



# AGENDA

For the Council Meeting to be Held  
At the Saanich Municipal Hall,  
770 Vernon Avenue  
**MONDAY, AUGUST 15, 2016.**

I 6:00 P.M., COMMITTEE ROOM NO. 2

Motion to close the meeting to the public in accordance with Section 90(1) (e) of the *Community Charter*.

II 7:00 P.M., COUNCIL CHAMBERS

A. Delegation

P. 3

1. [Victoria Chapter of the Council of Canadians – Federal Trans-Pacific Partnership Agreement](#)

B. ADOPTION OF MINUTES

1. Council meeting held August 8, 2016
2. Committee of the Whole meeting held August 8, 2016

C. BYLAWS

RECONSIDERATION OF FIRST READING (SUBJECT TO A PUBLIC HEARING)

1. **5197 DEL MONTE AVENUE – REZONING TO RS-12**

P. 9

From the Council meeting held July 4, 2016. In accordance with Section 9 of the Council Procedure Bylaw, Mayor Atwell is returning for Council reconsideration first reading of "Zoning Bylaw, 2003, Amendment Bylaw, 2016, No. 9394". To rezone from Zone A-1 (Rural) to Zone RS-12 (Single Family Dwelling) for a proposed subdivision to create three additional lots for single family dwelling use.

FINAL READING

2. **4664 CORDOVA BAY ROAD – SANITARY SEWER BYLAW AMENDMENT**

P. 10

Final reading of "Sanitary Sewer Bylaw, 2006, Amendment Bylaw, 2015, No. 9348". To extend the Sewer Service Area to contain the building footprint at 4664 Cordova Bay Road.

3. **TICKET BYLAW AMENDMENT**

Final reading of "Ticket Bylaw, 2010, Amendment Bylaw, 2016, No. 9375". To remove the position of "Captain Inspector" and replace with "Captain" and adds "Assistant Deputy Chief and Lieutenant" to the list of officials authorized to issue tickets under the Fire Prevention, Smoke Alarm and False Alarm Bylaws.

4. **4396 WEST SAANICH ROAD – HOUSING AGREEMENT**

Final reading of "Housing Agreement Authorization Bylaw (4396 West Saanich Road), 2016, No. 9395". To prohibit a Strata Bylaw or Strata Council from restricting rental of an apartment dwelling unit for residential purposes.

D. PUBLIC INPUT (ON BUSINESS ITEM E)

E. REPORTS FROM DIRECTORS

1. **2017 BUDGET GUIDELINES**

P. 11

Report of the Director of Finance dated August 4, 2016 recommending that Council approve the proposed budget guidelines for preparation of the 2017 financial plan.

\* \* \* Adjournment \* \* \*

## **AGENDA**

For the Committee of the Whole Meeting  
\*\* IMMEDIATELY FOLLOWING\*\*  
The Council Meeting in the Council Chambers

**No items currently scheduled for Committee of the Whole**

\* \* \* Adjournment \* \* \*

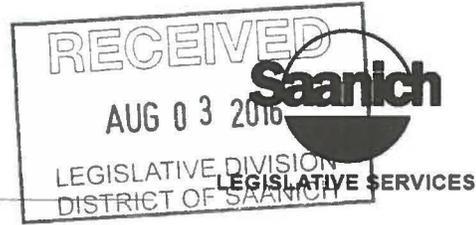
“IN CAMERA” COUNCIL MEETING IMMEDIATELY FOLLOWS

1710-02

cncl Aug 15/16

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Legislative Division  
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### Application to Appear as a Delegation

The personal information you provide on this form is collected under s. 26(c) of the FOIPPA and will be used for the purpose of processing your application to appear as a delegation before Saanich Council. The application will form part of the meeting's agenda and will be published on the website. Your personal telephone number and e-mail address will not be released except in accordance with the *Freedom of Information and Protection of Privacy Act*. Questions about the collection of your personal information may be referred to the Saanich FOI Team, 770 Vernon Ave, Victoria, BC, V8X 2W7 or by telephone at 250-475-1775.

#### General Information

Name of Person or Organization

Victoria Chapter of The Council of Canadians

Meeting Date Requested

15 08 2016  
Day Month Year

Application must be submitted by 12:00 noon at least 10 days prior to the meeting date.

#### Contact Information

Name of Contact Person (if other than name above)

Ted Woyillowicz

Telephone Number

[Redacted]

E-mail

[Redacted]

#### Presentation Information

Please be specific and attach additional information if required. Maximum presentation time is 10 minutes.

Topic of Discussion  
Please describe the topic of your presentation

We are respectfully asking the District of Saanich Mayor and Council to consider passing a resolution requesting that the Federal government not ratify the Trans-Pacific Partnership agreement.

I have attached background materials

Yes  No

Printed background information should be submitted for distribution with the agenda, or bring 13 copies to the meeting.

Audio/Visual Presentation

Yes  No

Presentation materials need to be submitted by noon on the Friday before the meeting and tested on Saanich equipment.

#### For Office Use

Delegation for Meeting: August 15, 2016

Refer to Committee: \_\_\_\_\_

Refer to Department: \_\_\_\_\_ Direct Action: \_\_\_\_\_ Response: \_\_\_\_\_



**Victoria Chapter of The Council of Canadians**

**August 3, 2015**

Dear Mayor Atwell and Council,

On behalf of the Victoria Chapter of The Council of Canadians we wish to appear on Monday August 15<sup>th</sup>, 2015 (pending confirmation) as a delegation to address our concerns regarding the Trans-Pacific Partnership Agreement (TPP) and the effect it will have on the ability of local governments to serve their constituents.

As details of the proposed agreement emerge, citizens and elected officials are beginning to have concerns with the TPP that they are communicating to the federal government.

Some of the concerns that have been raised include the following:

- **The TPP has been negotiated in complete secrecy**
- **The TPP is not really a trade agreement**
- **It may violate our most fundamental principles of democracy**
- **The TPP will likely impact city planning, a major function of city government**
- **Increase global warming and costly extreme weather events**
- **Create a new regulatory bureaucracy that overrides local laws**
- **May rob local government of the ability to protect local jobs**
- **Could inflate healthcare costs**

Please find enclosed information that includes: the spring 2016 magazine [Canadian Perspectives](#) and two information sheets for your perusal.

You are also invited to visit our website for more information on the TPP:

[www.canadians.org/tpp](http://www.canadians.org/tpp)

Additional information will be emailed to you by Tuesday, August 9th, 2016.

Respectfully submitted by:

Ted Woynillowicz, Co-chair Victoria Chapter of the Council of Canadians

Neil Mussell, Board Member, Victoria Chapter of The Council of Canadians

Contact: Ted at [REDACTED]

# The Trans-Pacific Partnership: Expanding the power of corporations

The Trans-Pacific Partnership (TPP) is a multilateral investment and corporate rights agreement involving 12 Pacific Rim countries. Canada joined the negotiations in 2012.

The text of the agreement was developed in secret. Parliamentarians were kept out of the loop. Corporate lobbyists, on the other hand, were given full access. The deal is now finalized and cannot be modified as it awaits ratification of the signatories. The countries involved (Australia, Brunei Darussalam, Chile, Japan, Malaysia, Mexico, New Zealand, Peru, Singapore, United States of America and Vietnam) make up approximately 40 per cent of the global economy.

The TPP is a “docking” agreement, meaning that other countries can join the existing deal without negotiations, which is significant due to the failure of previous multilateral efforts. Countries, such as the Philippines, Thailand, South Korea, Colombia and Taiwan, are considering joining.

Of the 30 chapters in the TPP only six relate to trade issues. The TPP is not a “trade” agreement – it is about entrenching and expanding the rights of corporations.

## Here are a few examples of what we can expect from the TPP:

- **Increases in some drug costs.** The TPP includes the expansion of patent regimes to support pharmaceutical companies. Consumers and public health care providers will see higher prices. For communities in the global South who rely on low-cost generic drugs, this can be a matter of life and death.
- **A global race to the bottom in wages.** Lax corporate rules will mean continuously lower wages everywhere. Union organizing will be undermined while the exploitation of more temporary foreign workers and of workers in the Global South will increase. Ultimately this leads to increased profits for corporations while many workers are paid less.
- **Softening country of origin rules.** This makes it easier for corporations to produce product components in countries outside of the TPP and still have preferential tariffs. These rules of origins are weaker than those in NAFTA.
- **Deregulation of financial institutions.** TPP rules would require domestic law to conform to the now-rejected model of deregulation. The TPP would undermine bans on particularly risky financial practices, such as the derivatives that led to big bank bailouts during the 2008 financial crisis.
- **Undermining community and government efforts to buy local.** Corporations in the TPP must have access to bid on most government contracts. This means a country cannot give preference to local suppliers or enact “buy local” policies.
- **Encouraging a carbon-intensive economy.** Trade agreements encourage the expansion of a shipping-based export economy. They also promote large, global transnational agriculture instead of locally produced food. These are important factors in creating climate change. The TPP text does not have a single reference to climate change.



## What's in the TPP?

The TPP will affect issues as wide ranging as internet freedoms, food sovereignty, health care costs, environmental standards and banking regulations. In all of these instances the rights of corporations are promoted at the expense of the rights of communities.

(Examples - con't)

- **Reducing environmental protection and indigenous sovereignty.** The TPP includes special rules for corporations that allow them to take environmental policies and laws to court. Environmentally destructive companies, such as oil companies or mining companies, are particular users of these rules. Indigenous lands, which are on the front lines of mining and oil resources, are often impacted by these environmentally damaging projects.
- **Canadian dairy markets opened to more rBGH milk.** The TPP will open up the Canadian market to U.S. milk as part of harmonizing dairy standards. Canada has banned recombinant Bovine Growth Hormone, produced by Monsanto,

while the U.S. has not. Cows injected with rBGH, pushed to yield unnaturally large quantities of milk, suffer from more stress and a higher incidence of udder infections, reproductive disorders, swollen legs and premature death.

- **Restrictions on internet freedoms.** People's internet freedom would be restricted through expanded copyright terms, new rules for enforcement of the intellectual property rights of corporations online and the protection of digital locks, which prevent downloads. People will be limited in using and creating digital content and the protection of "trade secrets" could impede whistleblowers working in the public interest. Few privacy protections for users are provided.

### Investor state dispute settlement (ISDS) provisions

Investor-state dispute settlement (ISDS) provisions are included in the TPP as well as many other international "trade" agreements. These provisions are the most obvious example of how trade deals are a corporate bill of rights. The ISDS provisions allow corporations to sue governments for policy decisions or regulations that cut into their corporate investments or profits.

Say, for example, a company invested in a mine or an oil field. The communities whose health and safety are affected could ask the government to stop the project to protect their health and safety. But if the government changes policy or rules that affect a TPP country's investment, the company can sue for lost profit – and not just what it invested, but also the "future profits" the company projects it would lose.

With ISDS provisions communities are likely to be bombarded with investment in resources extraction and infrastructure projects even though unresolved land claims, indigenous title and environmental opposition would otherwise be major risks to investment. These investments leave lands vulnerable to plunder and displacing people.

### Public resources as corporate insurance

It used to be corporations that assumed the risks of doing business in another country. Now, with ISDS provisions, corporations are ensuring that bad investments and questionable projects are compensated for by governments. The funds used to compensate these multinational corporations could otherwise be used for spending on housing, public health, education and other social services.

### The chill effect on public interest policy

Governments faced with continuous financial losses to ISDS claims may be discouraged to pass policies in the public interest that can impact the profits of multinational corporations. We have seen corporations challenge pesticide bans, public health labeling on cigarettes, the rejection of pipeline projects, fracking bans and much more. Governments will either continue to pay these corporations for their ISDS claims, or they will stop enacting policies and regulations in the public interest in order to save money. Either way people and the environment will suffer.

**To learn more about what you can do to stop the Trans-Pacific Partnership visit [www.canadians.org/tpp](http://www.canadians.org/tpp) or call toll-free 1-800-387-7177.**



300-251 Bank Street  
Ottawa, ON, K2P 1X3  
[canadians.org](http://canadians.org) | 1-800-387-7177



# HOW WILL THE TPP AFFECT YOU?

The Trans-Pacific Partnership (TPP) is a "free" trade deal between Canada, the United States, Mexico and nine other countries, representing 40% of the global economy.



## diminished sovereignty

Corporations will have the right to sue governments for changes in policies that threaten profit.



## gold-plated corporate rights

Corporations are accorded privileged legal rights not given to citizens or states.



## unfair competition

Restrictions imposed on Crown corporations will not give them "preferential" treatment.



## local jobs at risk

Foreign companies have the same rights as local companies to government contracts, erasing any buy local programs.



## food insecurity

Our ability to protect our own production and markets will be significantly diminished.



## higher drug costs

Pharmaceutical patents will be extended, which means that some cheaper generic drugs will be less available.



## decreased wages

Corporations benefit from new rights while workers in all countries will see lower wages and job losses.



## environmental risks

Corporate lawsuits are often used to challenge policies that protect the environment. In these disputes, corporations almost always win.



## who benefits?

Studies show that trade deals like the TPP and their corporate lawsuits benefit very large corporations and wealthy individuals. Experts are now saying that the TPP will result in job losses and only minimal economic growth in Canada.



# Trade Deals Give Corporations the Power to Sue



by Brent Patterson

**The Trans-Pacific Partnership contains the controversial investor-state dispute settlement (ISDS) provision.**

In short, ISDS gives corporations the power to sue national governments for lost future profits related to public interest legislation, most commonly related to the protection of the environment. This provision is known as Chapter 11 in the North American Free Trade Agreement (NAFTA). It is in the yet-to-be ratified Canada-European Union Comprehensive Economic and Trade Agreement (CETA) and in the recently signed Trans-Pacific Partnership (TPP), and it is the subject of debate and reform proposals in the United States-European Union Transatlantic Trade and Investment Partnership (TTIP).

The Trudeau government is defending this provision in the TPP. Global Affairs Canada (Prime Minister Trudeau's department of foreign affairs and international trade) says, "With respect to ISDS, the TPP will not impair the ability of Canada or its partners to regulate and legislate in areas such as the environment, culture, safety, health and conservation. Our experience under NAFTA demonstrates that neither our investment protection rules nor the ISDS mechanism constrain any level of government from regulating in the public interest."

In fact, Canada's experience under NAFTA has been the complete opposite of that. Since NAFTA came into force on January 1, 1994, Canada has been subject to 35 NAFTA investor-state claims. Sixty-three per cent of those claims have involved challenges to environmental protection or resource management measures. A notable example includes the Delaware-registered, Calgary-based Lone Pine Resources' \$250-million Chapter 11 challenge against Canada over Quebec's moratorium on fracking for

oil and gas underneath the St. Lawrence River.

*Toronto Star* columnist Thomas Walkom has cautioned, "Ottawa says the TPP does not remove the right of governments to 'legislate and regulate in the public interest.' That's what was said about NAFTA originally. But those claims proved to be false. With the TPP, as with NAFTA, all will depend on how the final text is worded and how the dispute settlement panels interpret this wording. In the end, the new Trans-Pacific deal is essentially a renegotiated NAFTA with Japan and a couple of cheap-labour countries (Vietnam, Malaysia) thrown in."

The ISDS provision threatens both climate policy and Indigenous rights.

As Friends of the Earth highlights, "The ISDS mechanism included in the TPP investment chapter grants foreign investors access to a secret tribunal if they believe actions taken by a government will affect their future profits. This provision is a ticking time-bomb for climate policy because many government policies needed to address global warming are subject to suits brought before international investment tribunals... Other TPP chapters, like the one covering trade in goods, can be the basis for state-to-state suits challenging climate policies."

Council of Canadians National Chairperson Maude Barlow has called for a provision in global climate agreements that would protect government measures reducing greenhouse gas emissions from ISDS challenges. She stated, "The central problem is that many of the same countries pledging to take serious action on climate change are also party to, or are aggressively negotiating, trade and investment deals that contain a mechanism that gives large corporations the right to challenge any changes to the

current rules under which they operate." United Nations Special Rapporteur for Indigenous Rights Victoria Tauli-Corpuz has warned that "the clause of non-discrimination between a local and an international investor ... grants more rights to transnational firms, often at the expense of indigenous rights." She says this is a crucial issue because most remaining natural resources are located on Indigenous lands.

In a January 2016 op-ed published in the *Winnipeg Free Press*, Council of Canadians Regional Organizer Brigitte DePape and Winnipeg chapter activist Jobb Arnold wrote "[The ISDS provision] could affect the First Nations on Lelu Island, B.C. ... There, the battle is against Petronas, a company that wants to exploit liquefied natural gas. It's not just the land and water, but also the fishing economy at stake for future generations. Under the TPP, Petronas, a Malaysian company, could sue the Canadian government if it were to limit LNG exploitation on the island. In this way, the TPP gives multinational corporations more power and grassroots land-defenders less."

The Trans-Pacific Partnership includes the 12 countries that produce nearly 40 per cent of the monetary value of all the finished goods and services in the world. There is a mixture of countries within it, including G7 "major advanced economies" (the United States, Canada and Japan), G20 "major economies" (Australia and Mexico), relatively smaller economies (New Zealand and Singapore), and "developing economies" (Brunei, Chile, Malaysia, Peru and Vietnam).

Giving the transnational corporations that operate in these countries the power to sue government over public interest legislation is the wrong way to go.

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Brent Patterson is the Political Director for the Council of Canadians.

Cnel Aug 15/16

THE CORPORATION OF THE DISTRICT OF SAANICH

BYLAW NO. 9394

TO AMEND BYLAW NO. 8200,  
BEING THE "ZONING BYLAW, 2003"

Mayor  
Councillors  
Administrator  
Council  
Administrator  
Media

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

- 1) Bylaw No. 8200, being the "Zoning Bylaw, 2003" is hereby amended by deleting from Zone A-1 (Rural) and adding to Zone RS-12 (Single Family Dwelling) the following lands:  
  
Lot 1, Block 4, Section 44, Lake District, Plan 1522  
  
(5197 Del Monte Avenue)
- 2) This Bylaw may be cited for all purposes as the "**ZONING BYLAW, 2003, AMENDMENT BYLAW, 2016, NO. 9394**".

Read a first time this day of .

Public Hearing held at the Municipal Hall on the day of

Read a second time this day of

Read a third time this day .

Approved under Part 4 of the *Transportation Act* on the day of

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

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

\_\_\_\_\_  
Mayor

Cnel Aug 15/16



LEGISLATIVE SERVICES

Mayor  
Councillors  
Administrator

Council  
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Media

# Memo

**To:** Mayor and Councillors  
**From:** Donna Dupas, Legislative Manager  
**Date:** August 10, 2016  
**Subject:** **4664 Cordova Bay Road – Final Reading “Sanitary Sewer Bylaw, 2006, Amendment Bylaw, 2015, No. 9348”**

File: 6840-20 Cordova Bay

At a Council meeting held August 10, 2015, Council gave three readings to the above noted bylaw. Final reading of the bylaw was withheld pending registration of a covenant to prohibit future subdivision of the property.

Please note that all outstanding items have been addressed and Council is requested to give final reading to the “Sanitary Sewer Bylaw, 2006, Amendment Bylaw, 2015, No. 9348.”

This item is scheduled for the Council meeting on August 15, 2016. If you have any questions please contact me at extension 3500.



Donna Dupas  
Legislative Manager

dh

cc: Paul Thorkelsson , CAO  
Carrie MacPhee, Director of Legislative Services  
Sharon Hvozdzanski, Director of Planning  
Harley Machielse, Director of Engineering

CM  
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The Corporation of the District of Saanich

Mayor  
Councillors  
Administrator

Council  
Administrator  
Media

# Report

**To: Mayor and Council**  
**From: Valla Tinney, Director of Finance**  
**Date: August 4, 2016**  
**Subject: 2017 Budget Guidelines**

## PURPOSE

The purpose of this report is to present proposed budget guidelines for 2017.

## BACKGROUND

Each year guidelines are developed to provide direction to all departments in the preparation of the following year's budget.

## DISCUSSION

It is anticipated that for 2017, the trend experienced over the last several years will continue. Building permit revenues are expected to remain stable or rise minimally, and non-market revenue is also anticipated to remain stable at close to \$1,000,000. Wage and benefit contingency estimation for the first budget draft is likely as CUPE and Police collective bargaining processes have not yet actively commenced. The impact in 2017 of partial year approved staffing in 2016 is close to \$400,000.

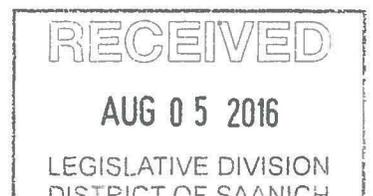
Non-discretionary increases are anticipated for the Greater Victoria Public Library, CREST and eComm. There are contractual commitments approved by Council in 2016 that also impact the 2017 budget such as the 57 Cadillac lease costs and software licencing. Non-discretionary increases are also anticipated for utility costs, training/certification to meet statutory commitments and full year costs for 2016 partial year resource requests (e.g. South Vancouver Island Economic Development Association, webcasting).

Additional funding for capital infrastructure replacement is required to continue progress toward sustainability targets; drainage continues to have the largest annual funding shortfall. Where room may be available within the allocation for the sustainability targets, building reserves for the backlog of facilities projects and essential information technology upgrades is recommended.

## NEXT STEPS

Preliminary budget impact estimates are provided in Attachment A. They are included in this report to provide an early indication of the magnitude of some of the pressures and are provided purely to inform Council. Additional impacts on both revenues and expenditures will flow out of the budget development process.

CM  
E.1



The proposed guidelines provided in Attachment B are consistent with 2016, holding operational accounts to prior year levels except for contractual and non-discretionary increases, increasing capital funding to stay on track for sustainability targets, 0.1% to support increased operational costs for prior year additions and allowing resource requests for critical operational items or where cost savings will be realized.

**RECOMMENDATION**

That Council approve the proposed budget guidelines for preparation of the 2017 financial plan.

Prepared by: Valla Tinney  
Valla Tinney  
Director of Finance

**CHIEF ADMINISTRATIVE OFFICER'S COMMENTS:**

I endorse the recommendation of the Director of Finance.

  
Paul Thorkelsson, CAO

## 2017 PRELIMINARY BUDGET IMPACT ESTIMATES

(at August 5, 2016)

	Budget Impact \$	Gross % Tax Increase
Prior Year Budgeted Property Tax	111,158,200	
<b><u>2017 Budget - General Municipal</u></b>		
<b>Operating Increases</b>		
CUPE/IAFF/Exempt/Council- estimates	1,532,870	1.38%
<b>Contracted Increases (non-discretionary)</b>		
Licencing for software approved in 2016	208,560	0.19%
Lease and operating costs for 57 Cadillac Ave.	113,020	0.10%
CREST and Ecomm	50,005	0.04%
Full year 2016 resource requests (ED & Webcasting)	116,312	0.10%
<b>Policy Increases</b>		
New Inventory Funding	111,158	0.10%
<b>Total General Municipal Operating Increase</b>	<b>\$ 2,131,925</b>	<b>1.92%</b>
<b>Capital Increases</b>		
Increased Debt Servicing as per policy	400,000	0.36%
Annual Core Capital funding increase 2%	252,554	0.23%
Additional Capital as per Council policy	833,687	0.75%
<b>Total General Municipal Capital Increase</b>	<b>\$ 1,486,241</b>	<b>1.34%</b>
<b>Total General Municipal Operating and Capital</b>	<b>\$ 3,618,165</b>	<b>3.25%</b>
<b><u>2017 Budget - Police Board</u></b>		
Core budget - as per 2016 3 yr budget	961,000	0.86%
Full year for new 2016 positions	365,000	0.33%
<b>Total Police Service Increase</b>	<b>\$ 1,326,000</b>	<b>1.19%</b>
<b><u>2017 Greater Victoria Public Library</u></b>		
From 2016 5-Year Financial Plan	206,445	0.19%
<b>TOTAL PRELIMINARY TAX INCREASE</b>		<b>4.63%</b>
Non market based on 2016 Results and 2017 YTD Actual	(1,000,000)	-0.90%
<b>NET INCREASE TO EXISTING TAXPAYERS</b>		<b>3.73%</b>

2017 Budget Guidelines

Whereas Council has established departmental submissions for the 2017 budget should be based on the following:

1. Preliminary 2017 departmental net budget totals will be limited to a 0.0 percent increase over the 2016 adopted net budget totals, exclusive of existing personnel costs, phased in funding for positions approved by Council in the prior year, core capital increases, and non-discretionary increases;
2. Fleet rental rates will be limited to a maximum 1.0 percent increase over 2016 levels;
3. Existing personnel costs will be calculated using 2017 bargained rates (or estimates prepared by Finance if not known);
4. Funding for salary and benefits costs arising from the JE changes must be provided within existing budgets, with the exception of any impacts resulting from CUPE LOU #11 – Job Evaluation, which will be negotiated and incorporated into the budget as a standalone item;
5. Capital expenditures funded from current taxation revenue (Core Capital) will be increased by 2% plus a maximum 0.75% property tax increase to fund infrastructure replacement;
6. A maximum 0.10% increase for operating costs arising from previous year additions; and
7. Resource requests for additional operating budgets (including one time projects) and new tax funded personnel will only be considered where critical capacity issues can be clearly demonstrated or where upfront investment will result in longer term savings as outlined in a business case. Resource requests will be reviewed by the senior management team and assessed for alignment with stated strategic priorities and overall corporate benefit. Capital projects will continue to be managed within existing capital budgets (including increases referenced in #5).

Staff will take advantage of opportunities for increased operational efficiencies or cost savings initiatives.