



AGENDA

Special Committee of the Whole FINANCIAL PLAN MEETING

To be held in the Council Chambers
Saanich Municipal Hall, 770 Vernon Avenue
WEDNESDAY, APRIL 26, 2017, 6:00 P.M.

1. **PUBLIC INPUT**
2. **2017 BUDGET REDUCTION SCENARIOS**
- P. 3** Report of the Chief Administrative Officer dated April 19, 2017 recommending that Council finalize the 2017 budget by selecting from the options outlined in the report.
3. **ONE-TIME RESOURCE REQUESTS**
- P. 7** Report of the Director of Finance dated April 19, 2017 recommending that Council approve acquisition of listed capital requests totaling \$630,000 funded from Reserve Funds; consider the one-time resource requests funded from surplus and pass a resolution for incorporation into the final Financial Plan and associated bylaw; and approve transfer of the remaining 2016 surplus to the IT Infrastructure and Facility Replacement Reserve Fund.

* * * Adjournment * * *

AGENDA

Special Council Meeting

***** IMMEDIATELY FOLLOWING THE
SPECIAL COMMITTEE OF THE WHOLE MEETING *****

RECOMMENDATIONS AND REFERRALS FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETINGS

From the March 28, 2017 Financial Plan Meeting

1. **COUNCIL REMUNERATION**
- P. 15** Recommendation from the March 28, 2017 Special Committee of the Whole Financial Plan meeting that Council approve the 2017 Council Remuneration of \$39,492.27 for Councillors and \$99,362.91 for the Mayor in accordance with the survey conducted under Council policy and outlined in the report of the Director of Finance dated March 20, 2017.
2. **REVENUE, TAX AND TAX EXEMPTION POLICIES AND OBJECTIVES**
- P. 16** Recommendation from the March 28, 2017 Special Committee of the Whole Financial Plan meeting that Council approve the revenue, tax and tax exemption policy statements outlined in the report of the Director of Finance dated March 20, 2017 for inclusion in the 2017-2021 Financial Plan Bylaw.

From the April 3, 2017 Financial Plan Meeting

3. **2017 GRANT REQUESTS:**
- P. 17** Recommendation from the April 3, 2017 Special Committee of the Whole Financial Plan meeting to approve grant requests for the following:
 - Dry Grad Grants
 - Community Social Service Grants
 - Community Sustainability Grants
 - Community Association Operating Grants

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4. **SWAN LAKE CHRISTMAS HILL NATURE SANCTUARY SOCIETY 2017 MANAGEMENT FEE**
P. 21 Recommendation from the April 3, 2017 Special Committee of the Whole Financial Plan meeting that Council consider approval of the Swan Lake Christmas Hill Mature Sanctuary Management Fee in the amount of \$369,750.
5. **CADBORO BAY VILLAGE BUSINESS IMPROVEMENT AREA FUNDING REQUEST**
P. 22 Recommendation from the April 3, 2017 Special Committee of the Whole Financial Plan meeting that Council approve the 2017 Cadboro Bay Village Business Improvement Association funding request and property taxation levy in the amount of \$20,000.
6. **2017 CREST LEVY**
P. 20 Recommendation from the April 3, 2017 Special Committee of the Whole Financial Plan meeting that Council approve the 2017 CREST Levy in the amount of \$673,465.

From the April 26, 2017 Financial Plan Meeting

7. **2017 BUDGET REDUCTION SCENARIOS**
(For Ratification)
8. **ONE-TIME RESOURCE REQUESTS**
(For Ratification)
9. **2017 FINANCIAL PLAN PROPOSAL**
(For Ratification)

* * * Adjournment * * *

“IN CAMERA” COUNCIL MEETING IMMEDIATELY FOLLOWS



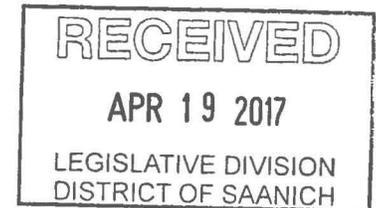
Council
Administrator
Media

Mayor
Councillors
Administrator

The Corporation of the District of Saanich

Report

To: Mayor and Council
From: Paul Thorkelsson, Chief Administrative Officer
Date: April 19, 2017
Subject: 2017 Budget Reduction Scenarios



RECOMMENDATION

That Council finalize the 2017 budget by selecting from the options presented.

PURPOSE

The purpose of this report is to present options for reducing the 2017 budget.

BACKGROUND

As has been presented during the 2017 budget and Financial Plan process, the annual tax increase to Saanich budgets is largely driven by fixed cost increases that are non-discretionary and the municipality's commitment to reaching sustainable funding targets that more adequately support the community's infrastructure and capital assets into the future. Saanich Council has, on an annual basis, established guidelines for the preparation of the Financial Plan that reflect a fiscally conservative approach to operational budgets aimed at holding spending in operational areas. This fiscal approach has both positive and negative impacts on the organization and its ability to maintain the high service levels that are expected by Council and the Community.

From the positive perspective, the fiscal approach has resulted in, compared to other similar municipalities (and to the municipalities within the Capital Region) very low per capita total expenses in Saanich. Indeed, as Council is aware, based on the data compiled by the Province of British Columbia, Saanich has the lowest per capita total expenses compared to similar municipalities across the province and about the average in comparison to all municipalities in the CRD (lower than Central Saanich, Sidney, Esquimalt, Oak Bay and Victoria).

While laudable, the fiscal approach over the last number of years has also resulted in capacity gaps in the organization that have yielded internal service level adjustments and concerns in some areas about maintenance of existing service levels and timely completion of initiatives. Council is now well aware of this situation and has elected to consider the addition of critical staffing resources as part of the 2017 budget process.

In that regard, at the March 28th Committee of the Whole meeting Council forwarded some of the identified staff positions (and/or staffing hours) presented in the Critical Staffing Report for further consideration in the budget process. Those positions identified for consideration by Council now require final consideration and approval. In addition, At the April 3rd, Committee of the Whole Special meeting, Council was presented with a broad range of information on the ways to reduce the tax impact of the 2017 budget. Final decisions are similarly now required so that the Financial Plan and Tax rate bylaws can be adopted within the statutory deadlines.

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The following report outlines specific reduction options for consideration by Council.

DISCUSSION

The reduction scenarios presented result from Council direction to consider capital adjustments, contingency and surplus adjustments. Departmental reduction scenarios were not forwarded by Council so are not included in any of the options. Critical staffing requests that were forwarded for consideration are also incorporated. In the absence of reducing discretionary services there are no other options to reduce the tax increase for 2017.

The draft budget presented to Council was based on information known at the end of January. Over the past months additional information has become available and now needs to be incorporated into the financial plan. In addition, a number of motions have been passed by Council related to the budget. These changes are reflected in the table below:

Original Draft Budget	<u>\$ 4,394,875</u>	<u>3.95%</u>
Adjustments to budget		
Non-market revenue decrease	174,500	0.16%
New revenue/exp adjustments	(94,570)	-0.09%
Increase in Fortis revenue	(63,550)	-0.06%
Grants budget reduce to actual	(57,766)	-0.05%
Goward House increase (net)	13,800	0.01%
Positions forwarded to budget	588,271	0.53%
Reset Budget	<u>\$ 4,955,560</u>	<u>4.46%</u>

The positions forwarded by Council include:

Positions forwarded	Budget Addition			Type
	2017	2018	Total	
Procurement Specialist	47,430	42,470	89,900	CUPE
IT Security/Privacy	69,138	65,478	134,616	Exempt
Legal	45,000	130,000	175,000	Exempt
Planners	87,959	87,959	175,918	CUPE
Planning Technician	34,307	36,306	70,613	CUPE
Planning Graphics Technician	32,523	32,522	65,045	CUPE
Building Service Workers - Recreation	139,018	92,689	231,707	CUPE
Tree risk abatement labour	50,000	50,000	100,000	CUPE
Building Inspection - Plan Checker	32,523	32,523	65,046	CUPE
Police - Research/Policy	50,373	50,373	100,746	CUPE
	<u>588,271</u>	<u>620,320</u>	<u>1,208,591</u>	

Note - CUPE positions are based on 2015 rates (last collective agreement) and the exempt positions on 2016 rates.

BUDGET REDUCTION OPTIONS:

Option #1

Reduces capital increase, but maintains the 2019 Infrastructure targets, addresses critical operational needs and maintains contingency at a reasonable amount.

Tax increase to the average existing homeowner is 3.78%

- This option is recommended by staff as the most fiscally prudent budget.

Reset Budget		<u>\$ 4,955,560</u>	<u>4.46%</u>
Reduction scenarios	Capital - debt servicing	(275,000)	-0.25%
	Capital - additional increase	(278,000)	-0.25%
	Contingency reduction	(200,000)	-0.18%
Reduced Budget			<u>3.78%</u>

Option #2

Removes the .75% of taxation capital lift which delays reaching the targets by one year based on the assumption that levels are reinstated back to .75% in 2018; addresses critical operational needs and maintains contingency at a reasonable amount.

Tax increase to the average existing homeowner is 3.53%

- This option shifts the focus from capital to operating for the current year. It can be selected if Council is comfortable in delaying reaching the sustainability targets and adjusting the Strategic Plan.

Reset Budget		<u>\$ 4,955,560</u>	<u>4.46%</u>
Reduction scenarios	Capital - additional increase	(834,000)	-0.75%
	Contingency	(200,000)	-0.18%
Reduced Budget			<u>3.53%</u>

Option #3

Reduces capital increase, but maintains the 2019 Infrastructure targets, does not address critical operational needs and maintains contingency at a reasonable amount.

Tax increase to the average existing homeowner is 3.25%

- This option continues the focus on capital increases and maintains the operational “status quo” of the organization.

Reset Budget		<u>\$ 4,955,560</u>	<u>4.46%</u>
Reduction scenarios	Capital - debt servicing	(275,000)	-0.25%
	Capital - additional increase	(278,000)	-0.25%
	Remove positions	(588,271)	-0.53%
	Contingency	(200,000)	-0.18%
Reduced Budget			<u>3.25%</u>

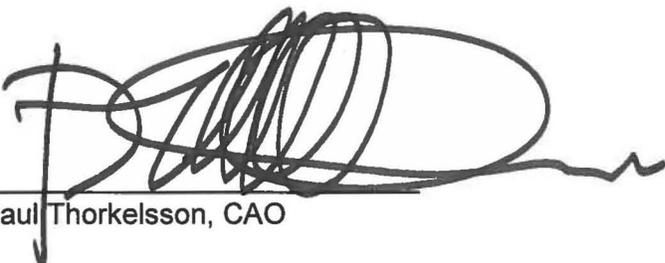
Option #4

Removes the .75% of taxation capital lift which delays reaching the targets on the assumption that levels are reinstated back to .75% in 2018; does not addresses critical operational needs and reduces contingency down to \$650,000.

Tax increase to the average existing homeowner is 2.95%

- This option eliminates the sustainability lift for capital for the year, maintains the operational “status quo” of the organization and starts to carve out the ability of the organization to withstand unforeseen events. This is the “low taxes at any cost” option. It is not fiscally prudent or recommended.

Reset Budget		<u>\$ 4,955,560</u>	<u>4.46%</u>
Reduction scenarios	Capital - additional increase	(834,000)	-0.75%
	Remove positions	(588,271)	-0.53%
	Contingency	(250,000)	-0.22%
Reduced Budget			<u>2.95%</u>



Paul Thorkelsson, CAO

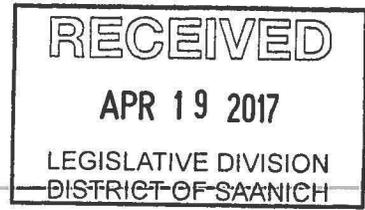


The Corporation of the District of Saanich

Council Administrator
Media
Mayor Councillors Administrator

Report

To: Mayor and Council
From: Valla Tinney, Director of Finance
Date: April 19, 2017
Subject: 2017 One-time Resource Requests



RECOMMENDATIONS:

1. That Council approve acquisition of listed capital requests totalling \$630,000 funded from Reserve Funds.
2. That Council consider the one-time resource requests funded from surplus and pass a resolution for incorporation into the final Financial Plan and associated bylaw.
3. That Council approve transfer of the remaining 2016 surplus (est = \$1.3 million) to the IT Infrastructure and Facility Replacement Reserve Funds.

PURPOSE

The purpose of this report is to provide information on the 2016 surplus and requests for consideration for use of the surplus.

BACKGROUND

The annual surplus derives from actual operational results for revenue and expenditures for the year. The 2016 general operating surplus is estimated at just over \$2,538,000. This represents \$900,000 in unallocated contingency and an overall operating surplus of \$1.638 million. This represents 0.82% of the \$200 million general operating and capital budget.

Note: The Financial Statement audit was in its final stages at the time of report preparation, therefore the actual surplus is subject to change; however, no significant changes are anticipated.

While accumulating annual surpluses to ensure a healthy accumulated surplus balance is prudent, there is also recognition that there are one time expenditures to be considered each year. The unappropriated accumulated surplus has remained stable at \$6 million. The recommended range for Saanich based on best practice is \$5 to \$15 million so the District remains in the low end of the range.

One time resource requests for Saanich operating budgets submitted for surplus funding total \$1,173,520; capital requests total \$630,000. Council also referred capital work at the Horticulture Centre of the Pacific totalling \$65,000 for consideration.

DISCUSSION

The "Introduction of Draft 2017-2021 Financial Plan" report dated February 20, 2017 indicated that a detailed submission of the one-time resource requests and confirmation of the availability of surpluses or other funding sources would be brought forward prior to finalization of the financial plan. A list of items and the recommended funding source is provided below. Details for each request are provided in Appendix A.

As any approved items would be funded from prior year surplus or reserves there is no additional impact to the taxation increase for 2017. Conversely, not approving an item would not reduce the taxation increase for 2017.

There are seven requests totalling \$630,000 that are recommended to be funded from Capital Reserve Funds (Machinery and Equipment and Capital Works).

In consideration of the funding that is currently required for information technology upgrades and is anticipated for significant facility upgrades and replacement over the coming decade, it is also recommended that Council continue to transfer the remaining 2016 surplus to the IT Reserve Fund and the Facility Replacement Reserve Fund.

A table listing all items and their funding requirement is included on the next page.

One time Resource Requests	Budget Estimate	Funding Source		2018 Non-discretionary operating increase
		Annual Surplus	Reserve Funds	

Total 2016 Annual Surplus **2,538,000** - subject to completion of the audit

Prior council motions:

1. ePersonality License maintenance for 2017	33,410	33,410		
2. Canada 150 Events & Activities	40,600	40,600		
3. Governance Review Citizens Advisory Committee	70,010	70,010		

Operating requests:

4. Upgraded First Responder Equipment - Fire Dept	5,000	5,000		
5. HR Consulting on Job Evaluation	7,000	7,000		
6. LIFE Program Review	10,000	10,000		
7. Critical Incident Stress Mgmt Mental Health Program Update	12,000	12,000		
8. Panama Flats mowing/tilling	20,000	20,000		
9. Safety COR Auditor	25,000	25,000		
10. Mount Doug Park Access Study Implementation	37,000	37,000		
11. Collective Agreements - Contract Bargainer	50,000	50,000		
12. Regional Policing Study	150,000	150,000		
13. By-Election	173,500	173,500		
14. Development Cost Charge Program - Consultant	200,000	200,000		
15. Police Recruit Pre-hires Training	340,000	340,000		
Subtotal - operating requests	1,173,520	1,173,520		

Capital Requests

16. Welding and Grinding Shop Fume Hood - Fire Department	15,000	15,000	750	
17. Washer for cleaning Personal Protective Gear - Fire Department	25,000	25,000		
18. Ceramics Studio (storage of clay and combustible materials) - Cedar Hill Arts Centre	75,000	75,000		
19. Replacement of Field House Curtain System - G.R. Pearkes	125,000	125,000		
20. Security Fencing - Police Parking	235,000	235,000		
21. 3 ton utility dump truck - Parks Capital Projects	45,000	45,000	30,000	
22. Fire Department Medic Unit	110,000	110,000	14,500	
Subtotal - capital requests	630,000	-	630,000	45,250

Other

23. Horticulture Centre of the Pacific	65,000	65,000		
Total one time requests	1,868,520	1,238,520	630,000	45,250

Balance for transfer to capital reserves **1,299,480** - subject to completion of the audit

Prepared by

Valla Tinney
Valla Tinney
Director of Finance

Attachments

CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:

I endorse the recommendation of the Director of Finance.



Paul Thorkelsson, CAO

Appendix A – One-time Resource Requests			
Ref#	Item	Amount	Detailed Description
1.	ePersonality License maintenance for 2017	33,405	Staff report dated March 9, 2016 - Transition funding during implementation of JD Edwards Payroll/HR module.
2.	Canada 150 Events & Activities	40,600	Council motion
3.	Governance Review Citizens Advisory Committee	70,010	Council motion
4.	Upgraded First Responder Equipment - Fire Department	5,000	New First Responder equipment is required to meet the current standard of care for all of our Emergency Medical Assistance licensed fire fighter first responders.
5.	Consulting on Job Evaluation	7,000	The District and CUPE are engaged in implementing a redesigned Job Evaluation Plan, as a result of Letter of Understanding No 11 from the collective agreement ending December 31, 2015. Negotiations for a new collective agreement cannot commence until the financial repercussions of the Job Evaluation Project have been settled. The contractor, Lighthouse Management Consulting, has supported the District throughout the redesign of the plan and is critical to reaching agreement on implementation
6.	LIFE Program Review	10,000	Recommendations from the 2011 Parks, Recreation and Culture Master Plan suggested that Saanich expand the LIFE program for youth and seniors. The Youth Development Strategy (2015) recommendation and early public engagement on the Older Adults Strategy indicate the low income cut off thresholds criteria for qualifying for LIFE, should not be the sole criteria. Many residents who are the working poor/those in temporary situations (e.g. injury/illness)/those on disability pension, greatly need the recreation services to maintain or improve their health. Saanich will hire a consultant to engage the public, analyze practices and criteria, and make recommendations to change the program for improved access and service.
7.	Critical Incident Stress Management Mental Health Program Update	12,000	Recommended practices for supporting mental health in first responders have recently been released by WorkSafeBC. This funding will update of the Fire Departments Critical Incident Stress Management mental health program which would be developed in partnership with the Canadian Mental Health Association. This is a cost effective way to meet the recommendations by using a peer to peer delivery model. The funds cover the cost of courses to develop a "train the trainer" model.
8.	Panama Flats mowing/tilling	20,000	In 2012, a number of Departments received numerous complaints about strong odour from Panama Flats, garnering media attention. Decaying vegetation was identified as a contributing factor, and an annual program to mow/till the field areas was implemented in subsequent years with a local farmer. In past years, this work has been funded from previous year surplus.
9.	Safety COR Auditor	25,000	Fund to hire an external Certificate of Recognition Auditor. Audits of our OHS program are required annually to maintain COR certification. WorkSafeBC requires that an external audit be completed every third year. The external auditor must be certified through the BC Municipal Safety Association.
10.	Mount Doug Park Access Study Implementation	37,000	On November 28 th Council endorsed the study which contains 24 recommendations to improve multi-modal access in and around the park. Several major recommendations have been referred to the Active Transportation Planning project lead by Engineering due to complexity and capital budget implications in the future. However, there are 9 recommendations associated with the Parks Department that require funding to implement.

11.	Collective Agreements - Contract Bargainer	50,000	Additional resource required to support the CUPE Collective Agreement Negotiations process. This resource will bring expertise in CUPE settlements and language through Vancouver Island. They will also be neutral body that will assist with difficult discussions
12.	Regional Policing Study	150,000	<p>Saanich portion of a regional study to examine the most efficient and effective model to deliver police services in the Capital Regional District. Saanich Police have been actively engaged in dialogue with other local police agencies on this issue. The cost of policing will continue to rise and efficiencies can be achieved through collaboration and the reduction of redundant services. This is especially the case when considering the challenge of meeting new demands for service. There will be opportunities to reduce cost and be more effective by working together than compared to the cost of each department addressing new demands on their own. An objective study will identify such opportunities and provide the evidence required to make informed decisions about future models.</p> <p>Recommendations approved by the Saanich Police Board</p> <ol style="list-style-type: none"> 1. The Saanich Police Board supports the concept of a study to explore the most effective and efficient service model (including a regional/sub-regional service) for policing in the CRD; and 2. The 2017 police budget include a preliminary allocation of \$150,000 as Saanich's contribution towards the study; and 3. The Chief Constable be authorized to liaise with his counterparts within the region and the Province to explore the concept and draft terms of reference; and 4. Terms of Reference to be approved by the Saanich Police Board.
13.	By-Election	173,500	Funds required to conduct a by-election in 2017.
14.	Development Cost Charge Program - Consultant	200,000	Reference to Council Minutes dated October 17 th 2016 and staff report dated October 12, 2016. Continuation of the DCC program update work started in 2016, the second stage of the program is to update the DCC charge for a municipal side transportation program based on the current compliment of growth related projects. An evaluation for a new municipal side sewer, drain and water program will also be required to establish new area wide fees. The process will require a consultant experienced in DCC reviews to lead Saanich through the process.
15.	Police Recruit Pre-hires Training	340,000	<p>Hire recruits in anticipation of 2018 retirements. Recruit training takes approximately 10 months. Saanich Police hire recruits ahead of retirements to avoid vacancies when the retirements occur. Retirements are not known with certainty until closer to the actual date; however, based on past experience, and discussions with potential retirees, a close estimate is possible. At this point, eight retirements are anticipated for early 2018. Recruit hiring is not recommended for all eight positions because if fewer officers retire there would be surplus staff. This uncertainty is managed by hiring a combination of recruits and officers with previous experience who do not require basic training.</p> <p>The Justice Institute of British Columbia (JIBC) holds three training classes per year. These occur in January, May and September. The \$340,000 will allow for two recruits to be hired in January and two more to be hired in May. This will ensure they are available to fill vacancies occurring December 2017 through March 2018.</p>

16.	Welding and Grinding Shop Fume Hood - Fire Department	15,000	The Mechanical and Fleet Maintenance workshop contains inadequate ventilation to support the exposure control plan for the Fire Mechanic performing welding and grinding functions. Acquisition of a ventilation system incorporating a fume extractor for positional welding and grinding work as well as the removal of toxic fumes during solvent cleaning/parts work will provide the needed respiratory and dermal protection required as required by WorkSafeBC.
17.	Washer for cleaning Personal Protective Gear - Fire Department	25,000	Firefighter turnout gear must be thoroughly cleaned and decontaminated following every fire and live fire training scenario using approved methods. Commercial washer extractors properly clean this gear, removing contaminants and biohazards while preserving fabric integrity to NFPA standards. The Fire Department currently spends \$9,000/year to have turnout gear cleaned and decontaminated by a third party. It would be more cost effective to conduct this work in-house. The funds would cover the cost of the commercial equipment and installation. Payback is estimated at 3 years.
18.	Ceramics Studio (storage of clay and combustible materials) - Cedar Hill Arts Centre	75,000	Recommended that all hazardous activities (glaze mixing, pugging, etc) be relocated and consolidated in the current clay storage room. A new clay storage solution must be found outside the main studio so that the palettes can be loaded directly into a secure, dry storage area. Request is for locating a small shipping container in the area for that purpose and also store combustible materials associated with Raku firing in the secure, fenced patio. Provides for continued efficient delivery of clay and worker safety (pallets loaded directly from truck rather than hand bombing the product onto shelving units (studio processes several tons of clay each year) <ul style="list-style-type: none"> - Facilitates improvements to the current ventilation system (worker safety) - Provides for worker and public safety during live fire Raku firings which occur in a relatively small space and involve propane and other combustible materials - Safe storage of combustible materials outside the building
19.	Replacement of Field House Curtain System - G.R. Pearkes	125,000	Constant tying back and movement of the existing 20 year old curtain system has strained/bent the metal support system. Manual tie-back and reset of the curtain is time consuming and requires a great deal of physical effort for staff which increases the risk of musculoskeletal injuries and potential WSBC claims. There is an increasing risk of failure of the supports which could result in injury and cancellation of events, programs and activities in the space. New mechanized curtain system would have a similar 20 year life span.
20.	Security Fencing - Police Parking	235,000	Construction of a security fence at the rear of the main police building. This fence will enclose the parking area for the front-line vehicles, secure the exhibit compounds and storage areas, and provide a secure area to release prisoners. The high cost of the fence is due to the materials and the powered gates. The need for the fence has been known for some time but has been reaffirmed by a 2015 security review.
21.	3 ton utility dump truck - Parks Capital Projects	45,000	To support staff complement related to meeting the commitments of increased capital budgets related to invasive species management and infrastructure replacement. To implement the capital plans, Parks staff requires a 3-ton truck to perform the required work. . Lease vehicles compatible with this use are not available.

22.	Fire Department Medic Unit	110,000	<p>Medical Aid Calls for Service</p> <p>As part of its continuous improvement cycle, the Department reviewed its allocation and deployment for 2009-2015. During this period, the number of Medical Aid calls across the municipality increased 25% and now accounts for nearly one-half of the emergency calls for service the Department receives.</p> <p>Fire Medic Unit Deployment</p> <p>Moving to a two fire fighter response model on a Medic Unit (similar to a pickup truck) will be a more efficient response model and provide good value to the citizens of Saanich. The proposed model represents a more efficient use of resources as two fire department members will attend Medical Aid calls for service using the Medic Unit rather than four fire department members attending on an Engine. A smaller response unit should realize a substantial decrease in response times and be safer as well as more fuel efficient. Given the increase of medical emergencies is disproportionate to other call types (i.e. motor vehicle incidents, fire, public service), this response model will result in more fire fighters and heavy fire apparatus being available for subsequent emergencies and increasing call volume. Similar response models have been implemented successfully in Port Alberni, Port Coquitlam, Vancouver and Calgary.</p> <p>It is estimated the Medic Unit would respond to approximately 800 medical emergencies per year that a Fire Engine currently responds to. At this rate, the front line Engine from Station No. 1 would make an estimated 8,000 fewer responses over 10 years. This represents a considerable savings on fuel, wear and tear, be better for the environment and greatly extend the life of fire apparatus. The Ladder from Station No. 1 would also see a reduction in calls of approximately 15% as it would drop to the third apparatus out of Station No. 1 for a medical emergency meaning the Medic Unit and Engine would have to already be on another call before the Ladder would respond to a medical emergency.</p>
23.	Horticulture Centre of the Pacific	65,000	Phase 2 of the Couvelier Pavilion Green Roof - \$17,000; main building roof/gutters/peak - \$18,000; repairs to portable (walls, vapour barrier, general work - \$27,000; complete lighting in the Couvelier Pavilion - \$3,000.

Special Council Meeting April 26, 2017

RECOMMENDATION
FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
HELD MARCH 28, 2017

2017 COUNCIL REMUNERATION

That it be recommended that Council approve 2017 remuneration of \$39,492.27 for Councillors and \$99,362.91 for the Mayor in accordance with the survey conducted under Council policy and outlined in the report of the Director of Finance dated March 20, 2017.

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Special Council Meeting April 26, 2017

RECOMMENDATION
FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
HELD MARCH 28, 2017

REVENUE, TAX AND TAX EXEMPTION POLICIES AND OBJECTIVES

That it be recommended that Council approve the revenue, tax and tax exemption policy statements outlined in the report from the Director of Finance dated March 20, 2017 for inclusion in the 2017-2021 Financial Plan Bylaw.

Special Council Meeting April 26, 2017

REFERRAL
FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
HELD APRIL 3, 2017

2017 HIGH SCHOOL DRY GRAD GRANT REQUESTS

That it be recommended that Council approve the 2017 Dry Grad applications up to the amount of \$4,655, as outlined in the report from the Director of Finance dated March 6, 2017.

Special Council Meeting April 26, 2017

REFERRAL
FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
HELD APRIL 3, 2017

2017 COMMUNITY SOCIAL SERVICE GRANT REQUESTS

That it be recommended that Council consider approval of the following 2017 Community and Social Service Grant requests, as outlined in the report from the Director of Finance dated March 6, 2017, in the amounts indicated:

Organization	Grant Request
Cedar Hill Golf Club – Ladies' Division	\$5,000
Spirit of Canada 150 (City of Victoria)	1,000
Community Social Planning Council of Greater Victoria	20,900
Crisis Intervention & Public Information Society of Greater Victoria	10,000
Gorge Canada Day Picnic Committee of Gorge Tillicum Community Association	7,000
Goward House Society	20,000
Greater Victoria Volunteer Society (Volunteer Victoria)	12,041
Greater Victoria Bike to Work Society	4,500
Greater Victoria Visitor and Convention Bureau (Tourism Victoria)	24,000
Haliburton Community Organic Farm Society One-time funding for roof of \$5,000?)	14,000
Horticulture Centre of the Pacific	130,000
Maritime Museum of BC Society	10,000
Peninsula Streams Society (PSS)	10,000
Saanich Heritage Foundation	47,000
Saanich Marine Rescue Society	10,000
Saanich Volunteer Services Society	58,368
Shelbourne Community Kitchen Society	5,000
Silver Threads Service	59,225
SportHost Victoria	2,500
Vancouver Island South Film and Media Commission	25,000
Victoria and Vancouver Island Greek Community Society	2,000
Total	\$477,534

Special Council Meeting April 26, 2017

REFERRAL
FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
HELD APRIL 3, 2017

2017 COMMUNITY SUSTAINABILITY GRANTS

That it be recommended that Council consider approval of the following 2017 Community Sustainability Grant requests, as outlined in the report from the Director of Finance dated March 6, 2017, in the amounts indicated:

Organization	Project	Grant Request
Capital Regional Food and Agriculture Initiatives Roundtable (CRFAIR)	Savour Saanich Focus within the Flavour Trails Program	\$10,000
Creatively United for the Planet	6 th Annual Creatively United for the Planet Earth Week Community Festival & Sustainability Showcase	2,500
Garry Oak Ecosystems Recovery Team (GOERT)	GOERT New Local Funding Model and Habitat Stewardship Project	2,500
LifeCycles Project Society	Saanich Based Fruit Tree Project	10,000
Saanich Sunday Farmer's Market Society	New Saanich Sunday Farmer's Market	4,000
The Bateman Foundation	Urban Sanctuary Project – Travelling Exhibit	2,500
Total		\$31,500

Special Council Meeting April 26, 2017

REFERRAL
FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
HELD APRIL 3, 2017

2017 COMMUNITY ASSOCIATION OPERATING GRANTS

That it be recommended that Council approve the following 2017 Community Association Operating Grants as outlined in the report from the Director of Finance dated March 6, 2017.

Organization	Grant	Insurance
Blenkinsop Valley Community Association	1,100	500
Broadmead Area Residents Association	1,100	500
Cadboro Bay Residents Association	1,100	500
Camosun Community Association	1,100	500
Cordova Bay Assn. for Community Affairs	1,100	500
Falaise Community Association	1,100	500
Friends of Mt. Doug Park Society	1,100	500
Gordon Head Residents Association	1,650	500
Gorge Tillicum Community Association	1,650	500
Mt. Tolmie Community Association	1,100	500
Mt. View Colquitz Community Association	1,100	500
North Quadra Community Association	1,100	500
P.I.S.C.E.S.	1,100	500
Prospect Lake & District Community Association	1,100	500
Quadra Cedar Hill Community Association	1,650	500
Residents of Strawberry Vale, Marigold & Glanford Community Association	1,650	500
Rithet's Bog Conservation Society	1,100	500
Royal Oak Community Association	1,100	500
Total	\$22,000	\$9,000

Special Council Meeting April 26, 2017

RECOMMENDATION
FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
HELD APRIL 3, 2017

SWAN LAKE CHRISTMAS HILL NATURE SANCTUARY SOCIETY
2017 MANAGEMENT FEE

That it be recommended that Council consider approval of the Swan Lake Christmas Hill Nature Sanctuary Management Fee in the amount of \$369,750.

Special Council Meeting April 26, 2017

RECOMMENDATION
FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
HELD APRIL 3, 2017

CADBORO BAY VILLAGE BUSINESS IMPROVEMENT ASSOCIATION

That it be recommended that Council approve the 2017 Cadboro Bay Village Business Improvement Association funding request and property taxation levy in the amount of \$20,000.

Special Council Meeting April 26, 2017

RECOMMENDATION
FROM THE SPECIAL COMMITTEE OF THE WHOLE FINANCIAL PLAN MEETING
HELD APRIL 3, 2017

2017 CREST LEVY

That it be recommended that Council approve the 2017 CREST Levy in the amount of \$673,465.