013	2014	2014/2013	2014/2013
Parks & Rec. Administration	627,900	716,400	691,500	715,500	24,000	3.47%
Parks	5,726,700	6,058,800	5,983,400	6,114,300	130,900	2.19%
Cedar Hill Recreation Centre	1,080,100	1,106,900	1,105,100	1,134,600	29,500	2.67%
Gordon Head Recreation Centre	1,449,200	1,415,200	1,437,400	1,493,900	56,500	3.93%
G R Pearkes Recreation Centre	1,009,200	1,172,700	1,015,800	1,071,900	56,100	5.52%
Saanich Commonwealth Place	2,147,100	2,478,900	2,177,000	2,291,600	114,600	5.26%
Community Services	884,400	913,000	922,400	948,900	26,500	2.87%
Cedar Hill Golf Course	-	-	-	-	-	0.00%
<b>Total net cost</b>	<b>12,924,600</b>	<b>13,861,900</b>	<b>13,332,600</b>	<b>13,770,700</b>	<b>438,100</b>	<b>3.29%</b>

### Parks and Recreation Administration

Parks and Recreation administration provides management, marketing, volunteer and support services.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration	588,500	677,100	652,100	674,900	22,800	3.50%
Integration Recreation Victoria	39,400	39,300	39,400	40,600	1,200	3.05%
<b>Total</b>	<b>627,900</b>	<b>716,400</b>	<b>691,500</b>	<b>715,500</b>	<b>24,000</b>	<b>3.47%</b>

- Administration increased 3.50% due to wage increments.

### Parks Division

The Parks Division works in partnership with the community to support healthy lifestyles and to preserve and protect the natural environment. This is achieved through the provision of parks that meet a variety of community needs. The Division is responsible for the planning, design, development and operation of more than 168 parks covering more than 800 hectares. The division's 2014 net core budget of \$6,114,300 represents a 2.19% increase over 2013.

<b>Net Budget By Function</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Change</b>	<b>% Change</b>
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>2014/2013</b>	<b>2014/2013</b>
Administration	601,700	508,600	538,200	539,500	1,300	0.24%
Planning and Design	351,600	362,600	338,600	353,700	15,100	4.46%
UF, Hort. & Natural Area	1,915,800	2,733,200	2,618,900	2,695,900	77,000	2.94%
Construction/Maintenance	2,857,600	2,454,400	2,487,700	2,525,200	37,500	1.51%
<b>Total</b>	<b>5,726,700</b>	<b>6,058,800</b>	<b>5,983,400</b>	<b>6,114,300</b>	<b>130,900</b>	<b>2.19%</b>

- Planning and Design increased 4.46% due to wage increments and transfer of some costs from Parks Administration.



### Cedar Hill Community Recreation Centre and Golf Course

Cedar Hill Community Recreation Centre, which opened in 1973, is located at the corner of Finlayson and Cedar Hill Road, on the Saanich/Victoria border. The facility welcomes over 318,000 participants per year. Services unique to Cedar Hill include tennis, squash, a senior's centre, easy access to the 3.5km (2.2 mile) walking trail surrounding the Cedar Hill Golf Course, and the Arts Centre at Cedar Hill completed in 2011. A variety of events of interest to the region are hosted here such as a Men's Professional Indoor Tennis Challenge and the Celebration of the Arts Festival.

A wide variety of preschool, youth and adult programs take place in the dance studio, auditorium, and meeting rooms. Partnership programs with the Cedar Hill Squash Club, Community Arts Council of Greater Victoria, New Horizons Seniors Club, Tennis BC, and others allow us to enhance the services offered to our residents. Cedar Hill is a designated National Tennis Development Centre for U12 players.

The Gallery Café, adjacent to the main entrance, provides a welcoming, social environment for participants and neighbours and serves as a venue for local artists to display their work.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration						
Revenues	(157,400)	(135,700)	(173,500)	(173,500)	-	0.00%
Expenses	<u>1,040,800</u>	<u>1,058,600</u>	<u>1,116,300</u>	<u>1,144,500</u>	<u>28,200</u>	2.53%
Total	883,400	922,900	942,800	971,000	28,200	2.99%
Programs						
Revenues	(1,175,600)	(1,247,900)	(1,143,200)	(1,160,100)	(16,900)	1.48%
Expenses	<u>668,200</u>	<u>704,600</u>	<u>648,500</u>	<u>650,200</u>	<u>1,700</u>	0.26%
Total	(507,400)	(543,300)	(494,700)	(509,900)	(15,200)	3.07%
Maintenance	704,100	727,300	657,000	673,500	16,500	2.51%
<b>Total</b>	<b>1,080,100</b>	<b>1,106,900</b>	<b>1,105,100</b>	<b>1,134,600</b>	<b>29,500</b>	<b>2.67%</b>

- Administration net expenses increase of 2.99% is due to wage increments.
- Programs net revenues increased 3.07% due to increase in racquets and tennis program revenue.
- Maintenance increased 2.51% due to increase in hydro costs.

The Cedar Hill Golf Course, located on Derby Road off Cedar Hill Road, provides "close to home" golf for beginners and experienced players on an 18 hole, 5100 yard course. CPGA instruction, pro shop sales and services, a short club practice range and licensed light snack and beverage service round out the golf experience. Green fee play and pass holder tee times are facilitated through an on-line booking system.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Golf Revenues	(1,069,800)	(1,105,700)	(1,112,600)	(1,172,600)	(60,000)	5.39%
Administration	246,800	161,200	169,700	170,400	700	0.41%
Pro Shop	72,700	67,700	66,500	67,700	1,200	1.80%
Food and Beverage						
Revenues	(409,800)	(364,200)	(501,800)	(476,700)	25,100	(5.00%)
Expenses	<u>442,100</u>	<u>423,000</u>	<u>484,500</u>	<u>476,700</u>	<u>(7,800)</u>	(1.61%)
Total	32,300	58,800	(17,300)	-	17,300	(100.00%)
Facility Maintenance	177,400	175,500	193,900	195,500	1,600	0.83%
Grounds Maintenance	611,900	662,900	605,100	618,200	13,100	2.16%
Debt, Capital and Overhead	661,200	395,600	464,700	464,700	-	0.00%
<b>Sub-Total</b>	<b>732,500</b>	<b>416,000</b>	<b>370,000</b>	<b>343,900</b>	<b>(26,100)</b>	<b>0.00%</b>
Transfer from Reserves	(732,500)	(416,000)	(370,000)	(343,900)	26,100	0.00%
<b>Total</b>	-	-	-	-	-	<b>0.00%</b>

- The deficit for 2014 is funded from contingency as part of the approved three year plan to achieve financial sustainability.
- The overall deficit in 2014 is projected to be \$26,100 less than the prior year.
- Food and beverage revenue budget decreased by 5.00% to better reflect the current status of the service following the August 2013 hiring of the Assistant Manager, Food and Beverage Operations and Development on a two year contract.

### Gordon Head Community Recreation Centre

The Gordon Head Community Recreation Centre is nestled in Lambrick Park off Feltham Road in the heart of Gordon Head and provides community access to a wide variety of activities which promote healthy lifestyles.

Facilities include a 25 meter pool with climbing wall and a lift to assist people with disabilities, a river pool, leisure and tot pools, steam room and sauna and recently (2010) renovated change rooms. The Centre also supports a Youth Activity Centre and Youth Activity Skateboard Park, providing youth in the Gordon Head area with additional healthy lifestyle choices.

In addition, Gordon Head has a highly accessible weight room, multipurpose rooms and auditorium. We provide many community programs that focus on fitness, arts and culture, and multicultural programming. Community partnerships with health serving agencies allow us to provide services such as physiotherapy, kinesiology and massage therapy. Partnerships with VIHA allow us to provide recovery programs as well as preventative services. Gordon Head provides programs and services for preschoolers, youth, adults and seniors. A partnership with School District 61 at Gordon Head Middle School provides valuable community recreation program space for Saanich. Facilities include double gymnasium, dance studio, textiles and food rooms, art room, and music studio available in the evenings, on weekends and on all school non-instructional days.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration						
Revenues	(65,500)	(63,400)	(59,700)	(57,500)	2,200	(3.69%)
Expenses	1,028,600	1,069,800	1,049,900	1,072,100	22,200	2.11%
Total	963,100	1,006,400	990,200	1,014,600	24,400	2.46%
Programs						
Revenues	(1,831,600)	(1,986,800)	(1,845,700)	(2,000,300)	(154,600)	8.38%
Expenses	1,321,200	1,431,200	1,348,800	1,507,100	158,300	<u>11.74%</u>
Total	(510,400)	(555,600)	(496,900)	(493,200)	3,700	(0.74%)
Maintenance	996,500	964,400	944,100	972,500	28,400	3.01%
<b>Total</b>	<b>1,449,200</b>	<b>1,415,200</b>	<b>1,437,400</b>	<b>1,493,900</b>	<b>56,500</b>	<b>3.93%</b>

- Maintenance increased 3.01% due to increase in hydro costs.

### G. R. Pearkes Community Recreation Centre

Pearkes Community Recreation Centre, located on Tillicum Road behind the Tillicum Mall, offers a variety of community programming for all ages which focus on fitness, preschool and family activities and physical literacy. The facility hosts a number of District special events and major trade shows which attract participants from around the region. The facility is home to two indoor ice arenas, indoor multiuse sport courts, a fitness centre, meeting rooms and a youth activity centre. The partnership with Saanich Neighbourhood Place provides licensed preschool programs and family support opportunities for local residents. Further partnerships are in place with the Greater Victoria Public Library, Queen Alexandra Society and Kids Klub as each organization has facilities and services on site at Pearkes. Programs and services are also offered at Colquitz Middle School in partnership with School District 61. The facility is home to a number of community and sports associations including Gorge Tillicum Community Association, Saanich Minor Hockey, Saanich Braves Jr. B Hockey Club, Saanich Figure Skating Club, Saanich Lacrosse and the Greater Victoria Minor Ball Hockey Association.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration						
Revenues	(969,100)	(985,300)	(969,100)	(978,600)	(9,500)	0.98%
Expenses	<u>994,000</u>	<u>1,053,400</u>	<u>992,400</u>	<u>1,023,200</u>	<u>30,800</u>	3.10%
Total	24,900	68,100	23,300	44,600	21,300	91.42%
Programs						
Revenues	(979,500)	(916,500)	(969,200)	(969,200)	-	0.00%
Expenses	<u>569,500</u>	<u>606,600</u>	<u>633,800</u>	<u>631,400</u>	<u>(2,400)</u>	(0.38%)
Total	(410,000)	(309,900)	(335,400)	(337,800)	(2,400)	0.72%
Maintenance	1,394,300	1,414,500	1,327,900	1,365,100	37,200	2.80%
<b>Total</b>	<b>1,009,200</b>	<b>1,172,700</b>	<b>1,015,800</b>	<b>1,071,900</b>	<b>56,100</b>	<b>5.52%</b>

- Administration net cost increased by \$21,300 due mainly to the moving of some labour costs from programs to administration accompanied with an increase in wages as per collective agreement.
- Maintenance increased 2.80% due to increase in hydro costs.

### Saanich Commonwealth Place

Saanich Commonwealth Place is located on Elk Lake Drive in the Royal Oak/Broadmead area and serves both local residents and the larger community, with its world class aquatics facilities. These include a 50 meter competitive pool which can be used for international level events, a dive tank, leisure pool, wave pool and waterslide. Other facilities within the building include two accessible change rooms, a gymnasium, hot tub, steam & dry sauna, dance studio, fitness centre, multi-purpose rooms, pro shop, a café, the Victoria Offices of Pacific Sport, and the Bruce Hutchison Branch of the Greater Victoria Library.

A major component of the Centre's programming occurs off site at locations such as Claremont High School, Royal Oak Middle School, Lochside and Cordova Bay Elementary Schools, and at local parks and businesses.

At both the Centre and the off-site locations, numerous programs and activities are offered for all ages and abilities. Several health service partnerships are also in place including physiotherapy, massage and rehabilitative therapy.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration						
Revenues	(367,500)	(446,400)	(378,300)	(388,700)	(10,400)	2.75%
Expenses	<u>1,588,700</u>	<u>1,777,000</u>	<u>1,714,500</u>	<u>1,765,600</u>	<u>51,100</u>	2.98%
Total	1,221,200	1,330,600	1,336,200	1,376,900	40,700	3.05%
Programs						
Revenues	(3,481,600)	(3,867,400)	(3,673,200)	(3,768,300)	(95,100)	2.59%
Expenses	<u>2,709,600</u>	<u>3,042,000</u>	<u>2,785,900</u>	<u>2,900,100</u>	<u>114,200</u>	4.10%
Total	(772,000)	(825,400)	(887,300)	(868,200)	19,100	(2.15%)
Maintenance	1,697,900	1,973,700	1,728,100	1,782,900	54,800	3.17%
<b>Total</b>	<b>2,147,100</b>	<b>2,478,900</b>	<b>2,177,000</b>	<b>2,291,600</b>	<b>114,600</b>	<b>5.26%</b>

- Administration net expenses increased by 3.05% due to wage increments.
- Maintenance increased 3.17% due to increase in hydro costs.

### Community Services

Community Services supports access to Saanich recreation facilities and the creation of local initiatives that provide opportunities for citizens to lead a healthy lifestyle and to be engaged in their community. The goal is to maximize resources in the community by working alongside citizens, schools, social serving agencies, health care providers, special interest groups and neighbourhood committees to create quality recreation programs and to decrease the barriers many families and individuals face in accessing recreation services.

The Section provides a wide variety of services including municipal and community special events, community development, volunteering, inclusion and accessibility services for low income citizens, youth services and teen centres, summer playground programs, seniors and active aging initiatives, parks programming, multicultural and social programs, and healthy eating and food sustainability initiatives.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Administration	513,500	512,700	510,000	520,200	10,200	2.00%
Programs						
Revenues	(184,800)	(239,900)	(167,800)	(169,000)	(1,200)	0.72%
Expenses	555,700	640,200	580,200	597,700	17,500	<u>3.02%</u>
Total	370,900	400,300	412,400	428,700	16,300	3.95%
<b>Total</b>	<b>884,400</b>	<b>913,000</b>	<b>922,400</b>	<b>948,900</b>	<b>26,500</b>	<b>2.87%</b>

- Programs net expenses increased by 3.95% due to wage increments.

## Cultural Services

The Cultural Services budget is primarily comprised of Library Services and the Swan Lake Nature House.

Library Services are provided by the Greater Victoria Public Library in accordance with the Library Operating Agreement at the downtown main branch and at four branches located in Saanich: Bruce Hutchison, Nellie McClung, Emily Carr and Centennial Library. Maintenance of the branch libraries is performed by Saanich staff.

BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>5,682,000</b>
<b>2013 Net Budget</b>	<b>5,327,700</b>
<b>Budget Change</b>	<b>354,300</b>
<b>Change by %</b>	<b>6.65%</b>
<b>FTE</b>	<b>n/a</b>
<b>Carbon Footprint (CO<sub>2</sub>e)</b>	<b>n/a</b>

The Swan Lake Christmas Hill Nature House is operated under the terms of a management contract.

### 2014 Budget Challenges

- Maintain funding for increased library and Swan Lake Nature House services in an uncertain economic climate.

### KEY 2013 ACCOMPLISHMENTS

- Successful relocation of the Emily Carr library branch to Uptown.

### CORE BUDGET

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
Greater Victoria Public Library	4,782,200	4,938,900	4,956,300	5,122,300	166,000	3.35%
Branch Libraries Lease and Maintenance	68,000	49,400	51,400	229,700	178,300	346.89%
Swan Lake Christmas Hill Nature House	310,000	320,000	320,000	330,000	10,000	3.13%
<b>Total</b>	<b>5,160,200</b>	<b>5,308,300</b>	<b>5,327,700</b>	<b>5,682,000</b>	<b>354,300</b>	<b>6.65%</b>

- The 3.35% increase in library services is due to wage and facilities cost increases, as well as, reduction in fines revenue.
- Branch Libraries Lease and Maintenance large budget increase is due to the new lease for the Emily Carr Branch at Uptown.

## General Capital Program

The Capital Plan matches the District's needs for investment in capital with its available financial resources. Replacement of ageing infrastructure is the primary factor in determining capital requirements in Saanich. Saanich infrastructure spending is gradually addressing this need, increasing from \$4.5 million to an annual average of over \$30 million in the last three years for general capital.

Spending has historically been balanced between replacing infrastructure and new facilities. For the next few years the focus is expected to shift toward replacement of existing infrastructure, particularly in transportation, drains, community facilities and the sewer and water utilities. The estimates outlined in each section are based on the following assumptions:

1. A net 2% increase in tax funded core capital over 2013 budget.
2. A minimum 0.75% property tax allocation to infrastructure replacement
3. Debt Financing Guideline
4. All figures shown in 2014 dollars – no inflation allowance

<b>Expenditures</b>			<b>Budget</b>	<b>Budget</b>
	<b>2013 Projects In Progress</b>	<b>2014 Core Capital</b>	<b>Total 2014</b>	<b>2013</b>
Police	667,900	594,200	1,262,100	1,381,800
Fire	150,000	322,000	472,000	474,600
Emergency Program	-	48,000	48,000	60,000
Transportation	11,241,300	11,817,600	23,058,900	35,889,900
Drainage	4,215,300	4,580,000	8,795,300	6,078,400
Parks	1,266,100	2,176,900	3,443,000	2,952,300
Recreation	445,500	736,600	1,182,100	1,445,600
Fleet Replacement	4,538,500	1,030,000	5,568,500	5,242,400
Information Technology	1,550,500	604,900	2,155,400	1,780,300
Community Facilities	4,169,500	2,738,800	6,908,300	5,621,300
Parkland Acquisition	-	2,400,000	2,400,000	2,400,000
	<b>28,244,600</b>	<b>27,049,000</b>	<b>55,293,600</b>	<b>63,326,600</b>
<b>Source of Funding</b>			<b>Budget</b>	<b>Budget</b>
	<b>2013 Projects In Progress</b>	<b>2014 Core Capital</b>	<b>Total 2014</b>	<b>2013</b>
General Operating (Core Capital)	-	11,205,800	11,205,800	10,264,500
General Capital Reserves	14,719,700	1,390,000	16,109,700	16,350,300
Lands Reserve	-	1,900,000	1,900,000	1,900,000
Development Cost Charges	964,300	1,237,000	2,201,300	1,724,200
Equipment Replacement Reserve	3,726,400	1,678,700	5,405,100	4,345,800
Grants & Contributions	5,047,300	5,337,500	10,384,800	20,107,800
Long Term Debt	3,786,900	4,300,000	8,086,900	8,634,000
	<b>28,244,600</b>	<b>27,049,000</b>	<b>55,293,600</b>	<b>63,326,600</b>



## Three Year General Capital Projection

The following is a projection of the infrastructure and facility capital replacement by program:

Description of Program	Budget	Budget	Budget	Description of Large Variances
	2014	2015	2016	
<b>Vehicles, Equipment &amp; Technology</b>				
Police	594,200	455,300	464,400	Based on age and condition assessments
Fire	322,000	180,000	30,000	
Emergency Program	48,000	60,000	-	
Fleet Replacement	1,030,000	1,000,000	1,000,000	
Parks & Recreation	316,000	334,400	185,000	Based on need and condition assessments
Information Technology	604,900	201,900	205,900	
Parkland Acquisition	2,400,000	1,500,000	1,000,000	Based on need
	<b>5,315,100</b>	<b>3,731,600</b>	<b>2,885,300</b>	
<b>Transportation</b>				
Roads Improvement (includes sidewalk and bikeways components)	5,625,100	5,279,000	7,000,000	Based on age and condition assessments
Sidewalk Improvement	2,725,000	2,330,000	1,669,000	Based on need and ROW acquisitions
Bikeways Improvement	656,000	325,000	600,000	Based on need and ROW acquisitions
Bus Stops Improvement	115,000	115,000	115,000	Annual programs
Street Lights/Traffic Signals Improvement	200,000	200,000	200,000	
Bridges Replacement	2,496,500	1,100,000	420,000	Based on condition assessment
	<b>11,817,600</b>	<b>9,349,000</b>	<b>10,004,000</b>	
<b>Drainage</b>				
Wood Stave Replacement	3,294,300	3,577,000	4,317,600	Annual programs
Sub-standard Drain Replacement	1,005,700	1,255,000	1,037,400	
Other	280,000	329,600	390,000	
	<b>4,580,000</b>	<b>5,161,600</b>	<b>5,745,000</b>	
<b>Sub Total</b>	<b>21,712,700</b>	<b>18,242,200</b>	<b>18,634,300</b>	

### Three Year General Capital Projection (Continued)

Description of Program	Budget	Budget	Budget	Description of Large Variances
	2014	2015	2016	
<b>Parks</b>				
Playground Replacement	100,000	220,000	225,000	Based on age and condition assessments
Sports Field & Hard Court Replacement	143,000	403,000	573,000	
Parking Replacement	335,000	285,400	291,000	
Irrigation Replacement	39,000	124,000	268,600	
Bridges & Structures Replacement	128,000	158,000	179,000	
Trails Replacement	239,000	257,000	102,000	
Buildings Replacement	68,000	68,000	68,000	
Park Infrastructure Replacement	732,700	128,300	114,000	
Natural Areas and Urban Forestry	130,000	143,000	217,000	
Other	130,000	107,000	124,000	
	<b>2,044,700</b>	<b>1,893,700</b>	<b>2,161,600</b>	
<b>Recreation &amp; Community Facilities</b>				
Electrical	135,000	32,000	35,000	Based on age and condition assessment
Mechanical	170,000	22,000	5,000	
HVAC	340,000	165,000	-	
Pearkes Ice	250,000	-	36,500	
Building Envelope	550,000	1,335,000	1,500,000	
Building Interior	1,008,300	509,900	498,700	
Future Replacement Reserve	838,300	1,598,300	2,378,300	
	<b>3,291,600</b>	<b>3,662,200</b>	<b>4,453,500</b>	
<b>Grand Total</b>	<b>27,049,000</b>	<b>23,798,100</b>	<b>25,249,400</b>	

## Vehicles, Equipment and Technology

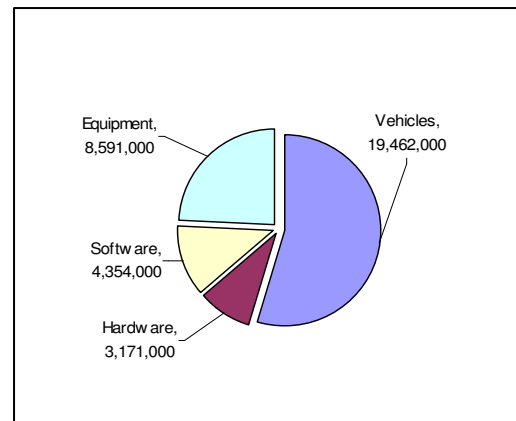
Saanich vehicles, equipment and information technology includes fleet vehicles for parks, public works, police and fire, computer and telephone hardware and software for all departments and a variety of equipment from fitness to lawn mowers.

Ensuring that there are sufficient funds to replace these items as they complete their useful life is of primary concern.

### What needs to be done?

Investigate if existing equipment are required to be replaced in the future. Ensure that all major equipment and technology purchased have adequate replacement funds set aside in a reserve for future replacement.

Component	Estimated Asset Life (years)	Average Annual Replacement Cost (2013 \$)
Vehicles	4-25	\$ 1,297,000
Computer Hardware	4-6	\$ 529,000
Computer Software	4-20	\$ 218,000
Major Equipment	4-30	\$ 573,000
		\$ 2,617,000



**Current Funding: \$2,475,000**

**Future Funding Target: \$2,617,000**

Current expenditure funding is on target. Overall, the equipment replacement reserve is replenished adequately to maintain most future funding for replacement, however, reassessment and adjustment of the funding in each of the categories is needed.

## Police Vehicles, Equipment and Technology

Police Services	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
In Car Video Digital Storage Project		61,500			61,500
Mobile Command Vehicle *		577,900			577,900
SQL Project		11,700			11,700
Video Conferencing		16,800			16,800
<b>Total</b>	-	<b>667,900</b>	-	-	<b>667,900</b>
<b>2014 Core Capital:</b>					
Hardware and Software	196,400				196,400
PRIME 2 Factor Authentication		25,000			25,000
Annual Vehicle Replacement (12)	250,000	122,800			372,800
<b>Total</b>	<b>446,400</b>	<b>147,800</b>	-	-	<b>594,200</b>

## Fire Vehicles, Equipment and Technology

Fire Protection	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
Mobile Command Vehicle *		150,000			150,000
<b>Total</b>	-	<b>150,000</b>	-	-	<b>150,000</b>
<b>2014 Core Capital:</b>					
Vehicle Replacement (5 vehicles and 1 engine)		322,000			322,000
<b>Total</b>	-	<b>322,000</b>	-	-	<b>322,000</b>

Vehicles to be purchased in 2014 include three pickups, one cut away van, ¾ ton passenger van and backup engine for Engine 33.

\* One mobile command vehicle is shared jointly between Police and Fire departments

## Emergency Program

Emergency Program	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2014 Core Capital:</b>					
Vehicle Replacement (1 Squad Truck)		48,000			48,000
<b>Total</b>	-	<b>48,000</b>	-	-	<b>48,000</b>

## Fleet Vehicles

The Fleet division has developed a long term vehicle replacement program for over 250 vehicles to smooth out the costs of replacement from year to year. An equipment replacement reserve is funded by annual contributions of approximately \$650,000 from the Fleet Division.

Vehicle Equipment Replacement Program	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
Fleet Vehicle Replacements, Various small trucks and vehicles		318,500			318,500
Solid Waste Vehicle Replacements		1,460,000		2,760,000	4,220,000
<b>Total</b>	-	<b>1,778,500</b>	-	<b>2,760,000</b>	<b>4,538,500</b>
<b>2014 Core Capital:</b>					
Fleet Vehicle Replacements, Various trucks and vehicles		1,030,000			1,030,000
<b>Total</b>	-	<b>1,030,000</b>	-	-	<b>1,030,000</b>

2013 Vehicles yet to be received include one dump truck, one large truck, two rollers, 13 automated tandems, three curbsters and one electrical vehicle.

Vehicles to be purchased in 2014 include one small truck, six large trucks, one electric Aerial, one Park's tractor, one backhoe, one cut saw and one electrical vehicle.

## Parks and Recreation Equipment

This is the annual replacement of equipment capital for Parks & Recreation.

Equipment Replacement	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
Parks Equipment Replacement		125,700			125,700
<b>Total</b>	-	<b>125,700</b>	-	-	<b>125,700</b>
<b>2014 Core Capital:</b>					
Fitness Equipment Replacement		55,900			55,900
Zamboni		107,600			107,600
Golf Course Equipment Replacement		20,300			20,300
Parks Equipment Replacement	132,200				132,200
<b>Total</b>	<b>132,200</b>	<b>183,800</b>	-	-	<b>316,000</b>

Fitness equipment to be replaced in 2014 include two treadmills, four cardio waves, one cross trainer and one Ergometer Magnum upper body.

Parks equipment to be replaced in 2014 include Olathe aerator, turf sweeper, front deck mower, tracked utility vehicle, tiller and welder.

## Engineering and Public Works Equipment

This is the annual replacement of equipment capital for Engineering & Public Works.

Equipment Replacement	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
Engineering OCE printer & Plotter		50,700			50,700
Garbage and Garden Waste Bins		-		1,026,900	1,026,900
<b>Total</b>	<b>-</b>	<b>50,700</b>	<b>-</b>	<b>1,026,900</b>	<b>1,077,600</b>

## Information Technology

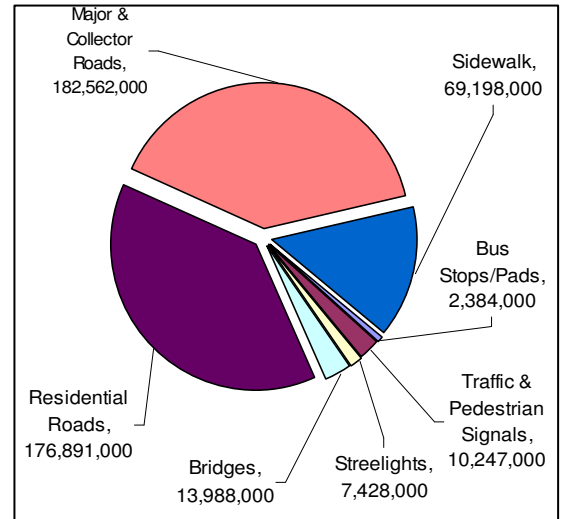
The items below include hardware and software replacement as well as project implementation costs for hardware and software.

Information Technology	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
ERP Assessment		20,000			20,000
New Generation Desktop Project		1,100,000			1,100,000
Office Productivity Suite		120,000			120,000
Asset Management Solution		90,500			90,500
HR Systems Module		120,000			120,000
Next Generation Web Design		40,000			40,000
Telephony Assessment		40,000			40,000
Collaboration Roadmap		20,000			20,000
<b>Total</b>	<b>-</b>	<b>1,550,500</b>	<b>-</b>	<b>-</b>	<b>1,550,500</b>
<b>2014 Core Capital:</b>					
Next Generation Web Implementation		300,000			300,000
ePersonality Upgrade		50,000			50,000
GIS Architecture Upgrades		42,000			42,000
PMO Framework		15,000			15,000
General Hardware and Software	54,000				54,000
ERP Software Improvements	143,900				143,900
<b>Total</b>	<b>197,900</b>	<b>407,000</b>	<b>-</b>	<b>-</b>	<b>604,900</b>

## Transportation

Saanich transportation infrastructure includes 178 km of major or collector roads, 370 km of residential roads, 141 km of bike lanes, 249 km of sidewalks and 32 bridges valued at \$468 million dollars.

Asset	Component	Estimated Asset Life	Average Annual Replacement Cost (2013 \$)
Roads	Major & Collectors	20-80	\$3,399,000
	Residential	40-100	\$2,378,000
Sidewalks	Concrete & asphalt pedestrian facilities	15-50	\$1,749,000
Bridges	Timber, concrete	60-100	\$ 172,000
Streetlights	Pole mount, steel Standard, post top	30	\$ 248,000
Traffic & Pedestrian Signals	Pedestrian control, Solar beacons	25	\$ 410,000
Bus Stops & Pads	Concrete & Asphalt	15-50	\$ 48,000
		Total:	\$8,404,000

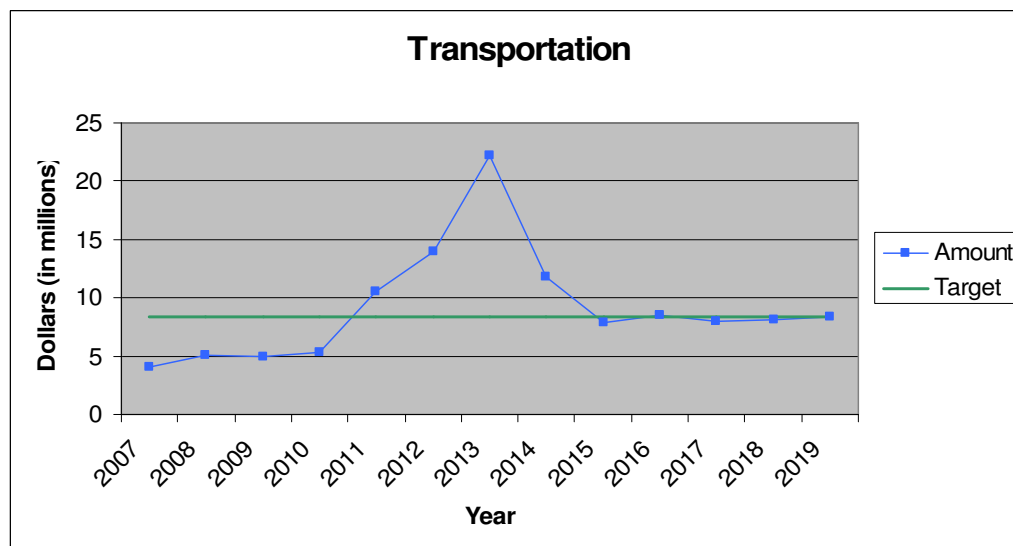


**Current Ongoing Funding is \$7,131,000**

**Future Funding Target is \$8,404,000**

### How do we work toward this target?

- Continue to allocate Federal Gas Tax to road and bridge rehabilitation.
- Allocate a portion of annual capital program tax increase.
- Supplement with borrowing.
- Supplement with Federal and/or Provincial Grants if possible.
- Pursue emerging technologies which may lower replacement costs or extend useful life.



## Transportation

Transportation	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
<b>Roads:</b>					
Bikelane Priority Study		18,900			18,900
Uptown Traffic Study		46,000			46,000
Admirals Road Ph 4,5 and Cowper			547,900		547,900
MacKenzie Avenue (McGill to Cadboro Bay Road)			1,018,900		1,018,900
DCC Subsidy & Cost Share		86,100			86,100
Elk Lake Drive / Pat Bay Highway		66,500			66,500
Halliburton Road Upgrade		110,000			110,000
Other Projects In Progress		973,800			973,800
<b>Sidewalks:</b>					
Cordova Bay Road (Haliburton to 5110)		484,100			484,100
Haliburton Road (to Cherry Tree Bend)		350,000			350,000
Maddock Avenue		75,000			75,000
Prospect Lake Road Phase 2		152,600			152,600
Interurban Road (Roy to Courtland)		686,100			686,100
Wiseton Street (Winseton Place to McKenzie)		100,000			100,000
Other Projects In Progress		136,900			136,900
<b>Bikeways:</b>					
Cedar Hill Road (Hopesmore to Feltham)		211,900			211,900
McKenzie Avenue (Shelbourne to GH)		908,700			908,700
Other Projects In Progress		49,900			49,900
<b>Bus Stops, Signals, Street Lights:</b>					
Shelbourne / Pear Traffic Signal		87,700			87,700
Pedestrian Controlled Crosswalks		90,000			90,000
Emergency Vehicle Pre-emption		44,000			44,000
Bus Stop Improvements Program		156,400			156,400
Streetlight Program		25,000			25,000
Signal Upgrades Program		124,200			124,200
<b>Bridges:</b>					
Bridge Major Repairs		45,800			45,800
Durance Bridge Design & Replacement		50,000			50,000
Goyette Bridge Design & Repair		221,600			221,600
Craigflower Bridge Replacement (Cost Share with View Royal)			3,259,100		3,259,100
Admirals Bridge Monitoring		36,600			36,600
<b>Total</b>	-	<b>5,337,800</b>	<b>4,825,900</b>	-	<b>10,163,700</b>



## Transportation (Continued)

Transportation	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2014 Core Capital:</b>					
<b>Roads:</b>					
Cook Street (Quadra to Maplewood) includes 1700m sidewalks & bikelanes		375,100	2,750,000		3,125,100
Laval / Gordon Head	175,000				175,000
Tillicum Road Complete Streets Design				300,000	300,000
Arbutus Road (Haro to Finnerty) includes 250m sidewalks & 230m bikelanes				375,000	375,000
Wilkinson Road (upgrade road fronting SIDES) includes 230m sidewalks & bikelanes		500,000			500,000
Annual Paving Program	1,000,000				1,000,000
Other Road Projects	80,000				80,000
DCC Subsidy & Cost Share	70,000				70,000
<b>Sidewalks:</b>					
Cedar Hill Road (Earlston to Mortimer) 100m	125,000				125,000
Cedar / Thistle / Rowan 400m				625,000	625,000
Interurban Road Phase 2 (North to Courtland) 380m				750,000	750,000
Wilkinson Road (Cherry to Interurban) 175m including bikelanes				750,000	750,000
Carey / Norwood 75m				200,000	200,000
Foul Bay Corner Ramps	100,000				100,000
Other Sidewalk Projects 200m	175,000				175,000
<b>Bikeways:</b>					
Lansdowne Road (Shelboume to Foul Bay)	381,000	50,000			431,000
Raymond Street Connections	225,000				225,000
<b>Bus Stops, Signals, Street Lights:</b>					
Bus Stop Improvements Program	100,000	15,000			115,000
Signal Cabinet Replacement Program	50,000				50,000
Pedestrian Controlled Crosswalks	40,000				40,000
Streetlight Program	50,000				50,000
Signal Upgrades Program	60,000				60,000
<b>Bridges:</b>					
Wilkinson Bridge Replacement and Colquitz Trail (Green Street)		246,500	2,250,000		2,496,500
<b>Total</b>	<b>2,631,000</b>	<b>1,186,600</b>	<b>5,000,000</b>	<b>3,000,000</b>	<b>11,817,600</b>

## Drainage

Saanich storm drainage infrastructure includes 600 km of main drains, 30,000 laterals and 14,000 catch basins valued at \$502 million dollars. The majority of the municipal drainage system is in fair condition. Pipe installed prior to 1975 (approx 168 km) is in varying degrees of decline.

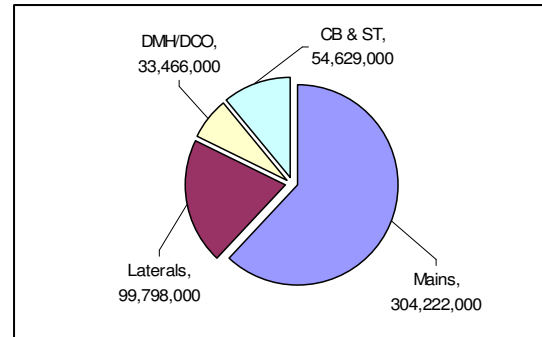
Replacing the remaining fourteen km of large diameter wood stave drain main is our primary concern. Replacing and upgrading problematic small diameter substandard drains is our secondary priority.

### What needs to be done?

Continue the aggressive replacement of wood stave and substandard drain system to avoid higher construction costs and neighbourhood inconvenience. The goal this year is to replace 1.2 km of wood stave drain main and 500 meters of substandard drains.

Investigate environmentally sensitive methods of storm water collection, conveyance, and treatment.

Component	Estimated Asset Life (years)	Average Annual Replacement Cost (2013 \$)
Gravity Mains	Varies	\$ 4,856,000
Laterals	40	\$ 1,425,000
DMH / DCO	50	\$ 446,000
CBs & STs	50	\$ 780,000
		\$ 7,507,000

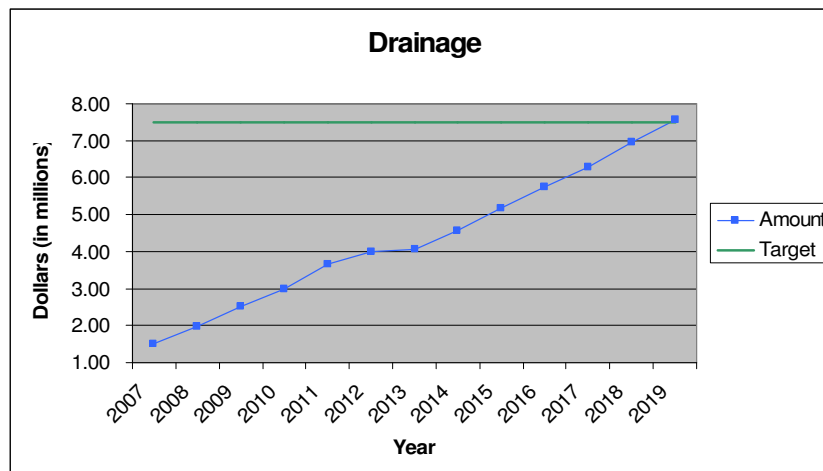


**Current Ongoing Funding: \$4,580,000**

**Future Funding Target: \$7,507,000**

### How do we work toward this target?

- Allocate a portion of annual capital program tax increase.
- Supplement with borrowing.
- Pursue emerging technologies which may lower replacement costs or extend useful life.



## Drainage

Drainage	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
<b>Wood Stave Replacement:</b>					
Alpine Replacement to Outfall		38,400			38,400
Quadra Street (4169 Quadra)		90,000			90,000
Whiteside Street (Casey Drive to Meredith Crescent)		837,000			837,000
Arbutus Road (Alpine Crescent to Queen Alexandria)		349,900			349,900
Fleet/Larchwood (McKenzie Avenue to Blair Avenue)		1,291,300			1,291,300
Cedar Hill Cross Road (Londonderry to Kenneth Street)		475,200			475,200
<b>Sub-standard Drain Replacement:</b>					
Maddock Avenue		55,200			55,200
Pitcombe Place		104,600			104,600
San Juan (1821 to 1838)		94,200			94,200
Kingsley Street (North Dairy to Lansdowne Road)		240,000			240,000
Gorge Road (Tillicum Road to Admirals Road)		49,500			49,500
Wiseton		68,700			68,700
<b>Other:</b>					
Prospect Lake Culvert Replacement		100,500			100,500
Drainage Model Implementation		207,300			207,300
2014 Drainage Design		142,900			142,900
Other Projects In Progress		70,600			70,600
<b>Total</b>	-	<b>4,215,300</b>	-	-	<b>4,215,300</b>

## Drainage (Continued)

Drainage	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2014 Core Capital:</b>					
<b>Wood Stave Replacement:</b>					
Kenneth Street	293,700				293,700
Warren	648,300				648,300
Hodgson	252,900				252,900
Pendene Place (Saanich to Falmouth)	249,200				249,200
Longview / San Rafael	500,100			500,000	1,000,100
Albina	198,300				198,300
Dauida	160,200				160,200
Grandview Drive	121,600				121,600
Cook Street	370,000				370,000
<b>Sub-standard Drain Replacement:</b>					
Casey	281,100				281,100
Interurban	88,600				88,600
Little Eldon	90,000				90,000
Austin	381,000				381,000
2014 Misc Drainage Projects	165,000				165,000
<b>Other:</b>					
2014 Drainage Design	100,000				100,000
Drain house Connection Replacement	30,000				30,000
Colquitz Creek Dam - CRD Cost Share	50,000				50,000
Drainage Model Development	100,000				100,000
<b>Total</b>	<b>4,080,000</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>4,580,000</b>

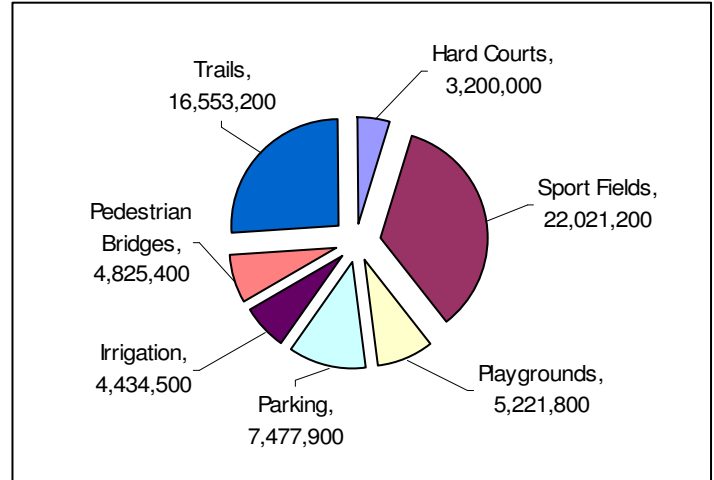
## Park and Trail Structures

Parks and Trails structures include over 40 hard courts, 60 sport fields, 53 playgrounds, 50 pedestrian bridges and 86 km of trails valued at \$63 million dollars.

### What needs to be done?

- Continue repairing high priority items as they become known.
- Continue utilizing grants and contributions from sports associations to replace aging fields and playgrounds.

Component	Estimated Asset Life (years)	Average Annual Replacement Cost (2013 \$)
Hard Courts	15-20	\$ 158,000
Sport Fields	15-40	\$ 834,000
Playgrounds	15	\$ 342,000
Parking	15-40	\$ 314,000
Irrigation	15	\$ 290,000
Pedestrian Bridges	15-50	\$ 245,000
Trails	15-20	\$ 990,000
		\$ 3,173,000

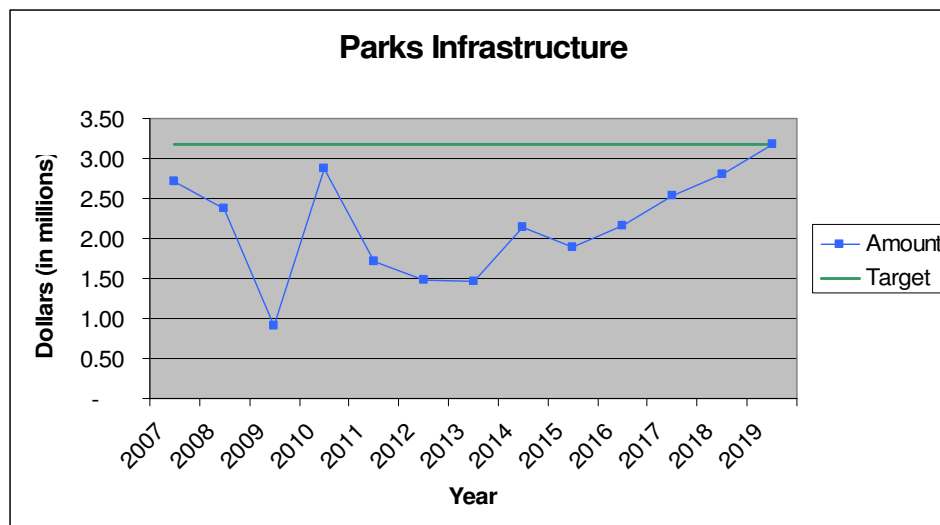


**Current Ongoing Funding is \$1,627,200**

**Future Funding Target is \$3,173,000**

### How do we work toward this?

- Allocate a portion of annual capital program tax increase.
- Supplement with borrowing.
- Supplement with Federal and/or Provincial Grants if possible.



## Park and Trail Structures

Park Improvements	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
Trail Resurfacing (Gordon Head)		30,700			30,700
Centennial Trails Phase 2		116,600			116,600
Mount Doug Improvements		80,900			80,900
Cuthbert Holmes (Trails & Signs)		31,000			31,000
Park Infrastructure Replacement & Retrofit		79,700			79,700
Irrigation Replacement Program		185,200			185,200
Park Signage & Way Finding		70,000			70,000
Park Planning & Design		75,700			75,700
Park Infrastructure Replacement & Retrofit (Cadboro Gyro)		32,300			32,300
Natural Areas / Urban Forestry Major Maintenance		35,800			35,800
Cost Sharing for Layritz Changehouse / Public Washroom Connection		250,000			250,000
Community Gardens		38,700			38,700
Other Projects in Progress		113,800			113,800
<b>Total</b>	<b>-</b>	<b>1,140,400</b>	<b>-</b>	<b>-</b>	<b>1,140,400</b>

## Park and Trail Structures (continued)

Park Improvements	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2014 Core Capital:</b>					
Playgrounds - Cadboro-Gyro, Bisley and Francisco				100,000	100,000
Sports Fields - cost sharing Clubs - facility upgrades	30,000				30,000
Hard Courts - Copley tennis court				113,000	113,000
Parking - Reynolds replacement; repairs to Gorge, Ambassador, and Braefoot				335,000	335,000
Irrigation - replacement program	39,000				39,000
Bridges & Structures - bridges/stairs at Quicks Bottom / Glanford / Shadywood, fencing, furniture	81,000				81,000
Signage - interpretive, wayfinding and regulatory program	47,000				47,000
Trails - Quadrant 3 (North) resurfacing, Playfair / Gorge Waterway	187,000			52,000	239,000
Buildings - Cadboro-Gyro and other parks	68,000				68,000
General Park/Landscape - Cadboro-Gyro / Gorge power and Colquitz Trail kiosk	115,200		337,500	200,000	652,700
Streetscape renovations	44,000				44,000
Natural Areas - major initiatives	45,000				45,000
Planning & Design - Panama Flats, Lambrick, and Environmental Assessments	86,000				86,000
Urban Forestry - tree planting program	85,000				85,000
Mount Doug Improvements (Signs, Creek and Trail Closure & Restoration)		80,000			80,000
Land Acquisition Reserve		2,400,000			2,400,000
<b>Total</b>	<b>827,200</b>	<b>2,480,000</b>	<b>337,500</b>	<b>800,000</b>	<b>4,444,700</b>

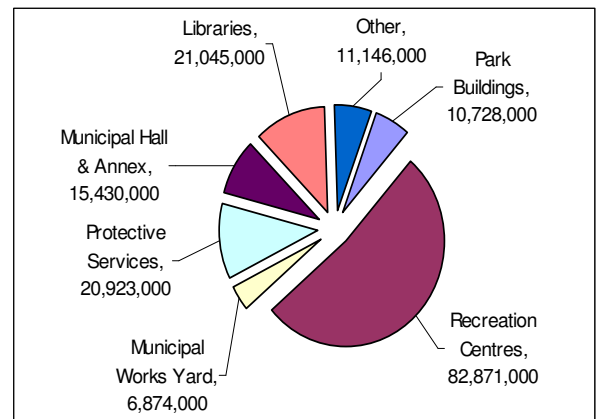
## Community and Recreation Facilities

Saanich owns and operates a variety of facilities: the Municipal Hall, Public Safety Building, libraries, fire halls, a public works yard, many park structures, several recreation centres and a golf course. Total square footage is in excess of 590,000 square feet with a replacement cost of \$168 million dollars. These estimates will be refined as the municipality continues to review the condition of its facilities and will produce a plan for the required capital improvements.

### What needs to be done?

- Prepare Long Term Major Facilities Capital Replacement Plan
- Continue repairing high priority items as they become known.
- Continue seismic analysis and upgrades

Component	Estimated Asset Life (years)	Average Annual Replacement Cost (2013 \$)
Recreation Centres	75	\$ 1,498,000
Park Buildings	50-75	\$ 197,000
Municipal Works Yard	75	\$ 95,000
Protective Services	75	\$ 398,000
Municipal Hall & Annex	75	\$ 275,000
Libraries	75	\$ 192,000
Other	75	\$ 145,000
Major Repairs	Various	\$ 1,500,000
		\$ 4,300,000

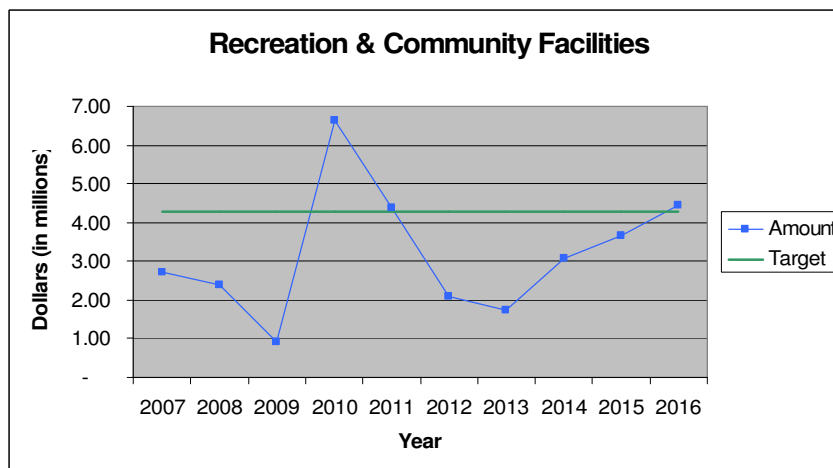


**Current Funding is \$2,891,100**

**Future Funding Target is \$4,300,000**

### How do we work toward this?

- Allocate majority of the annual capital program tax increase.
- Supplement with Federal and/or Provincial Grants if possible.





## Community Facilities

Municipal Facilities	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
Parks & Public Works Yard Building Improvements Contingency		1,461,000			1,461,000
Emily Carr Library at Uptown		395,600	221,400		617,000
Fleet Centre Roofing		22,200			22,200
Police Building Improvement (3500 Blanshard)		974,300			974,300
Boiler Replacement at GHRC & Municipal Hall		300,000			300,000
Multi-building Cross Connection Controls Installation		326,800			326,800
Pearkes Ice Mechanical Upgrades		110,000			110,000
GHRC Electrical Upgrades		60,000			60,000
Major Facilities Capital Contingency		298,200			298,200
<b>Total</b>	-	<b>3,948,100</b>	<b>221,400</b>	-	<b>4,169,500</b>
<b>2014 Core Capital:</b>					
Cedar Hill Golf Clubhouse and Course Improvements		100,700			100,700
Fire Hall #3 Building Renovation	100,000	199,800			299,800
GHRC Building Envelope Upgrades	400,000				400,000
Pearkes Roofing Replacement (Partial)	150,000				150,000
HVAC Unit Replacements (Annex/ Pearkes/ Protective Services/ CHRC)	165,000				165,000
Mechanical Upgrades (Pumps and Compressors for SCP, Pumps and Water Tanks for CHRC)	170,000				170,000
Fire Hall #3 Electrical Replacement		100,000			100,000
Electrical Replacement (Fleet Centre)	35,000				35,000
Pearkes Ice Plant Upgrade	200,000				200,000
Major Facilities Capital Contingency	280,000				280,000
Major Facilities Future Replacement Reserve	838,300				838,300
<b>Total</b>	<b>2,338,300</b>	<b>400,500</b>	-	-	<b>2,738,800</b>

## Recreation Facilities

Recreation Facilities	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
Building Improvements at various Centres		337,500			337,500
SCP Various Improvements		57,500			57,500
SCP Lighting Project		50,500			50,500
<b>Total</b>	-	<b>445,500</b>	-	-	<b>445,500</b>
<b>2014 Core Capital:</b>					
Pearkes Arena Rubber Flooring Replacement (Gold)	80,000				80,000
Pearkes Centre Parking Lot Improvement	50,000				50,000
Field House Floor Servery and Ramp	50,000				50,000
Cedar Hill Various Improvements	175,000				175,000
SCP Dive Towers Repairs	50,000				50,000
Door Replacements at Various Centres	94,000				94,000
Building Improvements at Various Centres	53,800				53,800
<b>Total</b>	<b>552,800</b>	-	-	-	<b>552,800</b>

## Water Utility Fund

The Water Utility system is comprised of over 545 km of water mains and five (5) reservoirs. The system is maintained by the Engineering Department's Public Works division and is self financed from water charges on a user pay basis. Bulk water is purchased from the Capital Regional District and then distributed to customers via the Municipal Distribution System.

The utility provides safe drinking water for domestic and emergency use and meets fire fighting standards, applicable health standards and the Drinking Water Protection Act.

Activity levels continued to be high in 2013. The Department repaired over 181 service leaks and 10 water main breaks. Over 344 km of water mains were flushed, over 2,827 Gate Valves serviced and 1270 water meters were replaced. The Department also responded to over 2,121 service requests from our customers.

In December 2013 Council approved a 7.7% annual increase in water rates to support this budget. The increase is due to higher CRD bulk water rates and increased municipal capital program funding. The cost to the average homeowner increased by \$34 from \$448 to \$482 per year.

BUDGET SUMMARY	
<b>2014 Budget</b>	<b>30,786,600</b>
<b>2013 Budget</b>	<b>29,344,200</b>
<b>Budget Change</b>	<b>1,442,400</b>
<b>Change by %</b>	<b>4.92%</b>
<b>2014 FTE</b>	<b>41.59</b>
<b>2013 FTE</b>	<b>41.59</b>
<b>FTE Change</b>	<b>0</b>
<b>FTE Change %</b>	<b>0%</b>
<b>2013 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>18 Tonnes</b>
<b>2012 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>33 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>(15) Tonnes</b>

### 2014 BUDGET CHALLENGES

- Staffing increases needed to meet demands of increased Capital Program as per Workforce Plan.
- Water meter replacement program funding needs to increase over the next few years to reach sustainable levels.
- Coordination of watermain replacements with Major Road Projects.

### KEY 2013 ACCOMPLISHMENTS

- Cherry Tree Bend Pump Station upgrade constructed.
- Over 4 km of AC and cast iron watermain replaced.

### 2014 KEY PRIORITIES

#### Priority Strategic initiatives include:

##### Sustainable Environment

- Reconstruct the Rithet reservoir.

**Priority Departmental Initiatives include:**

Item	Description	Supports Strategic Plan
1. Watermain Replacement Program	Replace 4 km of cast iron and AC watermain.	F1 Sustainable Environment
2. Reservoir Program	Complete replacement of Rithet Reservoir	F1 Sustainable Environment
3. Water Master Plan	Complete Water System Master Plan to guide future years Capital Program	F1 Sustainable Environment

**CORE BUDGET**

The 2014 net budget of \$30,786,600 represents a 4.92% increase in net expenditures over prior year, including a net capital program of \$6,560,000. Water revenues are projected to increase to \$19,051,900 or 1.08% in 2014.

Net Budget By Object	Actual	Actual	Budget	Budget	% Change
EXPENDITURES	2012	2013	2013	2014	2014/2013
Personnel	2,738,400	2,740,600	2,550,600	2,596,600	1.80%
Goods and Services	8,231,600	8,102,200	8,874,300	8,479,700	(4.45%)
Fiscal Services	57,700	64,700	60,000	60,000	0.00%
Overheads and Transfers	1,311,800	1,288,100	1,768,200	1,722,200	(2.60%)
Gross Capital Program	13,591,800	16,063,200	16,091,100	17,928,100	11.42%
<b>Total</b>	<b>25,931,300</b>	<b>28,258,800</b>	<b>29,344,200</b>	<b>30,786,600</b>	<b>4.92%</b>
REVENUES AND RECOVERIES					
Utility Charges	(17,821,300)	(18,353,500)	(18,848,100)	(19,051,900)	1.08%
Non-Tax Revenues	(91,500)	(86,500)	(107,400)	(107,400)	0.00%
Surplus Appropriation	-	-	(250,000)	(250,000)	0.00%
Reserves and Others	(8,166,500)	(10,138,700)	(10,138,700)	(11,377,300)	12.22%
<b>Total</b>	<b>(26,079,300)</b>	<b>(28,578,700)</b>	<b>(29,344,200)</b>	<b>(30,786,600)</b>	<b>4.92%</b>
<b>NET OPERATIONS</b>	<b>(148,000)</b>	<b>(319,900)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

- Goods and Services decreased 4.45% due to decrease in water purchase from the CRD.
- Gross Capital Program increased 11.42% from a combination of carrying forward unfinished 2013 projects (funded from reserves which increased by 12.22%) and the annual capital funding increase per council policy to reach sustainability.

## NET BUDGET BY FUNCTION

The summary below highlights the major cost centres and indicates that they are within our guideline including the capital program policy increase in replacement spending and contingency.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2012	2013	2013	2014	2014/2013	2014/2013
General Administration	1,066,900	1,082,000	1,066,900	1,066,900	-	0.00%
Field Operations	818,600	879,800	813,900	823,000	9,100	1.12%
Water Purchases	7,601,800	7,383,100	7,950,000	7,550,000	(400,000)	(5.03%)
Waterline Repairs	653,700	743,400	655,400	665,600	10,200	1.56%
Pump Maintenance	473,900	509,500	566,300	579,500	13,200	2.33%
Hydrant Maintenance	243,600	173,200	219,900	222,200	2,300	1.05%
Valve Maintenance	248,100	284,000	297,100	297,700	600	0.20%
Meter Repairs/Replacements	314,300	247,000	318,600	313,200	(5,400)	(1.69%)
Water Quality Programs	332,100	285,800	294,600	299,300	4,700	1.60%
Billing and Collection	447,300	473,700	465,500	474,500	9,000	1.93%
Contingency	47,600	-	450,000	450,000	-	0.00%
Net Capital Program	5,425,300	5,972,100	6,000,000	6,560,000	560,000	9.33%
<b>Total</b>	<b>17,673,200</b>	<b>18,033,600</b>	<b>19,098,200</b>	<b>19,301,900</b>	<b>203,700</b>	<b>1.07%</b>

- Water Purchases decreased 5.03% due to decrease in water consumption.
- Pump Maintenance increased 2.33% due to allocation of resources from Meter Repairs/Replacements.
- Net Capital Program increased 9.33% as per council policy to reach sustainability.

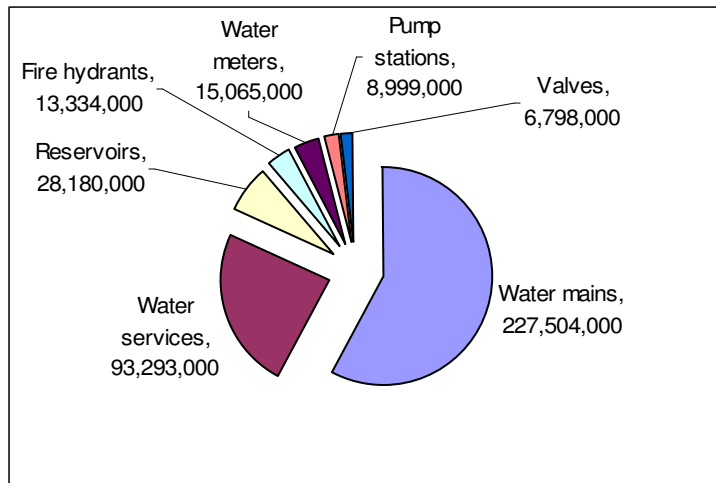
**WATER CAPITAL PROGRAM**

Saanich water infrastructure includes 541 km of water mains, 29,768 water services, 5 reservoirs, 18 pump stations, 7,883 valves and 2,177 fire hydrants valued at \$400 million.

The replacement of water mains, pump stations and reservoirs is based on an established multi year program to steadily increase core capital spending to sustainable levels. For 2013 the focus will remain on:

- Seismic upgrade of vulnerable reservoirs such as Rithet
- Replacement of asbestos cement mains
- Regular and on going end-of-life replacement of water mains, valves and water meters.

Component	Estimated Asset Life (years)	Average Annual Replacement Cost (2013 \$)
Water mains	Varies	\$2,643,000
Water services	40	\$1,555,000
Reservoirs	100	\$1,198,000
Fire hydrants	80	\$ 333,000
Water meters	40	\$1,004,000
Pump stations	50	\$ 301,000
Valves	80	\$ 143,000
		\$7,177,000

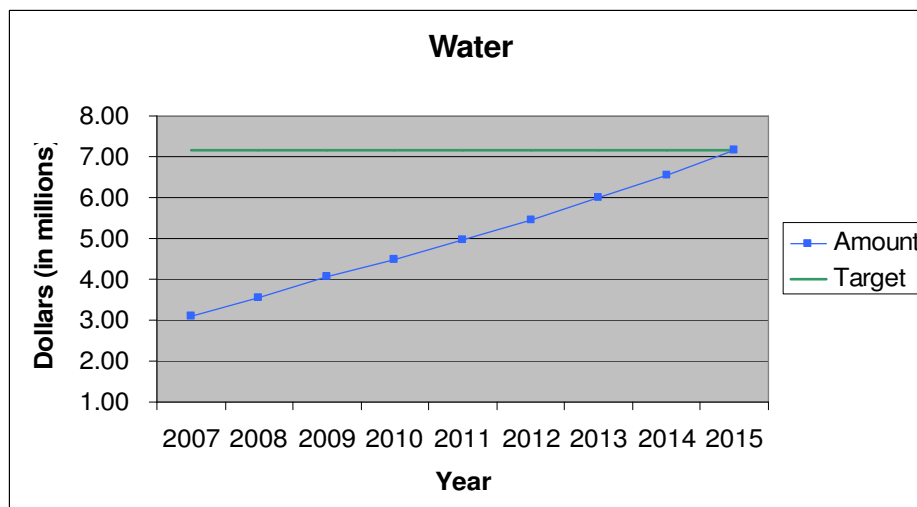


**Current Funding Level is \$6,560,000**

**Future Funding Target is \$7,177,000**

**How do we work toward this target?**

- Continue 'Pay as You Go' practice of increasing core capital spending on water infrastructure replacement with a minimum 3% rate increase each year.
- Supplement with Federal and/or Provincial Grants if possible.
- Supplement with reserves and DCC funding if possible



## Three Year Water Capital Projection

The following is a projection of the infrastructure capital replacement by program:

Description of Program	Budget	Budget	Budget	Description of Large Variances
	2014	2015	2016	
<b>Water Capital</b>				
Asbestos Cement Main Replacement	188,100	1,847,700	2,803,900	Based on condition assessment
Cast Iron Main Replacement	5,187,200	3,346,300	1,300,500	Based on condition assessment
Other Mains	180,000	446,000	2,359,500	System improvements as per condition assessments and consultant recommendations
Pump Station Replacement	120,000	120,000	270,000	Annual Programs
Meter Replacement	205,200	210,000	210,000	
Service Connection Replacement	100,000	100,000	100,000	
Hydrant Replacement	162,500	30,000	35,000	2014 is last year of three year program for special connection replacement on all Hydrants for Fire Service use.
Reservoir Replacement	8,590,800	760,000	-	Rithet Reservoir replacement; Other 4 smaller reservoirs not in need of immediate replacement
Other	417,000	320,000	255,100	Annual Program
	<b>15,150,800</b>	<b>7,180,000</b>	<b>7,334,000</b>	

## WATER CAPITAL

Water Utility	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
<b>Asbestos Cement Main Replacement:</b>					
Burnside Road (1245 to Wilkinson Road)		61,100			61,100
Kingsley Street (North Dairy to Lansdowne)		150,500			150,500
San Pedro Avenue (San Mateo Place to San Juan Avenue)		153,700			153,700
Sinclair Road (Hobbs Street to Cadboro Bay Road)		150,000			150,000
<b>Cast Iron Main Replacement:</b>					
Cook Street (Maplewood to Cloverdale)		349,400			349,400
Amroth Place		108,500			108,500
Derby Road (Shelbourne Street to Veteran Street)		32,800			32,800
Murray Drive (Ashley to Admirals Road)		47,300			47,300
San Ardo Place (San Lorenzo Avenue to San Pedro Avenue)		43,300			43,300
Tudor Avenue (Bedford Road to Seaview Road)		442,100			442,100
<b>Pump Stations:</b>					
Cherry Tree Pumpstation Replacement		248,900			248,900
Cromwell Pumpstation Replacement		433,600			433,600
Electrical Hazard Assessment of Pump Stations		40,000			40,000
<b>Other:</b>					
Data Historian Software (SCADA)		50,000			50,000
Large Gate Valves Replacement		76,700			76,700
Detailed Design Capital Projects		128,600			128,600
12 mm Copper Service Connection Replacement Program		48,700			48,700
Misc. Water Main Replacements		139,600			139,600
Meter Replacements		72,500			72,500
<b>Total</b>	<b>-</b>	<b>2,777,300</b>	<b>-</b>	<b>-</b>	<b>2,777,300</b>



## WATER CAPITAL (continued)

Water Utility	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2014 Core Capital:</b>					
<b>Asbestos Cement Main Replacement:</b>					
Arrow Road McKenzie Connection	188,100				188,100
<b>Cast Iron Main Replacement:</b>					
Arbutus Road (Gordon Head to Locarno Lane)	790,900				790,900
Austin (Gorge to 2854 Austin)	210,000				210,000
Carey Road (Huxley to Seaton)	184,000				184,000
Cedar Hill Road (McKenzie to Hopesmore East)	542,900				542,900
Claremont Avenue (Sunrise to Lochside)	128,700				128,700
Cook Street (Salsbury to Maplewood)	285,000				285,000
Doncaster (Revelstoke to 3510)	240,800				240,800
Doncaster (Derby to Ocean View)	304,200				304,200
Harriet Road (Carey to Boleskin)	598,600				598,600
Quadra Street (Rodgers to Nicolson)	598,500				598,500
Sims (Harriet to Douglas)	239,400				239,400
Tudor Avenue (Seaview to Phyllis)	560,000				560,000
West Saanich Road (Markham to Beaver Lake)	504,200				504,200
<b>Pump Stations:</b>					
Large Meter & Pump Motor Replacement	120,000				120,000
<b>Other:</b>					
Rithet Reservoir Replacement		8,590,800			8,590,800
Water Supply Master Plan	200,000				200,000
Detailed Design Capital Projects	120,000				120,000
12 mm Copper Service Connection Replacement Program	100,000				100,000
Hydrant Storz Connection Program	137,500				137,500
Hydrants Replacement Program	25,000				25,000
SCADA Servers	40,000				40,000
Misc. Water Main Replacements	180,000				180,000
Meter Replacements	205,200				205,200
Machinery & Equip Replacement	57,000				57,000
<b>Total</b>	<b>6,560,000</b>	<b>8,590,800</b>	<b>-</b>	<b>-</b>	<b>15,150,800</b>

## Sewer Utility Fund

The Sewer Utility is maintained by the Engineering Department's Public Works division to collect and dispose of wastewater. The system is comprised of over 550 kms of sewer mains, 5,300 manholes and 40 pumping stations. The Municipality is also responsible for over 29,000 lateral connections from the sewer main to the property line.

The majority of the system was constructed between 1953 and the early 1970's using asbestos cement materials. The system collects wastewater for the majority of Saanich residents and discharges the effluent to the regional sewer system operated by the Capital Regional District.

The system is self financed from sewer charges on a user pay basis. The user charges cover the cost of operations, CRD sewage disposal and an infrastructure replacement program. In December 2013 Council approved an 11.8% increase in sewer rates to support this budget. Annual cost to the average homeowner increased by \$34 from \$327 to \$362 per year.

<b>BUDGET SUMMARY</b>	
<b>2014 Budget</b>	<b>23,568,400</b>
<b>2013 Budget</b>	<b>21,149,400</b>
<b>Budget Change</b>	<b>2,419,000</b>
<b>Change by %</b>	<b>11.44%</b>
<b>2014 FTE</b>	<b>25.67</b>
<b>2013 FTE</b>	<b>25.67</b>
<b>FTE Change</b>	<b>0</b>
<b>FTE Change %</b>	<b>0%</b>
<b>2013 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>82 Tonnes</b>
<b>2012 Carbon Footprint (CO<sub>2</sub>e)</b>	<b>99 Tonnes</b>
<b>Carbon Footprint Change</b>	<b>(17) Tonnes</b>

### 2014 Budget Challenges

- Staffing increase needed to meet demands of increased Capital Program as per Workforce Plan.
- Coordination of underground replacements with major road projects.

### 2013 ACCOMPLISHMENTS

- Replacement / rehabilitation of 3.0 km of Sanitary Sewer.
- Installation of Gorge Road and Admirals Road sewers in conjunction with the Craigflower Bridge road closure.

### 2014 KEY PRIORITIES

**Priority Departmental Initiatives include:**

<b>Item</b>	<b>Description</b>	<b>Supports Strategic Plan</b>
1. Pump Stations	Complete Portage Inlet low pressure system	F1 Sustainable Environment
2. Sewer Main Replacement	Rehabilitation / replace 3.0 kms of AC sewers that have reached the end of the service life.	F1 Sustainable Environment
3. Pump Stations	Completion of Pump Stations Conditions Survey	F1 Sustainable Environment

## CORE BUDGET

The 2014 net budget of \$23,568,400 represents an 11.44% increase in net expenditures over prior year, including a net capital program of 3,515,000. Sewer revenues are projected to increase to \$14,759,400 or 16.2% in 2014.

Net Budget By Object	Actual	Actual	Budget	Budget	% Change
EXPENDITURES	2012	2013	2013	2014	2014/2013
Personnel	1,297,500	1,376,900	1,510,200	1,535,700	1.69%
Goods and Services	4,134,900	5,636,400	5,919,600	7,500,900	26.71%
Fiscal Services	649,800	682,700	1,452,000	1,452,000	0.00%
Overheads and Transfers	1,130,200	1,237,900	1,221,000	1,228,000	0.57%
Gross Capital Program	9,907,500	11,046,600	11,046,600	11,851,800	7.29%
<b>Total</b>	<b>17,119,900</b>	<b>19,980,500</b>	<b>21,149,400</b>	<b>23,568,400</b>	<b>11.44%</b>
REVENUES AND RECOVERIES					
Utility Charges	(10,400,700)	(12,501,200)	(12,701,400)	(14,759,400)	16.20%
Non-Tax Revenues	(110,900)	(99,800)	(100,000)	(100,000)	0.00%
Surplus Appropriation	-	-	(150,000)	(150,000)	0.00%
Reserves and Others	(3,926,400)	(3,519,400)	(3,519,400)	(4,995,400)	41.94%
Borrowing	(2,714,600)	(4,013,600)	(4,678,600)	(3,563,600)	(23.83%)
<b>Total</b>	<b>(17,152,600)</b>	<b>(20,134,000)</b>	<b>(21,149,400)</b>	<b>(23,568,400)</b>	<b>11.44%</b>
<b>NET OPERATIONS</b>	<b>(32,700)</b>	<b>(153,500)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

- Goods and Services increased 26.71% due to increase of 30.87% in CRD debt servicing costs.
- Gross Capital Program increased 7.29% from a combination of carrying forward unfinished 2013 projects (funded from reserves which increased by 41.94%) and the annual capital funding increase per council policy to reach sustainability.

### NET BUDGET BY FUNCTION

The summary below highlights the major cost centres and indicates that they are within our guideline including the capital program policy increase in replacement spending and contingency.

<b>Net Budget By Function</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Change</b>	<b>% Change</b>
	<b>2012</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>	<b>2014/2013</b>	<b>2014/2013</b>
General Administration	1,076,700	1,227,000	1,180,100	1,222,000	41,900	3.55%
Field Operations	187,500	187,000	131,300	132,000	700	0.53%
Cleaning and Repairs	558,300	485,300	537,800	543,100	5,300	0.99%
Pump Station Maintenance	911,900	914,600	945,800	972,100	26,300	2.78%
Man Hole Maintenance	39,200	88,300	63,700	64,500	800	1.26%
Sewer Service Maintenance	282,800	283,700	240,800	243,500	2,700	1.12%
CRD Services	3,234,900	4,818,900	5,054,900	6,615,100	1,560,200	30.87%
Debt Charges	1,452,000	1,347,700	1,452,000	1,452,000	-	0.00%
Contingency	28,200	-	250,000	250,000	-	0.00%
Net Capital Program	2,707,200	3,095,000	3,095,000	3,515,000	420,000	13.57%
<b>Total</b>	<b>10,478,700</b>	<b>12,447,500</b>	<b>12,951,400</b>	<b>15,009,300</b>	<b>2,057,900</b>	<b>15.89%</b>

- General Administration increased 3.55% to reimburse the general operating fund for work performed on sewer related work.
- Pump Station Maintenance increased 2.78% due to increase in Hydro rates.
- CRD Services increased 30.87% due to increase of CRD debt servicing costs for the Regional Sewer Treatment Program.
- Net Capital Program increased 13.57% as per council policy to reach sustainability.

### SEWER CAPITAL PROGRAM

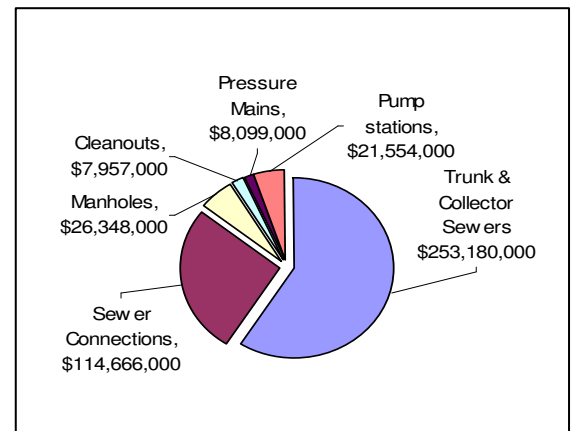
Saanich sewer infrastructure includes 43 km of trunk sewers, 507 km of collector sewers, 41 km of pressure mains, 29,706 service connections and 40 pumping stations valued at \$451 million dollars.

AC pipe service life is not likely more than 50 years (64% of system). About 30% of inspected manholes require moderate rehabilitation such as infiltration, defective pipe/joints and cracked concrete. Pumping station electrical, mechanical and structural components are nearing their end of useful life (some pumps and electrical are over 20 years old)

#### What is needed?

- Replacing AC pipe continues to be a priority
- Accelerate manhole inspection program
- Continue to complete and begin implementing a detailed pump station upgrade and pump replacement plan to reduce risk of pump station failure, lower maintenance costs, and ensure station capacities meet sewer and I & I flow demands

Component	Estimated Asset Life (years)	Average Annual Replacement Cost (2013 \$)
Trunk & Collector Sewers	Varies	\$ 3,993,000
Sewer Connections	100	\$ 1,685,000
Manholes	100	\$ 351,000
Cleanouts	100	\$ 106,000
Pressure Mains	100	\$ 113,000
Pump stations	50	\$ 744,000
		\$ 6,992,000

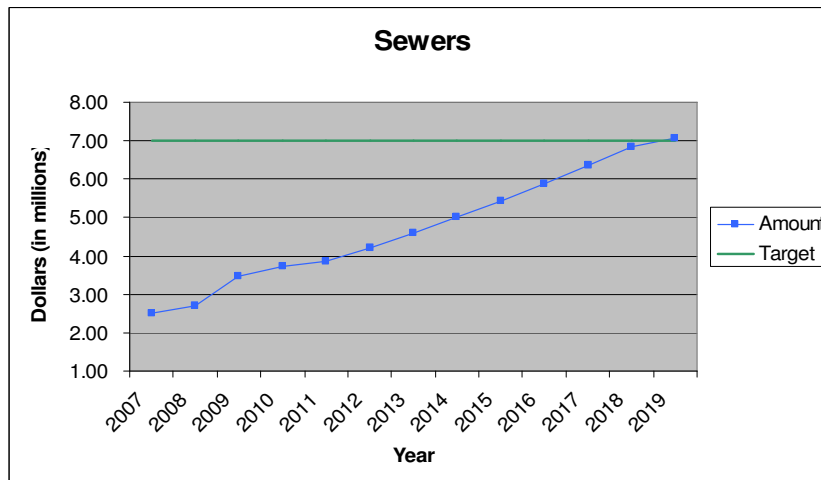


**Current Ongoing Funding is \$5,015,000**

**Future Funding Target is \$6,992,000**

#### How do we work toward this target?

- Continue increasing core capital spending on sewer infrastructure replacement
- Supplement with Federal and/or Provincial Grants if possible.
- Supplement with borrowing as needed



## Three Year Sewer Capital Projection

The following is a projection of the infrastructure capital replacement by program:

Description of Program	Budget	Budget	Budget	Description of Large Variances
	2014	2015	2016	
<b>Sewer Capital</b>				
Asbestos Cement Main Replacement	1,980,900	2,540,000	2,185,000	Based on condition assessment
Relining	935,000	1,400,000	1,425,000	
Pressure Main Replacement	500,000	-	500,000	
Pump Station Replacement	890,000	875,000	1,175,000	Annual Program
Service Connections	300,000	300,000	300,000	
Manhole Replacement	100,000	100,000	100,000	
Other	309,100	220,000	200,000	
	<b>5,015,000</b>	<b>5,435,000</b>	<b>5,885,000</b>	

## SEWER CAPITAL

Sewer Utility	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2013 Projects in Progress:</b>					
<b>Asbestos Cement Main Replacement:</b>					
Cook Street (Quadra to Crown Cres.)		648,900			648,900
North Dairy (Shelbourne Trunk Re-routing)		600,000			600,000
Tillicum Road (3129 Tillicum to Maddock Avenue)		160,000			160,000
Corners Place		180,000			180,000
Pendene Road		98,200			98,200
Carey Road (Seaton to Cadillac)		71,800			71,800
Wiseton		140,100			140,100
2013 Sewer Area Relining (Murray/Nigel/Reynolds/Arbutus/Shelbourne/Brett/Vanalman)		268,900		1,425,000	1,693,900
<b>Pump Stations:</b>					
Colquitz / Gorge View Replacement		703,100		638,600	1,341,700
Pump & Motor Replacements		176,200			176,200
Beach Park & Haliburton Pump Station Stand-by Power Generator Upgrades		129,400			129,400
Portage Pump Station Construction		153,200			153,200
Wilkinson & Grange Design		100,000			100,000
<b>Other:</b>					
Sewer Model Migration		40,000			40,000
UVIC Sanitary Rerouting		145,400			145,400
Manhole Improvements		354,900			354,900
No-Corrode & AC SHC Replacements		447,700			447,700
Project Design		34,300			34,300
Other Sewer Projects & Contingencies		321,100			321,100
<b>Total</b>	-	<b>4,773,200</b>	-	<b>2,063,600</b>	<b>6,836,800</b>

## SEWER CAPITAL (continued)

Sewer Utility	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2014
<b>2014 Core Capital:</b>					
<b>Asbestos Cement Main Replacement:</b>					
Quadra Phase 1 (Rogers to McKenzie)	500,000				500,000
Queensbury (Blenkinsop to Tracksell & 1265 Fairlane)	310,000				310,000
Kenneth (Raymond to Swan Creek)	435,000				435,000
Davida (Davida to Ker)	100,000				100,000
Austin (Gorge Road North)	310,900				310,900
Longview (San Rafael to Feltham)	325,000				325,000
2014 Sewer Area Relining (Newbury and Ker Area)				935,000	935,000
<b>Pump Stations:</b>					
Wilkinson Pump Station Construction	135,000			565,000	700,000
Pump Station Condition Assessment	115,000				115,000
2014 Pump & Motor Replacements	75,000				75,000
<b>Other:</b>					
SCADA Upgrade	40,000				40,000
Haliburton Force Main Rehabilitation	500,000				500,000
Manhole Improvements	100,000				100,000
No-Corrode & AC SHC Replacements	300,000				300,000
Project Design	50,000				50,000
Misc. Sewer Projects & Contingencies	200,000				200,000
Machinery & Equip Replacement	19,100				19,100
<b>Total</b>	<b>3,515,000</b>	<b>-</b>	<b>-</b>	<b>1,500,000</b>	<b>5,015,000</b>



## Reserve Funds

The Municipality maintains statutory and other general reserve funds for a variety of purposes. Revenues are contributed to each reserve as they are received. These revenues could include contributions from the general operating fund for a future project, investment income earned on the reserve balance, revenues from the sale of land, development cost charges received or other fees and contributions.

A work in progress reserve is used to bring funding forward for projects that take more than one year to complete. In addition we identify a contingency allocation from the insurance reserve of \$1,000,000 in each year for use in the event claims are made. In 2014 we project a decrease in reserves to \$60,401,700 while funding a variety of initiatives.

	January 1 2014 Balance	2014 Contributions	2014 Appropriations	December 31 2014 Balance
Land Sales	3,275,200	20,000	1,900,000	1,395,200
Public Safety and Security	2,725,300	429,300	577,900	2,576,700
Carbon Neutral	530,800	195,000	500,000	225,800
Sub Regional Parks	1,715,000	50,000	212,600	1,552,400
Equipment Replacement	8,081,500	1,700,000	5,405,100	4,376,400
Capital Works	20,270,500	4,165,000	10,879,000	13,556,500
Commonwealth Pool Operations	1,428,300	80,000	330,000	1,178,300
Commonwealth Pool HP Repair	137,400	15,000	30,000	122,400
Sayward Gravel Pit	1,782,800	13,000	1,500,000	295,800
Development Cost Charges	18,531,700	500,000	2,201,300	16,830,400
Work in Progress	27,806,100	20,749,000	28,431,600	20,123,500
Working Capital	5,000,000	-	-	5,000,000
Insurance	2,315,300	-	1,000,000	1,315,300
<b>Total</b>	<b>93,599,900</b>	<b>27,916,300</b>	<b>52,967,500</b>	<b>68,548,700</b>

### Land Sales:

All revenues from the sale of land are mandated to be placed in this reserve and used for land and property development purposes.

### Public Safety and Security:

The reserve is funded from a portion of annual Provincial Traffic Fine revenue grants and other revenues. In 2014, it provides funding for Police vehicle purchases and the capital portion of the PRIME 2 Factor Authentication software.

### Carbon Neutral:

This provides funding for projects to help reduce carbon emissions from municipal operations. In 2014 the focus will be primarily on building retrofits and some fleet optimization projects such as further electric vehicle integration into the Saanich fleet.

### Sub Regional Parks:

This reserve is funded from contributions made by developers during the subdivision process and may be used to purchase or develop parks of this type.

**Equipment Replacement:**

This provides for the annual replacement of fleet and fire vehicles, computers, photocopiers and some recreation equipment. Annual contributions from individual core budgets accumulate in this account and are used to replace equipment based on long term plans maintained by each department. In 2014 majority of this will be spent on fleet vehicles and IT hardware and software.

**Capital Works:**

This reserve has four components: a General Infrastructure Reserve of \$5,397,900 accumulated from GST revenues and planned transfers, a Gas Tax Reserve of \$7,895,600 from transfer of revenues under the Federal *New Deal* agreement, a Mount Douglas and Mount Tolmie Reserves of \$1,600,100 for the purchase of parkland and site renovations and a Future Improvement Reserve of \$5,376,800 which has been accumulated from revenues received from developers for specific projects.

**Commonwealth Pool Operations:**

This reserve was established during the Commonwealth Games and \$330,000 is used annually to subsidize the utility costs of the Recreation Centre for high performance users in accordance with agreements signed in 1994.

**Commonwealth Pool High Performance (HP) Area Repair and Replacement:**

This reserve was established to fund the repair or replacement of equipment and improvement of the high performance area of the SCP Aquatic Pool. Contributions are received from high performance user groups.

**Sayward Gravel Pit:**

This fund was established from the sale proceeds of the Sayward Pit in the 1990's. In 2014 it provides funding for public works yard site improvements.

**Development Cost Charges:**

The Municipality has established a development cost charge program that requires the payment of DCC's from developers during the development approval process. These funds are collected and held for a variety of specific purposes and used for capital projects and parkland purchase as required.

**Work in Progress:**

Each year funding for the balance of approved projects that are not completed by year end are reserved and carried forward to the following year to complete the projects. These funds will be used by end of the year and a new reserve set up for projects to be carried forward to 2015.

**Working Capital:**

The municipality maintains a working capital reserve in the operating fund to provide funding for accounts payable, materials and supplies.

**Insurance:**

The municipality maintains a self insurance reserve to fund insurance claims. \$1,000,000 of this reserve is brought into revenue each year as a contingency even though it is not expected to be used.

# General Fund Operating Estimates 2015 - 2018

The Municipality is required by the Community Charter Act to adopt a five year financial plan bylaw on or before May 15. This plan includes five year operating estimates. Given the dynamic nature of the municipal environment, five year estimates are prepared on a broad brush basis with adjustments made for significant cost factors where they are known with some certainty.

GENERAL FUND OPERATING BUDGET SUMMARY	
2014 Tax Levy	102,011,300
2015 Tax Levy	106,467,200
2016 Tax Levy	110,489,300
2017 Tax Levy	114,091,700
2018 Tax Levy	117,873,100
Annual Increase to Average Homeowner	3.68%

The projected net budget funded from property taxation is projected to increase from \$102,011,300 to \$117,873,100 in 2018 or an average 3.68% increase to the average homeowner. This includes a 2.5% increase in operations, 0.1% for new infrastructure operating costs and 0.75% increase for infrastructure replacement.

The 2015 -2018 operating estimates have been prepared using the following criteria:

1. 2.5% increase per year in operating costs
2. 2.0% percent increase in Core Capital funding per year
3. 0.75% - 1.0% tax allocation per year to infrastructure replacement
4. 0.10% tax allocation per year for new infrastructure operating costs
5. Average increase in property Taxation revenues of 0.5% per year from new construction.

Budget By Object	Budget	Budget	Budget	Budget	Budget
EXPENDITURES	2014	2015	2016	2017	2018
Personnel	86,408,000	88,568,200	91,225,200	93,962,000	96,780,900
Goods And Services	31,297,800	32,080,200	33,042,600	34,033,900	35,054,900
Fiscal Services	3,313,000	3,032,990	3,938,890	4,581,090	5,186,090
Grants, Overheads And Transfers	18,707,700	15,657,900	14,709,200	13,801,800	12,642,400
Capital	11,205,800	12,243,500	13,306,900	14,405,800	15,545,600
<b>TOTAL</b>	<b>150,932,300</b>	<b>151,582,790</b>	<b>156,222,790</b>	<b>160,784,590</b>	<b>165,209,890</b>
REVENUES/RECOVERIES					
Property Taxation	(102,011,300)	(106,467,200)	(110,489,300)	(114,091,700)	(117,873,100)
Parcel Tax	(20,300)	(16,700)	(16,400)	(15,000)	(15,000)
Other Corporate Revenues	(7,353,800)	(7,452,800)	(7,554,200)	(7,657,800)	(7,763,900)
Non – Tax Departmental Revenues	(25,717,000)	(25,974,200)	(26,233,900)	(26,496,200)	(26,761,200)
Program Credits	(8,362,200)	(8,571,300)	(8,828,400)	(9,093,300)	(9,366,100)
Reserves And Others	(7,467,700)	(3,100,600)	(3,100,600)	(3,430,600)	(3,430,600)
<b>TOTAL</b>	<b>(150,932,300)</b>	<b>(151,582,800)</b>	<b>(156,222,800)</b>	<b>(160,784,600)</b>	<b>(165,209,900)</b>

## Water Utility Fund Estimates 2015 - 2018

Water Utility expenditures are expected to be influenced over the next five years by the cost to purchase bulk water from the Capital Regional District, capital funding of infrastructure replacement, inflation and personnel costs.

The balance of five year estimates are prepared on a broad brush basis with adjustments made for significant cost factors where they are known with some certainty.

The projected net budget funded from water user charges is projected to increase from \$19,051,900 to \$21,390,000 in 2018 or by an average 2.28% increase to the average homeowner.

The 2015 - 2018 operating estimates have been prepared using the following criteria:

1. An increase of 2.5% per year in operating costs
2. A 3.0% rate increase for core capital funding per year
3. An average increase in CRD water rates of 3.0% per year until 2015 and then CPI thereafter

WATER UTILITY BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>19,051,900</b>
<b>2015 Net Budget</b>	<b>19,382,600</b>
<b>2016 Net Budget</b>	<b>20,272,100</b>
<b>2017 Net Budget</b>	<b>20,823,800</b>
<b>2018 Net Budget</b>	<b>21,390,000</b>
<b>Annual Increase to Average Homeowner</b>	<b>2.28%</b>

## Sewer Utility Fund Estimates 2015 - 2018

Sewer Utility expenditures during the next five years will be influenced by significantly increased CRD regional treatment system debt, and CRD regional treatment operating costs.

In addition, the Municipality is gradually increasing the sewer capital replacement program each year until a sustainable program is achieved.

The projected net budget funded from sewer user charges is projected to increase from \$14,759,400 to \$23,360,700 in 2018 or by an average of 12.11% annual increase to the average homeowner.

The 2015 – 2018 operating estimates have been prepared using the following criteria:

1. An increase of 2.5% per year in operating costs
2. A 3.0% rate increase for core capital funding per year
3. An average increase of 2.5% in CRD operating costs and an additional \$1,516,700 in sewer debt financing costs for the next 5 years to reflect the construction and operation of the regional treatment plant.

SEWER UTILITY BUDGET SUMMARY	
<b>2014 Net Budget</b>	<b>14,759,400</b>
<b>2015 Net Budget</b>	<b>16,677,800</b>
<b>2016 Net Budget</b>	<b>18,828,400</b>
<b>2017 Net Budget</b>	<b>21,003,700</b>
<b>2018 Net Budget</b>	<b>23,360,700</b>
<b>Annual Increase to Average Homeowner</b>	<b>12.11%</b>

<b>Glossary</b>		
<b>A</b>	Accrual	An accounting method which measures the financial performance and position of an organization by recognizing economic events when they happen, regardless of when the related cash actually changes hands.
	Appropriated	When a fund is appropriated, it is subject to certain restrictions on what its assets can be used for.
	Asset	Anything you own that has monetary value plus any money you are owed.
<b>B</b>	Balanced budget	A financial plan where current revenue, including transfers from operating reserves, equals current operating expenditures.
<b>C</b>	Capital asset	General capital assets are those in excess of \$10,000 with a useful life of two or more years (e.g. land, buildings).
	Capital budget	A financial plan outlining projected expenditures on capital assets during a given fiscal period.
	Capital project	Creation or improvement of infrastructure assets.
	Carbon footprint	Amount of carbon dioxide ( <b>CO<sub>2</sub>e</b> ) that is emitted by the municipality.
	Community charter	The provincial legislation governing local governments. This legislation replaced the Local Government Act in 2003.
	Council	The eight councillors elected at large that represent the municipality as a whole and the Mayor.
<b>D</b>	Development cost charge (DCC)	A fee paid by a developer to help fund cost related to developing a property. Often these fees are used for parks and streets, and for infrastructure used to provide water, sanitary sewer and storm drainage services.
	Development permit	A permit that allows development of a property subject to certain conditions such as the timing or sequence of construction, density of development, alteration of specific requirements of the zoning of the property etc.
<b>F</b>	Fee	A fee is a charge to recover the cost of providing a service.
	Financial plan	This term is used interchangeably with “budget”.
	Full-time equivalent (FTE) staff	A statistic used to compare staffing levels between departments or organizations, and is calculated by dividing the total number of hours one full-time staff member is scheduled to work in a year.
	Fund	A pool of money normally set apart for a specific purpose.

	Fund balance	The excess of assets over liabilities in a fund.
<b>G</b>	GHG	Green House Gases are gasses generated from fossil fuel burning, released into the atmosphere and linked to climate change.
	Grant	Funds given to an organization from another organization (senior government to local government) which may have conditions attached to it and require specific spending to occur or goal to be accomplished in order to retain the funds.
	GVDA	Greater Victoria Development Agency facilitates and promotes the development of a strong economic base in Greater Victoria.
<b>H</b>	Hotel tax	A compulsory financial levy imposed on hotel room rentals. Funds collected are utilized on tourism initiatives.
<b>I</b>	Infrastructure	Physical structures that form the foundation for development. Infrastructure includes: wastewater and waterworks, electric power, communications, transit and transportation facilities and oil and gas pipelines and associated facilities.
<b>L</b>	Liability	A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honoured by that entity.
<b>O</b>	Operating budget	A financial plan outlining projected revenue and expenditures for the on-going, day-to-day activities of an organization during a given fiscal period.
<b>R</b>	Revenue	The money collected in exchange for providing a product or service.
	RFP	A Request For Proposal is issued at an early stage in a procurement process, where an invitation is presented for suppliers to submit a proposal on a commodity or service.
<b>S</b>	Sanitary sewer	The sewage system that carries substances requiring sanitation treatment.
	Sustainability	In terms of community development, sustainability is that which meets the needs of the present without compromising the ability of future generations to meet their own needs
<b>T</b>	Tax	A compulsory financial contribution imposed by a government to raise revenue.
<b>U</b>	Utility	A business organization performing a public service and subject to special governmental regulation.
	Utility tax	A financial contribution imposed by Provincial legislation to substitute taxation based on assessment for applicable utility companies. Tax calculation based on gross revenues.
<b>V</b>	VIIMCU	A regional force whose acronym stands for Vancouver Island Integrated Major Crime Unit.

## Budget Bylaws

Council is required by the Community Charter to adopt a Five Year Financial Plan Bylaw on or before May 15 of each year. The attached bylaw represents, in summary form, the operating and capital budget for the Municipality as identified in this document. The budget can be amended from time to time should Council adopt an amending bylaw, although this is generally not a frequent occurrence.

The following bylaws are attached for reference purposes:

Financial Plan Bylaw 9269

Tax Rate Bylaw 9270



**THE CORPORATION OF THE DISTRICT OF SAANICH**

**BYLAW NO. 9269**

**TO ADOPT THE FINANCIAL PLAN FOR THE PERIOD 2014 TO 2018**

WHEREAS the Municipal Council has caused to be prepared the Financial Plan for the period 2014 to 2018 in accordance with the provision of Section 165 of the Community Charter;

THEREFOR the Municipal Council of The Corporation of the District of Saanich enacts as follows:

1. The Financial Plan for the period 2014 to 2018 being Schedule “A” - General; Schedule “B” - Water Utility; Schedule “C” - Sewer Utility; and, Schedule “D” – Revenue and Tax Policy Disclosure; all attached to this Bylaw, is hereby adopted.
2. This Bylaw may be cited for all purposes as the “**FINANCIAL PLAN BYLAW, 2014, NO. 9269**”.

Read a first time this

Read a second time this

Read a third time this

Adopted by Council, signed by the Mayor and Clerk and sealed with the Seal of the Corporation on the

\_\_\_\_\_  
\_\_\_\_\_  
Municipal Clerk

Mayor



THE CORPORATION OF THE DISTRICT OF SAANICH

FINANCIAL PLAN  
BYLAW NO. 9269

SCHEDULE "A"

GENERAL

	2014	2015	2016	2017	2018
	\$	\$	\$	\$	\$
<b>REVENUES</b>					
<b>Taxation</b>					
Property Taxes	102,011,300	106,467,200	110,489,300	114,091,700	117,873,100
Parcel Taxes	20,300	16,700	16,400	15,000	15,000
Utilities & Other	1,494,900	1,539,700	1,585,900	1,633,500	1,682,500
	<u>103,526,500</u>	<u>108,023,600</u>	<u>112,091,600</u>	<u>115,740,200</u>	<u>119,570,600</u>
<b>Fees and Charges</b>	25,717,000	25,974,200	26,233,900	26,496,200	26,761,200
<b>Other Revenues</b>					
Grants-in-lieu of Taxes	2,197,000	2,262,900	2,330,800	2,400,700	2,472,700
Provincial Unconditional Grants	1,558,500	1,558,500	1,558,500	1,558,500	1,558,500
Conditional Grants & Contributions	10,384,800	3,000,000	3,000,000	3,000,000	3,500,000
Development Cost Charges	2,201,300	500,000	500,000	500,000	500,000
Other	1,818,200	1,836,400	1,854,800	1,873,300	1,892,000
	<u>18,159,800</u>	<u>9,157,800</u>	<u>9,244,100</u>	<u>9,332,500</u>	<u>9,923,200</u>
<b>TOTAL</b>	<b><u>147,403,300</u></b>	<b><u>143,155,600</u></b>	<b><u>147,569,600</u></b>	<b><u>151,568,900</u></b>	<b><u>156,255,000</u></b>
<b>EXPENSES</b>					
<b>Municipal Services</b>					
General Government	15,112,500	13,443,700	13,782,500	14,129,900	14,486,000
Public Safety and Protection	46,695,900	47,739,900	48,973,700	50,255,600	51,530,050
Planning and Development	5,123,100	4,569,200	4,683,500	4,800,800	4,921,000
Soild Waste Management	5,997,400	6,147,600	6,301,600	6,459,500	6,621,400
Engineering and Public Works	19,820,900	19,479,000	20,245,300	20,948,800	21,670,900
Parks, Recreation and Cultural	35,542,200	36,029,400	37,046,600	38,028,500	39,047,600
	<u>128,292,000</u>	<u>127,408,800</u>	<u>131,033,200</u>	<u>134,623,100</u>	<u>138,276,950</u>
<b>TOTAL</b>	<b><u>128,292,000</u></b>	<b><u>127,408,800</u></b>	<b><u>131,033,200</u></b>	<b><u>134,623,100</u></b>	<b><u>138,276,950</u></b>
<b>OPERATING SURPLUS</b>	19,111,300	15,746,800	16,536,400	16,945,800	17,978,050
<b>ADD BACK NON CASH ITEM</b>					
<b>Amortization Expense</b>	12,382,400	12,753,800	13,136,400	13,530,500	13,936,400
<b>CASH SURPLUS</b>	<u>31,493,700</u>	<u>28,500,600</u>	<u>29,672,800</u>	<u>30,476,300</u>	<u>31,914,450</u>
<b>FUNDS TRANSFERRED IN</b>					
<b>Borrowing Proceeds</b>	8,086,900	9,100,000	6,500,000	6,050,000	6,290,000
<b>Transfers from Reserves</b>	30,882,500	5,516,400	4,868,400	4,423,400	4,427,800
<b>Transfers from Surplus</b>	285,200	0	0	0	0
	<u>39,254,600</u>	<u>14,616,400</u>	<u>11,368,400</u>	<u>10,473,400</u>	<u>10,717,800</u>
<b>FUNDS USED/TRANSFERRED OUT</b>					
<b>Capital Expenditure</b>	55,293,600	28,059,300	26,624,700	26,608,600	28,276,400
<b>Debt Principal Repayment</b>	2,136,000	2,125,200	2,143,600	2,454,200	2,807,550
<b>Transfers to Reserves</b>	13,318,700	12,932,500	12,272,900	11,886,900	11,548,300
	<u>70,748,300</u>	<u>43,117,000</u>	<u>41,041,200</u>	<u>40,949,700</u>	<u>42,632,250</u>
<b>NET TRANSFERS TOTAL</b>	<u>(31,493,700)</u>	<u>(28,500,600)</u>	<u>(29,672,800)</u>	<u>(30,476,300)</u>	<u>(31,914,450)</u>
<b>Financial Plan Balance</b>	0	0	0	0	0



THE CORPORATION OF THE DISTRICT OF SAANICH

FINANCIAL PLAN  
BYLAW NO. 9269

SCHEDULE "B"

WATER UTILITY

	2014	2015	2016	2017	2018
	\$	\$	\$	\$	\$
<b>REVENUES</b>					
Other Revenue	107,400	107,400	107,400	107,400	107,400
Fees and Charges	19,051,900	19,382,600	20,272,100	20,823,800	21,390,000
Development Cost Charges	500,000	0	0	0	0
<b>TOTAL</b>	<b>19,659,300</b>	<b>19,490,000</b>	<b>20,379,500</b>	<b>20,931,200</b>	<b>21,497,400</b>
<b>EXPENSES</b>					
Operations	14,920,000	15,303,300	15,696,500	16,099,800	16,513,600
<b>TOTAL</b>	<b>14,920,000</b>	<b>15,303,300</b>	<b>15,696,500</b>	<b>16,099,800</b>	<b>16,513,600</b>
<b>OPERATING SURPLUS</b>	<b>4,739,300</b>	<b>4,186,700</b>	<b>4,683,000</b>	<b>4,831,400</b>	<b>4,983,800</b>
<b>ADD BACK NON CASH ITEM</b>					
Amortization Expense	2,061,500	2,123,300	2,187,000	2,252,600	2,320,200
<b>CASH SURPLUS</b>	<b>6,800,800</b>	<b>6,310,000</b>	<b>6,870,000</b>	<b>7,084,000</b>	<b>7,304,000</b>
<b>FUNDS TRANSFERRED IN</b>					
Transfers from Reserves	10,877,300	0	0	0	0
Transfers from Surplus	250,000	250,000	250,000	250,000	250,000
	11,127,300	250,000	250,000	250,000	250,000
<b>FUNDS USED/TRANSFERRED OUT</b>					
Capital Expenditure	17,928,100	6,560,000	7,120,000	7,334,000	7,554,000
<b>NET TRANSFERS TOTAL</b>	<b>(6,800,800)</b>	<b>(6,310,000)</b>	<b>(6,870,000)</b>	<b>(7,084,000)</b>	<b>(7,304,000)</b>
<b>Financial Plan Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

THE CORPORATION OF THE DISTRICT OF SAANICH

FINANCIAL PLAN  
BYLAW NO. 9269

SCHEDULE "C"

SEWER UTILITY

	2014	2015	2016	2017	2018
	\$	\$	\$	\$	\$
<b>REVENUES</b>					
Other Revenue	60,000	61,800	63,700	65,600	67,500
Fees and Charges	14,759,400	16,677,800	18,828,400	21,003,700	23,360,700
Development Cost Charges	40,000	40,000	40,000	40,000	40,000
<b>TOTAL</b>	<b>14,859,400</b>	<b>16,779,600</b>	<b>18,932,100</b>	<b>21,109,300</b>	<b>23,468,200</b>
<b>EXPENSES</b>					
Operations	13,581,500	15,132,100	16,813,600	18,501,800	20,343,900
<b>TOTAL</b>	<b>13,581,500</b>	<b>15,132,100</b>	<b>16,813,600</b>	<b>18,501,800</b>	<b>20,343,900</b>
<b>OPERATING SURPLUS</b>	<b>1,277,900</b>	<b>1,647,500</b>	<b>2,118,500</b>	<b>2,607,500</b>	<b>3,124,300</b>
<b>ADD BACK NON CASH ITEM</b>					
Amortization Expense	2,244,700	2,312,000	2,381,400	2,452,800	2,526,400
<b>CASH SURPLUS</b>	<b>3,522,600</b>	<b>3,959,500</b>	<b>4,499,900</b>	<b>5,060,300</b>	<b>5,650,700</b>
<b>FUNDS TRANSFERRED IN</b>					
Borrowing Proceeds	3,563,600	1,500,000	1,500,000	1,500,000	1,500,000
Transfers from Reserves	4,995,400	0	0	0	0
Transfers from Surplus	150,000	150,000	150,000	150,000	150,000
	8,709,000	1,650,000	1,650,000	1,650,000	1,650,000
<b>FUNDS USED/TRANSFERRED OUT</b>					
Capital Expenditure	11,851,800	5,015,000	5,465,000	5,935,000	6,435,000
Debt Principal Repayment	379,800	594,500	684,900	775,300	865,700
	12,231,600	5,609,500	6,149,900	6,710,300	7,300,700
<b>NET TRANSFERS TOTAL</b>	<b>(3,522,600)</b>	<b>(3,959,500)</b>	<b>(4,499,900)</b>	<b>(5,060,300)</b>	<b>(5,650,700)</b>
<b>Financial Plan Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



THE CORPORATION OF THE DISTRICT OF SAANICH

FINANCIAL PLAN  
BYLAW NO. 9269

SCHEDULE "D"

REVENUE AND TAX POLICY DISCLOSURE

**Proportions of Total Revenue**

<u>Funding Sources</u>	
Property Taxes	42.33%
Fees and Charges	24.70%
Borrowing Proceeds	4.83%
Other Sources	28.14%
	100.00%

The Municipality will continue to pursue revenue diversification to minimize the overall percentage of revenue raised from property taxes wherever possible. The objective is to continue maintaining a reasonable tax burden by maximizing other revenue sources, lowering the cost of municipal services and shifting the burden to user fees and charges where feasible.

**Distribution of Property Taxes**

<u>Property Class</u>	
1 Residential	76.70%
2 Utilities	0.35%
3 Supportive Housing	0.00%
5 Light Industry	0.14%
6 Business & Other	22.71%
7 Managed Forest	0.00%
8 Rec/Non-Profit	0.10%
9 Farm	0.00%
	100.00%

The Municipality will continue to set tax rates to ensure tax stability by maintaining the proportionate relationship between classes and uniform annual tax increases. The 2014 Saanich Strategic Plan target for the proportion of business property tax revenue is set at a minimum of 21%, consistent with prior years.

**Permissive Tax Exemptions**

The Municipality will continue to support local organizations through permissive tax exemptions. The objective is to consider annual exemptions individually on their merits, in context with the Saanich Strategic Plan.

**THE CORPORATION OF THE DISTRICT OF SAANICH**

**BYLAW NO. 9270**

**FOR THE LEVYING OF RATES AND TAXES FOR THE YEAR 2014**

The Council of The Corporation of the District of Saanich, in open meeting assembled, enacts as follows:

1. The following rates are hereby imposed and levied for the year 2014:
  - (a) For all lawful general purposes of the municipality on the assessed value of land and improvements taxable for general municipal purposes, rates appearing in column "A" of the Schedule attached hereto and forming a part hereof.
  - (b) For purposes of the Capital Regional District on the assessed value of land and Improvements taxable for general municipal purposes, rates appearing in column "B" of the Schedule attached hereto and forming a part hereof.
  - (c) For hospital purposes on the assessed value of land and improvements taxable for Regional Hospital District purposes, rates appearing in column "C" of the schedule attached hereto and forming a part hereof.
  - (d) For purposes of the expenses related to the Cadboro Bay Village Business Improvement Association and referred to in Bylaw No. 9264 on the assessed value of all land and improvements that fall into Class 6 of the assessments within the designated business improvement area as defined in Bylaw No. 9264 and referred to as the Cadboro Bay Village Business Improvement Area, \$1.16923 per \$1,000 taxable value.
2. The aforesaid rates and taxes shall be considered to have been imposed on and from the First (1st) day of January 2014. Such rates and taxes are not deemed to be paid until payment is received in the office of the Collector of The Corporation at 770 Vernon Avenue, Victoria, B.C.
3. This bylaw may be cited for all purposes as the "**TAX BYLAW, 2014, NO. 9270**".

Read a first time this

Read a second time this

Read a third time this

Adopted by Council, signed by the Mayor and Clerk and sealed with the Seal of the Corporation on the

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Municipal Clerk

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Mayor

**2014  
SCHEDULE**

Tax Rates (dollars of tax per \$1000 taxable value)

Property Class	A	B	C
	Municipal General	Regional District	Regional Hospital District
(1) Residential	3.7719	0.2870	0.3108
(2) Utilities	28.3459	2.1564	1.0876
(3) Supportive Housing	3.7719	0.2870	0.3108
(4) Major Industry	10.6164	0.8076	1.0566
(5) Light Industry	10.6164	0.8076	1.0566
(6) Business/Other	12.6030	0.9588	0.7613
(7) Managed Forest	23.3500	1.7764	0.9323
(8) Recreational/Non Profit	7.2379	0.5506	0.3108
(9) Farm	0.5000	0.0380	0.3108